

HEART OF NEOLITHIC ORKNEY WORLD HERITAGE SITE

Management Plan 2008 –13

October 2008



Objectives

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Historic Scotland

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OBJECTIVES AND IMPLEMENTATION

1. Introduction

- 1.1 A series of 46 objectives are defined in this document, each designed to address one or more of the seven issues identified in Chapter 6 of the Management Plan: Foundation Document. The objectives range from specific tasks which the Partners can directly undertake to ways in which the Partners can encourage or support others. How a task is going to be carried out is as important as what is going to be done. This helps to show that the objective is specific, measurable, achievable, realistic and timely. UNESCO and ICCROM have stated that it is important to measure how well the World Heritage Convention has been able to achieve its objectives at national and Site levels in order to make convincing arguments for the benefits of heritage conservation.
- 1.2 This document includes an overview of the roles of the WHS Management Board, subgroups, Co-ordinator and stakeholders in implementing and monitoring the Plan and the ways in which progress on the objectives will be reported and reviewed. More specifically, it outlines the ways in which SEA and Equality Impact Assessment will inform that process, and identifies 'monitoring indicators'.
- 1.3 'Monitoring indicators' attached to specific objectives help to monitor accurately the effects of time, circumstances and human action and inaction on heritage. ICOMOS-UK (one of more than 100 ICOMOS national committees) has provided specific advice on monitoring indicators suitable for cultural and natural WHSs in the UK.

2. **Methods for Implementing the Plan**

- 2.1 The Partner organisations involved in managing the WHS have varied structures, in particular, many areas of HS and OIC have an interest in the WHS. A key role in managing the implementation of the Plan is therefore that of the WHS Co-ordinator, both in terms of facilitating communication and actively monitoring.
- 2.2 Progress on the objectives will be reported annually in the form of a Monitoring Report which will be a web-based publication. The WHS Management Board and subgroups (currently an Access and Interpretation Group and a Research Committee) will have direct responsibility for undertaking or commissioning the work related to the objectives. The structure of the groups, clear roles and responsibilities, and programming, will help to ensure that the Plan is implemented consistently. Certain stakeholders also have a role in implementing some of the objectives and, where appropriate, they are indicated alongside relevant objectives in the table at 3.4. In order to monitor the Plan effectively, information will be gathered from a range of other stakeholders. This could be one function of the Stakeholder Forum meetings.
- 2.3 The annual cycle of reporting will also help to enable a regular re-evaluation of the objectives. For example, some objectives are to 'develop options'. A preferred option may result over the course of any one year and so that objective can be modified to reflect the current status.

Strategic Environmental Assessment

- 2.4 An SEA has been undertaken of the Management Plan to identify the environmental effects of each objective. The majority of the objectives were considered to have generally positive environmental effects. However, it was difficult to identify the environmental effects of certain others as identification will depend upon details that will only

become known as the objective is implemented. As a result, further environmental assessment will be required in some instances. These are identified in the final column of the table at 3.4. The mitigation commitment of objectives with potentially negative effects is stated in the SEA Schedule of Commitments table at 3.5. Consideration of environmental impacts and methods of mitigation have therefore been built into the implementation and review of relevant objectives and this task is specifically identified at Objective 46.

Risk Preparedness

- 2.5 A risk strategy related to the objectives outlined in the Plan will be developed as a high priority in 2009. This task is specifically identified at Objective 10. The strategy will form part of the 2009 Monitoring Report.

Equality Impact Assessment

- 2.6 Equality Impact Assessment helps to ensure that the public sector meets its statutory requirement to consider all aspects of equality in developing and reviewing its policies and plans. In this case, it assesses how the strategy and plan for the Heart of Neolithic Orkney WHS may impact, either positively or negatively, on different sectors of the population. In terms of equality, six particular groups are defined: age; disability; religion and belief; gender; LGBT (lesbian, gay, bisexual and transgender); and race.
- 2.7 An Equality Impact Assessment accompanies this Plan. It is available to view or download from the Scottish Government website at: www.scotland.gov.uk/Topics/People/Equality/18507/EQIADetails/Q/Type/10/Id/229. As the Plan is implemented, the assessment can be repeated to demonstrate how we have tackled equality issues. This has been built into the monitoring cycle of the Management Plan at mid-term and when it is reviewed after five years.

