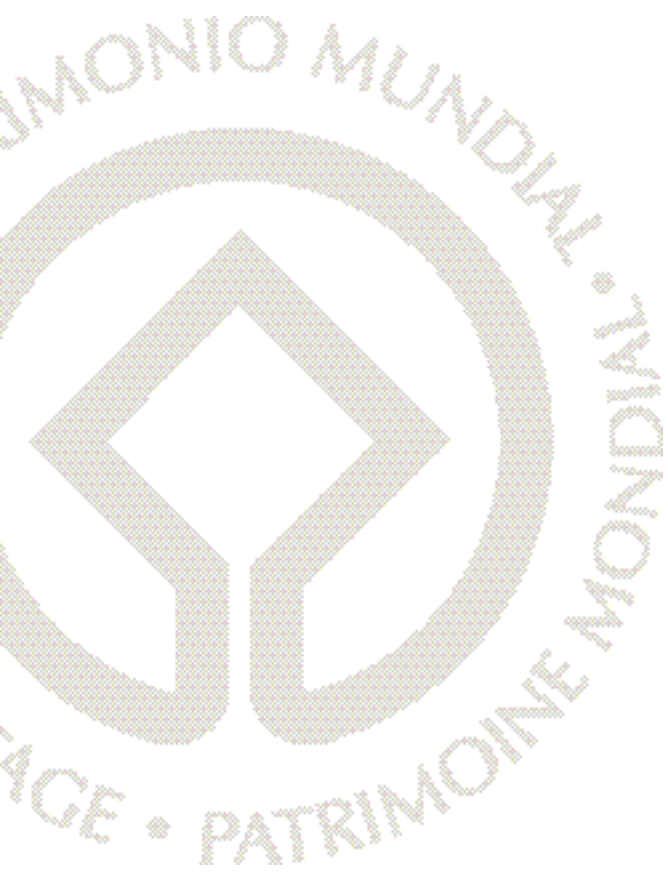




Silbury Hill
Aerial view looking east



PART FOUR: IMPLEMENTING THE MANAGEMENT PLAN

This part of the Plan describes the recommended mechanisms to aid the achievement of the main objectives. The first section (16.0) explores the continued contribution of the WHS Steering Committee and the provision of a staff position to facilitate the implementation of the Plan. Section 17.0 sets out the action plan for implementation of the management strategies in the short to medium term (six years). This section will need to be updated on a regular basis and will provide the opportunity to monitor progress towards achieving the objectives set out in Part Three. The last section (18.0) sets out the programme for monitoring the effectiveness of the Management Plan in the long term, including UNESCO's periodic reporting process.

16.0 ARRANGEMENTS FOR IMPLEMENTATION

16.1 MECHANISMS IN PLACE

16.1.1 In the preceding section twenty-six objectives have been identified for the benefit of long-term conservation of the Avebury WHS. The Plan seeks to advise and influence the management of the WHS in line with these objectives, but has no statutory power or status. The Plan, although advisory in nature, aims to set the framework for co-ordinated management and the development of partnerships which will ensure that the values which make the site special will not be diminished.

16.1.2 The implementation of the Plan will be achieved by a variety of agencies and individuals who own or currently have management responsibilities in the WHS. Some strategies will require collective action, while others will fall to a single agency or individual (Section 17.0 below). The major share of the responsibility for meeting the objectives will fall to English Heritage, the National Trust, and the other landowners and tenant farmers within the WHS. The willingness of owners and farmers to support the Plan and contribute to the maintenance of the historic landscape features is fundamental to the achievement of the objectives.

16.1.3 Two specific mechanisms are currently in place and have proved successful in the implementation of the 1998 Plan. Firstly, the WHS Steering Committee has overseen the implementation and delivery of the Plan and monitored its success. The Committee, composed primarily of the agencies and groups involved with developing the Management Plan itself, should continue to meet on a regular basis (at least every six months) and guide any future revisions of the Plan. The membership of the Committee and its subgroups should be reviewed regularly to ensure that their composition is most effective in the implementation and delivery of the Plan (see Objective S.1).

