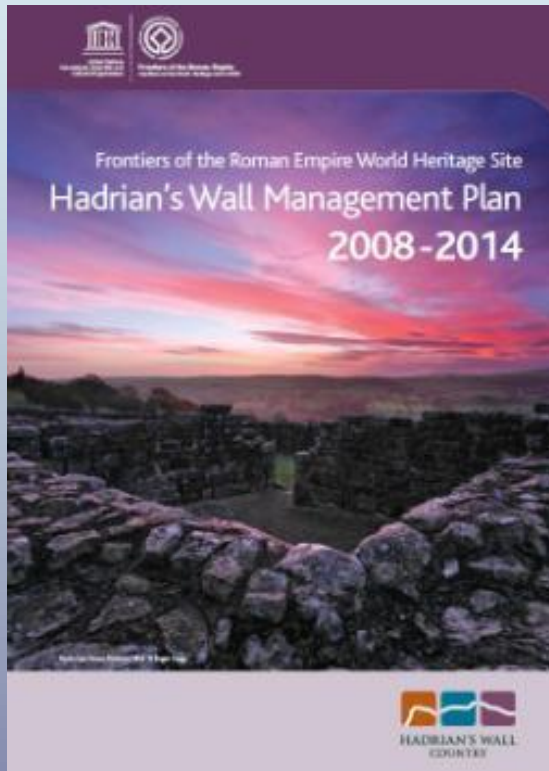


# CONSULTATION IN PREPARATION FOR THE 2009-2015 HADRIAN'S WALL WHS MANAGEMENT PLAN

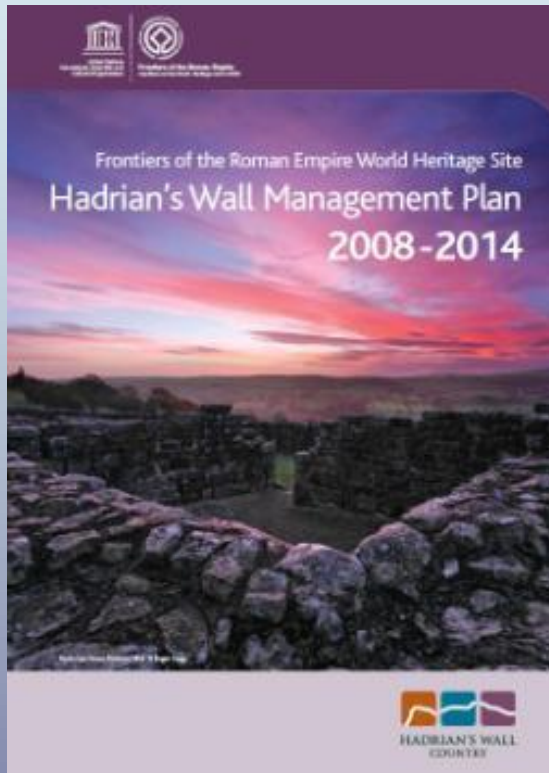


Kirsty Norman and Sarah May  
Centre for Applied Archaeology, UCL



## The task

- Lead engagement with key stakeholders and the wider public on an opportunities and issues-based consultation exercise.
- Identify opportunities and issues, and specific, measurable objectives, actions and responsibilities for the next Management Plan
- *Open up consultation to as wide a public as possible*



## The approach

- Building on lessons learned from preparing the current (2008 – 2014) Management Plan and from the approach taken in the construction of the new Antonine Wall Management Plan.
- Transparent and unbiased
- Encouraging participation and dialogue
- Focused and structured approach to the design of the consultation, including the development of clearly formulated questions
  - *No no-go areas for discussion*
- Focusing on parts 5 and 6 of the 2008-2014 Management Plan

## The timetable

The original timetable:

July – November 2013

The timetable as implemented:

Commissioning meeting: Jan 15<sup>th</sup> 2014

Submission of draft final report: May 14<sup>th</sup> 2014

## Staffing: Centre for Applied Archaeology, UCL

Kirsty Norman and Dr. Sarah May: Lead consultants

Dr. Hilary Orange: Online survey design

Isa Benedetti-Whitton: Project assistant

## The rationale

Not a blank canvas: Hadrian's Wall was already well advanced in its planning, and experience of management issues.

