

Chair of Stonehenge and Avebury World Heritage Site Partnership Panel

Candidate Brief



United Nations
Educational, Scientific and
Cultural Organization



• **Stonehenge, Avebury
and Associated Sites**
• inscribed on the World
Heritage List in 1986
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SUMMARY

The Stonehenge and Avebury and Associated Sites World Heritage Site Partnership Panel is seeking to recruit a new independent Chair, following the previous Chair's completion of his Term of Office. The Partnership Panel Chair is the champion for the World Heritage Site. The Chair will assist the Partnership Panel in setting the strategic direction for the management of the World Heritage Site, and progress development work for initiatives, projects, and priorities within the Management Plan. The Chair will support the upcoming governance review of the World Heritage Site.

The term of appointment is 3 years, potentially renewable for a second term. The length of tenure may be reduced if significant changes to the role of the Partnership Panel and Chair are agreed as a result of the governance review.

The post is unpaid, but the Chair may claim reasonable expenses for travel on World Heritage Site business.

About Stonehenge, Avebury and Associated Sites World Heritage Site

The Stonehenge, Avebury and Associated Sites World Heritage Site (WHS) was inscribed in 1986 by UNESCO as it has 'outstanding universal value' and is deemed to be of international cultural importance. The UNESCO World Heritage Committee defines the Site's Outstanding Universal Value as follows:

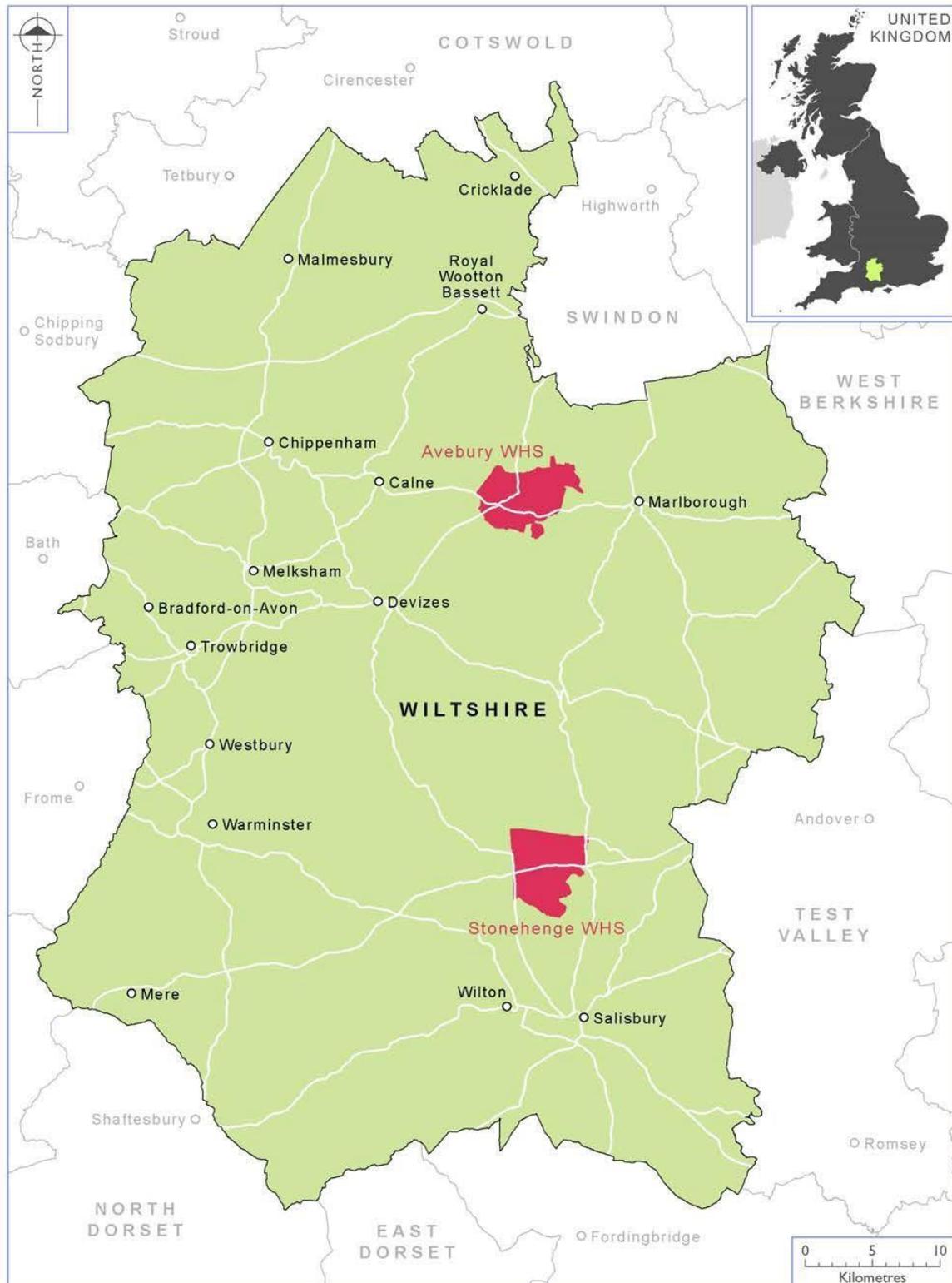
'The Stonehenge, Avebury, and Associated Sites World Heritage Site is internationally important for its complexes of outstanding prehistoric monuments. Stonehenge is the most architecturally sophisticated prehistoric stone circle in the world, while Avebury is the largest in the world. Together with inter-related monuments and their associated landscapes, they help us to understand Neolithic and Bronze Age ceremonial and mortuary practices. They demonstrate around 2000 years of continuous use and monument building between c. 3700 and 1600 BC. As such they represent a unique embodiment of our collective heritage.'

