

FINAL DRAFT

**Hadrian's Wall Heritage Limited
Operating Plan. March 2007****Introduction**

This Final Draft is the second draft of the proposed Operating Plan for HWHL. It builds upon the Initial Draft and seeks to reflect the feedback received from staff and Board Members alike on both the document's structure and its content.

To recap, the approach which has been adopted in generating this document has been to start from the Company's strategic mission:

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

The general consensus arrived at following feedback on the Initial Draft has been to recommend representing the previously proposed thematic or Strategic Objectives which are required to be achieved that vision into **Corporate Aims** and to restructure them as follows:

- A. To become an Exemplar in World Heritage Site Management
- B. To maximise the economic, social and cultural regeneration potential of the Hadrian's Wall corridor through sustainable tourism, by,
 - B1: Improvement of the WHS Offer for all its Visitors and Communities
 - B2: Optimising accessibility to the WHS for all users
 - B3: The establishment of an internationally successful brand

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To achieve these aims HWHL will:

- C. Develop its own corporate capacity to be acknowledged as the central co-ordinator and facilitator of partnership working, and to demonstrate best practice in project development and project management and in the maximisation and use of resources.

From these Corporate Aims a series of Operating Objectives have been derived, from which in turn a set of specific Delivery Objectives have been identified which are required to meet each of the Operating Objectives. Where relevant cross references have been made for Delivery Objectives which contribute to more than one Operating Objective and Corporate Aim. These have then been assigned a level of sequential priority, and a lead responsibility for their subsequent development by Directorate, which is acknowledged will require significant input from both other Directorates and from partner organisations.

It is intended that this Operational Plan will be linked upwardly to the corporate Strategic Direction statement and in turn to a series of supporting framework documents namely:

- Development Plan
- Marketing and Branding Strategy
- Interpretation Framework
- Sustainable Access Plan

Year 1 = April 2007 till March 2008

Year 2 = April 2008 till March 2009

Year 3 = April 2009 till March 2010

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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale Y1 = 2007/08 etc | |
|--|--|--|---|--------------------------------------|-------------|
| A: To become an Exemplar in World Heritage Site Management | A:1 Produce 2008 Management Plan | Undertake consultation with stakeholders | Heritage and Access | Year 1 | |
| | | Produce 2008 Draft Management Plan | Heritage and Access | Years 1 & 2 | |
| | | Publish 2008 Management Plan | Heritage and Access | Years 1 & 2 | |
| | | | Identify mechanisms for implementing other Management Plan Policies and Actions | Heritage and Access | Years 1 & 2 |
| | A:2 Promote World Heritage Site Management Best Practice | | Dissemination of World Heritage Site management experience | Heritage and Access | Ongoing |
| | | | Support development of the Frontiers of the Roman Empire network | Heritage and Access | Ongoing |
| | | | Support preparations for 2009 Pilgrimage and International Congress | Heritage and Access | Years 2 & 3 |

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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
|---|---|---|---------------------|-------------|
| A: Become an Exemplar in World Heritage Site Management | A:3 Research Programme | Support Research Framework development | Heritage and Access | Year 1 |
| | | Identify funding options for Research Foundation | Heritage and Access | Years 2 & 3 |
| | | Consider delivery and management mechanisms | Heritage and Access | Years 2 & 3 |
| | | Develop community archaeology programme | Heritage and Access | Year 2 & 3 |
| | A:4 Co-ordinate life long Learning & Access | Co-ordinate the Lifelong Learning Forum to agree requirements | Heritage and Access | Year 2 & 3 |
| | | Identify delivery bodies | Heritage and Access | Years 1 & 2 |
| | | Develop an events strategy for 2007 | Heritage and Access | Years 1 |
| | A:5 Establish Corporate Geographical Information System | Develop / Design corporate Geographical Information System | Heritage and Access | Years 2 & 3 |
| | | Implement corporate Geographical Information System | Heritage and Access | Year 2 & 3 |

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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
|--|--|---|-------------------------------------|--------------------|
| B: To maximise the economic, social and cultural regeneration potential of the Hadrian's Wall corridor through sustainable Tourism | | | | |
| B1: Improvement of World Heritage Site Offer for all its Visitors and communities | B1:1 Upgrade and differentiate Site Interpretation | Establish principles of differentiation | Heritage and Access With Operations | Year 1 & 2 onwards |
| | | Prepare Interpretation Framework | Heritage and Access | Year 1 & 2 |
| | | Revise existing on-site interpretation | Heritage and Access | Years 1 & 2 |
| | | Implement Interpretation Plan through site projects | Heritage and Access | Ongoing |

