



WORLD HERITAGE UK

UK WORLD HERITAGE ASSET FOR THE FUTURE

A Review of the State of UK World Heritage Sites

Technical Report





United Nations
Educational, Scientific and
Cultural Organization



World Heritage
in the United Kingdom

WH:UK is grateful to the agencies and organisations who financially supported the Review. These include:

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FOREWORD



I am delighted to introduce this Review of the UK's World Heritage Site Collection which offers a way forward for their future management.

UNESCO World Heritage Sites represent the best cultural and natural places on the planet. The UNESCO logo that celebrates the Sites is internationally recognised, is greatly respected, and is a powerful brand signifying both quality and significance. We are proud that the UK's 32 Sites are part of the World Heritage List and that the UK's local Site management regimes are considered exemplary by our global neighbours.

I commend Chris Blandford, WH:UK President, who has delivered this seminal work and demystified so much of the complexity surrounding our World Heritage Sites nationally and locally, and set an agenda for achieving a more consistent approach to UK World Heritage Sites in the future. Many people in the World Heritage sector including our sponsors have also contributed to the work and I thank them for this.

To our knowledge, this is the first time anyone has ever looked comprehensively at the UK's World Heritage, and we have carried out our Review professionally and objectively. Inevitably some may disagree with some of our findings or conclusions, or have valid perspectives on a particular issue which may differ from ours. So I should emphasise that we see this report very much as the starting point for a frank and constructive discussion about the future of this important issue and we should therefore like to know what you think.

World Heritage UK is the only independent body focussed exclusively on the UK World Heritage Sites with its membership drawn locally from the Sites themselves. WH:UK's goals are well aligned to those promoted by UK Government. We look forward to continuing to participate in ensuring that our outstanding World Heritage Collection goes from strength to strength in its contribution to the UK.

A handwritten signature in black ink, appearing to read 'A. C.', written in a cursive style.

Tony Crouch

Chairman of Trustees, World Heritage UK

PREFACE

Over the last 40 years as a heritage adviser, master planner and landscape architect my work has included planning, management and promotion of numerous World Heritage Sites, both in the UK and internationally. It has been a great privilege for me to represent WH:UK in undertaking the Review of the UK's World Heritage Site Collection. I have also been lucky to experience and share the great commitment and passion in the many people who are dedicated to ensuring that our World Heritage Sites and their values can enrich the lives of current and future generations.

We are now in a climate of reduced public funding in the UK. We need therefore to consider how we can best continue conserving, managing and supporting the Outstanding Universal Values of our World Heritage Sites, while acknowledging that some change is a healthy part of increasing the resilience of these Sites.

We present the Review in the context of the UK's obligations to UNESCO's World Heritage Convention. Over 30 years we have successfully established our globally significant and diverse Collection of special places. At some Sites sustainable management is challenging. It is in this light that WH:UK commenced the Review of the State of UK World Heritage Sites. Central to this is WH:UK's desire to assist the UK Government in developing a clear vision and strategy for UK World Heritage in the future, setting a global standard in the stewardship of our World Heritage Sites.

The overriding message and potential of the Review is clear. The World Heritage Collection is a central part of the UK's cultural inheritance; the Sites can be at the heart of well managed heritage tourism in the UK; the Collection can be a significant asset for the UK's Soft Power Strategy and global standing; our World Heritage Sites can contribute greater socio-economic benefits to the local communities who host them. But we need to find a way of unlocking this potential.

I hope that the Review and its Plan of Action will act as a catalyst for stakeholders to generate a much needed dialogue and to work collaboratively to further realise the cultural, social and economic benefits of our amazing Collection of Sites. I know that WH:UK stands ready to be part of this.



Chris Blandford
President WH:UK



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EXECUTIVE
SUMMARY



Maritime Greenwich, London

EXECUTIVE SUMMARY

World Heritage UK (WH:UK) is an independent charitable body that represents the UK's Collection of World Heritage Sites. It has undertaken an independent Review of the state of the UK's World Heritage Sites to assist the UK Government and other stakeholders in planning and supporting the future sustainable management of the Sites.

The Review was carried out during 2018 and early 2019 and focussed on the 27 UK Mainland & Adjacent Islands World Heritage Sites prior to the inscription of the most recent UK Site at the Jodrell Bank Observatory (July 2019). Site management was assessed at an individual World Heritage Site level. This was used to highlight the key issues for the UK World Heritage Sites as a whole, and generate a plan of action to realise the national and local potential of the UK World Heritage Collection.

Opportunity for Global and Local Britain

The UK's World Heritage is a remarkable opportunity – a sleeping giant of cultural and economic potential. It includes the most important heritage assets in the UK, helping to spell out our island story capturing Britain's greatest global impacts, and offering the potential for local socio economic benefits to WHS communities. The Sites are a central part of the UK's cultural inheritance.

Government has an international responsibility to protect, nurture and enhance our World Heritage, so that it is protected for generations yet to come. With effective management the Sites can remain (and in many cases become) the crown jewels of heritage tourism in the UK, contribute to the projection of our soft power, whilst helping to regenerate and give greater identity to local communities and reshape the image of some of the less favoured parts of the UK.

At the present time the UK is not turning World Heritage to its advantage. Some Sites are exemplars of effective sustainable planning and management, but good management, promotion and interpretation is patchy, and at too many Sites it is underfunded and under resourced. Well-known Sites are coming under visitor pressure that must be carefully managed, whilst less well-known Sites would often welcome (and could with benefit accommodate) additional visitors.

Collectively the UK is not yet making the most of its inheritance. It is not properly delivering the international commitments made as a States Party when the Sites were inscribed. The UK is not making the best use of the Sites, either as tools for regeneration or for securing our national cultural identities and cohesion, especially in England.

Challenges Faced by the UK World Heritage Sites

Over 50% of UK World Heritage Sites are managed and primarily funded by local authorities or by mixed public partnerships. Reductions in public funding are putting at risk the future resilience and sustainable management of these Sites. By contrast, Sites managed and supported directly by central Government sponsored agencies or independent trusts to a degree have greater funding resilience and capacity to absorb costs, especially where the trusts concerned can generate income streams, for example through ownership or guardianship of land and property.

The Review revealed numerous local issues and management challenges which vary from Site to Site across the Collection. At a strategic level for all Sites, but in particular for the ‘publicly’ managed Sites, the five central challenges faced by the UK World Heritage Collection include:

- Low awareness of the UK World Heritage Site Collection and lack of understanding of Outstanding Universal Value both nationally and locally.
- The need for increased capacity, resources and diversification of skills in Site management and promotion.
- The emerging need for alternative governance and management models which offer greater scope for self-sustaining finances and less dependence on traditional public sector support.
- The need for improved Government support coupled with alternative and consistent funding sources for management and conservation.
- Improved integration of tourism marketing and World Heritage Site promotion at local and national levels.

Addressing these interrelated challenges is critical if a coherent UK wide World Heritage Site strategy, together with more consistent and sustainable World Heritage Site local management, is to be achieved. An initial priority should be the raising of awareness of the national importance and local benefits of the World Heritage Site Collection and individual Sites. Without greatly raising World Heritage Site awareness, improving management capacity, governance and funding the integration of tourism will continue to be challenging.

Unlocking the Potential

The World Heritage Site Collection is very important for the UK. The potential for the Sites to further contribute to UK Government achieving its current broader goals in the areas of social, cultural and economic wellbeing is great. Unlocking the potential for this and for increasing the benefits for all from UK World Heritage Sites, both nationally and locally, requires some joint Government led action. The Review concludes by recommending an eight point Plan of Action as follows:

1. National World Heritage Sites Strategy and Vision - The UK Government, in collaboration with the devolved nations and other key stakeholders, should commit to developing a vision and preparing, implementing and regularly reviewing a coherent strategy for the planning, management and conservation of the UK's World Heritage Sites.

2. UK World Heritage Fund – A fund should be established, bringing together public funds and philanthropic contributions, specifically to enhance the promotion and management of all Sites in the Collection, especially where greater resilience for maintaining future management is needed.

3. Independent National Body for World Heritage - The UK should support and resource an independent national body for World Heritage, coordinating World Heritage Site Collection promotion, policy and action, and sharing best practice nationally and internationally.

4. Campaign for Raising World Heritage Awareness - The UK should commit to running a series of coordinated national campaigns to raise the awareness of the World Heritage Sites and their values, involving Government departments and agencies, the private and voluntary sectors, and the individual Sites.

5. UK Planning Policy and World Heritage Convention – A dialogue with a wide range of stakeholders and research should be initiated to engender and investigate how a more effective relationship between the UK national and local planning policy frameworks and the principles enshrined in the World Heritage Convention can be achieved.





6. Local World Heritage Sites Upskilling - Steps should be taken to ensure that all Sites have properly funded and multi skilled management teams which are more resilient and not over dependent for their resourcing on local government and wherever possible with independent sources of long term income.

7. Alternative World Heritage Site Governance - A more detailed review should be undertaken of the alternative mechanisms for World Heritage Site governance to highlight opportunities and options for some publicly managed Sites to be more self-sustaining and less dependent on public structures and support.

8. Integration of Tourism and World Heritage Sites - Steps should be taken to secure a much closer and effective working relationship between tourism promotion and the effective management of Sites.

The overall message of the Review is that alternative and more sustainable and consistent levels of resourcing and support are critically needed to unlock the potential for improved national promotion of UK Sites and for more resilient local management of the Collection. Government wellbeing, cultural, tourism and international standing agendas will greatly benefit from this when achieved. Some central Government public funding will be needed to kick start awareness raising, upskilling and greater World Heritage Site resilience allowing the most vulnerable Sites to develop a better blend of public and other funding sources to support management. The initiation of a UK wide World Heritage Strategy would facilitate collaboration by the many stakeholders in the World Heritage sector for the further refinement and detailing of other propositions highlighted in the Review.

World Heritage UK (WH:UK) is at the heart of the UK World Heritage community and is the only body which is entirely focussed on representing and promoting all the UK's World Heritage Sites. Already working with colleagues and partners in central and local Government, the private and voluntary sectors, WH:UK stands ready to assist in the implementation of the strategic priorities proposed by the Review, enabling positive change in the World Heritage sector.



SECTION 1

INTRODUCTION



Dorset & East Devon Coast, South West England

1.0 INTRODUCTION

1.1 Why a Review?

1.1.1 World Heritage UK (WH:UK) is an independent charitable body that represents the UK's Collection of World Heritage Sites (WHSs). It has undertaken this independent Review of the state of the UK's World Heritage Sites to assist the UK Government and others in planning and supporting the future sustainable management of the Sites and enabling them to deliver their full economic and social potential for the benefit of the communities that value and cherish them.

1.1.2 Since the inscription of the UK first World Heritage Sites over 30 years ago much has been successfully achieved by a wide range of stakeholders in establishing their management and integration into the UK's planning frameworks. All Sites now have Management Plans, Steering Groups and Coordinators to guide their promotion, management and conservation – a base situation which is by no means common in other European countries.

1.1.3 The UK World Heritage Collection is a remarkable and valuable resource. At the present time however the UK is not fully turning World Heritage to its advantage and there is still a great deal to be done. With more effective management and support the Collection of UK World Heritage Sites can remain or become the crown jewels of UK heritage tourism in the UK, contribute to the projection of our Soft Power, whilst helping to further regenerate and give greater identity to local communities and reshape the image of some of the less favoured parts of the UK. The UK World Heritage Site Collection can play a greater role in UK Government, achieving its current broader goals, particularly in areas of social, cultural and economic wellbeing.

1.1.4 As a starting point the objectives for the Review were initially established as:

- Raising awareness and revealing the key issues at a strategic and local level associated with the future management and sustainability of the UK's World Heritage Site Collection.
- Assessing the capability (resources and skills) of local World Heritage Site Coordinators, Managers, and Decision Makers to deliver the objectives and actions included in World Heritage Site Management Plans.
- Assessing the wide diversity of governance models and funding that currently underpin the management of Sites and consider options for increasing the capacity of Site management teams.
- Reviewing and increasing the available evidence base of how World Heritage Sites are or could contribute to local economies through tourism, regeneration and other means post World Heritage Site inscription.

1.2 Opportunities and Challenges

1.2.1 The UK World Heritage Sites are some of the best of the best of our cultural heritage and a central part of the UK's cultural inheritance. They are both global and local assets and very important for the UK.

1.2.2 The Review reveals however that 50% of Sites, in particular those that are managed ‘publicly’, are facing significant and interrelated challenges in terms of their sustainable management in the future. These challenges include the low awareness of the UK World Heritage Site Collection and its values, the limited capacity and need for upskilling of local World Heritage Site management teams, the need for improved governance and funding support and the disconnection of World Heritage Site promotion and tourism.

1.2.3 The UK Government wants the UK to

“set a global standard in the stewardship of WHSs and work with other partners to promote sustainable development and protection of the Sites.” (DCMS The Culture White Paper 2016)

The above challenges will need to be addressed if the vision for a more coherent strategy for the UK World Heritage Site Collection, and a more consistent and sustainable local management basis for individual Sites, is to be achieved.

1.2.4 The Review has identified the challenges and sets out a plan of action for further collective elaboration and consideration. While Government has a central responsibility for initiating or implementing many of the propositions in the proposed plan, it is also a great opportunity for conversations, collaborations and partnerships with the many stakeholders involved in the World Heritage sector. World Heritage UK is the only body which represents all the UKs World Heritage Sites exclusively and is well positioned to assist Government and other stakeholders across the sector in achieving the vision for the UK World Heritage Sites. It is hoped that the Review will act as a catalyst to initiate a collaborative effort by all to implement the Action Plan proposed by the Review.

1.3 How Was the Review Achieved?

1.3.1 The Review was undertaken during 2018 and early 2019 and focussed on the 27 UK Mainland & Adjacent Islands World Heritage Sites prior to the inscription of the most recent UK Site at the Jodrell Bank Observatory (July 2019).

1.3.2 During 2018 the Review author, visited most of the mainland Sites and carried out interviews with local World Heritage Site Managers, Coordinators and other stakeholders, partners and decision makers. The wide range of information assembled at interviews was recorded on a standard proforma for each Site. An extensive series of meetings was also undertaken with Government departments and agencies relevant to World Heritage Site planning and management. All of this detailed information was assessed and distilled into the strategic issues and challenges that are faced by the UK World Heritage Sites.

1.3.3 Separately to this Review WH:UK has published a Position Statement on Planning and World Heritage (see www.worldheritageuk.org). Some planning issues are touched on in this Report, but a more detailed analysis is set out in the Position Statement. Reports on other topics may follow in due course. It is worth noting that while the Position Statement recommends a long list of actions to improve the planning systems and their operation, the implementation of those actions is hindered by a lack of resources at both national and local levels.

1.3.4 The Review reveals that there is a significant shortage of consistent quantitative data relating specifically to financial support, investment and benefits associated with World Heritage Site management and conservation, and impact of tourism on World Heritage Sites. The Review has

however gathered enough figures from Site interviews and other available sources and, where necessary, added estimates to establish a reasonable quantum to support most of the issues raised. In any case, all of the figures included in the report tables should be considered ‘best estimates’ only and representing a snapshot in time. The case for a more consistent databank for both the World Heritage sector and associated tourism sector is made clear by the Report.

1.4 The Reports

1.4.1 This document is the **Review Technical Report**. It is intended that a separate supporting reference volume, Annex A, which expands the information included in Appendix 1 to this Report will be produced during 2020.

1.4.2 The Review Technical Report is summarised in the associated Summary Report under separate cover titled “**UK World Heritage – Asset for the Future**”. In addition, the key messages are included in a World Heritage UK Statement entitled “**World Heritage – A New Opportunity for Global Britain**”.

1.4.3 The content of the **Review Technical Report** is set out as follows:

- Section 2.0 sets the scene and basis for World Heritage Site management from a UNESCO and international perspective and outlines the commitment that the UK has made for the future sustainability of its World Heritage Sites. This Section also describes the national policies that are the strategic context for the UK’s World Heritage Sites. It also summarises the evolution of the inscription of the UK World Heritage Site Collection and its consequences over the last 30 years.
- Section 3.0 looks at the diversity of the UK World Heritage Site Collection as a whole. It also summarises the considerable variations in terms of Site characteristics, context, management, governance, funding and visitor experience found at the individual Sites.
- Section 4.0 examines in more detail the management of UK World Heritage Sites from a national and local perspective. It attempts to ‘demystify’ the roles of the large number of organisations that have an interest in World Heritage Site management in the UK. The section also assesses the effectiveness of local World Heritage Site governance and administration.
- Section 5.0 highlights the key management challenges faced in particular by those UK World Heritage Sites that are publicly managed and supported. These challenges include the low awareness of the UK Collection and its values, the limited capacity and need for upskilling local World Heritage Site management teams, the need for improved governance and funding support, and the disconnection of World Heritage Site promotion and tourism.
- Section 6.0 concludes by offering a vision for the future of UK World Heritage Sites, reiterates the measures needed to address the key challenges, and proposes an Action Plan that WH:UK believes is essential for repairing the current shortcomings of UK World Heritage Site planning, conservation and management.



SECTION 2

WORLD HERITAGE SITE CONTEXT & EVOLUTION



2.0 WORLD HERITAGE SITE CONTEXT & EVOLUTION

2.1 UNESCO and World Heritage in the UK

World Heritage

- 2.1.1 In the years immediately after the Second World War the need for new approaches to peace was prominent in the minds of men and women in many world countries. The United Nations (UN) was born in 1945. Subsequently UNESCO (the United Nations Education, Scientific and Cultural Organisation) was established and aims to enhance peace, security and sustainable development by fostering international collaboration through its work in education, science, culture, communication and information. As part of this the World Heritage Convention was set up in 1972. The concept of World Heritage includes the recognition and protection of the cultural and natural aspects of the world community that are universally significant, and are unique or best examples of their kind.
- 2.1.2 There are now over 1,100 World Heritage Sites (WHS) inscribed or designated worldwide. As of July 2019 32 of these are in the UK and its Overseas Territories.

The World Heritage Convention

- 2.1.3 There is a universal responsibility to safeguard the world's most valuable heritage assets. The World Heritage Sites are the responsibility of UNESCO and this is enshrined in the 1972 UNESCO World Heritage Convention. It defines the types of natural and cultural sites that could be inscribed on the World Heritage List and sets out how these should be identified, protected and managed. 193 nations or 'States Parties' are currently signatories to the World Heritage Convention. The UK ratified the Convention in 1984. The UK's first 6 World Heritage Sites were inscribed in 1986.
- 2.1.4 The 'Operational Guidelines for the Implementation of the World Heritage Convention' describes the precise criteria, preparation and application process required by UNESCO for a States Party to achieve inscription of a nominated World Heritage Site.
- 2.1.5 The UNESCO World Heritage Committee meets annually and includes representatives from 21 State Parties elected by the Committee's General Assembly standing for 4 year terms. The World Heritage Secretariat based in the World Heritage Centre (WHC) in Paris provides Committee coordination and administration. The Committee work includes assessing World Heritage Nominations from State Parties, the continued monitoring of the State of Conservation of World Heritage Sites, identification of Sites to be included on the World Heritage Sites in Danger List, and defining the use of the emergency World Heritage Fund (used primarily for Sites under threat in developing countries). The Committee is assisted by non-Governmental or inter-Governmental advisory bodies named in the Convention. These include the International Council on Monuments and Sites (ICOMOS), International Union for Conservation of Nature (IUCN), and the International Centre for the Study of Preservation and Restoration of Cultural Properties (ICCROM).
- 2.1.6 Since the inception of the World Heritage Convention in 1972 the growing World Heritage List has evolved to include increasingly complex Sites such as complete historic city centres or extensive cultural landscapes. Most World Heritage Sites (particularly in the UK) are places which can contribute significantly to local economies and are much valued by the communities who live

and work there and rightly claim stewardship of WHSs. The balancing of site conservation and development change in such Sites is also increasingly complex. In response the World Heritage Centre has, over the last 20 years, produced a range of guidance, policies and programmes to assist State Parties in the protection and management of their Sites. In relation to UK WHSs these include, for example:

- Policy on the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention (2015)
- World Heritage and Sustainable Tourism Programme (2013)
- Recommendations for Historic Urban Landscapes (2011)
- Sharing Best Practice in World Heritage Management (2011)
- Initiative on Heritage of Religious Interest (2010)
- Safeguarding Intangible Heritage, Traditional Culture and Folklore (2006)
- Natural World Heritage Strategy (2006)
- Climate Change and World Heritage (2005)
- Initial Definition of Cultural Landscapes (1992)

2.1.7 All of the above and others are useful guidance and form part of the strategic international policy context for UK World Heritage sites. However, these policies and principles in the UK context are ‘cross cutting’, with responsibilities vested in numerous agencies, organisations, institutions and stakeholders. The application of these locally at individual Sites is therefore challenging for WHS managers and stewards.

Outstanding Universal Value – the Common Denominator

2.1.8 The international significance that underpins all World Heritage Sites is referred to as ‘Outstanding Universal Value’ (OUV) (see Figure 1). Potential Cultural, Natural and Mixed World Heritage Sites have to demonstrate that they potentially have this value. It is this universality that sets them apart from other nationally recognised or statutory designations. Of particular importance in the long term is the adequacy of measures for the continued protection and management of the Site, (see component ‘C’ on Figure 1). Component ‘B’ – authenticity, applies to Cultural and Mixed Sites only.

2.1.9 The UNESCO Guidelines define OUV as “*cultural and/or national significance which is so exceptional as to transcend national boundaries and to be of common importance for future generations of humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole.*” The Guidelines set out the assessment criteria and conditions that must be satisfied before a WHS can be inscribed onto the World Heritage List. A decision to inscribe a place on the World Heritage List is made by the World Heritage Committee following an evaluation by UNESCO’s Advisory Bodies.

- 2.1.10 Under current arrangements ‘States Parties’ who are signatories to the World Heritage Convention can offer one potential WHS for assessment per year from a previously agreed Tentative List. In the UK the Tentative List for future Sites is due to be reviewed during 2020/2021.

The UK’s Obligations and Commitment

- 2.1.11 As a signatory to the World Heritage Convention, the UK Government has committed to identifying, supporting, protecting, conserving, presenting, and passing on the nations’ World Heritage Sites for future generations as part of the world’s common universal heritage. The critical part of this is the obligation by Government to ensure that the protection and management of the outstanding universal value of the UK’s 32 World Heritage Sites is fully supported and sustainable.

- 2.1.12 In order to assist with the above, UNESCO’s World Heritage mission encourages all State Parties, including the UK to:

- Nominate further sites with OUV for inclusion on the World Heritage list.
- Establish management plans and monitor these through reporting systems on the state of conservation of their World Heritage Sites.
- Safeguard World Heritage properties by providing technical assistance and professional training.
- Provide Periodic Reporting of the State of Conservation of World Heritage Sites
- Provide if necessary emergency assistance for World Heritage Sites in immediate danger.
- Support public awareness building activities for World Heritage conservation.
- Encourage participation of local population and communities in the preservation of their heritage.
- Encourage international cooperation in the conservation of our world’s cultural and natural heritage.

The relevant Articles relating to the above in the World Heritage Convention are particularly but not exclusively Articles 4, 5, 17 and 27.

- 2.1.13 On behalf of the UK Government (the States Party) the Department for Digital, Culture, Media and Sport (DCMS) as part of its wider role is primarily responsible for the UK World Heritage Sites and fulfilling the UK’s obligation set out above. In terms of World Heritage Sites management DCMS’s role currently covers:

- The funding of ‘arms’ length’ heritage, tourism and funding agencies in England;
- Cultural diplomacy;
- Overview of Site management and monitoring;

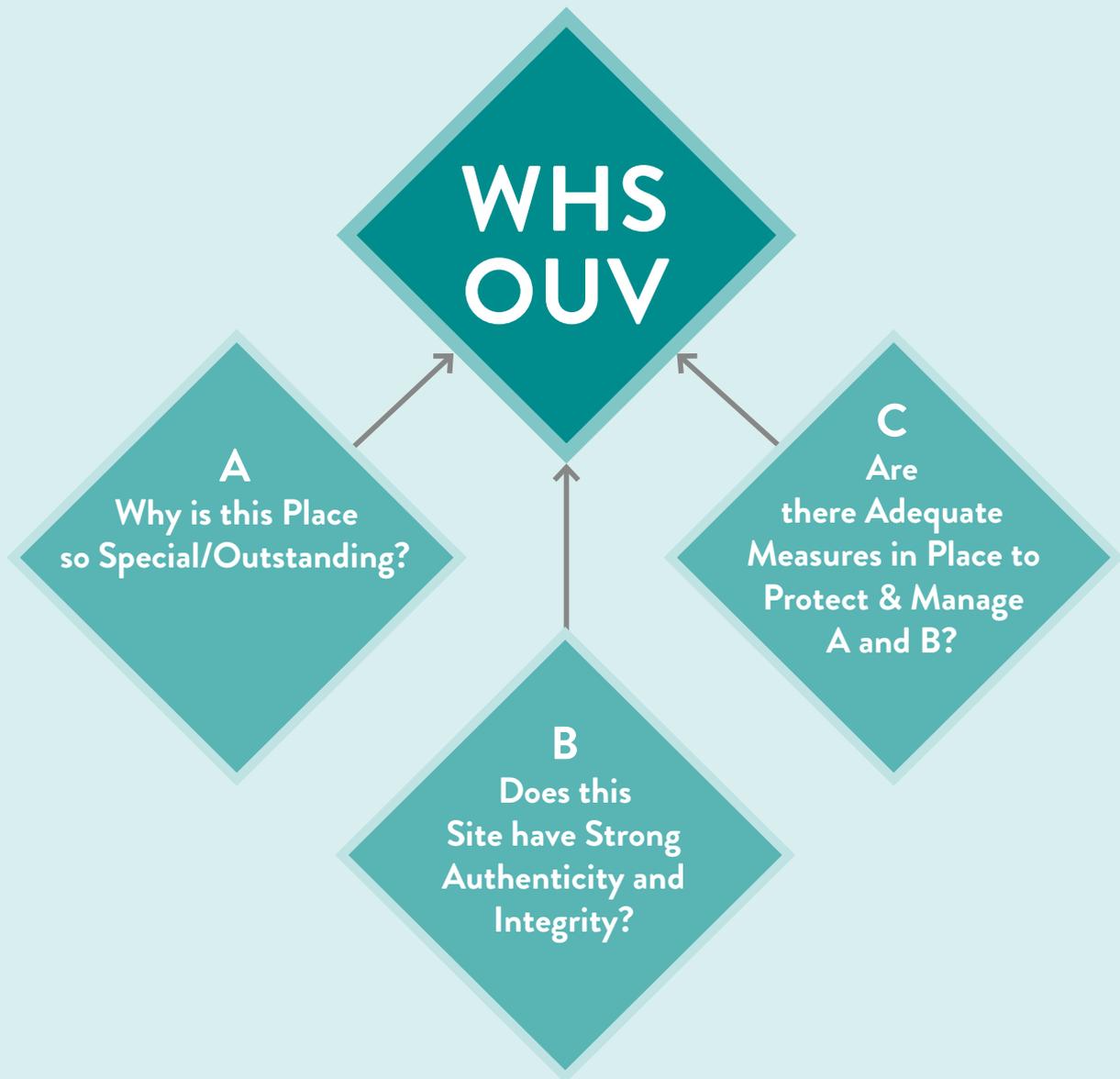
- Liaison with the World Heritage Centre;
- The UK's compliance with the World Heritage Convention;
- Overview of the nomination process for potential UK WHSs: and
- The assessment, review and publishing of the WHS Tentative List and Submission to UNESCO.

- 2.1.14 DCMS is supported by numerous 'arm's-length' agencies, and advisory public bodies to assist them in their responsibilities for heritage, arts, tourism, sports and the media. For cultural heritage in England in general and World Heritage Sites specifically across the UK, DCMS is supported by Historic England. For World Heritage Sites in Scotland and Wales DCMS is also advised by the Scottish Government (Culture and Historic Environment Division, who are in turn advised by Historic Environment Scotland (HES)) and the Welsh Government (Cadw) respectively. DCMS is also advised by the UK National Commission for UNESCO which works to support the UK's contribution to UNESCO and brings the benefits of all of the 150 UK UNESCO designations including World Heritage Sites to the UK. ICOMOS UK (a non-governmental organisation) is also an adviser on cultural heritage to UNESCO and DCMS promoting best practice, assisting on the WHS nomination process and the monitoring of the State of Conservation of World Heritage Sites.
- 2.1.15 The wider role for DCMS includes strategic policy making, for all of England's heritage sites and cultural properties, the arts, digital media and tourism sectors. In addition to Historic England, other DCMS funded UK wide 'agencies' directly relevant to WHS promotion, management and operation include in particular the National Lottery Heritage Fund (NLHF), Visit Britain and the major national museums.
- 2.1.16 Since the 1980's funding support for the management and conservation of UK World Heritage Sites has been primarily dependent on 'public' money from central government agencies, local authorities, international and national grants. Significant reductions in funding from UK central government agencies and local authorities since 2008 has greatly limited the sustainable conservation and development of most of the UK WHSs.
- 2.1.17 The obligations of the UK Government to UNESCO and the Convention for supporting the sustainability of the UK's World Heritage remains the key issue. Article 4 of the Convention sets out clearly its expectations and the responsibilities of the State Parties stating: "*Each State Party to this Convention recognizes that the duty of **ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage** referred to in Articles 1 and 2 and situated on its territory, belongs primarily to that State. It will do all it can to this end, to the utmost of its own resources and, where appropriate, with any international assistance and co-operation, in particular, financial, artistic, scientific and technical, which it may be able to obtain*". It is now for UK Government to develop a more coherent strategy and priorities for improved support and funding for the management and operation of the UK's World Heritage Sites.
- 2.1.18 The World Heritage Site Collection can have a major part to play in the UK's future. The potential for the Sites to further contribute to UK Governments achieving their current broader goal is considerable in the areas of cultural, economic and social wellbeing. The World Heritage Sites have the potential to be significant national assets, as well as a driver for enhancing economic and social benefits to their local communities.



WORLD HERITAGE UK

Figure 1 The Common Denominator:
Outstanding Universal Value



2.2 UK World Heritage Sites and UK Government Policy Context

2.2.1 At a national level there are a variety of high level policies that provide the strategic context and indicate the level of government aspiration and commitment for the conservation, management and operation of the UK's World Heritage sites.

National Heritage Strategies

2.2.2 In England the DCMS Culture White Paper (2016) and follow up Heritage Statements (2017 and 2018) set out the Government's commitment to continue to provide public support and investment for the heritage, culture and the arts sector through its arm's-length agencies such as Historic England and the National Lottery Heritage Fund.

2.2.3 In relation to World Heritage Sites, UK Government specifically acknowledges the significance of the UK World Heritage Site Collection and the economic and social benefits that accrue from these. The 2016 Culture White Paper proposed that the UK "set a global standard in the stewardship of WHSs and work with the World Heritage Centre and other partners to promote sustainable development and protection of the sites." It also recognizes that current economic conditions requires "new models for delivering cultural services at a local level" and that "strong, visionary, leadership and governance of all cultural organisations is essential." Both of these propositions are highly relevant for ensuring the sustainable future conservation and management of those UK World Heritage Sites that traditionally have been local authority led and depended primarily on public money and grants.

2.2.4 In the context of the White Paper and drawing from Historic England's annual Heritage Counts reports, the 2017 and 2018 DCMS Heritage Statements are better equipped now to begin presenting quantitative data to illustrate the demand for heritage by tourists and visitors, and also for demonstrating its wider economic and non-market benefits to local communities. The UK World Heritage Sites Collection forms a considerable part of the wider case for a more sustainable future for heritage in the UK. The DCMS Heritage Statements indicate a rising awareness of the management challenges faced by the UK World Heritage Sites, both collectively and individually. These include:

➤ The Importance of World Heritage Sites as assets:

"...UK World Heritage Sites represent some of the most exceptional heritage our country has to offer..." (DCMS Heritage Statement 2017)

➤ Management and Governance Improvement:

"...we (DCMS) will work with heritage organisations to develop strategies which ensure that the management and stewardship of our World Heritage Sites is consistent and share best practice across the UK..." (DCMS Heritage Statement 2017)

➤ Upskilling and Capacity:

"...we will need to draw funding from a range of sources and collaborate across organisations to share skill and build capacity..." (DCMS Heritage Statement 2017)

➤ Credible Evidence Base:

“...funding and investment decisions must be based on sound financial planning evidence and rigorous evaluation of the benefits of heritage...”

➤ Collaboration and Resilience:

“...prioritize joint working and partnerships at all levels – government, local authority, national organisations, higher education institutions, and wider sector to build and make the case for heritage and help the sector become more resilient...”

The strategic policy context and aspirations are in place for England’s World Heritage Sites. However, central and other support and resources for some sites is limited. Effective local conservation and management remains a challenge.

2.2.5 In Scotland the national heritage strategy is enshrined in the Historic Environment Strategy (Our Place in Time) and the Historic Environment Policy for Scotland, the latter produced by Historic Environment Scotland. The Scottish World Heritage Sites (currently 6 in number) are acknowledged at the strategic policy level to be a significant historic asset as well as visitor destinations. On behalf of the Culture and Historic Environment Division (CHED) part of the Culture, Tourism and Major Events Directorate, Historic Environment Scotland (HES), as the lead public agency for Scotland’s historic environment, has particular obligations to deliver UNESCO requirements on behalf of the UK States Party (DCMS). HES has ownership and direct stewardship of parts of its World Heritage Site portfolio which it conserves, manages and operates. It does this successfully within the constraints of available resources by a full commitment to grant funding and advisory support and guidance, and in some cases direct WHS destination management. HES clearly sets out its strategy for the sustainable future of WHSs in its Annual Operating and Corporate Plan and backs this up with the provision of guidance notes for WHS planning and management eg *Managing Change in World Heritage Sites* (2016). Scottish Natural Heritage (SNH) has no strategy for natural World Heritage but supports the natural component of St Kilda through designations and is working with partners to develop the Flow Country World Heritage Site nomination.

2.2.6 In Wales the *Priorities for the Historic Environment* (2018) outlines the Welsh Ministers’ strategic approach to management of the historic environment. This includes reference to World Heritage Sites and the opportunities they can bring as a tool for regeneration. The *Historic Environment Act (Wales)* (2016) provides the legislative basis for the protection and management of the historic environment supported by *Technical Advice Note 24* and a suite of guidance issued by Welsh Government including *Managing Change to World Heritage Sites*. Cadw is the Welsh Government’s historic environment service reporting to the Minister for Culture, Sport and Tourism. Cadw has guardianship and is directly responsible for the conservation, operation and management of the *Castles and Town Walls of Edward 1 WHS* and the *Blaenavon Industrial Landscape WHS*. It carries out its duties within the constraints of its existing budgets, supplemented by capital funding sourced to support capital projects to improve visitor facilities. Cadw also provides historic environment advice and support to the other two World Heritage Sites within Wales and is a member of the Gwynedd Council led partnership developing a nomination for a new World Heritage Site for the *Slate Landscapes of Northwest Wales*.

UK Government Soft Power Strategy

- 2.2.7 The UK Government is currently developing its Soft Power Strategy. This is set in the context of the National Security Capabilities Review – which considered all aspects of the UK’s international relationships and the influences on UK future prosperity including security, hard power, soft power and the concept of Global Britain, and the country’s GREAT Britain Campaign.
- 2.2.8 The continually emerging Soft Power Strategy is seeking to identify strategic assets that can bring added value and influence. The UK already has a range of key assets (a mix of economic, cultural, security, political or altruistic) which have taken it to the top of the international soft power listings. The UK’s World Heritage Sites Collection has doubtless contributed to this in a ‘quiet way’. Although greatly valued outside the UK, awareness of the presence and values of the WHS Collection both nationally and locally within the UK remains low. The much increased promotion of intelligent use, enhancement and understanding of our World Heritage Sites could greatly advance a number of the agendas, as above, that underpin Soft Power, particularly those related to tourism. For this, the numerous agencies and organisations that conserve, manage, and operate our Collection of Sites will need enhanced support.
- 2.2.9 World Heritage UK as a consultee to the development of the Soft Power Strategy has suggested how the UK Collection of WHSs can make a significant contribution:
- The UK’s WHS Collection, if promoted more fully, could greatly and easily add to the case for promoting a renewed sense of national cultural cohesion in a sector which, by way of its complexity, can be confusing to the outside viewer.
 - The wide distribution and diversity of content of the UK WHS Sites are the assets which can easily tell our ‘island story’ – ie a distinct and powerful brand for tourism development and reshaping the national and international image of ‘places’ – especially those ‘places left behind’ and outside of current visitor destinations.
 - The diversity of the UK WHSs offers numerous themes for tourism product development, reimagining and raising the profile of places and their contemporary spirit. For example, those associated with the Industrial Revolution and ‘Made in Britain’ include seminal locations for development of utopian and philanthropic industrial communities.
 - As places that are ‘underpinned’ by international values and linked to other similar places and communities in the world, the WHS Collection could enhance existing processes and roles in the forging of high level and personal relationships for greater cultural and education exchange.

Tourism Strategy

- 2.2.10 Tourism is the fastest growing industry in the UK and significant growth is forecast to continue. Visit Britain figures for 2018 indicate tourism is worth £126.9 billion to the UK’s economy with inbound tourism contributing £27.6 billion or 9% of UK’s GDP.
- 2.2.11 UK heritage is recognised by Visit Britain as being a strong driver for attracting international visitors to the UK and UK heritage is identified as being one of 12 unique selling points for Britain. Seven out of the ten most paid visitor attractions in England in 2017 were ‘heritage attractions’ and 5 of these were

iconic World Heritage Sites (ie Stonehenge, Tower of London, Westminster, Kew and Bath – each with well over a million visitors per year). Historic England estimated that in 2018 there were 236 million visits to England’s heritage attractions (source: Historic England). It has also been estimated by DCMS that, of these, 33 million visits (14%) were made to 15 of England’s World Heritage Sites.

- 2.2.12 In Wales the four castles operated by Cadw as Castles and Town Walls of Edward I in Gwynedd attract in excess of 600,000 visitors annually and are four of the most visited Cadw sites in Wales. The historic environment contributes more than £960 m to the Welsh economy and is thus one of the key economic drivers.
- 2.2.13 UK government strongly supports the tourism sector by funding Visit Britain and acknowledges the significant contribution of tourism for its GREAT Britain Campaign and its emerging Soft Power Strategy. The Government’s 2015 Tourism Action Plan set the national policy and priorities for the development of Tourism in England. It also initiated the Visit Britain £40m Discover England Programme. The Action Plan essentially has a consumer driven focus on packaging and promotion with minimal support or priority for product development. The potential contribution of the UK World Heritage Collection as a unique asset and product to strategic tourism planning in this respect remains underrepresented.
- 2.2.14 The UK Industrial Strategy (Department for Business, Energy and Industrial Strategy) is intended to boost the UK economy by support for business through the 9 key Sector Deals between now and 2025. The 2019 Tourism Sector Deal Bid, now agreed by Government, emphasised that *“Tourism in Britain – both inbound and outbound, and domestic – is built around a unique and world beating experience. From ancient heritage to diverse and spectacular land to world renowned products and services, Britain consistently finds itself amongst the most attractive destinations anywhere in the world.”*
- 2.2.15 There is little reference to physical heritage in the Strategic Priorities of the Tourism Deal at this stage. However, once awareness of WHSs is raised, there is clearly opportunity for developing the World Heritage ‘product’ particularly in the proposed rollout of new Tourism Zones across the UK.

National Planning Policies and Strategies

- 2.2.16 The UK’s planning systems play a critical role in meeting the State Party’s requirement to protect, preserve, present and transmit to future generations the World Heritage Sites. Each of the four countries that comprise the UK has its own planning system and national planning policies, even though the responsibilities of the State Party (UK) to UNESCO for World Heritage Sites are not Devolved. In England national planning policy (NPPF), supplemented by Planning Practice Guidance, is developed by the Department of Housing, Communities and Local Government (DHCLG). In general, the NPPF gives reasonable protection to World Heritage Sites, although there is room for improvement. In particular the NPPF is very focussed on cultural sites and needs a clearer recognition of England’s natural World Heritage Site and the inclusion of new national policies that apply to it.
- 2.2.17 The Department of the Environment Northern Ireland is responsible for planning in Northern Ireland. The Strategic Planning Policy Statement (SPPS) gives reasonable protection to World Heritage Sites. In 2016 the then Minister for Infrastructure announced a review of the SPPS policies on development in the countryside and renewable energy. Given the current absence of the Northern Ireland Executive, the outcome of the review is awaited. It may affect the province’s one World Heritage Site, the Giant’s Causeway. Further, responsibility for local development planning and development management transferred from central government to new local councils in April 2015.

The new national policies will not be given full effect until the new two-tier system is fully operational.

- 2.2.18 Similar to England, the Scottish Government's Scottish Planning Policy addresses World Heritage Sites in the section on the historic environment, but not that on the natural environment. The opposite is the case in the National Planning Framework. These anomalies need to be addressed, given that Scotland has both cultural and mixed cultural and natural World Heritage Sites.
- 2.2.19 The Welsh Government's Planning Policy Wales (Edition 10) has only recently been revised and it is too early to judge its effectiveness. It is supplemented by Technical Advice Note 24.
- 2.2.20 Overall, there is no consistent or cohesive national planning approach to World Heritage Sites across the UK. There are variations in the degree of protection that the various national policies offer, albeit any weaknesses may be addressed at the local planning level. The key issue is to ensure that the overall degree of protection is consistent between the four planning systems and ensures that World Heritage Sites are protected, preserved, presented and transmitted to future generations.

2.3 Evolution of WHS Inscription and WHS Management in the UK

30 Years of World Heritage in the UK

- 2.3.1 The first 6 UK World Heritage Sites were inscribed in 1986 over 30 years ago. There are now 32 Sites in the UK Collection, 28 (as of July 2019) spread across the UK Mainland & Adjacent Islands and a further 4 in the Overseas Territories. Twenty eight of these Sites are categorised by UNESCO as 'Cultural' (26) or 'Mixed' (1) with only 3 categorised wholly as 'Natural' Sites. During this period the UNESCO process, guidelines and requirements for nominating, and managing WHSs have become increasingly sophisticated and regulated by the World Heritage Centre. The Operational Guidelines (see Section 2.1) have been constantly updated to ensure as far as possible a consistent assessment of the Outstanding Universal Value of Sites and a standard evaluation process for nominations.
- 2.3.2 The UK World Heritage Sites do not have primary legislation of the form afforded to other national designations (eg National Parks, AONBs, Scheduled Ancient Monuments, Listed Building, Conservation Areas etc), and for the most part have to rely on the other statutory instruments for their protection. However, during the last 30 years the context for the conservation and management of World Heritage Sites in the UK has been influenced by the UK's approach to the statutory and regulatory conservation of wider heritage and culture. In the last 10 years, in particular, UK heritage agencies have widened the policy framework protection for all historic sites. This has included, for example, greater consideration of concepts of intangible heritage values, defining wider setting, identifying sense of place, comprehensive community engagement, identifying value and the benefits of heritage, and promoting sustainable development. As was indicated earlier for World Heritage Sites in the UK (Section 2.1) such issues have also been the subject of guidance and policies from UNESCO.
- 2.3.3 In the last 30 years there has been a large increase in the diversity of WHSs in the UK as more are added to the UK WHS list. The considerable variation of local governance and management has evolved to reflect the increase in complexity and wider extent of Sites from, for example, the 'monocentric' Sites such as Durham Cathedral and Castle WHS (1986) to the cultural landscapes

of the Lake District WHS (2017). Time of inscription, UK economic context, policies of UNESCO, and an evolving approach to UK heritage conservation have all influenced this variation and diversity and have resulted in, a situation where ‘no size fits all’, at least in terms of WHS management.

- 2.3.4 As the diversity and complexity of the UK WHS Collection has grown, so too have the challenges for future sustainable management.

Period of Pioneering and Icons (1986-1994)

- 2.3.5 Following the UK's ratification of the World Heritage Convention in 1984 the first 14 UK World Heritage Sites were inscribed onto the World Heritage List between 1986 and 1988, see Table 1. At this time, there was no limit to the number that could be nominated in a given year. Today only one per year from the States Party's Tentative List will be considered by the World Heritage Centre. With the limited guidance available the choice of Site for nomination and the research and definition of values was undertaken through expert advice and with minimal consultation and community engagement. Compared to today's lengthy process, nominations for these simple Sites at this time was a relatively straightforward process.
- 2.3.6 Approximately half of the first selected Sites were ‘monocentric’ or traditional historic structures such as the Castles and Town Walls of King Edward in Gwynedd, or Durham Cathedral and Castle. These sites were already protected by national designations and often had tightly drawn but often loosely defined WHS boundaries reflecting these. At this stage ‘setting’ was not considered important so WHS buffer zones were generally not included. Most Sites had existing uses and were also already well known as visitor destinations and ‘icons’ (ie with visitor numbers of more than 750,000 pa) for tourism, and to this extent included existing management structures. The WHS status was therefore very much a simple ‘add on’ (see Insight 1).
- 2.3.7 Some years after inscription a few informal conservation strategies were produced. These followed the then emerging but limited ‘Conservation Management Plans’ (CMP) approach being developed by English Heritage and others for conservation and restoration of historic building fabric.
- 2.3.8 The primary prehistoric, archaeological and ‘Iconic’ Sites inscribed in this period, such as Stonehenge and Hadrian's Wall are set dramatically in wider landscapes. Whilst acknowledged to some degree as visual context in the Nominations, the concept and value of such landscapes as a ‘setting’ or ‘buffer’ zones for WHSs would be developed later. Similarly the City of Bath WHS, an early example of a complete historic townscape, is set in a well-defined landscape ‘bowl’. It was inscribed without a buffer zone. It was not until 2013 that the Setting Study finally fully defined the WHS city and landscape setting.

Period of Increasing WHS Complexity and Partnership (1995-2005)

- 2.3.9 A further 12 UK World Heritage Sites were inscribed on the World Heritage List in this period and further diversified the UK's collection of WHSs. Primarily of the ‘cultural’ category, the majority of the Sites included extensive and complex cultural landscapes and townscapes such as Blaenavon Industrial Landscape (see Insight 2) and Liverpool Maritime Mercantile City. Both of these also illustrate the increased interest in promoting the global significance of the UK's industrial heritage. They also illustrate how the new generation of WHS now includes large areas of multiple private ownership.

Table 1 Evolution and Timeline of UK World Heritage Sites

Site Name	Year of Inscription	'Monocentric' Site	Tourism Icon	Extensive Landscape/ Townscape	UNESCO Cultural	Definition Natural	Mixed	Theme as Defined in Review
Period 1986-1994								
Period of Pioneering and Icons (14 Sites)								
Castles and Town Walls of King Edward in Gwynedd (W)	1986	✓	✓		✓			Military
Durham Castle and Cathedral	1986	✓	✓		✓			Place of Worship/Military
Giant's Causeway and Causeway Coast (NI)	1986		✓	✓		✓		Geological
Ironbridge Gorge	1986			✓	✓			Industrial Heritage
St Kilda (S)	1986			✓			✓	Ecological/Cultural Landscape/ Island
Stonehenge, Avebury and Associated Sites	1986	✓	✓	✓	✓			Prehistory/Cultural Landscape
Studley Royal Park including the Ruins of Fountains Abbey	1986	✓		✓	✓			Place of Worship/Parkland/ Cultural Landscape
Blenheim Palace	1987	✓	✓		✓			Palace/Parkland /Cultural Landscape
City of Bath	1987		✓	✓	✓			Historic Townscape/Roman
Frontiers of the Roman Empire, Hadrian's Wall	1987	✓	✓	✓	✓			Military/Roman
Palace of Westminster & Associated Sites	1987	✓	✓		✓			Place of Worship/ Government
Canterbury Cathedral & Associated Sites	1988	✓	✓		✓			Place of Worship
Henderson Island (OT)	1988			✓		✓		Ecological/Island
Tower of London	1988	✓	✓		✓			Military
Period 1995-2005								
Period of Increasing Complexity and Partnerships (12 Sites)								
Gough and Inaccessible Islands (OT)	1995			✓		✓		Ecological
Old and New Towns of Edinburgh (S)	1995		✓	✓	✓			Historic Townscape
Maritime Greenwich	1997	✓	✓	✓	✓			Military
Heart of Neolithic Orkney (S)	1999			✓	✓			Prehistory
Blaenavon Industrial Landscape (W)	2000			✓	✓			Industrial Heritage
Historic town of St George and Related Fortifications, Bermuda (OT)	2000				✓			Historic Townscape/Military
Derwent Valley Mills	2001			✓	✓			Industrial Heritage
Dorset and East Devon Coast	2001			✓		✓		Geological
New Lanark (S)	2001			✓	✓			Industrial Heritage
Saltaire	2001			✓	✓			Industrial Heritage

Table 1 cont...

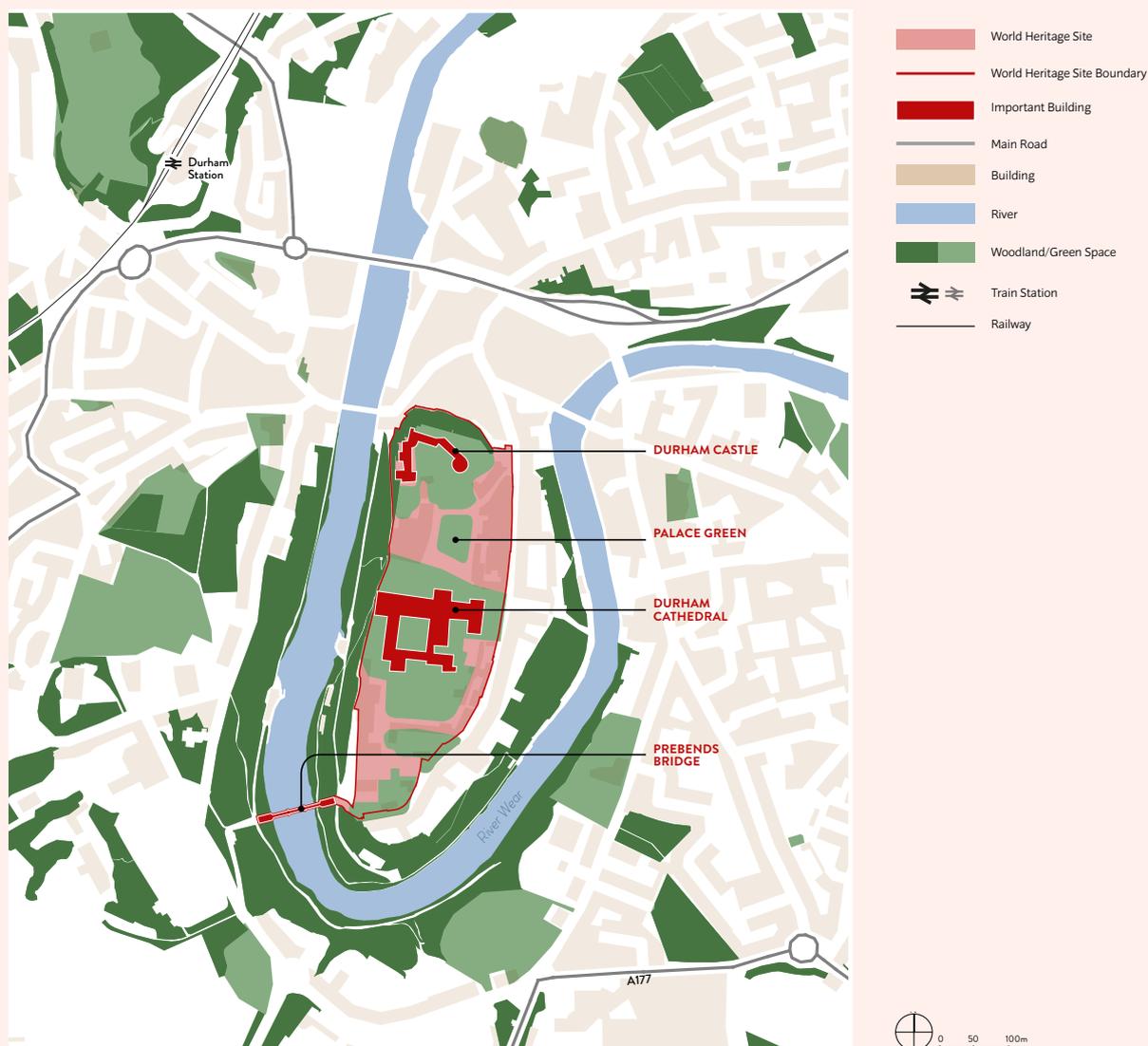
Site Name	Year of Inscription	'Monocentric' Site	Tourism Icon	Extensive Landscape/ Townscape	UNESCO Cultural	Definition Natural	Mixed	Theme as Defined in Review
Royal Botanic Gardens, Kew	2003		✓	✓	✓			Botanic Garden/Cultural Landscape
Liverpool-Maritime Mercantile City	2004		✓	✓	✓			Industrial Heritage/Historic Landscape
Period 2006-2018								
Period of Reduced Resources and Planning Challenges (6 Sites)								
Cornwall and West Devon Mining Landscape	2006			✓	✓			Industrial Heritage
Frontiers of the Roman Empire, Antonine Wall (S)	2008			✓	✓			Roman
The Forth Bridge (S)	2008	✓			✓			Industrial Heritage
Pontcysyllte Aqueduct and Canal (W)	2009	✓		✓	✓			Industrial Heritage
Gorham's Cave Complex (OT)	2016		✓		✓			Archaeological
The English Lake District	2017			✓	✓			Industrial Heritage

Note 1 (NI) = Northern Ireland; (S) = Scotland; (W) = Wales; (OT) = Overseas Territory; Other = England

INSIGHT 1: WHS Boundaries – Durham Cathedral and Castle WHS

Inscribed in 1986, Durham Castle and Cathedral is an example of a ‘monocentric’ Site where the early definition of the WHS boundary is relatively simple, tightly drawn, without a buffer zone, and with little reference to setting of the monuments. The original boundaries, centred on the two monuments and associated and adjacent buildings, and defined two areas separated by Palace Green. In 2008 the boundaries were modified to include Palace Green in the WHS (as shown in the Plan), making a WHS area of 8.79 hectares. Despite this the boundaries were still considered inadequate and were reviewed in 2018. The current proposal to be submitted to UNESCO in 2020 responds to the need for the immediate setting of the monuments to be included in the WHS boundary. It would extend to all of the river peninsular, the River Wear itself and the outer banks of the river.

