

Exploring the World Heritage Site and Beyond

*Landscape Access, Sustainable
Transport and Tourism Strategy*

April 2020

ARUP



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Exploring the WHS and Beyond: Landscape
Access, Sustainable Transport and Tourism
Strategy

Prepared by Arup for Wiltshire Council on
behalf of the WHS Partnership Panel

Executive Summary

The Stonehenge, Avebury and Associated Sites World Heritage Site includes some of the world’s most iconic archaeological monuments and sites, spread over two areas of Wiltshire, located c.40km apart. The southern of the two areas is focused on Stonehenge, a sophisticated stone circle, famous the world over for the unique ‘trilithon’ arrangement of the stones, while the northern area is focused on Avebury, the largest stone circle in the world. Both stone circles are part of complex prehistoric landscapes which contain numerous ceremonial monuments and together form the World Heritage Site (WHS).

The Stonehenge and Avebury WHS has a strong and distinctive tourist offer, resulting in a contribution of over £544 million in Gross Value Added to Wiltshire’s economy. However, transportation to and within the WHS is car dominated, with limited opportunities for more sustainable modes of travel. Proposed developments, including the A303 scheme, army rebasing and new housing developments, create uncertainty around future traffic and transport conditions. As the WHS landscape is highly

complex and sensitive, all types of development and access must consider archaeological and ecological sensitivities, as well as balancing the needs associated with a working agricultural landscape and the local community.

Exploring the World Heritage Site and Beyond: Landscape Access, Sustainable Transport and Tourism Strategy seeks to address the aims of improved access to the WHS, greater understanding and enjoyment of it and increased economic benefits for the local and wider community. The Strategy was conducted by Arup and represents expert advice to the WHS Partnership Panel from Sustainability Consultants, Transport Planners, Landscape Designers, Heritage Consultants, Tourism Consultants and Stakeholder Engagement Specialists. The Strategy will underpin the protection of the WHS and its Outstanding Universal Value as well as its cultural heritage, biodiversity, educational, research, social, artistic, spiritual and economic values. Accordingly, the vision and principles for the Strategy is set out below:

Three principles have been created for each of the Landscape Access, Sustainable Transport and Sustainable Tourism strands of the Strategy. These have been derived from the three elements of the vision and the WHS Management Plan.

The vision and principles of the Strategy set out an approach to developing and delivering improvements across landscape access, transport and tourism. These unify the WHS as ‘One WHS’, creating a platform for shared stewardship and sustainable development for all, which is underpinned by the opportunity to deliver greater economic benefit to the surrounding communities.

Three distinct but complementary delivery programmes have been identified, aligning with this vision and associated principles:

project, which aims to reduce traffic and improve air quality within the WHS through a Welcome Hub, outside of the WHS boundary, that connects the WHS to existing sustainable transport options. This will also enhance and lengthen the visitor experience by connecting visitors to the breadth of experiences in and surrounding the WHS.

Data and Insights Delivery Programme: Data Dashboard

The Data and Insights Delivery Programme includes actions that collectively form a foundation of understanding for designing, delivering and managing landscape access, transport and tourism. This is driven through the Data Dashboard priority project which aims to collect data across landscape access, transport and visitor profile and behaviour, and present this in a dashboard to facilitate the future management and monitoring of the WHS.

These three delivery programmes and associated priority projects set an ambitious direction for the future conservation and management of the WHS. Given the transformational scale of the projects, dedicated professional project management will be required to drive the delivery of the Strategy, with funding secured through external sources.

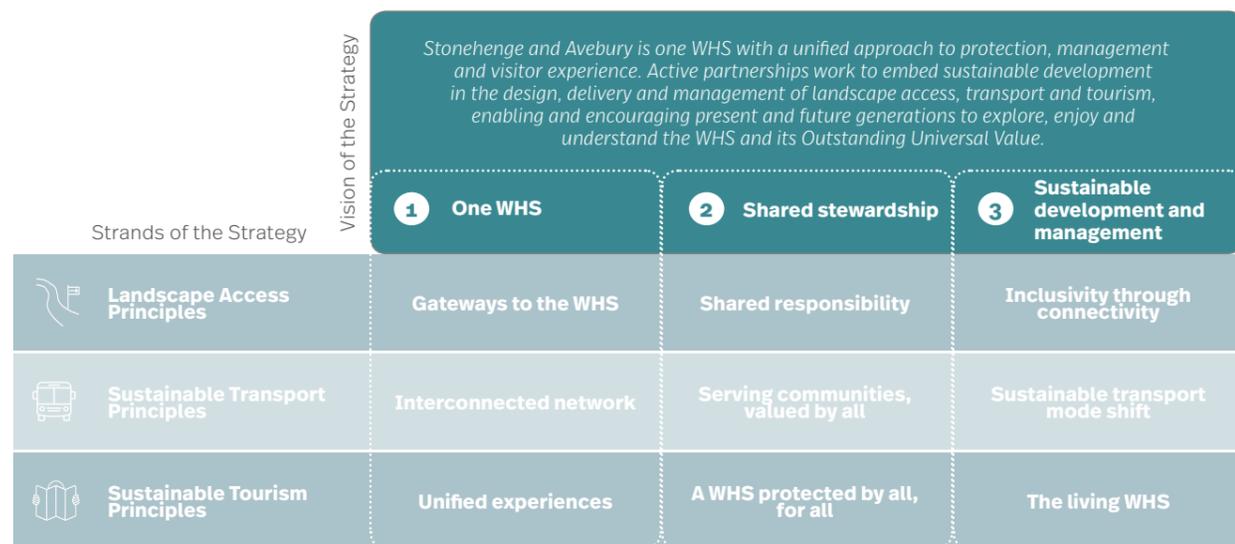
To realise the benefits these delivery programmes will bring, all stakeholders will need to work in strong, open and supportive partnerships, fully aligned with the vision and principles of the Strategy and the WHS Management Plan.

Destination Delivery Programme: WHS Brand

The Destination Delivery Programme aims to enhance the communication, breadth and quality of tourism products and experiences for visitors. This is driven through the WHS Brand priority project, which will explore and define the unique experiential value and brand of the WHS. This will lead to consistent and coherent messaging, deepening visitor understanding of the WHS and delivering economic benefit through longer staying visitors.

Sustainable Connectivity Delivery Programme: Welcome Hub

The Sustainable Connectivity Delivery Programme includes actions that increase the sustainability and availability of transport and access to and within the WHS. This is driven through the Welcome Hub priority





**1. Introduction to the Exploring the World
Heritage Site and Beyond: Landscape
Access, Sustainable Transport and Tourism
Strategy**

1. Introduction

The Stonehenge, Avebury and Associated Sites World Heritage Site (hereafter, Stonehenge and Avebury WHS) includes some of the world's most iconic archaeological monuments and sites, spread over two areas of Wiltshire, located c.40km apart, as shown in Figure 1. The southern of the two areas is focused on Stonehenge, a sophisticated stone circle, famous the world over for the unique 'trilithon' arrangement of the stones, while the northern area is focused on Avebury, the largest stone circle in the world. Both stone circles are part of complex monumental landscapes which together form the WHS.

The Exploring the WHS and Beyond: Landscape Access, Sustainable Transport and Tourism Strategy (hereafter, the Strategy) was commissioned by Wiltshire Council on behalf of the WHS Partnership Panel to deliver actions specified in the Stonehenge and Avebury WHS Management Plan. The Strategy looks at three strands: Landscape Access, Sustainable Transport and Sustainable Tourism, to address the aims of improved access to the WHS, greater understanding and enjoyment of it, and increasing the economic benefits for the local and wider community. The Strategy was conducted by Arup and represents expert advice to the WHS Partnership Panel from Sustainability Consultants, Transport Planners, Landscape Designers, Heritage Consultants, Tourism Consultants and Stakeholder Engagement Specialists.

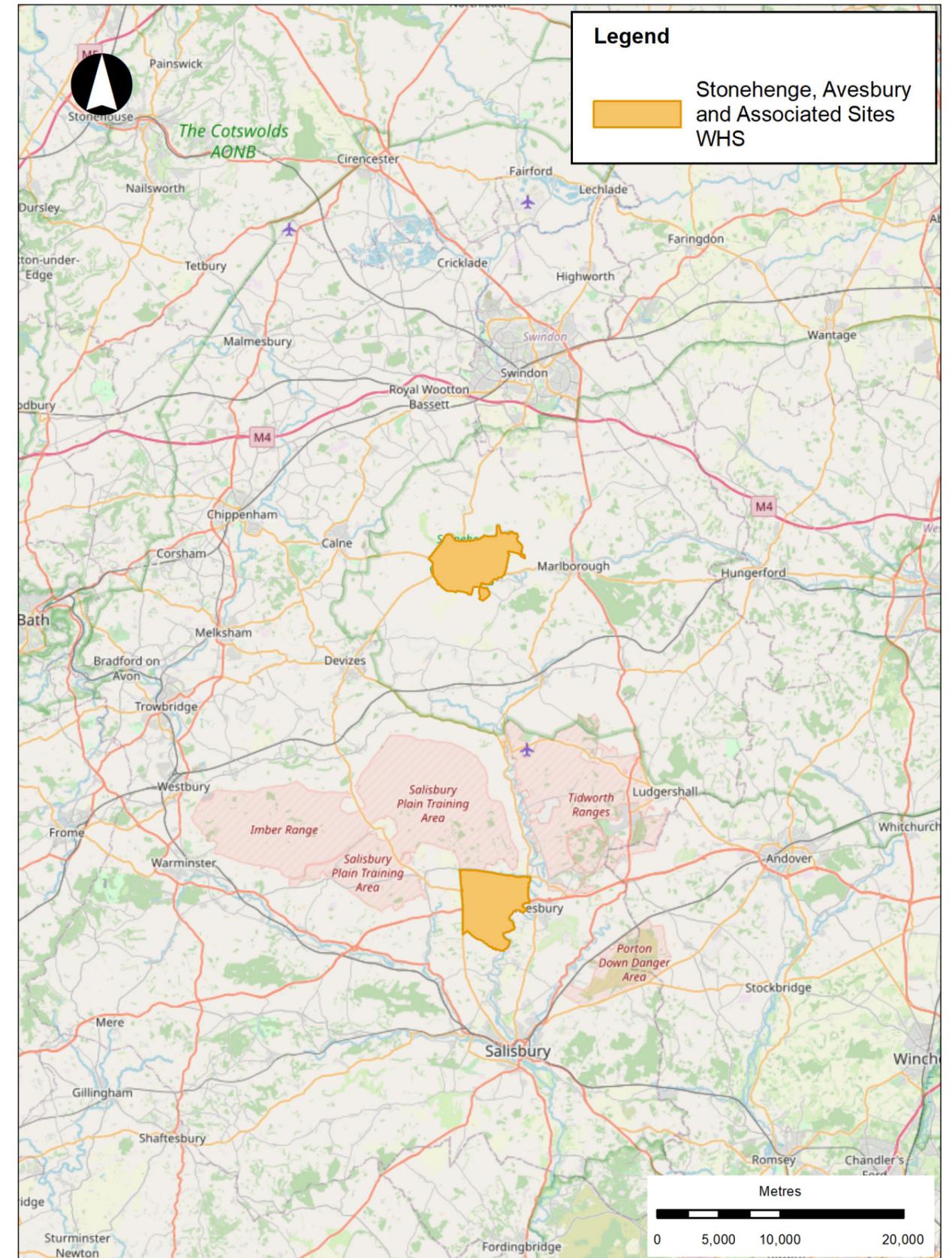


Figure 1: The Stonehenge, Avebury and Associated Sites WHS

In response to limited availability of baseline data, a participatory approach to the creation of the Strategy was adopted. This approach mitigated some of the data limitations to build an in-depth understanding of the current access, tourism and transport conditions within the WHS. Working with stakeholders and partner organisations, a **vision** and associated **principles** have been established to shape future development of landscape access, transport and tourism within and beyond the WHS.

These principles form the framework to **assess actions**. More than 100 actions were developed through the Strategy, which when assessed, formed three **delivery programmes**. Each delivery programme comprises a **priority project**, recognised as having the potential to be transformational to the management of the WHS, and associated **supporting actions** to complement and support the priority project. To fully realise the benefits of the Strategy, delivery will rely on strong partnerships to support a **dedicated project management** resource.

A summary of the structure of the Strategy is shown in Figure 2.

This document first sets out the Strategy's context – the WHS, its Management Plan, partners and the broader context of sustainable development within WHS. This is followed by a summary of findings from the baseline analysis, full details of which are included in Appendix C. The vision and principles are then presented, followed by the three delivery programmes. Detailed appendices support the documents, including the methodology, baseline, summary of stakeholder engagement, opportunities long list and data log.

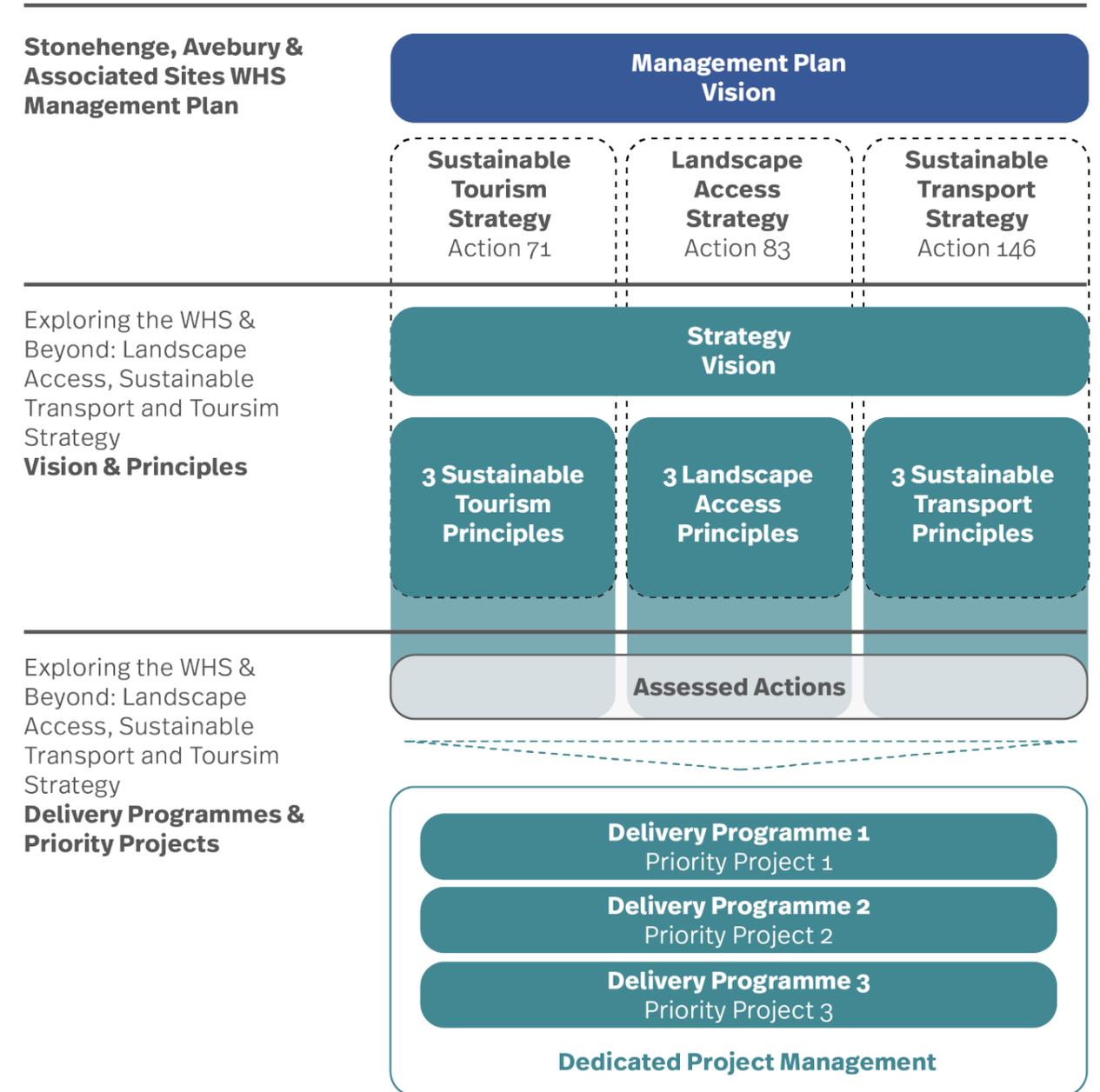


Figure 2: The Structure of the Strategy



2. Context

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2. Context

2.1 The World Heritage List

The World Heritage List is a collection of places of outstanding cultural and/or natural importance from around the world which have been designated through the work of the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (1972). The Stonehenge and Avebury WHS was one of the first to be nominated from the UK; it was put forward in 1986 alongside Ironbridge Gorge, the Giant's Causeway, Durham Castle and Cathedral, the Castles and Town Walls of King Edward in Gwynedd, Studley Royal Park and Fountains Abbey and the island of St Kilda.

