

## World Heritage Site Partnership Panel

### Notes

Wiltshire and Swindon History Centre

Tuesday, 13<sup>th</sup> June 2017

**Present:** Alistair Sommerlad, Chair  
 Roger Fisher, Chair, Stonehenge WHS Committee  
 Jan Tomlin, National Trust  
 Cllr. Richard Clewer, Wiltshire Council  
 Phil McMahon, Historic England  
 Andrew Williamson, Avebury WHS Steering Committee  
 Colin Shell, ASAHRG

**In attendance:** Sarah Simmonds (WHSCU), Liam Wiseman (WHSCU), Nick Snashall (National Trust)

**Apologies:** Jennifer Davies (English Heritage Trust)

**Presenting:** Valentine Morby, Valentine Morby Associates

Item		Action
1.0	<b>Apologies and Introductions</b> <ul style="list-style-type: none"> <li>Andrew Vines was unable to attend: PM attended in his place</li> <li>Cllr Richard Clewer is the new Cabinet Member for Corporate Services, Heritage, Arts &amp; Tourism. He replaces Cllr Wheeler on the WHSPP</li> <li>Jennifer Davies was unable to attend</li> </ul>	
2.0	<b>Minutes of the last meeting</b> <ul style="list-style-type: none"> <li>Minutes accepted with no changes</li> </ul>	
3.0	<b>A303 Project Update</b> <ul style="list-style-type: none"> <li>The response to the public consultation is being considered by Highways England. The report from the UNESCO/ICOMOS mission is awaited. The preferred route will be announced in the autumn and the Panel may be required to meet to discuss this.</li> <li>CS raised concern from ASAHRG that damage had been caused by the plant undertaking archaeological investigations there. PM disagreed, there was no damage caused during the investigations. NS seconded this, stating that the archaeological work had been carried out without damaging any barrows</li> </ul>	

	<ul style="list-style-type: none"> <li>• CS suggested that his response to ASHRG should be that if any members have concerns, they should report them to directly Historic England who will be able to clarify the situation</li> <li>• PM confirmed that if damage is reported to monuments, it will be investigated within 48 hours</li> </ul>	
4.0	<p><b>Stonehenge and Avebury WHS Trust</b></p> <ul style="list-style-type: none"> <li>• AS began by recapping previous discussions regarding the formation of a WHS Trust. He explained that it had been suggested against the backdrop of diminishing public funding. The current grant from Historic England will end within the next two years so we should begin the work on the Trust as soon as possible and identify future requirements for support.</li> <li>• AS mentioned the dangers and pitfalls of trusts in the UK. Forming trusts has had mixed success, with the Hadrian’s Wall Trust running into some difficulty. However, the Jurassic Coast Trust looks as if it may be successful. We can learn from both successes and failures</li> <li>• SS introduced VM and who she met when he was delivering a World Heritage fundraising workshop in London. VM has been working a development director on the Jurassic Coast Trust. SS began the presentation by summarising the report she had presented to the WHSPP and its recommendations that the group had agreed last year. The next steps will be considering the roadmap for transition. SS emphasised how much work will go into the transition process. The WHSCU will be the lead partner, with the key partners supporting, feeding into and helping to shape the project. SS made it clear that the Trust should add to the excellent management that already exists. It will not be involved in operational management.</li> <li>• The Trust will require a fairly substantial initial investment to establish and grow to sustainability. The HLF Resilient Fund has been identified as a relevant source of funding. SS has spoken to HLF and is putting together the initial expression of interest submission. Match funding will be required from partners. The working title for the project is <i>Stonehenge and Avebury WHS Trust: Building a Sustainable Model to Enable Excellence through Partnership Working across the WHS</i>. The triggers for change were revisited including: a lack of public sector funding; the need to increase Coordination Unit resources and opportunities to increase</li> </ul>	