In the absence of a WHS buffer zone and the wide visibility of the cathedral from the surrounding landscape the 2017 WHS Management Plan defined and proposes a draft ‘Inner Setting’ zone for further consideration - essentially a ‘bowl’ around the historic core of Durham city. This is defined by the surrounding ridges and hilltops and extends up to a kilometre, particularly in the south east and north east. Within this zone key view corridors need to be more rigorously refined. Protection of OUV is currently dependent on other designations and local plan policy requirements.

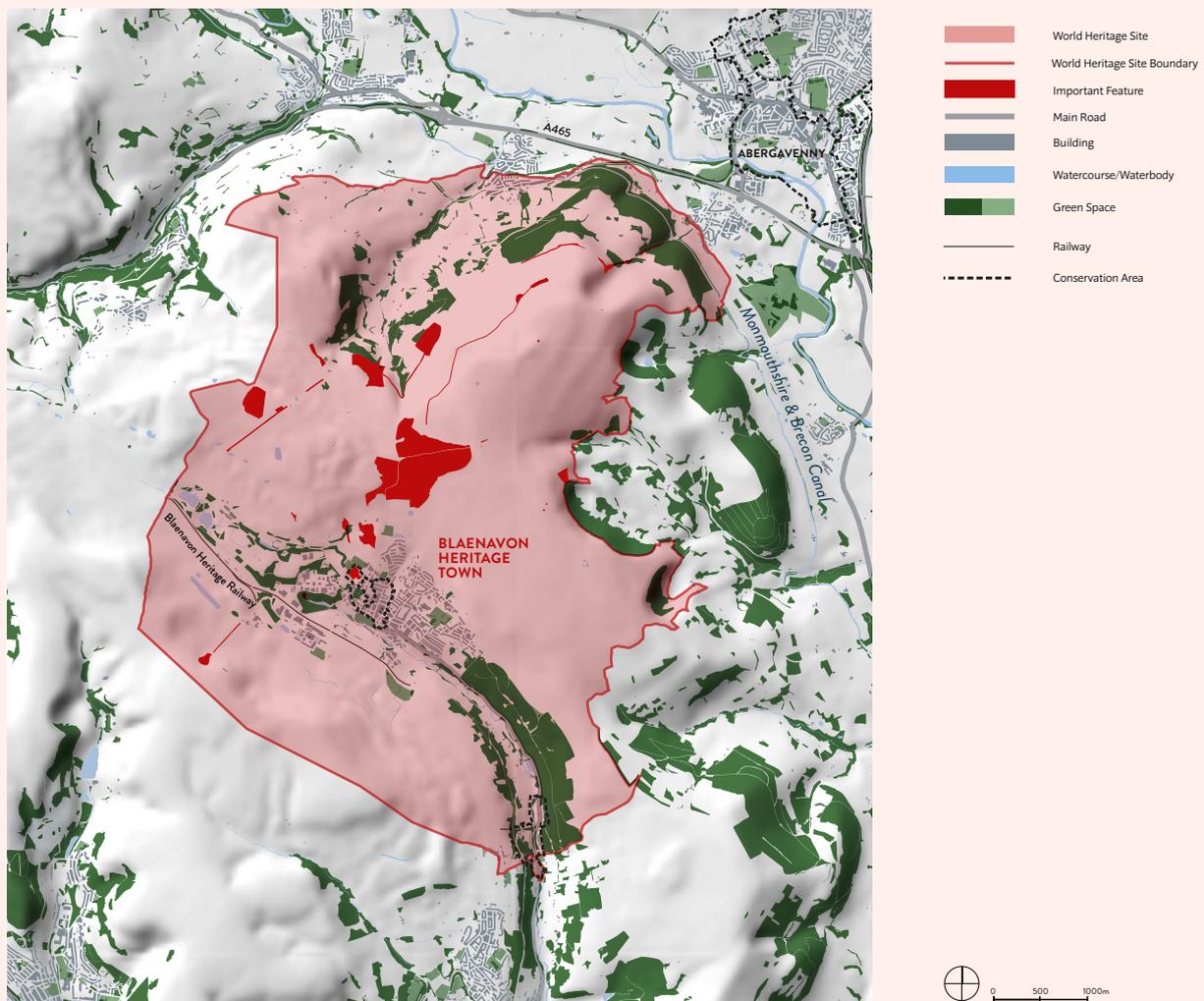


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INSIGHT 2: WHS Boundaries – Blaenavon Industrial Landscape WHS

Inscribed in 2000, Blaenavon WHS is an example of an extensive WHS (33 sq km). It reflects the inclusion in the UK in this period of more complex and wider WHS cultural landscapes and townscapes with their more complex tangible and intangible outstanding universal values. The landscape around Blaenavon is evidence of the pre-eminence of South Wales as the world's major producer of iron and steel in the 19th century.

The Blaenavon WHS also has multiple and fragmented ownership and is therefore managed through a partnership led by Torfaen County Borough Council. The boundaries enclose a single area encompassing relict industrial landscape and uplands, and Blaenavon townscape, and historic buildings and infrastructure. Much of the WHS overlaps with existing protective designations and zones including Brecon Beacon National Park, SSSI's, Nature Reserves, Site of Nature Conservation Interest and Special Landscape Areas. At the time of inscription a WHS buffer zone was not considered appropriate since the setting of most of the key industrial features that are central to the OUV are included within the WHS area.



- 2.3.10 Unlike the more obvious ‘iconic’ sites such as Maritime Greenwich and Kew inscribed in this period, less well known historic assets or ‘hidden gems’ (eg Derwent Valley Mills and New Lanark) were now included in the UK’s Collection. England’s only natural Site (Dorset and East Devon Coast World Heritage Site) was also designated during this period, itself relatively unknown at the time and with complex land ownership and partnership issues.
- 2.3.11 In accordance with an expanding awareness of ‘cultural heritage’ in general in the UK, the case for Outstanding Universal Value for all of these more complex sites was now partly developed around associated and intangible values, although in practice UNESCO still tended to focus on the tangible.
- 2.3.12 UNESCO Guidelines at this time emphasised the need for more community engagement and ‘ownership’ of WHS’s by the large number of stakeholders, both public and private, with interest in the Sites. It also required the State Parties including the UK to establish multi-year Management Plans for each of the WHSs, either as part of the nomination process or for the early Sites retrospectively. In the UK these Plans have generally been prepared for 5 to 6 year periods. These early Management Plans, such as the ones at Stonehenge (1997), Edinburgh (1995) and Blaenavon (2000), were successfully prepared in consultation with numerous stakeholders and became the ‘models’ for the consistent and future development and refinement of WHS Management over the next few years (see Insight 3). The Plans included visions, agreed strategies and action plans for conserving and managing the WHSs. Management Plans are now a UNESCO requirement for the nomination stage of World Heritage Sites.
- 2.3.13 In terms of governance it was recognised that successful management of Sites with multiple ownership and stakeholders would often depend on partnerships between interested parties. WHS Management Plan Steering Groups (including the Partners) and WHS Coordinators or local managers were established across UK WHSs to implement the Management Plans. The Management Plans which focus on the protection of and management of WHSs Outstanding Universal Value (OUV) did not (and still do not) have a statutory basis in planning terms, but nevertheless throughout this period and as Local Development Plans evolved, planning policies increasingly referred to the need to protect the WHSs and their OUV even if in a variety of different ways.
- 2.3.14 Some 50% of the UK WHSs in this period were managed publicly and funded either directly or in public partnerships by Local Planning Authorities or Central Government Agencies. Conservation and management of the emerging WHSs was almost entirely dependent on readily available public moneys and grants. The desire for WHS global status was to some extent driven by local political enthusiasm in addition to the perceived local economic benefits for communities included in the WHS. In some cases this motivation continued to overshadow a full awareness of the core rationale for WHSs status ie protection of OUV.
- 2.3.15 The 9 Regional Development Agencies in England (non-departmental public bodies) were established between 1998 and 2010. The Agencies promoted and funded economic development including ‘heritage led regeneration’ initiatives. In this context funding supported in a major way a number of WHS nominations, Management Plan preparations, conservation projects, and tourism related heritage projects. A similar but ongoing boost to UK WHS conservation and development was achieved through significant grant funding from the Heritage Lottery Fund (HLF) established in 1994 now the National Lottery Heritage Fund (NLHF).

2.3.16 Despite their significant investment through arm's length bodies in the increasing WHS Collection during this period, there was no Central Government Strategy for WHSs and WHS management and support continued to be primarily 'bottom up'. Links between Sites remained limited although some sharing between public funded Sites was achieved voluntarily and informally from 1995 onwards through the Local Authority World Heritage Site Forum (LAWF) – the forerunner of World Heritage UK which, since 2015, has represented all UK Sites rather than those managed by local authorities only.

Period of Reduced Resources and Planning Challenges (2006-2018)

2.3.17 The UK Government conducted a Review of its World Heritage Policy between 2008 and 2010 to assist in determining whether the UK should continue to nominate further WHSs and what more could be done for existing sites. This was partly to inform the review and renewal of the UK's WHS Tentative List. In parallel to this UNESCO had asked all State Parties to slow down the submission of nominations in order to address thematic gaps on the World Heritage List and imbalances between cultural and natural sites in developed and developing countries. All of the above was also in the context of the world financial crisis of 2008 followed by over 10 years of ongoing economic recession and/or austerity in the UK. The impact on available public sector resources and funding has since then continued and significantly reduced investment in WHS nomination, conservation and management. Only 6 additional UK WHS's were therefore inscribed between 2007 and 2017.

2.3.18 Since 2008 and in accordance with other public service reductions most local UK WHS Coordinators (local WHS Managers) reported 30-50% cuts in resources and budgets available for WHS management and operation, together with diminishing availability of grant funding for restoration and conservation of WHS fabric. With reduced budgets and staff resources it has been challenging to implement the objectives and actions of the WHS Management Plans originally conceived prior to the recession. WHS Coordinator activities were and continue to be primarily limited to administration, awareness raising, outreach, planning responses and community engagement.

2.3.19 The Management Plans of the newly inscribed Sites and those of previous periods are for the most part up to date and each new version every 5 years improves their applicability. The most recent offer less ambitious Action Plans that reasonably can be achieved even in times of austerity.

2.3.20 Awareness of Outstanding Universal Value (OUV) locally and nationally generally amongst professionals and the general public continues to be relatively low throughout this period, despite some training and capacity building by Historic England and others. Most Management Plans in the UK have redefined and articulated the OUV Statement "language" into the more concise comprehensive OUV Attributes to assist evaluation of development impacts on the WHSs.

2.3.21 A large proportion of the UK WHSs include complex, sensitive and extensive landscapes or urban townscapes within the WHS boundary, buffer zone or setting. During this period the perceived adverse impact on the OUV on several Sites from new development and change within some of these WHSs has become controversial and been increasingly scrutinized by UNESCO through Monitoring Missions to investigate the 'State of Conservation' (eg Cornish Mining, Stonehenge, Liverpool, Westminster, and Edinburgh).

INSIGHT 3: WHS Management Plans – Old and New Towns of Edinburgh WHS

From 1995 onward the preparation of WHS Management Plans in the UK gave greater emphasis to community engagement and plan ‘ownership’. It was also recognised more fully that the successful management of the more complex Sites would greatly depend on partnerships between key stakeholders.

The day to day management of The Old and New Towns of Edinburgh WHS is overseen by a Steering Group and Partnership including representatives from Historic Environment Scotland, City of Edinburgh Council and Edinburgh World Heritage. The WHS Management Plan (2017-2023) is a clear, well-illustrated, and concise and reader friendly document with the appropriate level of detail for a complex city Site. Its development was underlain by a successful consultation phase. The WHS Steering Group chose a different approach to community engagement to inform the plan. Previous management plan consultations had been based on expert assessment of the issues and the consultation on proposed actions. In this case a more comprehensive consultation was undertaken at the initial stages to identify the key issues facing the Management Plan.

An adapted version of Scotland’s “Place Standard” wheel was used as the basis for individual consultations with residents and workers in Edinburgh. The wheel allows the consultee to score different issues in the city. A wide range of indicators were taken on board. The language used is not technical. Consultees were then asked to score these, with deeper investigation of particular issues of concern. The results of the deeper investigation were recorded. The overall results of the consultation were compiled to give a clear picture of priorities for action in the World Heritage Site and a good understanding of the issues from the consultee perspective. Over 500 in depth consultations took place. Effort was made to ensure that different groups were reached and a range of views sought. This included taking stalls at festivals, on street interviews and more.

The integrated approach seeks to build confidence amongst stakeholders through identifying shared issues of concern and solutions to address these, including specific joint actions. The early consultation process ensured that the voice of the wider stakeholder group was a part of the management plan process from the outset, and consequently, any actions identified were rooted in these, rather than being the result of the deliberations of distant experts.

In reality, the outcomes of the consultation process were very similar to what might have been identified by a small expert group focused on the subject. However, in taking in the wide range of views, stakeholders felt that they were included in the actions for the WHS, and that these were focused on their needs. It meant that the management plan was warmly received, had strong buy-in from the politicians at local and national level, and that our actions for the Site were easier to identify.



2.3.22 Since the WHS Management Plans are policy documents and are not ‘prescriptive’ at best they can only provide context for balancing the ‘polarised’ development and conservation views common in these situations. This period has therefore seen the emergence of several specific World Heritage Supplementary Planning Guidance and Design Documents which set more prescriptive parameters to reinforce Local Plan policies and guide planning decisions where development has an impact on WHS OUV (see Insight 4).

2.4 The UK Tentative List for Future World Heritage Sites

2.4.1 In accordance with UNESCO Operational Guidelines future World Heritage Sites in the UK are identified as Candidates through an assessment process and the establishment of a ‘Tentative List’ of Candidate Sites. The Department of Culture, Media, Digital and Sports (DCMS) on behalf of the UK Government and the Devolved Administrations, assesses applications, takes advice from an expert panel and publish the Tentative List.

2.4.2 The last Tentative List was identified in 2011 and is due to be revised between 2020 and 2021. Candidate sites from the 2011 list that are still active in seeking nomination include:

- Cresswell Crags
- Flow Country
- Great Spas of Europe
- Island of St Helena
- Mousa, Old Scatness and Jarlshof – Zenith of Iron Age Shetland
- Slate Industry of North Wales
- Turks and Caicos Islands

2.4.3 Three other Sites Chatham Dockyard and its Defences, Darwin’s Landscape Laboratory and the Twin Monastery of Wearmouth Jarrow formally remain on the current List but are unlikely now to be taken forward for nomination or included on future Lists. From the above list: the Great Spas of Europe (a transnational serial World Heritage Site including the City of Bath), as of September 2019, including the City of Bath, have submitted a nomination to the World Heritage Committee for potential inscription in 2020; the Slate Industry of North Wales has been selected as UK’s next candidate World Heritage Site, expects to submit a nomination in 2020. All the remaining Sites on the above list will need to continue to make a detailed case for nomination which will be subject to a technical evaluation by an expert panel convened by the UK National Commission for UNESCO (UKNC) prior to being invited to progress.

2.4.4 At an international level and in order to develop a more balanced and credible World Heritage List, States Parties that already have significant representation on the List (including the UK) have agreed a maximum of one Site nomination per year for consideration by UNESCO World Heritage Committee.

INSIGHT 4: WHS Supplementary Planning Guidance – City of Bath WHS Setting Study

The Outstanding Universal Value (OUV) of the City of Bath includes the relationship of the Georgian city to the surrounding natural landscape. Consequently, the entire city is inscribed, some 29 square km, including the urban area and fields and woodlands beyond.

The area beyond the site boundary is covered on all sides by Green Belt designation and on 3 sides by the Cotswolds Area of Outstanding Natural Beauty. It is therefore tightly controlled through long-established planning policy.

Despite the extensive site boundary and planning designations, there is a need for management of the setting beyond the boundary to protect the OUV. New housing sites within Bath are scarce, so housing pressure plus pressure for new transport initiatives (such as Park and Ride Sites and new road links) is growing upon the setting. As the city lies within a hollow of hills, skyline features such as communication masts or loss of trees may also impact on the OUV by virtue of eroding key views.

The UNESCO Operational Guidelines (2017) state that ‘Wherever necessary for the proper protection of the property, an adequate buffer zone should be provided’... ‘determined in each case through appropriate mechanisms.’ A ‘traditional’ buffer zone was considered, but discounted for the following reasons. Firstly, this assumes a hard outer boundary which could encourage development to ‘leapfrog’ it and merely shift it further away. This would lead to poor planning of say housing, and in the case of major development with significant impact (say an airstrip) it would still not guarantee that the OUV was not harmed. Secondly the topography is one of ‘incised plateau’ with hills and valleys and a fixed ring of say 2km would not reflect visual prominence, views, etc. Thirdly, the planning authority considered that the wording ‘buffer zone’ set the wrong perceptions, implying nothing could happen here, whereas the UK planning system does of course presume in favour of sustainable development and balances harm against benefit. A buffer zone was therefore considered to be a ‘blunt instrument’ with a smarter approach required.

A Setting Study (2013) was produced and funded in-house by Bath and North East Somerset Council with advice and encouragement from Historic England and assistance from Bath Preservation Trust. It uses a series of map overlays, based on factors such as the landscape and topographic setting, the visual setting and the historical setting to identify an indicative setting area. This is not a fixed, concentric ring commonly associated with buffer zones but more of an amorphous blob with porous outer edges which can capture major developments through assessment against criteria rather than a line on a map i.e. an indicative WHS setting (see overleaf).

Any proposed development within the area indicated by the study is subject to an impact assessment evaluation, thus allowing harmless developments but capturing the harmful. The setting is underpinned by planning policy protection in the Development Plan and the study was adopted (in 2013) as a Supplementary Planning Document.

The performance of the document to date has been very good. It has been validated through individual planning cases and was praised by the Planning Inspector conducting the Examination in Public of the Development Plan. It has also provided strategic direction to landscape enhancement proposals including the allocation of £1.65m grant funding to the ‘Bathscape’ project from the National Lottery Heritage Landscape Partnership Funding programme in 2018.

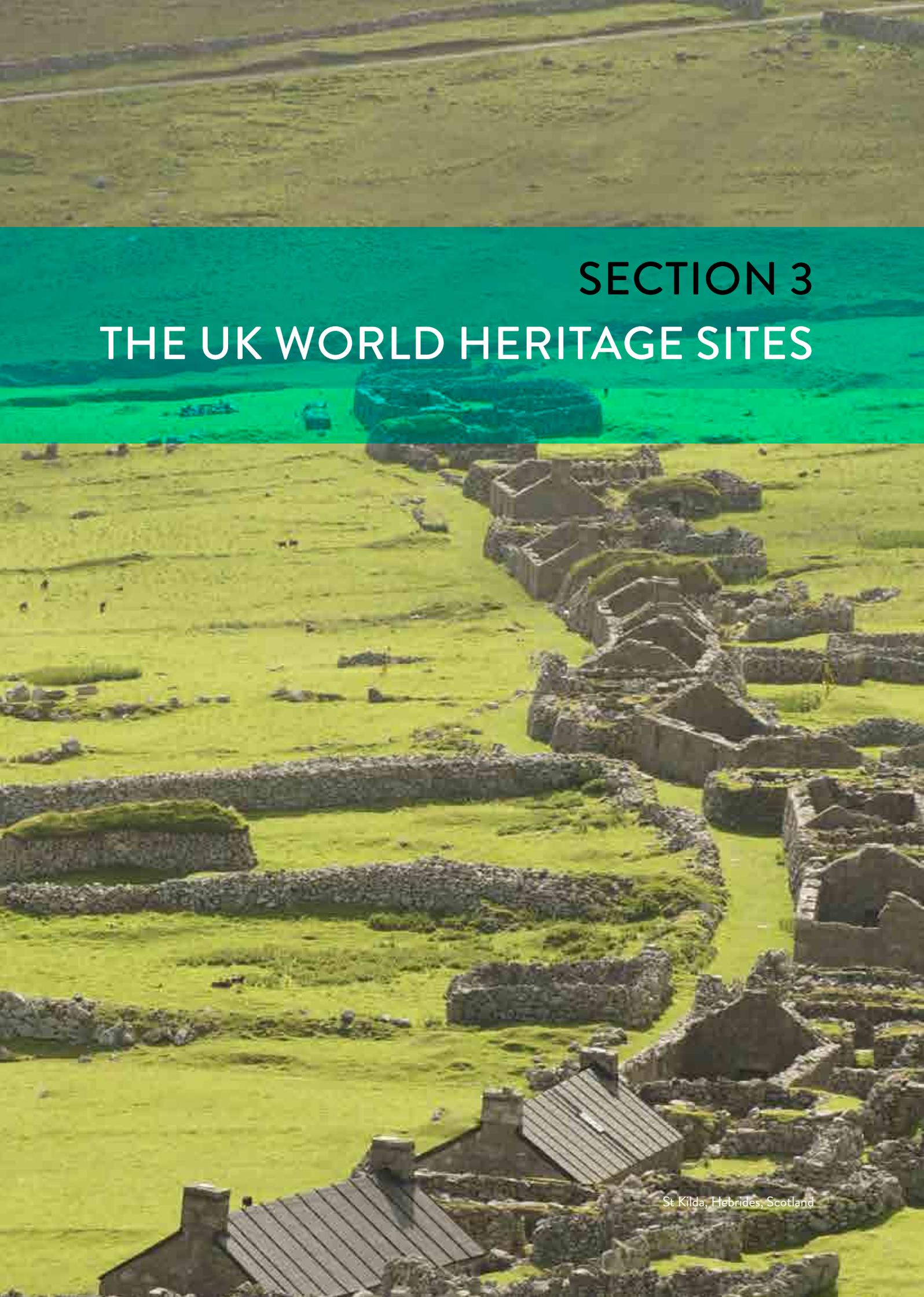


- World Heritage Site
- World Heritage Site Boundary
- Indicative WHS Setting Zone
- Main Road
- River
- Green Space
- Train Station
- Railway
- Bath & North East Somerset Boundary

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City of Bath World Heritage Site





SECTION 3

THE UK WORLD HERITAGE SITES

St Kilda, Hebrides, Scotland

3.0 THE UK WORLD HERITAGE SITES

3.1 Diversity of the World Heritage Site Collection

3.1.1 The UK's World Heritage Sites are all special places and have in common an international significance and outstanding universal value that underpins their inscription by UNESCO. Each of the Sites is unique and has a diverse range of values – both tangible and intangible – that reflect the distinctive heritage and global importance of each location. The diversity of the combination of Site values contributes to the overall international and national importance of the UK World Heritage Collection.

UNESCO Categorisation

3.1.2 There are currently 32 World Heritage Sites in the UK Collection (Figures 2 and 3) 28 of these Sites are spread across the UK mainland and include the offshore islands of Orkney and St Kilda. Figure 2 shows the 27 Sites included in the Review process as well as Jodrell Bank Observatory which was inscribed as a World Heritage Site in July 2019 but not included in the Review.

3.1.3 4 Sites are part of the UK's British Overseas Territories and include:

- Gorhams Cave Complex, Gibraltar
- Gough and Inaccessible Islands, South Atlantic
- Henderson Island, South Pacific
- Town of St George and Related Fortifications, Bermuda

3.1.4 The UK list of Sites currently includes two locations – Hadrian's Wall and the Antonine Wall, that are part of the single Frontiers of the Roman Empire World Heritage Site. This serial transnational WHS also includes the Upper German Raetian Limes in Germany. For the purpose of the WH:UK Review, Hadrian's Wall and the Antonine Wall have been considered in the UK context as separate Sites particularly as they sit in different UK nations and have different management and policy regimes.

3.1.5 The majority of the World Heritage Sites on the UK list are categorised as 'Cultural' by UNESCO – 26 in number. The mainland and adjacent island Sites include only 2 which are categorised as 'Natural' (Dorset and East Devon Coast and Giants Causeway), and both are inscribed primarily for geological interest. St Kilda is categorised by UNESCO as a Mixed Cultural and Natural Site. The Overseas Territory Island Sites in the South Atlantic and South Pacific are also included in the Natural Category.

3.1.6 The diversity of the WHS Collection has arisen from the initial selection process and evolution of WHS inscription in the UK (see Section 2.3), and despite an absence in the UK of a comprehensive national level strategy for World Heritage inscription, promotion, support, planning and management. The wide variations in individual Site scale, characteristics, local planning

policies and local community context have also contributed to diversity. Once inscribed, WHS conservation, management and operation for at least half of the Sites has been the responsibility of local authorities, local organisations and partnerships with governance varying across the country; WHS responsibility is for the most part delegated from the Government down to the local stakeholders.

Site Characteristics and Variations

- 3.1.7 Table 2 summarises some of the considerable variations in site characteristics and context, management, governance, funding, and visitor experience found in the UK WHS Collection. Unlike the more statutory national, cultural and natural ‘heritage’ sites and designations, the great diversity of the UK WHS Collection and its ‘no size fits all’ range of attributes make it harder to comprehend as arguably the ‘best of the best’ of our heritage.
- 3.1.8 The range of WHS themes or types represented in the UK Collection, all of which contribute to Outstanding Universal Values, include:
- Palaces
 - Parklands and Gardens
 - Historic Townscapes
 - Archaeological Sites
 - Places of Religion and Worship
 - Industrial Heritage
 - Military Establishments
 - Defence Sites/Castles
 - Historic Building Ensembles
 - Geological and Geomorphological Sites
 - Ecological Sites
 - Cultural Landscapes

Figure 3 UK World Heritage Sites in British Overseas Territories



Table 2 Diversity of UK World Heritage Collection

Site Name	Location	Inscription Date	Category	WHS Size	Type/ Theme	Primary Ownership	Nos of Key Stakeholders
Site Characteristics and Context							
Blaenavon Industrial Landscape	Wales	2000	Cultural	3,290 ha	Industrial Heritage, Cultural Landscape	M	6-20
Blenheim Palace	England	1987	Cultural	961 ha	Palace, Parkland	S	6-20
Canterbury Cathedral & Associated Sites	England	1988	Cultural	18.17 ha	Place of Worship	M	6-20
Castles and Town Walls of King Edward in Gwynedd	Wales	1986	Cultural	6 ha	Military, Defence	M	6-20
City of Bath	England	1987	Cultural	2,900 ha	Historic Townscape, Archaeology	M	20+
Cornwall and West Devon Mining Landscape	England	2006	Cultural	19,710 ha	Industrial Heritage	M	6-20
Derwent Valley Mills	England	2001	Cultural	1,229 ha	Industrial Heritage	M	20+
Dorset and East Devon Coast	England	2001	Natural	2,474.9 ha	Geological	M	6-20
Durham Castle and Cathedral	England	1986	Cultural	8.79 ha	Place of Worship, Defence	M	6-20
Frontiers of the Roman Empire, Antonine Wall	Scotland	2008	Cultural		Military, Roman	M	6-20
Frontiers of the Roman Empire, Hadrian's Wall	England	1987	Cultural	1,691.1 ha	Military, Archaeology	M	20+
Giant's Causeway and Causeway Coast	Northern Ireland	1986	Natural	239.4 ha	Geological	S	6-20
Heart of Neolithic Orkney	Scotland	1999	Cultural	15.3 ha	Prehistory	S	6-20
Ironbridge Gorge	England	1986	Cultural	550 ha	Industrial Heritage	M	6-20
Liverpool-Maritime Mercantile City	England	2004	Cultural	136 ha	Historic Townscape, Industrial Heritage	M	20+
Maritime Greenwich	England	1997	Cultural	109.5 ha	Parkland, Buildings Ensemble	M	6-20
New Lanark	Scotland	2001	Cultural	146 ha	Industrial Heritage	S	6-20
Old and New Towns of Edinburgh	Scotland	1995	Cultural	400 ha	Historic Townscape	M	0-5
Palace of Westminster & Associated Sites	England	1987	Cultural	10.26 ha	Place of Worship, Buildings Ensemble	M	6-20
Pontcysyllte Aqueduct and Canal	Wales	2009	Cultural	105 ha	Industrial Heritage	S	6-20
Royal Botanic Gardens, Kew	England	2003	Cultural	132 ha	Botanic Garden	S	6-20
Saltaire	England	2001	Cultural	20 ha	Historic Townscape, Industrial Heritage	M	6-20
St Kilda	Scotland	1986, 2004, 2005	Mixed	24,201.4 ha	Ecological, Cultural Landscape	S	0-5
Stonehenge, Avebury and Associated Sites	England	1986	Cultural	2,608.2 ha Sthge 2,377.2 ha Ave	Archaeology, Cultural Landscape	M	20+
Studley Royal Park including the Ruins of Fountains Abbey	England	1986	Cultural	309.65 ha	Parkland, Place of Worship	S	6-20
The English Lake District	England	2017	Cultural	236,200 ha	Cultural Landscape	M	20+
The Forth Bridge	Scotland	2015	Cultural		Industrial Heritage	S	0-5
Tower of London	England	1988	Cultural	7.3 ha	Military, Defence, Palace	S	6-20

Table 2 cont...

Site Name	Boundaries – Single (s), Multiple Location (No)	Buffer Zone	Setting Study	Other Designations Overlapping WHS – see key below
Site Characteristics and Context cont...				
Blaenavon Industrial Landscape	S	No	Yes	4 SSSIs, SAC, LNR, SINC, NP, 24 SAMs, 82 LBs 2 CA, RLOHI
Blenheim Palace	S	No	Yes	5 SAMs, 45 LB, EH Register of Parks & Gardens of Special Historic Interest Grade 1 - Park and Garden, SSSI, National Heritage Property
Canterbury Cathedral & Associated Sites	3	No	No	AAI, Canterbury City Conservation Area, Canterbury (St Martins) Conservation Area, SAMs, LB s, Care of Cathedrals Measure, Ecclesiastical Exemption (LB & CA) Order 1994
Castles and Town Walls of King Edward in Gwynedd	4	No	Yes	CAs, LBs, SAMS
City of Bath	S	No	Yes	4,919 LB of which 638 Grade I, Conservation Area, 5 SAM, 9 PGHI, 23 PGLHI, 2 SSSI -Adjacent AONB, Greenbelt
Cornwall and West Devon Mining Landscape	10	No	No	RIGS, SSSI, SAM, LB, CA, RHPG, AONB
Derwent Valley Mills	S	Yes	No	13 CAs, 848 LBs. 9 SAMs, 2 SSSI, SAC, PGHI
Dorset and East Devon Coast	S	No	No	2 RAMSAR, 4 SAC, 2 SPA, 13 SSSI, 2 AONB, 2 NNR, RIGSm 3 HC, 66 GCR, 1CPA
Durham Castle and Cathedral	S	No	Yes	CA, LBs, SAMs
Frontiers of the Roman Empire, Antonine Wall	S	Yes	Yes	
Frontiers of the Roman Empire, Hadrian's Wall	S	Yes	Yes	175 SAM and NP, AONB, SAC, SPA, Ramsar, SSSI, NNR for WHS and buffer
Giant's Causeway and Causeway Coast	S	No	Yes	mSAC, SAC, NNR, ASSI, AONB
Heart of Neolithic Orkney	2	No	Yes	scottish legislation?
Ironbridge Gorge	S	No	No	CA, 375 LBs, 7 SAMs, 2 SSSIs
Liverpool-Maritime Mercantile City	6	Yes	Yes	6 CA, 380 LBs, SAMs
Maritime Greenwich	S	Yes	No	LBs, CA, SAMS, RHPG
New Lanark	S	Yes	No	29 LB, 2 SAMs, SSSI
Old and New Towns of Edinburgh	S	No	Yes	SSSI, SAMs, LGS, LBs
Palace of Westminster & Associated Sites	S	No	No	SAMs, LBs, CA, Abbey has own legislation
Pontcysyllte Aqueduct and Canal	S	Yes	No	SSSI, SAC, AONB, SLA, RHPG, SAMs, LB, CA
Royal Botanic Gardens, Kew	S	Yes	No	RHPG, 2 CA, 46 LB, SAM
Saltaire	S	Yes	No	LBs, CA, RHPG
St Kilda	S	No	No	SAC, SPA, GCRS, NNR, SSSI, NSA, MCA, SAM
Stonehenge, Avebury and Associated Sites	2	No	Yes	Both have SAMs, SSSI, NNR, + Avebury AONB
Studley Royal Park including the Ruins of Fountains Abbey	S	Yes	No	AONB, SINC, SAM, 54 LBs, PGHI, NT power to declare land inalienable
The English Lake District	S	No	No	NP, SSSI, 281 SAMs, 23 CA, 1,771 LBs,
The Forth Bridge	S	No	No	
Tower of London	S	No	Yes	SAM, LBs, CA

Other Designations: SAM-Scheduled Ancient Monument/Scheduled Monuments; LB-Listed Building; SSSI-Site of Special Scientific Interest; NHP-National Heritage Property; CA-Conservation Area; PGHI-Parks & Gardens of Historic Interest; PGLHI-Parks& Gardens of Local Historic Interest; AAI-Area of Archaeological Importance; CCM-Care of Cathedrals Measure; RIGS-Regionally Important Geological Site; RHPG-Registered Historic Park & Garden; AONB-Area of Outstanding Natural Beauty; SAC-Special Area of Conservation; SINC-Site of Importance for Nature Conservation; NP-National Park; SPA-Special Protection Area; RAMSAR-Wetland of National Importance; NNR-National Nature Reserve; AONB-Area of Outstanding Natural Beauty; NNR-National Nature Reserve; HC-Heritage Coast; GCRS-Geological Conservation Review Site; CPA-Coastal Preservation Area; mSAC-Marine Special Area of Conservation; LGS-Local Geodiversity Site; SAC-Special Area for Conservation; SPA-Special Protection Area

Table 2 cont...

Site Name	WHS Local Plan SPG/ SPD	State of Conservation	Community Awareness of WHS
Site Characteristics and Context cont...			
Blaenavon Industrial Landscape	Yes	PR 2nd Cycle 2013 - SOC Good	G
Blenheim Palace	No	Second Cycle Periodic Reporting 2013/14 -No change from prev SOC report - Good	G
Canterbury Cathedral & Associated Sites	No	PR - 2nd Cycle 2013 - Good with work ongoing to consolidate fabric of cathedral	L
Castles and Town Walls of King Edward in Gwynedd	Yes	PR 2nd Cycle 2013 - SOC Good	G
City of Bath	Yes	SOC 2009 - Good. Development remains a threat.	G
Cornwall and West Devon Mining Landscape	Yes	Under Review	G
Derwent Valley Mills	No	PR - 2nd Cycle SOC Good	V
Dorset and East Devon Coast	No	PR 2nd Cycle 2013 - SOC Good	V
Durham Castle and Cathedral	No	PR - 2nd Cycle SOC Good	G
Frontiers of the Roman Empire, Antonine Wall	Yes	~	L
Frontiers of the Roman Empire, Hadrian's Wall	No	PR 2nd Cycle 2013 - SOC Good	G
Giant's Causeway and Causeway Coast	No	PR 2nd Cycle 2013 - SOC Good	V
Heart of Neolithic Orkney	Yes	PR 2nd Cycle 2013 - SOC Good	G
Ironbridge Gorge	No	PR 2nd Cycle 2013 - SOC Good	G
Liverpool-Maritime Mercantile City	Yes	SOC - 2018 On WHS in Danger List	V
Maritime Greenwich	No	PR 1st Cycle 2006 - SOC Good	L
New Lanark	No	PR 2nd Cycle 2013 - SOC Good	G
Old and New Towns of Edinburgh	No	PR 2nd Cycle 2013 - SOC Good	G
Palace of Westminster & Associated Sites	No	SOC Report 2017 - SOC Good, OUV at risk	L
Pontcysyllte Aqueduct and Canal	No	PR 2nd Cycle 2013 - SOC Good	L
Royal Botanic Gardens, Kew	No	PR 2nd Cycle 1013 - SOC Good	L
Saltaire	No	PR 2nd Cycle 2013 - SOC Good	G
St Kilda	No	PR 2nd Cycle 2013 - SOC Good	G
Stonehenge, Avebury and Associated Sites	No	SOC Report 2018 - Risk from Infrastructure Development	G
Studley Royal Park including the Ruins of Fountains Abbey	No	PR - 2nd Cycle SOC Good	L
The English Lake District	No	Good - too early for monitoring	G
The Forth Bridge	No	~	G
Tower of London	No	PR 2nd Cycle 2013 - SOC Good, OUV at risk	L

Awareness: G-Good; V-Variable; L-Low: Awareness includes knowledge of WHS Status with or without associated understanding of OUV.

Table 2 cont...

Site Name	Governance Type (see below)	Lead Organisation	WHS Team Size FTE	Management Plan Date	Steering Group Independent Chair
Governance and Management					
Blaenavon Industrial Landscape	LAL	Torfaen CBC	1	2017-22	
Blenheim Palace	ICT	Blenheim Palace Heritage Foundation	1	2017-22	
Canterbury Cathedral & Associated Sites	MPP	Dean & Chapter of Canterbury, English Heritage	0	2002-15	
Castles and Town Walls of King Edward in Gwynedd	GTO	CADW	1	2016-26	
City of Bath	LAL	Bath & North East Somerset Council	1	2016-22	✓
Cornwall and West Devon Mining Landscape	LAL	Cornwall County Council	5	2019-24	
Derwent Valley Mills	LAL	Derbyshire County Council	2	2014-19	
Dorset and East Devon Coast	DIT	Jurassic Coast Trust	5	2014-19	✓
Durham Castle and Cathedral	MPP	Durham Cathedral Chapter, Durham University	1	2017-23	
Frontiers of the Roman Empire, Antonine Wall	MPP	Historic Environment Scotland	2	2014-19	
Frontiers of the Roman Empire, Hadrian's Wall	MPP	Northumberland County Council	2	2015-19	✓
Giant's Causeway and Causeway Coast	NTS	National Trust	1	2013-19	✓
Heart of Neolithic Orkney	GTO	Historic Environment Scotland	1	2014-19	
Ironbridge Gorge	ICT	Ironbridge Gorge Museum Trust	1	2017-24	
Liverpool-Maritime Mercantile City	LAL	Liverpool City Council	1	2017-24	
Maritime Greenwich	GTO	Greenwich Foundation	1	2014-17?2017-22	
New Lanark	DIT	New Lanark Trust	5	2017-22	
Old and New Towns of Edinburgh	DIT	Edinburgh World Heritage Trust/City of Edinburgh Council/National Trust for Scotland	5	2017-22	
Palace of Westminster & Associated Sites	LAL	Westminster City Council	1	2019-24	
Pontcysyllte Aqueduct and Canal	LAL	Wrexham Borough Council	1	2019-29	
Royal Botanic Gardens, Kew	GTO	Royal Botanic Garden Kew	1	2011-16	
Saltaire	LAL	City of Bradford MDC	1	2014-19	
St Kilda	NTS	National Trust for Scotland	1	2012-17/ 2011-2016	
Stonehenge, Avebury and Associated Sites	MPP	English Heritage, National Trust, Wiltshire County Council	2	2015-21	✓
Studley Royal Park including the Ruins of Fountains Abbey	NTS	National Trust	1	2015-21	
The English Lake District	MPP	Lake District National Park	2	2015-20	
The Forth Bridge	MPP	Network Rail, Historic Environment Scotland	1	2014-19	
Tower of London	GTO	Historic Royal Palaces	1	2016-20	✓

Governance Type: DIT-Dedicated WHS Independent Trust; GTO=Government Trusts & Organisations; ICT-Independent Charitable Trust; LAL-Local Authority Led; MPP-Mixed Public Partnership; NTS-National Trusts

Table 2 cont...

Site Name	Primary Funding Source	Approx WHS Management/ Operations Cost (source: WH:UK Review Estimate)**
Management Funding		
Blaenavon Industrial Landscape	Torfaen BC	64,500
Blenheim Palace	The Blenheim Foundation	(78,000)
Canterbury Cathedral & Associated Sites		(76,400)
Castles and Town Walls of King Edward in Gwynedd	Cadw	(95,000)
City of Bath	North East Somerset	189,600
Cornwall and West Devon Mining Landscape	Cornwall County Council	385,500
Derwent Valley Mills	Derbyshire County Council	209,450
Dorset and East Devon Coast	Dorset Council, Devon County Council, Natural England	355,000
Durham Castle and Cathedral	Durham Cathedral Chapter/ Durham University	71,000
Frontiers of the Roman Empire, Antonine Wall	WHS Partnership	127,000
Frontiers of the Roman Empire, Hadrian's Wall	WHS Partnership	91,000
Giant's Causeway and Causeway Coast	National Trust	135,000
Heart of Neolithic Orkney	Historic Environment Scotland	(80,000)
Ironbridge Gorge	Ironbridge Gorge Museum Trust/ Wrekin Council	105,000
Liverpool-Maritime Mercantile City	Liverpool City Council	71,400
Maritime Greenwich	Greenwich Foundation	42,500
New Lanark	New Lanark Trust	428,000
Old and New Towns of Edinburgh	Edinburgh WH Trust/City of Edinburgh Council/Historic Environment Scotland	513,000
Palace of Westminster & Associated Sites	Westminster City Council	(81,500)
Pontcysyllte Aqueduct and Canal	Wrexham CBC	58,100
Royal Botanic Gardens, Kew	Royal Botanic Garden Kew	(64,500)
Saltaire	Bradford MBC	70,790
St Kilda	Scottish National Trust/ Historic Environment Scotland	(76,400)
Stonehenge, Avebury and Associated Sites	Wiltshire County Council	124,000
Studley Royal Park including the Ruins of Fountains Abbey	National Trust	78,000
The English Lake District	National Park/ National Trust	173,000
The Forth Bridge	Historic Environment Scotland/ Transport Scotland/Network Rail	(76,400)
Tower of London	Historic Royal Palaces	(64,500)

Notes: Bracketed figures denote data not available so estimate made.

** See also key notations Table 18.

Table 2 cont...

Site Name	Iconic Destination	Annual Visitor Numbers (2018)***	Dedicated WHS Visitor Centre – Under Construction (UC)	Other Major Visitor Centre	WHS Site Interpretation on Site	Visitor Awareness of WHS (see below)	Dedicated WHS Website
Visitor Experience							
Blaenavon Industrial Landscape		200k	✓		GI	G	✓
Blenheim Palace	✓	920k		✓	LI	V	✓
Canterbury Cathedral & Associated Sites	✓	875k		✓	LI	L	
Castles and Town Walls of King Edward in Gwynedd		580k		✓	VI	V	
City of Bath	✓	4.5m	UC		VI	G	✓
Cornwall and West Devon Mining Landscape		1m			VI	V	✓
Derwent Valley Mills		570k		✓	LI	L	✓
Dorset and East Devon Coast		15m			VI	G	✓
Durham Castle and Cathedral	✓	720k	✓		GI	G	✓
Frontiers of the Roman Empire, Antonine Wall		100k			LI	L	✓
Frontiers of the Roman Empire, Hadrian's Wall	✓	2m			VI	V	✓
Giant's Causeway and Causeway Coast	✓	1m	✓		GI	G	✓
Heart of Neolithic Orkney		250k		✓	VI	V	
Ironbridge Gorge		1m		✓	LI	V	
Liverpool-Maritime Mercantile City		1.8m		✓	LI	L	✓
Maritime Greenwich	✓	2.6m		✓	LI	V	✓
New Lanark		300k	✓		GI	G	✓
Old and New Towns of Edinburgh	✓	4m	✓		VI	V	✓
Palace of Westminster & Associated Sites	✓	1.5m			LI	L	
Pontcysyllte Aqueduct and Canal		300k			LI	L	✓
Royal Botanic Gardens, Kew	✓	1.8m		✓	LI	L	
Saltire		350k		✓	VI	V	✓
St Kilda		4k (2009)			LI	L	✓
Stonehenge, Avebury and Associated Sites	✓	1.5m		✓	VI	V	✓
Studley Royal Park including the Ruins of Fountains Abbey		420k		✓	VI	L	✓
The English Lake District	✓	15m		✓	VI	V	✓
The Forth Bridge		100k			LI	V	
Tower of London	✓	2.8m		✓	LI	L	

Interpretation: GI-Good Interpretation; VI-Variable Interpretation; LI-Limited Interpretation

Awareness: G-Good; V-Variable; L-Low

*****Source:** Review Interviews/ALVA/STEAM

- 3.1.9 There is a great variation between on the one hand ‘monocentric’ or tightly defined and simple Sites and on the other hand wide scale townscapes and cultural landscapes. The latter have complex ownership and stakeholder patterns. Changing UNESCO guidance, local planning and Site type have contributed to a wide range of approaches to WHS buffer zones and setting definition. Buffer zones were not considered a requirement initially by UNESCO and later guidance suggested an optional approach. Now UNESCO expects to see buffer zones with nominations. In the UK there is a reluctance to try and retrofit inscriptions by adding buffer zones when alternative national approaches can be more easily adopted.
- 3.1.10 Differences in WHS governance and local administration reflect site characteristics and different levels of WHS commitment locally and politically and availability of funding support. As Table 2 shows over 50% of UK Sites (15 in number) are managed by Local Authorities or Public Partnerships, 18% by Central Government Organisations and 32% by Independent Trusts.
- 3.1.11 The management and operation of 76% of the UK WHSs is currently mainly dependent on public funding. There is great variation in the sources of this funding (see Table 2). Most sites are supported by a local WHS manager/Coordinator but operating budgets for WHS promotion and projects are small.
- 3.1.12 As is indicated in Table 2 there are 13 Sites that were already well established as iconic destinations for tourism prior to the ‘add on’ of their inscription as World Heritage Sites. These destinations now have over 750,000 visitors pa or more who may not necessarily be aware of the WHS designations. The other WHSs are widely distributed across the UK and are less well known. For the latter, there is generally a low awareness of the WHS designation and the associated outstanding universal values amongst much of Government, the general public and tourists. As assets for UK heritage enabling benefit for local communities, these non-iconic sites are the ‘hidden gems’ awaiting further promotion, recognition, investment and support. Evidence from previous work on the benefits of World Heritage Sites (such as the UK National Commission Report – Wider Values of UNESCO to the UK 2014 – 2015) together with this Review clearly show that those Sites that started from the lowest position in terms of tourism and profile potentially also have the most to gain.
- 3.1.13 Most of the UK World Heritage Sites have dedicated and useful websites promoting their UNESCO values, outlining conservation projects, local engagement, learning initiatives, and the provision of visitor information. However, WHS presence and values as expressed in infrastructure and interpretation ‘on the ground’ is inconsistent and often limited. As Table 2 indicates only 5 Sites have Visitor Centres offering significant presentation of or are dedicated exclusively to World Heritage.
- 3.1.14 A short profile for each UK’s 32 World Heritage Sites is included in Appendix 1.

3.2 The Benefits of World Heritage Sites in the UK

- 3.2.1 The numbers, complexity and costs of nomination and ongoing challenges of management of UK World Heritage Sites has continued to increase over the last 15 years (see Section 2.3). The motivation for nomination and designation of the UK’s first relatively simple World Heritage Sites during the 1980’s and 1990’s was primarily driven by conservation of the Sites and their related OUV. However, since then and particularly as the years of austerity and associated reductions in public resources, there has been at some Sites a greater attention given to the potential socio-economic impacts and benefits for local communities that may arise from WHS status.

Previous Studies and Research

- 3.2.2 A study in 2008 by DCMS (Cost and Benefits of WHS Status in the UK) concluded that there was potential for increasing local benefits from World Heritage Site status in various ways but that core funding should be made available to enhance site management capacity and increase community engagement and other activities. The study indicated that motivation for World Heritage Site status was a key influence on realising benefit and that ‘WHS status is what you make of it’. “Where the status has been used to full effect it has provided benefits by bringing partners together and leveraging additional funding and not infrequently it has led to new developments and enhanced educational benefits as well as improved conservation and even regeneration in some locations. Where these opportunities have not been sized there have been more limited benefits. The benefits that sites attribute to WHS status are therefore strongly related to the motives they had for bidding and correspondingly what they have used the status for.” Some 10 years later the Review shows that this broadly remains true for many Sites and that the most strongly committed and ‘championed’ Sites are those that have benefitted most.
- 3.2.3 Another key finding acknowledged that World Heritage Site status could provide a promotional advantage and a ‘branding effect’ which could encourage visitors. It also indicated, however, that the evidence at that time indicated “that this is likely to have a very marginal effect (c.0-3%) and this will be stronger for less ‘famous’ sites. Furthermore if sites do not have adequate infrastructure already, are not marketed effectively and are not currently well linked with the common UK tourism routes then they are unlikely to gain many additional visitors. On its own it is unreasonable to expect WHS status to generate additional visitors.” As the Review points out, today there is still a low awareness in the tourism sector of the presence, values and potential benefits of the less well known World Heritage Site ‘hidden gems’ and the World Heritage Site UK Collection as a whole. The Review also highlights the relatively limited interpretation and visitor infrastructure at many Sites. Marketing of many individual Sites and for the World Heritage Site Collection as a whole is also still limited. The key to changing a ‘marginal effect’ from tourism to significant benefits for individual Sites is to address all of the above at a national level, raise the profile of the World Heritage Site Collection, and establish it more strongly as a UK asset and product for tourism.
- 3.2.4 Another study, the ‘Rebank Study’, was prepared as part of the nomination of the Lake District World Heritage Site in 2009/2010 (World Heritage Status – Is there opportunity for economic gain?). It reviewed and assessed World Heritage Sites from a worldwide perspective. It was followed up by a further Paper focussed on the Lake District case for nomination in 2013. These studies sought to assess the potential for economic gain that would accrue from inscription of the Lake District World Heritage Site. The main Study concluded as follows:

“A handful of World Heritage Sites have found themselves at the cutting edge of a movement around the world that seeks to focus the economic development of places on their uniqueness, their authenticity, their distinct sense of place, and the depth of their identity and culture (as validated and endorsed by UNESCO’s 185 countries). The impacts of World Heritage site status are rarely accidental or unintended, they are overwhelmingly the result of coordinated and well thought through efforts to achieve targeted change. In short, sites that have achieved significant impacts have had a clear logic chain from the identification of the issues and problems they wished to address, a clear understanding of how WHS status could be used to catalyse change, following through to investing in the resources, activities and processes to deliver the impacts desired.”