There are now 32 UK WHS, of which three are in the Overseas Territories. Alongside the Heart of Neolithic Orkney in Scotland and Brú na Bóinne in Ireland, the Stonehenge and Avebury WHS is one of a small group of monumental prehistoric sites in north-western Europe inscribed on the list.

2.2 Stonehenge, Avebury and Associated Sites World Heritage Site

The Stonehenge and Avebury WHS is a serial WHS formed of c.5,200 hectares of land, divided over two areas; one comprising the monuments and landscape surrounding Stonehenge and the other, 40km away, comprising the monuments and landscape surrounding Avebury. Both are located within the county of Wiltshire and are part of an important wider landscape. The Avebury part of the WHS lies completely within the North Wessex Downs, an Area of Outstanding Natural Beauty (AONB). English Heritage and the National Trust manage around one third of the WHS as part of their national portfolios. The remaining two-thirds of the WHS landscapes are in private ownership.

The WHS can be reached by road in approximately two hours from London. Stonehenge is close to the city of Salisbury, while Avebury is close to both Swindon and Marlborough. The Stonehenge and Avebury WHS includes some of the UK's most iconic archaeological sites and it attracts around 1.8 million visitors every year.

The Stonehenge and Avebury WHS has both global and local significance – prehistoric landscapes deemed to possess Outstanding Universal Value (OUV) for all humanity and, at the same time, places which are homes and workplaces for modern communities. A critical factor relating to the nature of the WHS is that it is a living landscape; much of it is farmed and it is a place where people live, work, visit and travel to and through.

2.2.1 Stonehenge

The Stonehenge part of the WHS covers c.2,600 hectares and is centred on the Stonehenge stone circle. The landscape comprises one of the richest concentrations of early prehistoric monuments in the world.

Stonehenge is an internationally renowned prehistoric site and has been the focus of antiquarian and archaeological investigations since the 17th century. The iconic stone circle is part of a dense archaeological landscape of great cultural importance, representing the culmination of millennia of human activity⁴.

The Stonehenge part of the WHS is located within Salisbury Plain which forms a rural backdrop. It is an area of distinctive open chalk downland between the Avon Valley at its eastern edge and the River Till some 2km to the west. The WHS boundary is defined by a mixture of natural and

manmade features, including the course of the River Avon, with modern roads to the north and west.

There are several settlements located within, or partially within, the Stonehenge part of the WHS: Amesbury, West Amesbury, Normanton, Wilsford and Lake lie along the eastern boundary of the Stonehenge part of the WHS; Larkhill lies partially within the north and Durrington lies just beyond the boundary to the northeast. Beyond the immediate area, Shrewton and Winterbourne Stoke lie along the River Till some 2-3km to the west and Salisbury is 15km to the south.

Together with the Avebury part of the WHS, the landscape derives its OUV from the

extraordinary amount of evidence it provides of changing human activities and land use and the unparalleled "combination of different types of site, the scale of monument construction and the concentration of both"².

The Stonehenge part of the WHS is becoming increasingly important for nature conservation, supporting a diversity of wildlife and plant species including several rare or declining bird species. Though widespread across the Stonehenge part of the WHS, woodland is generally limited and of relatively recent origin. The open nature of the landscape and the rolling topography enables views between monuments as well as extensive views out to the surrounding landscape.

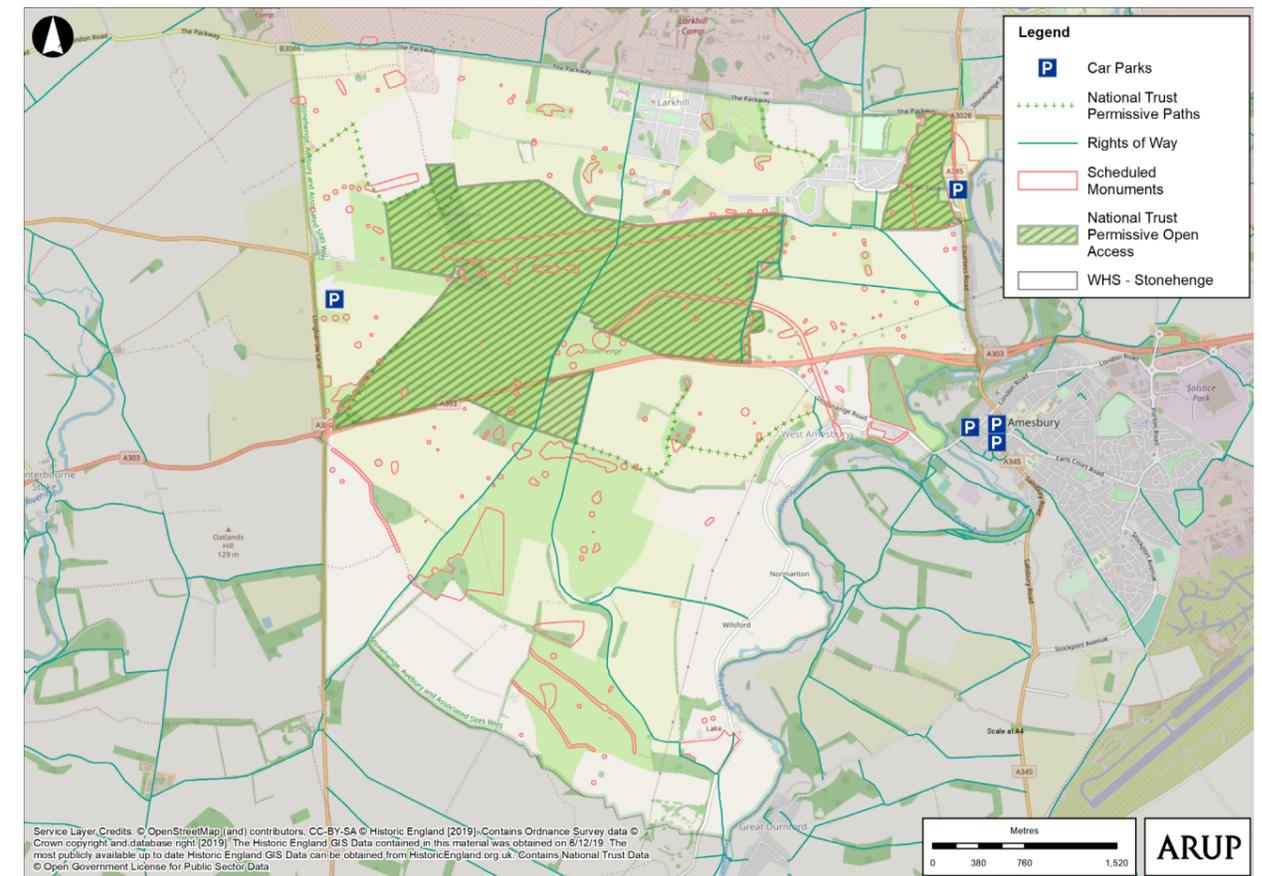


Figure 3 The Stonehenge part of the WHS

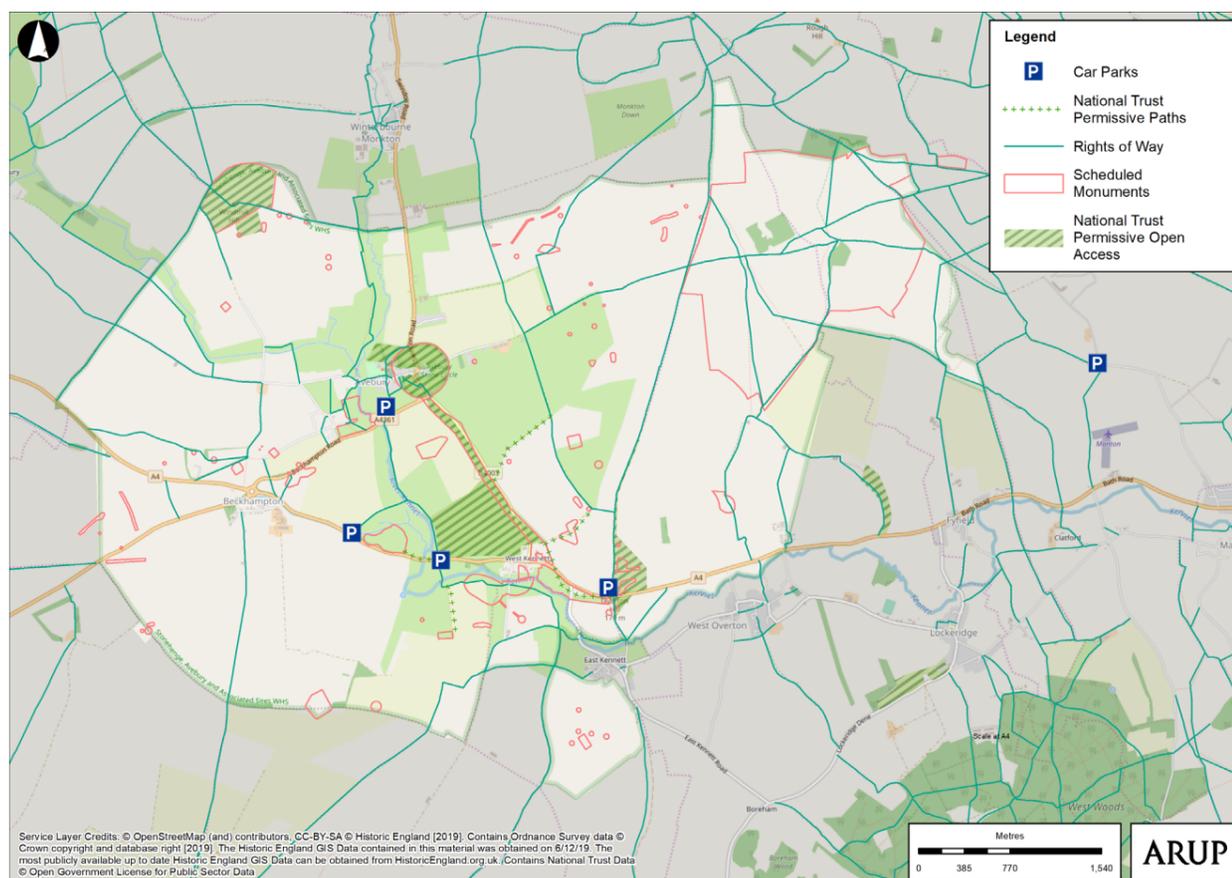


Figure 4 The Avebury part of the WHS

2.2.2 Avebury

The Avebury part of the WHS covers a similar area to that of Stonehenge and, like Stonehenge, is located within a strongly rural landscape which is formed of a high plateau of chalk grassland at the edge of the Marlborough Downs and includes the River Kennet. It is located within the North Wessex Downs Area of Outstanding Natural Beauty (AONB), a nationally designated landscape, and comprises a mixture of the tranquil open downland, ancient woodland, chalk streams and historic settlements.

There are several settlements located within, or partially within, the WHS: Avebury, West Kennett and East Kennett lie along the course of the River Kennet. Beckhampton is located west of Avebury, Marlborough is 11km to the east and Swindon 17km to the north.

Woodland is more limited within the Avebury part of the WHS than within the Stonehenge part and most of the plantations are recent (although certain beech plantations and the tree planting related to villages and designed landscapes are older). The extent of grassland recreation at Avebury is more limited than at Stonehenge as a substantial proportion of the area is under arable cultivation. Nevertheless, the Avebury part of the WHS is important for nature conservation, supporting a diversity of wildlife and plant species including several rare and/or declining bird species.

2.3 Attributes of Outstanding Universal Value

For a site to be inscribed on the World Heritage List, it must be acknowledged as possessing Outstanding Universal Value (OUV). UNESCO define OUV as the: “cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity”³.

To be considered as having OUV – and therefore be eligible for inscription as a WHS – a site must possess at least one of 10 criteria. The Stonehenge and Avebury WHS was inscribed under Criteria I, II and III, indicating that it is considered to represent a ‘masterpiece of human creative genius’, ‘an important interchange of human values’ and bears ‘a unique or at least exceptional testimony to a cultural tradition or to a civilization’⁴. Specifically, the Statement of Outstanding Universal Value for Stonehenge and Avebury states that:

- The monuments of the Stonehenge, Avebury and Associated Sites demonstrate outstanding creative and technological achievements in prehistoric times⁵;
- The World Heritage property provides an outstanding illustration of the evolution of monument construction and of the continual use and shaping of the landscape over more than 2000 years, from the early Neolithic to the Bronze Age. The monuments and landscape have had an unwavering influence on architects, artists, historians and archaeologists, and still retain a huge potential for future research⁶; and
- The complexes of monuments at Stonehenge and Avebury provide an exceptional insight into the funerary and ceremonial practices in Britain in the Neolithic and Bronze Age. Together with their setting and associated sites, they form landscapes without parallel⁷.

Building on this, the Stonehenge and Avebury WHS Management Plan sets out seven ‘attributes’ which express the OUV⁸:

1. Stonehenge itself as a globally famous and iconic monument.
2. The physical remains of the Neolithic and Bronze Age funerary and ceremonial monuments and associated sites.
3. The siting of Neolithic and Bronze Age funerary and ceremonial sites and monuments in relation to the landscape.
4. The design of Neolithic and Bronze Age funerary and ceremonial sites and monuments in relation to the skies and astronomy.
5. The siting of Neolithic and Bronze Age funerary and ceremonial sites and monuments in relation to each other.
6. The disposition, physical remains and settings of key Neolithic and Bronze Age funerary, ceremonial and other monuments and sites of the period, which together form a landscape without parallel.
7. 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.

To be considered of Outstanding Universal Value alongside meeting at least one of the ten criteria, a WHS also need to possess authenticity and integrity; the ability of a WHS to convey its OUV and the measure of the wholeness and intactness of the WHS and its attributes respectively. Preservation of the Stonehenge and Avebury WHS authenticity and integrity is of the upmost importance.

2.4 Stonehenge and Avebury WHS Management Plan

Until 2015, Stonehenge and Avebury WHS was managed under two management plans – one for each part of the WHS. In 2015 the Management Plan was unified into a single document. It includes aspects that relate to visitor management and sustainable tourism within the WHS and includes a vision endorsed by the WHS partners. It states that:

“to allow present and future generations to explore and enjoy the monuments and their landscape setting more fully [we will] 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 while at the same time protecting the World Heritage Site and its Outstanding Universal Value.”⁹

The Stonehenge and Avebury WHS Management Plan outlines a series of holistic aims, policies and actions required to achieve its vision for the sustainable management of the WHS¹⁰. Action 71, Action 83, and Action 146 – the key elements of which are summarised below – form the basis for this Strategy. They are:

“Action 71: Produce a WHS Sustainable Tourism Strategy with WHS partners ... Ensure branding, positioning, marketing and promotion reflect and sustain the OUV of the WHS. Economic benefit should reach the local community and WHS partners requiring funds for conservation and maintaining archaeological archives. Link with VisitWiltshire’s tourism strategy.”

“Action 83: Develop a WHS Landscape Access Strategy to include an examination of the current rights of way and cycle path network and identify opportunities for enhancement ... Improve routes to the WHS for the local community and visitors staying in the surrounding area. This strategy should avoid conflicts with historic and ecological interests and include necessary impact monitoring and management regimes.”

“Action 146: Develop a Sustainable Transport Strategy for the WHS to reduce parking pressure and deliver environmental benefits ...”

Implementation of the WHS Management Plan in partnership with relevant organisations and stakeholders, is one of the tasks undertaken by the WHS Coordination Unit. It:

- liaises with WHS stakeholders;
- coordinates the implementation of the WHS Management Plan;
- provides communication and advocacy on the WHS;
- provides advice on projects affecting the WHS in relation to planning policies;
- monitors the condition of the WHS;
- revises and updates the WHS Management Plan; and
- is responsible for managing WHS funds.

2.5 World Heritage Site Partners

The Stonehenge and Avebury WHS is cared for by a partnership that includes Wiltshire Council, the Stonehenge and Avebury WHS Coordination Unit, English Heritage, the National Trust, the Ministry of Defence, Natural England, Ridgeway National Trail, local specialist interest groups and societies, amenity groups, landowners, farmers, and local communities (represented by parish councillors).