	<p>awareness of the WHS</p> <ul style="list-style-type: none"> <li>• SS continued by setting out the actions from the Management Plan related to the WHS Trust. She reiterated the steps that had been taken so far including the decision by the WHSPP to move to a Charitable Incorporated Organisation (CIO) April 2016.</li> <li>• SS then ran through the main points of the scoping report including: maximising the opportunities for enhancement and protection of the WHS and establishing a clear identity for the Trust. The Trust will be of benefit to many aspects of the WHS, including the need for a more holistic WHS image across the entire site (a need recognised by ICOMOS during their latest mission). It will also allow the WHSCU to fundraise and explore larger/more innovative partnership initiatives.</li> <li>• It will be essential for the key partners to continue to fund the core functions of the WHSCU throughout this transition, and into the future. Moving to a trust is not a money saving exercise, and should be viewed instead as an investment in the WHS and its potential. The Trust will eventually become an employer. In addition to funding for staff delivering core functions, the Trust will require paid professional fundraisers to help raise money for additional projects</li> <li>• We will need to ensure there is a clear system of governance and continued close and effective partnership working to support the development of the Trust. SS handed over to VM.</li> <li>• VM began by introducing himself and his work with a number of heritage sites and organisations, specifically the Jurassic Coast WHS Trust</li> <li>• He explained that the process of transition to a WHS Trust was a lot longer and much more complex than they had anticipated at the Jurassic Coast. This was in part due to the need to adapt the existing Jurassic Coast charity. Since we will be starting afresh, it may cut down on some of this work. Reaching agreements around employment conditions and core funding can also be lengthy.</li> <li>• The iconic status of Stonehenge should ensure that many people will be interested in working with the Trust.</li> <li>• Jurassic Coast Trust has negotiated core funding of around £120,000 a year from the local authorities to undertake the core functions necessary to maintain WHS status. The LAs are committed to providing this base level funding. They also have other funding</li> </ul>	
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	<p>streams such as patron scheme and other fundraising initiatives.</p> <ul style="list-style-type: none"> <li>• VM emphasised the need for positive and proactive partnership working. The transition also needs both sustained commitment and investment from the key partners. The HLF would need to see that partners are on board before agreeing to providing support for the transition.</li> <li>• There are three stages of transition to a trust: Preparation, Implementation and Consolidation/Growth. As part of the preparation stage VM suggested we hold a facilitated visioning workshop to get ideas and opinions from the partners</li> <li>• There will also need to be a review of governance. We should begin the process of finding at least three trustees as soon as possible. Trustees will need to have significant expertise in fields like heritage, business, finance and fundraising. They should be well connected and able to give a considerable amount of time to furthering the aims of the Trust.</li> <li>• The transition will also require an excellent communication strategy to keep all partners and stakeholders fully engaged.</li> <li>• We will also need to consider HR/legal/logistical issues such as; employment, wages, pensions, office location/equipment, branding and audience development</li> <li>• CS asked what VM envisioned the governance structure would look like and whether the Panel/Steering Committees would still be a part of it. VM responded that the governance structure will need to be discussed and decided as part of the transition process. The trustees will need to have a clearly defined role but the structure will also need to retain ownership, commitment and meaningful engagement from partners and stakeholders</li> <li>• The two WHS Committees will need to be aware of and support the transition process</li> <li>• AW suggested a similar presentation might be given to the WHS Committees. CS agreed but suggested that it be done when there is more to share about the shape the Trust might take. The next Committee meetings are in October.</li> <li>• AW stated that the Trust could potentially be lucrative for the WHS.</li> <li>• CS pointed out the potential for some people living in the area, especially Avebury, to be concerned about how the Trust might change aspects of management. It will be important to make sure communications</li> </ul>	