3.2.5 Based on a growing body of evidence from a range of destinations that had seized the opportunity of being a World Heritage Site by 2013, it was considered that for the candidate Lake District World Heritage Site the potential value of benefits had increased. The strategic trends and influences of the last few years identified by the Study/Paper for the Lake District are relevant for most Sites, candidates and existing, aspiring to gain increased benefits for tourism from World Heritage Site status. They also emphasise the case put by the Review that there should be a stronger connection and dialogue between World Heritage Sites (and the Collection as a whole) and the tourism sector for the benefit of both. The relevant headline trends identified by the Rebanks Statement as new trends underpinning the advantage of World Heritage Sites were summarised in the Statement as follows:

- *“The continuing growth of cultural and heritage tourism as a key sector of the tourism market.*
- *The increasing need to differentiate tourism on investment destinations from a homogenous mess of other ‘clone’ places.*
- *The growing awareness amongst high value consumers of the World Heritage brand.*
- *The growth of long haul tourism in the developing world, where our traditional cultural reference points are less effective and World Heritage is recognised.”*

3.2.6 A report produced by the UK National Commission for UNESCO (UKNC) (Wider Value of UNESCO to the UK – 2014/2015) outlines how UNESCO endorsed activity and designations in the UK complements and benefits UK government policy. An update of this report is due in 2019/2020. UK World Heritage Sites are one of a range of UNESCO designations that UKNC supports including UK Geoparks, Biospheres and Learning and Creative Cities. The report includes an analysis of 22 of the UK 29 World Heritage Sites inscribed at the time. It estimated that in 2014/2015, £85 m in revenue was received by these Sites from a variety of funding streams and that this could be attributed to World Heritage Site status. The largest contributor at some £66 m was from tourism revenue. It also noted that such *“benefits are not derived automatically and while the profile of UK’s individual sites is strong, the UKs collective UNESCO World Heritage offer is perhaps not yet as well-known as it could be”*.

Local Benefits

3.2.7 Since the early 90’s, and particularly from 2008 onwards, as public funding continued to be reduced, some candidate and existing World Heritage Sites have widened their perspective beyond fulfilling their obligation for OUV protection. Greater attention has been given in nominations and/or ongoing management planning to the socio-economic and other local benefits that may accrue from their World Heritage Site status. Not all apply to all Sites and or their contexts but they include:

- Protecting the World Heritage Site legacy for the next generation.
- Encouraging enhanced inward investment for and funding World Heritage Site conservation, restoration and regeneration.

- Providing a promotional advantage and contributing income to the local visitor economy and businesses as a tourism ‘destination’.
- Providing a mechanism for acting as a catalyst for urban regeneration.
- Generating a sense of place and ownership for enhanced civic pride and identity, and social cohesion in the local community.
- Providing a resource for education and raising heritage and cultural awareness.
- Increasing levels of partnership activity and offering a common framework of values for managing development and other changes.

3.2.8 There is increasing evidence that World Heritage Site status can contribute to all or some of the above as ongoing benefits post Site inscription. However, given the diversity of Site characteristics, management and governance the advantages and benefits are still variable across the World Heritage Site Collection. Most of the individual Site research during the last 5 years (eg at the Jurassic Coast, Ironbridge, Antonine Wall, Lake District and Blenheim World Heritage Sites) has focussed on the potential economic benefits of the World Heritage Site to the community and contributions to the local tourism and visitor economies. A common difficulty in such assessments is the identifying or ‘stripping out’ of what specific contributions the World Heritage Site makes or receives within the wider investment or tourism sector benefits. Such specific data is scarce across the World Heritage Site Collection. Notwithstanding the diverse Sites and their context, more detailed research is needed to produce a more consistent database to better evidence and monitor the range of World Heritage Site socio economic benefits.

3.2.9 Both the current Review and the few previous UK wide studies on the impact of World Heritage Site status highlight that the greatest benefits have accrued to date where the greatest motivation, effort and commitment was made, and continues to be made proactively by the lead organisation decision makers and champions on a continuing basis. Such efforts take advantage of the WHS status and ‘brand’. Following inscription some local authorities have continued to place the World Heritage Site and its potential at the centre of their regeneration and community agendas.

3.2.10 At the Cornwall & West Devon Mining and Blaenavon Industrial Landscape Sites, World Heritage Site status assisted in attraction £100 million and £50 million of investment respectively between 2007 and 2017, from various grant aid sources. The Review shows that some of the less well known Sites are reported recently to have contributed £8 million (New Lanark) to £19 million (Blaenavon) to their local economies and wider regeneration – predominantly through tourism spend. Within the limited resources available, the continued community engagement activities of Site Coordinators, for example at the Cornwall, Saltaire and Blaenavon Sites, has also assisted in raising local awareness of the World Heritage Site and contributed to greater sense of place and civic pride. At Derwent Valley Mills World Heritage Site the recent Great Places ‘Vital Valley’ Scheme (2017/2020) grants from NLHF, the Arts Council, and Historic England (£1.2m) is helping to shape the social capital and economic future of the Derwent Valley Mills World Heritage Site (see Insight 5). However, it is clear from the Review that limited local management capacity at many Sites continues to constrain the ability of Coordinators and their teams to fully realise the potential benefits of the World Heritage Status to their communities. More assistance and

support is needed across, in particular, the current publicly management World Heritage Sites in the Collection to enhance community engagement activities and critically to increase awareness raising.

World Heritage Collection as Global Assets for the UK

- 3.2.11 The UK Government (like many other Governments) is currently seeking to identify strategic assets which can contribute to and benefit its emerging ‘Soft Power Strategy’. The UK’s existing soft power assets have already taken it to the top of the international soft power listings and the UK’s World Heritage Sites have almost certainly contributed to this status, although their significance may not have been formally recognised.
- 3.2.12 In addition to the above the UK World Heritage Sites Collection is a significant national tourism asset but in many respects is, as yet, not fully recognised as this. Tourism is the fastest growing industry in the UK and growth is expected to continue. It is worth £126.9 billion to the UK economy, with inbound tourism alone contributing 9% of UK GDP in 2015. Although visitors may not yet be fully aware of World Heritage Site status and its values it is estimated that in 2018 the 27 UK Mainland & Adjacent Islands World Heritage Site destinations received in total some 60 million visitors per year. The potential for UK tourism to benefit from the World Heritage Site Collection as a whole, particularly in the international tourism market, is great but as yet unrealised.

3.3 UK World Heritage Sites and International Links

- 3.3.1 Specialist staff in UK heritage bodies and agencies and from individual WHSs have been sought out on numerous occasions in the last 20 years as providers of knowledge and expertise by other UNESCO State Parties and WHSs. The international relationships that World Heritage status confers, and the nature of all UK WHSs brings valuable inter-governmental connections with other nations across the globe. Although there are some valuable links already forged by individual WHSs, support for this potentially significant contribution from the UKs WHS Collection as a whole to the UK’s international standing has yet to be fully embraced (see also Section 2.2). A small number of Sites such as the Cornish Mining WHS have been proactive and had the resourcing for forging international links and have experienced the wider impact that can arise from this – eg inward investment, cultural exchange, the recognition and celebration of shared identities and diplomacy (see Insights 6 and 7).

Transnational Serial World Heritage Sites

- 3.3.2 Hadrian’s Wall and the Antonine Wall WHS are part of the multi-national Frontiers of the Roman Empire transnational serial WHS which includes the two UK Sites and the Upper German – Raetian Limes. Further Frontiers of the Roman Empire World Heritage Sites are proposed across Europe, the near East and North Africa, with a Thematic Study and Nomination Strategy accepted by UNESCO in 2017. These new World Heritage Sites will be separate but all called Frontiers of the Roman Empire with a sub-site name (eg Danube Limes, Lower German Limes) and managed as a cluster. At a strategic level, representatives and associated advisors from the three countries meet annually as the Inter-Governmental Committee (IGC). A further international advisory group meets as required to provide academic and management advice to World Heritage Sites

(known as the ‘Bratislava Group’). At the local level the Site Coordinators and site managers (‘the Hexham Group’) also meet annually to share best practice. In the UK these activities are funded by the WHS partnerships at Antonine and Hadrian’s Wall.

- 3.3.3 The City of Bath is part of the current Great Spas of Europe WHS Nomination to be considered by the World Heritage Committee in 2020. It is a transnational serial nomination involving 11 spa towns from 7 different European countries (Austria, Belgium, France, Czech Republic, Germany, Italy and UK) and led by the government of the Czech Republic. The UK’s participation is funded by the City of Bath.
- 3.3.4 The Cornish Mining WHS Management Plan includes a strategic objective for the development of a Frontiers of Cornish Mining Serial World Heritage Site proposal based on past exported technology and emigration expertise to countries such as Australia, Central and South America and South Africa (see Insight 6).

Other WHS International Links

- 3.3.5 In addition to the above and where limited resources allow, other WHSs have been building international partnerships based around education, research and cultural exchange. These include:
- Ironbridge Gorge WHS – links with Sovereign Hill, Australia and numerous other countries through the close WHS association with the Ironbridge Institution for Cultural Heritage (IICH).
 - Durham Cathedral and Castle WHS – links to other international ‘pilgrimage’ sites eg Lumbini in Nepal.
 - Hadrian’s Wall WHS – ‘Wall to Wall’ initiative with the Great Wall of China.
 - Giant’s Causeway WHS – active participation in the Global Geoparks network including Sechuan, China and South Korea.
 - Jurassic Coast – exchange links with St Lucia Pitons World Heritage Site and long term collaboration with Wadden Sea World Heritage Site in the Netherlands, Germany and Denmark.
 - Edinburgh Old and New Towns WHS – participation in recent European funded World Heritage Cities Partnership (Porto, Florence, Santiago, Bordeaux and Edinburgh); managing a conservation training programme in SE Turkey (see Insight 7).
 - Heart of Neolithic Orkney – recently used to trial a Climate Vulnerability Index assessment at a cultural World Heritage Site, developed through the ICOMOS Climate Change and Heritage Working Group and supported by the Union of Concerned Scientists.
 - Studley Royal and the Ruins of Fountains Abbey WHS – collaboration through the International National Trust Organisations with World Heritage Sites operated by the Trusts around the world

INSIGHT 5: WHS Local Benefits – Derwent Valley Mills WHS Great Places Scheme

The Derwent Valley Mills in Derbyshire WHS (DVMWHS) was inscribed in 2001. This international designation confirms the outstanding importance of the area where the flow of water was successfully harnessed to power textile production, moving the world into the factory era.

Running between 2017 and 2020, the Great Place Scheme is a programme designed to inspire, engage and enable people to have a sense of pride in and belonging to the Derwent Valley Mills World Heritage Site. The project is underpinned by a partnership between the National Lottery Heritage Fund and Arts Council England with support from Historic England and a Great Places Scheme grant of £1.6m.

Nationally the 16 pilot Great Place schemes will enable cultural and heritage organisations to make a step-change in how they work together, and with other organisations in other sectors, in order that arts, culture and heritage contribute more to meeting local social and economic objectives. The DVMWHS Great Place Scheme is unique in the list of pilots in that it examines the contribution of culture to a place within the context of a World Heritage Site and its framework of Outstanding Universal Value (OUV).

The aims of the DVMWHS Great Place Scheme are to:

- Embed the arts, culture and heritage within the DVMWHS
- Inspire and enable people to have a sense of pride in and belonging to the WHS

The DVMWHS Partnership membership is drawn from the local authorities, universities, regional bodies, community organisations and national heritage organisations. The DVMWHS extends approximately 15 miles north to south along the Derwent Valley, stretching from Masson Mills at Matlock Bath to Derby's Silk Mill which is close to the Derby city centre along the River Derwent. The boundaries of the WHS and its buffer zone are complex, as they relate to the relationships between the mill structures and the wider surrounding landscape.

Projects will examine the governance and operations of the DVMWHS Partnership, relationships with regional organisations, resilience and inspiring a sense of pride with increased awareness of the Site and its importance. Due to the nature of the Great Place Schemes, it is likely that many of the projects will have a long-term impact beyond 2020. Audience research projects will inform long-term work to provide opportunities for visitors and residents to experience arts and heritage and to be inspired. Research will inform what the Partnership requires to be sustainable. Partners and communities have explored creative ways of engaging with and understanding the WHS's OUV, helping to identify its special qualities that contribute to its sense of place.

The DVMWHS Partnership is currently developing the next iteration of the WHS Management Plan. The Management Plan will reflect the Great Place ambitions to promote a coherent understanding of the World Heritage Site. A cohesive understanding of the world heritage site will benefit the visitor economy and levels of community engagement in caring for the Site.



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“Mr Arkwright” at Cromford Mills by Jo Fairfax – a tandem-powered, water-powered drawing machine



© Derbyshire County Council

“THREAD: Threading through Time” by Seiko Kinoshita – inspired by bobbins, thread and recorded sounds from a range of textile mills

INSIGHT 6: UK WHS International Links – Cornwall & West Devon Mining Landscape WHS

The international relations that WHS status confers potentially brings valuable intergovernmental and other connections. To date only a few UK WHSs have had the resources to establish and develop permanent and strong international partnerships. These include Hadrian's Wall, the Antonine Wall and Bath WHSs that are members of existing or potential serial transnational WHSs.

Since inscription (2006) the Cornwall & West Devon Mining Landscape WHS (CMWHS) however has on many occasions been sought out as a provider of knowledge and expertise by UNESCO State Parties and other WHSs. Experience of the WHS team at CMWHS has shown increasingly that the wider impact of WHS status and its related activities can play a role in economic growth and investment, cultural exchange, the recognition and celebration of shared identities and experiences, and diplomacy. The CMWHS Management Plan states that

“The Partnership will actively facilitate the exchange of ideas, experiences and the stories of Cornish mining communities worldwide.”

In pursuit of this the current Plan also includes a strategic objective to:

“Support the development of the ‘Frontiers of Cornish Mining’ Transnational Serial WHS proposal, working with international partners.”

The contribution that Cornish Mining culture made to mining across the globe is widely acknowledged. Its influence is historic and contemporary, tangible and intangible. UNESCO's acknowledgement of the international impact is reflected in their description of the Site:

“The substantial remains are a testimony to the contribution Cornwall and West Devon made to the industrial revolution in the rest of Britain and to the fundamental influence the area had on the mining world at large. Cornish technology embodied in engines, engine houses and mining equipment were exported around the world. Cornwall and West Devon were the heartland from which mining technology rapidly spread. When Cornish and West Devon mining declined in the 1860s, large numbers of miners emigrated to work and live in mining communities based on Cornish traditions, in for instance South Africa, Australia, and Central and South America, where Cornish engine houses still survive.”

On a day to day basis the CMWHS team has maintained informal communication with the State Government and other WHSs in South Australia, and potential partners in Ireland, Spain, Mexico, USA and Peru where mining related WHSs are present. There are also opportunities for links to Sites in South Africa, in New Zealand, Spain and the Caribbean. As resources allow the CMWHS will be continuing to pursue a variety of approaches to building international partnerships including:

- Formal Transnational nomination;
- Informal cultural exchange partnerships;
- Joint projects eg research, cultural events, tourism;
- Skills and knowledge transfer.



INSIGHT 7: International Links – Old and New Town of Edinburgh WHS

Working in partnership with Historic Environment Scotland and the City of Edinburgh, Edinburgh World Heritage Trust (EWH) since 1999 has been proactive in successfully developing an international network and programme of capacity building based around its experience in contributing to the management and conservation of a WHS city.

EWH recognised that capacity building is a fundamental tool in the process of harmonised delivery of cultural, planning and development policies that aim for sustainability. It has become increasingly important in the context of decreasing spending on public services and, where relevant, the demand for decentralisation of power. In parallel to that, capacity building programmes encourage collaborative approach and meaningful engagement of citizens with their social and physical environments. In values driven management structures individuals, communities, institutions, businesses and systems targeted by capacity building programmes become more resilient by learning how to survive, adapt and grow against various stresses and shocks. These can include consequences of climate change, economic and political instability, or even unsustainable technological advancement.

For Edinburgh World Heritage, the critical tool in capacity building is the international network that is readily available for World Heritage Sites. A decision was taken in 2008 to respond positively to the very many requests the organisation received from international groups, which soon evolved into an organised programme of work. EWH has been able to benefit from European Commission funding for a number of programmes, allowing them to trial new methodologies and learn new techniques, in particular in relation to the historic urban landscape approach. Current programmes include a partnership with Porto, Florence, Santiago and Bordeaux focused around the sustainable management of world heritage cities; while in the realm of cultural diplomacy, EWH has a training programme for colleagues in South East Turkey, funded by the UK Government's Cultural Protection Fund, focused around the cities of Mardin and Antakya.



Old and New Towns of Edinburgh



Florence



SECTION 4

MANAGEMENT OF THE WORLD HERITAGE SITES



4.0 MANAGEMENT OF THE WORLD HERITAGE SITES

4.1 International and National Management and Protection of UK World Heritage Sites

Who is Involved in the Protection and Management of World Heritage Sites?

- 4.1.1 There are some 80 organisations that have a responsibility or interest in the protection and management of WHSs in the UK. These organisations operate, contribute to or influence WHS management at the international, national and local levels. They all make up the large number of organisations that are the parts of the UK WHS ‘Jigsaw Puzzle’ (see Figure 4). At the international and national levels the interrelated roles of the World Heritage Committee, the UK Central Government Departments and Agencies, Governmental Organisations, Local Planning Authorities and Systems, and the range of NGOs are complex and challenging to understand. Figure 4 indicates with colour the mix of functions and roles of each part of the Jigsaw in relation to core UK WHS management. At the local level, administration and management structures for individual WHSs are also variable and have evolved to suit each particular situation. In addition to 80 organisations mentioned above, the local WHS Steering Groups involve approximately a further 500 interested stakeholders and partners.
- 4.1.2 World Heritage UK has an emerging pivotal role in the national governance since unlike all other organisations it is focussed exclusively on the representation and promotion of all the WHSs in the UK Collection. As an independent NGO and advocate it bridges the gap between local management of WHSs and the national role of DCMS and its relationship to UNESCO. It recognises that collaborative working and partnerships with the many organisations and bodies across the sector is the key to unlocking the potential benefits of World Heritage Sites.

Roles of the Key UK International Organisations/Bodies

- 4.1.3 Section 2.1 has outlined the functions of UNESCO, and the World Heritage Committee and Secretariat at the international level. A more detailed description of the responsibilities of the UK international organisations that assist in bridging the gap between the UK and UNESCO are set out below and shown on Figure 4.

UK National Commission to UNESCO (UKNC)

- The Department for International Development (DFID) sponsors the UK National Commission to UNESCO (UKNC) who represent the UK’s civil society interests at UNESCO, advise Government on UNESCO Programme matters and are a constitutional part of the UK’s membership of UNESCO.
- The UKNC works to support the UK’s contribution to UNESCO and bring the benefits of the over 150 UNESCO designations including UNESCO World Heritage Sites to the UK. Other UNESCO designations in the UK include Geoparks, Biospheres, Learning Cities and Creative Cities.

- With DCMS contributes to the establishment, review and revisions of the UK WHS Tentative List.
- With DCMS contributes to the technical evaluation of UK WHS nominations.

ICOMOS UK

- Non-Governmental Technical Advisors on cultural heritage to UNESCO/DCMS including implementation of World Heritage Convention.
- In UK and internationally ICOMOS UK promotes best practice and guidance in conservation and management of the wider historic environment including WHSs.
- On behalf of ICOMOS (International)/UNESCO/and World Heritage Committee contributes to evaluation of UK and other WHS nominations, State of Conservation (SOC) issues, monitoring and evaluation missions for WHSs at risk.

Roles of the Key National Government Departments/Bodies in Relation to World Heritage

4.1.4 Section 2.2 has outlined the national policy context of World Heritage Sites. A more detailed description of the responsibilities of the wide range of national organisations, agencies and bodies with interests in UK World Heritage Sites is set out below and their relationships are shown on Figure 4.

Department of Digital, Culture, Media and Sports (DCMS)

- UK Government Ministerial Department whose responsibilities include being the ‘States Party’ signatory to the World Heritage Convention and the UK’s compliance to this; DCMS is therefore ultimately responsible for the support, protection and management of the UK’s 32 WHSs in England and the Devolved Governments;
- On behalf of England, Scotland, Wales and Northern Ireland, DCMS coordinates the preparation, assessment, and submission of new UK World Heritage nominations – assisted and advised in particular by UK National Commissions for UNESCO (UKNC), ICOMOS UK, IUCN, together with English, Scottish, Welsh and Northern Ireland Government heritage agencies and bodies, Joint Nature Conservation Committee (JNCC), and WH:UK. As the primary conduit to UNESCO’s World Heritage Committee, DCMS also coordinates the UK’s compliance to the WH Convention in terms of the monitoring of the State of Conservation of WHS’s and monitors the issues of risk or adverse impact to the Outstanding Universal Values of World Heritage Sites. DCMS currently attends the annual WH Committee meeting as observers.
- In its wider remit DCMS is responsible for the promotion and management of the UK’s cultural and artistic heritage and properties, digital development, tourism, sports and cultural diplomacy, and the contribution of these to UK business and communities. DCMS coordinates and funds 43 supporting ‘arms-length’ agencies and public bodies in England. In relation to WHSs, these include in particular Historic England, English Heritage, National Lottery Heritage Fund (formerly HLF), Visit Britain, Arts Council and National Museums.



WORLD HERITAGE UK

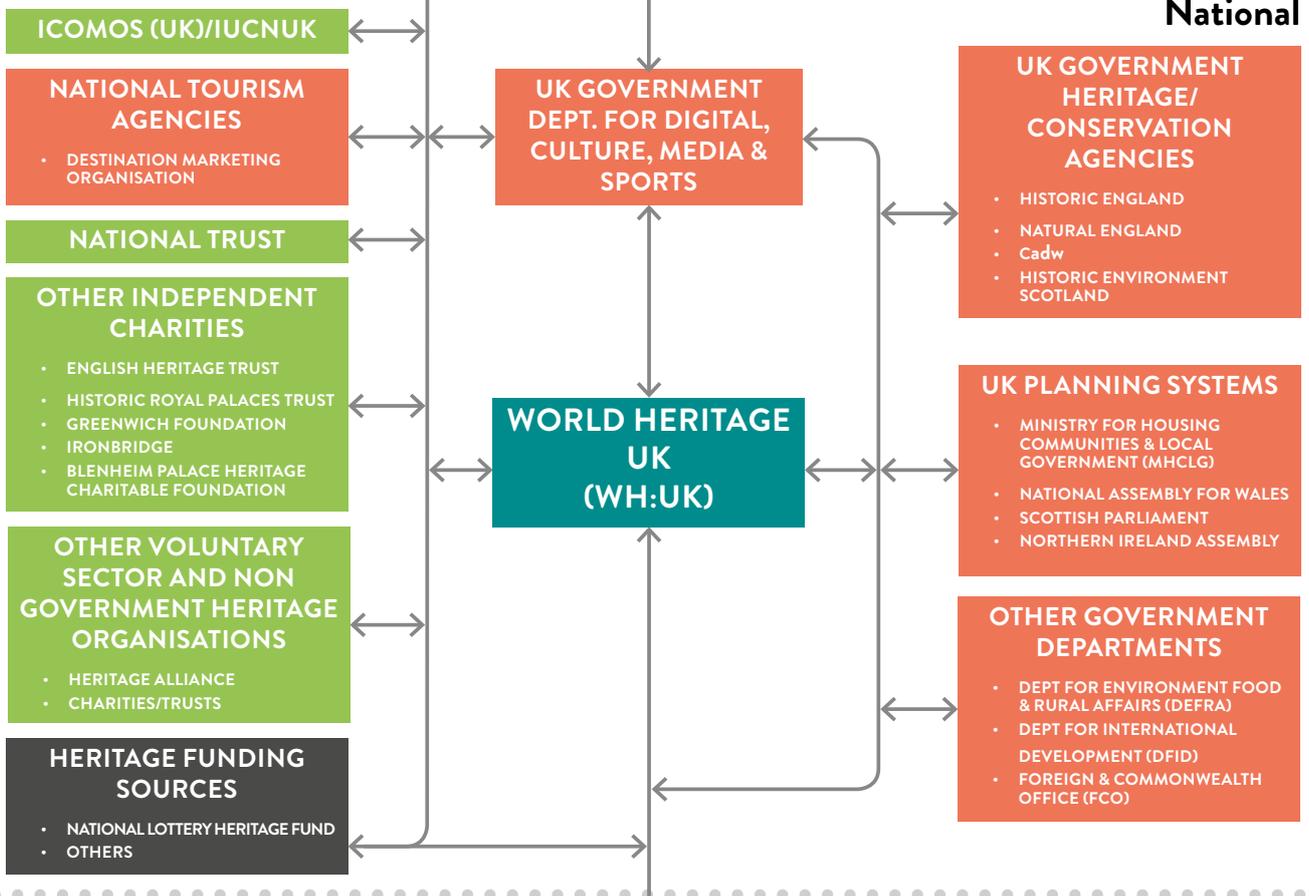
Figure 4 UK World Heritage Governance Jigsaw Puzzle

- UNESCO Roles
- WHS Conservation/Management Core Function
- UK State Party Governmental Roles
- Non-Government Organisations (NGOs) Influence
- Other

International



National



Local



- DCMS is responsible for publishing updating, reviewing and submitting the UK Tentative List for future WHS Nominations to UNESCO. It is advised on this by UKNC, Historic England, Natural England, Historic Environment Scotland, Scottish Natural Heritage, Cadw, Natural Resources Wales and DAERA Northern Ireland.

Department of Environment Food and Rural Affairs (DEFRA)

- DEFRA sponsors and funds a number of relevant agencies, including Natural England, Environment Agency, the National Park Authorities and Canals and River Trust. All of these have some conservation and management responsibilities in some of England's WHSs and their buffer zones, yet there is a limited mandate and internal expertise with respect to World Heritage.
- DEFRA also directly subsidizes the Royal Botanic Garden Kew which is an executive non departmental public body (NDPB). Kew has an approximate overall revenue of £60m (2017/2018) of which some 50% is derived from trading and ticketing (source: Royal Botanic Garden Kew Annual Report). The whole of the botanic garden is included within the Royal Botanic Gardens Kew WHS.
- Through its responsibility for managing and funding Areas of Outstanding Natural Beauty and National Parks, DEFRA also provides protection for large parts of the Jurassic Coast World Heritage Site and Lake District World Heritage Site and undertakes non World Heritage Site management activity that is both supportive and complementary to that of the World Heritage Sites.

Department for International Development (DFID)

- The UK Government Ministerial Department that is responsible for managing the overall UK Government/UNESCO relationship and holds responsibility for funding the UK's assessed contribution to UNESCO. Payment of this assessed contribution is mandatory and ensures for the UK's membership to the multilateral organisation. DFID also contributes to specific UNESCO initiatives that make an impact on the world's poorest and deliver sustainable development ambitions.
- The UK is represented at UNESCO by a small DFID/FCO permanent delegation, which manages all UK Government Departments' interests.
- DFID funds the UK National Commission for UNESCO who provide the UK government with independent UNESCO policy advice and expertise, whilst also researching and promoting the wider value of UNESCO to the UK.
- DFID sponsors the UK National Commission (UKNC) for UNESCO. The function of the latter is described in Paragraph 4.1.3.

Foreign and Commonwealth Office (FCO)

- FCO supports and funds the British Council.
- FCO through their Ambassadors oversees the foreign affairs matters of British Overseas Territories including those that are UK WHSs ie Gorham's Cave Complex (Gibraltar), Gough and Inaccessible Islands, Henderson Island, and Historic Town of St Georges and Related Fortifications Bermuda.

UK Government National Heritage and Conservation Organisations

Historic England (HE)

- The public agency which is statutory adviser to Government and DCMS for all aspects of the historic environment including the designated assets and properties in the National Heritage List (Listed Buildings (370,000)), Scheduled Ancient Monuments (20,000), and Conservation Areas (10,000+)). HE's funded budget for 2017/2018 was approximately £103m (source: Corporate Plan 2018/2021).
- HE conducts research, provides protection policy advice to local authorities, offers grant aid for heritage conservation and management, and provides the wider public with published advice on heritage matters. It also maintains the national archive of heritage.
- The HE International Adviser supports DCMS on English and UK WHSs technical matters, promotes awareness raising of WHS, supports training for stakeholders involved in WHS planning and management, contributes to DCMS liaison and links to UNESCO World Heritage Committee.
- HE grant aids and subsidizes the English Heritage Trust (EHT). Established in 2015 as a Charitable Trust independent of Government, EHT has within its remit the conservation and destination management of 420 heritage sites and attractions across England. These include partial responsibility for the Stonehenge and Avebury, Hadrian's Wall, Canterbury and Fountains Abbey World Heritage Sites.

Cadw

- Cadw, is the Welsh Governments Historic Environment Service. Cadw is the Welsh word meaning 'to keep' or 'to protect'. Cadw undertakes a range of statutory functions on behalf of Welsh Ministers in relation to the historic environment in Wales including conserving the 130 monuments in state care and designating places of special historic significance ie 30,000 Listed Buildings and 4,200 Scheduled Ancient Monuments.
- Cadw's budget in 2017/2018 was approximately £17.5m (source: Cadw – Historic Wales: Road Map towards Success, Resilience and Sustainability).
- In terms of protection policy advice, grant aiding, research and archives it has a similar remit to Historic England. However, it has also as a principal activity the responsibility for managing and operating visitor heritage destinations. The portfolio comprises 130 of the most

significant historic sites across Wales including parts of the World Heritage Sites at Blaenavon and the Castles and Town Walls of King Edward the First.

Historic Environment Scotland (HES)

- As a successor to Historic Scotland, HES was established in 2015 as a public body and charity. HES undertakes a range of statutory functions on behalf of Scottish Ministers in relation to the historic environment. In 2017/2018 it had a funded budget of approximately £32m (source: HES Annual Operating Plan 2018/2019). It has statutory responsibilities similar to those of HE and Cadw including protection policy advice, grant aiding, research and learning. In addition it is responsible for coordinating and managing the conservation and visitor experience at the 335 historic properties owned by it or in its care. These include parts of the World Heritage Sites at Old and New towns Edinburgh, Neolithic Orkney, Antonine Wall and Forth Bridge in the care of HES.

UK Planning System

- Planning decisions affecting the World Heritage Sites are the responsibility of local authorities, the Planning Inspectorate, the Department for Housing, Communities and Local Government (DHCLG) in England, the Scottish Parliament in Scotland, the Welsh Government, and the Northern Ireland Assembly in Northern Ireland.
- Within the planning systems there is no statutory backing for UK World Heritage Sites and the UNESCO World Heritage Convention principles are not part of the legislative framework. The Sites are recognised in the national policy frameworks as being designated assets of the highest significance. There is however no consistent approach or practical guidance at a national or local level for balancing the positive and harmful aspects of any development proposal which impacts on a World Heritage Site.
- Local plans, prepared by local authorities, are in the national policy context set by central Government and the devolved nations. Local policies for the protection and management of World Heritage Sites show great variation across the UK. Whilst the policy context overall provides a reasonable framework for World Heritage Site protection, there is little consistency, for example, in the definition of World Heritage Site setting or buffer zones, how public benefit should be balanced against conservation of OUV, how Management Plans for World Heritage Sites can be integrated into the planning system or how World Heritage policy is interpreted. Notwithstanding the effective evaluations already undertaken by Government heritage agencies, there is also a need to establish a more consistent framework at national and local levels for engagement with appropriate and independent heritage organisations during the planning process where development will impact on World Heritage Site values.
- WH:UK's recent Planning Position Statement (2018) provides an overview of the performance of the UK planning systems' performance in terms of WHS planning protection and management. In addition to the inconsistencies and variations mentioned above, a key issue raised in the Statement and also in Review interviews was that at all levels in the planning

systems there was a need for a better appreciation of the full mix of global, heritage, socio economic and educational values of World Heritage Sites by both decision makers and the general public.

- The Position Statement also raises the issue of the increasing number of UNESCO/ ICOMOS monitoring missions to UK World Heritage Sites in recent years. These arise when proposed development or change is perceived by UNESCO to result in a significant and adverse impact on the OUV of a World Heritage Site. The UK has attracted numerous Monitoring Missions over the last decade including those at the Liverpool, Bath, Cornwall Mining, Stonehenge, Liverpool, Jurassic Coast, Westminster and Edinburgh.
- The UNESCO Guidelines (paragraph 127) requests that the States Party (DCMS) inform the World Heritage Secretariat of any intention to promote or undertake development which may affect OUV. The management by DCMS of Paragraph 127 notifications in the UK is not clear to other stakeholders. There is no clarity on any register kept to recording what notifications received by them, whether these are passed on to UNESCO and what justifies the decision.
- The recent monitoring missions in the UK are most exclusively related to development proposals and every case is different. However, each mission could be seen as a sign of 'failure' in terms of UK's ability to manage and conserve its World Heritage Site Collection. In the case of Liverpool the UK has a site which, despite best efforts by many stakeholders, currently still has the increasing potential to be one of only 3 Sites to be removed from the global World Heritage Site List. There is a perception that the UK is attracting more monitoring missions than other benchmark European countries. A more detailed assessment is needed to validate this. More importantly, if the UK missions to World Heritage Sites are indeed greater than other countries, the question arises as to what is the root cause of this in a country where in general our planning and protection systems are admired and respected worldwide. A more detailed assessment of this issue is needed but is outside the scope of this Review.

National Tourism Agencies and World Heritage

- Visit Britain, Visit England, Visit Wales and Visit Scotland are all executive non-departmental public bodies and destination marketing organisations (DMO). They are funded by Governments – to develop Britain's tourism products, raise the profiles of the UK worldwide, and increase the volume of tourism exports to contribute to the UK economy. In terms of WHSs their interest and promotion is primarily focussed on the 14 UK WHS 'Icons' or already most popular visitor destinations.
- Tourism promotion in the UK at the national level has been well funded. DCMS grant aid funding to Visit Britain was £19.5m and £7m to Visit England. In 2017/2018 as a partner in the Great Britain Campaign (see Section 2.2) Visit Britain was also granted £22m to contribute to this. In addition between 2016 and 2019 Visit Britain was allocated £40m to distribute their Discover England Fund (DEF) (source: Visit Britain). This Fund supported local DMOs and organisations for projects that encouraged more inbound tourism and matching of tourism assets to potential markets. Over 3 years of the project only one of

these related to English WHSs. The Northern World Heritage Collection (Cumbria Tourism) targeted US and Irish markets offering a series of WHS destinations to the travel trade as bookable products.

- Visit Britain, has an overview over numerous local destination marketing organisations (DMOs) that focus on promoting local tourism (there are over 200 DMOs in England). These vary widely from small Community Interest Companies (CIC) to larger local authority or Local Enterprise Partnership (LEP) supported bodies. When they do promote World Heritage Sites the local DMOs often concentrate on promoting the more ‘iconic’ WHSs in their area. There is limited acknowledgement and promotion of the less well known WHSs and their intrinsic values and potential for tourism product development.

National Trust and World Heritage

- The National Trust is the largest non-governmental heritage organisation in England, Wales and Northern Ireland and has some Statutory powers in relation to preservation of ‘inalienable’ landscape and sites. With more than 4.5m paying members, it owns over 240,000 hectares of land and 350 properties (source: National Trust). It is an independent charity and receives no state funding.
- The National Trust has interests in 8 of England’s World Heritage Sites (Table 3).
- The Trust, as an independent Non-Government Organisation (NGO) and in accordance with its wider conservation mission in England, is committed to WHSs being in ‘collective trust’ for everyone and future generations. Its contribution to the UK’s WHSs is made primarily ‘in kind’ as part of the overall and ongoing management of some of their sites.
- The Giant’s Causeway WHS (Northern Ireland) and Fountains Abbey and Studley Royal WHS (Yorkshire) are predominantly owned and managed by the National Trust. Both Sites are amongst the most visited of the sites in the National Trust national portfolio and include a dedicated visitor and interpretation centre. In terms of the UK collection of WHSs the Giants Causeway is amongst the most well-known ‘iconic’ WHSs.
- The Trust owns and manages parts of 6 other WHSs. This diverse portfolio varies from popular visitor destinations such as the Assembly Rooms in the Bath WHS or Housesteads Fort on Hadrian’s Wall WHS, to large tracts of historic landscape (eg as at Stonehenge) or coastal landscapes of geological and geomorphological significance (eg as at the Jurassic Coast and Lake District WHSs).
- The Trust shares in the overall conservation, management and support of these WHSs through local partnerships and inclusion on individual WHS Steering Groups. The level of responsibility and influence is significant in these Sites where landholdings are large eg the Lake District, Stonehenge/Avebury and Stonehenge (see Table 3).
- In total by area the National Trust has the responsibility of managing and funding approximately 346,000 hectares of World Heritage Sites in England or approximately 15% of the total area of WHSs in England (source: National GIS Data; WHS Management Plans).

Table 3 National Trust Ownership/Care of World Heritage Sites in England

WHS	WHS Total Area (ha)	Area of WHS NT Ownership (ha)	NT % of Total Area
A - ROLE AS PRIMARY WHS OWNER SITE DESTINATION MANAGER			
➤ Giant's Causeway and Causeway Coast	74	70	94
➤ Studley Royal Park including the Ruins of Fountains Abbey	310	218	70.3
SUB TOTAL	384	288	75%
B - CONTRIBUTORY ROLE TO WHS MANAGEMENT			
➤ City of Bath	2,868	34	1.2
➤ Cornwall and West Devon Mining Landscape	19,709	554	2.8
➤ Dorset and East Devon Coast	2,474	198	8.0
➤ Frontiers of the Roman Empire, Hadrian's Wall	1,693	48	2.8
➤ Stonehenge, Avebury and Associated Sites	5,152	592	11.5
➤ The English Lake District	229,205	37,800	16.5
SUB TOTAL	261,101	39,226	15.0%
C TOTAL A + B	261,485	39,514	15.1%

Source: WH:UK Research; National GIS Data; WHS Management Plans

Other Voluntary Sector and Non-Government Heritage Organisations

- There are numerous charities, trusts and voluntary organisations in the UK involved in many different aspects of national and local heritage. Many of these were set up in the 60's and 70's including over 250 Building Preservation Trusts. There are also hundreds of local archaeological and historical societies whose members focus on research in their area or a particular theme and the dissemination of results. Many of these organisations are relatively small in size compared to the more major NGOs described above and are independent and privately funded by membership, grants, legacies and foundations.
- At a local level, where relevant to WHSs some of these NGOs and interested parties will have been consultees for the preparation of WHS Management Plan and may be represented on the WHSs 'Steering Groups'. Some examples of these diverse contributors include:
 - Bath Preservation Trust (Bath City)
 - Arkwright Society (Derwent Valley Mills)
 - Severn Gorge Countryside Trust (Ironbridge Gorge)
 - Salisbury and Wiltshire Museums (Stonehenge)
 - Lanark Community Development Trust (New Lanark)
 - Blaenavon Community Museum (Blaenavon)

- The Heritage Alliance is a significant umbrella body for the heritage sector and acts as an advocate for many independent heritage organisations through publications and events, representing visitors, owners, volunteers, professional practitioners, funders and educational institutions. It aims to advocate broader issues such as the importance of heritage to recreational prosperity and wellbeing alongside the importance of generating new thinking on heritage issues. It also advocates for greater involvement of the UK heritage sector internationally.

Other Independent Charities with WHS Responsibilities

English Heritage Trust (EHT)

- Established in 2015 as a charitable trust independent of Government. Its mission is to conserve and manage the 420 historic sites and properties in its care. In addition to its conservation responsibilities, EHT operates commercially as a visitor destination manager at 50% of its sites and is investing in visitor experience and facilities to increase site attraction and visitor income. Only five of the many EHT sites, including the Stonehenge WHS, generate significant income from tourism and visitors.
- EHT is part funded by Historic England/DCMS on an £80m 8 year tapering subsidy to support a transition to full financial independence and sustainability by 2023. 2017/2018 revenue was approximately £100m (source: English Heritage Annual Report 2017/2018).
- EHT as a local partner shares in the management in England of 5 WHSs. At the Stonehenge WHS, EHT is a member of the Partnership Panel, has owner responsibility for the care of the Stones themselves, and operates the Visitor Centre. At Avebury the Sanctuary is in EHT 'guardianship' and it operates the Alexander Keiller Museum. At Studley Royal Park and Fountains Abbey WHS EHT has 'guardianship' of parts of the Site (St Mary's Church) which is managed by agreement by the National Trust. At Canterbury and Associated Sites WHS EHT has ownership and manages St Augustine's Abbey as a visitor destination. At Hadrian's Wall WHS EHT owns and manages 16 of the best preserved sites. These include popular Roman visitor destinations at Corbridge, Chesters Fort, Housesteads Fort and Birdoswald. In the Lake District WHS EHT manages the Roman Fort at Hardknott Pass.

Historic Royal Palaces (HRP)

- Established in 2014 as a charitable trust independent of Government for the guardianship and management as visitor destinations of 7 'iconic' Royal Palaces. These include responsibility for the conservation and management of the Tower of London WHS and Kew Palace within the Royal Botanic Gardens Kew WHS. HRP is part sponsored by DCMS and receives no public revenue funding – all costs are met by self-generated income. Revenue from all sources in 2017/2018 was £98m with over half derived from visitor ticketing and other related commercial activities (source: Historic Royal Palaces Annual Report 2018).

Greenwich Foundation for the Old Royal Naval College

- Established in 1997 as a charitable trust for the restoration of the baroque buildings and their setting at the Royal Naval College, Greenwich and the Maritime Greenwich WHS. The Foundation is funded with a public grant from DCMS and increasingly in part from philanthropic support. In 2017/18 revenue from public grant and other charitable activities was approximately £2.1m with approximately 52% derived from commercial activities (source: Greenwich Foundation Annual Financial Statement 2017/2018). The Foundation works in partnership with Royal Museums Greenwich and Royal Parks in managing the WHS.

Ironbridge Gorge Museum Trust (IGMT)

- Set up in 1967, IGMT is a heritage conservation and education charity that now owns and is responsible for managing 10 museums within the Ironbridge Gorge WHS. IGMT has an approximate revenue of £6m (2017/18) achieved from commercial income from the series of visitor destinations and from grant funding (source: Charity Commission). IGMT includes within its activities in partnership with others, the management of the whole of the cultural landscape of the Ironbridge Gorge WHS. To achieve this IGMT was contracted and supported by Telford and Wrekin Canal in 2013 to manage and coordinate the WHS on behalf of all partners.

Blenheim Palace Heritage Charitable Foundation

- This is a private self-financing charitable foundation established in 2016. It is responsible for the restoration, conservation and management of Blenheim Palace and Parkland as an ‘iconic’ visitor destination. The Foundation has an overall revenue of £15.5m (2017/2018) of which over 80% is derived from commercial income from its role as a visitor attraction and from other charitable activities (source: Charity Commission). The management and promotion of the Blenheim Palace WHS is part of the responsibilities of the Foundation.

Table 4 Summary by Region of NLHF Grants to UK WHSs and Buffer Zones in 5 Year Period 2013/14 – 2017/18

England (13 WHSs)	£95,200,000	(81.5%)
Scotland (4 WHSs)	£20,200,000	(17.3%)
Wales (3 WHSs)	£1,400,000	(1.2%)
Total	£116,800,000	(100%)

Source: NLHF

Note: Figures have been rounded to the nearest £100,000 – for detail see Table 16.

Heritage Funding Sources

National Lottery Heritage Fund (NLHF)

- Over the last 25 years the Heritage Lottery Fund (HLF), now the NLHF or Heritage Fund for short, has been a primary funder of projects in UK World Heritage sites for the conservation of the built environment and landscape, for the sponsoring and restoration of museums, archives and other collections and for contributions to education and learning and community and intangible heritage.
- In the last 5 years 2013 to 2018 £116.7m was grant aided by HLF/NLHF to UK World Heritage Sites (Table 4). This represents 5.6% of the HLF total spend of £2bn in this period on all project types and areas.
- The Heritage Fund's Vision launched in 2019 anticipates a continued spend of some £300m per year and sets 6 strategic objectives for its strategic funding framework:
 - *“Continue to bring heritage into better condition;*
 - *Inspire people to value heritage more;*
 - *Ensure that heritage is inclusive;*
 - *Support the organisations we fund to be more robust, enterprising and forward looking;*
 - *Demonstrate how heritage helps people and places to thrive;*
 - *Grow the contribution that heritage makes to the UK economy”*

All of these are in accord with the future development objectives of UK World Heritage Sites and the core organisations that underpin them. In the current financial climate the commitment by the Heritage Fund to ‘champion innovation in business models and build capacity, skills and resilience in heritage organisations to enable them to diversify their income’ will be important particularly to enable change in local authority World Heritage Sites (source: National Lottery Heritage Fund Strategic Funding Framework 2019-2024).

Other Funding Sources

- The majority of major funding for WHSs has been indirectly achieved from related projects supported by central Government agencies, local authorities and various parts of the National Lottery. Reductions in public spending is expected to be a part of the 2020 UK Government Spending Review.
- For WHSs located in areas included in EU zones with a deprivation index eg the Cornwall Mining WHS and the Castles and Town Walls of King Edward WHS in Gwynedd, funding and match funding over the last 10 years has been successfully obtained from European sources such as European Regional Development Funds (ERDF), European Social Fund (ESF), INTERREG, Horizon 2020 and others. The outcome of Brexit may however reduce this opportunity (see Insight 8).
- There are also a wide range of heritage Trusts and Philanthropic Foundations that have contributed relatively small amounts of funding to WHSs. Some of these such as the Architectural Heritage Fund (AHF) and the Churches Conservation Trust (CCT) are well established, generally single interest charities with limited budgets.

Role of World Heritage UK (WH:UK)

Profile of the Organisation

- WH:UK is in a pivotal position in the overall governance of WHSs in the UK (see Figure 4). In recognition of the diverse and wide range of organisations that support or have an interest in managing the UK WHSs, WH:UK was established to undertake advocacy, promotion and networking on behalf of the UK World Heritage Collection. WH:UK is the only organisation in the ‘Governance Jigsaw Puzzle’ that is exclusively focussed on World Heritage, and the only one that is led by the WHSs themselves, reflecting a community driven approach favoured by UNESCO.
- Established in 2015, WH:UK is a Charitable Incorporated Organisation (CIO) currently funded primarily through its membership which is primarily the UK’s World Heritage Sites. Operating on a limited budget with significant volunteer time, WH:UK is a young, agile organisation willing to contribute to the improvement of UK WHS future management. WH:UK in the role developed to date, has established the endorsement of Government and the wider heritage sector at both a national and local level. To date its activities have been self-funded with a small amount of sponsorship from public and private sectors.
- WH:UK’s Vision is to ensure that “the UK will have a coherent approach to World Heritage Sites which will be better known, understood and supported through sustainable funding so that they can provide inspiration, learning and enjoyment for society”. In 2019 The National Lottery Heritage Fund awarded a resilience grant to WH:UK which will allow the organisation to strengthen its ability to deliver its strategic aims and further develop its role, raise the profile and assist in securing the future of UK WHS’s by advocating for support and resources, and promoting the values of the Sites.

Participation in European World Heritage Site Associations Network

- There are other organisations in European Countries that have a similar role and membership support to that of WH:UK in the UK. These organisations essentially promote and support the national collections of World Heritage Sites. WH:UK, on behalf of all UK World Heritage Sites participates in the European WHS Association meetings and workshops on a regular basis. Unlike WH:UK, however, the other European organisations and associations are substantially supported financially by Government agencies and other bodies mostly associated to tourism. In addition, some have close links and are sponsored by public and private organisations in the tourism sector. Table 5 summarizes the extent of support for WHS European World Heritage Associations.
- Like WH:UK these European Associations represent the full group of WHSs at a national level and support the promotion and awareness raising of WHS values. As in the UK the funding of WHS conservation and management at a local level individually is sought and achieved through a complex combination of European, national, regional and local support and grant systems.

INSIGHT 8: World Heritage Sites and Investment – Cornwall and West Devon Mining WHS

United Nations Resolution 70/214 reaffirms the role of culture as an enabler of sustainable development, and emphasises culture's contribution to social inclusion, income generation and economic growth, environmental sustainability and peaceful societies. The Resolution encourages all Member States and other relevant stakeholders to raise awareness of the importance of the role of culture for sustainable development, and to ensure its integration into development policies.

The Cornwall and West Devon Mining WHS (CMWHS) experience bears out this view, as a Site with a long track record in attracting substantial amounts of external capital funding for conservation and regeneration in the ten WHS Areas (see overleaf). Some of this was specifically for WHS Management Plan identified priority investment, where the WHS team led the fundraising process, and some raised by partners and third parties for projects aligned with the WHS Management Plan and supported by WHS team input.

Substantial gains were made in conserving the WHS since inscription in 2006 by utilising a number of strategic funding sources, including Heritage Lottery Fund, English Heritage, European Regional Development Fund, and Natural England Higher Level Stewardship. Closer working with the Department for Environment, Food and Rural Affairs (DEFRA) over the last five years secured additional funding for the conservation of mining features on privately owned farmland, through the 'Historic and archaeological feature protection' (HAP) option of individual HLS Agreements. Also, several mining heritage attractions have benefitted substantially from investment via the rural Development Programme for England (RDPE) funded WHS led project, 'Discover the Extraordinary'.

Capital investment attracted or influenced by WHS status in Cornwall and West Devon amounted to £91.4m between 2006 and 2017. This supported 51 separate projects in the 10 separate parts of the World Heritage Site.

These projects have made a substantial contribution to regeneration in deprived areas, and created employment opportunities in construction, tourism and related retail and catering operations, through the infrastructure and community assets that they have created. WHS status has made a major contribution to levering investment into the 10 WHS Areas – some of which have the highest levels of multiple deprivation in England.

The broad, interconnected remit – from place based development management and heritage led regeneration through to sustainable tourism and cultural events – and focus in some of the regions most disadvantaged communities, has resulted in joined up economic, social and environmental investment and sustainable growth. The CMWHS is therefore well placed to continue making valuable contributions to wider growth strategies.

4.2 Local WHS Management and Governance

4.2.1 Previous sections have described the national policy and strategic frameworks for UK World Heritage Sites. As indicated on Table 6 the delivery of WHS conservation, caretaking and management is primarily undertaken at a local level. There is considerable variation in local governance types and primary responsibilities which have evolved over 30 years. Inevitably these have emerged to suit the circumstances of the particular site. Influences that have created this complicated and inconsistent mix of governance types include time of inscription, availability of existing management support bodies or regime, degree of Site complexity and range of stakeholders involved.

4.2.2 As Table 7 indicates, in summary, the 27 Mainland and Adjacent Islands UK World Heritage Sites essentially are governed by:

- A variety of public or publicly responsible bodies including local authorities, public partnerships, and government supported 'independent' agency and caretakers whose remit also includes a wide range of other planning and management services (20 WHSs – 71%).
- A variety of Independent Charitable Trust Organisations, Owners and Caretakers whose missions also include wider heritage conservation and tourism objectives (5 WHSs – 18%).
- Independent Charitable Trust and Charitable Independent Organisations (CIO) whose mission is exclusively dedicated to the conservation and management of a particular WHS (3 WHSs – 11%).

4.2.3 Table 6 indicates the large number of organisations who have primary responsibilities for UK WHS local administration and governance. At a local level the involvement of wider groups of stakeholders included in WHS steering committees and advisory groups substantially increases the number of interested parties. Most sites have steering and stakeholder groups of at least 20 additional person representing many local organisations.