The creation of the Strategy would not have been possible without the support of each of the partner organisation, parish councils, interest groups, societies and individuals; particularly the time and expertise given by members of the project board including the National Trust, English Heritage, Historic England, Highways England, VisitWiltshire, the WHS Coordination Unit, Wiltshire Council and everyone who attended and contributed to the workshops, meetings and discussions held over the last six months.

2.6 Sustainable Development

Sustainability – including sustainable development – is often defined using the terms of the Brundtland Report from 1987¹¹, which describes sustainability as development that meets the needs of the present whilst not compromising the needs of the future generations.

UNESCO see WHS as important testing grounds for exploring the relevance of heritage as an enabler of sustainable development. The 2015 General Assembly of States Parties to the World Heritage Convention saw the introduction of a Policy that sought ‘integration of a sustainable development perspective into the processes of the World Heritage Convention’, stating the inextricable link between sustainable development and WHS. This stated that World Heritage should become a ‘global leader and standard setter for best practice’, and that WHS have ‘inherent potential to contribute to all dimensions of sustainable development’¹². They must do this, of course, without adversely affecting or harming the WHS, its attributes of OUV, authenticity or integrity.

One way in which this has been articulated in recent years is through the United Nations 2030 Agenda¹³, which presents 17 ‘global goals’, or the United Nations Sustainable Development Goals (UNSDGs), to bring about ‘a better world’, as shown in Figure 5. UNESCO was an active participant in the development of these goals and contributes to the implementation of the UNSDGs through its work in Education, Natural Sciences, Social and Human Sciences, Culture, and the Ocean¹⁴. It is within this context that this Strategy has been developed.

2.7 Strategy Context and Covid-19

The Strategy was developed between October 2019 and April 2020. Towards the conclusion of the project, during the review process for the Strategy, there was a significant change in context as a result of the Covid-19 pandemic. This has had a direct impact on the WHS partners, as well as their ability to review the Strategy.

The impact of Covid-19 is still unknown, and the lasting effect on tourism, local businesses and travel may not be understood for some time; however, sustainable and resilient strategies are more important than ever amidst such uncertainty.

Figure 5: UN Sustainable Development Goals





3. Summary of Baseline Review

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3. Summary of Baseline Review

A detailed baseline study has been carried out for each of the three strands: Landscape Access, Sustainable Transport and Sustainable Tourism. This section of the Strategy gives an overview of the key insights derived from understanding the baseline; the full baseline study is located in Appendix C.

Across the three strands there are clear gaps in currently available data which, without this evidence base, limits the ability to understand and therefore effectively implement change in the WHS. Appendix F outlines the data analysed to inform this baseline, as well as any data gaps that have been identified.

3.1 Landscape Access Insights

The landscapes of the Stonehenge and Avebury WHS are highly complex and sensitive to change. Where possible, the needs of those who live and work within the WHS should be addressed and balanced with the needs of those who wish to visit and explore it, whilst protecting the WHS and its attributes of OUV, authenticity and integrity.

The baseline review has been undertaken as a desk-based study, using publicly available map data (including OS mapping and spatial data available from Natural England, Historic England and Wiltshire Council) and information available on the English Heritage, National Trust, VisitWiltshire and local authority websites. This has been supplemented with Strava Heat Mapping to provide an indication of the most used routes in and surrounding the two parts of the WHS. The desk-based study has been carried out alongside consultation and participatory workshops with a variety of stakeholders.

Much of the WHS can be easily accessed due to the extent of Permissive Open Access Land that has been established, as well as the network of Public Rights of Way (PRoW). This enables visitors to access key monuments and features of the WHS, though for those with impaired mobility levels of access are much more limited. The reliance of most community members on cars, and visitors largely reaching the landscape by car and coach, suggests limited availability or uptake of walking or cycling options. No data are available on the number of people walking or cycling to the WHS, starting either from the settlements immediately surrounding the WHS or from larger settlements such as Salisbury or Marlborough, which are connected to wider public transport networks. In the area immediately surrounding the Stonehenge part of the WHS there are several significant barriers to access, including the severing effect created by the A303 and other roads as well as a mixed quality of paths, tracks and wayfinding features.

The baseline assessment has highlighted various insights, with details included in Appendix C:

- 1. The condition of the WHS (monuments, landscape and buried archaeology) are impacted by changing visitor numbers, weather conditions across the year and, increasingly, climate change.**

Each part of the WHS has its own visitor profile, but in general, visitor demand is highly seasonal. During busy periods, high volumes of people have the potential to impact upon the setting and condition of monuments and the landscape. Equally, when weather is poor and there are fewer people on site, monuments are still at risk as wet ground is more prone to degradation. Similarly, in poor weather conditions, the safety of visitors to explore the WHS can be compromised, requiring responsive management from the National Trust and English Heritage.

- 2. The condition of the WHS (monuments, landscape and buried archaeology) are impacted by PRoW.**

During 2010 English Heritage commissioned a monument condition survey within the Stonehenge and Avebury WHS. This identified vehicular erosion – specifically relating to the use of Byways Open to All Traffic (BOAT), bridleways, unadopted roads, farm access tracks and damage from tractors within fields – as a threat to archaeological features. There are currently limited up to date data on the impact of PRoW on the WHS, although there is due to be another condition survey conducted in 2020.

There are broader impacts that visitors have on the WHS, resulting from activities such as illicit camping and parking as described in Section 3.2. In addition, at both Avebury and Stonehenge, ongoing maintenance and realignment of visitor routes/walkways is particularly effective in protecting the monuments through significant operational effort on the part of the responsible conservation bodies.

3. Walking and cycling options both to and within the WHS are limited, for visitors and local communities, resulting in a reliance on cars and coaches to access the landscape.

Whilst the National Trust promotes a number of circular walks around both parts of the WHS, there appears to be few dedicated and promoted walking and cycling routes to the WHS from the closest settlements. Crucially there are no dedicated routes between the Stonehenge Visitor Centre and the nearest settlements of Amesbury, Durrington and Shrewton that do not involve negotiating sections of the A303 or Countess Road with no pedestrian crossings and narrow pavements and verges. There are cycle stands at the Stonehenge Visitor Centre and National Cycle Network (NCN) Route 45 passes through Amesbury, though the only apparent routes linking to this require following sections of the A303 and A360, neither of which are designed to accommodate cycling and which is likely to be challenging for most users. The NCN near both Stonehenge and Avebury are shown in Figure 6 and Figure 7. As discussed in insight 9 in this section, the proposed A303 scheme will however have an impact on access to the WHS.

There is no dedicated and promoted continuous PRoW or cycle path between Amesbury and the Stonehenge part of the WHS. There are several established long distance cycling and walking trails linking the Stonehenge and Avebury parts of the WHS, as described in Appendix C, but at Stonehenge connections between these routes, key access points and the Visitor Centre have not been fully realised.

4. Access arrangements in the WHS impact a complex variety of stakeholders; and landowners, managers, farmers and residents are often faced with anti-social behaviour.

Although there is broad agreement that there should be increased access to the WHS, it is recognised that changes to access impact directly upon a variety of landowners, farmers,

authorities, conservation charities, as well as on communities and visitors. Many of these stakeholders regularly observe and tolerate anti-social behaviour from littering to verbal abuse by visitors accessing the WHS, and these stakeholders often discussed the desire for increased respect from visitors, as documented in Appendix D.

Farmers and landowners spend considerable resources maintaining land, PRoW and other assets such as gates and stiles. Effective coordination between stakeholders is required to facilitate further success in managing access arrangements. For instance, successful coordination between the National Trust and farmers introduced no-dog zones in response to visitors failing to protect livestock from their dogs.

5. Changes to access within the WHS must be sensitive to the historical, archaeological and natural landscape of the WHS.

Both parts of the WHS contain high concentrations of sensitive archaeological features as well as areas of rare chalk grassland that are susceptible to damage from high footfall. The Avebury portion of the WHS falls entirely within the boundaries of the North Wessex Downs AONB and covers the whole of the Fyfield Down National Nature Reserve, a significant area in terms of both geology and biodiversity. The Stonehenge part contains an RSPB reserve and fragments of remnant unimproved chalk grassland habitats which support rare species of flora and fauna. The introduction of any new interpretation, wayfinding or linear features could potentially impact these designated sites and the attributes of OUV, though sensitive design and location could mitigate this.

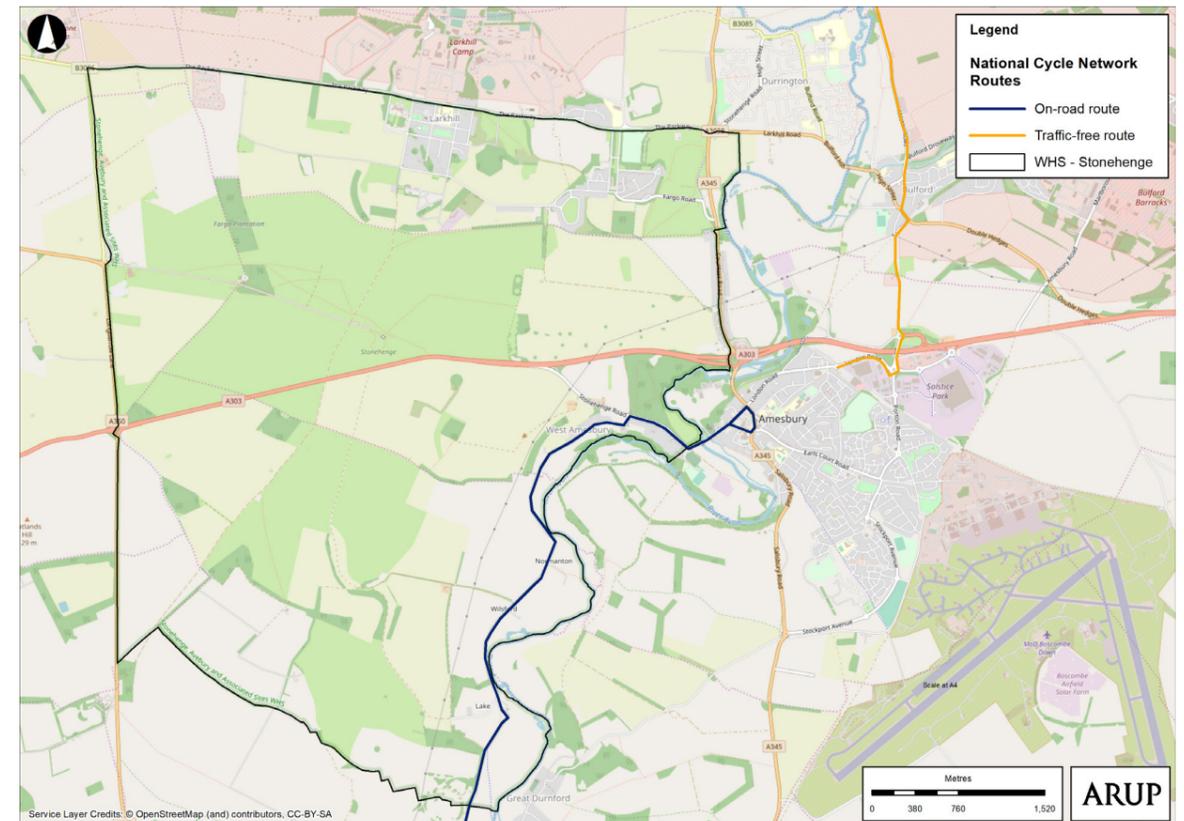


Figure 6 NCN near Stonehenge

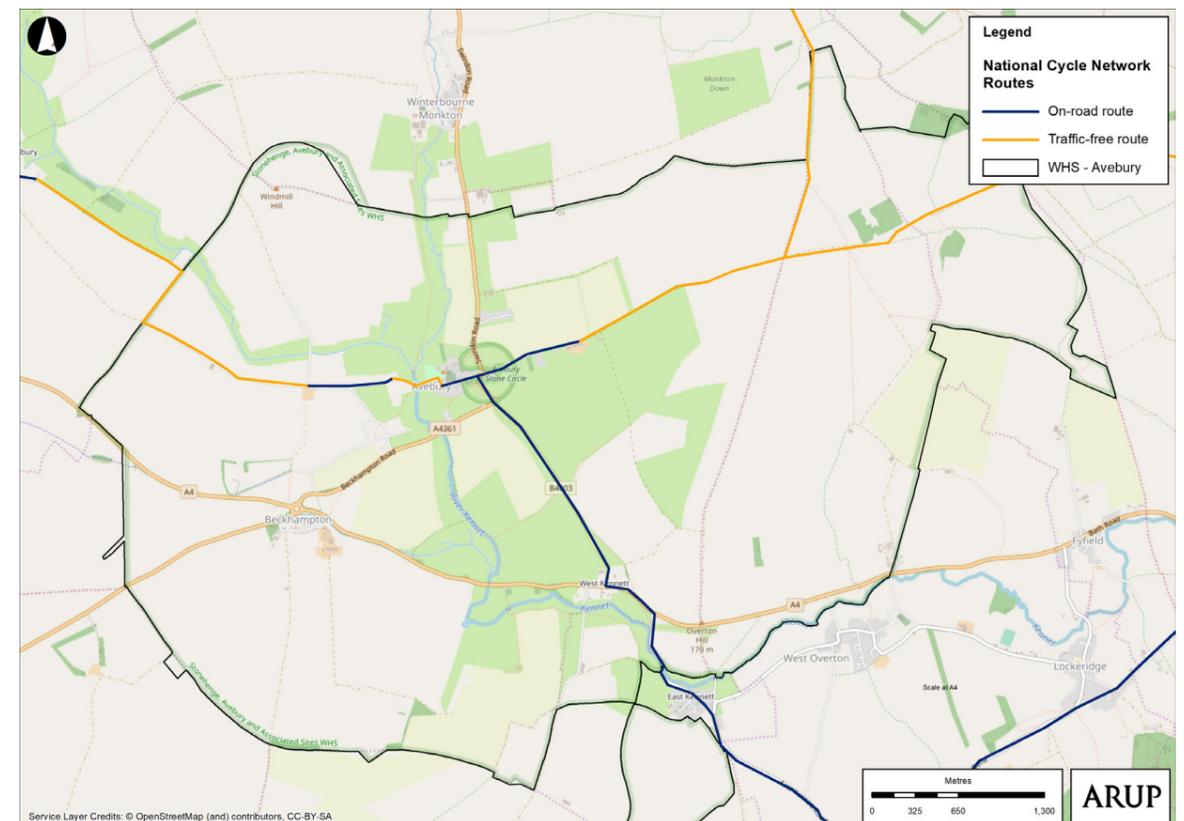


Figure 7 NCN near Avebury

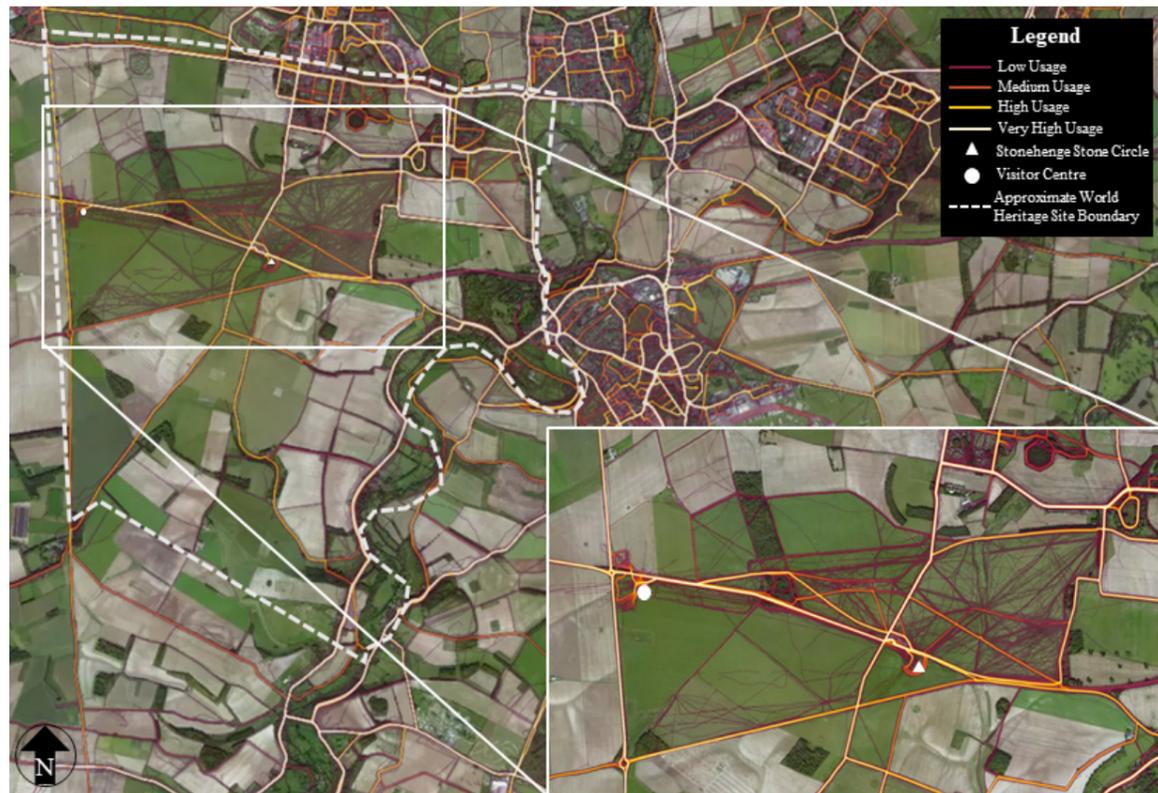


Figure 8 Strava Heat Mapping of the Stonehenge part of the WHS¹⁶



Figure 9 Strava Heat Mapping of the Avebury part of the WHS¹⁷

6. There is a limited understanding of people’s detailed movement patterns, experience and understanding of the WHS and the wider regional landscape.

