

Hadrian's Wall Heritage Limited **Strategic Plan**

Vision

Hadrian's Wall will be world-renowned for best practice in World Heritage Site management, for the quality of the visitor experience and for its contribution to the local and regional economy through sustainable tourism.

Mission

To realise the economic, social and cultural regeneration potential of the Hadrian's Wall World Heritage Site and the communities and landscapes through which it passes, by sustainable tourism development, management and conservation activities that benefit the local community and the wider region, and in a way that reflects the values embodied in the World Heritage Site Management Plan.

Aims

HWHL will lead, or contribute materially and measurably to:

- Hadrian's Wall being an exemplar of World Heritage Site Management
- Maximizing the economic, social and cultural regeneration of the Hadrian's Wall corridor through sustainable tourism through:
 - improvement of the WHS offer to visitors and local communities
 - optimizing accessibility to the WHS for all users
 - the establishment of an internationally successful brand

To achieve these collective goals HWHL will develop its own corporate capacity to:

- Be acknowledged as the central co-ordinator and facilitator of partnership working
- Demonstrate best practice in project development and project management
- Manage the effective use of resources and maximize investment throughout the WHS corridor

The two key drivers of HWHL's strategy are the WHS Management Plan and the dynamics of the Visitor Economy.

The World Heritage Site Management Plan

The World Heritage Site Management Plan is a UK Government requirement for a World Heritage Site. It provides the framework within which the site should be managed to ensure its preservation for future generations including:

- Protection to prevent further loss
- Conservation to maintain its outstanding condition and value
- Value for visitors who come to enjoy it, for communities who live within and around it, for the business it can generate and as a source of pride and identity
- Transmission of WHS values to future generations

A primary purpose of the WHS Management Plan is to balance and accommodate the differing (and sometimes conflicting) interests of those who manage and conserve the site and those who wish or need to use and enjoy it. A further primary purpose is to provide a framework through which to draw together all those involved to work as partners to achieve agreed aims and programmes of work.

HWHL will co-ordinate the management, maintenance and enhancement of the World Heritage Site as well as develop regeneration through sustainable tourism. The Management Plan provides the framework through which HWHL will develop its programmes of activity.

The Visitor Economy

The visitor economy is central to the purpose of HWHL as a Company. At its core is the economic activity of visitors embracing all of the elements that make a successful visitor destination:

- Attractions: the Wall itself, the various sites and museums, iconic buildings, retail, leisure and cultural facilities, events, scenery and all the elements involved in making Hadrian's Wall Corridor special distinctive and capable of engendering pride and affection.
- Infrastructure: making Hadrian's Wall Corridor an exciting place to visit, signage, transport, parking, orientation, interpretation, public space and amenities.
- Services catering for visitor and residents needs, creating economic and social activity and increasing spend: including all commercial businesses, events and services which make it an attractive and inspiring destination influencing people's perceptions and delivering on expectations.

Within 5 years we plan to create a lasting, benchmarked 'visitor economy'.

Delivery Strategy

The delivery strategy identifies the principles and frameworks through which HWHL will develop its work programme and deliver its Mission:

World Heritage Site Management Plan – provides a framework of HWHL’s activity and provides a framework within which a wide range of organisations can work together to achieve the collective vision. The **Memorandum and Articles of Association** defines the range of activities that HWHL can engage in within the framework of the WHS Management Plan.

Partnership – HWHL recognize that implementing the policies of the WHS Management Plan is dependent on many stakeholders and required partnership working. Partners include local, regional and national agencies and organisations, public and private sectors, volunteers and local communities.

Co-ordination and facilitation - HWHL will provide access to appropriate expertise and experience to facilitate projects, the role of HWHL will vary according to the nature of the project.

Quality and Standards – HWHL is responsible for co-ordinating and facilitating the management and sustainable economic development of one of the world’s most important heritage sites. HWHL also recognizes the possible conflicting demands of conservation and development of the visitor economy. The solution to this conflict and to achieving the collective vision lies in attaining the highest standards and quality of conservation with the popular enjoyment of the WHS.

Added Value – HWHL has an ambitious and bold contribution to development where our intervention adds value and quality to projects. All projects will contribute towards the collective vision.

Finance and Resources - all resources will be used efficiently, and deployment prioritised against what is achievable whilst meeting HWHL’s overall aims. Systems of quantity and quality control will be operated and reviewed.

Sustainability – HWHL is guided by the principles of sustainable tourism, establishing a suitable balance between the environmental, economic, and socio-cultural aspects of tourism to guarantee long-term sustainability. Sustainable tourism will make optimal use of heritage and environmental resources that constitute a key element in tourism development, helping to conserve natural and cultural heritage and diversity; respect the socio-cultural authenticity of host communities and contribute to inter-cultural understanding and tolerance; ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders.

Community Engagement – HWHL will engage with local people in managing and marketing the WHS. Local communities are central to this process. People living within the Hadrian’s Wall corridor will be affected by the WHS or have an effect on it. Community infrastructure, transport development, skills development, learning opportunities, festivals and events, local food and produce, business opportunities, local cultural and historical traditions, sense of place and local identity are all elements affected by and contribute towards sustainable tourism development.

Supporting Framework

A series of key strategic documents will be developed to guide the work of HWHL and its partners in achieving the vision:

- **Communications and Branding Strategy**
The Communications and Branding Strategy will outline our approach to marketing the Wall to potential audiences domestically and internationally, and the channels we will use to communicate with them. It will lay out our strategy for engaging with different segments as well as the marketing plan which will bring our strategy to life. The document will cover our approach to creating a positive image for the Wall both here and overseas, and our understanding of what makes a successful destination brand for the 21st century.
- **Interpretation Framework**
The Interpretation Framework will help guide development proposals and investment through an integrated, Wall-wide approach to interpretation. It will help develop a differentiated offer that will appeal to a wide range of audiences.
- **Integrated Access Plan**
The Integrated Access Plan will provide an innovative approach to physical access by providing a framework that will link all forms of physical access including walking, cycling, equestrian and motorized transport.
- **Development Plan**
The Development Plan identifies the approach and principles that will guide our engagement with stakeholders and partners in developing major projects to achieve the Vision.
- **Sustainability Strategy**
The Sustainability Strategy will set out our understanding of and approach to sustainable development particularly sustainable tourism.
- **Community Strategy**
The Community Strategy will guide our approach to engaging local people in managing the WHS, developing the visitor economy and supporting community vitality.
- **Education Strategy**
The Education Strategy will identify and guide our role in developing a Wall-wide approach to educational opportunities.
- **Research Strategy**
The Research Strategy will guide the scope of research activity required to manage the World Heritage Site and to develop sustainable tourism activity and identify our role in facilitating and co-ordinating this research. The scope of the strategy will include visitor information, the archaeological research strategy, geological, ecological and landscape research.

Operating Framework

HWHL will organise its activity by developing an Operating Plan containing measurable objectives through which to deliver its aims and mission. These objectives will be supported by detailed work programmes and tasks through which delivery can be prioritised and monitored.

Progress towards the targets underpinning the objectives will be monitored through Key Performance Indicators (KPIs).