Table 5 Selected European World Heritage Site Associations Comparison of Funding Support – (2019)

Association Name	No of WHSs	Membership	Annual Revenue & Source (Approx) £	Integration with & Support of Tourism Sector
> World Heritage UK	31	28 (WHS) plus individuals	Membership £30k Total £30k	No
> World Heritage Sites Association – Germany	41	65	Membership £32k Other/Govt £63k Total £95k	Yes
> Italian World Heritage Association	56	?	Membership £80k Govt £120k Total £200k	No
> Spanish World Heritage Cities Group	15	15	Membership £600k Govt £200k Total £800k	Yes
> Alliance of Spanish World Heritage Cultural Landscapes	5	9	Membership £15k Govt £32k Total £47k	Yes
> World Heritage Norway	8	27	Membership £32k Govt £645k Total £677k	Yes
> Association of French World Heritage Sites	43	59	Membership £80k Govt £80k Total £160k	No
> World Heritage Experience Switzerland	12	17	Membership £385k Govt/Tourism £15.5k Total £400.5k	Yes

Source: WH:UK Analysis; European Association Interviews

Table 6 UK World Heritage Site Management – Primarily Responsible Organisations

Type/WHS	Primarily Responsible Organisation
Local Authority Led WHS Management and Caretaking	
> Blaenavon Industrial Landscape	Torfaen County Borough
> Canterbury Cathedral & Associated Sites	Canterbury City
> City of Bath	Bath and North East Somerset
> Cornwall and West Devon Mining Landscape	Cornwall County
> Derwent Valley Mills	Derbyshire County
> Liverpool-Maritime Mercantile City	Liverpool City
> Palace of Westminster & Associated Sites	Westminster City
> Pontcysyllte Aqueduct and Canal	Wrexham Borough
> Saltaire	City of Bradford Metropolitan District
Mixed Public Partnerships for WHS Management and Caretaking	
> Durham Castle and Cathedral	Durham Cathedral Chapter/Durham University/Durham County
> Frontiers of the Roman Empire, Antonine Wall	Historic Environment Scotland/ East Dunbarton Co/Falkirk Co/ Glasgow City Co/ North Lanarkshire Co/ West Dunbartonshire Co
> Frontiers of the Roman Empire, Hadrian's Wall	Allerdale BC/Carlisle CC/Copeland BC/Cumbria CC/Gatehead Co/ Newcastle CC/North Tyneside Co/Northumberland CC
> Stonehenge, Avebury and Associated Sites	Historic England/ English Heritage/ National Trust/ Wiltshire County Co
> The English Lake District	25 Partners including Lake District National Park/National Trust/Forestry Commission/United Utilities
> The Forth Bridge	Historic Environment Scotland/ Network Rail/ City of Edinburgh Co/Fife Co/Transport for Scotland
Central Government Funded Trusts or Organisations Incorporating WHS Management and Caretaking	
> Castles and Town Walls of King Edward in Gwynedd	Cadw
> Heart of Neolithic Orkney	Historic Environment Scotland
> Maritime Greenwich	DCMS/Greenwich Foundation
> Royal Botanic Gardens, Kew	DEFRA/Royal Botanic Garden Kew
> Tower of London	DCMS/Historic Royal Palaces
National Trusts Incorporating WHS Ownership and Management	
> Giant's Causeway and Causeway Coast	National Trust
> St Kilda	National Trust for Scotland/Historic Environment Scotland/Ministry of Defence, Qinetiq
> Studley Royal Park including the Ruins of Fountains Abbey	National Trust
Independent Charitable Trust Organisations Incorporating WHS Ownership and Management	
> Blenheim Palace	Blenheim Palace Heritage Charitable Foundation
> Ironbridge Gorge	Ironbridge Gorge Museum Trust
Dedicated WHS independent Charitable Trust	
> Dorset and East Devon Coast	Jurassic Coast Trust
> New Lanark	New Lanark Trust
> Old and New Towns of Edinburgh	Edinburgh World Heritage Trust/City of Edinburgh Council

Source: WHS Management Plans; WH:UK Review Interviews

Table 7 Summary of UK World Heritage Site Governance Types

Type	No of Sites	% of Total
> A Local Authority Led WHS Management and Caretaking	8	28.5
> B Mixed Public Partnership for WHS Management and Caretaking	7	25
> C Central Government Funded Trusts or Organisations Incorporating WHS Management and Caretaking	5	18
> D National Trusts Incorporating WHS Ownership and Management	3	10.7
> E Independent Charitable Trust Organisations Incorporating WHS Ownership and Management	3	10.7
> F Dedicated WHS Independent Charitable Trusts	2	7.1
> Total	28	100

Source: WH:UK Research

WHS Governance Types and Organisations

4.2.4 The sections below set out the features of the WHS Governance Types listed in Table 7.

Local Authority Led World Heritage Site Management and Caretaking

- > Single local authorities took the lead on the WHS nomination process with a variety of other stakeholders and owners. Authorities continued to lead in the post nomination period and to take primary responsibility for Site conservation, management and funding with more minor contributions from other ‘partners’.
- > There is a wide variation in WHS themes or content included in this Type eg complex and extensive urban Sites (Bath and Liverpool), serial industrial heritage Sites (Cornwall) and single monument Sites (Canterbury).
- > Reductions in ‘public’ spending in the last 10 years has limited all authority investment in WHS development, management plan implementation and other engagement activities – especially at Sites where authorities have limited ownership of assets eg Derwent Valley Mills, Pontcysyllte, Saltaire.
- > The traditional public service role of local authority has restricted promotion and gain from commercial trading activities and revenue; some authorities with heritage assets have or are now creating independent/subsidiary not for profit trading companies to increase/generate revenue for the local authority and facilitate WHS branding eg the proposed Archway Visitor Centre, Bath.
- > Being a part of a wider range of local authority services, WHS managers/Coordinators have easy access to backup technical support for WHS management and operation including conservation, planning, development management, infrastructure, IT learning, education outreach, accountancy, website and communication etc. This available ‘in kind’ support has resulted in the WHS ‘team’ being operated at a minimum staffing level – usually a single WHS manager with small budgets for direct use on WHS management and operation.

- WHS governance of this type has been most successful where a high level of political commitment, stakeholder involvement, support and local championing for WHS values and benefits has been continuing and consistent over the last 20 years or since nomination eg Bath, Cornwall.
- At the Jurassic Coast WHS Dorset and Devon Councils have strongly supported and have, since nomination, made the most of the WHS designation. The recent outsourcing of WHS management to the Jurassic Coast Trust (JCT) is not a reflection of a lack of commitment but rather a mix of funding reality and charitable opportunity. It remains to be seen in this case where the now independent JCT can generate and sustain adequate revenue for continued management of the Site.

Mixed Public Partnerships for WHS Management and Caretaking

- These informal WHS partnerships were born out of necessity or continued from multiple owners and caretakers whose land or sites is included with an extensive area of WHS. The partner organisations are already well established and managing or caretaking their sites for their own conservation, tourism, commercial or other interests.
- At the WHS nomination stage, enthusiasm for gaining WHS status is often great and attracts interest and support from a wide group of stakeholders or “partners”. Once WHS inscription is achieved it generally falls to the ‘dominant’ organisation(s) to invest in the ongoing financial and resource commitment needed for sustainable WHS management.
- Inevitably whilst supporting the principles of WHS value, benefits and objectives, these partner organisations also need to give priority to their own interest and remits.
- Contributions to WHS partnerships include financial grants or contribution ‘in kind’ such as office overheads or technical support. More formalised partnerships are likely to be most successful and sustainable if a commitment is made for each partner to pool ‘equal’ amounts. At both Hadrian’s Wall and the Antonine Wall this model, although still in its ‘developing stage’ and involving relatively modest financial contributions in terms of future needs is nevertheless proving effective.
- At the Stonehenge and Avebury WHS, partnership is complicated by two major landowners/ caretakers (English Heritage and the National Trust), the two locations set apart, the complexity of current Site issues (ie the impact on the WHS of the proposed A303 tunnel through the WHS), a multi-level and unwieldy governance structure, a range of different contributions to the partnership, and different agendas and financial positions for all three key partners (English Heritage, National Trust and Wiltshire County Council). A workable and unified partnership is proving challenging and a different model of governance involving a body ‘independent’ of the three partners is being considered.

Central Government Funded Trusts, Organisations or Departments Incorporating WHS Management and Caretaking

- This group includes Site specific charitable trusts independent of central government departments but set up and partially funded by them eg Tower of London, Greenwich and Kew (see also Section 4.1.4). In addition to their remit for the conservation of the fabric of the designated heritage assets in their care they are structured as independent “businesses” and managed successfully as major visitor destination operations. Promotion and marketing are primarily directed to their own role as iconic visitor attractions, rather than their status as WHSs.
- Their role as individual WHSs is a relatively minor part of site identity on websites and other promotional material. The organisations technical and management teams do however include a middle level dedicated World Heritage Site Manager.
- These trusts all have priority targets for moving towards being financially self-sustaining in the medium term and reducing dependence on government support.
- Historic Environment Scotland (HES) is set up as a non-departmental public body and a registered charity and part-funded by Scottish Government with objectives to be self-financed in the medium term. Unlike those described above it is, however, responsible for the conservation and operation of many sites across Scotland and thus has a more complex structure including several directorates. As a destination manager HES is primarily and directly responsible for the management of the Heart of Neolithic Orkney WHS and the associated visitor centre at Skara Brae and Maeshowe and also Edinburgh Castle within the Edinburgh Old and New Towns WHS.
- Although Cadw is still a Welsh Government organisation, responsible for the conservation and management of a wide portfolio of heritage sites across Wales, it is also set up to be a ‘commercial’ destination manager of a small number of popular visitor heritage attractions. These include the popular castles included in the Castles and Town Walls of Kind Edward the First in Gwynedd.
- The promotion and management of WHSs in the care of both HES and Cadw is strongly supported by both Governments and each have central senior manager or director level staff responsible for the WHSs within the organisations as well as local WHS managers and Coordinators.

National Trusts Incorporating WHS Ownership and Management

- The National Trust (NT) has well-established and effective regional governance and local administration structures for management of the large portfolio of sites owned by it including the Giants Causeway and Causeway Coast WHS and Studley Royal Park and Fountains Abbey WHS. Both of these Sites were early WHS inscriptions (1986) and have been managed and primarily self-financed by the National Trust independently of Government since that time.

- As 'iconic' tourist attractions with high visitor numbers both Sites are partially managed to optimise visitor experience and maximise revenue. Site based management teams are led by experienced Senior General Managers who are supported by a WHS officer and can draw on a range of in house skills including conservation, business management, marketing, communication etc. This is further backed up by additional support and specialists from the NT regional offices.
- Nationally the NT is increasingly supportive of raising the awareness of the UK WHS Collection and its value and benefits, and presents this on their national website alongside its many other agendas. Locally at Giants Causeway and Studley Royal WHSs identity and branding has only recently been strongly championed and been more obvious in interpretation on the ground.
- The National Trust for Scotland manages the St Kilda World Heritage Site.

Independent Charitable Trust Organisations Incorporating WHS Ownership and Management

- Blenheim Palace Heritage Charitable Foundation and Ironbridge Gorge Museum Trust are charitable trusts that are site specific. Blenheim is fully independent, self-financing and a private charitable trust. Ironbridge is also an independent organisation but receives funding support from the local authority to manage the WHS.
- Both these sites were early WHS inscriptions (1986/1987) and current governance has evolved since that time. Ironbridge was set up as a Trust in 1967 and Blenheim most recently in 2016. Both blend the continued impressive restoration and conservation of the significant site assets owned or managed by them with the development of successful heritage attractions and businesses. Blenheim has long been established as an iconic national tourism destination in an advantageous location.
- As with the National Trust WHSs these trusts have well established and effective governance structures, site management and a wide variety of site activities. They have been and are championed by experienced leaders and can draw from a range of expertise from multi-skilled teams. They have as yet only partially embraced within their own brands and mission their significance as WHSs.

Dedicated WHS Independent Charitable Trusts

- A small number of trusts have been set up to directly and specifically to support UK World Heritage Site promotion and management. The charitable status and WHS mission is common to all, as is a partial dependence on public/government grant aid to a substantial degree. Beyond this the essential individual features are as follows.

New Lanark Trust (NLT)

- A diverse Board of Trustees has focussed effort in the last 10 years on specifically safeguarding the values of the WHS and developing it as a self-sustaining visitor destination.

- Ownership of its own WHS land and buildings and ongoing support from Government (HES) and other grants has enabled reuse of historic buildings and creation of revenue earning subsidiary trading companies.
- A multi skilled team of 6 is dedicated to WHS activities and championed by the Trust CEO.

Edinburgh World Heritage Trust (EWH)

- Working in partnership with Historic Environment Scotland and the City of Edinburgh, EWH is a City Heritage Trust in Scotland dedicated to championing the WHS in Edinburgh. It was established in 1999 from other conservation organisations following WHS Inscription in 1995; the Trust has a turnover of approximately £900k (2018).
- A diverse Board of Trustees has led successful development over 10 years of an independent trust to promote WHS values, facilitate the implementation of the WHS management plan, engage community and manage a grant aid programme to WHS projects across the City. In doing this EWH works in partnership with the City of Edinburgh Council who provides the WHS Coordinator planning and technical services, and other city management functions across the World Heritage Site.
- Trust governance and management is sponsored and formally supported financially and in kind through agreements with Historic Environment Scotland and City of Edinburgh Council agreements.
- The Trust has no assets of its own but now leases the Tronkirk from the Council as a WHS visitor centre.
- The Trust has a team of 11 (5 FTE) multi-skilled staff dedicated to WHS activities and championed by the Trust Director.

Jurassic Coast Trust (JCT)

- JCT is a dedicated WHS Trust reconstituted in 2017 with an approximate turnover of £300k (2018).
- Prior to 2017 and following inscription in 2001 leadership and management of the WHS was led by a non-executive Steering Group and a small team supported and hosted by Dorset and Devon County Councils, with additional small contributions from Natural England and Environment Agency. The pre-2017 Jurassic Coast Trust was a very small charity dedicated to producing publications, securing some charitable funds, and nearer to 2017, running small projects. The newly constituted JCT is effectively a start-up, and is maintaining a solid position after two years and looking to grow and fully establish itself a position in the marketplace.
- Vision and activities include fundraising, protection and conservation, promotion, overview WH Management Plan implementation (by other partners), community stakeholder engagement and supporting volunteering.

- JCT still receives financial support from Dorset Council and Devon County Councils on tapering basis, and small contributions from Natural England and the Environment Agency.
- The Trust has no assets of its own other than intellectual property of the inscription, the name and its branding.
- The Trust has a team of 6 multi-skilled staff dedicated to WHS activities and championed by the JCT CEO.

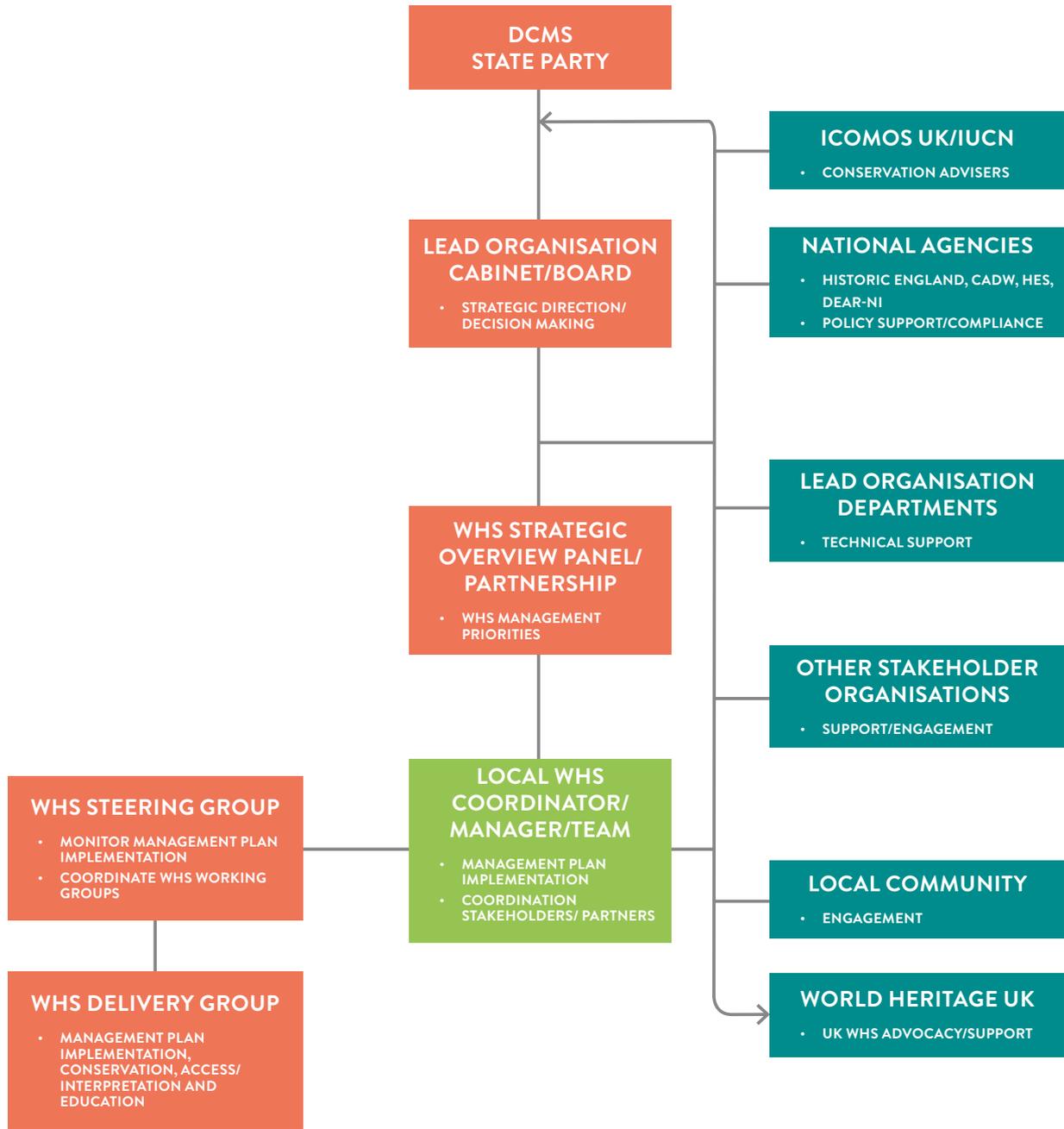
Local WHS Management and Administration

WHS Steering Groups and Coordinators

- 4.2.5 At a local level there is some commonality in the way that UK WHSs are administered. A typical administration structure is shown on Figure 5. In accordance with UNESCO guidance all UK WHSs now have Management Plans which are produced locally involving extensive local stakeholder consultation and engagement. All Sites have a Steering Group or similar that includes the key stakeholders, that may support, have significant influence on, or be key technical advisors on the conservation and development of the WHS. This Group overviews and monitors the progress of WHS Management Plan implementation. Implementation of the Management Plan Actions may be delivered by work groups (or similar) and by other WHS Stakeholders. In general only small WHS projects are funded and delivered by the WHS teams/steering group. The bulk of the major WHS Management Plan Actions and Projects are achieved and delivered indirectly by the lead organisation, partners or other stakeholders. However the WHS teams have a key role to play to ensure that the work links to the Management Plan and reflects the value of the World Heritage Convention. WHS Coordinators report that the latter can be challenging.
- 4.2.6 All sites have as a minimum a full or part time local WHS Manager or Coordinator to ensure continued local and community engagement and promotion and coordination of WHS activities. WHS strategic direction, decision making and funding matters are generally made by lead organisation cabinets and boards or panels but generally this is guided strongly by the Coordinators who know the Sites and their OUV best and who are usually the only roles dedicated to the Site.
- 4.2.7 The WHS Coordinators are effectively the external ‘face’ of local WHS activities. Currently only 4 WHSs in the UK (Cornwall, Edinburgh, Jurassic Coast and New Lanark) have a ‘team’ of greater than three persons (FTE) dedicated to WHS activities (see Table 2). Most Coordinators therefore have to depend on additional ‘external’ technical support and have limited capacity to do any more than attempt to balance:
- Steering Group Coordination;
 - Management Plan Preparation/Updating/Implementation;
 - Liaison with key funders, DCMS, Historic England and other strategic partners.
 - Commenting on Planning Development in WHS;
 - Initiating/Coordinating Outreach and Learning Events;
 - Local WHS Awareness Raising



Figure 5 UK World Heritage Site –Typical Local Administration Structure



- WHS Manager/Team**
- Core WHS Governance Structure & Communication**
- Advisory/Support/Influence Roles**

- 4.2.8 The majority of Steering Groups are chaired by experienced individuals who are usually local to the WHS and already have a professional or political remit which has included in the past or does include heritage experience. Other variations in the backgrounds of Chairs can be summarised in the Table 8 below.
- 4.2.9 In more detail, the local administration of WHSs has varying structures that have evolved to suit the particular circumstances of each Site. Variations locally have been influenced by:
- The overriding governance type (see above in Section 4.2.4).
 - The availability of resources to support and fund WHS teams and Management Plan Implementation.
 - The level of political support and ‘championing’ of the WHS.
 - The opportunities that might be presented to Site Management bodies.

The variable levels of commitment to the WHS promotion and objectives by lead organisations has been considered under the Governance Types. Beyond this, other key roles and functions within the core WHS administration are greatly dependent on the availability and influence of, in particular, the WH Steering Group Chairpersons and the WHS Coordinators and Managers.

World Heritage Site Management Plans

- 4.2.10 The majority of UK World Heritage Sites now have relatively up to date WHS Management Plans (see Table 2 for current Plan periods). The Plans provide a framework, policies and action plan for delivering the conservation and management of the Site and are revised through an extensive consultation programme usually every 5 years. Increasingly they also provide visions and aspirations for the future conservation and development of the WHS as an integral part of local economy growth, together with using sustainability and wellbeing principles as overriding objectives (see Insights 9 and 10). The Plans vary in format, detail and content but generally follow UNESCO Guidelines. The Plans are not statutory documents but most are referred to in the National Planning Frameworks and in local planning policies and are depended on for the definition of WHS and buffer zone boundaries and also the definition of Site Outstanding Universal Value and attributes. The Plans are usually standalone documents. In the case of the Lake District National Park/ World Heritage Site the Lake District Park Partnership has produced a Plan that successfully combines the vision and purposes of the National Park and World Heritage Site into one management approach (see Insight 10).
- 4.2.11 The coordination of delivery of each of the Plans is generally the responsibility of the local WHS Coordinator or local manager on behalf of the Plan stakeholders and partners, advised by the WHS Steering Group or equivalent organisation. Since 2008, with reduced public funding, Coordinators have had limited resources for directly implementing the Management Plans. Without direct funding implementing the Action Plan has greatly depended on grant or other funding from Trusts and Foundations, Lottery sources, other government grant aid, donations, community fund raising efforts, UK planning gain and related UK and European grant aid for other major infrastructure, tourism and other development projects.

Table 8 UK World Heritage Sites Steering Group Chairperson Backgrounds

Chairperson Background	No in WHS Collection	% of Total
> Appointed as 'independent' 'lead' organisation to champion WHS	6	21
> Local Authority Cabinet members/Politicians	6	21
> Local Authority Senior officer	3	11
> Central Government/Heritage Agency Trust Senior Officer	3	11
> WHS Coordinator or Technical Manager	2	7
> Charitable Trust CEO/Board Level/Senior Director	8	29
Total	28	100

Source: WH:UK Analysis and Interviews

Local Administration Examples

4.2.12 Figures 6 to 9 provide selected examples of how local administration varies to suit the varying circumstances of different WHSs. In all cases the WHS Coordinators/Team are central to the structure but are answerable to a lead organisation board or partnership panel and are directly linked to the WHS Steering Group. These, together with others at the national level, form the “core” of the WHS administration. A range of other “advisory and supporting” bodies/organisations also have influence and provide inputs.

4.2.13 The following examples illustrate some of the key variations and complexities arising primarily from the different site governance types.

Derwent Valley Mills WHS (Local Authority Led)

- > See Figure 6.
- > WHS Team including 2 Coordinators and part-time director reports directly to the WHS Board.
- > Team has access to all Derbyshire County Council technical services.
- > Steering Group is responsible for WHS Management Plan overview directing Plan implementation by WHS Panels and Working Groups.

Stonehenge and Avebury and Associated Sites WHS (Public Partnership)

- > See Figures 7 and 8.
- > WHS Partnership Panel includes senior decision makers and agencies who have varying agendas; the Panel is chaired by an independent chairperson.
- > Structure is complicated by two parts of the WHS being geographically separate resulting in 2 separate steering committees with over 25 stakeholders each.
- > WHS Coordination Unit includes a WHS Coordinator and assistant; primary role is partner/ stakeholder coordination and enabling Management Plan implementation through these.

Ironbridge Gorge WHS (Independent Trust)

- See Figure 9.
- WHS Management is an integral part of the wider activities and museum management by Ironbridge Gorge Management Trust (IGMT); up to 2018 the Trust's CEO and team took on at a senior level the coordination and promotion responsibilities usually covered by a WHS Coordinator; IGMT has a formal agreement with Telford and Wrekin Council who provide funding to IGMT to support WHS coordination activity; unusually this also means business and marketing skills are readily available from other IGMT teams for promoting the WHS.
- The Steering Group is chaired by an 'independent' person and includes the key local partners i.e. IGMT, Severn Gorge Countryside Trust (also supported by Telford and Wrekin Council) and the Council itself. The Group includes a further 8 members.
- IGMT has a partnership with Ironbridge International Institute for Cultural Heritage (University of Birmingham) enabling international WHS links.

Old and New Towns of Edinburgh WHS (Dedicated WHS Independent Trust)

- See Figure 10.
- Edinburgh World Heritage (EWH) is a trust with an in house mixed skill team and is dedicated exclusively to the promotion, grant funding and implementation of the WHS Management Plan; although operating independently EWH Board has partnership agreements with Historic Environment Scotland (HES) who fund the EWH grants programme. HES also operates Edinburgh Castle within the WHS as an iconic heritage attraction; City of Edinburgh (CEC) has a partnership agreement with HES and employs the WHS Coordinator (funded by HES) who also provides technical planning services support.
- EWH is answerable to the Trust Board; its core functions also include working closely CEC and with the WHS Steering Group to monitor Management Plan implementation/ achievements and liaise with the Strategic WHS Oversight Group – whose senior members are drawn from (CEC) other key stakeholders with related interests in the City.

INSIGHT 9: WHS Management Plan Vision Statement Examples

Saltaire WHS Vision

“Saltaire aims to be a welcoming and inclusive place with a vibrant community, which takes inspiration from its past, whilst planning for a sustainable future and striking an effective and creative balance between a place to live, invest in, work, learn and visit.

Saltaire aspires to be a place where World Heritage significance is fully acknowledged, appreciated and understood by present and future generations. It will strive for the highest standards of interpretation, protection and conservation in **support of deliverable economic development and tourism.**” (WHS Management Plan 2014-2019)

Derwent Valley Mills WHS Vision

“The Derwent Valley Mills will..

- Celebrate the Outstanding Universal Value of the DVMWHS, enabling the global community to enjoy, engage with and be inspired by their legacy;
 - Be renowned for best practice in WHS management and for its contribution to the **local and regional economy**;
 - Be a popular, **quality tourist destination**, shaping a creative future and become a symbol of regional and national pride.” (WHS Management Plan 2014-2019)
-

Pontcysyllte Aqueduct and Canal WH Vision

“Pontcysyllte Aqueduct and Canal World Heritage Site will continue to be celebrated for its pioneering engineering and the extraordinary contribution it has made to the lives of people and communities from the time of the Industrial Revolution. The heritage, **social, economic and well-being** value of the World Heritage Site, from the Horseshoe Falls to Gledrid Bridge, will be understood by local people, communities and visitors alike. Communities will be actively involved in caring for the World Heritage Site.” (WHS Draft Management Plan 2019-2029)

Blaenavon Industrial Landscape WHS Vision

“The Blaenavon Industrial Landscape is cared for and presented so that future generations may understand the outstanding universal contribution South Wales made to the Industrial Revolution through exploring, enjoying and learning, thereby contributing to the **economic, social, environmental and cultural well-being and prosperity** of its communities..” (WHS Draft Management Plan 2017-2022)

Hadrian's Wall WHS Vision

"...a World Heritage Site that is

- recognised locally, nationally and internationally, as a cultural and historical asset of Outstanding Universal Value;
- protected, and conserved in optimum condition;
- made accessible for all to learn about, to enjoy, and to contribute to, in ways which are sustainable;
- **a driver for economic prosperity;**
- a source of local identity and pride;
- actively supporting research;
- an **exemplar of sustainable development** in which increasing knowledge and understanding underpin all management and development decisions;
- contributing to the awareness and the aims and values of UNESCO." (WHS Management Plan 2015-2045)



Saltaire WHS



Derwent Valley Mills WHS



Pontcysyllte Aqueduct and Canal WHS



Blaenavon WHS



Hadrian's Wall WHS

INSIGHT 10: WHS Management Plan Visions – English Lake District WHS Approach

The Management Plan collectively produced by the Lake District National Park Partnership combines the management requirements of a National Park and World Heritage Site to ensure that a single strategic approach is taken that is consistent and appropriate for both designations.



This new Plan has a much wider purpose beyond managing the Lake District as a National Park, as it simultaneously provides a management approach appropriate for a World Heritage Site. It strives to strike a perfect balance between allowing this living-working place to thrive and evolve whilst ensuring this does not cause harm to the Lake District's value.

The Lake District Partnership Plan (2015-2020) establishes a single management approach for an area that potentially has two separate and highly significant designations – both of which normally require management plans in their own right. By integrating these dual management plan requirements into this single Plan, it makes it simpler for stakeholders, residents and businesses, and ensures we are looking at the area holistically and ensuring that the strategic approach we take is consistent and appropriate for both designations

The purposes of World Heritage Site and English National Park designations are different but compatible. It is important to understand these differences to ensure that the management approaches are the best for both designations and complement each other.

➤ *World Heritage Site purposes:*

“Each State Party to the Convention recognizes that the duty of ensuring the identification, protection, conservation, presentation, and transmission to future generations of the cultural and natural heritage belongs primarily to that State. That effective and active measures are taken for the protection, conservation and presentation of the cultural and natural heritage.”

➤ *National Park purposes:*

“Conserve and enhance the natural beauty, wildlife and cultural heritage (of the National Parks); and Promote opportunities for the understanding and enjoyment of the special qualities (of the National Parks) by the public. In pursuing the statutory purposes, National Park Authorities have a duty to seek to foster the economic and social well-being of local communities.”

Fundamental to the ability to manage the Lake District successfully, as both a World Heritage Site and National Park, is the establishment of a clear Vision. It will guide the management approaches and decisions, innovative approaches and presentation of what the Lake District will be in future.

The long term 2030 Vision for the English Lake District is that it will be:

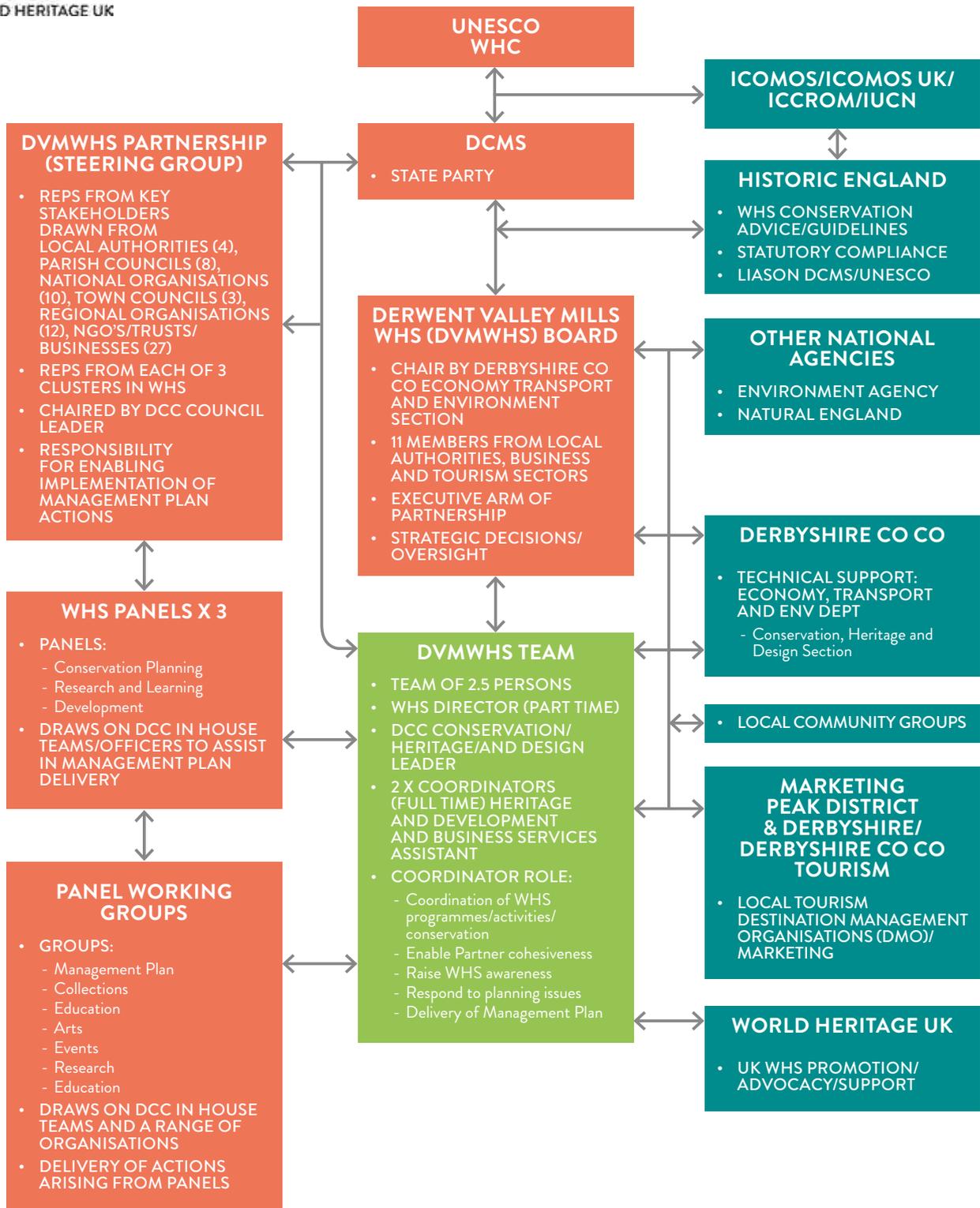
“An inspirational example of sustainable development in action. A place where its prosperous economy, world class visitor experiences and vibrant communities come together to sustain the spectacular landscape, its wildlife and cultural heritage. Local people, visitors, and the many organisations working in the Lake District or have a contribution to make to it, must be united in achieving this.”

The approach to delivering the Vision and managing the Lake District is to identify the issues, risks and threats to the Special Qualities and Outstanding Universal Value, and establish the appropriate strategic response to address or mitigate these. A range of wider issues and opportunities have been identified that will have a bearing upon the ability to deliver the desired outcomes for each of the four Vision themes. The plan establishes a strategy for acting upon these. Every strategy assists directly or indirectly to sustain the Lake District’s Special Qualities as a National Park, and those specific attributes of Outstanding Universal Value which justify World Heritage Site status.

The Vision’s influence and reach has extended to wider sub-regional activity, including the Local Enterprise Partnership (LEP) and Cumbria’s Local Nature Partnership (LNP). Their strategies have been guided by the principles of the Vision, and their strategies and investments are aligned to supporting the Vision’s realisation by 2030. The Vision is therefore considered the lynch pin for the Lake District and the Partnership is committed to it as the most appropriate overarching management principle for the Lake District World Heritage Site.

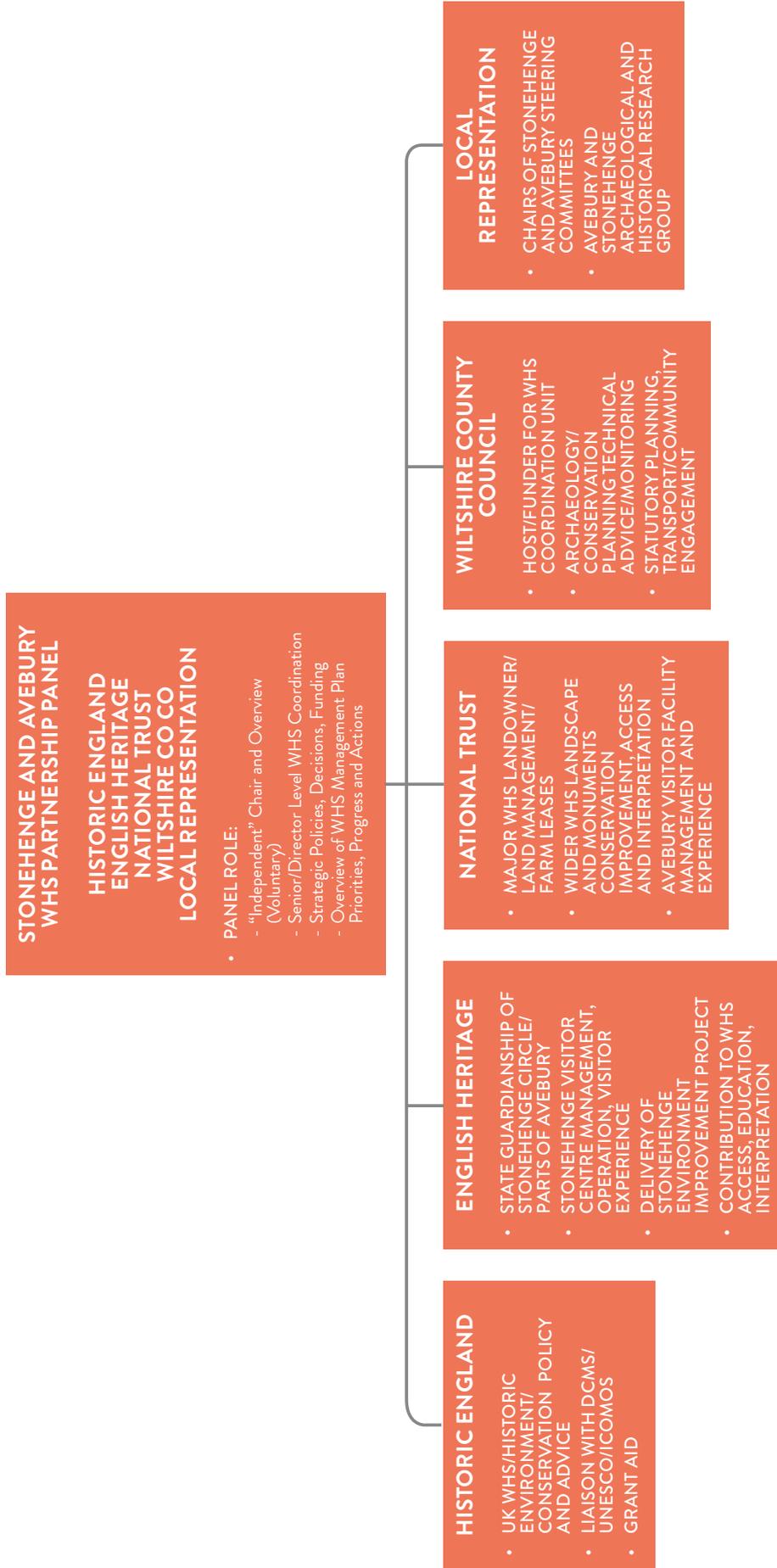


Figure 6 Derwent Valley Mills WHS Governance & Key Influences



- WHS Manager/Team**
- Core WHS Governance Structure & Communication**
- Advisory/Support/Influence Roles**

Figure 8 Stonehenge & Avebury & Associated Sites Partnership Arrangements





WORLD HERITAGE UK

Figure 9 Ironbridge Gorge WHS Governance & Key Influences

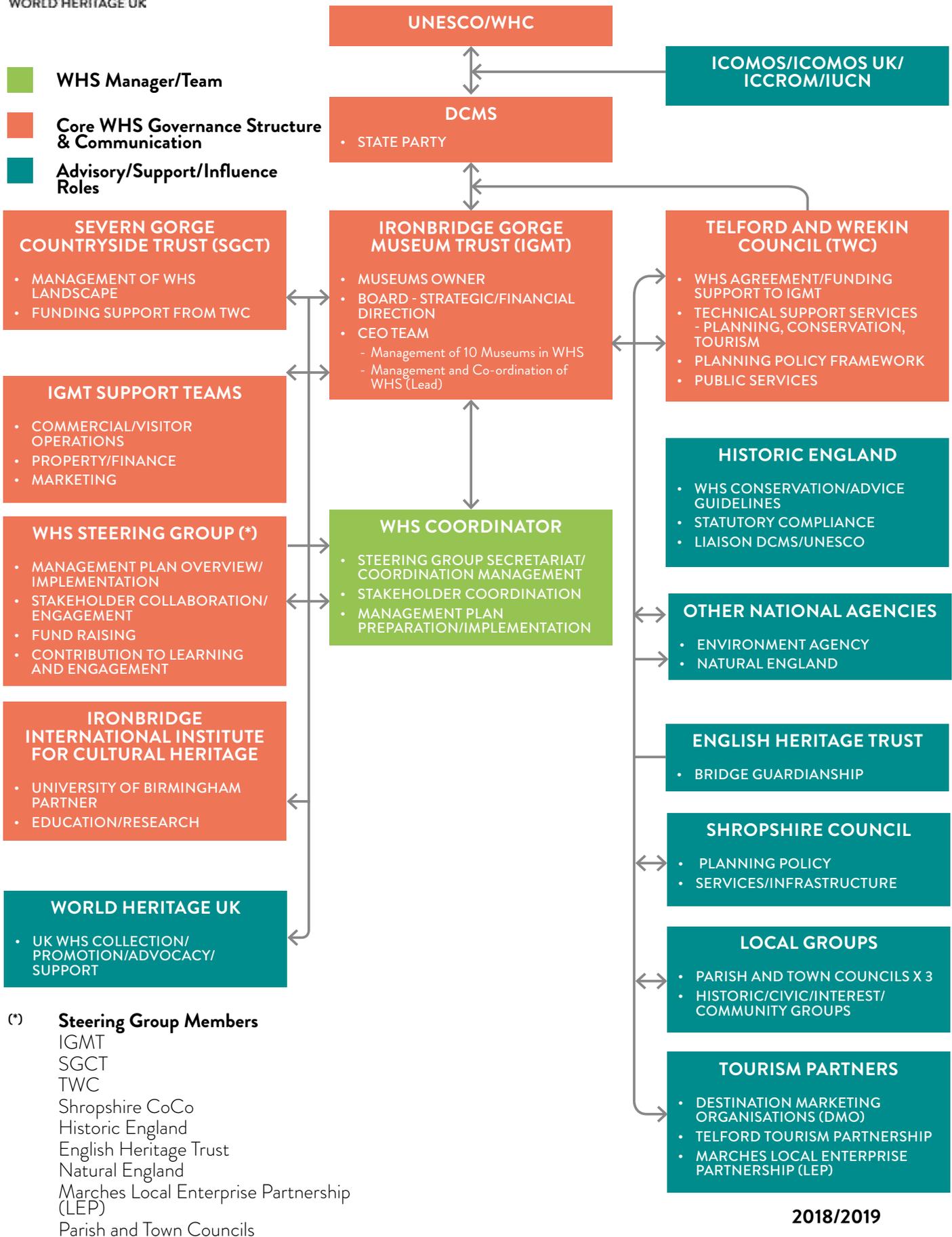
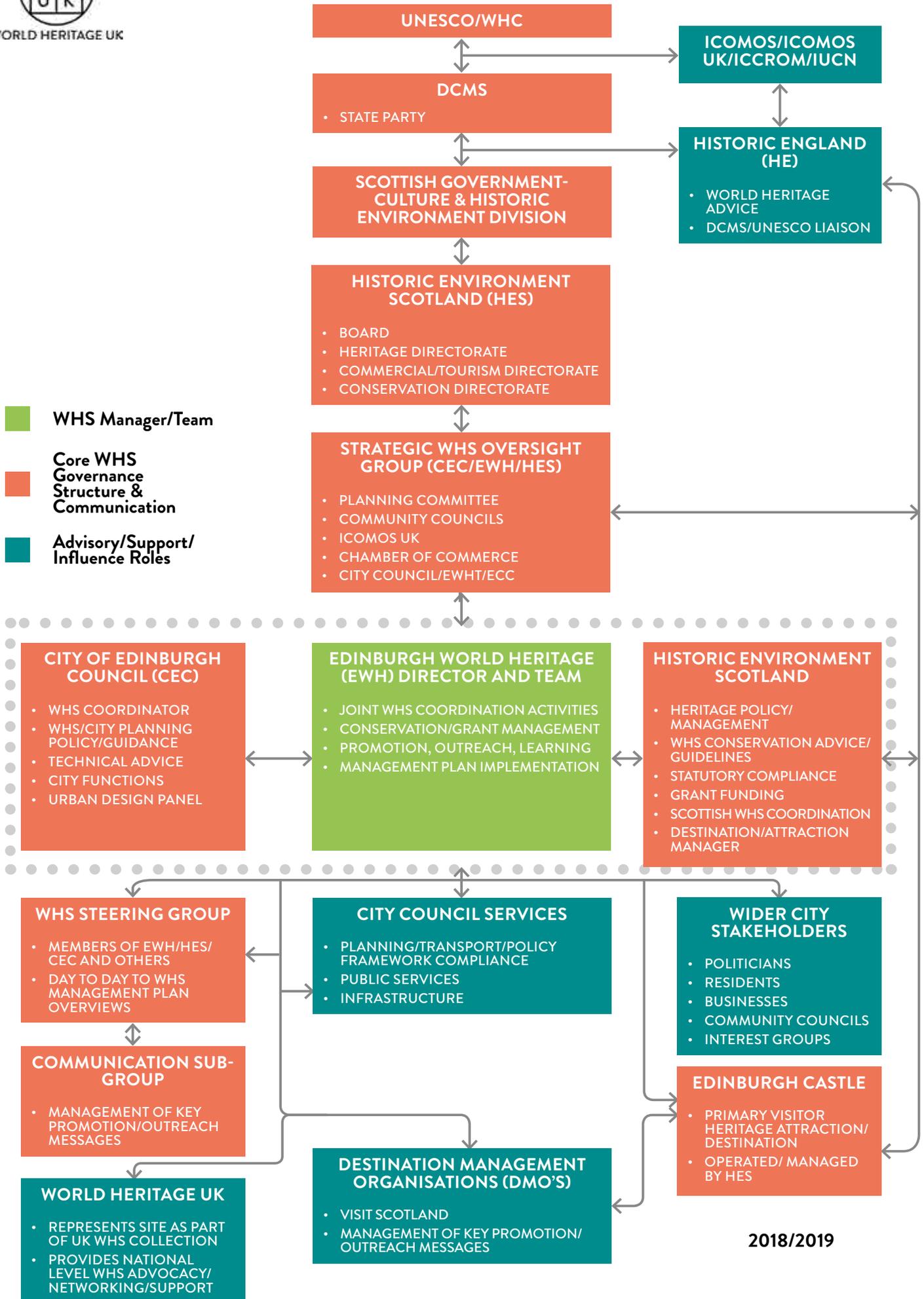




Figure 10 Old and New Towns of Edinburgh WHS Governance and Key Influences



The image shows the Pontcysyllte Aquaduct, a stone arch bridge carrying a canal over a river. The bridge has two large arches supported by tall, rectangular stone pillars. A canal boat is visible on the bridge. The background is a dense forest with trees in various shades of green and yellow, suggesting an autumn setting. The sky is clear and blue.

SECTION 5

CHALLENGES FACED BY UK WORLD HERITAGE SITES

5.0 CHALLENGES FACED BY UK WORLD HERITAGE SITES

5.1 Overview

5.1.1 The WH:UK Review of WHSs involved extensive site visits and interviews with Local Managers/ Coordinators and other key persons at each of the 27 Mainland and Adjacent Island WHSs. An assessment was made of the following WHS management aspects:

- Data and Characteristics
- Boundaries
- Outstanding Universal Value Statement
- Stakeholders and Partners
- Planning Context
- Local Governance and Management
- Management Plan
- Funding Support and Investment
- Awareness, Communication and Interpretation
- Engagement and Outreach
- Tourism
- Key Issues for Future WHS Management

5.1.2 As indicated in Section 4.1 over 50% of the UK WHSs are managed by local authorities or public partnerships and dependent on public funding. Reductions in available public funds is putting at risk the future resilience and sustainable management of these Sites. In contrast, Sites managed and supported by Central Government and major Independent Trusts have, in general, a greater capacity to absorb WHS basic management and operational costs within their organisations. The critical challenges set out in the following sections are those currently primarily faced by Sites managed by local authorities or public partnerships. They are summarised below.

5.1.3 The Review revealed numerous local issues and challenges at each Site concerned with all or some of the management aspects listed in 5.1.1 above. However, when the WHS Collection as a whole is considered these issues can be distilled into the key challenges and needs below which are critical for the future sustainability of the ‘publicly’ managed WHSs. Each of these is considered in turn later in this section.

- Need for increased awareness of the UK WHS Collection as a whole and the presence of individual World Heritage Sites and a limited understanding of WHS Outstanding Universal Values (OUV) – both nationally and locally.
- A need for increased capacity, resources and upskilling for local WHS to diversify management team capability including championing, engagement with the planning system, marketing, fund raising and business management.
- An emerging need for alternative WHS governance and management models for some Sites and Partnerships which could increase effectiveness of WHS management and offer options for greater self sustainability with less dependence on public structures and support.
- A significant reductions and diminishing public funding available for WHSs and the need to seek increased and alternative and consistent funding sources to enhance WHS management and conservation.
- A need for improved integration of tourism and WHS promotion at a national and local level for the benefit of both.

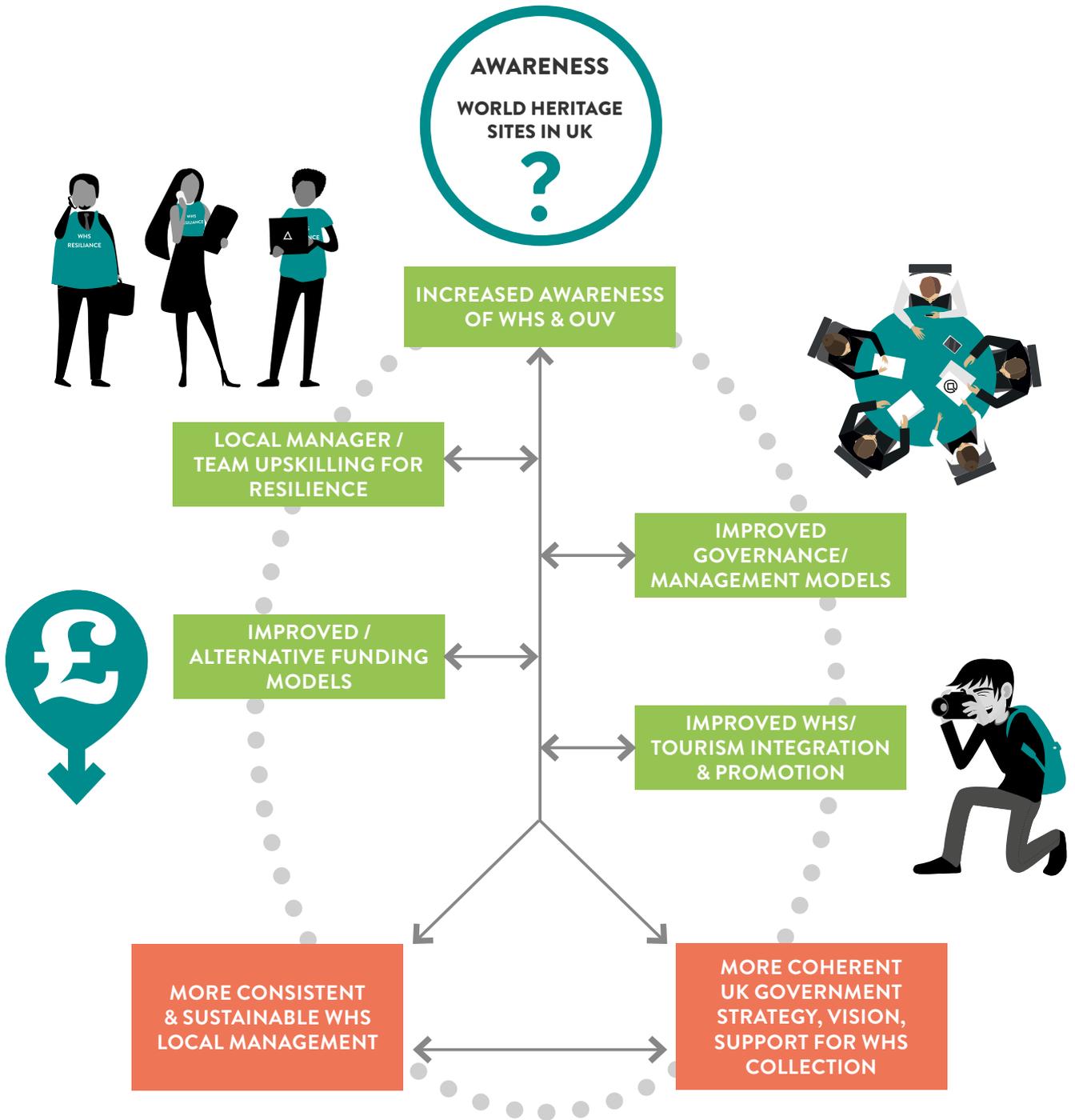
5.1.4 Figure 11 shows that all of the above WHS challenges are interrelated. Improvement on all fronts is needed if the following goals are to be achieved:

- A more coherent UK Government Strategy, Vision and Support for the UK WHS collection.
- A more consistent and sustainable local management basis for individual UK WHSs.

As a starting point Figure 11 indicates that priority should be given, both locally and nationally, to raising awareness of the importance and benefits of the WHS Collection (and individual Sites). This includes raising the understanding of UNESCOs intentions and WHS Outstanding Universal Values. Without greatly raising WHS awareness, improving management capacity, governance and funding the integration of tourism will continue to be challenging.