For more information visit: stonehengeandaveburywhs.org



Location of the World Heritage Site

Situated in Wiltshire, the WHS is a serial WHS made up of two landscape areas separated by approximately 40km. Stonehenge is located in the south of the county while Avebury in the north. Each chalkland landscape covers approximately 2,600 hectares or 26 square kilometres.



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Description of the World Heritage Site

Stonehenge is the most famous and sophisticated stone circle in the world, aligned on the midsummer solstice sunrise and midwinter solstice sunset. The surrounding landscape contains many other prehistoric monuments including the Avenue, the Cursus, Woodhenge and Durrington Walls and an exceptional concentration of Neolithic and Bronze Age burial mounds – over 350 in this part of the WHS.

At Avebury, the massive henge, containing the largest prehistoric stone circle in the world, and Silbury Hill, the largest prehistoric mound in Europe, demonstrate the outstanding engineering skills which were used to create a masterpiece of earthen and megalithic architecture. Other major monuments in the Avebury landscape include Windmill Hill, West Kennet Long Barrow, the Sanctuary, the West Kennet and Beckhampton Avenues, the West Kennet Palisade Enclosures, and numerous Neolithic and Bronze Age barrows.

There is exceptional survival of prehistoric monuments and sites within the WHS. These complexes would have been of major significance to those who created them, as is apparent from the huge investment of time and effort they represent. They provide a rare insight into the period, providing evidence of prehistoric technology, architecture and astronomy. Today these monuments and their settings form landscapes without parallel.

The Attributes of Outstanding Universal Value of the World Heritage Site

The following attributes contribute to the OUV of the WHS:

- Stonehenge itself as a globally famous and iconic monument.
- The physical remains of the Neolithic and Bronze Age funerary and ceremonial monuments and associated sites.
- The siting of Neolithic and Bronze Age funerary and ceremonial sites and monuments in relation to the landscape.
- The design of Neolithic and Bronze Age funerary and ceremonial sites and monuments in relation to the skies and astronomy.
- The Attributes of Outstanding Universal Value of the Stonehenge and Avebury World Heritage Site.
- The siting of Neolithic and Bronze Age funerary and ceremonial sites and monuments in relation to each other.
- The disposition, physical remains and settings of the key Neolithic and Bronze Age funerary, ceremonial and other monuments and sites of the period, which together form a landscape without parallel.
- The influence of the remains of Neolithic and Bronze Age funerary and ceremonial monuments and their landscape settings on architects, artists, historians, archaeologists and others.

The Vision for the World Heritage Site

From the Management Plan

'The Stonehenge and Avebury World Heritage Site is universally important for its unique and dense concentration of outstanding prehistoric monuments and sites which together form a landscape without parallel. We will work together to care for and safeguard this special area and provide a tranquil, rural and ecologically diverse setting for it and its archaeology. This will allow present and future generations to explore and enjoy the monuments and their landscape setting more fully. We will also ensure that the special qualities of the World Heritage Site are presented,

interpreted and enhanced where appropriate, so that visitors, the local community and the whole world can better understand and value the extraordinary achievements of the prehistoric people who left us this rich legacy. We will realise the cultural, scientific and educational potential of the World Heritage Site as well as its social and economic benefits for the community’.