16.1.4 Secondly, English Heritage since 1999 have provided the funding for a WHS Officer. The post, initially funded for a two-year period is accommodated and managed by Kennet District Council. The Officer reports to the Committee and negotiates on its behalf over the various action points within the Plan, and provides the necessary local liaison and co-ordination to aid its implementation.

16.2 REVISITING THE MANAGEMENT PLAN

16.2.1 Experience from implementing the 1998 Management Plan indicates that the Plan strategies will probably retain their relevance for five to ten years as progress is made, although the overall objectives are likely to be relevant for longer. As progress is made, elements of the Plan become out of date quite quickly. It is recommended that the Plan is reviewed and republished again on a six-year cycle, with the next one due in 2011. A six-year renewal is now in line with the UNESCO Periodic Review cycle (first to be carried out in 2005) as it is logical for the Avebury Plan to be revisited prior to each periodic review. As outlined in the above section, reviewing the plan and revisiting the issues will be the main role of the WHS Officer, the WHS Steering Committee and its subgroups. Within each six-year management plan cycle, annual updates on progress will be given to the Steering Committee and news and developments posted on the WHS web pages. The Management Plan for the Stonehenge part of the WHS was published in 2000 and is due for revision in 2005-6. It is possible that in the future the plans for both parts of the WHS will be integrated into a single document. This will require an examination of the case for and against a unified document.

16.3 RESOURCE IMPLICATIONS

16.3.1 The successful implementation of this Management Plan will have significant financial implications. The first element of this is the funding required to continue the post of the WHS Officer. Since 1999 funding has been provided by English Heritage to Kennet District Council in the form of a grant. The WHS Officer has been employed on a short contract basis during this period. Kennet has also provided some resources in terms of ongoing costs of office accommodation, equipment and in-house training. The minimal amount of funding required to continue the post is around £43,000 per annum. At the time of writing (June 2005) the future source of funding for the continuation of the post is being discussed within English Heritage as is the potential for contributions from other partners. In order to make the 2005 Management Plan a success, a decision needs to be taken as soon as possible to give this post a more certain and permanent future.

16.3.2 The second element of resourcing relates to project funding. Twenty-two of the forty-five actions set out in Section 17 require external funding. Although costings have not yet been calculated, it is likely to be a large amount. During the last five years small grants have been successfully applied for from various agencies to implement individual projects and this approach is likely to continue. However, there is a need to consider a different approach to funding larger scale projects where several agencies are involved. The ability to call upon a stream of funding specifically set up for the implementation of WHS projects would be most beneficial. The National Trust has been leading discussions about the concept of increasing income from visitors in order to raise funds available for conservation, maintenance and the implementation of the Management Plan. This concept needs to be explored further in the near future.

17.0 ACTION PLAN (2005 - 11)

- 17.1 As many as possible of the short to medium-term objectives identified should be implemented by those already holding responsibilities in the WHS, including landowners and agencies in their relevant areas. This section outlines a programme of work for the short to medium-term, arranged in accordance with the objectives and strategies set out in Sections 11-15. It indicates 45 actions which should be achieved in the next six years, during the lifetime of this Plan. Each entry identifies the agency or individual for whom the responsibility for implementing a particular strategy should lie. Some of these actions are ongoing. The tables also indicate if external funding is required for implementation.
- 17.2 Each strategy to be implemented in the next six years has been graded 1-3 in relation to its importance and the feasibility of achieving it or at least getting it underway in the next six years. Those identified as 1 are the most important, and 3 of lesser importance.

17.3 ABBREVIATIONS USED:

AAHRG	Avebury Archaeological & Historical Research Group
APC	Avebury Parish Council
CA	Countryside Agency
Defra	Department for Environment, Food & Rural Affairs
DCMS	Department for Culture, Media & Sport
EH	English Heritage
EN	English Nature
FA	Forestry Authority
FWAG	Farming and Wildlife Advisory Group
ICOMOS	International Council on Monuments & Sites UK
KDC	Kennet District Council
LHA	Local Highway Authority (WCC)
LO	Landowners
NT	The National Trust
STCOM	WHS Steering Committee
TVM	Avebury Traffic & Visitor Management Group
WCC	Wiltshire County Council
WHO	World Heritage Site Officer
UNESCO	United Nations Educational Scientific and Cultural Organisation