Figure 11 Key Challenges & Vision for Future World Heritage Site Management & Conservation



■ Challenge

■ Vision

5.2 Low Awareness of WHSs and Related Values

Overview

- 5.2.1 There is a relatively low awareness of the UK WHS Collection and the presence of individual sites amongst politicians, government departments, planning authorities, local communities, tourists and destination marketing organisations. In the same groups there is also a limited understanding of the ‘outstanding universal values’ (OUV) that underpins the inscription of each of the WHSs.
- 5.2.2 As the process for the nomination of a new UK WHS proceeds, awareness has often been raised in the short term. Motivated by a range of objectives (ie international status and badging, economic benefit, community pride etc) local enthusiasm and support, together with the process of nomination preparation and prolonged consultation, can both raise awareness and the expectations of the benefits that might arise from WHS inscription. However, in many cases post inscription, as nomination ‘fever’ diminishes and the reality of the costs of WHS local management, promotion and conservation are faced over the following years, there has been reduced support and consequent return to relatively low awareness of the WHS and its values. This has been the case particularly since 2010 as public funding has continued to be reduced.
- 5.2.3 The WHS Management Plan updates usually on a 5 to 6 year cycle also raises WHS awareness locally at most Sites as increasing efforts are put into comprehensive community and public consultation to engender local ownership. As above, this too is also short lived as resources and capacity have often been unavailable to local WHS Coordinators/teams to implement Management Plan actions. The Review clearly revealed that all WHS Management Plans in the UK Collection place emphasis on awareness raising but find it difficult to achieve the Management Plan aspirations given limited local management capacity.

Limited Knowledge of the WHS Collection at a National Level

- 5.2.4 As indicated in Section 2.0 and shown on Figure 4 the Department for Digital Culture, Media and Sports (DCMS) is the States Party (UK) representative for the UKs obligations arising from the World Heritage Convention. It is thus ultimately responsible for UK WHS promotion, management and conservation. The small World Heritage Team within DCMS also depends on other ‘arms’ length’ agencies (such as Historic England), UKNC and other NGOs. The responsibilities include the submission of Periodic Reporting and State of Conservation reports to the UNESCO World Heritage Centre. The latter has regularly commented in recent monitoring reports that awareness of Site values at many UK WHSs is inadequate.
- 5.2.5 The diversity and complexity of the UK WHS Collection and its associated complicated governance at international, national and local level is a confusing picture, making it difficult to present simply to contribute to WHS awareness raising. There is also currently an absence of Government Policy, Strategy or Vision for the future management and sustainability of the UK WHS Collection. The most well-known World Heritage Sites include the 50% of the Collection that are the ‘iconic sites’ that are already well established tourist destinations ie Tower of London, Stonehenge, Bath etc. The remaining 50%, the ‘hidden gems’, for heritage tourism are distributed across the UK but are not well known. Those in England are not perceived by Visit Britain/Visit England to be a key part of the nation’s tourism assets. In Wales and Scotland the smaller number of WHSs (3 and 5 respectively) are considered to be top heritage attractions and are marketed as national tourism assets. In addition, unlike UK National Parks and AONB’s there is no national legislation, legal

framework and support that underpins and raises the profile of the UK's WHSs. Something that Sites would find valuable for unlocking local opportunities.

- 5.2.6 Perhaps it is not surprising therefore that the Review has revealed that at a Government level the awareness of the UK WHSs and their values is relatively low, particularly in most relevant English Government Departments and Agencies other than DCMS, even though there are potentially overlapping interests and benefits. These include, for example, Ministry for Housing Communities and Local Government (MHCLG), Department for Environment Food and Rural Affairs (DEFRA), Department of Education (DfE), Department for International Development (DFID), Department for Business Energy and Industrial Strategy (BEIS).
- 5.2.7 There is generally a greater understanding and support for smaller numbers of WHSs in the Scottish, Welsh and Northern Ireland Governments. In the Northern Ireland Executive where the Giant's Causeway is the outstanding tourism draw for the nation.

Outstanding Universal Value – A Language of its Own

- 5.2.8 Outstanding Universal Value (OUV) is the international significance concept and common denominator that underpins all World Heritage Sites. The definition of OUV is set out in the UNESCO Guidelines using criteria, language and narrative that is not easily understood, articulated, put into plain language, or applied site specifically in planning practice. This further contributes to the low awareness and difficulty of understanding World Heritage Sites and their significance by politicians, civil servants, planning authorities, general public, local communities and stakeholders outside of the heritage sector.
- 5.2.9 Essentially the UNESCO Guidelines require that OUV or global value be established during the nomination process for each Site demonstrating:
- Why this place or Site is special;
 - That the Site has strong integrity, and for cultural sites authenticity;
 - That there are adequate measures in place to protect and manage the Site values.

The range of values involved – now increasingly including 'intangible' values in the more complex UK World Heritage cultural landscapes and townscapes – is very wide and their articulation and comprehension for all audiences can be challenging when the conservation of OUV is being balanced with development or change in World Heritage Sites and their buffer zones or setting.

- 5.2.10 OUV Statements are now included at the core of all UK WHS Management Plans. Management goals, objectives and actions are structured to reinforce the conservation of OUV. Most recently the 'attributes' of OUV have been further articulated to aid the local authority planners and development managers in balancing change and conservation in WHS and buffer zones. Local WHS Coordinators encourage community engagement in various ways to increase OUV awareness and understanding (see Insight 11). However, the Review reveals that at many Sites the language used in OUV Statements, Attributes and definitions of Setting is considered to isolate UNESCO and the promotion of WHS values from local planning contexts, stakeholders and the public, local councillors and decision makers. It also encourages the perception of 'top down' decision making, rather than this being community driven. There is a significant need for the demystification of OUV at all levels and more use of plain English in the way OUV is expressed.

INSIGHT 11: Communicating Outstanding Universal Attributes – Durham Cathedral and Castle WHS

The OUV Attributes defined in Durham WHS 2017 Management Plan can be summarised as follows:

- The Site's exceptional architecture demonstrating architectural innovation;
- The visual drama of the Cathedral and Castle on the Peninsula and the associations with notions of romantic beauty;
- The physical expression of the spiritual and secular powers of the medieval Bishops Palatine that the defended complex provides;
- The relics and material culture of the three Saints, (Cuthbert, Bede, and Oswald) buried at the Site;
- The continuity of use and ownership over the past 1,000 years as a place of religious worship, learning and residence;
- The Site's role as a political statement of Norman power imposed upon a subjugate nation, as one of the country's most powerful symbols of the Norman conquest of Britain;
- The importance of the Site's archaeological remains, which are directly related to its history and continuity of use over the past 1,000 years;
- The Cultural and Religious Traditions and Historical Memories Associated with the Relics of St Cuthbert and the Venerable Bede, and the Continuity of Use and Ownership over the past Millennium.

During the development of these attributes the WHS team took the opportunity to use the process as a tool for stakeholder engagement through a series of workshops and public consultation. As well as expanding on the original inscription criteria, this was also an excellent opportunity to increase stakeholder engagement with and perception of the benefits of WHS status. The timing of this process also allowed the Criterion which focusses on intangible heritage to be revisited. At inscription this Criterion was regarded as subsidiary to the main criteria focussed on fabric. However, in the intervening period, the importance of intangible heritage to WHS has been recognised and now has equal value. This was of particular importance to the Durham WHS key stakeholders (Cathedral and University), both of which have aspects of intangible heritage at the very core of their existence (faith, pilgrimage, education and music to name but a few). Developing the attributes for Criteria vi was an ideal opportunity to engage more fully with these stakeholders and allow them to align the opportunities and benefits of WHS inscription more closely with their strategic aims and visions.

Durham WHS is also very privileged to have a Visitor Centre located at the main entrance dedicated to the WHS in its entirety. Welcoming over 80,000 visitors a years, displays explain the role of UNESCO, the World Heritage Convention and List and the role of OUV both at the international and Durham-specific levels. This engagement with the general public has been further enhanced through a free lecture series, with themes ranging from the specific OUVs of Durham to WHSs across the UK and internationally. More recently, the public consultation phase of the new WHS Management Plan launched in 2017 allowed renewed contact with stakeholders and a refreshment of their understanding of and engagement with the OUVs.

Current consultations, in preparation for an application to the WH Committee for a minor boundary revision has also given an opportunity to continue conversations with stakeholders.

Finally, and on a more specific level, the WHS has developed a model for commenting on planning applications on the WHS and in its immediate setting which make reference to the specific OUVs/ attributes potentially impacted upon, contributing to the raising of awareness for those working in the development and planning sector.



Existing Awareness Raising and Training Activities

- 5.2.11 Within the UK heritage sector there is a recognition that the awareness of the significance of the historic environment, its assets and values as a whole needs to be raised. However as indicated earlier, UK World Heritage Sites perhaps because of their diversity and complexity have, despite their international significance, yet to be given appropriate promotion and full support for awareness raising. Notwithstanding this there is some investment in such activity being made by national agencies and in particular by local WHS Managers.
- 5.2.12 At a national level Historic England, Cadw and HES all provide learning and education programmes concerned with the conservation and management of the historic environment. These sometimes include topics related to World Heritage Sites (eg Cadws World Heritage Wonders Programme on Welsh Castles) but are more often tailored to the wider portfolios of the agencies. ICOMOS UK also has a programme of conferences, lectures and workshops which regularly include World Heritage themes. On the natural side Natural England are no longer able to deliver education work, so education has always been a focus in activities at the Dorset and East Devon WHS. The historic agencies however also offer modest grant aid to local WHS managers for events and outreach related to WHS awareness raising.
- 5.2.13 Historic England's Historic Environment Local Management Training Programme (HELM) is aimed at officers and decision makers in local authorities and other regional organisations. The 2018 programme run with UKNC included several sessions focussed on raising the understanding of and the conservation of World Heritage Outstanding Values and its practical application in planning and development management.
- 5.2.14 World Heritage UK runs a programme of conferences and workshops focussed on the promotion, planning and management of World Heritage Sites. Implicit within all of these is the goal of raising awareness of the importance of the UK WHSs and their global values. Most recently the event themes have included:
- WHS Learning and Engagement;
 - Defining WHS Setting;
 - Best Practice in WHS Commercial Activity;
 - Running the Business of WHS;
 - Integrating WHS into the UK Planning System;
 - Communicating WHS;
 - WHS Fund Raising Masterclass;
 - WHS and Intangible Values.
- 5.2.15 At a local level all WHS Coordinators and Managers put considerable emphasis (within their resource restrictions) on facilitating local engagement events, outreach and education making the best of available resources and promoting an increased awareness of their World Heritage Sites and their values (see Insight 11). A number of Sites such as Blaenavon, Derwent Valley Mills and

Durham have continued successfully to run Young Heritage Ambassador Programmes aimed at increasing WHS awareness amongst the community and local businesses.

Local Community Awareness

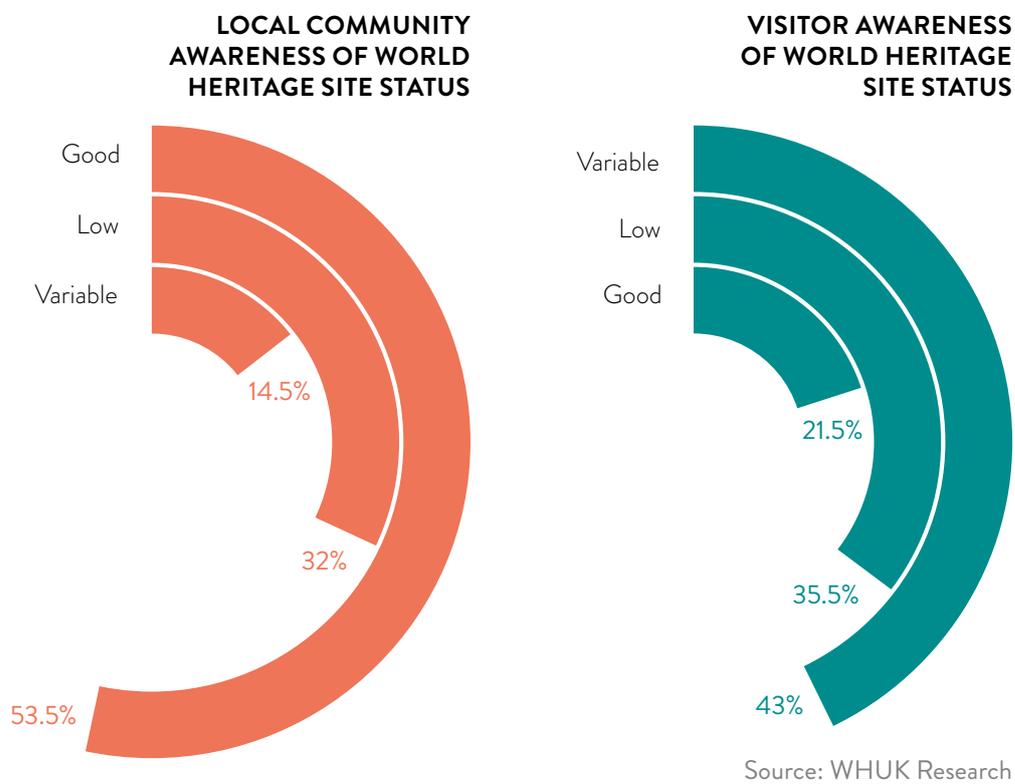
- 5.2.16 Table 9 and Figure 12 indicate the variation in awareness of the World Heritage Site status by local communities based on the WH:UK Review interviews with local WHS managers. Approximately 55% of Sites local communities were reported to have a relatively high awareness of the presence of the WHS. A Cornwall and West Devon Mining WHS recent survey indicated that on average across their 10 separate WHS locations 75-85% of people in associated communities were aware of the WHS. However, as Table 9 shows there is considerable variation in awareness resulting from a mixture of factors.
- 5.2.17 Some Sites such as the City of Bath where community awareness of the WHS is good there is a long standing, proactive and mature stakeholder group represented by the Site Advisors Board and dedicated to site conservation, promotion, education and outreach (see Insight 12). Others such as Blaenavon and Durham have a dedicated WHS Visitor Centre at the heart of the WHS and community. These provide WHS promotion as well as other civic and tourism functions. The Blaenavon Visitor Centre, for example, shares space, amenities and staff with the town library. Most WHS Coordinators and Managers endeavour to provide a local programme of annual or occasional WHS events, festivals, education and outreach which assist in raising local awareness of the WHS to a degree. In most Sites that are publicly funded recent resource and funding restrictions are limiting investment in such activities.
- 5.2.18 Community consultation associated with the preparation of a WHS Management Plan – generally once every 5 years – also tends to raise local knowledge of the WHS at least for a period. This is especially the case where a small and tightly defined WHS includes all or a large part of a community settlement as at Saltaire and Blaenavon.
- 5.2.19 Local awareness of the WHS presence can also be increased as a result of extensive press reporting of controversial issues or development as recently at Liverpool and Stonehenge.
- 5.2.20 Table 9 also shows that some 44% of Site communities are only partly aware or are unaware of their WHS. Review interviews revealed the following range of possible reasons for this:
- At local authority led and public partnership Sites a lack of resources and funding for WHS Coordinators and Managers to initiate, support or ‘champion’ events and outreach (eg Pontcysyllte, Liverpool).
 - At WHS ‘iconic’ destinations promotion, marketing and outreach is dominated by tourism priorities (eg Greenwich, Canterbury).
 - WHS inscription is relatively recent and awareness raising is still in development (eg Antonine Wall, Lake District).
 - Dedicated WHS presentation and interpretation ‘on the ground’ is limited or spread thinly on a larger Site (eg Derwent Valley Mills).

Table 9 Community Awareness of UK World Heritage Sites

Site	Awareness
Blaenavon Industrial Landscape	Good
Blenheim Palace	Good
Canterbury Cathedral & Associated Sites	Low
Castles and Town Walls of King Edward In Gwynedd	Variable
City of Bath	Good
Cornwall and West Devon Mining Landscape	Good
Derwent Valley Mills	Variable
Dorset and East Devon Coast	Variable
Durham Castle and Cathedral	Good
Frontiers of the Roman Empire, Antonine Wall	Low
Frontiers of the Roman Empire, Hadrian's Wall	Good
Giant's Causeway and Causeway Coast	Variable
Heart of Neolithic Orkney	Good
Ironbridge Gorge	Good
Liverpool-Maritime Mercantile City	Low
Maritime Greenwich	Low
New Lanark	Good
Old and New Towns of Edinburgh	Good
Palace of Westminster & Associated Sites	Low
Pontcysyllte Aqueduct and Canal	Low
Royal Botanic Gardens, Kew	Low
Saltaire	Good
St Kilda	Good
Stonehenge, Avebury and Associated Sites	Good
Studley Royal Park including the Ruins of Fountains Abbey	Low
The English Lake District	Good
The Forth Bridge	Good
Tower of London	Low

Source: WH:UK Review Interviews

Figure 12 Awareness of UK Mainland & Adjacent Islands World Heritage Site Status



NB:
See also Table 9 and 10

INSIGHT 12: Communicating WHS Awareness – City of Bath WHS Advisory Board

Managing WHSs through ‘participatory means’ is encouraged by UNESCO and most sites have some form of steering group. In the City of Bath, a simple but robust partnership approach has proved invaluable in managing a complex urban area. The Bath ‘WHS Steering Group’ now the WHS Advisory Board is a long standing, proactive, and mature stakeholder group that amongst other things successfully raises and maintains community awareness of the WHS (see overleaf).

A non-executive partnership group, meeting several times per year is a basic World Heritage management mechanism, but it has a number of inherent advantages. Firstly, it is politically independent, with UNESCO World Heritage providing a non-political banner that all can rally behind. The group also bridges political terms of office, so whilst the Council administration in Bath has frequently changed political colours, the group provides consistency based on a six year management plan. Secondly the longevity of the group provides the basis for forging close working relationships between key stakeholders. Building meaningful and close working ties require time. Thirdly, World Heritage provides a reason to meet, an enduring reason to continue, and the gravitas to attract key decision makers. Other cities may have groups such as Conservation Advisory Boards, but unless these have strong and long-term commitment they can easily dissipate.

In 2014 English Heritage commissioned a study entitled *The Sustainable Growth of Cathedral Cities*. With regard to Bath, the study said the following about the Steering Group’s ability to provide a means of resolving potential deadlock:

‘Bath and North East Somerset Council is a supporter of economic growth both as an authority and as major landowner in the city, while the Bath Preservation Trust leads a formidable array of conservation bodies in the city. This could be a recipe for a war of attrition between development and heritage, but the World Heritage Site provides a focus around which the parties can largely agree. ...All this has been a valuable context for managing growth.’

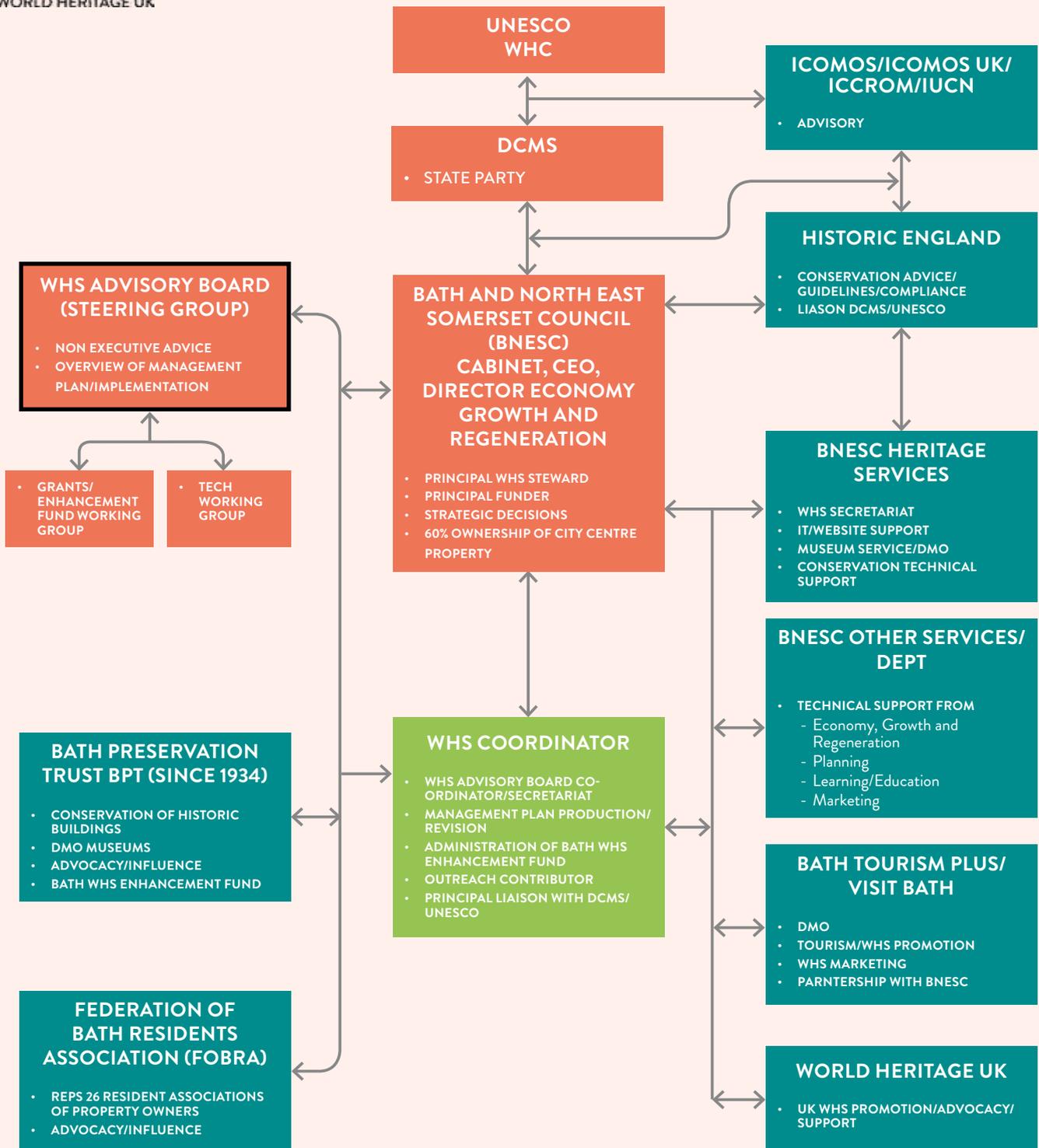
In 2017 a new voluntary Steering Group Chair was appointed. With no previous local government involvement, his appointment was a further move toward the independence of the group and aligning it more with the community than the Council. He changed the name to ‘Advisory Board’, to better reflect the role of the group, examined and changed Board membership and embarked on a series of awareness raising talks in the community (now delivered to close on 1,000 people). He also increased the frequency of the meetings (to 4x per year) whilst retaining excellent attendance figures. The periodic revitalisation of the group is another reason for its success.

24 people and 16 organisations are represented on the Board. They will not always agree, but the Board ensures they are all aware of different opinions, all have access to key information and are far more likely to talk through their differences. In a dynamic urban area which constantly generates change this has proved an effective and enduring ‘best-practice’ model for ensuring a balance between managing the city as a leading heritage site and as a C21st living city.



WORLD HERITAGE UK

City of Bath WHS Governance & Key Influences



- WHS Manager/Team**
- Core WHS Governance Structure & Communication**
- Advisory/Support/Influence Roles**

2018/2019

Variable WHS Visitor Awareness

- 5.2.21 Table 10 and Figure 12 include an indication of the considerable variation in visitor awareness of WHS status across the Sites. As with community awareness, this general evaluation is based on interviews with Local Coordinators and Managers carried out as part of the WH:UK Review.
- 5.2.22 Only 5 Sites (21.5%) reported that there was a good level of WHS awareness amongst their visitors. These Sites include Bath, Durham, Giants Causeway, New Lanark and Blaenavon. All of these also have reasonably effective WHS interpretation on the ground, signage and also visitor centres which strongly present the WHS contributing to a relatively high level of visitor experience.
- 5.2.23 The bulk of WHS Coordinators and Managers (78.5%) reported a variable or low awareness of the WHS by visitors. There are a wide range of factors influencing the specific situation at each site but the WH:UK Review revealed the following possible reasons for low awareness:
- At local authority and public partnership Sites a lack of resource and funding for WHS Coordinators and Managers to initiate, support, or champion Site promotion and interpretation projects (eg Derwent Valley Mills, Pontycysyllte).
 - At WHS ‘iconic’ destinations Site marketing, promotion and visitor offer is focussed on other historic and site assets and commercial visitor amenities with minimal explanation of WHS and its values (eg Kew, Ironbridge).
 - WHS inscription is relatively recent and awareness raising is still in development (eg Antonine Wall, Lake District).
 - Presentation and interpretation of WHS ‘on the ground’ is limited or spread thinly across extensive or multiple location Sites.

Inconsistent WHS Marketing, Communication and Interpretation

World Heritage Site Websites

- 5.2.24 At a UK level consistent awareness of the presence of World Heritage Sites and the OUV and UNESCO values they represent is hampered by great variation in the way they are presented on websites – see Table 11. Only approximately 50% (15 no) of the UK WHS Collection have dedicated WHS websites. These generally combine an explanation of the significance of the WHS, some detail on outstanding value and attributes, and outline of site management. They also include guidance for visitors for the exploration of the Site. The others have a mix of information and are presented as part of or ‘layers’ below other information promoted by local authorities, major agencies, owners, organisations and tourism destination marketing organisations (DMO’s).
- 5.2.25 On their website and in a suite of ‘own brand’ brochures and leaflets Historic Environment Scotland (HES) has developed a unified presentation and explanation of Scotland’s 6 World Heritage Sites. These outline the site values, issues, conservation and management. Cadw also presents the 3 Welsh Sites in a similar way. In England and Northern Ireland there is a wider variation in agencies and organisations responsible for the other 18 Sites in the UK Collection and notable absence of consistent presentation.

Table 10 Visitor Awareness of UK World Heritage Sites

Site	WHS Visitor Awareness
Blaenavon Industrial Landscape	Good
Blenheim Palace	Variable
Canterbury Cathedral & Associated Sites	Low
Castles and Town Walls of King Edward in Gwynedd	Variable
City of Bath	Good
Cornwall and West Devon Mining Landscape	Variable
Derwent Valley Mills	Low
Dorset and East Devon Coast	Variable
Durham Castle and Cathedral	Good
Frontiers of the Roman Empire, Antonine Wall	Low
Frontiers of the Roman Empire, Hadrian's Wall	Variable
Giant's Causeway and Causeway Coast	Good
Heart of Neolithic Orkney	Variable
Ironbridge Gorge	Variable
Liverpool-Maritime Mercantile City	Low
Maritime Greenwich	Variable
New Lanark	Good
Old and New Towns of Edinburgh	Variable
Palace of Westminster & Associated Sites	Low
Pontcysyllte Aqueduct and Canal	Low
Royal Botanic Gardens, Kew	Low
Saltaire	Variable
St Kilda	Low
Stonehenge, Avebury and Associated Sites	Good
Studley Royal Park including the Ruins of Fountains Abbey	Low
The English Lake District	Variable
The Forth Bridge	Variable
Tower of London	Low

Source: WH:UK Review Interviews

Table 11 UK World Heritage Sites - Variations in Visitor Experience and Interpretation

Site	Annual Visitor Nos	Iconic Destination	Visitor Awareness of WHS	Dedicated WHS Website	On Site WHS Interpretation	Dedicated WHS Visitor Centre	Other Visitor Centre
Blaenavon Industrial Landscape	200k		Good	✓	Good	✓	
Blenheim Palace	920k	✓	Variable		Limited		✓
Canterbury Cathedral & Associated Sites	875k	✓	Low		Limited		✓
Castles and Town Walls of King Edward in Gwynedd	580k		Variable		Variable		✓
City of Bath	4.5m	✓	Good	✓	Variable	UC	
Cornwall and West Devon Mining Landscape	1m		Variable	✓	Variable		
Derwent Valley Mills	570k		Low	✓	Limited		✓
Dorset and East Devon Coast	15m		Variable	✓	Variable		
Durham Castle and Cathedral	720k	✓	Good	✓	Good	✓	
Frontiers of the Roman Empire, Antonine Wall	100k		Low	✓	Limited		✓
Frontiers of the Roman Empire, Hadrian's Wall	2m	✓	Variable	✓	Variable		
Giant's Causeway and Causeway Coast	1m	✓	Good	✓	Good	✓	
Heart of Neolithic Orkney	250k		Variable		Variable		✓
Ironbridge Gorge	1m		Variable		Limited		✓
Liverpool-Maritime Mercantile City	1.8m		Low		Limited		✓
Maritime Greenwich	2.6m	✓	Variable	✓	Limited		✓
New Lanark	300k		Good	✓	Good	✓	
Old and New Towns of Edinburgh	4m	✓	Variable	✓	Variable	✓	
Palace of Westminster & Associated Sites	1.5m	✓	Low		Limited		
Pontcysyllte Aqueduct and Canal	300k		Low	✓	Limited		
Royal Botanic Gardens, Kew	1.8m	✓	Low		Limited		✓
Saltaire	350k		Variable		Variable		✓
St Kilda	4k (2009)		Low	✓	Limited		
Stonehenge, Avebury and Associated Sites	1.5m	✓	Variable	✓	Variable		✓
Studley Royal Park including the Ruins of Fountains Abbey	420k		Low	✓ + other	Variable		✓
The English Lake District	15m	✓	Variable		Variable		✓
The Forth Bridge	100k		Variable		Limited		
Tower of London		✓	Low		Limited		✓

World Heritage Site Branding

- 5.2.26 There is also much variation in the way WHSs are branded on the websites, publications, and on the ground. It is further complicated at both the well known and less well known Sites by the dominance of well established and strong tourism and destination promotion and brands. At the Jurassic Coast, for example, both the destination and the World Heritage brand is relatively well known within the region but outside of this there is minimal awareness of the World Heritage Site and its value.
- 5.2.27 UNESCO has stringent regulations for the use of their primary logo and its related World Heritage symbol, particularly in relation to these being used for commercial purposes. Some sites such as Cornwall Mining, Derwent Valley Mills and Jurassic Coast have developed their own dedicated WHS brand and successfully promulgated this in official guides and pamphlets and on signage and on interpretation on the ground (see Insight 13). This has been necessary particularly where sites are extensive and complex, have several location sites, or have multiple ownership. The Lake District has recently developed a flexible WHS branding system which goes beyond signage and literature. The brand here is being proactively marketed to a wide range of businesses and commercial products (see Insight 14).
- 5.2.28 Own branding allows local managers and organisations to strengthen awareness as well as providing opportunities for the sponsoring and retailing of products by local businesses and enterprises directly related to the WHS. It also offers opportunity for modest revenue streams for local WHS management organisations.

World Heritage Site Signage and Interpretation

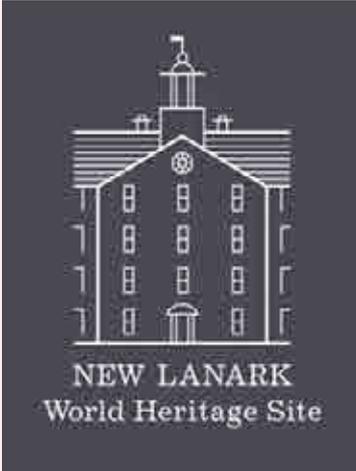
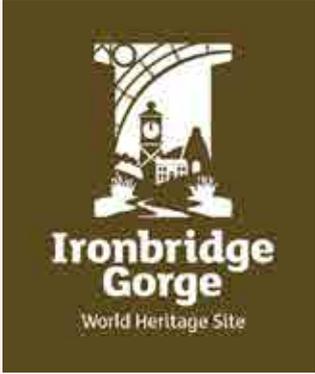
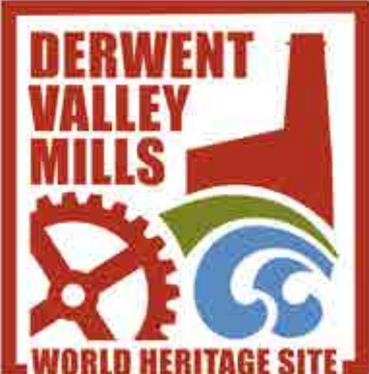
- 5.2.29 Based on observation on site and comments from WHS Coordinators, Table 11 gives an overview of the impact of signage and interpretation on the ground in terms of visitor experience in UK World Heritage Sites. As with available pre-visit information discussed above there is a wide variation in the provision, quality and impact on site interpretation. Only 15% of Sites (including Durham, Giants Causeway, New Lanark and Blaenavon) are considered to have a good level of onsite WHS interpretation. All of these also have dedicated WHS visitor centres. The majority of Sites, however, have had limited investment in dedicated WHS site interpretation and signage with a subsequent low contribution to WHS awareness. In some cases, such as at Cornwall Mining, Derwent Valley Mills, Jurassic Coast, Liverpool and Pontcysyllte, this partly reflects the size and complexity of the sites. In the absence of dedicated visitor centres, some investment at some of these Sites has been made in a series of 'hubs' or destinations operated by other organisations. However, the WHS messages and stories are usually only a small part of the total presentation of the organisations stories. Elsewhere at iconic destinations (eg Blenheim, Tower of London, Kew) where sites are more tightly defined or more singularly managed, interpretation was reported to be generally more focussed on historic asset and attraction stories, but again explanations of WHS values are subsumed in these.
- 5.2.30 Table 11 also indicates that there are only 5 visitor centres at the heart of sites dedicated to WHS promotion and interpretation. These include Durham, Giants Causeway, New Lanark, Edinburgh, Blaenavon and are geared to provide orientation, awareness raising and a starting point for visitors (see Insight 15). These will be joined shortly by the Archway Centre in Bath. In the longer term WHS Centres are proposed for the Forth Bridge and St Kilda. Elsewhere major investment in visitor centres has taken place within 13 other WHSs, particularly where the WHS is also an iconic

tourist destination. Within these some limited WHS interpretation is included but is secondary to or dominated by other interpretive and presentational material.

- 5.2.31 In widely spread Sites and where a dedicated WHS Centre or other central major visitor centre is not present in the WHS, some 'hubs' of WHS information have been developed through partnership initiatives at strategic visitor locations in the WHSs. These include Cornish Mining, Hadrian's Wall, Jurassic Coast, Pontycysyllte and Antonine Wall.
- 5.2.32 The use of mobile phone 'Apps' and other digital media and aids are now relatively widespread at WHSs in various forms (eg all Cadw WHSs are covered by apps) while at others such aids are being developed such as at the Antonine Wall and Forth Bridge (see Insights 16 and 17).

INSIGHT 13: Dedicated World Heritage Site Branding Examples

A number of UK WHSs have developed their own individual specific WHS brands and logos to complement the 'standard' UNESCO World Heritage logos and to strengthen WHS awareness across more complicated Sites. It also provides opportunities for the sponsoring and retailing of 'products' directly by local businesses.



INSIGHT 14: Development of a World Heritage Brand – English Lake District WHS

Following inscription of the Lake District WHS in 2017, it became apparent that the restrictive nature of use of the UNESCO World Heritage logo would hamper WH engagement by local businesses. The WHS Steering Group subsequently commissioned its marketing working group (MWG) to seek a branding solution that would foster engagement with and benefit from association with WH status. The marketing working group comprises local marketers from across a variety of sectors operating in the Lake District, including tourism, local government, farming, culture and conservation. In the first instance, the marketing working group consulted the wider marketing community to garner support for the project and to agree a direction of travel. This work directed MWG to develop a new brand rather than adapt or use any existing one, that would both work on its own or would complement (but not undermine) existing brands, and that would work both in domestic markets and internationally.

Branding

THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

MWG commissioned a branding agency who provided a selection of design options. Following further consultation and testing, MWG agreed upon a wordmark over an icon, using a combination of traditional and contemporary fonts. This new brand design comprises two elements, that together communicate the essence of a cultural landscape (People and Place) and provides the flexibility to meet multiple stakeholder needs. The bottom element is in a classic serif font that emphasises ‘heritage’, ‘Englishness’ and remains fixed. The top element is a handwritten font and represents the People aspect of the Lake District’s WH story. This comes in a variety of iterations, that encourages usage across many sectors. To date, there have been over 60 iterations of the brand developed, including geographic and seasonal versions (See overleaf). Several the top lines have also been translated into five languages. These versions have already reached international buyers in China and Japan.

The new brand was launched at the Lake District’s major agricultural show in 2018 and featured on that night’s BBC NW news as well as across local media. In the brand’s first 12 months, the tourism sector has been quick to utilise it, in particular to target international travel trade. Using the brand opens buyers’ eyes, ears and wallets in markets like China, Japan and India.

Having this brand allows local stakeholders easy association with WH. It is also a tool for the WH team to start conversations with stakeholders, not just about their engagement but also involvement in management, contribution to funding, and being responsible WH businesses. These conversations have led to further engagement – changes in strategies and policies, development of new products and services, support for staff recruitment and retention, and more. Work will continue to use the branding to start stakeholder conversations about World Heritage and the management of the site. Bus companies, beer breweries, schools, Scouts and more are all starting their World Heritage journeys.



Made in
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

Farming
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

Study in
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

Shop in
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

Christmas in
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

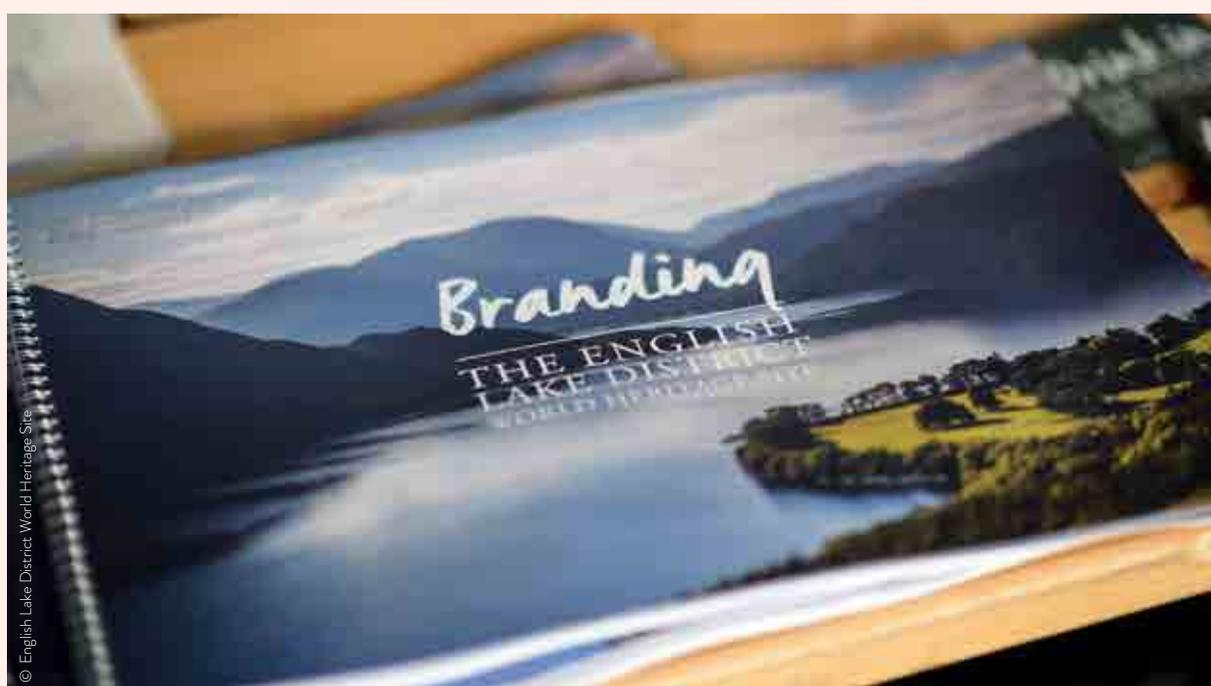
Coniston
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

湖水地方の訪ね先
THE ENGLISH
LAKE DISTRICT
WORLD HERITAGE SITE

To date over 60 iterations of the brand have been developed



Branded products

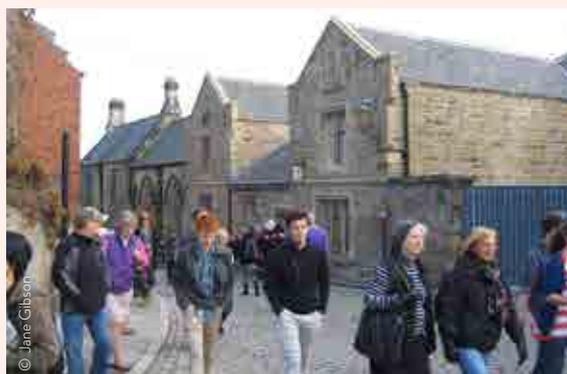


Brand Guidelines

INSIGHT 15: Dedicated WHS Visitor Centre Examples

Durham Castle and Cathedral WHS Visitor Centre

The dedicated WHS visitor centre (WHSVC) is located in the heart of the city and the entrance to the WHS in a repurposed historic alms house on Owengate owned by Durham University. Opened in 2011 renovation cost approximately £1.3m and was funded from a range of contributors (ERDF Single Programme, Durham Co Co, Durham University, Durham Cathedral, and other Trusts and Foundations). Visitor numbers to the Centre have increased from 33,000 in 2011 to 80,000 in 2018. The WHSVC offers visitors to the WHS an introduction to UNESCO and world heritage values, awareness of the wide range of other WHSs and insight into Durham WHS. These are aimed at a wide audience from families to individuals and those with specialist interest. In the absence of a Tourist Information Centre in Durham the centre also substitutes for this. The Centre includes a shop and art gallery/exhibition space, hosts student workshops, lectures and receptions and houses the University's Institute of Medieval and Early Modern Studies. This mix of functions ensures WHS exposure to a wide range of stakeholders and communities of interest. After 8 successful years the University is embarking on a major refurbishment of the WHSVC.



Durham Castle and Cathedral World Heritage Site Visitor Centre on Owengate

Edinburgh Old and New Towns WHS – Tron Kirk Visitor Centre

In 2018 the Edinburgh World Heritage Trust (EWH) was granted a temporary lease of the Tron Kirk, a category A listed building at the heart of the WHS. The building had lain vacant and largely unused since the 1950's and is in a poor state of repair. Working with City of Edinburgh Council and others EWH hopes to secure the future of this nationally significant building and create a fully comprehensive WHS Visitor Centre. In the interim EWH has created a temporary exhibition supported by an independent visitor retail offer within the stripped out building.

At the end of year 1 the exhibition focussing on Scotland's WHSs and the Edinburgh WHS has been very positive. Footfall at the exhibition and consequent WHS awareness raising has been extremely high. 287,000 people visited between July and December 2018. This is due to an excellent central location, positive PR and strong social media.



Edinburgh Old and New Towns World Heritage Site Visitor Centre in the Tron Kirk

Giants Causeway and Causeway Coast WHS Visitor Centre

The large Giant’s Causeway visitor centre opened in 2012, is one of the jewels in the crown of the visitor experience. It is the gateway for the 1 million visitors arriving at the WHS. The energy efficient building, from its inception through to completion, was designed to sit quietly in the landscape, yet still be representative of the site’s spirit. The construction was innovative in utilising the large difference in level across the site; two folds are created in the landscape. One, extending the line of the ridge, accommodates the building. The second, extending the level of the road, screens the car park from view. *“It is a carefully sculpted intervention. It is both visible and invisible; invisible from the cliffside yet recognisable from the land site.”* (Roisin Heneghan architect 2012).

The building project brought together partners such as Tourism NI, local government as well as Heritage Lottery Funding and the National Trust to create a truly collaborative approach to its design and final build costing £18.5m. The project then, consequently, employed many local firms and consultancies therefore spreading the economic benefits much further than the sum of its funders.

Managed by the National Trust, visitor facilities at the Centre include:

- Causeway exhibition;
- Interactive media explaining Site stories, conservation and management and multimedia handsets and audio guides for interpretation;
- Tourist information centre;
- Café and shop;
- Starting point for wheelchair accessible shuttle buses to Causeway Stones, 3 car parks and park and ride facility to Bushmills.



Giants Causeway and Causeway Coast World Heritage Site Visitor Centre

INSIGHT 16: Digital WHS Interpretation Promotion Tools – Forth Bridge WHS

The digital documentation and 3D models of the Forth Bridge WHS have created not only memorable, spectacular and interactive imagery, but also become an integral part of new education packages supporting the national curriculum. This contributing to awareness raising of the WHS. The project has its origins in the Scottish Ten project, which was carried out by the Centre for Digital Documentation and Visualisation (CDDV), a partnership between Historic Scotland and The Glasgow School of Art. The Scottish Ten involved the recording of World Heritage Sites in five different countries using cutting-edge 3D laser-scanning technologies. In 2013, the experience gained allowed the CDDV team to assess if it would be possible to record the Forth Bridge to help support its nomination for inclusion on UNESCO's World Heritage List.

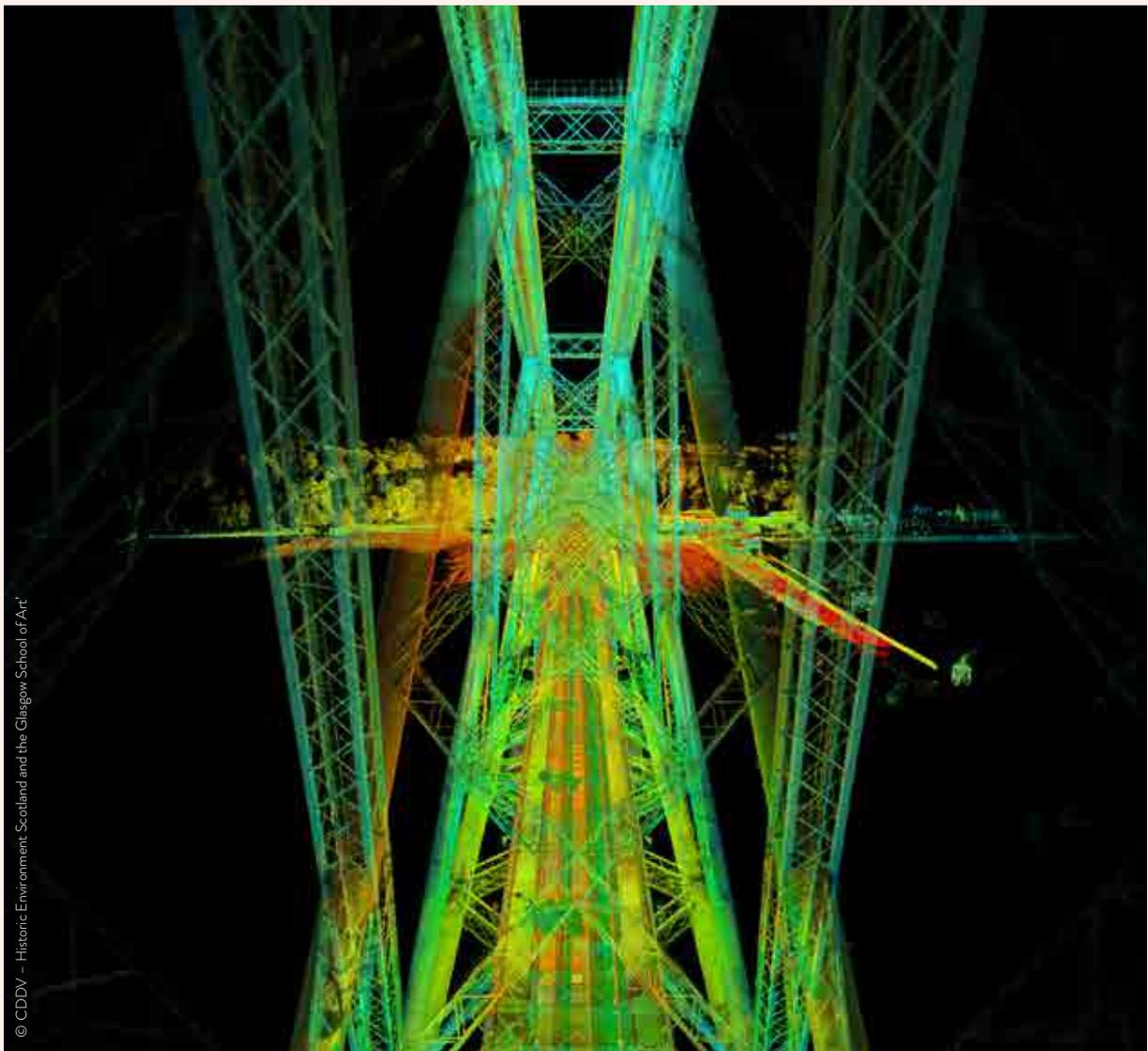
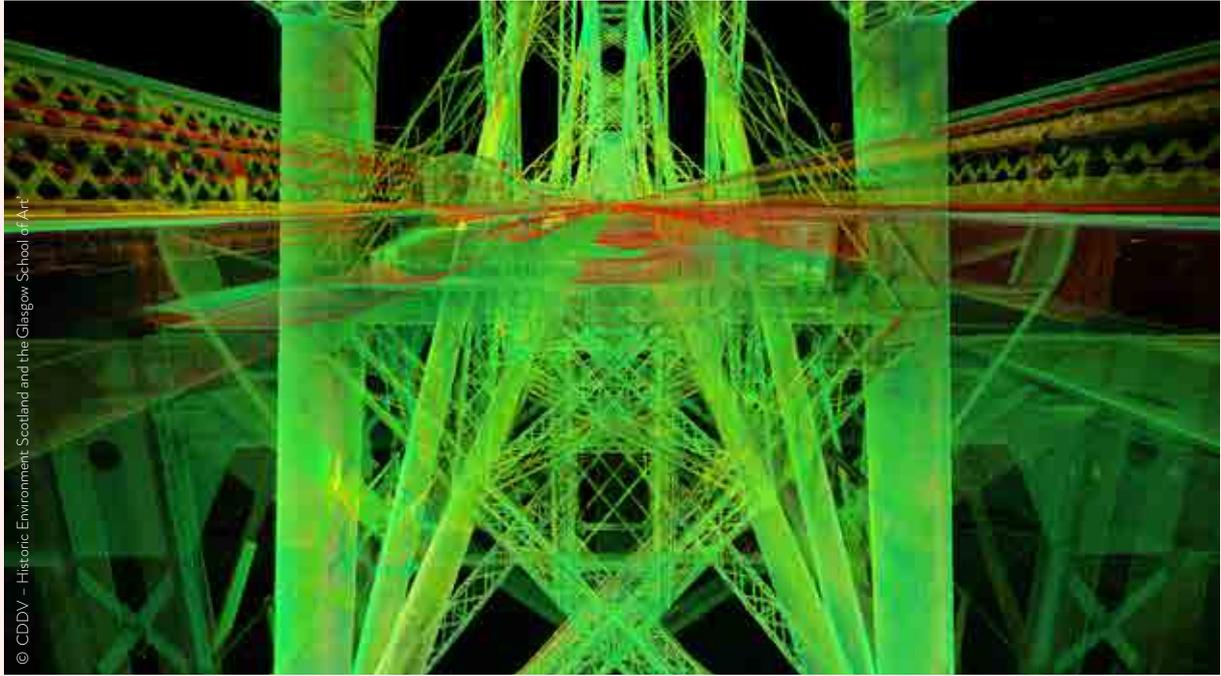
Having demonstrated that a survey was possible, the recording of all three Forth Bridges (The Forth Bridge WHS, the Forth Road Bridge and the new Queensferry crossing) commenced in 2015 with £300K funding from the Scottish Government. With digital models for all three Bridges complete, an extremely accurate record of the property had been created which can act as a valuable baseline record for maintenance, conservation and monitoring of the World Heritage Site, as outlined in the nomination dossier. It soon became clear, however, that the digital assets that had been created have the potential for use in a variety of other applications, ranging from health and safety and induction programmes to engineering modelling, gaming and film making.

However, the first major project to emerge was launched in 2018 and consisted of the creation of education resources designed to inspire school pupils, the aim being to generate an interest in the Bridges themselves including the Forth Bridge WHS, and to stimulate an enhanced take-up in associated science and technology subjects.

Working with the assistance of technical teaching expertise from Dundee City Council and £425K of funding from Scottish ministers, the enormous digital datasets were used to create several teaching packages which incorporate lesson packs, practical resources and games, all of which are available to Schools throughout Scotland through the 'Glow' network (the Scottish Government's digital education network). These include:

- Go Forth and Discover – digital games and lesson pack, available through Glow.
- Go Forth and Design – 'Tinkercad' computer-aided drawing resources and lesson pack, available through Glow.
- Go Forth and Create – 'Scratch' computer coding and graphic resources and lesson pack, available through Glow.
- Go Forth, See and Hear – 360 virtual reality experiences, available through Forth Bridges Forum website.

In addition to CDDV (Historic Environment Scotland and the Glasgow School of Art) and Dundee City Council, key partners in the project have been Transport Scotland and the owners of the Bridge, Network Rail. Other vital partners have contributed resources and expertise to the project, including the National Records of Scotland, the Briggers (a Queensferry-based local history group), the Institution of Civil Engineers, and the University of Aberdeen's Special Collections.