Management of the World Heritage Site

The WHS is looked after and managed by national organisations, the local authority, amenity groups, landowners, farmers and residents of the WHS. More information can be found in the [Stonehenge and Avebury WHS Management Plan 2015](#)

Governance

Role of the Partnership Panel

The role of the Partnership Panel is to coordinate actions affecting the WHS and to oversee the work of the Coordination Unit. An important role for the Partnership Panel is to ensure adequate funds are available to support the Coordination Unit and implement actions arising from the Management Plan. The Partnership Panel will explore better resourcing for the Coordination Unit and for Management Plan Actions as part of the upcoming Governance Review. The Partnership Panel is led by the independent Chair.

The Partnership Panel is made up of four key partners (English Heritage, Historic England, the National Trust and Wiltshire Council), the chairs of the two local WHS Steering Committees and a representative from the Avebury and Stonehenge Archaeological and Historical Research Group. The secretariat is carried out by the Coordination Unit.

Role of the Steering Committees

The membership of the two Steering Committees includes key stakeholder organisations responsible for aspects of the management of the WHS, and local community and amenity group representatives. The Steering Committees oversee the implementation of the Management Plan actions and take decisions on priorities, strategies and funding.

Role of Steering Committee Chairs:

- Chair Steering Committee meetings.
- Work with the Coordination Unit to prepare agenda for meetings.
- Represent the Steering Committee at WHS Partnership Panel meetings.
- Liaise with the Chair of the Partnership Panel as required.
- Deputise for the Chair if necessary.
- To act as a champion for the WHS, raise awareness and understanding of its OUV and promote the policies of the Management Plan at local level.
- Attend relevant events and meetings at a local level if required.

Role of the Avebury and Stonehenge Archaeological and Historical Research Group

The Avebury and Stonehenge Archaeological and Historical Research Group (ASAHRG) terms of reference include the following:

- Further the aims and objectives of the Management Plan.
- Report regularly to the Steering Committees and Partnership Panel on matters relating to the understanding of the archaeology and history of the WHS with a view to supporting the Steering Committees and Partnership Panel in making informed management decisions.
- Provide a forum in which research topics and interests may be debated by individuals and organisations concerned with furthering the understanding of prehistoric and later Avebury and Stonehenge.
- Enable individuals and organisations pursuing research into prehistoric and later Avebury and Stonehenge to refine and develop research proposals through discussion and so reduce overlap and the potential for duplication.
- Enhance research into the WHS by acting as an information exchange and facilitating contact between researchers in different subject, technical and chronological specialisms.
- Support the Alexander Keiller Museum in maximising the use of collections for research for public benefit, so utilising a resource which is unique to the Avebury part of the WHS.
- Support museums outside the WHS, and in particular the Wiltshire Museum in Devizes and Salisbury Museum, in researching and making publicly available material in their collections which is derived from the WHS.