TABLE 4: MONUMENTS AND THEIR LANDSCAPE SETTING

Objectives/Strategies	Priority	External Funding needed	Main Agencies
D.1 Repeat monument condition survey of all sites	2	Yes	WHSO, AAHRG, EH, NT
D.2 Renewal of Local Management Agreements (LMAs) for further ten year period. Develop conservation statements for monuments in guardianship to include risk assessments	1	Yes	EH, NT
D.3 Address problems of badger damage to monuments in the WHS	1	Yes	EH, NT, EN, Defra, LO
D.4 Implement long-term solution to repair the structural problems identified at Silbury Hill	1	Yes	EH
E.1-2/F.5 Continue the expansion of semi-natural, species-rich grassland areas in the WHS, via Defra's EL and HL schemes	2	Yes	Defra, WHSO, EH, LO, FWAG, NT
F.1 Review number and extent of Scheduled Monuments in the WHS	2	No	EH, WHSO
F.2 Increase number of management agreements with landowners	3	No	EH, LO, WHSO
F.4 Seek dedicated funding for the implementation of the management plan and WHS Officer post	1	Yes	WHSO, STCOM
G.1 Develop strategy for trees and hedgerows in the WHS	3	Yes	NT, KDC, FA, LO
G.4 Develop policy for management of trees in the henge monument	3	No	NT
H.1 Address visual impact issues and seek opportunities for landscape enhancement and nature conservation measures	3	No	KDC, WHSO
H.3 Develop policy on restoration/reconstruction of megaliths	1	No	EH, NT, WHSO
I.1 Agree and confirm proposed minor extension to WHS boundary	1	No	STCOM, LO, UNESCO, DCMS
I.2 Agree concept and define extent of WHS buffer zone, publish as Supplementary Planning Document	1	Yes	STCOM, WHSO, UNESCO, KDC, DCMS
I.3 Revised Statement of Significance to be agreed by World Heritage Committee	2	No	DCMS, WHSO, STCOM, UNESCO

TABLE 5: PLANNING AND POLICY FRAMEWORK

Objectives/Strategies	Priority	External Funding needed	Main Agencies
L.1 Ensure protection of World Heritage values in the determination of planning applications	Ongoing	No	KDC, WHSO
L.2 Ensure protection of WHS via local planning system is continued	Ongoing	No	KDC, WHSO
L.3 Strengthen links between the Local Plan and WHS Management Plan via adoption of Management Plan, publish land use planning elements as a Supplementary Planning Document	1	Yes	KDC, STCOM, WHSO
M.1 Assess impact of permitted development rights, and benefits of Article 4 Directions	2	No	KDC, WHSO
M.3 Communicate with utility companies and develop proactive approach to replacement of services in the area	2	No	EH, KDC, WHSO

TABLE 6: TRAFFIC & PARKING MANAGEMENT

Objectives/Strategies	Priority	External Funding needed	Main Agencies
O.1 Monitor the effects of the 30 mph speed limit, consider extending zone	2	No	LHA, TVM, APC
O.3 Protect Avebury "green" from further erosion caused by vehicle movements	2	No	LHA, TVM, APC
O.4 Agree and implement measures to reduce traffic volume and speed on West Kennet Road (B4003)	2	Yes	LHA, TVM, APC
P.1 Monitor effect of car parking charges in Southern Car Park	2	No	NT, TVM
P.2 Investigate possible funding sources for northern car park	3	No	WHSO, NT, TVM
P.4 Investigate viability of remote "park and ride" scheme for Avebury	2	Yes	TVM,WCC
Q.5-7 Review condition of all walking route signs and consider establishment of new routes	3	No	WCC, WHSO, TVM, NT, LO
Q.10 Ensure regular collection of up-to-date traffic and parking data	1	Yes	WHSO, WCC
R.1 Establish safe pedestrian crossing points in Henge monument and other key locations in the WHS	1	Yes	TVM, LHA, NT
R.2 Commission audit of access points, visitor and traffic flows	1	Yes	NT, EH, WHSO