In order to streamline the process, start with the priorities identified by Hadrian's Wall Trust as a basis for discussion with key stakeholders.

Run focused and structured workshops for both key stakeholders and the public rather than open meetings, in order to gain maximum high quality and recorded input.

Use the output from the key stakeholder meetings to

- develop a more refined set of priorities to put to the public, to be discussed, checked, added to.
- design the online survey

The public meetings and online consultation would then run in parallel

## The plan

### **Key Stakeholder Consultation Panels, March 10<sup>th</sup>-14<sup>th</sup>**

- 8 meetings at 4 venues along the Wall
- meetings 2.5 hours
- 20-30 people per meeting
- 2 per day at each venue (2-4.30, and 5-7.30)

**Interim meeting, March 26<sup>th</sup>:** Hum Welfare and John Scott

### **Public Stakeholder meetings, April 7<sup>th</sup>-11<sup>th</sup>**

- 10 meetings at 5 venues along the WHS
- meetings 2.5 hours
- 20-30 people per meeting
- 2 per day at each venue (2-4.30, and 7-9.30)

### **Online consultation, April 7<sup>th</sup>-28<sup>th</sup>**

- On line for 3 weeks
- Advertising continuing throughout

## Venues for meetings

### Key Stakeholder Panel Meetings:

- Maryport: the Wave Centre
- Carlisle: Civic Centre
- Hexham: the Beaumont Hotel
- Newcastle: the Mining Institute

### Public Stakeholder meetings: as above, plus

- Segedunum Roman Fort Museum



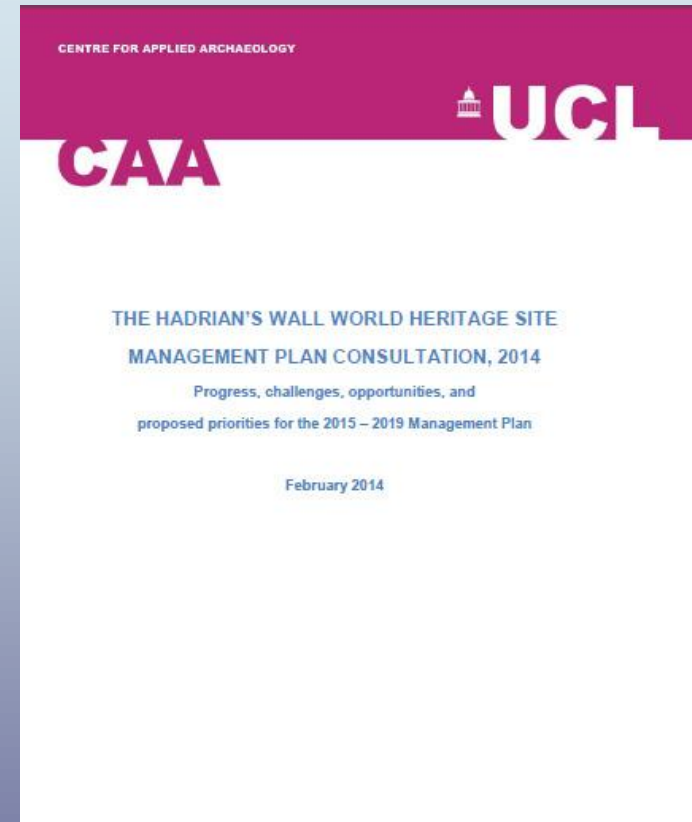
Newcastle Key Stakeholder Panel Meeting: the Mining Institute

# THE KEY STAKEHOLDER CONSULTATION



## Preparation for the Key Stakeholder Panel Meetings

- Created a **Summary “Progress, Challenges and Opportunities”** document to provide background information for the consultation
  - Arranged by issue to allow for cross-referencing with the Plan
  - Each Issue concludes with Urgent and Important Priorities
  
- **Emailed approx 300 key stakeholders** nominated by Hadrian’s Wall Trust
  - those coming were sent
    - a description of the process
    - The “Progress, Challenges and Opportunities” document