Point cloud data mapping of the Forth Bridge

INSIGHT 17: Digital WHS Interpretation Promotion Tools – Antonine Wall WHS

The Antonine Wall (AW) is part of the Frontiers of the Roman Empire World Heritage Site (FREWHS) alongside Hadrian's Wall and the German Limes. The Sites in both Scotland and Germany are diverse and challenging in a whole variety of ways. All are open-air and unstaffed. For the Antonine Wall, visibility (or lack of it) for many features, meant a digital solution was really the only way of increasing awareness and understanding for visitors. In Germany, the sheer scale of sites meant digital could offer more consistent interpretation and show relationships across significant distances.

The Advanced Limes Application Project (ALApp), funded by Creative Europe from 2016-19, was intended to improve interpretation for Frontiers of the Roman Empire World Heritage Sites (FREWHS) in Scotland and Germany. It was intended to offer a standardised interpretation approach for users across the international FREWHS, a common way of connecting sites nationally, and crucially a means of reconnecting archaeological finds and their sites (often in museums many miles away from their findspots).

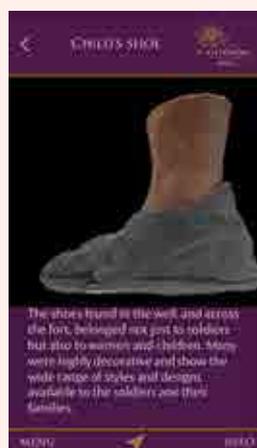
The project partnership grew from existing academic and technological contacts and involved staff in Scotland, Germany and Austria. It took a more basic app platform that had already been developed for the Bavarian Museums Service (using funding from the Bavarian Savings bank) and expanded it further to include 3D and augmented reality (AR) content. In Scotland, the project management, content development and finance work was undertaken by staff from Historic Environment Scotland, with digital support from the Centre for Digital Documentation and Visualisation.

By standardising the type and form of the content in the app, it is possible to retain individual sites' brand identities but to create a sense of cohesion; of the individual content being part of the wider whole. The development of the augmented reality (AR) module within the app has allowed a workaround for presenting reconstructions and visualisations of how a site appeared in the Roman period, without impacting upon the archaeology or modern infrastructure.

Audiences to the sites are incredibly diverse. The app allows them to engage in different ways and in a layered approach to learning and knowledge acquisition. It can offer options for everything from basic to expert information, depending upon specific site needs and available content. Tracking feedback and downloads has been important. Ratings have remained good since the launch, with over 500 downloads reached on Google Play within the first year. In the App Store (iOS) more than 2000 downloads have been recorded in the first two years. More crucially, retention rates have remained high.

The final phase of the project is now to freely disseminate the ALApp platform to the other existing and forthcoming Limes sites across Europe so that they can begin development of their own content.

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Overall cohesion but Individual Site Brand Identity (Antonine Wall-purple and German Limes-orange)



Kinneil fortlet clockwise from top left: Aerial view; AR reconstruction model as triggered by interpretation board; view from the ground of timber posts.

5.3 Limited Capacity for Local WHS Management, Promotion and Outreach

Overview

- 5.3.1 All UK WHSs are managed locally through WHS Coordinators/Local Managers aided by the WHS Steering Group or equivalent (see Section 4.0). Primary roles for Coordinators and Local Managers include the coordination and to a degree the implementation of objectives and actions of the WHS Management Plan at each Site, promotion of the significance of the Site Outstanding Universal Value, engaging with the planning systems and the enabling of a variety of outreach and education programmes. Only a small number of WHS's have a multi skilled and dedicated team and most are dependent on a single person. This is particularly the case for the majority of the 50% of Sites led by local authorities or public partnerships.
- 5.3.2 At most sites there is a vital need for increased capacity and upskilling of the local WHS management teams. Given the need to now consider alternative funding options for sustainable WHS management, the skill base of local teams should be diversified to include marketing, fund raising, business planning and championing.

Roles of WHS Coordinators

- 5.3.3 The WHS Coordinators are the local 'face' of WHS activities and a key task for them is communicating WH values to the local community, stakeholders, partners, local politicians and other local authority leaders and officers. The effectiveness of this awareness raising and outreach depends on available time and funding. Most WHS Coordinators reported that their roles have become more demanding and diverse as support resources in the public services have been reduced and they are required to undertake job roles unrelated to the WHS. Coordinator activities vary from Site to Site according to the particular issues but roles include and can be dominated by any of the following:

- Management Plan writing, monitoring and implementation;
- Stakeholder and Partner Liaison;
- WHS Steering Group Administration;
- Engaging with the planning systems;
- Commenting on planning applications and giving evidence at planning inquiries;
- Undertaking awareness building through outreach and education;
- Enabling and organising WHS events;
- Fund raising.

Profiles of WHS Coordinators

- 5.3.4 The majority (73%) of WHS Coordinators were previously employed in the public sectors (See Table 12). The majority (85%) also have backgrounds in heritage, conservation, or planning with only 15% having business management or other commercial experience.

- 5.3.5 40% of UK WHS Site Coordinators have been in post less than 5 years so have relatively limited invested knowledge and experience of their WHS and its stakeholders. As public sector funding cuts have increased, available time for individual Coordinators to undertake WHS management has been reduced in recent years. 30% of the Site Coordinators are also formally appointed on a part time basis for WHS activities.
- 5.3.6 Approximately 70% of UK WHS Coordinators are employed at a middle management level with limited empowerment for decision making and budget control.

Need for Capacity Increase and Upskilling of Local WHS Management

- 5.3.7 Table 13 indicates that over 71% of the UK WHSs depend on a single person/Coordinator for balancing a wide range of WHS management demands. At most of the Local Authority led and Public Partnership Sites there is limited or decreasing additional financial resource, or technical support for these individuals.
- 5.3.8 The background of most Coordinators is well suited to stakeholder coordination, outreach, engagement and similar activities and much effort and success is being achieved on this front. However, WHS management teams with a greater capacity and upskilling are needed in terms of marketing, communication, fund raising and business management for the sustainable management of the Sites.
- 5.3.9 Only 4 WHSs in the UK have a dedicated multi skilled team of 5 staff or more. Of these, 4 teams are part of dedicated Independent Charitable Trusts (Edinburgh, New Lanark and Jurassic Coast) and 1 team is Local Authority Led (Cornish Mining) (see Insight 18).

Table 12 UK World Heritage Sites - Coordinator/Local Manager Profile

A Background Training	%
> Museum Management/Collections	26
> Planning/Regeneration/Chartered Surveyor	23
> Conservation and Learning	36
> Business Management	15
	100
B Employment Experience	
> Public/Local Authority/Government Agency	73
> Private Sector/Third Sector	27
	100
C In Post as WHS Coordinator	
> 10+ Years	23
> 5-10 Years	35
> < 5 Years	42
	100
D Level of Responsibility	
> CEO/Director/Senior Decision Maker	28
> Mid Level/Technical Officer	72
	100

Source: WH:UK Review Interviews

Table 13 UK World Heritage Sites – Coordinators/Manager Capacity

WH Governance Types/Site	Coordination Staff No	Full/Part Time	Coordinator Team Funded By
Local Authority Led			
Blaenavon Industrial Landscape	1	PT	Local Authority
City of Bath	1	FT	Local Authority
Cornish Mining	5	FT/PT	Local Authority
Derwent Valley Mills	2	FT	Local Authority
Liverpool-Maritime Mercantile City	1	PT	Local Authority
Palace of Westminster & Associated Sites	1	PT	Local Authority
Pontcysyllte Aqueduct and Canal	1	FT	Local Authority
Saltaire	1	FT	Local Authority
Mixed Public Partnerships			
Canterbury Cathedral & Associated Sites	To be appointed 2020		Partners
Durham Castle and Cathedral	1	FT	Partners
Frontiers of the Roman Empire, Antonine Wall	1	FT	HES
Frontiers of the Roman Empire, Hadrian's Wall	1	FT	Partners/HE
Stonehenge, Avebury and Associated Sites	2	FT	Partners/HE
The English Lake District	3	FT	Partners
The Forth Bridge	1	PT	HES/Network Rail
Government Trusts and Organisations			
Castles and Town Walls of King Edward in Gwynedd	1	PT	Cadw
Heart of Neolithic Orkney	1	PT	HES
Maritime Greenwich	1	PT	Greenwich Foundation
Royal Botanic Gardens, Kew	1	FT	DEFRA
Tower of London	1	FT	HRP
National Trusts			
Giant's Causeway and Causeway Coast	1	FT	National Trust
St Kilda	1	FT	Scottish National Trust/HES
Studley Royal Park inc the Ruins of Fountains Abbey	1	FT	National Trust
Other Independent Charitable Trusts			
Blenheim Palace	1	FT	Blenheim Palace Heritage Foundation
Ironbridge Gorge	1	FT	Telford and Wrekin
Dedicated WHS Independent Trusts			
Dorset and East Devon Coast	5	FT	Jurassic Coast Trust /Dorset Council/ Devon Council/ Natural England/ Environment Agency
New Lanark	5	FT	New Lanark Trust
Old and New Towns of Edinburgh	5	FT	Edinburgh World Heritage Trust/ Historic Environment Scotland/City of Edinburgh Council

Source: WH:UK Review Interviews

INSIGHT 18: Skills Mix for WHS Management – Edinburgh World Heritage

Edinburgh World Heritage is an independent charitable trust that supports the management of the WHS. It was formed out of previously existing bodies in response to inscription on the WH list. It currently has a focused mission and vision, which aim for World Heritage status to be dynamic and enable activities rather than prevent them. Its work is divided into three clear objectives aligned with the WH convention – conservation, learning and capacity building. EWH’s view of heritage is beyond the traditional ascription of architectural and historical values to an object, but considers the values and memories of the people associated with, attached to and often living in the object – heritage is seen as community memory and identity as well as the architectural and historical. This view of heritage defines EWH’s work and elides with key elements of the Historic Urban Landscape approach, building projects out of a strong stakeholder and community base.

Consequently a broad range of skills are required to fulfil EWH’s vision and mission and objectives. Currently a staff team of 11 (5 fte) provide skills in technical architectural and conservation skills, engagement, architecture, project management, finance, public relations, marketing, digital media, training, heritage management, fundraising and of course day to day management. The nature of the organisation means it attracts employees from around the globe as well as the very best local candidates for roles, bringing a wide range of different cultural approaches to its work.

Creating a sustainable heritage organisation and team in the current economic climate is no simple task. While EWH has historically benefited from a high level of support from its partners at the City of Edinburgh Council and Historic Environment Scotland, the impact of the financial crisis resulted in a total cut (capital and revenue funding) of 90% from CEC and 35% from HES. This came at a time when the organisation was diversifying its activities into learning, and building up its income from charitable sources. This process was accelerated to create the complex funding picture the organisation benefits from today, but it also required restructuring to retain a core of senior managers and greater flexibility at officer level. This coincided with the rise of the millennial in the workplace and created an atmosphere that is appreciated by the younger members of the workforce – they are able to join EWH for a fixed period, complete a clear piece of project work, build their skills and contribute to the organisation as a whole. The current funding mix sees around 40% of EWH’s funding coming from the original partners, with the rest from a patchwork of European, UK, charitable, corporate and other funding sources. It must be noted that the charitably raised funds are no substitute for the stability and certainty of core funding from Government sources, and that it is a long journey to build up even a self-sustaining level of income from charitable sources.

5.4 Suitability of Existing Governance Types for WHS Management

5.4.1 The UK WHS Collection is managed and administrated at a local level by a variety of organisations who have different types of governance structures. 50% of the UK Sites are managed and primarily funded by local authorities and public partnerships. These Sites are particularly vulnerable as public funding and resources continue to be reduced. There is an emerging need therefore for consideration to be given to governance and management models for some Sites that could offer opportunity and options for them to be more self-sustaining and less dependent on public structures and support. There are only 3 WHSs (Edinburgh, New Lanark and the Jurassic Coast) that are charitable trusts dedicated to WHS management. Although still partially dependent on public moneys and part of various partnership arrangements, all are striving to be increasingly self-sustaining.

5.4.2 It is clear that given the diversity of Site characteristics and scales no one governance type will fit all Sites. The governance types were described in detail in Section 4.2. The number of sites in each governance type are summarised here on Figure 13. The national variation in WHS governance has evolved from a mix of:

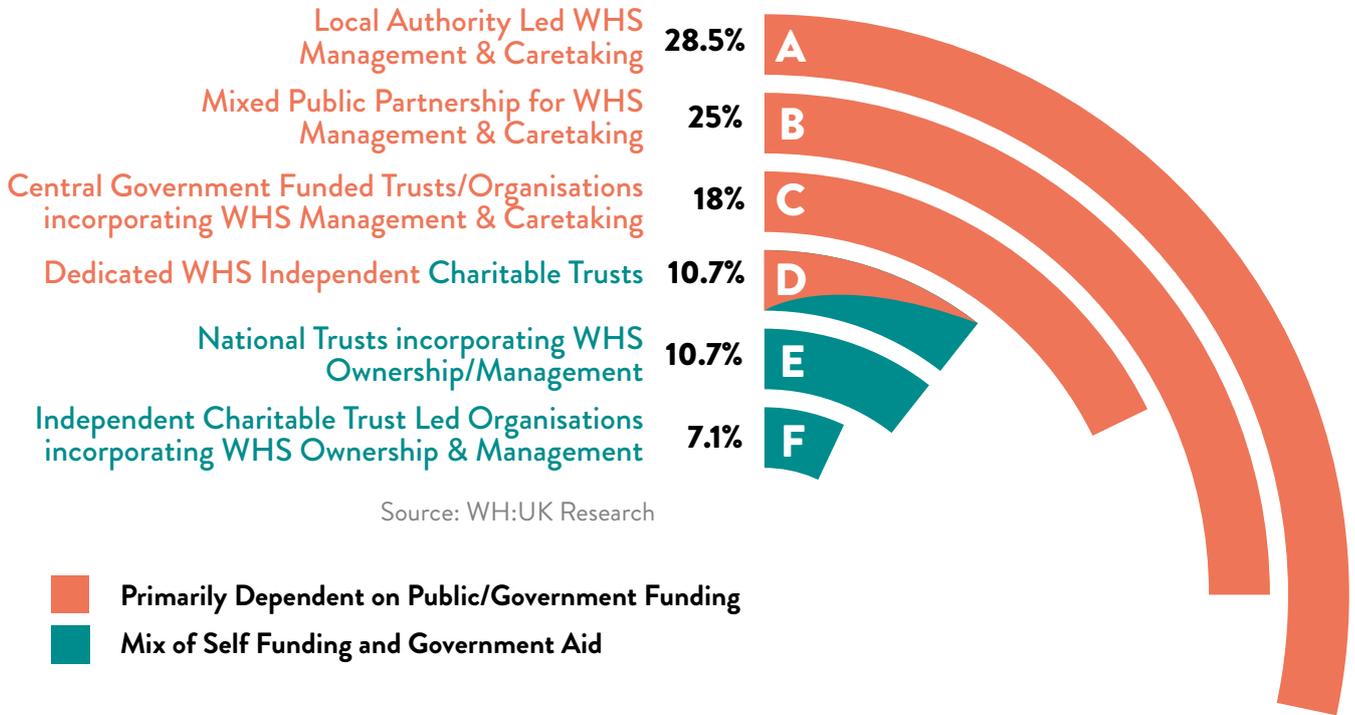
- Size, scale, complexity of Site;
- Period of inscription;
- Ownership/stakeholder pattern – single/multiple;
- Objectives of lead organisations;
- Commitment of lead organisation to WHS conservation, promotion and development;
- Combination of WHS with significant lead organisation owned iconic or other heritage visitor attractions and assets.

Variable Issues Arising from Governance Types

5.4.3 The suitability and effectiveness of each of the governance types is variable with different issues arising at each. However, fundamental to all is the capability and capacity of the organisation/governance structure in the future to at least contribute to self-generated revenue and fund raising. The key issues arising from each of the governance type are summarised below.



Figure 13 Existing Variations in Governance of UK Mainland & Adjacent Islands World Heritage Sites



■ Primarily Dependent on Public/Government Funding
■ Mix of Self Funding and Government Aid

A 8 Sites

- CITY OF BATH
- MINING LANDSCAPE OF CORNWALL AND WEST DEVON
- DERWENT VALLEY MILLS
- LIVERPOOL – MARITIME MERCANTILE CITY
- PONTCYSYLLE AQUEDUCT AND CANAL
- SALTAIRE
- PALACE OF WESTMINSTER AND RELATED SITES
- BLAENAVON
- INDUSTRIAL LANDSCAPE

B 7 Sites

- CANTERBURY CATHEDRAL AND RELATED SITES
- DURHAM CASTLE AND CATHEDRAL
- FRONTIERS OF THE ROMAN EMPIRE HADRIANS WALL,
- THE ENGLISH LAKE DISTRICT
- STONEHENGE, AVEBURY AND ASSOCIATED SITES
- FRONTIERS OF THE ROMAN EMPIRE ANTONINE WALL,
- FORTH BRIDGE

C 5 Sites

- MARITIME GREENWICH
- ROYAL BOTANIC GARDENS, KEW
- TOWER OF LONDON
- GWYNEDD CASTLES AND TOWN WALLS OF KING EDWARD
- HEART OF NEOLITHIC ORKNEY

D 3 Sites

- DORSET AND EAST DEVON COAST
- NEW LANARK
- OLD AND NEW TOWNS OF EDINBURGH

E 3 Sites

- STUDLEY ROYAL PARK AND THE RUINS OF FOUNTAINS ABBEY
- GIANT’S CAUSEWAY
- ST KILDA

F 2 Sites

- BLenheim PALACE
- IRONBRIDGE GORGE

Local Authority Led WHS Management and Caretaking

- See Table 6 in Section 4.2 for the 9 Sites included in this category.
- WHS conservation and management responsibilities are a small part of a public service framework designed for large, complex and wider governance structures. WHS managers and dedicated teams (eg for the Cornish Mining WHS) are increasingly absorbed into local authority regeneration or economic development departments.
- Some local authorities such as at Derwent Valley Mills, Pontycysyllte and Saltaire have no or limited ownership of heritage or tourism assets within the WHS.
- The traditional and statutory public service role of a local authority can restrict promotion and gain from commercial trading activities and revenue generation.
- Some authorities such as at the Bath WHS have created separate not for profit trading companies to increase/generate revenue from their portfolio of heritage assets.
- Other authorities including Liverpool and Derwent Valley Mills are investigating the viability of placing WHS management in the hands of independent charitable trusts.

Mixed Public Partnerships for WHS Management and Caretaking

- See Table 6 in Section 4.2 for the 6 WHSs included in this category.
- As above WHS conservation and management responsibility are a relatively small part of 'public' and partner organisations with governance structures designed for a wider public service framework.
- Whilst supporting in principle the commitment to WHS value, benefits and objectives, WHS "partnership" organisations also need to give priority to their own remit and financial positions. Satisfying both demands can be challenging particularly if in kind or financial contributions to partnership are perceived to be unequal.
- At the Stonehenge and Avebury WHS, partnership is complicated by three key/major landowner/caretakers (English Heritage, the National Trust and Wiltshire County Council) who have interests in two set apart WHS locations. This is compounded by the complexity and controversial nature of current site issues (ie the impact on the WHS of the proposed A303 tunnel through the WHS). In this context, the current partnership governance structure is perceived to be too 'multi layered', unequal and unwieldy, making it difficult to gain a consensus and develop a unified vision for the WHS. The partners are considering the viability of a different model of governance involving a separate body independent of the current partners.
- The partnership governance structure for the Antonine Wall has taken over a decade to develop and mature. An agile Steering Group, identification of shared core values, and ensuring equal benefits for every Partner from each initiative undertaken has proved a successful model to date (see Insight 19).

Central Government Funded Trust/Organisations Incorporating WHS Management and Caretaking

- See Table 6 in Section 4.2 for the 5 WHSs included in this category.
- Although centrally funded, these heritage based organisations and trusts are independent of government and have governance structures which are designed to include both responsibilities for conservation of the fabric as well as being visitor attraction and destination “businesses”. They include English Heritage, Cadw, Historic Environment Scotland and other site specific trusts eg Tower of London, Kew and Greenwich. Although WHS management is a relatively small part of these organisations their governance structure, resources and revenue earning capability can relatively easily absorb and resource an expanded WHS team and a more developed WHS management and promotion programme.

National Trusts and Independent Charitable Trust Organisations Incorporating WHS Ownership and Management

- See Table 6 in Section 4.2 for the 5 WHSs included in this category.
- As with the central government trusts and organisations above, the National Trust WHSs (in England and Scotland) and the other site specific Trusts (ie Blenheim and Ironbridge) have well established and effective governance structures for managing site conservation, and visitor experience. These can relatively easily absorb and resource an expanded WHS team and a more developed WHS management and promotion programme.

Dedicated WHS Independent Charities and Trusts

- See Table 6 in Section 4.1 for the 3 WHSs included in this category.
- The governance of each of these Trusts is structured and tailored specifically to guide the future development of each of the WHSs towards maximising self-funding and sufficiency. All have dedicated WHS teams. These small scale Trusts have ‘business’ models similar to those of small/medium scale enterprises (SMEs) and all are in part dependent on some continued public funding. Both the Edinburgh World Heritage trust and the Jurassic Coast WHS Trust do not ‘own’ any revenue earning assets and scale the activities and businesses accordingly (see Insight 20). New Lanark WHS in contrast has as owner completed much of the conservation of its historic buildings and is focussed on further developing these as a self-sustaining heritage attraction and visitor destination.

INSIGHT 19: WHS Public Partnership Governance – Antonine Wall WHS

The Antonine Wall (AW) is part of the Frontiers of the Roman Empire World Heritage Site (FREWHS) alongside Hadrian's Wall and the German Limes. Internationally, there are working groups and advisory groups that allow the effective discussion and dissemination of matters affecting the whole FREWHS. As part of a serial, transnational WHS, there are a range of governance complexities, and a multiplicity of Partners, to be dealt with

However, at a national level, the picture is no less complicated, given the linear nature of the Antonine Wall across central Scotland. Historic Environment Scotland works alongside five local authorities (through which the AW runs) to manage the site and deliver the five-year Management Plan. These local authorities - West Dunbartonshire Council, Glasgow City Council, East Dunbartonshire Council, North Lanarkshire Council and Falkirk Council - are owners, managers and operators of the WHS and activities relate to it. They deliver local projects as well as working with HES on collaborative wall-wide activities.

The Management Plan Steering Group has been slimmed back over the years since inscription to include only these six key partners, plus the co-ordinator, admin support and any temporary project staff of the time. This allows more agile decision making and delivery of projects, and ensures that all key funders have an equal voice in the future of the AW. Each Partner invests £20K per annum on local and collaborative projects, with returns generally six-fold due to strong partnership approaches. Most recently, a successful bid to National Lottery Heritage Fund, augmented by LEADER and landfill tax funding, has seen the commencement of a £2.1 million community focused project 'Rediscovering the Antonine Wall'. It has allowed employment of four dedicated staff members for a three year period. They will co-develop and co-curate a range of initiatives with local communities. Most projects will be in areas in need of regeneration or high on the Scottish Index of Multiple Deprivation. Capital projects, including five Roman themed play parks, have been co-designed with local children and residents. For the Partners, embedding the AW within local communities is vitally important and a strong driver in collaborative projects.

Naturally, a wide range of other stakeholders are also crucial to the governance and management of the AW, including museums and other public bodies. The Partners have developed both joint and individual working relationships with these stakeholders, and all are consulted for ongoing projects. Wherever possible, national and international partnerships are used to deliver initiatives, strengthening collaborative approaches and returns on investment.

The governance model for the Antonine Wall has taken at least a decade to develop and requires continuous monitoring and re-energising. Staff turnover in the Partner organisations, funding constraints, and diverging priorities need to be worked through regularly. However an agile Steering Group, identification of shared core values, and ensuring every Partner benefits equally from each initiative undertaken, has proven a successful model to date.



Rural and urban public realm works led/ delivered by the local authorities along the Antonine Wall



Community engagement and consultation is critical to the success of projects on the Antonine Wall

5.5 Changing Levels of Public Funding and Grant Aid for WHS Management

Overview

- 5.5.1 Article 17 of the World Heritage Convention encourage State Parties (the UK) to create national foundations or endowments to ensure adequate funding for sustainable WHS management and conservation. Article 4 encourages the State Parties to provide such financial resources as are necessary. Such central funding has not been implemented by the UK Government and support for WHS management has been predominantly the responsibility of local authorities, site caretakers and owners.
- 5.5.2 Up until 2010 some of the publicly managed WHSs significantly benefitted from regional development funds both from within the UK (eg Regional Development Agencies/Local Economic Partnerships) and from Europe (eg ERDF). The loss and reduction of these sources of both revenue and capital funding, together with very significant and ongoing cuts in local authority budgets is putting at risk the future and sustainable management of publicly managed WHSs ie some 50% of UK WHS Collection.
- 5.5.3 There is a critical need to seek alternative and consistent funding sources for the continued management of the most vulnerable of the UK WHSs. Government has been cutting expenditure in all sectors and services and encouraging NGOs and other management bodies to seek alternative funds elsewhere. Only some of the organisations that underpin the UK World Heritage Sites have a governance structure that easily enables this possibility.
- 5.5.4 World Heritage UK on behalf of its membership Sites proposes that now might be an appropriate time for the UK Government to reconsider its position on the UK World Heritage Sites Collection and create a 'World Heritage Fund' to assist the most vulnerable Sites in increasing their capacity and capability to be more self -sustaining.
- 5.5.5 The World Heritage UK Review has focussed primarily on the challenges associated with the management and operation of the UK WHSs since this needs to be the priority for change and improvement. Much of the rest of this Section provides an initial evidence base which demonstrates that World Heritage Sites have been and are increasingly underfunded. Since the availability of financial data across the 27 WHSs was variable, estimates have been made to ensure a reasonably consistent and complete picture across the Collection.

UK Central Government Investment in UK WHS Conservation and Management

- 5.5.6 The evolution of UK WHSs over 30 years and absence of an overall national strategy for WHSs has resulted in diverse funding streams for WHS management. At least 75% of WHSs are directly dependent on 'public' money spent by local authorities or central government heritage agencies for ongoing Site protection and management.
- 5.5.7 The scale of investment and support (both revenue and capital funding) is indicated on Table 14 estimates the UK Government support to the 27 UK Mainland and Adjacent Island WHSs for the 5 years between 2013 and 2018 and also for the individual year 2016/2017. The relatively small contribution by Historic England for the 19 English WHSs is notable as is the very significant contribution made by the HLF/NLHF.

National Lottery Heritage Fund Contribution

- 5.5.8 Over the last 5 years (2013-2018) the NLHF invested £116.8m in UK WHSs and their buffer zones – see Table 15. This is approximately only 5.6% of the £2 billion total grants value awarded by the NLHF to all heritage projects in the same period. Table 16 indicates the value of grants distributed to each of the UK World Heritage Sites. The Table also shows 75% of the £116.8m was for large projects grants of £2m+ - predominantly museums, archives, and collections within the WHSs. Apart from the initial resilience type funding, the NLHF do not generally support ongoing management costs.
- 5.5.9 Despite their national significance World Heritage Sites do not currently receive any preferential treatment with regard to NLHF funding and must openly compete alongside other heritage sites and places. As awareness of WHSs improves and their need for increased resources and upskilling becomes more apparent, a greater share of the national funding will be appropriate. The figures on Tables 15 and 16 show that the Sites have benefitted from NLHF grants in the past (primarily for physical conservation projects) mostly indirectly through a variety of projects in the Sites. In the future the Sites will doubtless continue to seek grant aid from the NLHF but will more significantly also require greater assistance to kick start and support management resilience and sustainability.

INSIGHT 20: Dedicated WHS Independent Charities Governance – Jurassic Coast Trust

Since inscription in 2001 the leadership and management of the Dorset and East Devon Coast WHS was primarily undertaken by Dorset and Devon County councils through the Jurassic Coast Trust (JCT). In October 2017 it was agreed by all stakeholders (ie Dorset and Devon County Councils, the JCT Trustees, the Jurassic Coast, DCMS, and Historic England) that the management function would be transferred to an independent charity also known as the Jurassic Coast Trust.

The funding situation within the Council was getting more difficult, and the JCT was growing its profile, so the reason to move was a combination of reduced public funding and increased opportunity through a charitable body. There was also increasing confusion between the role of the 'Trust' and the Council 'Team' which needed greater clarity. The HLF (as was) provided some resilience funding (£80k) to assist the transition.

The new JCT combined staff transferred from the Council and the existing JCT creating a team of approximately 5 full time equivalent staff including CEO, project manager, programme managers fundraising, earth sciences, learning and community development specialists, WHS coordinator, administrator, seasonal warden and publication assistant. The JCT CEO makes the strategic decisions, liaises with DCMS and overviews site management. The CEO also directs the team and shares the WHS Coordinator role with team members. The team is responsible for enabling the protection of the site by contesting threats, working with organisations to enable rescue and display of site fossils. Primary tasks are also to engage with people and organisations to improve experience and as custodians of OUV raise awareness of site value, ensure implementation of Management Plan (with physical site management primarily achieved by other agencies) and fundraising to sustain JCT in the future.

Following transition much of the first year was dominated by the successful development of a partnership with the Natural History Museum and local County Museum for the Dippy the dinosaur tour. One of the principal reasons given by the Natural History Museum for the decision to send Dippy to Dorset was that it was going 'back to its own time zone' on the Jurassic Coast. This was an outstanding opportunity to showcase the World Heritage Site and raise its profile.

All of the outreach work done during the tour was the Trust's responsibility. Apart from Dippy, the first year was involved in setting up systems, strategy, budgets, evaluating areas of work, undertaking research, developing content, developing membership packages and undertaking business as usual with respect to the WHS. Subsequent to this initial phase there has been a consolidation phase where the income generating schemes in place have been started to be rolled out and developed further. Some success has been achieved with a coastal communities fund bid for a volunteering programme.

The new JCT has budgeted costs of approximately £370k for 2018/19. Dorset and Devon County Council and other statutory sources provided significant revenue contributions which are expected to diminish on a sliding scale over 5 years. Without its own physical 'assets' the challenge for the JCT has been and will be creating non grant dependent revenue streams from non 'public' sources.

To date alternative fund raising initiatives have been based round personal/business membership, a benefactor scheme for high net worth individuals, a small publications business and a range of other donation based initiatives. JCT has also undertaken a range of consultancy projects.

The business partner scheme is the most established programme. There are now nearly 70 businesses who, for the main part, contribute £250 or £500 per year as a donation to the Trust. For that they get a number of optional benefits, but the emphasis is on the donation – caring for the Site. Within this there are 4-5 lead business partners who contribute £3,000+ each year.

The personal Membership scheme is new and has taken some time to grow. It is a competitive marketplace, and without a pay-barrier with which to offer concessions, identifying the JCT ‘USP’ has been difficult. The scheme is growing slowly and now includes over 200 members, despite the strong brand.

Since designation as a WHS, the JCT has been involved in creating a set of publications about the World Heritage Site, with an external party. In April 2018, the new JCT acquired in full the rights to these publications and now operate a small business within a business printing and selling these books, both wholesale, and retail through our online shop. Whiles this is a resource challenge it is showing a steady stream of revenue. This online shop and merchandise sales is an area in which has the potential for some significant growth.

The new independent JCT is still considered to be in a ‘consolidation’ period in terms of its future ‘sustainability’. Whilst there is an expectation that the Trust will continue to receive funds from local authorities, the contributions are on a downward taper and the gap that has to be made up before the Trust can grow is increasing.



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Table 14 UK Government Estimated Support/Investment for UK World Heritage Sites

Agency	Last 5 Years (2013-2018) £	Year 2016/2017 £ (unless stated)
Historic England (19 WHSs)	1,000,000 (5%) – (a)	645,220 (18.6%) – (b)/(c)
Cadw (3WHSs)	8,260,000 (43%) - (d)	540,750 (15.6%) – (e)
HES (5 WHSs)	10,000,000 (52%) – (f)	2,277,000 (65.8%) – (g)/(h)
Sub Total	19,260,000 (100%)	3,462,970 (100%)
NLHF Grants*		
England WHS	95,200,000	
Scotland WHS	20,200,000	
Wales WHS	1,400,000	
Sub Total	116,800,000 – (i), (j)	15,900,000 – (k)
TOTAL (27 Sites)	136,060,000 (=av £5.04m per site)	19,362,970 (=av £717k per site)

Notes:

Source: WH:UK Research/Interviews/Agency Documentation

Note: * NLHF Grant figures have been rounded to the nearest £100,000 – for detail see Table 16.

- a.) Ex £80m to English Heritage (EH) post establishment and previous EH grants.
- a.) Subdivided as 77% management/operations, 23% fabric.
- a.) 6.1% of total grant aid of £10.6m to wider heritage assets.
- a.) Subdivided as 7.6% revenue/management/operations, 92.4% capital/fabric.
- a.) 21% of total grant aid of £2.6m to wider heritage assets.
- a.) Subdivided a figures for 2017/2018 not available so a figure of £2m per site assumed ie £2m x 5 sites = £10m.
- a.) Subdivided as 25% revenue/management/operations, 75% capital/fabric.
- a.) 5% of total grant aid of £45.5m to wider heritage assets..
- a.) HLF/NLHF share of total support is 90%.
- a.) 5.8% of total HLF/NLHF grants of £2 billion to wider heritage sector.
- a.) 3.4% of total HLF/NLHF UK grant aid £465m to wider heritage sector.

Table 15 NLHF Grant Funding to UK World Heritage Sites and Buffer Zones 2013/14 -2017/18 by Region and Type

Grant Funding to UK WHSs by Region		
England	£95.2m	(81.5%)
Scotland	£20.2m	(17.3%)
Wales	£1.4m	(1.2%)
TOTAL	£116.8m	(100%)
Grant Funding Proportion to UK WHSs by Type		
Historic Buildings/Land	£58.2m	(49.8%)
Museum/Archives/Collections	£54.7m	(46.8%)
Community Projects	£1.6m	(1.4%)
Intangible Projects	£2.3m	(2.0%)
TOTAL	£116.8m	(100%)

Source: NLHF

Note: Figures have been rounded to the nearest £100,000 – for detail see Table 16.

Table 16 NLHF Grants to UK World Heritage Sites and Buffer Zones in 5 Year Period 2013/14 – 2017/18

Site	Grant Total	Project Grants of £2m+
ENGLAND		
Blenheim Palace	-	
Canterbury Cathedral & Associated Sites	13,800,000	Canterbury Journey VC £13m
City of Bath	18,356,000	Bath Abbey Footprint £11m WHS Archway £3m Sydney Gardens £3m
Cornwall and West Devon Mining Landscape	19,219,000	Kresen Kernow Archive £12m Luxulyan Valley Legacy £3m
Derwent Valley Mills	9,791,000	Derby Silk Mill £9m
Dorset & East Devon Coast	-	
Durham Castle and Cathedral	1,128,500	
Frontiers of the Roman Empire, Hadrian's Wall	2,236,900	
Ironbridge Gorge	1,520,000	
Liverpool Maritime Mercantile City	1,931,300	
Maritime Greenwich	26,360,100	Painted Hall Project £3m Endeavour Gallery £5m Painting Acquisition £7m Painting Acquisition £3m Greenwich Park £5m
Palace of Westminster & Associated Sites	-	
Royal Botanic Gardens, Kew	-	
Saltaire	567,900	
Stonehenge, Avebury & Associated Sites	63,400	
Studley Royal Park including the Ruins of Fountains Abbey	62,700	
The English Lake District	130,000	
Tower of London	-	
ENGLAND TOTAL	95,166,800	81.4%
NORTHERN IRELAND		
Giants Causeway and Causeway Coast	-	
NORTHERN IRELAND TOTAL	-	
SCOTLAND		
Frontiers of the Roman Empire, Antonine Wall	54,800	
Heart of Neolithic Orkney	3,558,800	Native Wildlife Project £3.5m
New Lanark	1,797,800	
Old and New Towns of Edinburgh	14,784,900	Monarch of the Glen Acquisition £2.7m Scottish National Gallery Project £4.9m
The Forth Bridge	-	

Table 16 cont...

Site	Grant Total	Project Grants of £2m+
SCOTLAND TOTAL	20,196,300	17.3%
WALES		
Blaenavon Industrial Landscape	1,273,800	
Castles and Town Walls of King Edward in Gwynedd	99,600	
Pontcysyllte Aqueduct and Canal	55,000	
WALES TOTAL	1,428,400	1.3%
TOTALS UK		
England	95,166,800	81.4%
Scotland	20,196,300	17.3%
Wales	1,428,400	1.3%
UK TOTAL	116,791,500	100%

Source: NLHF

The Local Costs of WHS Management in the UK

- 5.5.10 Table 17 summarises the estimated annual costs of management in UK WHSs (2018). It indicates that the approximate and current expenditure or revenue cost of managing and operating the UK WHS Collection is in the order of £4.0m. The cost is borne by a mix of organisations. Tables 18 and 19 detail the estimated cost of the existing limited staffing, associated overheads for employing organisations, and the budget allocated to local managers/Coordinators for WHS projects, promotion, outreach etc. The small scale and inadequacy of most of these operations budgets for direct use by Coordinators is notable. During the Review interviews Coordinators at the local authority led and public partnership sites in particular reported that such limited budgets significantly reduced their ability to expand WHS promotion and outreach. The larger expenditure and budgets shown for the WHS managed as Trusts reflects the ability of some of these to balance cost and revenue in these larger organisations (eg New Lanark).

A Comparison with UK National Park Funding

- 5.5.11 Table 20 is a comparison of approximate annual government funding of UK WHSs and National Parks. It makes a simple point that the UK World Heritage Sites Collection of international significance is significantly underfunded in relation to the central Government funding of National Parks. A more detailed analysis would highlight some overlaps and other inconsistencies but the quantum of difference in commitment at the strategic level is clear. As has been considered earlier in this Review, awareness of WHSs and their values is currently low at all levels. Unlike the National Parks there is no national legislation underpinning the need for support and funding for them.

Investment in WHS Conservation and Capital Projects

- 5.5.12 Some of the UK WHSs have benefitted significantly in the past from regional development funding packages. The Cornish Mining and Blaenavon WHSs attracted £100m and £50m of investment respectively between 2007 and 2017 for capital and conservation works in the WHS. Similar patterns were reported at other Sites and, as indicated earlier, grant aid by the HLF/NLHF and other match funding packages and indirect funding sources have continued to be sought by local WHS Coordinators. There is however only limited data available to strip out specific investment in the WHSs across the UK. The Review reveals variability in the capability for bidding for grant aid across the WHS Collection particularly in the last 5 years. There has been an increasing need for WHS Coordinators to pitch for funds for WHS projects as part of larger infrastructure or other bids (see Insight 21).

Table 17 Summary of Estimated Annual Cost of Management and Operation in UK World Heritage Sites (2018)

	No of WHSs	Estimated Cost of WHS Management (£)	%	Cost Average Per Site
England	18	2,331,140	58.6	129,508
Scotland	6	1,293,800	32.5	215,633
Wales	3	217,600	5.5	72,533
Northern Ireland	1	135,000	3.4	135,000
Total UK	28	3,977,540	100	142,055

Source: WH:UK Research; Review Interviews

Note: Estimated Cost of WHS Management refers only to WHS Coordinator and related staff, their estimated overhead, and operation budget allocated to Coordinators.

Table 18 Estimated Annual Costs of World Heritage Site Management and Operation by Site and Management Type (2018)

Governance Type/Site	No. in WHS Team (FTE)	WHS Coordinator /Team Cost (£) (a)	Estimated Coordinator/ Team Overhead (£) (b)	Other WHS Coordinator Operation Budget (£) (c)	Estimated Total Management Cost (£)
A Local Authority Led WHS					
Blaenavon Industrial Landscape	1	35,000	24,500	5,000	64,500
City of Bath	1	48,000	33,600	108,000	189,600
Cornwall and West Devon Mining Landscape	5	165,000	115,500	105,000	385,500
Derwent Valley Mills	2	108,500	75,950	25,000	209,450
Liverpool-Maritime Mercantile City	1	42,000	29,400	-	71,400
Palace of Westminster & Associated Sites	1	45,000	(31,500)	(5,000)	(81,500)
Pontcysyllte Aqueduct & Canal	1	33,000	23,100	2,000	58,100
Saltaire	1	38,700	27,090	5,000	70,790
Sub Total		515,200	360,640	255,000	1,130,840
B Mixed WHS Public Partnerships					
Canterbury Cathedral & Associated Sites	1	(42,000)	(29,400)	(5,000)	(76,400)
Durham Castle and Cathedral	1	40,000	28,000	3,000	71,000
Frontiers of the Roman Empire, Antonine Wall	1	42,000	24,500	60,500	127,000
Frontiers of the Roman Empire, Hadrian's Wall	1	33,000	23,100	34,900	91,000
Stonehenge, Avebury and Associated Sites	2	70,000	49,000	5,000	124,000
The English Lake District	2	90,000	63,000	20,000	173,000
The Forth Bridge	1	(42,000)	(29,400)	(5,000)	(76,400)
Sub Total		359,000	246,400	133,400	738,800
C Central Government Trusts and Organisations					
Castles and Town Walls of King Edward in Gwynedd	1	50,000	(35,000)	(10,000)	(95,000)
Heart of Neolithic Orkney	1	(42,000)	(31,500)	(6,500)	(80,000)
Maritime Greenwich	1	25,000	17,500	-	42,500
Royal Botanic Gardens, Kew	1	35,000	(24,500)	(5,000)	(64,500)
Tower of London	1	35,000	(24,500)	(5,000)	(64,500)
Sub Total		187,000	133,000	26,500	346,500
D National Trusts					
Giant's Causeway and Causeway Coast	1	50,000	35,000	50,000	135,000
St Kilda	1	(42,000)	(29,400)	(5,000)	(76,400)
Studley Royal Park inc the Ruins of Fountains Abbey	1	40,000	28,000	10,000	78,000
Sub Total		132,000	92,400	65,000	289,400

Table 18 cont...

Governance Type/Site	No. in WHS Team (FTE)	WHS Coordinator /Team Cost (£) (a)	Estimated Coordinator/ Team Overhead (£) (b)	Other WHS Coordinator Operation Budget (£) (c)	Estimated Total Management Cost (£)
E Independent Charitable Trusts					
Blenheim Palace	1	40,000	28,000	(10,000)	(78,000)
Ironbridge Gorge	1	50,000	35,000	20,000	105,000
Sub Total		90,000	63,000	30,000	183,000
F Dedicated WHS Trusts					
Dorset and East Devon Coast	6	240,000	25,000	90,000	355,000
New Lanark	6	240,000	168,000	20,000	428,000
Old and New Towns of Edinburgh	11	458,000	22,000	33,000	513,000
Sub Total		938,000	215,000	143,000	1,296,000
TOTAL ALL TYPES		2,221,200	1,110,440	652,900	3,984,540

Source: WH:UK Research and Analysis; Review Interviews

Notes:

- > Excludes WHSs in British Overseas Territories;
- > Assumes separate costs for 2 Locations (Hadrian's Wall and Antonine Wall in Frontiers of Roman Empire WHS;
- > Bracketed figures denote data not available and so estimates made.
- > Key Notations:

- a.) Salaries and oncost of WHS Coordinators/Team but not staff operating on Sites
- a.) Overhead estimated as Salary of Coordinator/Associated Staff x 70% unless otherwise stated.
- a.) Budget identified as allocated and available to Coordinator/Local Manager/Team for direct WHS projects and promotion.

Table 19 Summary of Estimated Annual Costs of World Heritage Site Management by Governance Type (2018)

Governance Type/Site	No. of Sites	Coordinator/ Team Cost (£)	Coordinator/ Team Estimated Overhead (£)	Other WHS Operation Budget (£)	Estimated Total Management Operation Cost (£)	% of Total Cost
A Local Authority Led WHS	8	515,200	360,640	255,000	1,130,840	28.4
B Mixed WHS Public Partnerships	7	359,000	246,400	133,400	738,800	18.5
C Central Government Trusts and Organisations	5	187,000	133,000	26,500	346,500	8.7
D National Trusts	3	132,000	92,400	65,000	289,400	7.3
E Independent Charitable Trusts	2	90,000	63,000	30,000	183,000	4.6
F Dedicated WHS Trusts	3	938,000	215,000	143,000	1,296,000	32.5
TOTAL ALL TYPES	28	2,221,200	1,110,440	652,900	3,984,540	100

Source: WH:UK Research Analysis; Review Interviews

Notes:

- > Excludes WHSs in British Overseas Territories;
- > Assumes separate costs for 2 Locations (Hadrian's Wall and Antonine Wall in Frontiers of Roman Empire WHS);
- > See Notes to Table 18.

Table 20 Comparison of Approximate Annual Government Funding of UK World Heritage Sites and National Parks (2016-2017)

UK World Heritage Sites (27 Sites)	
Current Allocation/Expense of Managing/Operating all WHSs (see Table 17)	£4.0m
Central UK Government Grant Funding to WHS (see Table 14)	
> Historic England	£0.65m
> Cadw	£0.54m
> Historic Environment Scotland	£2.30m
> Sub Total	£3.49m
HLF Grants to WHS (see Table 14)	£15.90m
TOTAL	£19.39m
UK National Parks (15 Sites)	
> English Parks (10)	£44.80m
> Scottish Parks (2)	£11.80m
> Welsh Parks (3)	£13.90m
TOTAL	£70.50m

Source: WH:UK Research and Analysis; National Agency Annual Reports/Interviews; HLF/NLHF; National Park Annual Reports
Note: Figures rounded to the nearest £10k

5.5.13 The changing and reduced levels of investment funding and subsequent emergence of vulnerability in this respect can however be seen in an example from Derwent Valley Mills WHS, a local authority led WHS (see Table 21). This table reveals:

- The WHS received £13.2m in grant funding for various projects between 2013 and 2018.
- The majority of the project costs were shared, averaged over the period, between Derbyshire County Council and Partners (35.1%), HLF (39.7% and Central Government Agencies (20.6%).
- In the year 2017/2018, of the £1.8m attracted in grants, only 0.24% was contributed by the local authority (a 35% reduction) with the HLF contributing 80.8% of the funding.
- Without alternative funding sources in the future there is likely to be an over dependence on NLHF funding for conservation capital works and it will be challenging to find local match funding for this and other sources.
- The Table also indicates the efforts put in by the local WHS Coordinators between 2016 and 2018 to successfully attract increased funding from business, UK foundations, and other Trusts amounting over 2 years to £527,000. As indicated in Section 5.3 the capacity and upskilling of local WHS teams is needed here and at other publicly managed Sites if such alternative funding sources are to be fully realised.

5.6 Disconnection of World Heritage Site Promotion and Tourism

Overview

- 5.6.1 Since 2013 UNESCO's World Heritage Centre has been promoting the principles of sustainable tourism, balancing the primacy of World Heritage Conservation and quality of visitor experience with economic and other benefits for tourism and urban regeneration.
- 5.6.2 The UK's collection of World Heritage Sites is potentially a nationally significant resource for developing UK tourism and a major asset for UK Soft Power, cultural strength and international standing. This potential has yet to be embraced fully by UK Government.
- 5.6.3 Heritage tourism in the UK has experienced exceptional growth in the last 5 years and is forecast to grow further. As indicated earlier, awareness of the UK's World Heritage Sites values and their global brand is relatively low both nationally and locally. At a national level despite both cultural heritage and tourism being within the remit of the Department of Culture, Digital, Media and Sports (DCMS) and its relevant agencies (eg in particular Historic England and Visit Britain) there is an absence of an integrated strategy for the promotion of the WHS Collection as a product and brand for tourism markets. Visit Britain and many local destination marketing organisations focus their WHS marketing on the 'iconic' destinations that are also inscribed as World Heritage Sites. At these tourist destinations WHS's currently have a role as an 'ingredient brand' ie a relatively minor contribution to the strengthening of the attraction.

- 5.6.4 The Review reveals that there continues to be a shortage of robust and consistent data on the levels of awareness of WHSs by visitors (see also Section 5.2) and also the profiles, choices and patterns of visits to WHSs by both domestic and international visitors.
- 5.6.5 There is also only limited socio economic data on the up to date contributions that UK World Heritage Sites make to local tourism economies. Previous overview studies undertaken over 10 years ago (also using limited data) considered that the financial benefits of WHSs on local economies was relatively small. Table 22 attempts to summarise data drawn from the Review on the contribution that WHSs make to local economies. The paucity of data on the Table illustrates the need for more robust and consistent information. The limited available figures shown on Table 22 for a few of the less well known WHSs or ‘hidden gems’ suggest that there are contributions albeit relatively modest. It remains the case however that it is still challenging to attribute such benefits directly to WHS status.

UNESCO and Sustainable Tourism

- 5.6.6 Since 2013 the UNESCO World Heritage and Sustainable Tourism Programme has encouraged a new approach to WHS planning and conservation in which WHS and tourism stakeholders more proactively share the responsibility for conservation of our cultural and natural heritage. The Mission of the World Heritage and Sustainable Tourism Programme is to:

“Facilitate the management and development of sustainable tourism at World Heritage properties through fostering increased awareness, capacity and balanced participation of all stakeholders in order to protect the properties and their Outstanding Universal Value whilst ensuring that tourism delivers benefits for conservation of the properties’ sustainable development for local communities as well as a quality experience for visitors.”

Whilst the Programme is targeted at all WHS State Parties world-wide, and in particular at countries with newly developing tourism economies, the principles of tourism contributing to more sustainable management of WHSs and realising the opportunities of WHSs contributing to local tourism economies is equally applicable to the UK.

- 5.6.7 The diversity of UK WHSs, the large number of organisations involved in WHS management; the fragmentation of responsibilities and interests involved in the UK world heritage tourism sectors (see Section 4.1); the limited dialogue between the key stakeholders; and, most significantly, the low awareness of the UK WHS Collection and its potential as tourism assets to date has made the application and realisation of the UNESCO principles in practical terms a challenge for most UK sites.
- 5.6.8 UNESCO’s Sustainability Programme is also concerned globally with the actual and potential adverse impacts arising from the rapid growth of tourism, excessive visitor numbers and drive for revenue at some World Heritage Sites – such impacts include social dislocation, physical degradation of heritage assets and outstanding universal values (cultural and ecological), economic dependence and reduction in quality of visitor experience. Issues such as these are regularly reported in the press for global WHS tourism ‘hotspots’ such as Venice, Machu Pichu, Galapagos Islands and many others.

INSIGHT 21: World Heritage Site Benefits from Related Funding – Saltaire WHS

A key role for WHS Coordinators and Managers is the increasing need to seek, support and pitch for funds for WHS projects as part of large capital and infrastructure programmes.

Bradford Council's District Plan sets out ambitions for Bradford and specify what their priority areas of work and funding needs will be for 2016 to 2020

- Better skills, more good jobs and a growing economy
- Decent homes that people can afford to live in
- A great start and good schools for all our children
- Better health, better lives
- Safe, clean and active communities
- A well-run council, using all our resources to deliver our priorities

As an integral part of the above any funding priorities to also ensure the protection, management and enhancement of the Saltaire World Heritage Site and that Policy EN3: Historic Environment of the Core Strategy for Bradford (adopted 2017) will be supported. The funding will make an important contribution to the Objectives of the Saltaire World Heritage Site Management Plan.