TABLE 7: PUBLIC ACCESS & SUSTAINABLE TOURISM

Objectives/Strategies	Priority	External Funding needed	Main Agencies
S.1 Maintain the existing partnership approach to management through the working group structure. Enhance strategic links with the Stonehenge part of the WHS	Ongoing	No	STCOM, WHSO
S.2/U.2 Widen access to information about the WHS and improve communication with local community	2	No	WHSO
S.4 At key pressure periods such as the Solstice, a proactive management approach should be implemented to address the main safety and security issues	Ongoing	Yes	NT, EH, APC, LO
S.7 Undertake detailed stakeholder analysis to feed into production of next version of the management plan	3	No	WHSO, STCOM
T.1 Take more effective action to halt erosion on the henge monument, including increasing resources	1	Yes	NT, EH
T.3 Undertake regular visitor counts at all key monuments	1	Yes	NT, EH
V.4 Implement the remaining recommendations set out in the 2001 Interpretation Plan	3	Yes	WHSO, NT
V.9 Develop the educational potential for the WHS, further develop the 2004-5 education project, WHS education working group	2	No	NT, WHSO, EH
V.11 Develop a "code of respect" project for the WHS	2	Yes	WHSO, TVM
W.3 Improved provision of informal accommodation	2	Yes	NT, KDC
X.1 Gain agreement for the implementation of the monitoring indicators	2	No	WHSO, STCOM
X.2 Provide the information required for UNESCO's periodic reporting exercise	1	No	WHSO, STCOM
X.3 Develop and implement Limits of Acceptable Change model to assess and monitor the impact of visitor pressure along with carrying capacity studies	1	Yes	WHSO

TABLE 8: ARCHAEOLOGICAL RESEARCH

Objectives/Strategies	Priority	External Funding needed	Main Agencies
Y.3 Assess and update the Avebury WHS Research Agenda	2	Yes	AAHRG, WHSO, EH
Z.2 Further develop and maintain the WHS GIS	1	No	EH, WHSO, NT

18.0 MONITORING AND REVIEW

18.1 MONITORING INDICATORS

18.1.1 The purpose of monitoring is to assess how the values of the World Heritage Site are being maintained over time and to measure whether the objectives of the WHS Management Plan are being achieved (Objective X). Measuring progress is essential to be able to adapt and improve the management of the site. Identifying key threats early on is necessary to be able to put remedial measures in place. Regular monitoring is necessary to re-assess priorities in view of new issues and progress made.

18.1.2 Monitoring of all World Heritage Sites is now encouraged/required by the World Heritage Committee every six years. The first UNESCO monitoring report is expected in 2005. Advice from UNESCO suggests that monitoring needs to address the state of conservation of the site and any current or expected threats. Monitoring indicators need to be relevant and firmly linked to the values and objectives identified in the site management plans.

18.1.3 It is intended that the monitoring indicators set out in the table below will be used for UNESCO's six-yearly periodic reviews as well as being integrated into this and future management plans. The monitoring indicators below have been developed in unison for the Avebury and Stonehenge parts of the WHS, the individual indicators only differing slightly between the two sites.

18.1.4 Monitoring can be conducted using a variety of tools. For Stonehenge and Avebury, it is proposed that the following monitoring tools be used:

- identification of a limited number of key monitoring indicators (see Table 8. below)
- integration with GIS (Geographical Information System)
- annual review of the implementation of the WHS Management Plan re-assessing priorities
- review of the WHS Management Plan every six years, in line with UNESCO monitoring report for all the UK World Heritage Sites.

18.1.5 The purpose of this section is to detail the first tool: identifying the key monitoring indicators which will be used in the future. The indicators need to be simple, easy to gather and able to be assessed on a regular basis. A maximum of 17 key indicators is proposed to ensure that monitoring does not become an end in itself.

18.1.6 Amongst the possible monitoring indicators listed below, some are already in place while others may require additional financial and human resources to collect and analyse the data. The table identifies how the data may be collected, by whom and how often. Collaboration from the WHS partners will be essential for the effective monitoring of the site. They will need to agree the areas where they will supply information and/or conduct monitoring. The WHS Officer will collate all the information in a format suitable for the UNESCO monitoring report and ensure that the report is circulated to all partners and interested parties.