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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
|---|---|---|----------------------------------|-------------|
| B1: Improvement of World Heritage Site Offer for all its Visitors and communities | B1:2 Develop Visitor Attractions | Develop proposals to enhance existing attractions | Operations | Ongoing |
| | | Develop proposals in respect of new complimentary attractions | Operations | Ongoing |
| | | Develop Cumbrian offer | Operations | Ongoing |
| | | Develop Tyneside offer | Operations | Ongoing |
| | B1:3 Differentiate Visitor Activity Offer | Audit Current Provision | Operations & Heritage and Access | Years 1 & 2 |
| | | Identify gaps and opportunities | Operations & Heritage and Access | Years 1 & 2 |
| | | Develop delivery responses | Operations & Heritage and Access | Years 1 & 2 |
| | B1:4 Develop Events Programme | Audit existing events | Heritage and Access | Years 1 & 2 |
| | | Develop potential themes and programme | Heritage and Access | Years 1 & 2 |
| | | Identify and secure programme funding | Heritage and Access | Ongoing |

| Strategic Aim | Operating Objective | Delivery Objective | Lead | Timescale |
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| | | | Responsibility | |
|---|---|--|--|-------------|
| B1: Improvement of World Heritage Site Offer for all its Visitors and communities | B1:5 Improve Visitor Amenities | Audit overall current provision | Operations & Communications | Years 1 |
| | | Provide toilet facilities – short term | Operations | Years 1 & 2 |
| | | Provide toilet facilities – permanent | Operations | Years 2 & 3 |
| | | Audit Cyclist and Walker facilities and services | Operations | Years 1 & 2 |
| | | Implement Cyclist and Walker facilities and services provision | Operations | Year 2 |
| | B1:6 Improve Accommodation and Food Offer | Audit current offer | Operations & Communications and Branding | Years 1 & 2 |
| | | Build on engagement mechanisms | Operations & Communications and Branding | Years 1 & 2 |
| | | Promote appropriate quality standards | Operations & Communications and Branding | Years 1 & 2 |
| | | Identify potential support measures | Operations & Communications and Branding | Year 2 |
| | | Build on best practice exchange networks | Operations & Communications and Branding | Year 2 |
| | | Develop overall accommodation & food offer | Operations & Communications and Branding | Year 2 |

| Strategic Aim | Operating Objective | Delivery Objective | Lead | Timescale |
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| | | | Responsibility | |
|---|---|--|-----------------------------|-------------|
| B1: Improvement of World Heritage Site Offer for all its Visitors and communities | B1:7 Improve Customer Service | Audit current offer within World Heritage Site corridor | Communications and Branding | Years 1 & 2 |
| | | Build on engagement mechanisms with service providers and other partners | Communications and Branding | Year 2 |
| | | Promote appropriate standards | Communications and Branding | Years 1 & 2 |
| | | Identify potential support measures | Communications and Branding | Year 2 |
| | | Build on best practice exchange networks | Communications and Branding | Year 2 |
| | B1:8 Develop Exhibitions and Displays programme | Audit existing facilities / activities / provision | Heritage and Access | Years 1 & 2 |
| | | Identify opportunities | Heritage and Access | Year 2 |
| | | Establish operating agreements | Heritage and Access | Year 2 |

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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
|---|---|--|----------------------------|------------------|
| B2: Optimise accessibility to the World Heritage Site for all users | B2:1 Implement Sustainable Access Plan | Develop Sustainable Access Plan | Heritage and Access | Years 1 & 2 |
| | | Review Hadrian's Wall Bus Service & secure future funding | Heritage and Access | Year 1 |
| | | Identify and encourage key partners to address immediate safety issues | Heritage and Access | Year 1 |
| | | Identify access opportunities and implementation | Heritage and Access | Year 1 & 2 |
| | B2:2 Fulfil National Trail Responsibilities | Prepare Trail Work Programme | Heritage and Access | Year 1 |
| | | Implement Trail Work Programme | Heritage and Access | Years 1 & 2 |
| | | Develop Trail Management Plan | Heritage and Access | Years 1 & 2 |
| | | Implement Trail Management Plan | Heritage and Access | Year 2 |
| | | Develop future action plan | Heritage and Access | Year 2 |
| | | Implement future action plan | Heritage and Access | Years 2 & 3 |

| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
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| B2: Optimise | B2:3 Complete | Prepare Cycleway Work Programme | Heritage and | Years 1 & 2 |

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| accessibility to the World Heritage Site for all users | Cycleway route development | | Access | |
| | | Implement Cycleway Work Programme | Heritage and Access | Year 2 |
| | | Develop Cycleway Management Plan | Heritage and Access | Year 2 |
| | | Implement Cycleway Management Plan | Heritage and Access | Years 2 & 3 |
| | B2:4 Improve Visitor Access information provision | Initial audit and upgrade of site, Trail and Cycleway signage | Operations | Year 1 & 2 |
| | | Consolidate overall signage | Operations | Year 2 |
| | | Audit current access information usage and provision | Communications and Branding | Year 1 |
| | | Develop access information improvement plan | Communications and Branding | Year 2 |
| | B2:5 Establish Integrated Ticketing System | Review of other models / existing best practice | Operations | Year 1 |
| | | Analysis of current charges / pricing | Operations | Year 2 |
| | | Develop Operating Model / negotiation with operating partners | Operations | Year 2 & 3 |
| | | Run pilot scheme | Operations | Year 3 |
| | | Roll out of successful pilot | Operations | Year 3 & 4 |

| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
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| B2: Optimise accessibility to the World Heritage Site | B2:6 Increase participation and inclusion | Develop an audience development plan | Heritage and Access & Communication & | Year 2 & 3 |