The orientation, character, and condition of the landscape and its visitor routes is not currently well understood. How many people travel along different routes, by what mode, and at what times are not known, although there is limited indicative data collected and presented through Strava heat mapping in Figure 8 and Figure 9. More detailed information is required to ensure appropriate management of access across the WHS and when developing site-specific enhancements. There are also limited data on the quality of the experience of visitors accessing the landscape, and their understanding and appreciation of the WHS is not well understood. This information is important for the creation of a more holistic WHS visitor experience, which incorporates the wider regional landscape and encourages greater and more meaningful engagement with its rich cultural and natural heritage.

7. There is limited integration of landscape access infrastructure, branding and interpretation.

The quality and condition of infrastructure supporting landscape access and interpretation is mixed across the WHS. In some areas of the WHS there is clear interpretation communicating the WHS and its values. However, there remain areas and aspects where wayfinding, information and interpretation is more limited, particularly in relation to the wider heritage landscape at a regional level. Developing a coherent, unified wayfinding and interpretation approach, incorporating both digital and physical interventions, would enable visitors to explore further.

8. Severances significantly impact on accessibility and safety across and between the WHS and surrounding areas.

The road network around both Stonehenge and Avebury, the A303, A4 and A4361 in particular, create severances that limit access

and visitor confidence to explore the WHS, and create safety issues along the PRoW. At Stonehenge, the A303 effectively severs the southern portion of the site from the north and with no formal pedestrian crossings, there is no safe movement of people between the two portions of the site. Further, motor vehicles across the site impact on the setting of monuments and the safety of pedestrians.

9. Planned and proposed developments, including the A303 Scheme and Army Rebasing, represents a significant change in access and use of the WHS.

The proposed A303 scheme is likely to reduce severance within the Stonehenge part of the WHS and is likely to change the ability of people to explore the southern portion of the Stonehenge part of the WHS. If appropriately addressed, this could improve landscape access to the WHS. In addition, new housing developments such as the Ministry of Defence (MoD) Army Rebasing project is likely to introduce a new mix of visitors accessing the WHS. Improved management and links associated with the A303 scheme would change some visitor access points into the WHS, bringing with it both opportunities and challenges.

10. The provision for people with disabilities or special needs could be better addressed and understood.

At both parts of the WHS, there are a number of excellent locations and activities for people with impaired mobility, and both English Heritage and the National Trust regularly conduct Equality Act Audits. However, at Avebury it is difficult for people with disabilities to circulate the stone circle or see West Kennet Avenue, and at Stonehenge it is difficult to visit areas beyond the stone circle. There are likely to be limitations and significant challenges related to the rural and archaeological context of the WHS and its inherent sensitivities, but data on disabled access beyond the honeypot sites are limited. Many partners of the WHS have explored virtual access as a means to open access to the WHS to wider audiences, including those with impaired mobility.

3.2 Sustainable Transport Insights

Transportation to and within the WHS is integral to its sustainability. A sustainable approach to transport will reduce negative impacts on the WHS and its attributes of OUV, and contribute to wider sustainability issues such as climate change.

The baseline review has been undertaken as a desk-based study, using data from a number of sources described in Appendix C. These include several sources of publicly available data, such as public transport information, local plan information, along with other information from key public documents relating to the WHS and STATS19 accident data. Traffic count data and transport model outputs for the A303 Amesbury to Berwick Down SATURN model were also provided by Highways England to inform the study.

Meetings were undertaken with representatives of a number of organisations, including National Trust, English Heritage, Wiltshire Council, Highways England, local farmers, local communities and Parish Councils, as set out in Appendix B and D. The information gathered from these meetings has been used throughout the study.

The baseline understanding has highlighted various insight areas:

1. **Transport options are limited to and within the WHS for visitors and locals alike, resulting in a high dependence on cars and coaches.**

It is estimated that approximately 50% of visitors to the Stonehenge Visitor Centre arrive by coach, and 50% by car. Data are not available for Avebury, but it is estimated that the large majority of visitor trips are made by car. There is no data available for use of transport to reach other parts of the WHS, but the availability of alternative options for travel to and within the WHS, such as cycling, public bus and rail, are limited, and it is considered that there may well be suppressed demand for these modes.

2. **The connectivity between Stonehenge and Avebury is limited.**

There is no dedicated and promoted continuous PRoW or cycle path connecting the two parts of the WHS, nor is there a bus or train service between the two parts of the WHS. Hence those wishing to visit both parts of the WHS must travel by private car, which takes 45 minutes.

3. **Visitor travel behaviour has a different profile at Stonehenge and Avebury.**

Information provided to this study shows that approximately 50% of visitors to Stonehenge arrive by coach, while it is believed that the majority of visitors to Avebury travel by car, although there is no data available to provide evidence for this assertion. Due to its high profile, Stonehenge is believed to have a highly international and national draw, with 58% of visits originating outside the UK. Visitors to Avebury are perceived by stakeholders to have a lower proportion of international visitors compared with Stonehenge, although no evidence is available to verify this.

4. **There is a lack of Electric Vehicle (EV) charging provision, and limited cycle parking and cycle facilities.**

Neither part of the WHS is equipped with EV charging facilities, and cycle parking facilities are limited. Some cycle tracks and routes within the WHS are considered to be in poor condition.

5. **Planned and proposed developments indicate a rise in forecast future traffic and transport conditions.**

The outcome of the Development Consent Order application for the proposed A303 scheme is to be determined in April 2020. The scheme is expected to result in significant changes to traffic conditions both on the strategic road network and on the local road network, with analysis in Appendix C indicating a significant rise in traffic. Policy documents also indicate that 17ha of employment land and around 2,500 dwellings will be constructed in

the vicinity of the Stonehenge part of the WHS over the local plan period, which runs until 2036. In addition, over 1,000 Service Family Accommodation and over 2,500 Single Living Accommodation units will be developed as part of the MoD's Army Rebasing. This is also anticipated to change the future traffic and transport conditions in the WHS, as well as the demographic of communities and visitors to the WHS.

6. **Few visitors arrive by public bus to Stonehenge and Avebury.**

The Stonehenge Visitor Centre enjoys a relatively frequent tourist bus service, which operates half hourly during summer months.

The route originates at Salisbury Train Station, and as the marketing and pricing is aimed towards people also visiting other notable sites in the area, including Old Sarum and Salisbury Cathedral, this service is not aimed at communities. Services operating east of the Stonehenge part of the WHS, along the A345, do not connect to the Stonehenge Visitor Centre. Hourly and bi-hourly services connect Avebury with Swindon, Marlborough and Devizes. Due to these limited services, a low proportion of visitors to both parts of the WHS are believed to arrive by public bus, although no data around bus patronage is available. The bus routes for both parts of the WHS are mapped in Figure 10 and Figure 11.

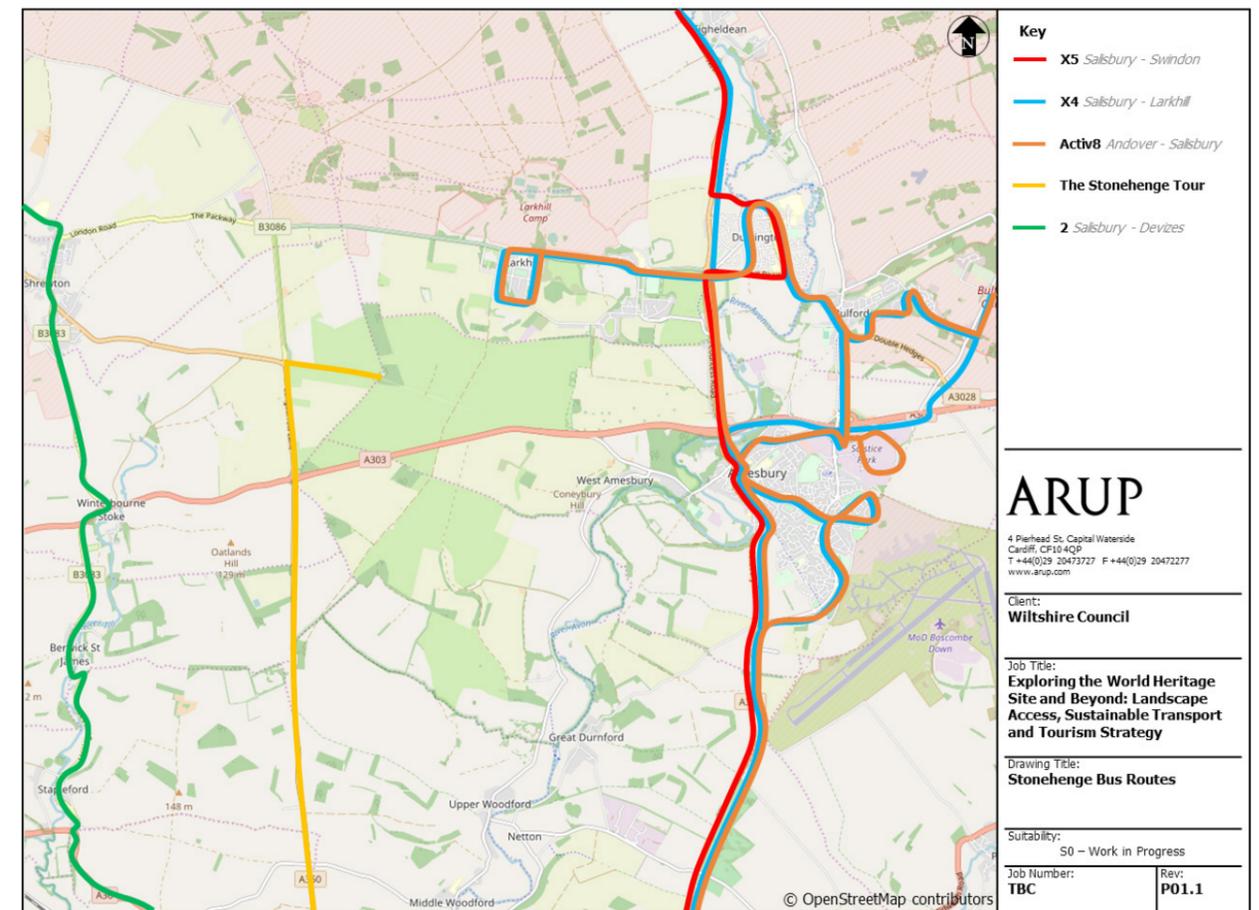


Figure 10 Bus Routes near Stonehenge

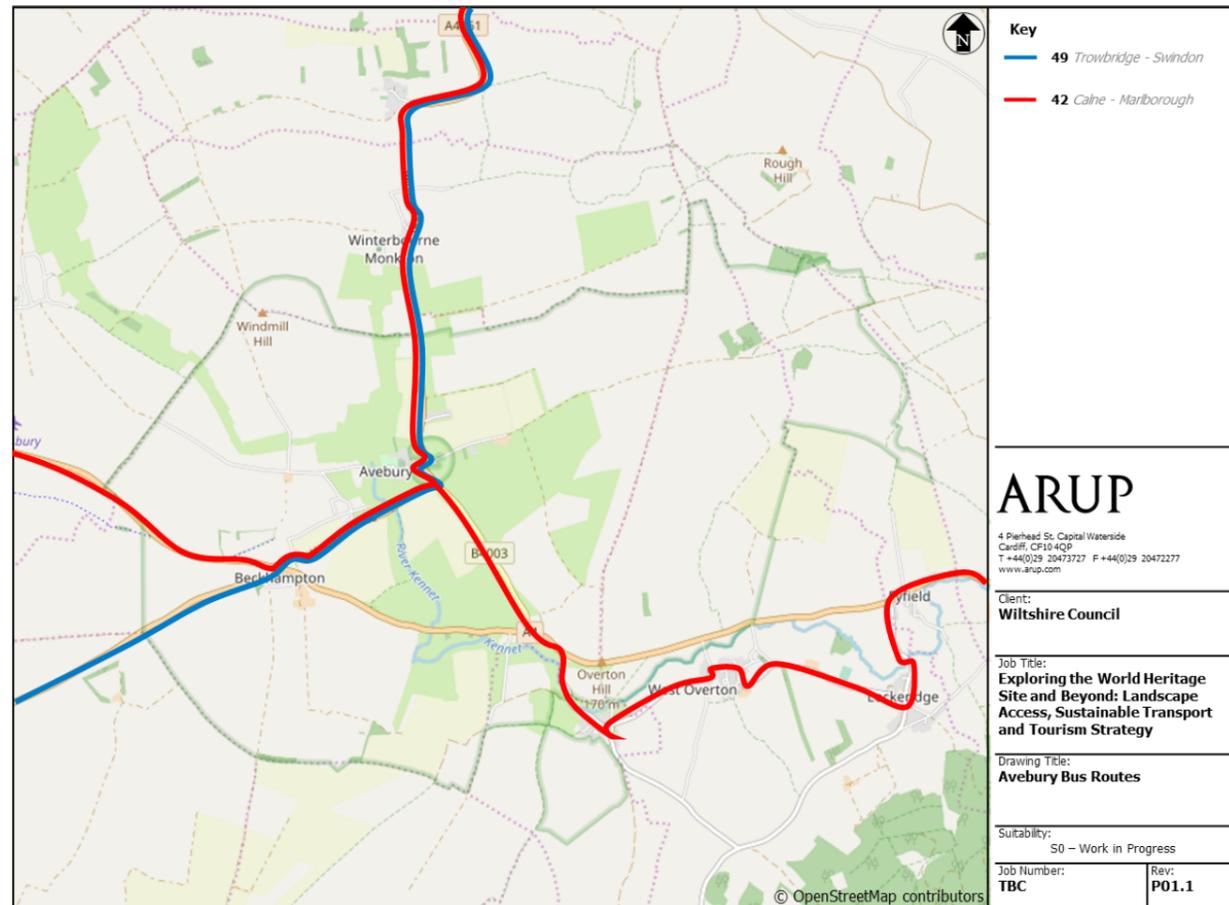


Figure 11 Bus Routes near Avebury

7. There is a lack of consistency in online travel information and advice, which impacts on people’s opportunities for choosing sustainable transport modes.

For both parts of the WHS, English Heritage, National Trust, the WHS website, Connecting Wiltshire and VisitWiltshire websites offer varying levels of detail around transportation options, with differing emphases on sustainable modes.

8. Car parking is recognised as a constraint on operations if current travel patterns continue.

The main car parks at Avebury and Stonehenge are both reportedly well used and have capacities of around 100 spaces and 435 respectively. On busy days, both locations are reported to approach or exceed capacity, which is believed to result in illegal parking on roads in the surrounding area. Peripheral car parks throughout the WHS are believed

to be less well used, however usage data are not available. At Avebury specifically, there is intended to be no substantial increase in parking to avoid damage to monuments from increased visitor numbers. However, informal parking on side roads already occurs as a result of limited capacity, resulting in the risk of damage to the WHS.