3. Objectives and Monitoring Indicators for the World Heritage Site, 2008–13

- 3.1 The objectives in the table at 3.4 are listed under the main issue to which they relate. The issue number of any other relevant issue, the priority ranking (H – high, M – medium, and L – low), the organisation(s), group(s) or postholder that will be responsible for that objective are indicated and how each objective will be measured, and by whom, is also described. Monitoring Indicators are flexible tools as they reflect a variety of monitoring methods. In the case of this Plan, a straightforward indicator is ‘Revised Statement adopted’ which is measured by a yes/no answer. On the other hand, ‘Understanding of obligations of World Heritage Convention and OUV of the WHS improved’ can be measured by the number of seminars provided and by making qualitative assessments on the information through feedback from attendees. The table also indicates the potential environmental impact of the objective based on the SEA.
- 3.2 The sample table below outlines the format of the main table:

1	2	3	4
Objective	Related Issue(s)	Lead/Partners	Timescale
Issue number and short title			
Objective and Objective number	1–7	HS/OIC/SNH/RSPB/Partners/landowners/SEPA/Research Committee/other museums/Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS)/Access & Interpretation Group (A&IG)/Scottish Government Rural Payments and Inspections Directorate (SGRPID)/Co-ordinator/wider research community/funding bodies	Period over which objective will be carried out and/or target date for completion

3.3 The key below explains the symbols used to indicate environmental impact in more detail:

- No further environmental assessment of the objective is required. The objective is considered to have neutral or generally positive environmental effects.
- ▲ Further environmental assessment of the objective is required. The SEA identified that the objective could have negative environmental effects depending upon how it is implemented.

The table at 3.5 outlines the general mitigation commitments that should be taken forward as each objective is implemented.

5	6	7	8
Priority	Monitoring Indicator(s)	Measure	Environmental Impact
high (H)/ medium (M)/ low(L)	Ideal status	Methods of ensuring objective is achieved	<ul style="list-style-type: none"> ■ neutral or positive ▲ potentially negative

3.4 Objectives and Monitoring Indicators

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
ISSUE 1: Protecting the WHS				
1. Revised Statement of OUV for the WHS submitted to UNESCO to set out more clearly the factors which contribute to its OUV. Attributes that carry OUV defined.		HS	2009	H
2. Robust description of what constitutes the Setting of the WHS in adopted Management Plan based on revised Statement of OUV and expert study.		HS	2008	H
3. Clearly defined Buffer Zone and Sensitive Area for the WHS in adopted Management Plan based on revised Statement of OUV and expert study.		HS/Partners	2008	H
4. Establish WHS-specific policies in emerging Orkney Local Development Plan designed to adequately protect the Site and its Setting developed in tandem with Buffer Zone and Sensitive Area in Management Plan to improve clarity of policies.		OIC	2008–10	H

Monitoring Indicator(s)	Measure	Environmental Impact
Revised Statement adopted. Attributes defined.	Revised Statement submitted to World Heritage Committee by HS Policy Group. Decision of 2009 Committee meeting will determine outcome. Attributes defined based on adopted Statement of OUV.	■
Expert Study completed. Robust description of Setting included in Management Plan.	See Chapter 1 of Management Plan.	■
Expert Study completed. Management Plan includes Buffer Zone and Sensitive Area based on Study.	See Chapter 1 of Management Plan and published Setting report. Buffer Zone and Sensitive Area submitted to World Heritage Committee for approval by HS Policy Group.	■
WHS-specific policies in adopted Orkney Development Plan which take cognisance of Management Plan.	Recommendations of Management Plan followed by OIC Planning in draft Local Development Plan and, following public consultation, in adopted Plan. Adopted Buffer Zone and Sensitive Area submitted to World Heritage Committee by HS Policy Group.	■






Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
5. If necessary, develop Supplementary Guidance which covers planning issues relevant to the WHS in advance of the review of the Development Plan to improve clarity at an early stage taking cognisance of Management Plan and expert study.		OIC	2008–10	H
6. Help to ensure Partners comply with obligations of World Heritage Convention through their improved understanding of OUV of the WHS by providing accessible information and seminars.	5	HS/Partners	2008/9 and following the election of any new Council or significant intake of new staff in Partner organisations	M
7. Improved understanding by public of opportunities and constraints of living and working in and around the WHS through Management Plan and Local Development Plan consultation, outreach events, and training for staff who work directly with the public.	6	Partners	2008–13	M
8. Boundaries of the WHS reviewed and, if a change is desirable, an appropriate plan for its adoption put in place.		HS	2013	M

Monitoring Indicator(s)	Measure	Environmental Impact
Where appropriate, Supplementary Guidance on World Heritage policies adopted which take cognisance of Management Plan.	Supplementary Guidance developed by OIC Planning in consultation with statutory consultees and the public. Adopted Buffer Zone and Sensitive Area submitted to World Heritage Committee by HS Policy Group.	■
Understanding of obligations of World Heritage Convention and OUV of the WHS improved.	Accessible information about the Convention and the OUV of the WHS provided by/ through HS. Number of seminars offered as appropriate and record of attendance maintained by Co-ordinator.	■
Understanding of what WH status means for the local community and other stakeholders improved.	Number of public meetings, outreach and training events held which covers the implications of World Heritage status recorded by relevant Partners and compiled annually by Co-ordinator.	■
Boundaries reviewed and, if necessary, plan for adoption in place.	Proposals pulled together by Co-ordinator in consultation with Partners and public consulted. Proposals informed by Objective 1. Appropriate plan for implementation adopted in consultation with HS Policy Group and DCMS.	▲