## Key Stakeholder Panel Meetings: the process

- Participants given a name badge with a number on it on arrival, denoting their predetermined breakout group. They seat themselves around the main table: 10 mins
- Introduction to the process: 10 mins
- Each breakout group given a set of 3-5 Issues from the Summary document to read, discuss, and assess priorities, recording these in writing: 40-50 mins
- Each breakout group then asked to select their top 3 priorities: 5 mins
- All return to the main table. One person from each breakout group asked to report on their top priorities: 20 mins
- Open discussion: 20 mins  
(*All discussion at the main table typed up live on screen so that participants can see and check.*)
- Thanks and close: 5 mins



## Key Stakeholder Panels: Results

- Strong awareness of progress over the period of the current plan
- Strong awareness of the need for prioritisation
- 25 priorities consistently expressed
- All Issues covered except:
  - Issue 3 Legislative provision
  - Issue 4 Protection in urban areas
  - Issue 5 Metal detecting
  - Issue 6 Risk Preparedness and Disaster ManagementThese were felt to be addressed by wider strategies and initiatives  
Conservation also seemed to be regarded by many as a “given”.
- Certain issues emerged consistently as core areas of concern:
  - Management
  - Transport
  - Communication

## Key Stakeholder Panels: Results

- 25 Priorities: mostly policies, a few actions
- 9 of the resulting Priorities were related to Issue 1 Management
- Tricky / important issues (such as Transport): common response was the need for much better planning/ creation of concrete plans
- 9 of the Priorities were directly related to existing policies
- Most of the rest were largely existing policies reframed
- Some were new:
  - change in the thrust of research to a wider and more integrated approach
  - approach of education/learning should go beyond the National Curriculum
  - substantially more community engagement needed
  - shift to greater support of SMEs
  - marketing needs to be Wall-wide
  - strong emphasis on using new technologies

## Key Stakeholder Panels: Management

### Issues expressed were:

- no understanding of what the Management Plan Committee role is, or what it does
- no understanding of the MPC's composition, and concern about functionality when informed about its size
- no visibility on the website to explain the above
- there must be some form of coordination and facilitation
- stakeholder mapping and management has been very poor in places
- stakeholder communication needs to improve
- there needs to be a clear strategy for income generation
- the body responsible for coordination must facilitate collaboration between agencies
- communication of benefits needs to be mapped to stakeholder priorities
- integrated conservation framework
- use of GIS as a management tool

## The folding of Hadrian's Wall Trust and its effects on the consultation

- Preparation
- Communication
- Negative
  - panic
  - apathy
  - grandstanding
  - concern
  - ill informed comment
  - attempts to fill the vacuum
- Positives and potential positives
  - 'wake up call'
  - taking responsibility
  - concrete, realistic ideas

# THE PUBLIC CONSULTATION: MEETINGS AND ONLINE

## Online Consultation: Design

### Goals

- complement the panels and workshops
- use the same refined list of priorities as the public consultation workshops
- produce useful data:
  - largely quantitative
  - allow some qualitative comment
  - demographic/age/had they attended a meeting
- check and/or support prioritisation

### Challenges

- presenting background
- prioritisation
- engagement - not just a rubber stamp



## Advertising the public meetings and online consultation

### Email

Flyer designed by CAA and sent to:

- 2000 individuals on the HW Trust stakeholder list (2 rounds of emails)
- to individuals at City, Town, Borough and Parish Councils for websites
  - Cumbria Coast: 16
  - West: 14
  - Central: 27
  - East: 17
- Tourism organisations: VisitEngland, English Heritage Marketing, Northumberland Tourism, Visit County Durham



**HADRIAN'S WALL  
NEEDS YOU!**

**Public consultation  
workshops**

on the 2015 – 2019  
Management Plan for Hadrian's  
Wall World Heritage Site (FRE)

**April 7<sup>th</sup>-11<sup>th</sup> 2014**

*The Centre for Applied Archaeology (University College London) has been commissioned by the Hadrian's Wall Management Plan Committee to run a public consultation to prepare for the writing of the next Plan, and for a new period in the management of the World Heritage Site.*