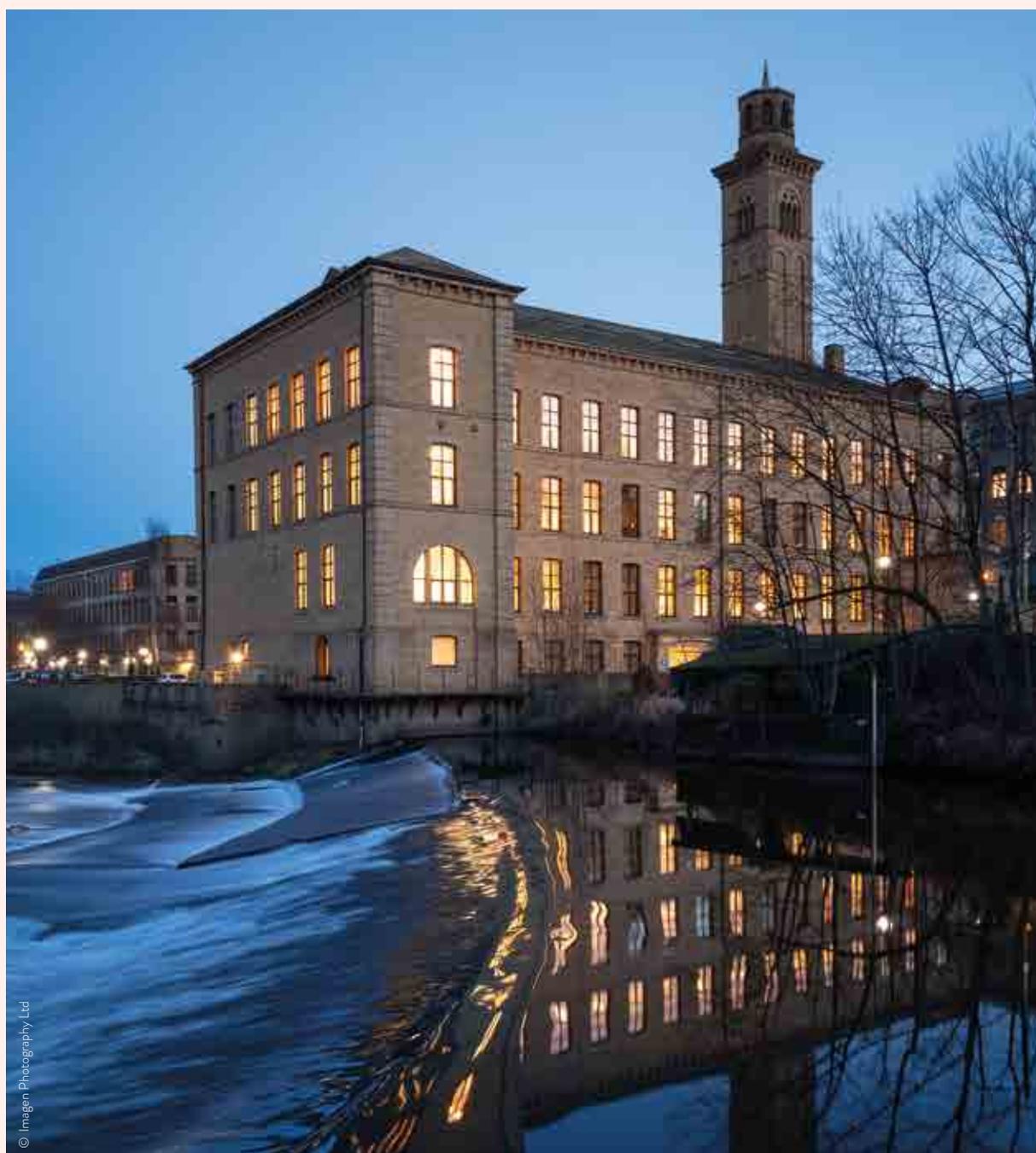
A range of recent funded projects that have contributed to capital improvements and other benefits to the WHS include the following:

- *West Yorkshire Local Transport Plan*
 - Objective: enhance the quality of life of people living in, working in and visiting Saltaire;
 - £150k secured for period 2017 – 2019;
 - WHS projects included historic paving enhancement works; sustainable travel plan.
- *Nature Trail Project – Pocket Park (MHCLG) and Other Source Funding*
 - Objective: improve walking facilities and neighbourhood connectivity;
 - £45k;
 - WHS projects include R Aire bankside wildflower meadow and interpretation.
- *Bradley to Shipley Canal Road Corridor – Transport Scheme*
 - Objective: benefits for commuters travelling via train, car, on foot or bike and WHS visitors since corridor is one of main gateways to WHS;
 - £42m completed by 2023;
 - Perceived to contribute to enhancement of WHS community resilience.

➤ *Shipley and Canal Road Linear Park*

- Objective: blue/green infrastructure scheme to improve connectivity of Bradford, Shipley, Saltaire;
- ERDF Funding (50% match) £1.1m – complete by 2023;
- Benefits to WHS include significant public realm improvement.

The direct funding benefits to Saltaire World Heritage Site from the above totals approximately £180,000 over several years. Many of these funding schemes are interrelated and it is estimated that there are indirect benefits for Saltaire World Heritage Site of between 1.5% minimum with approximately at least an extra £500,000 over a similar period.



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Table 21 Grant Funding for Capital Investment in Local Authority Led Sample World Heritage Site (Derwent Valley Mills WHS)

> Over Last 5 Years

Funding Source	Period					Total (£)	%
	13/14 (£)	14/15 (£)	15/16 (£)	16/17 (£)	17/18 (£)		
Central Government	29,000	-	7,000	-	-	36,000	0.3
Local Authority/ Partners	988,000	-	-	3,650,000	4,500	4,642,500	35.2
NLHF	1,770,000	21,000	1,860,000	110,000	1,480,000	5,241,000	39.7
National Agencies	29,500	52,000	60,000	2,585,000	-	2,726,500	20.6
Business/UK Foundations/ Trusts	9,500	23,000	-	180,000	347,000	559,500	4.2
EU External	-	-	-	-	-	-	-
TOTAL	2,826,000	96,000	1,927,000	6,525,000	1,831,500	£13,205,500	100.0

> Comparison of Last 5 Years to Year Period 17/18

Funding Source	13/14 to 17/18 Total % of £13,205,500	17/18 total % of £1,831,500
Central Government	0.3	-
Local Authority/Partners	35.2	0.25
NLHF	39.7	80.81
National Agencies	20.6	-
Business/Foundation/Trusts	4.2	18.94
EU/External	-	-

Source: Derbyshire County Council

Table 22 Estimated Annual Contributions of World Heritage Sites to Local Tourism Economies

Site Name	Iconic Destination	Annual Visitor Numbers (2018)	Overall Contribution of Tourism to Local Economy	Source	Estimated Contribution of WHS to Local Economy (Visitor Expenditure)	Source	Destination Management Organisation	WHS/DMO Link – Strong/Limited
Blaenavon Industrial Landscape		200k	Not Available	-	£19m	STEAM 2015	Visit Wales	L
Blenheim Palace	✓	920k	?		£89.2m	2017 Economic Impact Report	Experience Oxfordshire	S
Canterbury Cathedral & Associated Sites	✓	875k	£490m	STEAM 2016	Not Available	-	Visit Canterbury/ Choose Canterbury	L
Castles and Town Walls of King Edward in Gwynedd		580k	Not Available	-	£8m	Cadw	Visit Wales	L
City of Bath	✓	4.5m	£405m	Bath & NE Somerset Co/ STEAM 2017	Not Available	-	Bath Tourism/Visit Bath	S
Cornwall and West Devon Mining Landscape		1m	Not Available	-	Not Available	-	Visit Cornwall/ Cornwall 365	S
Derwent Valley Mills		570k	Not Available	-	£14.0m	Derbyshire Co Co 2018	Visit Peak District/Visit Derby	L
Dorset and East Devon Coast		15m	Not Available	-	£111m	2015 Economic Impact Study	Visit Dorset/Visit Devon	L
Durham Castle and Cathedral	✓	720k	191m	Visit Co Durham	Not Available	-	Visit Co Durham	L
Frontiers of the Roman Empire, Antonine Wall		100k	Not Available	-	£3m	Socio Economic Study 2015	Visit Scotland	L
Frontiers of the Roman Empire, Hadrian's Wall	✓	2m	£2.6bn	STEAM 2016	£716m	STEAM 2016	Go NE/Hadrian's Wall Partnership	L
Giant's Causeway and Causeway Coast	✓	1m	Not Available	-	£100m	National Trust	Discover Northern Ireland	S
Heart of Neolithic Orkney		250k	£37.4m	Visitor Survey 2017	Not Available	-	Visit Scotland	S
Ironbridge Gorge		1m	Not Available	-	£20m-£25m	Destination Socio Economic Study 2016 (?)	Telford Tourism Partnership/ Local Enterprise Partnership	S
Liverpool-Maritime Mercantile City		1.8m	£2.9 bn	STEAM	£285m	Liverpool City Co	Visit Liverpool/Culture Liverpool	L
Maritime Greenwich	✓	2.6m	£750m	Greenwich Foundation/ Visit Greenwich 2018	Not Available	-	Visit Greenwich/Visit London	S
New Lanark		300k	Not Available	-	£8m	New Lanark Trust	Visit Scotland	S
Old and New Towns of Edinburgh	✓	4m	Not Available	-	Not Available	-	Visit Scotland/ETAG/ Scottish Enterprise	L
Palace of Westminster & Associated Sites	✓	1.5m	Not Available	-	Not Available	-	Visit London	S

Site Name	Iconic Destination	Annual Visitor Numbers (2018)	Overall Contribution of Tourism to Local Economy	Source	Estimated Contribution of WHS to Local Economy (Visitor Expenditure)	Source	Destination Management Organisation	WHS/DMO Link – Strong/Limited
Pontcysyllte Aqueduct and Canal		300k	£590.9m	STEAM	Not Available	-	Visit Wales/This is Wrexham	L
Royal Botanic Gardens, Kew	✓	1.8m	Not Available	-	Not Available	-	Visit London	S
Saltaire		350k	Not Available	-	£6.1m	2017 Visitor Survey	Visit Bradford	L
St Kilda		4k (2009)	Not Available	-	Not Available	-		
Stonehenge, Avebury and Associated Sites	✓	1.5m	£1.5 bn	Wilts Co Co	Not Available	-	Visit Britain/Visit Wiltshire	S
Studley Royal Park including the Ruins of Fountains Abbey		420k	Not Available	-	Not Available	National Trust	Visit York/Visit Harrogate	S
The English Lake District	✓	15m	Not Available	-	Not Available	-	Cumbria Tourism	S
The Forth Bridge		100k	Not Available	-	Not Available	-	Visit Scotland	L
Tower of London	✓	2.8m	Not Available	-	Not Available	-	Visit London	S

- 5.6.9 In the UK 6 of the 27 WHSs have 2 million or more visitors a year (eg Bath, Greenwich, Tower of London etc) and a further 5 of the Sites have over 1 million visitors a year (see Table 2). For the most part these are the group of WHSs that were established ‘iconic’ visitor destinations prior to being inscribed as WHSs. In all cases the WHS Management Plans flag up the potential adverse impact of visitor numbers growth in relation to the ‘carrying capacity’ of the Site. This is not easily defined and therefore is generally not addressed beyond policy and is variable according to Site characteristics, numbers and seasonality of tourists (eg the ‘culturally curious’ as opposed to the cruise ship guided tours). Carrying capacity is also difficult to assess accurately for the larger WHS landscapes and townscapes which are open and have free access.
- 5.6.10 Most UK WHS Management Plans include analysis and strategic objectives relating to visitor management. These promote balancing the primacy of WHS conservation and quality of visitor experience with the benefits of tourism for local economies.
- 5.6.11 Most of the 50% of less well known WHSs would welcome increased tourist numbers and the associated revenue as income for the Sites themselves as well as for the wider local economy. Here sustainability is more about how the tourism destination marketing organisations and financially driven local enterprise partnerships could better engage more closely with the WHS and its stakeholders to realise the potential of WHSs as tourism assets and products for the benefit of both.
- 5.6.12 At the other 50% of Sites ie the ‘iconic’ WHSs, the UNESCO sustainability principles and call for ‘balance’ are less readily applied when ‘business’ targets for increased revenue from visitors is the key financial priority.
- 5.6.13 As a consequence of rapidly growing visitor numbers at some ‘iconic’ UK WHSs growing concern was reported at Review interviews about the impact of tourism growth on Site capacity and OUV. These included Stonehenge, Bath, Giant’s Causeway, Heart of Neolithic Orkney and Edinburgh. There is currently limited WHS related research and evidence to guide such planning. However, at both the Giant’s Causeway and Heart of Neolithic Orkney, recent innovative comprehensive studies to address this issue are being undertaken (see Insights 22 and 23).

Contribution of WHSs to Local Tourism Economy

- 5.6.14 Heritage tourism has experienced exceptional growth in the UK and is forecast to further increase. Visit Britain figures show that 7 out of the top most paid visitor attractions in England in 2017 were heritage destinations. Of these 5 were part of or wholly “iconic” World Heritage Sites including Tower of London, Stonehenge, Westminster Abbey, Kew Gardens and the Roman Baths and Pump Rooms at Bath – each with well over a million visitors per year. As Table 22 indicates, it is estimated that the 27 UK Mainland and Adjacent Islands World Heritage Sites in the UK receive some 60 million visitors per year. The majority of these visitors go to the 12 UK World Heritage Sites that are also established tourist attractions and destinations (see Figure 14).
- 5.6.15 As Table 22 shows, data for estimating the contribution that World Heritage Sites make to visitor spend in local tourism economies is variable, incomplete and needs further research and validation. However, anecdotal and limited data suggests that it would not be unreasonable to assume that on average the 15 less well known WHSs could be contributing annually at least £6m each to the local economies or perhaps a total of £90 million per annum. In reality, the ‘iconic’ WHS are likely to be annually contributing a much greater proportion to local tourism economies than the above. However, figures for this are not consistently available but the available contributions noted on Table 22 for Hadrian’s Wall (£761m pa), the Giant’s Causeway (£100m pa) and Blenheim (£89.2m pa) give some indication of the possible quantum.

Potential of UK World Heritage Sites as Soft Power Assets

- 5.6.16 Section 2.2 has summarised the UK Government’s Soft Power Strategy. The wide distribution and diversity of the content of the UK WHS Collection is a distinct and powerful brand for international tourism and can easily tell our ‘island story’ and be a significant asset for the further development of UK Soft Power.
- 5.6.17 A large part of the UK World Heritage Site Collection revolves around Sites which reflect pre industrial town and landscape planning (such as Blaenavon, Liverpool, Derwent Valley and Pontcysyllte), and Sites related to the environmental mitigation of the worst effects of the Industrial Revolution, often through town planning and the creation of model communities (such as New Lanark and Saltaire) Both the 17th century and 18th century preindustrial and industrial revolution related Sites resonate with Britain’s emerging and mature role as a great power and shaper of world events, especially through the empire, the export of the industrial revolution, and the export of new ideas for town planning, green spaces and environmental management. These are assets of global rather than national significance. As noted by the British Council in the House of Lords Select Committee on Soft Power and UK’s influence Report of Session (2013-2014), British universities and the BBC World Service are significant because they are indeed global rather than simply British institutions.
- 5.6.18 The above Sites are of central importance to Britain’s island story, to its historic role as a maritime power and thus to the emergence of the central features of its political culture: liberty, the rule of law and inclusive politics. Equally they are of immense significance to the rest of the developed and developing world, as it struggles with the environmental and social consequences of an industrial revolution which has now spread to so many corners of the globe. Britain has passed through the first industrial revolution and learned much about how to mitigate its worst side effects and just as important how to plan for and cope with industrial contraction and decline.
- 5.6.19 It follows that with greater promotion and development of resources the Collection of Sites could tell a range of positive stories about change, idealism and regeneration having global impact. The House of Lords Select Committee Report on Soft Power stressed the need for a consistent and coherent narrative for building up soft power assets and influence. The WHS Collection is a ready-made narrative. The Sites could assume centre stage with British environmentalists, architects and designers – in universities, the public and private sectors – introducing the rest of the world to the story, not through coarse state intervention but through relationship building led by dispersed initiative. The effective telling of these national stories in England, Scotland, Wales and Northern Ireland, could also be an important component in rebuilding national social cohesion, a quality and need which has been brought into focus by recent events.
- 5.6.20 Other Sections have set out the challenges and opportunities facing our World Heritage Sites in relation to low awareness and profile, lack of management capacity, overcomplicated governance, and restricted funding. Addressing and repairing these shortcomings both nationally and locally and a much wider range of benefits could begin to emerge. If soft power is indeed best shaped and transmitted from independent institutions, using world brands, networks and key resources that draw countries closer together, as the House of Lords Committee Report accepted, then the UK World Heritage Sites – managed variously by charities, private owners, local authorities and others – are simply opportunities in waiting.

INSIGHT 22: Impact of Tourism at World Heritage Sites – Giants Causeway and Causeway Coast WHS

The National Trust owns and manages the Giant's Causeway and Causeway Coast WHS (239.4 hectares). The Giant's Causeway is a key driver and a premier attraction for tourism in Northern Ireland. The Causeway currently welcomes over a million visitors pa to the WHS with a further 430,000 to Carrick-a-Rede, a short distance along the coast. The WHS Visitor Centre opened in 2012 as a gateway for the WHS and visitor numbers to the Site have increased dramatically since then. The key issue for management of the Site is now the impact of these large visitor numbers on the Site, and the local community.

There is a critical need to identify capacities to effectively manage visitor numbers, behaviour and the surrounding landscape. The National Trust, in accordance with UNESCO aims, is seeking to sustainably manage visitor numbers and expectations commensurate with an internationally important natural heritage site. Within the framework of responsible tourism the National Trust wishes to find the right balance for managing and conserving the Site and landscape while ensuring the visitor access journey and experience is undertaken in a long term and sustainable way – ie the Fit for the Future Programme.

Within the Programme the Trust commissioned The Sustainability Project. The project examines, in detail, the physical spaces and visitor interactions with them including wider access to the sites, the experiential aspects – what the visitor psychology and expectations were prior to, during and post arrival, the impacts growth has had on the ecology and environment, and what the local communities see as their capacities for tourism; socially, culturally, economically and spatially. This is what makes the project ground breaking; the analysis of these 'lenses' as distinct areas of study, but their interconnectivity when modelling potential interventions. In other words, any action must take account of all the above, rather than simply fixing a problem by focusing on it in silo.

In summary, the outcome of the research will be to ascertain evidence based benchmarks and baseline levels for visitor capacities across the Causeway portfolio. It will provide recommendations and options for future-proofing the sites, against the backdrop of year on year visitor number growth since the opening of the new Visitor Centre in 2012 at the Giant's Causeway and increased popularity of the Carrick-a-Rede rope bridge experience, juxtaposed against what level potentially limiting or reducing visitor numbers may be required.

Following data collection and analysis of the work in early 2019 – 'scenario modelling' for the next 5-20 years is currently underway and the study is due from completion in January 2020. A range of innovative analysis methods such as visitor flows and heat mapping have been used in the study and it is hoped that such methodologies developed may be useful for other World Heritage Sites.



INSIGHT 23: Impact of Tourism at World Heritage Sites – Heart of Neolithic Orkney WHS Masterplan

The Heart of Neolithic Orkney WHS was inscribed in 1999. The Site is made up of a series of domestic and ritual prehistoric monuments set in a wider open and 'wild' landscape. The monuments are located in 2 separate areas surrounded by WHS buffer zones (see map).

In the 20 years since inscription the popularity of Orkney and the Sites as a tourist destination has grown and visitor numbers to various parts of the WHS have increased exponentially in the last few years now reaching 200,000-300,000. This is driven particularly by the cruise ship market and coach excursion day tours and can result at peak time in 3,500 visitors per day to some of the most popular sites. The unchecked increase in visitor numbers, the lack of adequate visitor infrastructure, the physical damage from footfall to the environment at some of the sites (Ring of Brodgar) and significant reduction in the visitor experience of sense of place are some of the key issues for future management of the WHS and for tourism in Orkney more widely.

In recognition of these challenges the key stakeholders and partners (Orkney Island Council/Historic Environment Scotland/Highlands and Islands Enterprise Board) commissioned and undertook an issues analysis, feasibility study and the development of a concept masterplan for the WHS during 2017/2018. The aim of the project was to provide innovative ideas for a visitor experience that would make the most of the unique individual sites within the WHS, the landscapes in which they sit, the linkages with the rest of Orkney (physically and culturally), and the use of latest interpretation technology. It was also aimed at addressing the infrastructure challenges generated by the ongoing surge in visitor numbers to Orkney and the opportunities from research and academic sectors.

The Orkney Gateway project (masterplan) takes a holistic and interdisciplinary view of the WHS and its role in the future of Orkney tourism. In accordance with the WHS Management Plan the Gateway proposals are designed to support the long term conservation and presentation of WHS and its OUV, sustain the sense of wildness associated with the context of the monument groups, encourage visitors to explore more widely and develop a deeper sense of engagement.

The plan promotes a landscape led visitor offer which will encourage exploration supported by local facilities for independent visitors/small groups. The proposition includes improving visitor orientation, a coach parking permit system to manage peak trade demand, and new visitor infrastructure at the sites linked to a network of routes through the landscape with interpretation and wayfinding. The plan integrates and illustrates the inspirations and concepts for five principal components ie

- A new and iconic Museum of the Islands in Kirkwall – introducing the heritage and landscape of the islands and the WHS, a home for collections, and gateway for visitors to the islands (Budget cost estimate £14.7m).
- A refurbishment of the existing Visitor Centre facilities and interpretation refreshment at Skara Brae (Budget cost estimate £2.8m).
- A improved visitor experience at the Brodgar, Stenness and Maeshowe Sites – including new orientation centre, improved parking and access, explorer footpaths and active travel networks, improved landscape and its interpretation. (Budget cost estimate £5/6m.)
- A Strategy for Island Wide Attraction Investment – including a programme of priorities for upgrading and improving the tourism infrastructure at other natural and cultural heritage sites beyond the WHS to diversify and spread the visitor offer.

The concept master plan has successfully developed high level proposals to address the key tourism issues as well as responding to the sensitivities of the WHS. It is acknowledged that developing and delivering the recommended approach and high level concepts will require commitment, action and investment from a number of partners/agencies/stakeholders over a long period. It also recognises that full engagement of local communities will be a key part of the next steps.

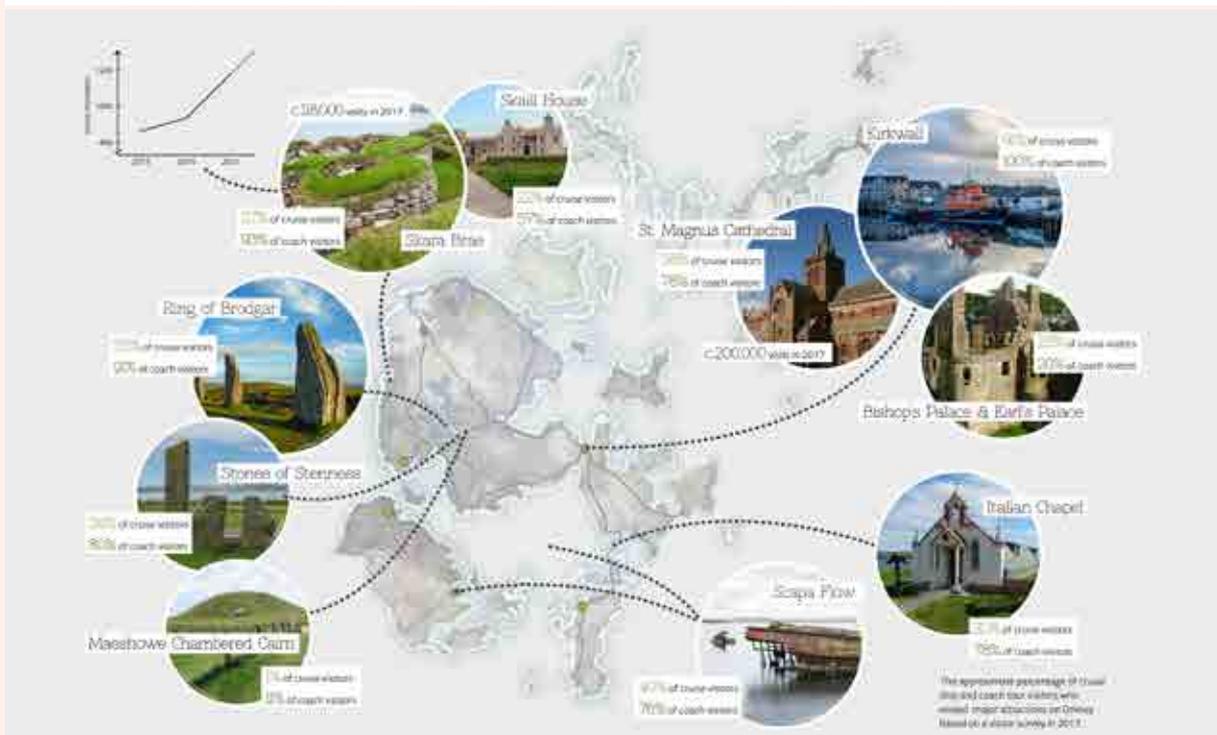
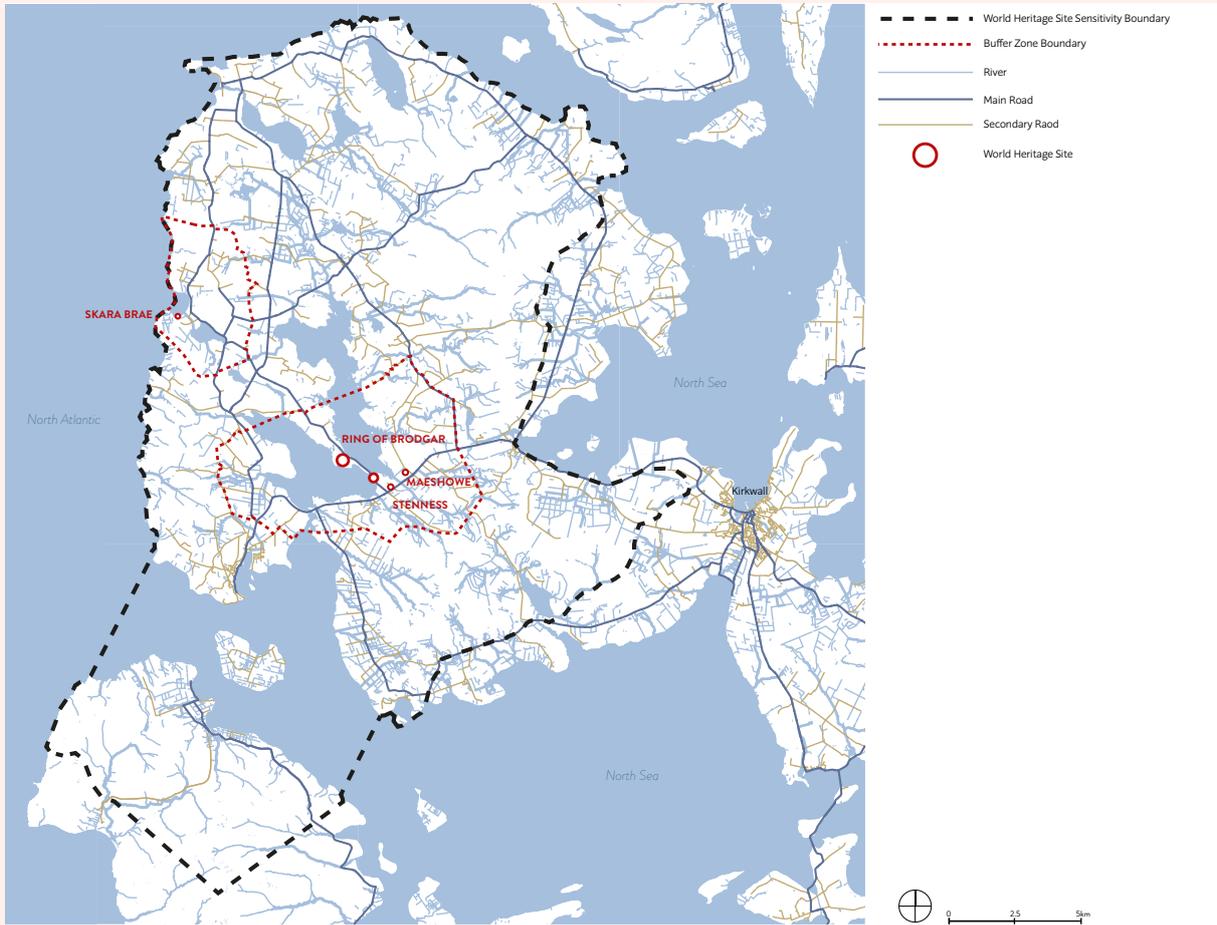
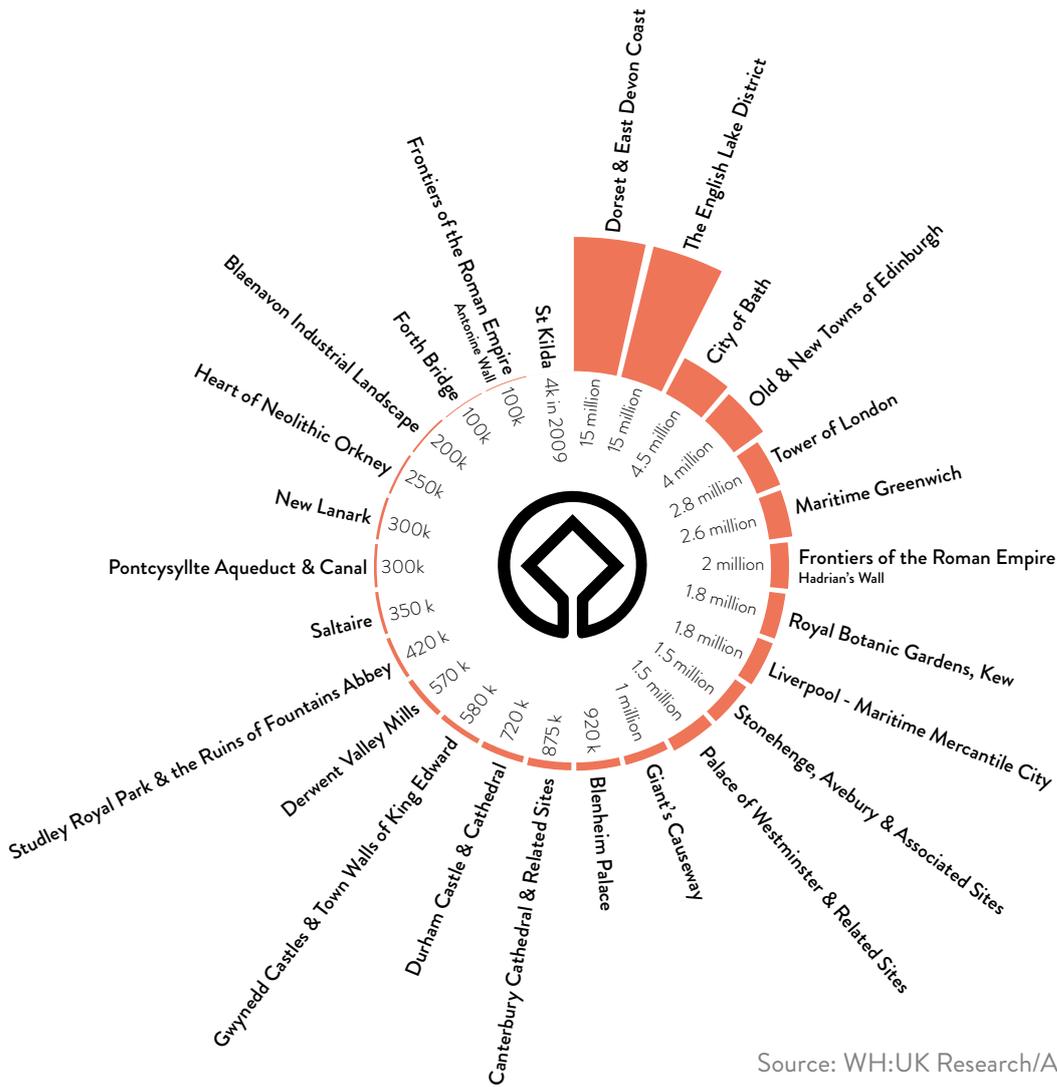




Figure 14 Estimated Visitor Numbers to UK Mainland & Adjacent Islands World Heritage Sites (2018)



Source: WH:UK Research/ALVA/Steam

Marketing the UK World Heritage Site Collection

- 5.6.21 The Department for Digital Culture Media and Sport (DCMS) is responsible at a national and international level for administrating, promoting and supporting the UK World Heritage Site Collection with the assistance of the key heritage agencies in Scotland (HES) and Wales (Cadw). DCMS is also responsible for promoting and supporting the promotion and marketing of UK domestic and international tourism opportunities – again with assistance from the Scottish, Welsh and Northern Ireland Government Departments. In England, Visit Britain’s activities (see Section 2.2) are well funded (eg the Discover England Programme) but current priorities do not embrace or fully support the marketing of the whole World Heritage Site Collection. The perception continues to be that the role of WHS’s is merely an ‘ingredient brand’ in other tourism packages and products. It seems this is partly arising from the low awareness of the WHS Collection and its potential for being developed as a product and marketed in its own right – perhaps along the lines of Britain’s Island Story as outlined above.
- 5.6.22 Apart from the visitor numbers set out on Table 22 there is relatively little tourism data available (nationally or locally) which focusses specifically on WHS products (current and future) and the visitor market (actual or potential) that are best matched to these. Such information, consistently prepared across the Collection is greatly needed if WHS and the tourism sector are to be more closely connected.
- 5.6.23 Notwithstanding the above, a recent feasibility study by the Cumbria Tourism DMO (2018/2019) attempted to reveal the commonalities in a group of 5 northern World Heritage Sites in England in terms of their marketing to tourists (see Insight 24).

Need for Improved Collaboration Between World Heritage Sites and Destination Marketing Organisations

- 5.6.24 In England, the 41 Government initiated Local Enterprise Partnerships (LEPs) use ‘Local Growth Funds’ available to local authorities in a strategy to drive local economies forward and are encouraged to:
- Be independent and private sector led organisations.
 - Foster collaboration between local authorities and local economic stakeholders to develop evidence based economic strategies.
 - Assist in identifying key investment opportunities and interventions with the potential to increase urban and rural growth.
 - Establish chairs and leaders that can act as authoritative advocates for their local economy.
- 5.6.25 LEPs role in local visitor economies is to fund the local destination marketing organisations (DMOs), reduce inward investment barriers, develop infrastructure projects, support local tourism businesses and upskill local stakeholders. There are over 200 DMOs across the UK varying greatly in size, scale and effectiveness. The local DMOs work within the policies and framework of the national organisations ie Visit Britain, Visit England, Visit Scotland, Visit Wales and Visit Northern Ireland (see Section 2.2). Local visitor economies are often complex, disparate and multi-faceted.

Diminishing public funding has, since 2008, greatly reduced the capacity of many DMOs. If local DMOs are disbanded as is being considered in some areas, then the sense of disconnect between WHSs and tourism opportunity could become worse. Currently individual DMOs vary but their functions can include:

- Managing and marketing destinations – both owned (local authorities) and other non- owned attractions.
- Coordinating local tourism and business communities, stakeholders, owners, business improvement districts, transport authorities, visitor information providers, cultural bodies, retail association and community groups.

5.6.26 As Table 22 shows, there are numerous DMOs that have the UK's World Heritage Sites within their areas and potentially in their portfolio of 'offers' and attractions. The Review revealed that it is generally only the existing 'iconic', well known destinations (owned/ managed by local authorities or others) that have 'strong' links and relationships to their local DMOs and vice versa. This is where the most obvious scale of visitor contribution to tourism (and local economies) and 'economic benefits' can best be identified, even if not currently perceived to be directly associated to WHS status. For the other less well known WHS's, as Table 22 shows, there is a very limited amount of available economic data available that could be used as an evidence base to convince both the LEPs and DMOs that a stronger collaboration with WHS would be productive. It is worth noting that local WHS managers reported that it continues to be challenging to engage with some local DMOs who remain focussed on economic criteria only rather than product development potential of the WHS brand offer. There is clearly potential for closer collaboration with DMOs or their successors, but it will depend on increased awareness of the WHS Collection and its values and on a more consistent, comprehensive, evidential database for World Heritage Sites benefits, and a greater capacity for local WHS management teams to promote these.

Opportunities in the New Tourism Sector Deal

5.6.27 The recently announced Government funded new Tourism Sector Deal (July 2019) in England offers immediate opportunities for a closer integration of World Heritage Site promotion and awareness raising with the objectives of the Local Enterprise Partnerships and Destination Marketing Organisations for the benefit of both.

5.6.28 The Deal as part of the UK Modern Industrial Strategy is intended to boost visitor numbers to the UK by 2025 and the productivity of the tourism sector through:

- Creation of prosperous "places" and communities across the UK.
- Creation of 5 Pilot Tourism Zones which would work to increase visitor numbers and improve off season visitor offer; these will be developed and delivered by businesses, local authorities and LEP's.
- Creation of a Tourism Data Hub for generally sharing consistent data on visitor numbers, motivation, movement, experience and spend.
- Creation of an enhanced 'UK world class economy'.

5.6.29 It is intended that the 5 Tourism Zones will reflect the “rich rural and urban diversity of the UK” and promote and offer a “unique sense of place that makes it attractive to visitors.” This has an affinity with the Vision for the promotion of UK WHSs (see Section 2.2). Subject to the choice of Zones through the bidding process, a contribution to this tourism product development could be to raise the profile and potential of individual World Heritage Sites and the full UK Collection as context, and more specifically the value and benefits of the less well known WHSs if located in the chosen Zones.

INSIGHT 24: Marketing of World Heritage Sites – England’s World Heritage Story – the North

Funded by Visit Britain’s Discover England programme, a recent feasibility study (2018/2019) “England’s World Heritage Story – the North” attempted to reveal the commonalities in a group of WHSs in the north of England in terms of their marketing to the travel trade and tourists. The World Heritage Sites selected for analysis were Durham Cathedral and Castle, Studley Royal Park and Ruins of Fountains Abbey, Hadrian’s Wall, the English Lake District, Liverpool – Maritime Mercantile City and Saltaire. The study created a narrative and themes to link these Sites showcasing the ‘north’ to visitors who may otherwise remain in London/the South of England or on established popular tourist routes (eg London to Edinburgh).

The output was intended to guide the marketing of these Sites to the international visitor market and identify opportunities for clustering sites as bookable tour products. The market audit which analysed all UK Sites undertaken by the study confirmed many of the messages that have emerged from the WH:UK Review and were summarised as:

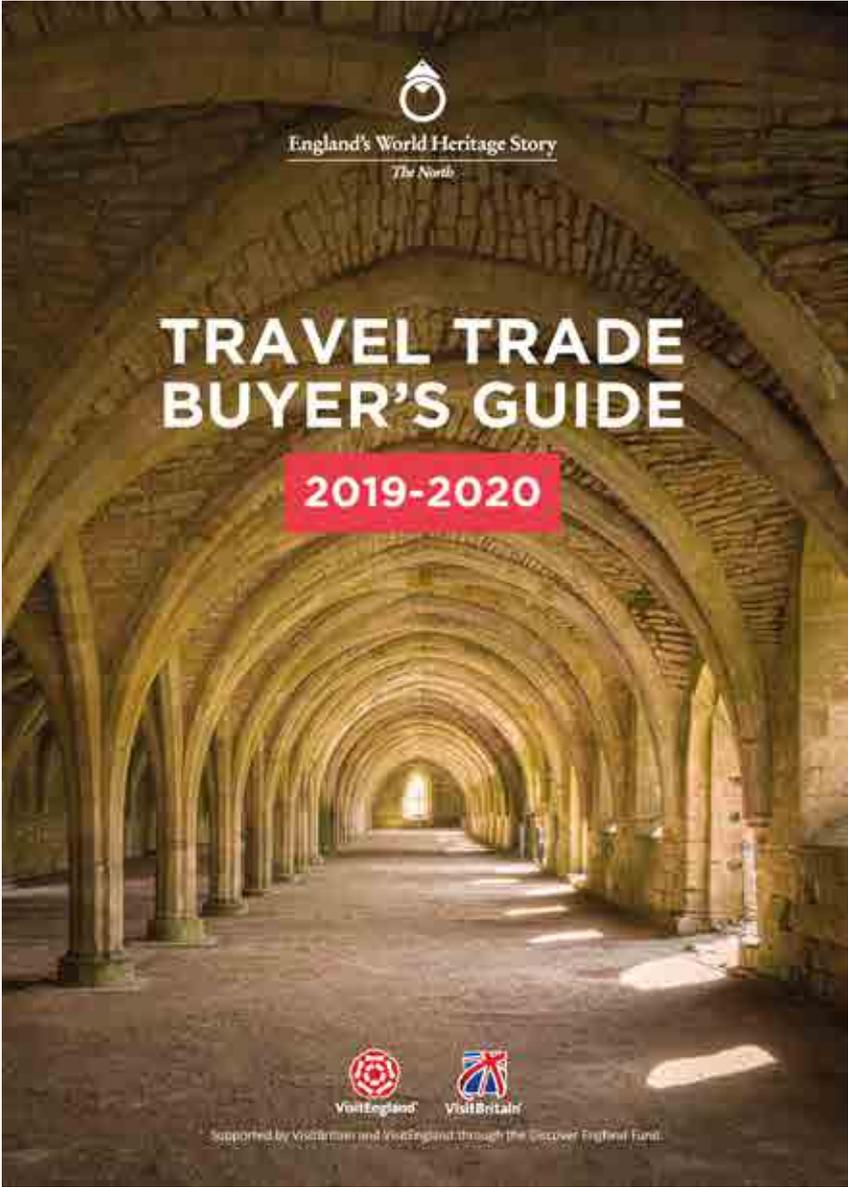
- English WHSs (predominantly the ‘iconic’ Sites) are intrinsically appealing to international visitors.
- There is very limited and consistent integrated promotion of WHS to the international visitor market.
- WHS brand awareness and promotion globally and in the UK is variable and inconsistent.
- There is a lack of robust data on levels of awareness in different visitor market segments.
- UK WHS ‘brands’ are predominantly considered only part of other attractions (ie ‘ingredients’ only), rather than being well packaged and marketed.
- There are large variations in WHS ‘product’ presentation offerings and bookings.

The Study also attempted a generic matching of tourist or market segments to WHS types and contents identifying where interest is greatest or highest. The potential bookable WHS travel itineraries identified by the project are primarily targeted at the US and Irish markets and aimed at raising awareness of the Sites. The analysis also showed that the key visitor profiles most likely to engage with WHS include:

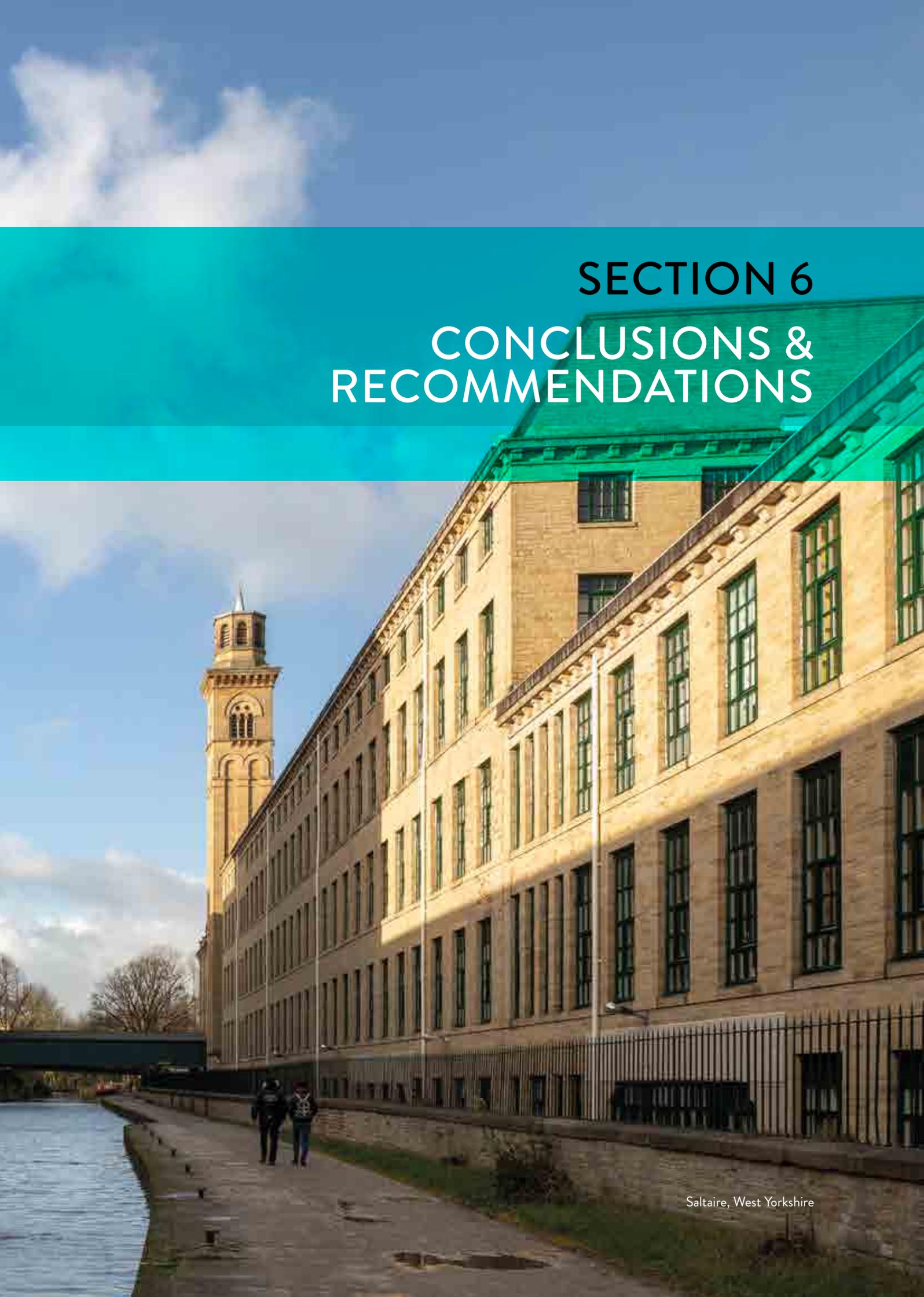
- Cultural adventurers, mature experience seekers and conservative retirees are most interested in finding cultural WHSs that offer:
 - Specialist cultural tours
 - History and heritage highlights
 - City life experiences
 - Scenery and rural life experiences
- Outdoor enthusiasts are most interested in finding cultural and natural landscape WHSs that offer:
 - Scenery and rural life experiences
 - Outdoor leisure activities
 - Action and adventure

Although a simple model of visitor types, it does however emphasise that the visitor market for WHSs is quite specialised and only a small part of the full range of tourist types/groups (both domestic and international) and that expectation for contribution and benefits to local tourist economies need to reflect this.

Outputs and legacy from the project include for each site a Travel Trade Buyers Guide Business Tool Kit for use by local businesses, Destination Marketing Organisations (DMOs) and WHS managers. Tool Kits for each Site are bespoke and describe the WHS, its values and other tourism context. In different ways they describe who visits the Site, what is on offer, opportunities for business, joint marketing opportunities and logo and brand guidelines.







SECTION 6

CONCLUSIONS & RECOMMENDATIONS

6.0 CONCLUSIONS AND RECOMMENDATIONS

6.1 Key Messages

What did the Review Find?

- 6.1.1 The overriding messages arising from the Review can be expressed succinctly. UK Government has an international responsibility to protect, nurture and enhance our World Heritage, so that it is protected for generations yet to come. The UK's World Heritage is a remarkable resource and a central part of the UK's cultural inheritance. The Sites include the most important heritage assets in the UK, helping to spell out our islands story, capturing Britain's greatest global impacts at one scale and contributing socio-economic benefits to local communities at the other.
- 6.1.2 The World Heritage Site Collection is very important for the UK. The potential for the Sites to further contribute to UK Government achieving its current broader goals in the areas of social, cultural and economic wellbeing is great. Unlocking the potential for this and for increasing the benefits for all from UK World Heritage Sites, both nationally and locally, will require action by both Government and stakeholders. With effective management the Sites in the Collection can remain (and in many cases become) the crown jewels of heritage tourism in the UK, contribute to the projection of our Soft Power, whilst helping to benefit and reshape the image of some of the less favoured parts of the UK.
- 6.1.3 The World Heritage Site Collection is facing significant challenges. Some Sites are exemplars of effective sustainable planning and management, but good management, promotion and interpretation is patchy, and at too many Sites it is underfunded and under resourced. Well-known Sites are coming under visitor pressure that must also be carefully managed, whilst less well-known Sites would often welcome (and could with benefit accommodate) additional visitors. At the present time the UK is not turning its World Heritage inheritance to its advantage. Collectively the UK is not making the most of its inheritance and is not properly delivering the international commitments made as a States Party when the Sites were inscribed. The UK is not making the best use of the Sites, either as tools for regeneration or for securing our national cultural identities and cohesion (especially in England) and is not addressing current and emerging best practice.
- 6.1.4 The Review has set out the clear distinction between those Sites – some 50% of the total that are managed and primarily funded or supported by local authorities or public partnerships, and those that have greater resilience based on income streams from tourism. The recommendations in this section are therefore aimed primarily at improving the resilience of the 'publicly' managed and supported Sites together with the most 'fragile' trusts, since these are the most vulnerable and least sustainable in terms of future management. As part of the total WHS Collection the more resilient WHS 'icons' and destinations do however have a significant part to play in enhancing their current contribution to raising awareness of world heritage at their own Sites, and for the UK Collection as a whole. They can also share their business marketing and other expertise and contribute to and facilitate a closer integration of all WHSs with the national and local tourism agencies.

Unlocking the Potential

- 6.1.5 It is clear that alternative and more sustainable and consistent levels of resourcing and support are critically needed to unlock the potential for improved national promotion of UK Sites, and for more resilient local management of the Collection. Some additional central Government and other public funding will be needed to kick start awareness raising, upskilling and greater World Heritage Site resilience, allowing the most vulnerable Sites to develop a better blend of public and other funding sources to support management. At the local level, the delivery of the WHS Management Plan objectives and actions together with a range of promotion, marketing and fundraising will continue to be the responsibility of newly resourced, fully skilled, and resilient teams. Once established such teams at the more vulnerable Sites in particular, can play a greater part in income generation and move WHS management towards being more resilient and less dependent on public funding.
- 6.1.6 The initiation of a UK wide World Heritage Strategy should be a priority. It would facilitate the necessary collaboration by the many stakeholders in the World Heritage sector for the further refinement, detailing and prioritisation of the actions recommended by the Review.

Vision for UK World Heritage Sites

- 6.1.7 Each of the UK World Heritage Sites individually include a Site specific vision for the future in their World Heritage Site Management Plans. As an overview and on behalf of the Sites, World Heritage UKs (WH:UK's) vision for the UK as a whole envisages a more coherent and consistent approach to the promotion, planning and management of the UK World Heritage Site Collection. Once established this will result in Sites and their values being better known, fully understood, and partially supported through sustainable funding so that they can develop their resilience, provide inspiration, learning, enjoyment for all, and be beneficial to their communities. Such an approach is in accordance with current Government cultural heritage policies and statements which emphasize the aspiration for the UK to be a global exemplar of best practice in World Heritage Site management.
- 6.1.8 WH:UK also envisages that with necessary support and as an internationally significant resource, the UK World Heritage Site Collection will increasingly contribute to wider UK agendas including the development of UK tourism, be a major asset for UK Soft Power, cultural strength, and the UK's international standing.

6.2 Plan of Action for UK World Heritage Sites

- 6.2.1 The Review has highlighted the need to turn the UK Collection of World Heritage Sites from undervalued places to major national and local assets and to establish their future management as exemplary in global terms. WH:UK is recommending a Plan of Action. The Plan should be the essential starting point and a catalyst for addressing the current shortcomings of World Heritage Site management and conservation in the UK. WH:UK is encouraging the UK Government to build on the Review and take a lead with other stakeholders in progressing the propositions in the Plan.

6.2.2 The eight point Plan of Action in summary includes the following:

Action 1: Develop a National World Heritage Sites Vision and Strategy

Action 2: Establish a UK World Heritage Fund

Action 3: Establish an Independent National Body for World Heritage

Action 4: Undertake a Campaign for Raising World Heritage Awareness

Action 5: Develop Clear Integration of UK Planning Policy Frameworks and World Heritage Convention Principles

Action 6: Develop Local World Heritage Sites Management Upskilling and Improved Resilience

Action 7: Investigate Alternative World heritage Site Governance Models

Action 8: Develop Closer Integration of Tourism and World Heritage Sites

6.2.3 **Action 1: National World Heritage Sites Strategy and Vision**

- The UK Government, in collaboration with the devolved nations and other key stakeholders, should commit to preparing, implementing and regularly reviewing a National World Heritage Site Vision and Strategy. The Strategy would in particular be the blueprint for a more coherent and consistent basis for the promotion, management and sustainable funding of the UK Collection and its individual Sites;
- The context is the obligation of the UK to the World Heritage Convention, the current UK Planning Policy Framework, the Government Heritage Statements and commitments, and the challenges raised by the WH:UK Review.
- A Strategy is needed that will result in (i) a coherent and consistent basis for the promotion and management and sustainable funding of the UK WHS Collection and its individual Sites, and (ii) a demonstration of the UK's commitment and approach to being a world leader in WHS management, conservation, community engagement and education, and World Heritage tourism.
- The Strategy and its Outputs would need to be wide ranging and build on the work done by the Review. It should address amongst other things:
 - Further clarification/rationalisation of roles and responsibilities for UK World Heritage planning and management;
 - Priorities for future UK WHS management/conservation, governance, resourcing, and funding nationally and at Site level;
 - Priority actions for the awareness raising of the WHS Collection and its values across government departments and decision makers and local authorities;
 - Priorities for baseline data enhancement particularly in terms of the contribution of tourism and social and economic benefits of UK World Heritage Sites;

- Priorities and actions for enhanced resourcing of local WHS interpretation, education, engagement and outreach programmes;
 - A more rational integration of UK planning systems with the requirements, processes and values of UNESCO’s World Heritage Convention;
 - Priorities and actions for a closer integration of WHSs and UK tourism for the benefit of both;
 - The realisation of the potential benefits of the WHS Collection as an untapped asset for UK international standing.
- It is recommended the Strategy be initiated and led by DCMS, in collaboration with other organisations; Historic England; Cadw; Historic Environment Scotland; DAERA Northern Ireland; Natural England; National Trusts; NLHF; WH:UK; other NGOs, Visit Britain; other DMOs.