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	<p>reach local communities and that they continue to have a locus in the management of the WHS.</p> <ul style="list-style-type: none"> <li>• VM underlined the potential of the iconic WHS for fundraising. He recognised that although fundraising for the WHS Trust would not take place on site where the National Trust and English Heritage manage the site; there were many other approaches to raising funds that would address other target groups. JT welcomed this, confirming that the NT would not allow another charity to use its land for fundraising purposes. This would be the same for EH.</li> <li>• JT asked why the work setting up the Jurassic Coast Trust went over time and budget. VM responded that the main delays were related to staff changeover and having to reshape the existing charity.</li> <li>• Another relatively time consuming task is to articulate the role of the Trust and where it will relate to the governance and management of the WHS. This will begin to evolve in the visioning workshops</li> <li>• CS mentioned that the trust for the new Swindon museum employed full time communications staff; we need to do the same and cost it into the budget.</li> <li>• VM thought that if we don't meet too many delays we could have a business plan and some trustees within a year.</li> <li>• RF asked who makes a good trustee and where you might recruit from. VM suggested people with some influence that understand the heritage sector. Trustees from Portsmouth Historic Dockyard are an excellent model to follow. With Stonehenge being an iconic site, we will probably have a large number of applicants, and therefore the opportunity to select who we think will be best represent Trust. Ideally we should end up with around 10-12 trustees. VM believes being a trustee of the Stonehenge and Avebury WHS will be seen as a very prestigious role.</li> <li>• AW added it is important to ensure trustees have time and passion to undertake work. . AW mentioned there may be corporate organisations in Wiltshire that might want to help.</li> <li>• SS asked organisations to nominate a person to represent them on the project group for the transition process. Ideally this should be someone with the relevant experience and seniority and with the time to invest in the process. Partners should respond to SS by the 21<sup>th</sup> July.</li> <li>• Early steps will include inviting nominated people to a visioning workshop.</li> <li>• VM advised that it will be important to set a budget</li> </ul>	<p><b>Partners to nominate someone from their organisation with relevant experience and adequate time to lead on transition to a Trust</b></p>
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	<p>for each stage of the process. The group agreed the need to employ someone in a development officer type role to progress this work which will require additional resource. This will augment the resources of the Coordination Unit which still needs to progress with the delivery of the Management Plan during the transition process.</p> <ul style="list-style-type: none"> <li>• AW asked whether the Resilient Fund money could be spread over several years. VM confirmed it could. A plan detailing tasks and timescales will need to be submitted as part of the bid process. Work over more than one year will be necessary ensure the project is sustainable. SS underlined the need for partnership support and added that there is also some money available as part of the grant from Historic England for the officer post which could be drawn on to help undertake the preparatory stage of the transition.</li> <li>• JT confirmed that both the National Trust and English Heritage support the project in principle after talking to Jennifer Davies who was unable to attend the meeting. Their legal teams will need to be involved throughout the process to ensure the aims of the organisations and the new Trust remain aligned but so far the outline ideas seem very positive.</li> <li>• AW suggested that a version of the presentation be given to the two WHS Committees. SS/VM agreed that a presentation was a good start to the engagement and communication process. It is important that stakeholders are involved so they can help shape its progress. It may be more meaningful to present some clearer proposals alongside the process at a stage where meaningful engagement is possible. It is important to have the support for the transition from the wide range of stakeholders represented on the Committees.</li> </ul>	<p><b>by acting as a member of the project board.</b>  <u>Send name to SS by 21st July</u></p>
<p><b>5.0</b></p>	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>• CS asked to have a copy of the presentation for reference. Also suggested that the developing A303 scheme may effect who wants to be a trustee. Also, due to Brexit, large companies may be less likely to sponsor charities due to uncertainty of the economy</li> <li>• AS reported that Heather Sebire is now officially the curator for Stonehenge which is an excellent choice as she has been intimately involved with the site for a long time. CS queried whether her title officially included Avebury too and therefore the whole WHS.</li> <li>• SS reported that the WHSCU is creating a leaflet to discourage metal detecting in the WHS. Any</li> </ul>	<p>SS to clarify HS's job title.</p>

	<p>comments or input can be sent to LW.</p> <ul style="list-style-type: none"> <li>• SS is planning a meeting to review the actions in the WHS Management Plan that related to the A303 project. She will be in touch with partners in the near future.</li> </ul>	
<b>6.0</b>	<p><b>Date of next meeting</b></p> <ul style="list-style-type: none"> <li>• Thursday 9<sup>th</sup> November 2017 10:30 AM (location TBC)</li> <li>• Developments related to the A303 Project may make it necessary to meet earlier in the year</li> </ul>	