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| for all users | | | Branding | |
| | | Review current participation and issues | Heritage and Access | Year 1 |
| | | Identify current best practice | Heritage and Access | Years 1 & 2 |
| | | Secure current Volunteer Programme | Heritage and Access | Year 1 |
| | | Develop and expand Volunteer Programme | Heritage and Access | Year 2 |
| | | Review of Disability Discrimination Act provision | Heritage and Access | Year 2 |
| | | Review & develop programme for community engagement | Heritage and Access | Year 2 |
| | B3:1 Undertake Market Segmentation | Market segmentation assessment | Communications and Branding | Years 1 & 2 |
| | | Audit of existing offer against visitor segmentation | Communications and Branding | Years 1 & 2 |
| | | Development of diversified offer | Communications and Branding | Years 2 & 3 |

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|---|---|--|-----------------------------|------------------|
| B3: Establish an internationally successful brand | B3:2 Evolve Brand | Develop Brand Strategy | Communications and Branding | Year 1 |
| | | Establish implementation plan | Communications and Branding | Year 1 |
| | | Develop communication buy-in | Communications and Branding | Ongoing |
| | B3:3 Develop Communications Plan for Visitors | Develop initial marketing plan | Communications and Branding | Year 1 |
| | | Secure initial marketing funding and implement | Communications and Branding | Year 1 |
| | | Develop Interim (2007/8) marketing plan | Communications and Branding | Year 1 |
| | | Secure Interim marketing funding and implement | Communications and Branding | Year 1 |
| | | Develop Medium Term (2008/9/10) marketing plan | Communications and Branding | Year 2 |
| | | Secure medium term marketing funding and implement | Communications and Branding | Year 2 |

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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
|-------------------------------|--|---|-----------------------------|------------------|
| C: Develop Corporate Capacity | C:1 Develop Communications Plan for Stakeholders | Determine Visual identity and implement | Communications and Branding | Year 1 |
| | | Develop Initial Corporate Communications Strategy and implement | Communications and Branding | Years 1 & 2 |
| | | Develop (full) Corporate Communications Strategy and implement | Communications and Branding | Year 1 |
| | | Develop Initial Corporate Marketing and PR Plan and implement | Communications and Branding | Years 1 & 2 |
| | | Develop (full) Corporate Marketing and PR Plan and implement | Communications and Branding | Year 1 |
| | C:2 Establish processes and systems for HWHL | Establish financial systems for HWHL | Operations | Year 1 |
| | | Establish Human Resources policies and procedures for HWHL | Operations | Year 1 |
| | | Establish office operating procedures for HWHL | Operations | Year 1 |

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| C: Develop Corporate Capacity | C:3 Establish performance evaluation base (Baselines) | Identify elements | Communications and Branding | Years 1 & 2 |
| | | Identify existing data (historic and current) | Communications and Branding | Years 1 & 2 |
| | | Identify gaps / additional requirements | Communications and Branding | Years 1 & 2 |
| | | Establish appropriate evaluation Methodologies | Communications and Branding | Years 1 & 2 |
| | | Identify appropriate targets | Communications and Branding | Years 1 & 2 |
| | C:4 Develop Corporate Culture | Define and identify elements for all staff engagement | Communications and Branding | Year 1 |
| | | Communicate and promote internally and externally | Communications and Branding | Ongoing |
| | C:6 Establish effective Partnerships | Identify stakeholders and other partners | Operations | Year 1 |
| | | Engage with and agree protocols | Operations | Year 1 |
| | | Build partnership confidence | Operations | Year 1 |

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| C: Develop Corporate Capacity | C:7 Confirm corporate Membership | Define role and responsibilities | Operations | Year 1 |
| | | Determine scope | Operations | Year 1 |
| | | Consult to secure agreement with stakeholders | Operations | Year 1 |
| | C:8 Undertake Policy and Research Assessment | Identify source documents and assess relevance needs and usage | Communications and Branding | Year 2 |
| | | Develop and implement Intelligence management system | Communications and Branding | Year 2 |
| | C:9 Identify funding streams to support HWHL developments indicated in the Operational Plan | Establish clarity of purpose | Operations | Year 1 |
| | | Identify specific opportunities | Operations | Year 1 |
| | | Define operating implications | Operations | Year 1 |
| | | Identify appropriate targets | Operations | Year 1 |
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| Strategic Aim | Operating Objective | Delivery Objective | Lead Responsibility | Timescale |
|-------------------------------|-------------------------------------|--|----------------------------|------------------|
| C: Develop Corporate Capacity | C:10 Preparation of Operating Plan | Confirmation of purpose, structure and process | Operations | Year 1 |
| | | Develop 2007 Plan | Operations | Year 1 |
| | C:11 Review of Resources | Consider implications of Operating Plan | Operations | Year 1 |
| | | Consider and recommend options to address | Operations | Year 1 |
| | | Implement actions | Operations | Year 1 |
| | C:12 Review of Corporate Structures | Review corporate structures | Operations | Year 2 |
| | | Identify appropriate amendments | Operations | Year 2 |
| | | Secure approval to proceed | Operations | Year 2 |