Role of the Coordination Unit

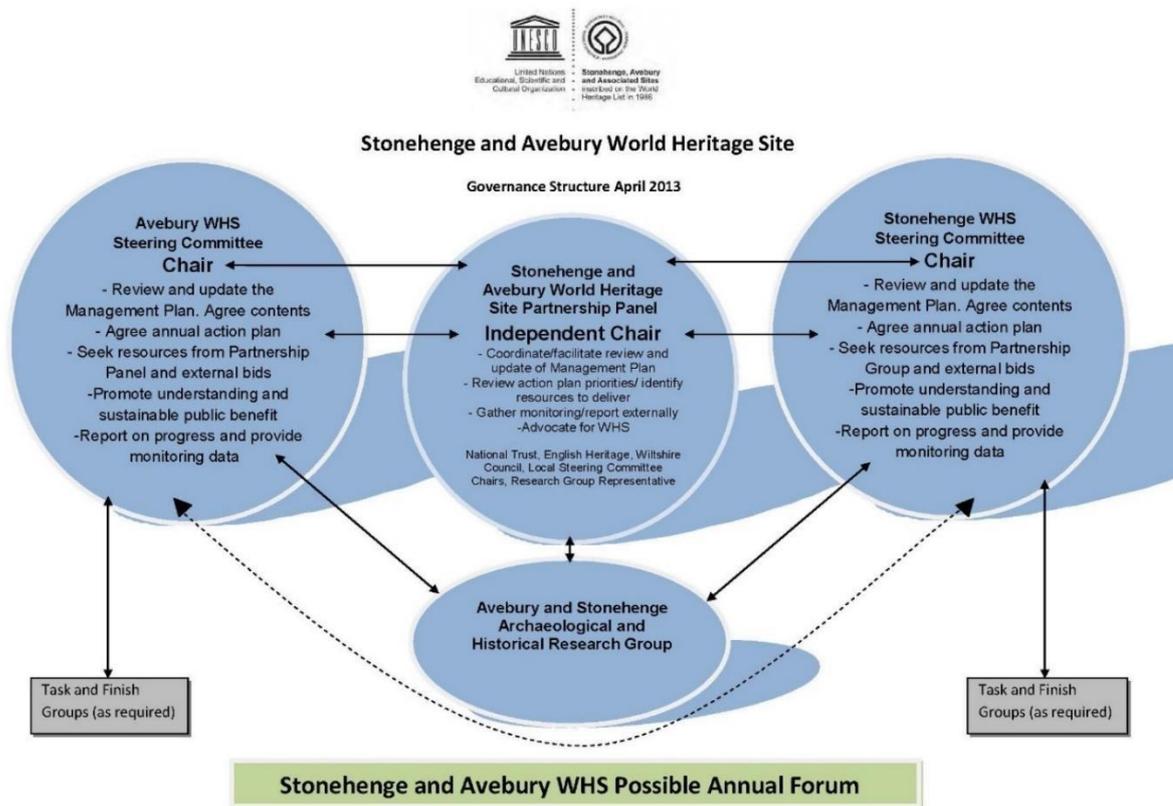
The Coordination Unit is tasked with managing the programme set out in the Management Plan and facilitate the delivery of the actions, working closely with the many stakeholders involved in the WHS. In addition, the Team lead on the review and update of the Management Plan. The Coordination Unit is currently made up of a Partnership Manager and a Partnership Officer. The Coordination Unit is hosted by Wiltshire Council and is currently funded by Wiltshire Council and Historic England.

The key roles of the Coordination Unit in liaison with the Steering Committees and the Partnership Panel are outlined below:

- a. communication and advocacy for the WHS;
- b. liaising with the WHS stakeholders including organising the Steering Committees, ASAHRG and Partnership Panel and establishing and facilitating working groups and liaison with partners;
- c. coordinating the implementation of the Management Plan;
- d. coordinating and facilitating the delivery of projects set out in the Action Plan;
- e. monitoring and reporting on the condition of the WHS;
- f. revising and updating of the Management Plan on a 6-yearly basis;

- g. seeking resources for projects to assist in the implementation of the Management Plan and supporting the Partnership Panel in identifying resources for providing sustainable coordination arrangements;
- h. providing specialist advice and training to planners and other relevant professional and agencies on development proposals affecting the WHS in relation to Management Plan policies; and
- i. advising on WHS information and interpretation material.

WHS Structure Chart



Stonehenge and Avebury World Heritage Site: Taking the Past into the Future project

In 2018 the WHS Partnership Panel was successful in its application to the National Lottery Heritage Fund for a Heritage Resilience project called Stonehenge and Avebury World Heritage Site: Taking the Past into the Future.

This project gives the Partnership Panel a pivotal role in designing a sustainable, resilient operating model for a Stonehenge and Avebury WHS. The project will establish a trajectory for sustainable growth based on enhanced fundraising capacity. This will enable partnership projects focussed on community engagement, education, multilevel interpretation, sustainable tourism, transport and access. The new model of governance will provide a resilient and sustainable future for the management planning, monitoring and coordination functions of the WHS. It will also help to maximise the potential offered by the WHS status for one of the world’s iconic sites, its partners and the wider community.

The Chair will help to steer this project which seeks to reinvigorate and strengthen the governance structure of the Stonehenge and Avebury and Associates Sites World Heritage Site so that it is sustainable into the future.



About the role of the WHS Partnership Panel Chair

The role of the independent Chair of the WHS Partnership Panel will be carried out in accordance with the Nolan Principles of Public Life. To chair the Partnership Panel meetings and ensure it carries out its role effectively within the WHS Governance Structure by:

- Assisting the Partnership Panel in setting strategic direction for the World Heritage agenda
- Enabling the Partnership Panel to engage and encompass views of stakeholders
- Contributing to the effective management of the World Heritage function
- Safeguarding the good name of the WHS
- Delivering the actions of the WHS Management Plan • Acting as a champion and advocate for the WHS.