9. Motorised vehicles damage both parts of the WHS, particularly in relation to use of BOAT.

The degradation of the WHS from motorised vehicles parking on and using BOAT has also been identified as an issue. Attempts have been made to restrict some BOAT to non-motorised traffic, although there are limited enforcement traffic violations for those restrictions that do exist.

10. There is a lack of granular transport data to properly understand travel patterns and behaviour.

There is limited existing quantitative data relating to visitor origins and destinations, linkage between trips to the WHS and other attractions in the area, dwell times in the WHS and mode share to and within the WHS. This information would be important and advantageous in the development and monitoring of sustainable travel initiatives. The carbon footprint of trips is also difficult to measure for either part of the WHS. The data requirements for doing so are onerous due to the open nature of the both parts of the WHS and their international and ‘linked trips’ type demand.

3.3 Sustainable Tourism Insights

Large numbers of tourists visit the Stonehenge and Avebury WHS every year, resulting in an estimated economic contribution to Wiltshire of over £544 million, measured as Gross Value Added (GVA). This equates to 65% of Wiltshire’s total GVA from tourism, as determined from the economic model described in Appendix C. The iconic stone circles are extremely popular attractions and the surrounding landscape and wider region have many opportunities for day-trippers and staying visitors alike.

A baseline review has been undertaken, analysing tourism data provided by the project board partners, alongside a range of publicly accessible information, including economic studies commissioned by VisitWiltshire and reports produced by the Office of National Statistics, the Association of Large Visitor Attractions, Visit England and Visit Britain. This information relates to aspects of international, regional and local tourism trends, products and initiatives. In addition to building a baseline understanding of the context and nature of tourism to the WHS, an economic assessment was carried out. The results of this assessment were used to create an economic model, against which different tourism scenarios could be reviewed. Analysis of the baseline data and economic assessment was accompanied by stakeholder workshops and consultation meetings with project board partners.

The Stonehenge and Avebury WHS has a strong and distinctive tourist offer, making a significant economic contribution to the economy of Wiltshire. Individual sites attract very large numbers of visitors each year, but a significant proportion of the economic benefit of tourism ‘leaks’ to the wider economy rather than bringing benefits to communities in Wiltshire; for example, due to overnight visitors to the WHS staying outside of Wiltshire. This indicates a clear opportunity to achieve the aims of the Strategy to bring about greater economic and social benefit through actions which encourage longer staying visits and a resulting higher individual spend.

The modelled economic scenarios suggest that even a small increase in duration of domestic overnight stays from an average 2.7 nights to 3 nights could be worth an additional £12.5 million in expenditure and £33.7 million in GVA, representing an increase of 6.2% in total expenditure and GVA. While these numbers may be modest in comparison to the overall economic contribution of over £544 million, if this additional value is captured by small and medium sized businesses within and in the vicinity of the WHS, there is the potential to bring about substantial social and local economic benefit.

Analysis of the tourism baseline data and engagement workshops and meetings has produced a series of insights:

1. Stonehenge and Avebury are iconic and play important roles for English Heritage and the National Trust as well as for Wiltshire County.

Stonehenge is a flagship property for English Heritage across its national portfolio. Stonehenge and Avebury play a different role for the National Trust, bringing in less revenue than other properties but having an important symbolic role. Both organisations generated revenue from the sale of memberships at their respective visitor facilities. In addition, the tourism industry associated with Stonehenge and Avebury is estimated to bring £544 million in GVA, as set out in Table 1 and in Appendix C.

	Visitor expenditure per annum	% of total
International (staying within Wiltshire)	£48,906,000	24%
International (staying outside Wiltshire)	£34,559,000	17%
Domestic (overnight stay within Wiltshire)	£112,439,000	56%
Domestic day visits	£5,685,000	3%
Total visitor expenditure	£201,589,000	-
Total direct, indirect and induced GVA impact (multiplier of 2.7 applied)	£544,290,300	-

2. There is a lack of data for the WHS to help inform visitor management.

Detailed qualitative data on visitor perception, behaviour and onward journeys is limited. This type of data would help to improve understanding of visitor behaviour and guide the sustainable development of tourism within the WHS and Wiltshire.

3. Visitors are concentrated at the landmark sites of Stonehenge and Avebury Henge.

Around 1.5 million people visit Stonehenge every year, with an additional 300,000 going to Avebury. Despite initiatives, such as the Stonehenge Museums Partnership, there is more limited dispersal of tourists to centres within and around the WHS which celebrate it and share in its interpretation, such as the Alexander Keiller Museum, Salisbury and Wiltshire Museums, as well as the Amesbury History Centre. While there is a broader range of potential activities for visitors, this is not effectively communicated. The emphasis for the National Trust and English Heritage is on promoting other sites in their portfolios and although in some cases this includes other areas of the WHS and the wider AONB Avebury is located within, there is limited emphasis on the whole of the WHS or the long distance travelling routes which pass close to the core parts of the WHS, as set out in Appendix C. Beyond this, there is clear potential to increase the range of potential experiences which visitors to the stone circles might be interested in, which could encourage return visits and longer stays.

4. There is a lack of visitor accommodation across Wiltshire, and limited diversity of accommodation products for visitors.

Although there are 236 accommodation businesses with 3,600 bed spaces in the surrounding 16km area of Salisbury¹⁵, visitor accommodation studies throughout Wiltshire have identified a shortage in the capacity of many accommodation types during the peak season. Conversely, these same accommodation types are often under-used in the shoulder and low seasons. This pattern

has an adverse impact on the sustainability of local businesses and the tourism and service economies. Modelling of potential scenarios suggests that increasing the number and duration of staying visits could bring substantial economic benefit; limitations in accommodation provision are a direct barrier to this.

5. Extending the length of domestic overnight stays brings the greatest economic benefit for Wiltshire.

The WHS is important to the tourism economy of Wiltshire and the South West. Stonehenge is one of the primary reasons for visiting Wiltshire and development of the new facilities has seen significant increases in staying visitors. However, the significant numbers of day visitors to the WHS account for just 20% of total visitor expenditure, whilst it is estimated that 87% of international visitors to the WHS stay outside of Wiltshire. Through modelling three scenarios – increasing overnight international visitors, increasing the length of domestic overnight stay and increasing day visitor spend – increasing the length of domestic overnight stay from 2.7 to 3 results in the highest increase in GVA of 6.7%, compared to 2.2% from increasing international overnight visitors and 0.7% for increasing spend of day visitors, as seen in Figure 12.

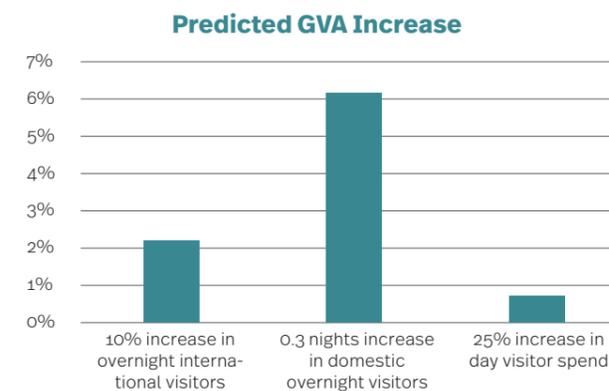


Figure 12 GVA Increase in Wiltshire Scenario Modelling

6. Stonehenge, although attracting the greatest number of visitors within the WHS, has capacity for more visitors at quieter times of the day and year.

Stonehenge has successfully developed a comprehensive range of world-class visitor, education and interpretation facilities. It encourages all visitors to pre-book their visit, helping to ease congestion at peak times. A key constraint on visitor capacity is the limitation of car parking spaces. Very occasionally, the car park is full and at these times visitors are encouraged to return at a less busy time or visit other nearby attractions. During the shoulder seasons of the year, and at the beginning and end of the day, there is some capacity for greater visitor numbers.

7. Visitors are encouraged to disperse and find their own routes at Avebury.

At Avebury, heavy visitor footfall around the Stone Circle is causing potential loss of archaeology by erosion. The National Trust adopts a wide dispersal strategy for access to the landscape. This approach encourages visitors to find their own routes rather than following prescribed signposted trails, and spreads rather than concentrates visitor footfall. Limited interpretation is provided across the site to support this dispersal strategy. The National Trust is seeking to avoid attracting more visitors at peak times. The negative impacts of tourism / visitors (overcrowding / traffic congestion / car parking) on the local community are more acute at Avebury than at Stonehenge.

8. Long periods of wet weather combined with high footfall create considerable damage to the landscape.

Climate change (long periods of wet weather) and the impact of high visitor numbers are key issues in maintaining access to the landscape and stone circle areas. Proactive grass management regimes and interventions (roping off / hard standing / drapes etc.) seek to minimise erosion and damage to the landscape.

9. **There is a strong recognition of the potential for virtual access and digital technology to enhance the visitor experience.**

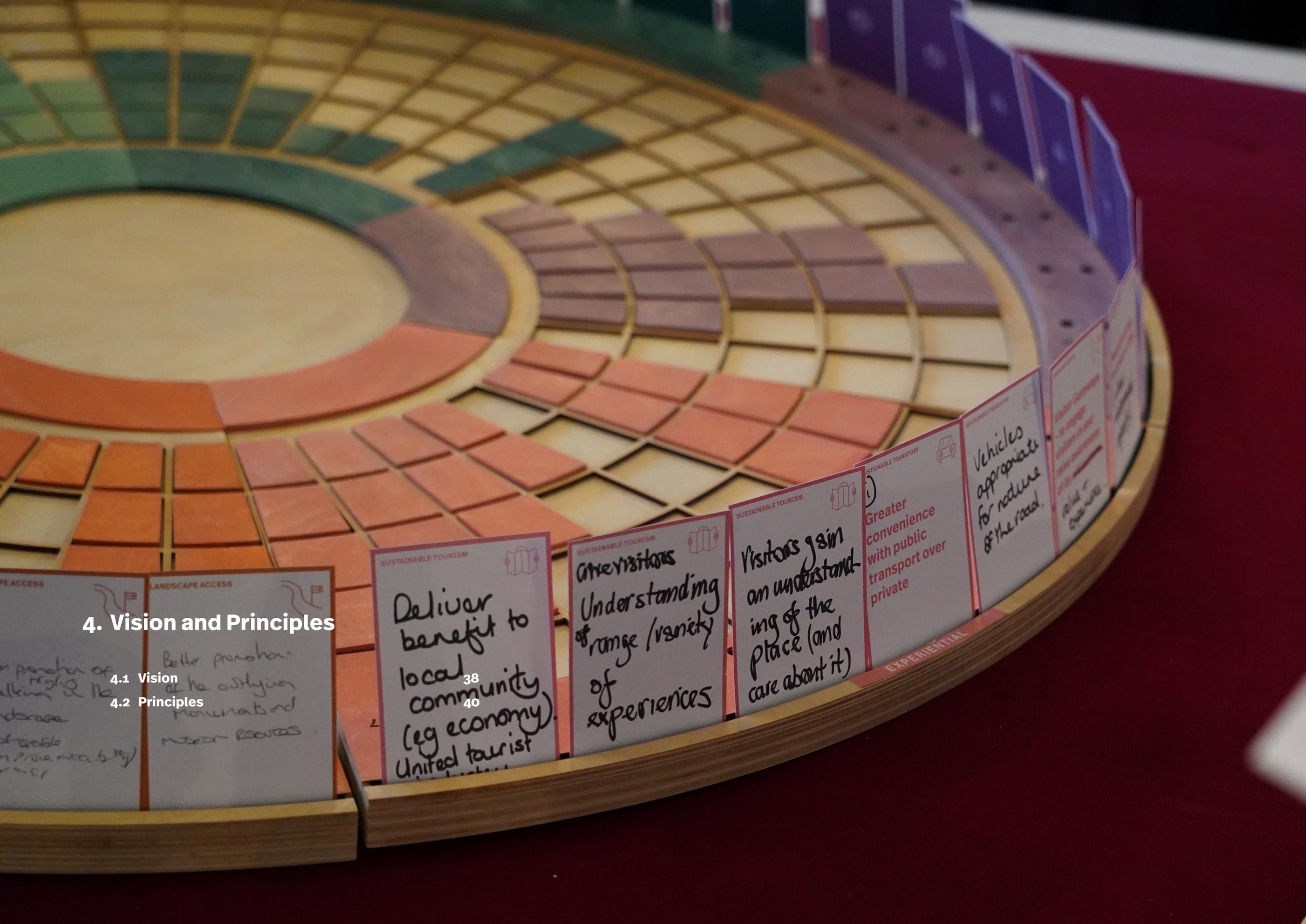
The Stonehenge Environmental Improvements Project has successfully developed a range of visitor information and interpretation to help encourage visitors to explore the wider landscape. There is a great deal of potential to enhance visitor experience and understanding of the landscape through digital technologies.

10. **Individual sites have strong brand identities but there is no overarching strategy for branding and brand positioning for the whole WHS, limiting promotion of longer visits.**

There are multiple brands associated with Stonehenge and Avebury, particularly the English Heritage and National Trust brands, but there is no unique brand identity for the WHS and there is no coordinated promotion of the existing UNESCO World Heritage brand. The WHS operates as individual sites rather than as an inter-related, if not continuous, destination offer, resulting in a lower awareness and understanding of the breadth of experiences available to visitors. Although there is no data available on brand positioning of the WHS, the lack of promotion of the whole WHS is likely to limit longer visits.



A couple walking to the Stonehenge Visitor Centre



4. Vision and Principles

4.1 Vision

4.2 Principles

PE ACCESS

LANDSCAPE ACCESS

in patches of
high
alkin in the
increase
shoole
in price accessibility
201

Better promotion
of the outdoor
mountain and
water resources.

SUSTAINABLE TOURISM

Deliver benefit to local community (eg economy).
United tourist

38
40

SUSTAINABLE TOURISM

Give visitors Understanding of range / variety of experiences

SUSTAINABLE TOURISM

Visitors gain an understanding of the place (and care about it)

SUSTAINABLE TRANSPORT

Greater convenience with public transport over private

SUSTAINABLE TOURISM

Vehicles appropriate for nature of the road.

EXPERIENTIAL

4. Vision and Principles

Drawing on the findings set out in Section 3, as well as the findings from the stakeholder engagement approach set out in Appendix B, a vision and series of guiding principles were developed for the Strategy and each of its three strands, as described in this section.

4.1 Vision

The vision and principles have been guided by the WHS Management Plan vision, as stated below:

“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.”

This Strategy will underpin the protection of the WHS and its OUV as well as its cultural heritage, biodiversity, educational, research, social, artistic, spiritual, and economic values. The vision for the Exploring the WHS and Beyond Strategy is set out on the following page, with its three distinct elements: one WHS, shared stewardship and sustainable development and management.

This vision, with its three elements, aligns with the WHS Management Plan vision, aims and policies and informs the principles of the Landscape Access, Sustainable Transport and Tourism Strategy.

1 One World Heritage Site

A one WHS approach provides a coherent framework to unify the protection and management of the WHS, while retaining the rich diversity of experiences across both parts of the landscape. It increases understanding and enjoyment while protecting the WHS and sustaining its OUV.

*Stonehenge and Avebury is **one World Heritage Site** with a unified approach to protection, management and visitor experience. **Active partnerships** work to embed **sustainable development** in the design, delivery and management of landscape access, transport and tourism, enabling and encouraging present and future generations to explore, enjoy and understand the World Heritage Site and its Outstanding Universal Value.*

2 Shared stewardship

Shared stewardship means that the people and organisations protecting, visiting, working, and living in and around the WHS continue to build partnerships to conserve and enhance the landscape for all.

3 Sustainable development and management

Sustainable development for the WHS means protecting, managing and sharing the WHS with present and future generations, by seeking to balance the three pillars of sustainability—economic, environmental and social. Conserving the WHS and its OUV is an implicit component of sustainable development.

4.2 Principles

A series of principles have been created for the Landscape Access, Sustainable Transport and Sustainable Tourism strands of the Strategy, derived from the three elements of the vision and the WHS Management Plan. This is illustrated in Figure 13, and described in the following sections.

4.2.1 Landscape Access Principles

Enhanced access to the landscape has the potential to open the WHS to more people, but this brings associated risks, including first and foremost the potential impact on the attributes of OUV. A balance is required to facilitate carefully designed physical and virtual access, whilst restricting and redirecting people when and where appropriate. The Strategy identifies opportunities in Section 5 that aim to protect the sensitivities of the WHS and its attributes of OUV, whilst considering the needs of stakeholders, landowners, farmers and visitors, guided by the following principles.