*All are welcome: you do not need specialist knowledge. Bring us ideas, questions and challenges, and proposals for positive, useful and realistic ways for this great Site to work with its landscape, and its communities over the next 5 years.*

Sessions from 2-4.30 pm or 7-9.30 pm at each of these venues:

Monday April 7<sup>th</sup> in Maryport  
 Tuesday April 8<sup>th</sup> in Carlisle  
 Wednesday April 9<sup>th</sup> in Hexham  
 Thursday April 10<sup>th</sup> in Newcastle  
 Friday April 11<sup>th</sup> in North Tyneside

**30 places  
available at each  
session**



*To book a place and for more information, please contact  
 Isa Benedetti-Whitton: tel: 020 7679 4778  
 email: [isa.benedetti-whitton.12@ucl.ac.uk](mailto:isa.benedetti-whitton.12@ucl.ac.uk)*

**ONLINE CONSULTATION** April 7<sup>th</sup>-28<sup>th</sup>: <http://www.ucl.ac.uk/caa>

## Advertising the public meetings and online consultation: newspapers

Press release (HWT and CAA):  
2 rounds of press releases to

The Journal/Evening Chronicle

Northern Echo

Shields Gazette

News Guardian

Hexham Courant

News & Star

Cumberland News

Times & Star

Whitehaven News

Westmorland Gazette

Evening Mail

Radio Cumbria

Radio Newcastle

ITV Border and Tyne Tees

BBC Look North

cumbria24

cumbriacrack



**Have say on future of wall**

7, and in Carlisle on Tuesday, April 8.

There are 38 places at each workshop on a first come, first served basis and those wishing to attend should send an email to [isa.benedetti-whitton](mailto:isa.benedetti-whitton), [125@ucl.ac.uk](mailto:125@ucl.ac.uk) or ring 0207 6796778.

■ An online consultation is open from April 7 until April 20 via [www.ucl.ac.uk/caa/](http://www.ucl.ac.uk/caa/).

PEOPLE will get a chance to have their say on the future of Hadrian's Wall at a series of workshops next month.

The consultation is on the next five-year management plan, from 2015 until 2020, for the world heritage site.

It has been commissioned by the site's management plan committee - a voluntary body made up of representatives of key organisations associated with the site.

Hadrian's Wall runs through rural and urban areas and its survival is dependent on cooperation between many different organisations, including local authorities, parish councils, Natural England, English Heritage, the National Trust, regional park authorities, the museums and Roman sites, and approximately 706 landowners.

A spokesman said: "The new plan needs to be as focused and realistic as possible with a clear link to what people and organisations in the area value about the site, and what their priorities are."

He added that the management plan committee was keen to hear the views of a wide range of people, either through the workshops or the online consultation. Participants do not need any specialist knowledge and are welcome to come to learn more about the world heritage site and its management.

The workshops take place from 2pm until 4.30pm and from 7pm until 9.30pm in Newcastle on Monday April



**Care: Hadrian's Wall**

## Advertising the public meetings and/or online consultation

### Websites and social media

- Hadrian's Wall Trust website
- Northumberland Tourism website
- The Journal
- ITV Tyne Tees
- Local historical and archaeological societies
- UCL website
- Facebook HadriansWallCountry
- Twitter @EmperorHadrian
- Twitter via various colleagues at the IoA
- UCL Institute of Archaeology staff and student internal email
- LinkedIn

### Television

- Border Television

## Social media via Hadrian's Wall Trust

### twitter @emperorhadrian

tweets via @emperorhadrian	13
direct tweet reach (sum of @emperorhadrian followers for each tweet)	62,400
total number of retweets	57
retweet reach (sum of followers of those retweeting)	139,238
<b><i>total reach (direct tweet reach + retweet reach)</i></b>	<b>201,638</b>

### facebook

posts	2
likes	8
shares	2

## Public Stakeholder Workshops: Process

- variable group size: 1 - 20
- more substantial introduction
- first response - individual concerns
- breakout groups (depending on group size and interest)
- plenary prioritising