6.2.4 **Action 2: UK World Heritage Fund**

- A UK World Heritage Fund should be established, bringing together some initial public funds drawn from across relevant departments, specifically to enhance promotion and management of World Heritage Sites in the Collection. Initial targets for funding would include publicly managed and other vulnerable Sites where greater management resilience is needed. An independent Fund could also be a depository for philanthropic and other contributions.
- Some 50% of the UK’s WHSs are dependent for WHS management to a great extent on central Government/local authority funding. The current levels of investment in management resources and limits on available skills at these vulnerable sites is constraining the ability of these Sites and staff to add to or diversify their funding sources. Some additional public funding is needed for the most vulnerable Sites to enable them to ‘kick start’ the building and enhancement of more resilient and multi skilled WHS management teams. Better funded, upskilled, refreshed and empowered teams and champions will then be able to best supplement public funding and maximise increased funding from other sources such as partners, businesses, foundations, sponsors and philanthropists.
- Since DCMS is the States Party responsible for all UK WHSs it is recommended that they take a lead initially in establishing and seeking support for contributing to the UK World Heritage Fund. DCMS would collaborate with and seek appropriate contributions from across relevant Government Departments and Bodies and with the relevant Departments and Bodies in the devolved Governments.
- The scale, structure, administration and distribution of the UK World Heritage Fund would need more detailed consideration but it would be focussed primarily on revenue and management rather than capital for conservation. On the basis of the estimated annual management costs for World Heritage Sites outlined in the Review (Section 5.5), one scenario could be that initially public funds of £7.5m be made available annually for the UK World Heritage Site Fund (see Insight 25). Part of the public funding would be provided and distributed on a tapering basis as individual WHSs become partly more financially self-reliant. A portion of the Fund would be needed to be allocated to the Fund administrators.

- There are a variety of bodies who could be responsible for administering the Fund on a day to day basis such as NLHF or a newly formed independent body. Subject to its available resources, and with an embedded Government oversight and representation WH:UK could independently represent and assist the Governments and their organisations/bodies by administering the Fund grants through an agreed and verified bidding process to the appropriate World Heritage Sites.
- Primary participants would include: DCMS; other English and Devolved Administration Departments; Historic England; Cadw; HES; DEARA-Northern Ireland; WH:UK; NLHF; National Trust; other non-public funders.

6.2.5 **Action 3: Independent National Body for World Heritage**

- The UK Governments should consider the establishment and resourcing of an Independent National World Heritage Body for exclusively coordinating World Heritage Site Collection promotion, policy and action, and sharing best practice nationally and internationally. The Body would collaborate both with relevant Government organisation and with other existing bodies such as UKNC and ICOMOS UK who have some roles in relation to WHSs but also have wider and demanding functions across the heritage sector. As the Review of the national governance of WHSs has shown there is a need for a demystification, simplification and rationalisation of roles in the national planning and management of UK WHSs. The new National Body would be exclusively and fully focussed on representing, advocating, promoting and supporting the future sustainability of the UK World Heritage Site Collection. It would be independent of Government in England and the devolved nations but using its range of internal expertise on WHS matters would provide additional capacity for these and for the World Heritage sector in general, all of which significantly under-sourced at present.
- The final role of the Body would evolve and need to be agreed in collaboration with the other key governmental and NGO stakeholders to ensure complementarity and facilitate future partnership working. A primary role of the Body would however be to provide an objective reference point and technical advice for the many diverse issues that arise at a local WHS level and communicate these to the new national level WHS strategy; it would also make sense for the Body to assist Government and Devolved Administrations in delivery and monitoring the UK WHS National Strategy. To this end it may be appropriate for the Body to be set up initially as the focal point for the delivery of the Strategy (Action 1).
- The proposed Body would be in accord with the request by UNESCO (Decision WHS/19/43.com/7B Add – June 2019) for the UK to create a UK wide “...*advisory committee with a strong influence on decision making, which will contribute to the management of all World Heritage properties in the United Kingdom.*” The proposed new body would also align with Article 17 of the World Heritage Convention that requires state parties “*to consider or encourage the establishment of national public and private foundations or associations whose purpose is to invite donations for the protection of the cultural and natural heritage...*”

INSIGHT 25: UK World Heritage Fund – An Initial Scenario

- The scale, structure, administration and distribution of the UK WHS Fund would need more detailed consideration, but as a starting point one way of estimating the need could be as follows:
 - Review indicated that the future management of some 15 UK WHSs is vulnerable and unsustainable at current support levels and with further reductions likely.
 - Such Sites need greater management capacity, upskilling and time to develop increase resilience and alternative funding streams to supplement ongoing public funding.
 - Review indicated that most successful models of WHS management are based on a dedicated WHS team of 4/5 core staff large enough to encompass a mix of skills including leadership, conservation, education, communication, planning, business management, marketing and fund raising.
- On the basis of the estimated annual management costs for WHSs outlined in the Review one scenario for the basis of a Fund could be as follows:
 - A dedicated WHS team of 5 staff plus overhead costs approximately £500k pa per Site.
 - 15 No WHSs x £500k each - £7.5m pa.



- UK government has already suggested to UNESCO that with an enhanced role, WH:UK might be suitable for the independent body as above recently requested by UNESCO. WH:UK would welcome further discussion with Government agencies and bodies but would also need to consider its current capacity to undertake the role proposed for this body without further support. In any case WH:UK would greatly welcome an opportunity to collaborate on and contribute to the development of the proposed UK World Heritage Strategy and feels it is well placed to do that representing the sector nationally.
- Primary participants/stakeholders in establishing and collaborating with the new Body would include: DCMS; Historic England; Cadw; Historic Environment Scotland; DAERA Northern Ireland; WH:UK; National Trust; other NGOs.

6.2.5 **Action 4: Raising UK World Heritage Awareness**

- The UK should commit to running a series of coordinated national campaigns to highlight World Heritage values and benefits and raise the awareness of the World Heritage Sites at all levels. There is a high priority need for raising of the awareness and improved understanding of the UK WHS Collection and individual WHSs nationally and locally to include their international significance, the meaning of their designation, and the economic and social benefits that can be derived from this. Some measures to address this could include some or all of the initiatives set out below.
- *UK Wide Strategic WHS Awareness Campaign*
 - Would be targeted to a variety of audiences ie national and local politicians, relevant government departments, general public, WHS communities, WHS Steering Groups, local owners and stakeholders, local authority councils and planning departments, national and local destination marketing organisations.
 - Content would include UNESCO WHS requirements, State Party obligations and commitment, and demystifying the UK WHS Governance Jigsaw Puzzle.
 - Would promote a combination of values ie global significance and OUV, heritage values, education values, community benefits, economic benefits and relationship to tourism.
 - Could be combined with the preparation and launch of the UK WHS Strategy and Vision.
 - It is recommended that DCMS take the lead and support campaign with primary involvement of Devolved Administrations with Heritage England, Cadw, Historic Environment Scotland and DAERA Northern Ireland.
- *Preparation of Guidance – Managing Change in English World Heritage Sites*
 - Guidance would consistently assist local planners and development managers to understand fully ‘outstanding universal value’ (and related attributes) and issues arising from impact of development on this.
 - Guides would complement those already produced by Historic Environment Scotland and Cadw for Scottish WHSs and Welsh WHSs respectively.

- Primary participation would be by Historic England, WH:UK, WHS Coordinators/ managers and Local Authorities, ICOMOS UK.
- *Preparation of 'Short Guides' for Full UK WHS Collection*
- Would build on the WH:UK WHS Collection Map and Review data; the guides would be consistently structured and branded; online and hard copy would be produced for all UK mainland WHSs; Scottish and Welsh guides would be updated in a similar format.
 - Would be targeted at wide audience including domestic and international heritage tourist market using plain language, and inspiring OUV narratives.
 - As well as explanation of WHS values and site descriptions, Guides would include some emphasis on actual and potential as asset/'product' for tourism and positive economic social impacts.
 - Primary participation would be by Historic England, Historic Environment Scotland, Cadw, DEARA-NI, WH:UK, National Trust, other WHS Trusts, UKNC.
- *Government Cross Departmental WHS Awareness Raising Initiative and Workshop Series*
- 2/3 initial workshops and then an ongoing programme to facilitate engagement across Government and Ministers and their Departments and organisations who have interests or responsibilities for UK WHS management and are potential future funding source beyond DCMS; would include in England, DEFRA, DHCLG, DES, FCO, DFID, DBEIS, and the equivalents in Devolved Administration; in light of UKNC role in relation to UNESCO could this initiative be undertaken in partnership with them.
 - Agendas should include clarity of roles of current Government, NGOs, and other organisations involved in World heritage; strategic and local benefits of the World Heritage Site Collection, WHS values in plain language, and relationship of WHSs to other nation and UNESCO designations.
 - Could be linked potentially to preparation of Strategy and Vision for UK World Heritage Sites (Action 1).
 - It is recommended that the initiative is led and facilitated by DCMS in collaboration with the Devolved Administrations with participation of both of their heritage agencies, bodies and relevant organisations with overview knowledge of the UK WHS Collection. WH:UK/ UKNC/ICOMOS UK could provide support.

6.2.6 **Action 5: UK Planning Policy and the World Heritage Convention**

- A dialogue with a wide range of stakeholders and research should be initiated to engender and investigate how a more effective relationship between Government and the Devolved Administrations national and local planning policy frameworks relating to World Heritage Sites and the principles enshrined in the World Heritage Convention can be achieved including more consistent and applicable standards and guidelines.

- Overall there is no consistent or cohesive national planning approach to World Heritage Sites across the UK. There are variations in the degree of protection that the various national policies offer, albeit any weaknesses may be addressed at the local planning level. The key issue is to ensure that the overall degree of protection is consistent between the four planning systems and ensures that WHSs are protected, preserved, presented and transmitted to future generations.
- Could be part of and combined with the preparation of the national WHS Strategy and Vision (see 6.3.3).
- It is recommended that the investigation be initiated and led by a collaboration of DCMS/ DHCLG/ and Devolved Administration equivalents; primary participation would also include local planning representation; Historic England, Cadw, Historic Environment Scotland, DEARA – NI and WH:UK, UKNC, ICOMOS UK.

6.2.8 **Action 6: Local World Heritage Site Upskilling and Improved Resilience**

- Steps should be taken to ensure that all World Heritage Sites have properly funded and multi skilled management teams which are more resilient, and not over dependent for their resourcing on local government and, wherever possible, with independent sources of income. In particular, Sites managed by minimal teams or individuals need some initial support from Central Governments for development of a larger team with greater empowerment and wider skills such as leadership, business management, marketing and fundraising. In addition to increased funding some other measures to address the need for upskilling include initiatives such as those set out below.
- *Increased Resilience of Local Authority Public Partnership Led and other Vulnerable WHS Management Teams*
 - Sites managed by minimal ‘teams’ or individuals need some Government level support for part funding the development of a larger team with greater empowerment within existing governance and a wider skill base including leadership, business management, marketing, bidding, fund raising etc;
 - Broader based team would increase site management resilience and optimize ability to increase fundraising and private/business sponsorships and partnerships.
 - Increasing the resilience of heritage management teams where outturns are linked to benefits to local communities is well matched to the grant opportunities of current National Lottery Heritage Fund (NLHF).
- *Support for the Involvement of Local WHS Management Teams in National Awareness Raising Campaigns and Initiatives*
 - See Section 6.3.4 above; existing WHS Coordinators and Teams in general do not have the resource or marketing skills to engage with and contribute to national marketing or promotion of their World Heritage Site; their contribution of WHS local knowledge to a national awareness campaign is however a vital ingredient and would need to be mobilised and supported.

➤ *Development and Establishment of Local WHS ‘Champions’*

- Some local authorities who are stewards of or involved with World Heritage Sites have ‘heritage champions’ at councillor or decision maker level; their championing necessarily covers a wide spectrum of cultural heritage and is usually shared with wider remits and responsibilities.
- To complement the above there is a critical need for experienced, well informed, empowered and politically influential local champions in greater numbers who can contribute specifically and consistently to the increase of WHS awareness, promotion and local fundraising from the ‘bottom up’.
- Primary participants/stakeholders in increasing the capacity and diversifying the skills of the World Heritage Site team would include: DCMS, Historic England, Cadw, Historic Environment Scotland, National Trust, NLHF, together with relevant representatives from local authorities, WH:UK and World Heritage site Coordinators/ Managers/Teams.

6.2.7 **Action 7: Alternative World Heritage Site Governance Models**

- A more detailed review and investigation should be undertaken of the alternative mechanisms for World Heritage site governance to highlight opportunities and options for some publicly managed and other vulnerable Sites to be more self-sustaining and less dependent on public structures and support. Exploration of options for this could include initiatives as below.
- *Consistent Review and Option Appraisal of Governance Structures, Effectiveness and Sustainability for Local Authority Led/Public Partnership WHSs*
 - Building on initial analysis in WH:UK Review, a more detailed investigation of each of the 15 ‘public’ funded WHS could be undertaken as part of the proposed “Strategy and Vision for UK World Heritage Sites” (see 6.3.3).
- *Consistent Review of the Effectiveness and Sustainability of Existing WHS ‘Dedicated’ Charitable Trust*
 - Building on preliminary assessment by WH:UK a more detailed assessment of each of the 3 ‘dedicated’ WHS trusts could be undertaken as part of the proposed “Strategy and Vision for UK World Heritage Sites” (see 6.3.3).
- Primary participants for exploring improved governance options would include: DCMS in collaboration with Historic England, Cadw, Historic Environment Scotland, National Trust, WH:UK; other key stakeholders would include representatives from relevant local authorities, WHS Coordinators/Managers, Government WHS Trusts and Independent/Dedicated WHS Trusts.

6.2.8 **Action 8: Closer Integration of Tourism and World Heritage Sites**

- There is a need to secure much closer and effective integration of the Sites in the WHS Collection and the tourism sector at a national and local level for the benefit of both. Increased dialogue between the two is needed to realise the potential of the less well known WHSs as marketable tourism assets and products and to enhance the contribution that WHS status can make to local communities and visitor economies. It is also needed to explore the opportunities for tourism partnerships and sponsorships to potentially contribute to local WHs management resourcing. The improved capacity, upskilling and empowerment of local WHS teams as proposed above would greatly assist in enabling this. Some initiatives that could facilitate increased dialogue between WHS stakeholders and the national and local destination marketing organisation or equivalents are set out below.
- *UK Wide International and Domestic Tourism and World Heritage Awareness Initiative and Workshop Series*
 - Regular workshops would facilitate engagement with national and local destination marketing organisations (DMOs) and these together with a series of awareness raising events would reveal the full potential of the complete WHS Collection as a marketable tourism ‘product’ and other ‘economic’ benefits.
 - Workshops would include realising the WHS Collections potential for contributing to the UK’s international standing, expressed in the Britain is Great and Soft Power initiatives.
 - Events could be linked to data collection phase or development of the proposed DCMS “Strategy and Vision for UK World Heritage Sites” (see 6.3.3).
- *A National and Joint WHS and Tourism Sector Initiative to Improve WHS Visitor and Benefits Database in Relation to World Heritage Site Tourism*
 - Building on WH:UK Review and as part of the proposed “Strategy and Vision for UK World Heritage Sites” data review phase (see Section 6.3.3), this initiative would establish and undertake ‘gap filling’ surveys/assessments across the UK WHS Collection to establish a consistent and improved database and evidence specifically in relation to WHS tourism including visitor numbers, characteristics, experience and contribution/benefits to local economies; it would require the collaboration of the tourism organisations in England, Scotland, Wales and Northern Ireland.
 - The WHS database could be integrated with the Tourism Data Hub proposed recently as part of the Government Tourism Sector Deal in England.
- *Integration of World Heritage Collection Promotion and Tourism Sector Deal Opportunities with Relevant Local Enterprise Partnerships (LEP), Local Equivalents, and Local Destination Marketing Organisations (DMO)*
 - Increased engagement and dialogue by WHS Managers/WH:UK on behalf of whole WHS Collection in relation to raising WHS profiles and awareness and revealing benefits to the Tourism Zone Pilot bids emerging as part of the Government Tourism Sector Deal.
- Primary participants for initiating and creating a closer relationship between the WHS sector

and UK tourism would include some or all of: DCMS and the equivalent Government level tourism Departments in the Devolved Administrations; Cadw, HES, and DAERA – NI; visit Britain and DMOs in Scotland, Wales, and Northern Ireland; representatives of local DMOs, LEPs and Equivalents related to Sites in WHS Collection; WH:UK and representatives from WHS Coordinators/Managers.

6.3 An Enhanced Role for World Heritage UK

Existing Organisation Status and Activities

6.3.1 WH:UK as an independent organisation is in a pivotal position in the national promotion, governance and management of the WHS Collection in the UK (see Section 4.1). Existing activities include:

- Advocating at all levels for support and resources to benefit the World Heritage Sites in the Collection and their Coordinators and managers.
- Promoting UK World Heritage Sites and their values in collaboration with key partner agencies to a national and international market.
- Facilitating networking between relevant organisations, training and sharing of good practice for collective benefit of WHS management.
- Supporting the network of local WHS Coordinators.
- Holding conferences and workshops
- Maintaining effective direct links with Government Ministers, DCMS, UKNC, heritage agencies, and WHS advisory bodies.
- Promoting the development of a strategy and vision for the UK World Heritage Site Collection.
- Delivering the WH:UK State of the UK World Heritage Review and its promotion.

6.3.2 In doing the above, WH:UK has established working relationships with Government heritage organisations and agencies associated with World Heritage in England, Scotland, Wales and Northern Ireland; organisations such as UKNC and ICOMOS UK that have established roles in relation to World Heritage and UNESCO.

6.3.3 As a relatively new organisation WH:UK is still heavily dependent on a limited income from membership (primarily its membership of UK WHSs) and regular events. WH:UK envisages being stronger and a more sustainable organisation in the next few years. Planning this development is currently being assisted by a recent (2019) National Lottery heritage Fund (NLHF) Resilient Heritage grant award (£100k over 18 months) to strengthen WH:UK. This will allow the organisation to become more resilient, further develop its role and further raise its profile. WH:UK's credibility is now well respected and established with DCMS, the Governmental Heritage Agencies and other non-Government organisations.

Potential Future Roles for WH:UK

- 6.3.4 WH:UK envisages its enhanced and wider role in the future as a proactive independent charitable trust at the heart of the UK World Heritage community. It is well positioned to assist in progressing and contributing to the Action Plan set out in the Review. The NLHF Resilience Grant will allow a significant step change for the organisation but additional funding, resources and support will be needed if WH:UK, on behalf of the WHS Collection, is to take on some of the challenges and propositions that have emerged from the Review. It is acknowledged that Government and the Devolved Administrations all have varying funding constraints. However, it is hoped that DCMS and other UK Heritage Government Organisations central to World Heritage will be willing to support the proposed World Heritage Fund or alternatively give consideration to supporting WH:UK in its next stage of development.
- 6.3.5 If WH:UK becomes established as the pivotal core funded WHS organisation focussed exclusively on the UK World Heritage Sites, it could assist and support Government in implementing some of the Review recommendations by contributing to all or some of the following priorities:
- Development of a strategy and vision for future management and sustainability of the UK World Heritage Collection.
 - Establishment of the UK World Heritage Sites Fund.
 - Administration of a UK World Heritage Fund Grants Programme for the WHS Collection and individual site management.
 - UK wide national and local awareness raising campaign for the WHS Collection.
 - Development of a consistent planning policy frameworks and guidance for the WHS Collection.
 - Development of new models of governance and more sustainable resourcing strategies for publicly funded WHSs.
 - Promotion internationally of the Collection as part of a wider portfolio of UNESCO interests in the UK as a significant asset of UK Soft Power narrative and UK international tourism.
 - Continued development of international links and sharing with other WHS management networks, individual sites and related institutions.
 - As part of new Tourism Sector Deal, development of stronger partnerships with tourism sector, destination marketing organisations and local enterprise partnerships or their equivalents.
 - Working in partnership with other key organisations such as UKNC and ICOMOS UK participate more fully in WHS assessment processes and advice including technical expertise for WHS Tentative List review, nomination assessment, periodic reviews, state of conservation databases etc.
- 6.3.6 Part of WH:UKs current mission is to support their membership – ie the individual WHSs. In addition to the possible strategic roles above, and with increased resourcing, WH:UK would

continue to be the central organisation supporting WHS local awareness raising and individual activities. At most sites the Review revealed that the activities of local managers and Coordinators are constrained by lack of capacity. Increased resources would allow greater investment in the following local priorities:

- Upskilling of WHS Management Teams.
- More effective marketing and fundraising.
- Improved local and site level WHS communication and interpretation.
- Expansion of WHS specific outreach, community engagement and education programmes.
- Increased dialogue awareness raising and partnerships with local tourism Destination Marketing Organisations and Local Enterprise Partnerships.

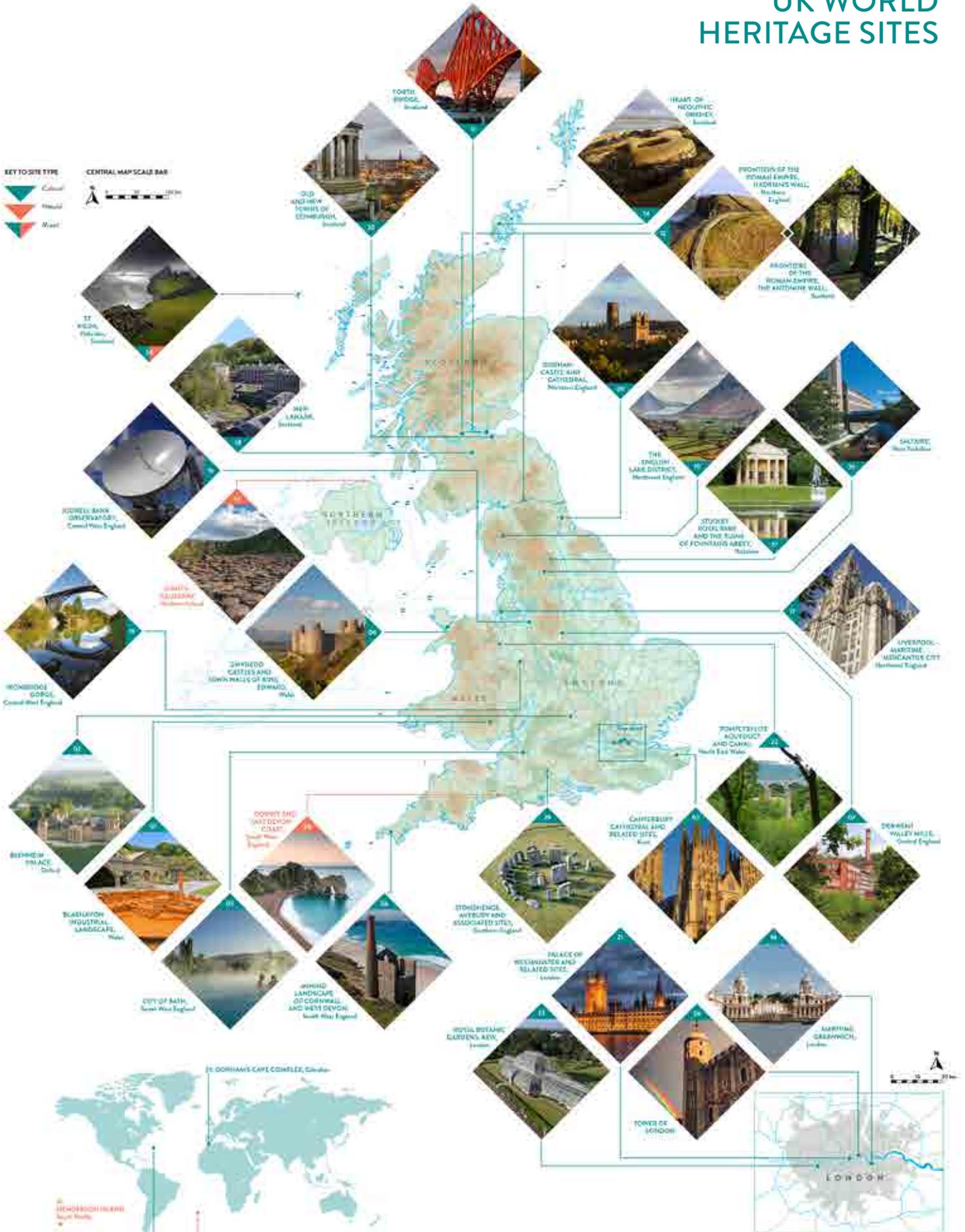
6.4 The Next Steps

- 6.4.1 DCMS, other Government Departments and agencies, together with the Devolved Governments and their organisations and a range of other stakeholders will need to take a shared responsibility for seeking the resources to initiate and support the propositions set out in the Action Plan for the UK World Heritage Site Collection. A starting point would be to initiate, develop and deliver the National World Heritage Sites Strategy and Vision.
- 6.4.2 As a priority it is also recommended that DCMS take the lead in seeking some central public funding to initiate and support the establishment of a UK World Heritage Fund and encourage other contributions for this drawn from across some other English Government Departments and agencies, some Devolved Administration departments and agencies, and other sources. The Fund should initially be focused on the publicly managed and most vulnerable World Heritage Sites and be targeted to build and enhance multi skilled and more resilient and self-sustaining World Heritage Site teams. The need for the Fund is clear but the viability, funding sources, scale, structure, administration and distribution process for the UK World Heritage Fund will need more detailed consideration.
- 6.4.3 World Heritage UK (WH:UK) is at the heart of the UK World Heritage community and is the only body which is entirely focussed on representing and promoting all the UK's World Heritage Sites. Already working with colleagues and partners in central and local Government, and the private and voluntary sectors, WH:UK stands ready to assist in progressing the actions and strategic priorities proposed by the Review, enabling positive change in the World Heritage sector.

A photograph of the Roman Baths in Bath, England. The image shows a balcony with a statue and people, and a large stone structure with columns and a pool. The scene is captured in a cinematic style with a teal overlay.

APPENDICES

UK WORLD HERITAGE SITES



UK OVERSEAS WORLD HERITAGE SITES

APPENDIX 1

Short Profiles of UK World Heritage Sites

A

MAINLAND & ADJACENT ISLANDS UK WORLD HERITAGE SITES

BLenheim PALACE:

- Core Value: *The Palace stands in a romantic park created by the landscape gardener ‘Capability’ Brown. It was given to John Churchill, first Duke of Marlborough, for his victory in 1704 over French and Bavarian troops. Built between 1705 and 1722 and characterized by an eclectic style and a return to national roots, it is a perfect example of an 18th Century princely dwelling.*
- UNESCO Category: Cultural
- Inscription Date: 1987
- Location: Oxfordshire
- Area: 961 ha
- Theme: Palace/Parkland
- Lead Organisation: Blenheim Palace Heritage Foundation
- Governance Type: Independent Charitable Trust



BLAENAVON INDUSTRIAL LANDSCAPE:

- Core Value: *The area around Blaenavon is evidence of the pre-eminence of South Wales as the world’s major producer of iron and coal in the 19th Century. All the necessary elements can still be seen - coal and ore mines, quarries, a primitive railway system, furnaces, workers’ homes, and the social infrastructure of their community.*
- UNESCO Category: Cultural
- Inscription Date: 2000
- Location: South Wales
- Area: 3,290.0 ha
- Theme: Industrial Heritage
- Lead Organisation: Torfaen County Borough Council
- Governance Type: Local Authority Led



CANTERBURY CATHEDRAL, ST AUGUSTINE'S ABBEY AND ST MARTIN'S CHURCH:

- Core Value: *Canterbury, in Kent, has been the seat of the spiritual head of the Church of England for nearly five centuries. Related monuments are the Church of St Martin, the oldest church in England; the ruins of the Abbey of St Augustine, and Christ Church Cathedral, a breathtaking mixture of Romanesque and Perpendicular Gothic architecture.*
- UNESCO Category: Cultural
- Inscription Date: 1988
- Location: Southern England
- Area: 18.17 ha
- Theme: Place of Worship
- Lead Organisation: Canterbury Cathedral/English Heritage
- Governance Type: Mixed Public Partnership



CASTLES AND TOWN WALLS OF KING EDWARD IN GWYNEDD:

- Core Value: *The castles of Beaumaris and Harlech and the fortified complexes of Caernarfon and Conwy are extremely well-preserved monuments and are examples of the colonization and defence works carried out in Wales throughout the reign of Edward I (1272–1307) and the military architecture of the time.*
- UNESCO Category: Cultural
- Inscription Date: 1986
- Location: North Wales
- Area: 6.0 ha
- Theme: Military/Defence
- Lead Organisation: Cadw
- Governance Type: Government Trusts and Organisations



CITY OF BATH:

- Core Value: *Founded by the Romans as a thermal spa, Bath became an important centre of the wool industry in the Middle Ages. In the 18th Century, under George III, it developed into an elegant town with neoclassical Palladian buildings, which blend harmoniously with the Roman baths. Today's well preserved townscape still reflects this evolution.*
- UNESCO Category: Cultural
- Inscription Date: 1987
- Location: Southwest England
- Area: 2,900 ha
- Theme: Historic Townscape, Archaeology
- Lead Organisation: Bath and NE Somerset
- Governance Type: Local Authority Led



CORNWALL AND WEST DEVON MINING LANDSCAPE:

- Core Value: *Radical reshaping of the region's landscape during the 18th and 19th Centuries resulted from rapid growth of copper and tin mining. An extensive legacy of mines, engine houses, ports, canals, railways, industries and settlement remain. These reflect the rapidly developed mining innovation that was exported around the World.*
- UNESCO Category: Cultural
- Inscription Date: 2006
- Location: South west England
- Area: 19.7 ha
- Theme: Industrial Heritage
- Lead Organisation: Cornwall Council
- Governance Type: Local Authority Led



DERWENT VALLEY MILLS:

- Core Value: *The Valley contains a series of 18th and 19th Century intact cotton mills and associated historic industrial landscapes and settlements. Modern factory technology owes its origins to the water driven spinning mills at Cromford, where Richard Arkwright's inventions resulted in the birth of industrial-scale production.*
- UNESCO Category: Cultural
- Inscription Date: 2001
- Location: Central England
- Area: 1,229 ha
- Theme: Industrial Heritage
- Lead Organisation: Derbyshire County Council
- Governance Type: Local Authority Led



DORSET AND EAST DEVON COAST:

- Core Value: *The cliff exposures along the Dorset and East Devon coast provide an almost continuous sequence of rock formations spanning the Mesozoic Era, or some 185 million years of the earth's history. Also known as the 'Jurassic Coast', the area's important fossil sites and classic coastal geomorphologic features have contributed to the study of earth sciences for over 300 years.*
- UNESCO Category: Natural
- Inscription Date: 2001
- Location: Southwest England
- Area: 2,474.9 ha
- Theme: Geological
- Lead Organisation: Jurassic Coast Trust
- Governance Type: Dedicated WHS Independent Trust



DURHAM CASTLE AND CATHEDRAL:

- Core Value: *The Cathedral was built in the late 11th and early 12th Centuries to house the relics of St Cuthbert and the Venerable Bede. It attests to the importance of the early Benedictine monastic community. Foreshadowing Gothic architecture, it is the largest and finest example of Norman architecture in England. The adjacent, ancient Norman castle was the residence of the prince-bishops of Durham.*
- UNESCO Category: Cultural
- Inscription Date: 1986
- Location: Northern England
- Area: 8.79 ha
- Theme: Place of Worship/Defence
- Lead Organisation: Durham Cathedral Chapter/Durham University
- Governance Type: Mixed Public Partnership



FRONTIERS OF THE ROMAN EMPIRE – ANTONINE WALL:

- Core Value: *The Northern border line of the Roman Empire stretched from Britain through Europe to the Red Sea. In the UK, Hadrians' Wall, built c.AD122 (118km in length) is a striking example of the organisation of a Roman military zone. The Antonine Wall/earthworks across Scotland was started in AD142 (60km in length) as defence against the 'barbarians' of the north.*
- UNESCO Category: Cultural
- Inscription Date: 2008
- Location: Scotland
- Area: Length 37 miles
- Theme: Military/Defence/Archaeology
- Lead Organisation: Historic Environment Scotland
- Governance Type: Mixed Public Partnership



FRONTIERS OF THE ROMAN EMPIRE – HADRIAN’S WALL:

- Core Value: *The Northern border line of the Roman Empire stretched from Britain through Europe to the Red Sea. In the UK, Hadrians’ Wall, built c.AD122 (118km in length) is a striking example of the organisation of a Roman military zone. The Antonine Wall/earthworks across Scotland was started in AD142 (60km in length) as defence against the ‘barbarians’ of the north.*
- UNESCO Category: Cultural
- Inscription Date: 1987
- Location: Northern England
- Area: 1,691.1 ha
- Theme: Military/Defence/Archaeology
- Lead Organisation: Northumberland County Council
- Governance Type: Mixed Public Partnership



GIANT’S CAUSEWAY AND CAUSEWAY COAST:

- Core Value: *A spectacular area of geological importance on the sea coast of the Antrim plateau. The most characteristic and unique feature is the exposure of 40,000 massive regularly shaped black basalt columns created 50-60 million years ago and now forming cliffs and a pavement sticking out from the sea. Studies of these formations over the last 300 years greatly contributed to the development of the earth sciences.*
- UNESCO Category: Natural
- Inscription Date: 1986
- Location: Northern Ireland
- Area: 239.4 ha
- Theme: Geological
- Lead Organisation: National Trust
- Governance Type: National Trusts
- Governance Type: Mixed Public Partnership



GORHAM'S CAVE COMPLEX:

- Core Value: *Four caves in the steep limestone cliffs on the eastern side of the Rock of Gibraltar contain archaeological and paleontological deposits that provide evidence of Neanderthal occupation over more than 100,000 years. Exceptional testimony to the cultural traditions of the Neanderthals is seen in evidence of hunting of birds and marine animals for food, use of feathers for ornamentation and the presence of abstract rock engravings.*
- UNESCO Category: Cultural
- Inscription Date: 2016
- Location: Rock of Gibraltar
- Area: 28 ha
- Theme: Archaeology
- Lead Organisation: The Gibraltar Museum agent for Majesty's Government of Gibraltar
- Governance Type: Central Government



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GOUGH AND INACCESSIBLE ISLANDS:

- Core Value: *Two of the least disturbed cool-temperate island ecosystems in the South Atlantic. Effectively isolated from the rest of the world by 2,000 nautical miles of open ocean, Gough Island is home to two endemic species of land birds as well as 12 endemic species of plants, while Inaccessible Island boasts two birds, eight plants and at least 10 invertebrates endemic to the island.*
- UNESCO Category: Natural
- Inscription Date: 1995, 2004
- Location: South Atlantic
- Area: 7,900 ha
- Theme: Ecological
- Lead Organisation: Tristan Islands Council
- Governance Type: Local Authority Led



HEART OF NEOLITHIC ORKNEY:

- *Core Value: The group of monuments consists of a chambered tomb (Maes Howe), two ceremonial stone circles (the Stones of Stenness/the Ring of Brodgar) and a settlement (Skara Brae), together with a number of unexcavated burial, ceremonial and settlement sites. This prehistoric cultural landscape is clear evidence of life in this remote, northern archipelago 5,000 years ago.*
- UNESCO Category: Cultural
- Inscription Date: 1999
- Location: Scotland
- Area: 15.3 ha
- Theme: Archaeology
- Lead Organisation: Historic Environment Scotland
- Governance Type: Government Trusts and Organisations



HENDERSON ISLAND:

- *Core Value: One of the few atolls in the world whose ecology has been practically untouched by a human presence. Its isolated location provides the ideal context for studying the dynamics of insular evolution and natural selection. It is particularly notable for the 10 plants and 4 land birds that are endemic to the island.*
- UNESCO Category: Natural
- Inscription Date: 1988
- Location: Eastern South Pacific
- Area: 3,700 ha
- Theme: Ecological
- Lead Organisation: Pitcairn Island Council
- Governance Type: Local Authority Led



HISTORIC TOWN OF ST GEORGE AND RELATED FORTIFICATIONS, BERMUDA:

- Core Value: *The Town of St George, founded in 1612, is an outstanding example of the earliest English urban settlement in the New World. Its associated fortifications graphically illustrate the development of English military engineering from the 17th to the 20th century, being adapted to take account of the development of artillery over this period.*
- UNESCO Category: Cultural
- Inscription Date: 2000
- Location: St George, Bermuda
- Area: 257.5 ha
- Theme: Historic Townscape/Military/Defence
- Lead Organisation: Town of St. George
- Governance Type: Mixed Public Partnership



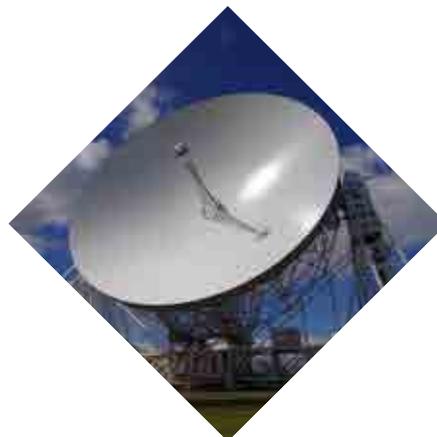
IRONBRIDGE GORGE:

- Core Value: *Well known as a symbol of the Industrial Revolution, Ironbridge contains all the elements of progress that contributed to the rapid development of this 18th Century industrial region. The Bridge, the world's first constructed of iron, had a considerable influence on developments in the fields of technology and architecture. The blast furnace of Coalbrookdale (1708), is a reminder of the discovery of coke.*
- UNESCO Category: Cultural
- Inscription Date: 1986
- Location: Central England
- Area: 550.0 ha
- Theme: Industrial Heritage
- Lead Organisation: Ironbridge Museums Trust
- Governance Type: Independent Charitable Trust/Mixed Public Partnership



JODRELL BANK OBSERVATORY:

- Core Value: *One of the world's leading radio astronomy observatories. This observatory, still in operation, is an exceptional technological ensemble including several radio telescopes and working buildings, illustrating the transition from traditional optical astronomy to radio astronomy (1940s to 1960s) which led to radical changes in the understanding of the universe.*
- UNESCO Category: Cultural
- Inscription Date: 2019
- Location: North West England
- Area: 17.38 ha
- Theme: Scientific Research
- Lead Organisation: University of Manchester
- Governance Type: Public Research Institution



LIVERPOOL MARITIME MERCANTILE CITY:

- Core Value: *The buildings and features in the historic centre and docklands of the City reflect the development of one of the world's major trading centres at the heart of the British Empire in the 18th and 19th Centuries. It was the major port for the mass movement of people, from Europe to America, and Liverpool pioneered modern dock technology and management.*
- UNESCO Category: Cultural
- Inscription Date: 2004
- Location: Northwest England
- Area: 1,360 ha
- Theme: Historic Townscape/Industrial Heritage
- Lead Organisation: Liverpool City Council
- Governance Type: Local Authority Led



MARITIME GREENWICH:

- Core Value: *The ensemble of buildings at Greenwich, and their setting, symbolise English artistic and scientific endeavour in the 17th and 18th Centuries. The Queen's House (by Inigo Jones) was the first Palladian building in England, while the complex that was until recently the Royal Naval College was designed by Christopher Wren. The park, based on an original design by André Le Nôtre, contains the Old Royal Observatory.*
- UNESCO Category: Cultural
- Inscription Date: 1997
- Location: London
- Area: 109.5 ha
- Theme: Building Ensemble/Parkland
- Lead Organisation: Greenwich Foundation
- Governance Type: Government Trusts and Organisations



NEW LANARK:

- Core Value: *New Lanark is a small 18th Century village set in a sublime landscape where the philanthropist and Utopian idealist Robert Owen moulded a model industrial community in the early 19th Century. The imposing cotton mill buildings, the spacious and well-designed workers' housing, and the dignified educational institute and school still testify to Owen's humanism.*
- UNESCO Category: Cultural
- Inscription Date: 2001
- Location: Scotland
- Area: 146.0 ha
- Theme: Industrial Heritage
- Lead Organisation: New Lanark Trust
- Governance Type: Dedicated WHS Independent Trust



OLD AND NEW TOWNS OF EDINBURGH:

- Core Value: *The City has been the Scottish capital since the 15th Century. It has two distinct areas: the Old Town, dominated by a medieval fortress; and the neoclassical New Town, whose development from the 18th Century onwards had a far-reaching influence on European urban planning. The harmonious juxtaposition of these two contrasting historic areas, each with many important buildings, gives the city its unique character.*
- UNESCO Category: Cultural
- Inscription Date: 1995
- Location: Scotland
- Area: 400.0 ha
- Theme: Historic Townscape
- Lead Organisation: City of Edinburgh Council
- Governance Type: Mixed Public Partnership/Dedicated WHS Independent Trust



PALACE OF WESTMINSTER, WESTMINSTER ABBEY AND ST MARGARET'S CHURCH:

- Core Value: *Westminster Palace, rebuilt from the year 1840 on the site of important medieval remains, is a fine example of neo-Gothic architecture. The Site – which also comprises the small medieval Church of Saint Margaret, built in Perpendicular Gothic style, and Westminster Abbey, where all the sovereigns since the 11th Century have been crowned – is of great historic and symbolic significance.*
- UNESCO Category: Cultural
- Inscription Date: 1987
- Location: London
- Area: 10.26 ha
- Theme: Place of Worship/Building Ensemble
- Lead Organisation: Westminster City Council
- Governance Type: Local Authority Led



PONTCYSYLLTE AQUEDUCT AND CANAL:

- Core Value: *The 18 kilometre long aqueduct and canal is a feat of civil engineering of the Industrial Revolution, completed early in the 19th Century. Challenging topography required bold design solutions. The monumental and elegant aqueduct is a pioneering masterpiece of engineering and metal architecture, conceived by the celebrated civil engineer Thomas Telford.*
- UNESCO Category: Cultural
- Inscription Date: 2009
- Location: Northeast Wales
- Area: 105 ha
- Theme: Industrial Heritage
- Lead Organisation: Wrexham Borough Council
- Governance Type: Local Authority Led



ROYAL BOTANIC GARDENS, KEW:

- Core Value: *The historic landscape gardens and features illustrate significant periods of the art of gardens from the 18th to the 20th Centuries. The botanic collections (conserved plants, living plants and documents) have been considerably enriched through the centuries. Since their creation in 1759, the gardens have made a significant and uninterrupted contribution to the study of plant diversity and economic botany globally.*
- UNESCO Category: Cultural
- Inscription Date: 2003
- Location: London
- Area: 132.0 ha
- Theme: Botanic Garden
- Lead Organisation: Royal Botanic Garden Kew
- Governance Type: Government Trusts and Organisations



SALTAIRE:

- Core Value: *A complete and well-preserved industrial village of the second half of the 19th Century. Its harmonious textile mills, public buildings and workers' housing are of high architectural standards and the urban plan survives intact. It is an example of Victorian philanthropic paternalism which had a profound influence on developments in industrial social welfare and urban planning in the UK and beyond.*
- UNESCO Category: Cultural
- Inscription Date: 2001
- Location: Northern England
- Area: 20.0 ha
- Theme: Historic Townscape/Industrial Heritage
- Lead Organisation: City of Bradford Metropolitan District Council
- Governance Type: Local Authority Led



ST KILDA:

- Core Value: *The spectacular landscapes of the volcanic archipelago comprise the islands of Hirta, Dun, Soay and Boreray. Including some of Europe's highest cliffs and large colonies of rare and endangered birds, the archipelago has been uninhabited since 1930. They bear evidence of over 2000 years of human occupation adapted to the extreme and exposed conditions of the Hebrides.*
- UNESCO Category: Mixed
- Inscription Date: 1986/2004/2005
- Location: Scotland, Western Hebrides
- Area: 24,201.4 ha
- Theme: Cultural Landscape, Ecological
- Lead Organisation: National Trust for Scotland
- Governance Type: National Trusts



STONEHENGE, AVEBURY AND ASSOCIATED SITES:

- Core Value: *Stonehenge is the most architecturally sophisticated prehistoric stone circle in the world, while Avebury is the largest. Together with inter-related monuments, and their associated landscapes, they demonstrate around 2000 continuous years of Neolithic and Bronze Age ceremonial and mortuary practices, and monument building. These were constructed between circa 3700 and 1600 BC.*
- UNESCO Category: Cultural
- Inscription Date: 1986
- Location: Southern England
- Area: Stonehenge – 2,608.2 ha/Avebury 2,372.2 ha
- Theme: Cultural Landscape/Archaeology
- Lead Organisation: English Heritage/National Trust/Wiltshire County Council
- Governance Type: Mixed Public Partnership



STUDLEY ROYAL PARK AND RUINS OF FOUNTAINS ABBEY:

- Core Value: *A striking and extensive landscape and water gardens were created in the ‘English Style’ around the ruins of the Cistercian Fountains Abbey and Fountains Hall Castle. The 18th century landscape and canal, the 19th century plantations and vistas, and the neo-Gothic castle make up one of the few 18th century landscapes to survive substantially in its current form.*
- UNESCO Category: Cultural
- Inscription Date: 1986
- Location: Northern England
- Area: 309.65 ha
- Theme: Parkland/Place of Worship
- Lead Organisation: National Trust
- Governance Type: National Trusts



THE ENGLISH LAKE DISTRICT:

- Core Value: *An extensive and self-contained mountainous lakeland modelled by glaciers and shaped by particular agro-pastoral land use systems. The harmony and drama of the landscapes inspired the 18th Century literature and paintings of the Picturesque and late Romantic movements. Awareness of landscape beauty inspired and triggered early preservation efforts.*
- UNESCO Category: Cultural
- Inscription Date: 2017
- Location: Northwest England
- Area: 236,200 ha
- Theme: Cultural Landscape
- Lead Organisation: Lake District National Park
- Governance Type: Government Trusts and Organisations



THE FORTH BRIDGE:

- Core Value: *Opened in 1890 and crossing the Forth estuary, the railway bridge had the world's longest spans (541 m). It remains one of the greatest cantilever trussed bridges, marking an important milestone in bridge design and continues to carry rail traffic today. Its innovative style and distinctive industrial aesthetic is the result of a forthright and unadorned display of its structural components.*
- UNESCO Category: Cultural
- Inscription Date: 2015
- Location: Scotland
- Area: Length 2.53 km
- Theme: Industrial Heritage
- Lead Organisation: Network Rail/Historic Environment Scotland
- Governance Type: Mixed Public Partnership



TOWER OF LONDON:

- Core Value: *The massive White Tower, with its strategic position on the River Thames, is a typical example of Norman military architecture, whose influence was felt throughout the kingdom. It was built by William the Conqueror in 1066 to protect London and assert his power. A rare survivor of a continuously developing ensemble of royal buildings, The Tower of London is an imposing fortress with many layers of history and has become one of the symbols of royalty.*
- UNESCO Category: Cultural
- Inscription Date: 1988
- Location: London
- Area: 7.3 ha
- Theme: Military, Defence, Palace
- Lead Organisation: Historic Royal Palaces
- Governance Type: Government Trusts and Organisations



B

BRITISH OVERSEAS TERRITORIES UK WORLD HERITAGE SITES

GORHAM'S CAVE COMPLEX:

- Core Value: *Four caves in the steep limestone cliffs on the eastern side of the Rock of Gibraltar contain archaeological and paleontological deposits that provide evidence of Neanderthal occupation over more than 100,000 years. Exceptional testimony to the cultural traditions of the Neanderthals is seen in evidence of hunting of birds and marine animals for food, use of feathers for ornamentation and the presence of abstract rock engravings.*
- UNESCO Category: Cultural
- Inscription Date: 2016
- Location: Rock of Gibraltar
- Area: 28 ha
- Theme: Archaeology
- Lead Organisation: The Gibraltar Museum agent for Her Majesty's Government of Gibraltar
- Governance Type: Central Government



GOUGH AND INACCESSIBLE ISLANDS:

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- Location: Eastern South Pacific
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- Governance Type: Local Authority Led



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- Inscription Date: 2000
- Location: St George, Bermuda
- Area: 257.5 ha
- Theme: Historic Townscape/Military/Defence
- Lead Organisation: Town of St George
- Governance Type: Mixed Public Partnership



APPENDIX 2

Acknowledgements

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- A large number of persons contributed to the Review at interviews, meetings and discussions during 2018 and 2019. We are grateful to all of these and their contributions. Should any contributors have been missed from the list below, we hope they will understand.

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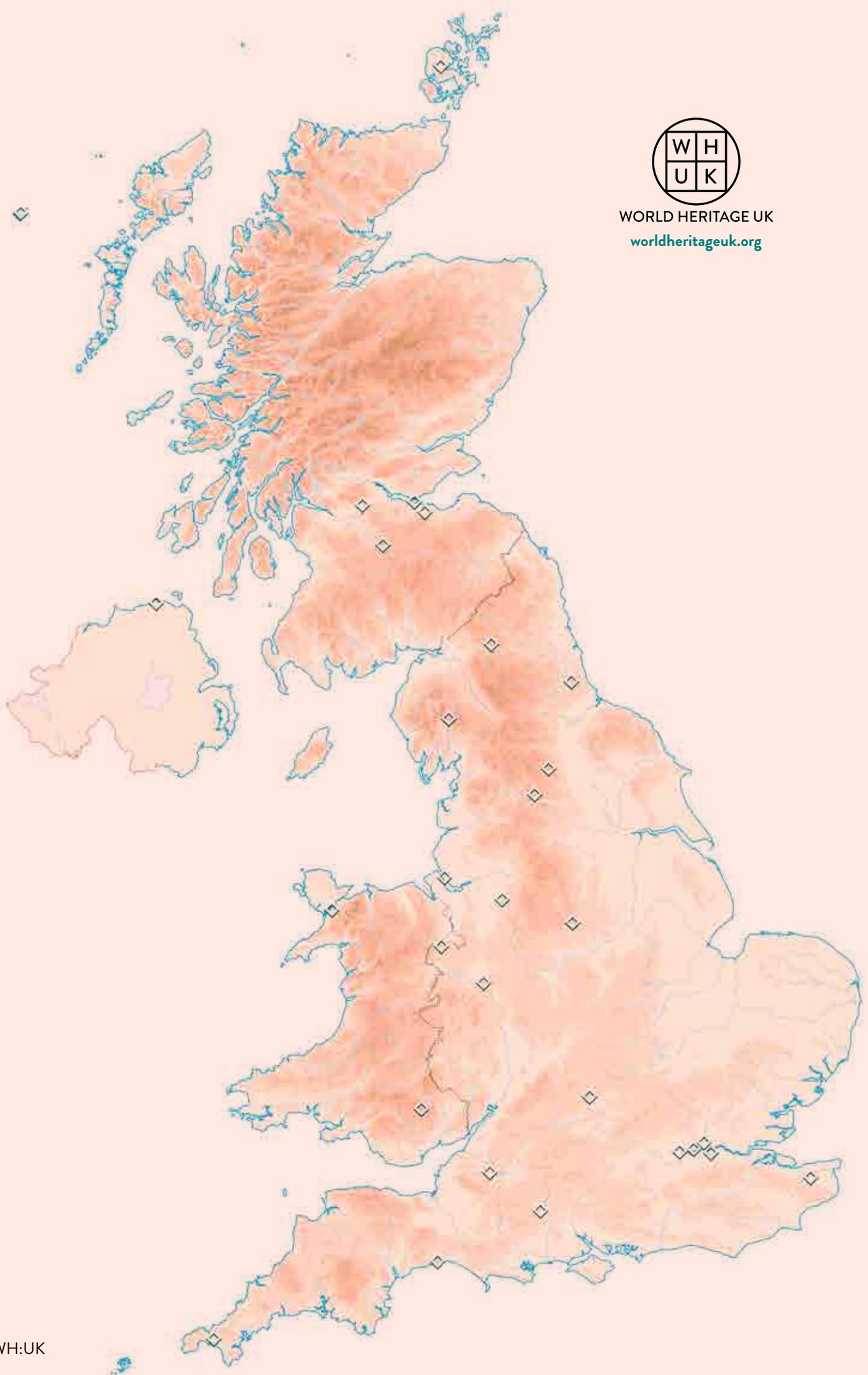
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