The Chair will work closely with the Coordination Unit who are responsible for supporting the Partnership Panel and local Steering Committees, including provision of a secretariat for meetings and managing implementation of actions by WHS partners.

The governance of the WHS is about to undergo a review as part of the 'Taking the Past into the Future' project outlined above and as a result, the governance structure may change. The appointed Chair will help to put the agreed new governance model put in place.

Please note as this is an independent role it is not open to current employees or members of the governing or advisory bodies of the following partners: English Heritage; Historic England, National Trust; Wiltshire Council or elected members of Wiltshire Council.

Skills, Interests and Experience

We are seeking a Chair for the Partnership Panel who will have the skills, interests and experience set out in the table below.

The list draws from recommendations published by Reach Volunteering a nationally recognised charity that works to identify and recruit volunteers for governance in the public and the charitable sectors.

Essential	Desirable
Be recognised as having knowledge, understanding and interest in UK and international heritage, without necessarily being an expert	A broad knowledge and understanding of the interrelationships between heritage conservation, landscape, land management, wildlife and planning and sustainable development
Demonstrate excellent communication skills at a range of levels from government agencies through to heritage organisations and local stakeholders and communities.	Experience of partnership or collaborative working in a heritage related field
Have considerable experience in chairing sensitive committees	Knowledge and experience of national and local government process and funding

Skills in advocacy, persuasion, negotiation and mediation	Experience of successfully securing external funding
Strong leadership skills and the ability to achieve consensus across a wide range of diverse interests	Have considerable experience in media and public relations matters
Be non-partisan while politically aware and diplomatic	
Distil strategic issues of importance from high levels of detailed input	
Think creatively and exercise independent judgement	
Experience of developing and maintaining networks of relevant senior national and international contacts	

Time Commitment

The time involvement is variable, but not normally expected to be more than around 2 days per month on average.

Over a typical year this is likely to entail the following: -

- a. chairing four Partnership Panel meetings – half days (sometimes longer if a site visit is included). Currently these are held in January, April, July and October
- b. representing the WHS, when appropriate, at World Heritage UK meetings and events
- c. attending other events, e.g. representing the WHS at other organisations' events
- d. regular briefings with the staff of the Coordination Unit
- e. occasional meetings with senior stakeholders (MPs, council leaders etc)
- f. other meetings as required – these might include meeting partner organisations
- g. ad hoc telephone or email communication with stakeholders
- h. attendance at occasional training events
- i. background reading and meeting preparation as appropriate

Key Internal Relationships

The key internal relationships are with the members of the Partnership Panel, members of the Project Boards, (sub-groups set up by the Partnership Panel), and staff of the Coordination Unit and Wiltshire Council as the host authority for the Coordination Unit and who also line manage its staff.

Terms of Appointment

The term of appointment is 3 years, potentially renewable for a second term. The length of tenure may be reduced if significant changes to the role of the Partnership Panel and Chair are agreed as a result of the governance review.

The role is voluntary and unpaid, but the Chair may claim reasonable expenses for travel in line with the requirements of the role (bus and Standard Class rail fares, or mileage at the current Wiltshire Council rates).

Appointment Process

This role is being advertised publicly and is open to all. Application is by written submission. Selection will be by written application and interview. The interview process will be in two parts: applicants will be asked to make a presentation to the full Partnership Panel, followed by an interview with the appointed selection panel. It is probable that the process will be virtual. Applicants will be assessed for their suitability for the role as set out in this Candidate Brief. The Partnership Panel will ratify the decision of the selection panel.

Interviews will take place in late June or early July 2021. Induction training for the newly appointed Chair will be provided by the Coordination Unit staff, Wiltshire Council as the host authority and Partnership Panel members.

How to Apply

Please submit your CV together with a personal statement of up to 500 words explaining your motivation to undertake the role and what you would bring to the governance of the WHS.

Please ensure that you include in your CV, contact details for two referees who are willing to give a reference for your suitability for the role. Preferably, one should be someone able to comment on your professional skills and experience. If you consider that you do not have recent relevant professional experience, please include instead a referee able to comment on your contribution to public and/or community life. The other referee should be a person able to provide a character reference.

Please send applications to Susan Clarke by email: susanclarke@northwessexdowns.org.uk

For an informal confidential discussion about the role please ring Henry Oliver, North Wessex Downs AONB Director, tel. 07786 173296.

Please make sure your application submitted no later than midnight on 5th July 2021.