## Public Stakeholder Workshops: Results

### Participants

- Many professionals and volunteers
- Some returnees
- Greater geographic diversity

### Concepts

- Broad agreement with Key Stakeholders
- Some frustration that many priorities were simply good practice
- Need for relevance to and involvement of grassroots
- More concrete ideas (especially on transport and community engagement)
- An appreciation of the opportunity to meet people involved with the WHS

## Online Consultation: Preliminary Results

- 129 responses, 120 new
- 43% Local 45% UK 12% International
- a few more men than women
- relatively evenly spread 25-65 (few outside range)
- a further 46 people started but stopped
- high level of engagement and knowledge
- broad agreement with Key Stakeholders
- less support for detailed actions

ANTONINE WALL CONSULTATION	HADRIAN'S WALL CONSULTATION
<p><b>Visioning Exercise: Partnership Steering Group.</b></p> <ul style="list-style-type: none"> <li>▪ identify the key issues for the long-term future potential for the Wall.</li> </ul>	<p><b>Commissioning meeting with Hadrian's Wall Trust</b></p> <ul style="list-style-type: none"> <li>▪ identify key issues for the consultation</li> </ul>
	<p><b>Summary "Progress, Issues and Opportunities doc created from HWT's 2008-14 Progress spreadsheets</b></p>
<p><b>3 Stakeholder Workshops</b> with key stakeholders from government agencies, local authorities and other organisations.</p> <ul style="list-style-type: none"> <li>▪ identify the issues which the new plan should address</li> <li>▪ provide suggestions of practical actions.</li> </ul>	<p><b>7 Key Stakeholder Panel Meetings</b> with key stakeholders from government agencies, local authorities and other organisations.</p> <ul style="list-style-type: none"> <li>▪ review and refine the proposed issues and opportunities</li> <li>▪ provide suggestions of practical actions.</li> </ul>
	<p><b>Interim meeting with Humphrey Welfare:</b> presentation of results to date.</p>
<p><b>5 Public Consultation events</b>, one held in each local authority area over 10 days.</p> <ul style="list-style-type: none"> <li>▪ discuss reactions to a draft list of issues, objectives and actions based on the previous two stages</li> <li>▪ learn of local concerns and priorities for action.</li> </ul>	<p><b>9 Public Stakeholder meetings</b> at 5 venues over a week</p> <ul style="list-style-type: none"> <li>▪ discuss the refined issues which came out of the Key Stakeholder meetings</li> <li>▪ Learn of local concerns and priorities for action</li> </ul>
	<p><b>Invited email feedback</b></p>
	<p><b>Online consultation</b></p> <ul style="list-style-type: none"> <li>▪ discuss the refined issues which came out of the Key Stakeholder meetings</li> <li>▪ provide suggestions of practical actions</li> </ul>



<b>ANTONINE WALL CONSULTATION</b>		<b>HADRIAN'S WALL CONSULTATION</b>	
Visioning Exercise: Partnership Steering Group.		Commissioning meeting with Hadrian's Wall Trust	
		Summary "Progress, Issues and Opportunities doc created from HWT's 2008-14 Progress spreadsheets	
3 Stakeholder Workshops		7 Key Stakeholder Panel Meetings with key stakeholders from government agencies, local authorities and other organisations.	95
		Interim meeting with Humphrey Welfare: presentation of results to date.	
5 Public Consultation events, one held in each local authority area over 10 days.		8 Public Stakeholder meetings at 5 venues over a week	75
		Invited email feedback	20
		Online consultation	126
<b>TOTAL NUMBERS</b>	<b>150</b>		<b>316</b>

## Reflections on Results

- In the time available, it was hard to go beyond policies and into the granularity of actions, although some were identified
- Broad agreement on priorities
- Thirst for transparency and communication
- Energy for engagement, particularly from the grass-roots level
- Wariness about fragmentation
- A unified WHS is still under construction

## **Feedback**

**Draft report to be circulated on May 14<sup>th</sup>**

**Comments, clarifications and extra information by May 21<sup>st</sup>**

**Final report by May 31<sup>st</sup>**