18.1.7 Although Avebury and Stonehenge have a lot in common, the two sites do not have exactly the same management priorities and partners. Therefore, flexibility is built into the common framework to allow for the specific needs of the two sites.

TABLE 9: Proposed Key Monitoring Indicators

To Monitor.	Objectives in Management Plan	Key Monitoring Indicators	Data Source	Monitoring Interval
State of Conservation of Archaeological Monuments	D	Condition of monuments	Repeat of condition survey, English Heritage (EH)	5 years
			Results of regular monitoring by National Trust and FMW	Annual
	E	Extent of grassland restoration	Defra, National Trust	Annual
	D	Number and extent of sites effected by erosion	National Trust, Landowners	Annual
	F	Number of positive management measures for monuments	Defra for CSS and English Heritage for management agreements, National Trust	6 years
State of Preservation of Landscape, Nature & Biodiversity	E	Changes in visual appearance, land use and vegetation cover across WHS, incl. extent & quality of chalk grassland	Aerial photos from WCC, data from Defra, National Trust, English Nature. Possibly commission new landscape surveys	6 years
	Y, Z	Number of recorded archaeological sites inc. newly discovered sites	Wilts CC SMR	6 years
	G, J	Audit of rare species & habitats	English Nature, National Trust Wilts Biodiversity Records Centre	6 years

Effectiveness of Protective Measures & Designations	L, M	Effectiveness of policy frameworks	Local Authorities	6 years
	L, M	Number and impact of significance planning decisions within the WHS	Planning Authority	Annual
Sustainable Access	T	Number of annual visitors	National Trust	Annual
	S	Number of visitors & management of sites at Solstice	National Trust	Annual
	Q	Use of non-car transport	WCC/ bus companies/NT	2 years
	S, T, P	Number of days car park capacity is exceeded	National Trust	Annual
Interpretation & Educational Resource	V V	Number of educational visits	National Trust	2 years
		Provision of interpretative material	National Trust, English Heritage	2 years
Fieldwork & Research	Y	Amount and significance of archaeological fieldwork in the WHS	English Heritage WCC, Archaeological units	2 years
	Y	Effectiveness of archaeological research agenda/framework	AAHRG, English Heritage	2 years

18.2 UNESCO PERIODIC REPORTING

18.2.1 Periodic Reporting is a participatory exercise, aiming to collect information on World Heritage related issues on a regional, national as well as on the property level. The individual country reports will be collated into a regional synthesis report to be presented to the World Heritage Committee. This information will enhance co-operation and focus funds and activities more efficiently, allowing the individual countries to protect their heritage of outstanding universal value more successfully.

18.2.2 The twenty-ninth General Conference of UNESCO, held in 1997, decided to activate Article 29 of the World Heritage Convention concerning the submission of Periodic Reports on the state of implementation of the World Heritage Convention (Section I) and the State of Conservation of World Heritage properties (Section II). The national authorities are invited to report on Section I, while Section II shall be prepared in the first instance for each property inscribed on the World Heritage list by the person(s) directly in charge of the property's management.

18.2.3 To facilitate the preparation of the periodic reporting exercise a Questionnaire was developed that the national authorities are encouraged to use. It splits the subjects to be addressed up into short questions to be answered in a few sentences or paragraphs.

STATE OF CONSERVATION REPORTS ON INDIVIDUAL SITES 2005

18.2.4 All the World Heritage Sites in the UK inscribed prior to 1999 are to be included in this first round of periodic reporting. Indeed, the majority of UK sites, including Avebury and Stonehenge, have completed the Part 2 questionnaire and submitted it to the DCMS in June of 2005. A joint questionnaire has been filled in and submitted for Stonehenge and Avebury. The questionnaire covers the following subject areas:

Justification for inscription (statement of significance)

Boundary and buffer zone

Authenticity and integrity of the site

Management

Protection

Management plans

Financial resources

Staffing levels (human resources)

Sources of expertise and training in conservation and management techniques

Visitors

Scientific studies

Education, information and awareness building

Factors affecting the property (state of conservation)

Monitoring

Potential decisions for the World Heritage Committee

Assessment of the Periodic Reporting exercise