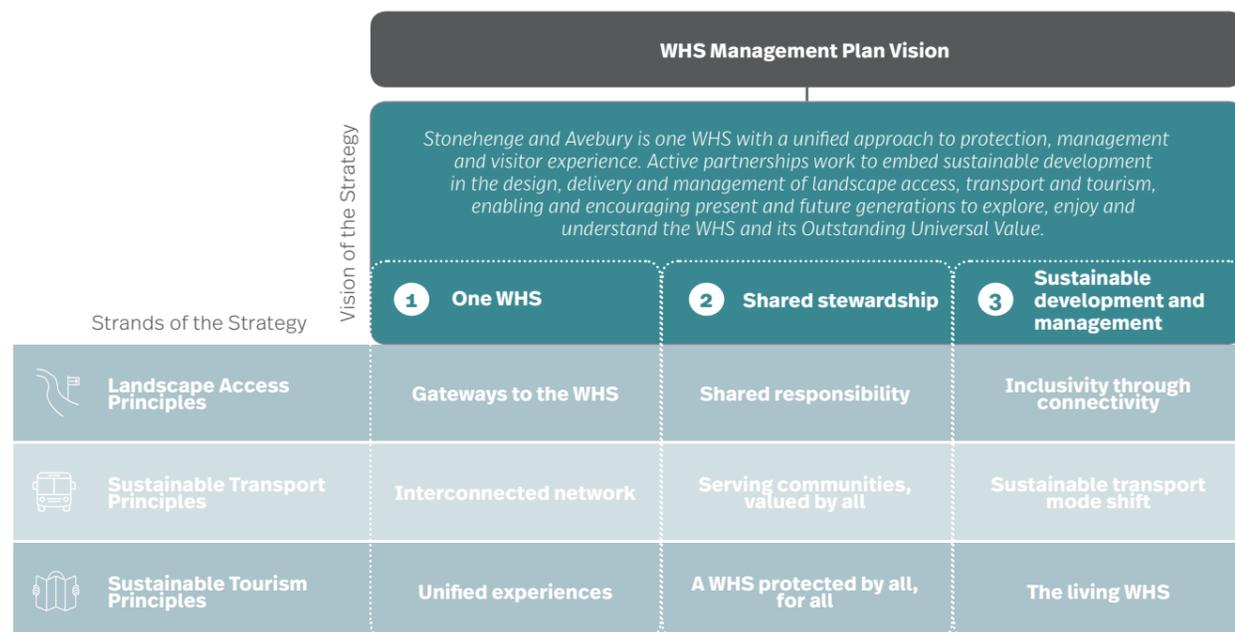


Figure 13 Vision and Principles

1. Gateways to the WHS

Each gateway encourages visitors to explore the WHS further and develop a deeper understanding of its OUV and other special values.

Under this principle, each point of entry to the WHS, from physical to virtual access, will be a gateway to the wider WHS. This will communicate and build on the existing offers, encouraging greater exploration of the various archaeological, natural and cultural sites and the communities that surround them.

2. Shared responsibility

All stakeholders understand the archaeological and environmental sensitivities of the landscape, as well as the social and economic benefits it brings, including agriculture and tourism.

All stakeholders are invested in protecting and enhancing the WHS and work to ensure access does not have a harmful impact. The right balance between protection and enjoyment is achieved to protect the WHS and sustain its OUV, taking into account ecological and community sensitivities. Those who sustainably manage and maintain the landscape, access and rights of way are recognised for their contributions to the WHS.

3. Inclusivity through connectivity

The approach to landscape access is inclusive – all are welcomed to explore the WHS and landowners and farmers have an equitable role in management. Physical and intellectual access will be opened up to a wider audience for present and future generations.

Landscape Access will open the WHS to a wider audience, both physically and intellectually, where appropriate and where landowners are willing. It is designed, managed and promoted to draw people into and across the landscape, encouraging those who wish to explore the WHS to use carefully considered public rights of way and access which respects landscape and land use sensitivities, while protecting the WHS and its OUV.

4.2.2 Sustainable Transport Principles

A sustainable approach to transport to and within the WHS will reduce negative impacts on the WHS and its attributes of OUV, and contribute to wider UN Sustainable Development Goals such as global climate action. The Strategy will seek to sustainably connect visitors, communities, businesses and the WHS, guided by the following principles.

1. Interconnected network

Transport will be considered as one network across the WHS, connecting both parts of the WHS and the hubs that surround it.

Transport design and management will be determined by understanding what draws people to and across the landscape. Exploration of the WHS and the community, educational and tourism hubs that surround it will be encouraged through an interconnected network of sustainable transport, protecting the WHS and its attributes of OUV.

2. Serving communities, valued by all

Affordable, accessible public transport will serve those living and working in the WHS and the hubs that surround it, with visitors benefitting from a regular and quality service.

Transport initiatives will serve local access to the WHS, while increased patronage from visitors will enhance frequency and quality of service. As a result, the visitors and communities of the WHS will benefit from sustainable transport to and within the WHS.

3. Sustainable transport mode shift

Those visiting, working or living in the WHS use sustainable modes of travel.

The WHS will become accessible and inclusive to all through the provision and incentivisation of sustainable transport modes, for both global and local travel. This modal shift will require sustainable, reliable, quality transport options for those living within and nearby, working in or visiting the WHS.

4.2.3 Sustainable Tourism Principles

Stonehenge and Avebury are globally renowned and attract approximately two million visitors per year to a variety of high quality, mature tourism offers. Sustainable tourism will continue to consider the needs of visitors, alongside the protection of the WHS, while increasing social and economic benefits for the community. This will explore how economic growth can be achieved for local businesses and conservation charities, without adversely impacting the WHS and its OUV.

1. Unified experiences

Creating a unified approach to visitor experiences and messaging to build deeper understanding and appreciation of the WHS.

The WHS, although in two parts, will be a unified landscape where the experiences offered will be enhanced through a clear visitor proposition and coherent understanding of the WHS and its OUV. This will build on the existing offers that support understanding and appreciation of the landscape and the communities that surround it, encouraging a consistent quality of interpretation and promoting a wider sense of place. With this, appropriate new visitor offers are developed that encourage extended visits bringing economic benefit to the community.

2. A WHS protected by all, for all

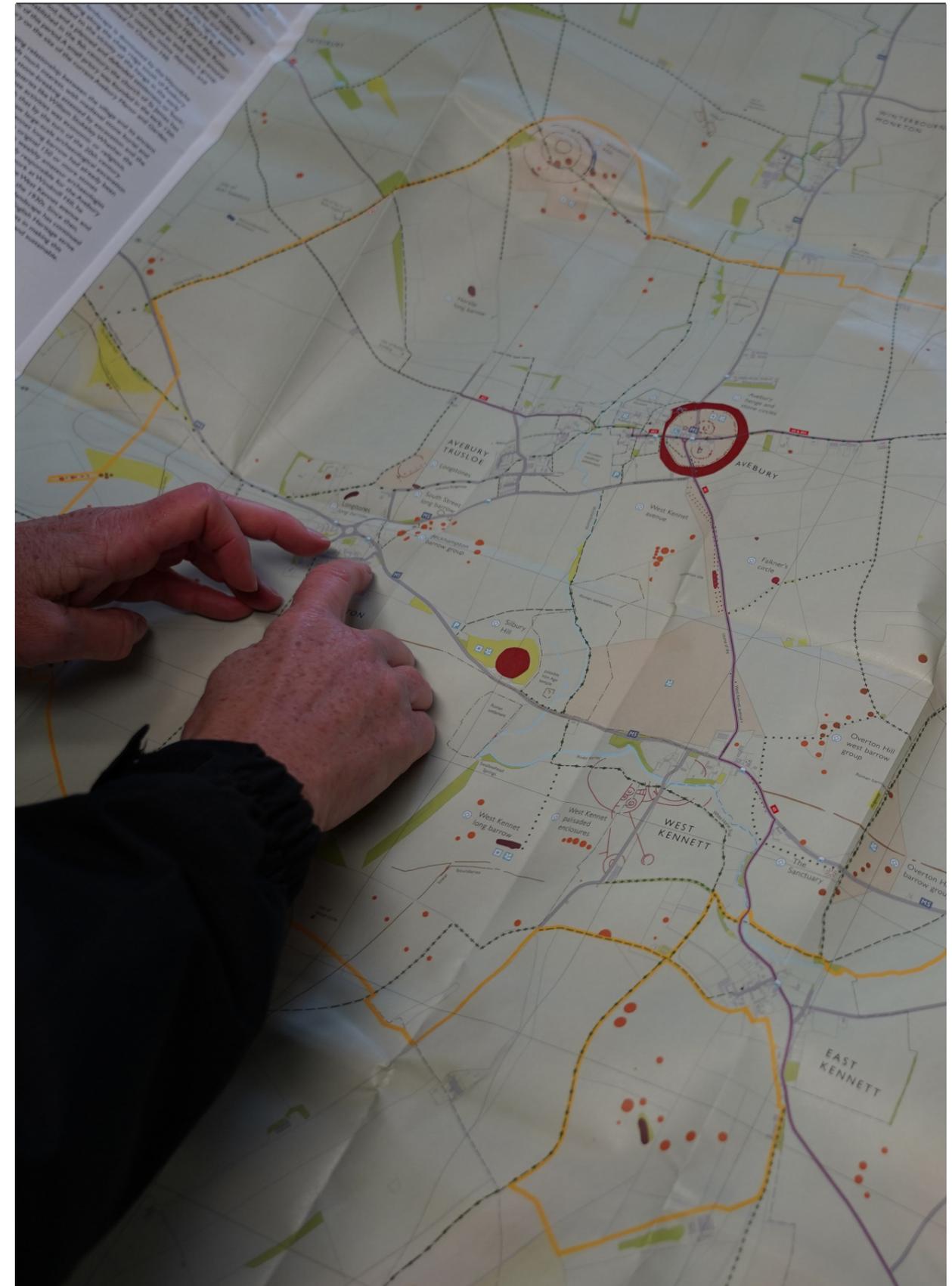
Tourism supports a diversity of experiences in and related to the WHS and is centred on protecting and celebrating the richness of the landscape and its OUV.

Tourism will enable an enhanced visitor experience of the WHS, building a deeper appreciation of the WHS and promoting respect and protection of the landscape and its OUV. The organisations that support tourism within the WHS will utilise a clear visitor proposition that builds on the existing offers to drive sustainable behaviours, experiences and outcomes.

3. The living WHS

The WHS is economically and socially sustainable, spreading its benefit and serving the diversity of uses that make it a living landscape today.

Tourists in the WHS experience the rich diversity of land use that makes it a living landscape. This is supported by local businesses developing new and enhanced visitor offers to enable sustainable visits to the WHS. Communities and businesses gain direct and indirect benefit from visitors to the region, enhancing and enriching local life, while the land managers and organisations that protect and maintain the WHS benefit from tourism development.



Investigating the Avebury WHS map



5. Delivery Programmes

5.1 Destination Delivery Programme	47
5.2 Sustainable Connectivity Delivery Programme	50
5.3 Data and Insights Delivery Programme	55

5. Delivery Programmes

The vision and principles of the Strategy set out an approach to developing and delivering improvements across landscape access, transport and tourism that unifies the WHS as 'One WHS', creating a platform for shared stewardship and sustainable development for all. This is underpinned by the opportunity to deliver greater economic benefit to the surrounding communities.

Through baseline data gathering, technical analysis, insights and stakeholder engagement, a variety of potential opportunities and actions have been identified and assessed on their alignment with the vision and principles and their impact on the WHS and its OUV, full details of which are included in Appendix E.

Three distinct but complementary delivery programmes have been identified:

Destination

This programme includes enhancing the breadth and variety of products and experiences for visitors. This includes packaging, positioning and communicating these products to deliver economic benefit to the WHS and surrounding communities, whilst reflecting and sustaining the OUV of the WHS, as set out in Section 5.1.

Sustainable Connectivity

This programme includes actions that increase the sustainability and availability of transport and access to and within the WHS. These aim to improve connectivity to the WHS and reduce the negative impact of private petrol or diesel vehicles, while increasing exploration and enjoyment of the WHS, as set out in Section 5.2.

Data and Insights

This programme includes actions that build a greater understanding of the current landscape access, transport and visitor profile and behaviour. These collectively form a foundation for designing, delivering and managing landscape access, transport and tourism, as well as define the need for ongoing monitoring, as set out in Section 5.3.

Each delivery programme comprises a priority project, developed to support transformational change within the WHS, alongside supporting actions which are identified as 'quick wins' to progress the Strategy vision. The approach to managing these projects and potential funding options are considered in Section 6.

Note: Each action in this Section has a unique reference, which refers to detailed actions available in Appendix E, the Opportunities, Action and Monitoring Long List and Approach to Evaluation.

5.1 Destination Delivery Programme

The *Destination Delivery Programme* positions the WHS as one diverse and unified destination, encouraging visitors to stay longer and providing a platform for the local community and businesses to further benefit from tourism. The delivery programme seeks to deepen visitors' understanding of the WHS and its OUV, as well as the position of the WHS as a destination.

5.1.1 Priority Project – WHS Brand

This project aims to explore and define the unique experiential value of the WHS and communicate this through the coordinated delivery and promotion of a WHS destination brand.

The WHS Brand project will define a new and unique identity, which recognises and communicates the special qualities of the WHS in a consistent manner locally, nationally and internationally. This umbrella brand would complement and support existing brands within the WHS, including partners of the WHS and the existing UNESCO WHS brand. The brand could be used to support the development of new businesses and tourism products to facilitate local economic growth. The management of the WHS brand would build on existing sustainable and respectful behaviours, encouraging a sense of shared stewardship and celebrating its status as a UNESCO WHS.

The proposed approach draws on the Double Diamond design methodology¹⁸, a creative process that uses divergent thinking to explore all the possible challenges and opportunities, and convergent thinking to focus on the right solution for the problem. The Double Diamond has four core stages as applied to the WHS Brand project below:

1. Discover

Conduct design research to understand the experiences sought and delivered in the WHS. From this, research the diversity of the current visitor products in and around the WHS and identify the ways in which this could contribute to the development of the brand.

2. Define

From extensive visitor research and working in partnership with local businesses and tourism providers, develop a WHS brand identity and a consistent approach to branding in the WHS.

3. Develop

Develop a branding toolkit from this WHS identity to be used by businesses and partners at their discretion, this could include visitor profiles and guidance on messaging.

4. Deliver

Deliver a plan for utilising and promoting this brand, spreading the economic benefit of the WHS through longer stay visits, while driving the aims and policy of the Management Plan.

WHS Brand Project Summary	
Project Aim	To explore the unique experiential value of the WHS and define the WHS brand to enhance the identity of the experience, visitor offers and specialness of the WHS.
Principles Supported	Gateway to the WHS Interconnected network The living WHS Shared responsibility Unified experiences A WHS protected by all, for all
Relevant Actions (including reference to Appendix E for further information)	Undertake visitor research to develop current brand position, visitor segmentation and visitor experience (Ref. STO4.4) Create 'Code of Respect', as set out in the WHS Management Plan, to communicate to visitors and the visitor economy (Ref. STO2.1) Commission creation of new brand identity to be used in partnership with local businesses and partners who commit to best practice relating to the WHS (Ref. STO1.2) Installation of new gateway markers and other physical branding where appropriate and considering impact on OUV (Ref. STO1.5) Create toolkit to be made available to all partners and businesses (Ref. STO4.4) License branding materials to local businesses in return for a commitment to the Code of Respect (Ref. STO2.3) Develop a coordinated marketing approach to the WHS brand to promote the WHS as well as the businesses and organisations that support it (Ref. STO4.4)
Partner Contribution	WHS partners should be involved in the development of the WHS Brand through interviews and workshops, while project delivery should be conducted by a dedicated project management resource as described in Section 6. The ongoing ownership and management of the WHS Brand would be facilitated by the WHS Coordination Unit.
A303 Scenarios	The Destination Branding project would not be affected by the different A303 scenarios.
Comparison Projects	English Lake District WHS Branding Toolkit, Cost unknown, 2017 Visitor Experience Strategy, Giants Causeway, as part of Capacity Analysis Strategy, Cost Confidential, 2019

The WHS Brand priority project could deliver the following benefits:

- **Environmental Benefit**

The brand should be used to encourage sustainable behaviours of visitors to the WHS, for example, through the installation of physical branding at gateway points, subtly emphasising the special nature of the WHS and the need to care for it. Local businesses can also reinforce conservation messaging to visitors through branding, contributing to a greater degree of respect for the place they are visiting.

- **Heritage Benefit**

Branding incentivises partners to protect and care for the WHS and can be used by the WHS Coordination Unit to negotiate alignment with the Management Plan. Development and promotion of the WHS Brand also aligns with various Articles under the State Party WHS Convention, including the presentation, transmission, education and strengthened appreciation of the cultural and natural heritage (Articles 4, 5 and 27)¹⁹.

- **Economic Benefit**

Developing the brand position and identity of the WHS as a place to stay and explore, rather than a landmark to visit, encourages longer stays, incentivises local spend and facilitates promotion of the wider WHS experience for return / future visits. Increasing domestic overnight stay length from 2.7 to 3 could result in an increase in GVA for Wiltshire of 6.7% (see Section 3.3).

- **Social Benefit**

Increased awareness and respect for the WHS encourages sustainable behaviour from those visiting or living in or near the WHS. This could reduce rural crime and anti-social behaviour in the WHS.

- **Partner Benefit**

Farmers and local businesses can adopt the WHS Brand to raise the profile of their produce or business with no extra cost. Landowners and managers benefit from better awareness and respect from those in the WHS. English Heritage and the National Trust will also have access to tools such as bespoke visitor profiles, messaging and engagement guides that both recognise the context of the WHS and align with their organisational objectives to 'create inspiring and enjoyable experiences for everyone'²⁰ and create 'Experiences that move, teach and inspire'²¹.

5.1.2 Supporting Actions

In addition to the WHS Brand priority project, there are a number of supporting actions to augment the Destination delivery programme including:

- Develop multiple language provision across the WHS and public transport links, where this does not already exist (Ref. STO4.2, STR10.1)
- Develop interpretation, signage and visitor information that encourages linkage between Avebury, Stonehenge and the rest of the WHS (Ref. STR11.2)

The full list of actions developed within this delivery programme is set out within Appendix E, which includes details of the recommended approach to monitoring. These supporting actions, along with those in Appendix E, should be considered by all relevant WHS stakeholders prior to delivery. Funding for the priority projects and the approach to management are discussed in Section 6.

5.2 Sustainable Connectivity Delivery Programme

The *Sustainable Connectivity Delivery Programme* aims to improve transport and landscape access connectivity to and within the WHS, while enhancing the setting and experience of the WHS. Delivering improved access for all, with a network of walking, cycling, horse riding and bus routes that enables longer stay visitors to explore the WHS further, will serve to deepen understanding of the WHS and its OUV, while bringing economic benefit to the region.

The Strategy identified that the current approach to transport management, alongside proposed future developments, could result in a significant increase of traffic in and surrounding the WHS, as set out in Section 3.2. This delivery programme sets out actions to mitigate this risk, as described in the priority project below.

5.2.1 Priority Project – WHS Welcome Hub

This project is centred around an orientation facility to encourage visitors to explore the whole of the WHS and connect them to sustainable transport. One of the benefits of the proposed Welcome Hub is that it can reduce dependency on private cars through sustainable transport, such as trains, buses and bikes to and within the WHS. This means that the Hub could reduce road traffic by visitors arriving by train or bus, or if accessed by car, visitors will move onto more sustainable modes for their onward journey. It may also be located close to existing or proposed mass transit nodes.

The Welcome Hub will be a landing destination for the WHS, rather than an attraction itself. It will support visitors to plan their time in the WHS and surrounding areas. This will create an arrival point for visitors travelling by train, bus or car outside of the WHS boundaries. The Welcome Hub will be connected to public transport routes to encourage visitors to choose sustainable travel options or change to more sustainable modes whilst in the WHS, with electric bus links and cycle hire facilities. The Welcome Hub will also offer information about the diversity of experiences (cultural, heritage, environmental, leisure) in the area, encouraging visitors to return or extend their stay. This Welcome Hub will connect to the two main attractions of the WHS, as well as other experiences such as local museums surrounding the WHS, promoting a range of products to encourage longer stay visits that brings economic value to local communities and businesses.

Beyond supporting visitor needs, the Welcome Hub and associated transport network can also serve staff in the WHS and the communities that surround it. The poor connectivity between the North and South of Wiltshire will be served through this transport network, and as forecasted traffic levels across the WHS indicate in Section 3.2, the cost of not reducing congestion in the WHS would be detrimental to the setting of the WHS as well as rural life.

The project should include the following four stages:

1. Develop Brief, Business Case and Identify Location

The identification of a suitable location which is feasible in terms of acquisition, planning and engineering, whilst supporting a compelling business proposition, will require more detailed study. The first step will be to gather data about how people currently arrive at the two parts of the WHS, as well as their desired experience in the WHS. This data can be used to define the brief and the business case for the hub, forecasting visitor numbers that would use the hub as well as extrapolating the potential economic value that it may bring for the surrounding area.

The characteristics of the Welcome Hub will be defined through the aforementioned study, which should include:

- Close to or next to a railway station, to encourage sustainable travel to the WHS, facilitating interchange from rail;
- Close to major road links, to facilitate a modal shift to explore the WHS;
- Relatively close to both parts of the WHS to minimise journey times to core offer;
- Provided with low carbon / electric bus service which also connects both parts of the WHS and a number of other settlements and communities;
- Provided with cycle hire service, and connected to improved cycle routes to, and within, both parts of the WHS;
- Centred in or near a community that has the capacity and appetite for increased visitors;
- Preferably an existing building or space that can be converted for use as a Welcome Hub; and
- A facility which can be used by visitors, WHS staff and the community to travel to the WHS, and as such is provided with facilities catering to both groups.

2. Develop Network and Operational Plan

Following the identification of potential locations, there will be a need to undertake a feasibility study of bus services, and a viability appraisal of a number of different site options. This appraisal will include an assessment of various operational approaches. This is a complex proposal with a number of dependencies, but it is considered that it has the potential to realise a step change in sustainable travel to and within the WHS.

3. Develop Detailed Design of the Welcome Hub

Once a location has been identified, the design of the Welcome Hub can commence, ideally supporting local regeneration objectives alongside strategic WHS objectives. As stated within the project characteristics, this should preferably be the redevelopment of an existing space.

4. Capital Works and Operation

Following the completion of the design of the Welcome Hub, the capital works programme to develop the Welcome Hub can be procured. Multiple options for the operational management of the Welcome Hub can be envisaged, all of which will need consideration as part of the development of the Business Case. These could include, but are not limited to: an existing project partner managing the Welcome Hub and the transport network; an existing project partner managing the Welcome Hub with the transport network managed by an external body; and an external organisation managing all operations at the Welcome Hub.

WHS Welcome Hub Project Sheet	
Project Aim	The Welcome Hub would support an enhanced visitor experience, while reducing traffic and improving air quality within the WHS by encouraging a modal shift of visitors.
Principles Supported	Gateway to the WHS Shared responsibility Inclusivity through connectivity Interconnected network Serving community, valued by all Sustainable transport mode shift Unified experiences The living WHS
Relevant Actions (including reference to Appendix E for further information)	New Welcome Hub facility with associated car parking and links to public transport for arriving visitors (Ref. STO3.2 and STR12.4) Interpretation, information and mapping for the WHS to serve as orientation and bookings hub for other attractions Work with existing public transport providers and design new routes for electric buses which would facilitate sustainable travel around the WHS (Ref. STR13.1) Require public service vehicles to include capacity for the stowage of cycles (Ref. STR4.4) Create hub for bike hire and connections to integrated bus network (Ref. STR4.2) Create network of walking and cycle routes linked to existing networks (Ref. STR4.5) Create a network of options for bus stops at locations around the WHS to act as gateways into the wider landscape – using a flexible arrangement which would allow access to be restricted depending on condition of paths and/or specific events, e.g. ranger guided walks (Ref. LA2.2) License operators using the WHS branding developed under the Destination Branding project (Ref. STO1.2)
Partner Contribution	All WHS partners should be involved in the consultation for the location and design of the Welcome Hub, however, project delivery should be conducted by a dedicated project management resource as described in Section 6. Through the process described, an appropriate organisation would be identified for the operation of the Welcome Hub.
A303 Scenarios	If there is a ‘do nothing’ scenario the Welcome Hub would create a new gateway into the WHS to help manage overcrowding and transport within the site. Integration with the data dashboard project (Section 5.3.1) would allow dynamic responses to changing transport and access issues to be provided in the context of the construction and built scenarios, as well as reducing potential adverse effects resulting from additional traffic within the WHS.
Comparison Projects	Lake District Bike and Ride Bus Network, £7 million, 2012 ²³ New Bath WHS Visitor Centre: housed at the Baths and funded through HLF, £3.4million minimum, 2020 ²⁴ Rheged Discovery Centre, Penrith: large centre but equivalent high quality build within AONB context and car parking, £22 million Construction Costs, 2000 ²⁵

The WHS Welcome Hub priority project could deliver the following benefits:

- **Environmental Benefit**

The Welcome Hub can dramatically reduce the carbon intensity of visitor journeys to and around the WHS, encouraging more visits by alternative modes of transport and improving air quality within the WHS through reduced car usage. Using real-time information, alongside regular condition updates, the Welcome Hub would also be able to direct visitors through dynamic signage and bus routes to more robust areas and reduce overcrowding by managing visitors across the day, week, or season.

- **Heritage Benefit**

The Welcome Hub would facilitate managed exploration of the WHS. This would be achieved through improved dispersal and visitor confidence to explore the WHS through guides and information. This would support mitigation measures associated with footfall erosion at monuments. There would also be a reduction in adverse effects on setting from traffic, car parking and overcrowding.

- **Economic Benefit**

The Welcome Hub would serve to encourage wider exploration of the WHS, leading to an increase in duration of stay of visitors and, by showcasing local experience offers and products could also lead to an overall increase in direct spend. Higher utilisation at off-peak times and celebration and signposting to a wider range of activities and experiences would encourage longer dwell time and greater spend.

- **Social Benefit**

The Welcome Hub would reduce traffic volumes and create better connections to public transport which can be used by local communities. The improved management of landscape access through the Welcome Hub would also reduce anti-social behaviour in the WHS.

- **Partner Benefit**

Farmers, communities and local businesses would benefit from the Welcome Hub through reduced traffic in and surrounding the WHS, as well as landowners, land managers and farmers benefitting from better managed landscape access within the WHS. VisitWiltshire, local businesses and managers of the two main sites of Stonehenge and Avebury could benefit from longer stays and repeat visitors, with greater capacity achieved through enhanced links to sustainable transport. Museums and other underutilised attractions in and surrounding the WHS will also benefit from increased visits through better transportation links.

5.2.2 Supporting Actions

In addition to the Welcome Hub priority project, there are a number of supporting actions to augment the Sustainable Connectivity delivery programme including:

- Extend and promote ‘green ticket’ initiatives for visitors using sustainable modes, where visitors are given a reduced entry price for travelling sustainably (bus, electric vehicle), and a further reduction for using active travel modes, such as walking or cycling (Ref. STR3.3)
- Introduce increased cycle parking at Stonehenge and Avebury (Ref. STR4.1)
- Strengthen travel planning measures for all partners within the WHS to encourage staff to travel more sustainably, including public transport vouchers, travel information, car share scheme, cycle incentive scheme, shift adjustments, etc. (Ref. STR5.3, STR5.4 and STR14.1)
- Introducing a “WHS” train ticket to including bus service, following Bristol Airport as an example (Ref. STR14.2)
- Introduce electric vehicle charging at the Stonehenge and Avebury Car Parks (Ref. STR15.1)

- Encourage cleaner coaches to visit the WHS, through subsidy or reduced parking / ticketing fees (Ref. STR6.2)
- Carry out a programme of works to improve the quality and design of key infrastructure to support landscape access within the WHS – identify these through an audit (detailed in the Data and Insights Delivery Programme), these are likely to include, where deemed appropriate, path and track surface upgrades, sensitively positioned and designed wayfinding features at access points, new bike stands etc. This should employ a coordinated materials palette developed as part of the WHS branding project (Ref. LA3.4)
- Update information on WHS, National Trust, Visit Wiltshire, and English Heritage websites to coordinate promotion of sustainable travel, and where appropriate improve the layout for finding information. Promote current sustainable transport options for travel to the WHS and information available prior to visit. Agree and coordinate messages with WHS partners. Include links to the Connecting Wiltshire website (Ref. STR11.1)

The full list of actions developed within this delivery programme is set out within Appendix E, which includes details of the recommended approach to monitoring. These supporting actions, along with those in Appendix E, should be considered by all relevant WHS stakeholders prior to delivery. Funding for the priority projects and the approach to management are discussed in Section 6.

5.3 Data and Insights Delivery Programme

The *Data and Insights Delivery Programme* aims to create a clear and continuously updated baseline of visitor, transport and access related data. This data will be used to monitor the performance of the WHS and support decision making that protects the archaeological and natural environment, reduces congestion in the WHS, and delivers a continuously evolving and improving visitor experience.

Actions within this programme provide a framework for the ongoing collection, sharing and analysis of data. This includes studies relating to transport, parking, visitor data and landscape access, alongside the governance structure required to manage and use the data. Instead of a static review of data, this Delivery Programme recommends ongoing monitoring and a cycle of updates which would be held in a shared platform or dashboard.

5.3.1 Priority Project – Data Dashboard

The Data Dashboard project aims to collect data across landscape access, transport and tourism, and present this in a dashboard to facilitate management and monitoring. Data collection will aim to understand traffic and visitor movements to and within the WHS, current modes of travel, onward destinations and routes, visitor numbers, profile, behaviour and motivations.

The characteristics of the data dashboard project should include: accurate, consistent over time and sample, agile, accessible, reflective of seasonality, secure, clear terms of use, and frequently updated data.

This project should include the following three stages:

1. Commission Studies

Develop specifications for the most significant data gaps identified, in particular those required to support the other priority projects.

It is envisaged that these are commissioned on behalf of the WHS Coordination Unit who would retain ownership of the data generated, while any partner permitting access to land or resources for the collection of data would receive free access to the data collected, as well as control over who has access to the data beyond the Coordination Unit. As part of the commissioning process, commercial sensitivities and agreements would be reached with all stakeholders. Further detail on the data requirements is included in the project sheet below.

2. Conduct Studies

The studies should be commissioned to reflect the diversity of the WHS, the seasonality of visitor profiles and the role of WHS partners, particularly with respect to access to land and facilities to collect data.

3. Commission Dashboard Development

The data collected would be used to create a data dashboard to allow monitoring and management of tourism and travel within the WHS and provide an essential foundation to the development of the Destination Branding and Welcome Hub priority projects. The data would be accessible in a tiered approach to the WHS coordination Unit, to WHS partner organisations and to wider users under appropriate licensing agreements to encourage and support investment and development of the wider visitor economy in the region.

Data Dashboard Project Sheet	
Project Aim	To collect data across landscape access, transport and tourism, and present this in a dashboard to facilitate management and monitoring of the WHS.
Principles Supported	Gateway to the WHS Shared responsibility Inclusivity through connectivity Interconnected network Serving community, valued by all Sustainable transport mode shift Unified experiences A WHS protected by all, for all The living WHS
Relevant Actions (including reference to Appendix E for further information)	Specialist camera surveys utilising automated counting for visitor volume/directions/dwell times and heat maps to gather headcount and visitor behaviour data. This will create a comprehensive baseline for current visitor movements and inform future management (Ref. LA1.5) Compile annual and daily visitor profile data from ticketing information (Ref. STR1.1) Car park and on-street parking surveys to measure occupancy, average length of stay, and blue badge/member use for peak and off-peak periods (Ref. STR12.1) Weather data compilation from weather station/public weather information – for comparison with visitor numbers to establish correlations and inform future weather-based planning (Ref. STR1.1) Visitor surveys to identify quantity of visitors using different modes of transport, length of stay, average group size, home locations, visits to other attractions as part of the same trip (and order visited) and preference for different sustainable travel options (Ref. STR1.4) Visitor surveys (taken at peak and off-peak intervals) to include counts of visitors using PRow, routes taken within and outside the site, their experience and the motivation for using them. This will enable a better understanding of people’s movement within and experience of the site, inform future improvements to landscape access and provide a baseline for monitoring improvements (Ref. LA1.2) Visitor surveys to understand visitor profiles, understanding of the WHS and experience of the site. This will inform the brand positioning of the site as it is and provide a foundation for the development of standards, guidance and best practice for the creation and integration of interpretation (Ref. STO4.2) Condition survey focused on paths, tracks, permissive open access areas, entrance points, furniture and wayfinding features as well as formal and informal parking areas – designed to inform the capacity of different routes and spaces and provide a baseline for monitoring (Ref. LA3.1) Inclusive access audit to consider the requirements of different user groups, existing limitations to and barriers and identification of opportunities to enhance levels of inclusive access across the WHS (Ref. LA4.1) Audit of visitor information available relating to walking and cycling (including digital material and features in the landscape such as wayfinding and interpretation material) to identify gaps and opportunities to coordinate information and promote walking and cycling to and around the WHS (Ref. STO4.1) Installation of discrete automated directional people counters at key locations to enable real time monitoring of the site, accessible from a remote location (Ref. LA1.1) Create a digital dashboard of collected and real-time visitor, transport and access data accessible alongside the necessary training and support (Ref. STR1.2)
Partner Contribution	The Data Dashboard project should be conducted by a dedicated project management resource, as described in Section 6. Although partners would not provide resources for the collection of data, they would provide permission for access to land and visitors.
A303 Scenarios	In the event of a ‘do nothing’ scenario the data dashboard would be an important resource for exploring the changes that the priority projects have on the WHS in the absence of the intended benefits of the scheme. In construction and built scenarios the dashboard would enable ongoing monitoring of traffic and site condition issues in order to facilitate a dynamic response to planned and unplanned impacts, as well as allowing monitoring of the impacts and success of opening up new landscape access in the area south of Stonehenge.
Comparison Projects	Croydon Dashboard, construction programme management and community consultation tool, Confidential Cost, 2014

The Data Dashboard priority project could deliver the following benefits:

- **Environmental Benefit**

A thorough understanding of visitor movements and transport enables partners to plan, encourage and facilitate a shift to more sustainable transport options. The Data Dashboard enables partners to evaluate the success of interventions to encourage sustainable behaviour.

- **Heritage Benefit**

A better understanding of exactly where visitors are at different points in the day and at different points in the season will enable dynamic management to direct visitors to less crowded areas at peak times and for sensitive areas to be closed to allow recovery. This would result in a reduction in erosion caused by footfall at monuments. Better traffic and car park management, using the data dashboard, will also allow for a reduction in adverse effects resulting in changes to the setting of monuments from traffic and overcrowding.

- **Economic Benefit**

Tracking visitor data can focus improvements to the tourism offer, such as improved accommodation investment or visitor tours. In addition to improved data on visitor numbers and the resulting spread of visitors across the WHS, visitors may be encouraged to stay longer, bringing economic benefit to the partners of the WHS and the region.

- **Social Benefit**

By being able to manage transport and visitor numbers across individual days and across the seasons it will be possible to reduce overcrowding on the roads within the WHS and support the business case for greater availability of public transport, which would be accessible to the local community.

- **Partner Benefit**

This project is in line with many WHS Partner ambitions, from drawing on ‘deep customer

insight to build experiences’ for English Heritage²² to the National Trust’s pledges on climate change, a data dashboard can support the concerted effort to track and improve the sustainability and experience of the WHS. The communities that are in and surrounding the WHS, including farmers and landowners, can also use the data to call for improvements to traffic and transport management, reducing dependency on cars in the WHS.

5.3.2 Supporting Actions

In addition to the Data Dashboard priority project, there are a number of supporting actions to augment the Data and Insights delivery programme including:

- Existing data (such as ticketing data) could be processed and presented in such a way that it can be shared with the wider WHS stakeholder group, but without releasing commercially sensitive information. For example, it would be possible to prepare an annual profile of visitors which is presented in % terms, rather than in numeric terms. This would enable stakeholders to understand peak periods in a quantifiable way without requiring the release of sensitive information (Ref. STR1.1)
- Appoint a ‘data officer’ for the WHS. This person will coordinate data collection, processing and presentation activities, and be responsible for GDPR compliance, data sharing and licensing agreements and communicating acquisition activities to stakeholders and the general public.

The full list of actions developed within this delivery programme is set out within Appendix E, which includes details of the recommended approach to monitoring. These supporting actions, along with those in Appendix E, should be considered by all relevant WHS stakeholders prior to delivery. Funding for the priority projects and the approach to management are discussed in Section 6.



6. Strategy Delivery

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6. Strategy Delivery

Through implementing the delivery programmes and their associated priority projects set out in the Strategy, the WHS has the potential to realise lasting sustainable change. It is recommended that the Strategy is delivered under the oversight of the WHS Partnership Panel and facilitated by the WHS Coordination Unit. However, while it is important that the delivery of the Strategy is collaborative and inclusive, it is also vital that it recognises the constraints on capacity of WHS partner organisations to support transformational project delivery.

6.1 Characteristics of Delivery

For the priority projects to be a success, there will be a need for a dedicated and sustained resource available, with a deep understanding of the WHS and its context. The characteristics of this resource would include:

- Adequate independence to facilitate, represent and negotiate between various partners;
- Dedicated funding for focused delivery of priority projects;
- Cross sector experience, including heritage, tourism, transport and landscape access; and,
- Understanding of the context of the WHS.

The WHS partners would play an active role in shaping, informing and overseeing the delivery of these priority projects, but would not be required to invest considerable resources in its delivery. Beyond the management of the priority projects, smaller working groups of partners could be nominated and established for the supporting projects set out in Section 5.

At the time of writing, the WHS Coordination Unit, which is currently hosted within Wiltshire Council, is working on a transition project funded by the National Lottery Heritage Fund to design a resilient funding and operating model for the Unit. In its current form, the delivery of the Strategy would be outside of the WHS Coordination Unit's terms of reference and responsibilities, and if this were to remain the same, the Coordination Unit could function as a support to a delivery partner.

6.2 Funding

To achieve the vision and deliver the priority projects of the Strategy, there will need to be a significant investment to transform the WHS as described in Section 5. However, throughout the stakeholder engagement process it was communicated that the various stakeholders that manage and care for the WHS are stretched under their current obligations and would have limited additional resources to support actions resulting from the Strategy.

Given this context, funding for the projects could be sought from a variety of sources. A primary source is likely to be Highways England's Designated Funds budget. These are part of the Road Investment Strategy 2 and are budgets available for projects which provide environmental, sustainable transport, social and economic benefits to the communities located on and around the Strategic Road Network (SRN)²⁶. From April 2020 there will be four funding areas with the following headings: Environment and Wellbeing, Users and Communities, Innovation and Modernisation, and Safety and Congestion. The first two funds (Environment and Wellbeing and User and Communities) offers the closest alignment with the priority projects, as it specifically targets improving landscape quality, reducing impacts on cultural heritage and supporting an improved quality of life for those living near the SRN²⁷. To apply for this funding from Highways England, a funding paper will have to be submitted which details the likely costs for the proposal as well as the expected outcomes in terms of alignment with the aims of the nominated fund. It should be noted however that the Designated Funds budgets are principally for capital expenditure rather than ongoing revenue obligations. The themes and aims of the funds are set out below²⁸.

Users and Communities

There are six themes within the Users and Communities Fund, and four have been selected as relevant for the priority projects in the Strategy, as set out below.

- Integration Theme, relevant for the Welcome Hub and Data Dashboard priority projects, the theme has the following aims:

- Better integrate the SRN with the major road network, local roads and transport modes such as bus, coach and rail to support enhanced connectivity, seamless journeys and multi-modal travel
- Develop our understanding of integration opportunities and interventions through insight and partnership working
- Contribute to providing better end to end journeys, where our network forms a barrier
- Walkers, Cyclists and Horse Riders Theme, relevant for the Welcome Hub and Data Dashboard priority projects, the theme has the following aims:
 - Support walkers, cyclists and horse riders through addressing the barriers and severance that our network can create
 - Provide better integrated facilities and crossing points to encourage cycling, walking and horse riding as sustainable forms of transport
 - Improve safety for walkers, cyclists and horse riders
 - Improve connectivity
 - Provide high quality provision that is attractive to users
 - Enable direct and seamless journeys
- Roadside Facilities Theme, relevant for the Welcome Hub priority project, the theme has the following aims:
 - Improve user's journeys and safety by providing relevant and timely information so they can identify locations and facilities, helping them make informed decisions
 - Ensure that the signage for roadside facilities is useful and helps people make decisions, encouraging them to stop and take a break
 - Improve the experience for all customer groups at roadside facilities
- Communities Theme, relevant for all priority projects, the theme has the following aims:

- Understand and identify the requirements and priorities for residential communities neighbouring or impacted by the SRN
- Improve residential communities' experience of the SRN
- Better understand the requirements and issues of our users and neighbouring communities regarding freight and road-haulage
- Improve the SRN's performance regarding freight and road-haulage for users and neighbouring communities

Environment and Wellbeing

There are nine themes within the Environment and Wellbeing Fund, and four have been selected as relevant for the priority projects in the Strategy, as set out below.

- Air Quality Theme, relevant for the Welcome Hub and Data Dashboard priority projects, the theme has the following aims:
 - Improve the quality of air on the SRN by reducing concentrations of harmful pollutants, providing health benefits for the SRN's neighbours and users
- Cultural Heritage Theme, relevant for the Welcome Hub, Data Dashboard and WHS Brand priority projects, the theme has the following aims:
 - To protect our cultural heritage by conserving and enhancing the setting and condition of heritage assets
- Landscape Theme, relevant for the Welcome Hub and Data Dashboard priority projects, the theme has the following aims:
 - Improve the quality of the landscape and respect its character by better integration of the SRN into its surroundings and to reduce the visual impact of our network on our neighbours
- Environmental Legacy Theme, relevant for the WHS Brand and Welcome Hub priority projects, the theme has the following aims:

- Promote activities and initiatives not normally supported on highway improvement projects that support wider environmental outcomes and wellbeing

Another possible source of funding is the National Lottery's Heritage Fund. The Strategic Funding Framework for 2019-2024 has a specific focus on wellbeing and capacity building²⁹. As the priority projects have clear economic benefits, as described above, there is also the potential for private funding partnerships to provide some of the necessary support. These sources of funding should be considered by the delivery team following appropriate feasibility studies and partner buy-in.

6.3 Priority Project – Project Management Office

Given the characteristics of delivery and the approach to funding, a fourth priority project is proposed – the creation of a Project Management Office (PMO), which would have the responsibility of facilitating implementation of the Strategy, with a particular focus on the three priority projects.

Each project is a distinct, focused group of actions but they are intrinsically linked to each other. The PMO should have the capacity, capability and experience to deliver the three priority projects, including experience of managing the delivery of capital expenditure projects of similar scale and nature to the Welcome Hub, knowledge of tourism and product branding and marketing and core competencies in data management.

Project Management Office Project Sheet	
Project Aim	To create a Project Management Office to deliver the Data Dashboard, Destination Branding and Welcome Hub projects. The PMO will have the capacity, capability and experience to deliver the three priority projects.
Actions	Identify and acquire funding for the PMO. Create specification and undertake selection process. Provide ongoing supervision and support for the PMO.
Cost Comparison	The PMO is likely to require 2-3 full time equivalent staff, throughout the delivery of the three priority projects within the Strategy. Dependent on the mechanism deployed to procure the PMO (direct appointment of individuals vs the appointment of an organisation) the direct costs could range from £150,000-£250,000 per annum.

In this proposed approach, the WHS Coordination Unit would have oversight over the PMO, to be determined as part of the ongoing Coordination Unit transition project. The PMO and WHS Coordination Unit would then report to the Partnership Panel, which includes:

- WHS Partnership Panel Chair;
- English Heritage;
- National Trust;
- Wiltshire Council;
- Chair of Avebury WHS Steering Committee;
- Chair of Stonehenge WHS Steering Committee; and
- Representative of the Avebury and Stonehenge Archaeological and Research Group (ASAHRG).

The roles and responsibilities of the Partnership Panel, WHS Coordination Unit and PMO would be as follows:

WHS Coordination Unit

- Identifies and sources funding for the PMO;
- Develops specifications and job descriptions for the PMO (in collaboration with the Partnership Panel);
- Helps facilitate communication between the PMO, the Partnership Panel and other stakeholders; and

- Provide advice to ensure actions are consistent with the Aims and Policies of the WHS Management Plan.

WHS Partnership Panel

- Approves specifications and job descriptions for the PMO;
- Reviews progress reporting from the PMO; and
- Monitors progress in implementation of the Strategy.

PMO

- Identifies clear aims, intended outcomes, sources of funding and timescales for priority projects;
- Carries out or commissions activities to support delivery of the projects;
- Monitors outcomes; and
- Reports to Partnership Panel and WHS Coordination Unit on progress.

This approach to delivery has been designed to empower the Partnership Panel to shape the future development of the Stonehenge and Avebury WHS whilst recognising the specialised skills and capacity needed to deliver the Strategy.

6.4 Next Steps

The Strategy sets out a vision for landscape access, sustainable transport and tourism to transform the protection, management and experience of the WHS to conserve the WHS and its setting, while benefitting partners, visitors and the surrounding communities. To realise the vision and principles set out in Section 4, the three priority projects described in Section 5 have been recommended, with associated supporting actions that can be delivered through the approach to funding and management described in this section.

As emphasised in the vision, the success of the Strategy will rely on active partnerships working together to deliver the recommendations set out, following the process illustrated in the diagram

below. First, the Project Board must agree the actions to pursue, and then validate these with wider stakeholder engagement, including further consultation with landowners and farmers. A questionnaire on the insights and priority projects in the Strategy has been developed for landowners and farmers, and should be the first step in engaging WHS farmers groups.

With cross-stakeholder buy in to the priority projects, funding options would be pursued for a PMO function to deliver the priority projects, through development and implementation.

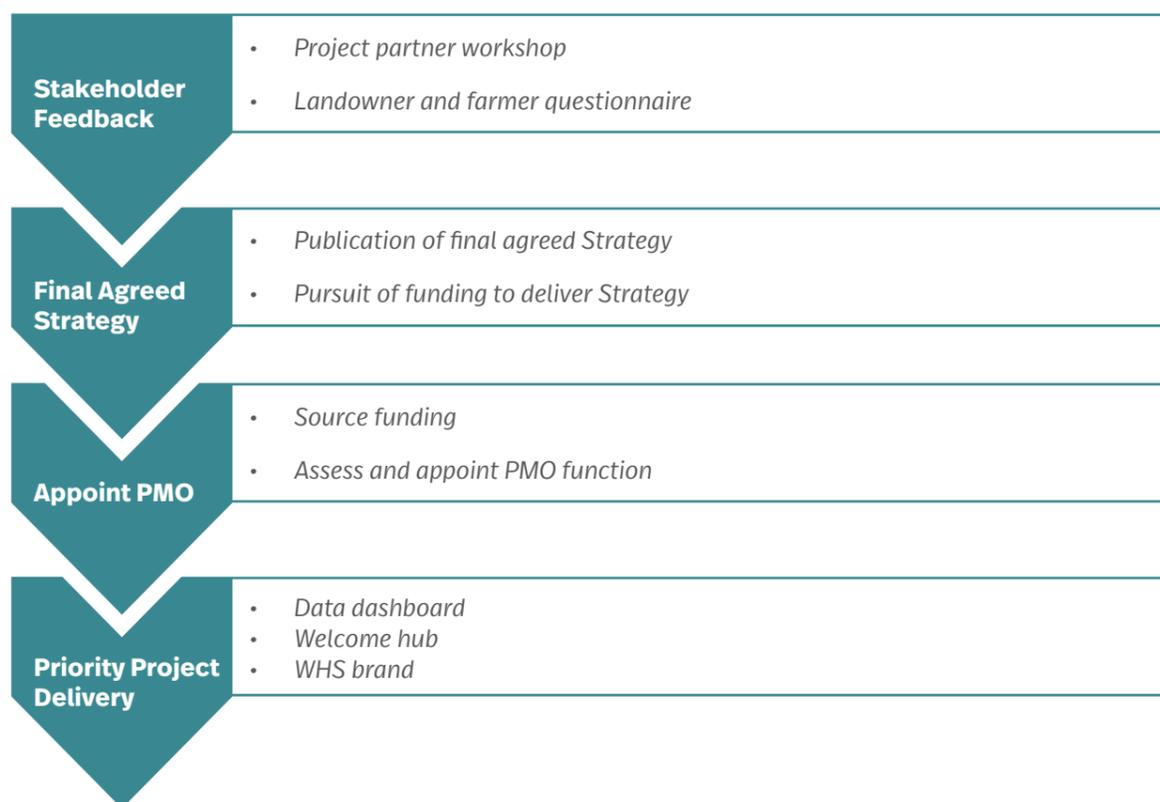


Figure 14 Next Steps

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