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
9. Review Brodgar Rural Conservation Area to limit overlapping designations and improve clarity.		OIC	2009	L
ISSUE 2: Conserving the WHS				
10. Risks associated with Objectives and initiatives which affect the WHS identified and analysed; Risk Strategy developed to ensure that exposure to identified risks are managed to an agreed level and costs managed accordingly.	5	HS/Partners	2009 and maintained at regular intervals thereafter	H
11. Consult with Partners and landowners on proposals to address coastal erosion at Skara Brae, short-term works implemented, and long-term works planned.		HS/OIC/ SNH/SEPA/ landowners	2008–13	H
12. Conservation Strategy and maintenance regime of existing Condition Surveys for the WHS monuments implemented and updated to agreed programme to ensure that it is conserved to the highest standard with natural heritage issues an integral part.		HS	Regular cycle	H

Monitoring Indicator(s)	Measure	Environmental Impact
Conservation Area reviewed as part of Appraisal.	A Conservation Area Appraisal by OIC Planning will form part of the Local Development Plan review process.	■
Risk Strategy in place and maintained.	Risk Strategy pulled together by Co-ordinator once Management Plan adopted. Risks managed by relevant party. Strategy reviewed by Co-ordinator as part of annual Monitoring Report.	▲
Short-term works implemented. Options for long-term works developed, considered and funding investigated. Target: reduce risk to monument by erosion.	Proposals for short- and long-term works developed by HS Conservation & Maintenance in consultation with Partners and landowners. Short-term measures continue to be implemented – effect on erosion monitored regularly.	▲
Conservation Strategies and maintenance regimes implemented. Target: condition of monuments maintained or improved.	Monitored regularly by HS Conservation & Maintenance, e.g. through Annual Monument Audit and routine inspections.	▲

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
13. Monitoring of visitor erosion continued and steps taken to address issues related to carrying capacity in and around the WHS.		HS/OIC	Regular cycle	H
14. Prepare Biodiversity Plans for WHS in consultation with Partners integrated with Brodgar RSPB Reserve Ecological Management Plan and other Biodiversity Plans.		HS/Partners	Plans completed 2012; implemented from 2009	M
15. The condition of the Scheduled Monuments in the Buffer Zones regularly monitored, assessed and reported.		HS	Every 2 years	M
16. The condition of the unscheduled archaeology in the Buffer Zone assessed and then regularly monitored and reported.		OIC	Every 2 years	M
17. Maintain practical skills to conserve and understand the WHS monuments by providing appropriate training.	3	HS/OIC/ Research Committee	Regular cycle	M

Monitoring Indicator(s)	Measure	Environmental Impact
Effect of visitor erosion managed. Changes monitored by photographic record and visual inspections.	Visitor erosion monitored by HS Conservation & Maintenance, Visitor Services and Business Development (VSBD) and Rangers. Methods of managing visitors implemented by HS and other tourism organisations – effects monitored by HS and OIC, feedback sought from VisitOrkney and tour operators.	
Biodiversity maintained or improved.	Biodiversity monitored by Partners according to its Plans.	
Condition of monuments maintained or improved.	Reports submitted by HS Monument Warden records condition based on a scoring system. Results gathered by HS Monument Warden Programme Information Officer.	
Condition of monuments maintained or improved.	OIC to identify list of sites to visit and seek resources for baseline survey and regular reporting. Reports to follow HS Monument Warden Programme model to ensure consistency with Objective 15. Results gathered by OIC Archaeology.	
Condition of WHS maintained; understanding of WHS improved.	HS Conservation & Maintenance to monitor skills base and training; Research Committee to encourage archaeological/heritage educational provision relevant to the WHS; Orkney College UHI to maintain/develop relevant educational provision. Management Board to monitor overall provision annually.	





Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
ISSUE 3: Understanding the values of the WHS				
18. Orkney WHS Research Committee re-established to a) develop research priorities and monitor progress of research Objectives annually (Core Group) and b) encourage research related to the WHS, encourage adopting OASIS as a means of transferring information, and engage with the wider research community and review the 2005 Research Agenda (Advisory Group).	4, 6	HS/OIC/ Research Committee	a) annually b) review: 2009/10	H
19. Strategy for harnessing existing or planned initiatives and resources developed for survey, excavation, inventories and syntheses to provide the optimum accessibility, engagement with archival and academic bodies, and achieve timely and cost-effective outputs.	4, 5, 6, 7	Research Committee	2009/10	M
20. Develop the existing on- and off-site educational activities and resources to enable the local community, formal education groups, and other visitors to better understand the WHS and its cultural and natural context.		HS/OIC/ Partners	2009–13	M

Monitoring Indicator(s)	Measure	Environmental Impact
Research priorities agreed, progress assessed, Research Agenda reviewed. Target: increase range of quality research undertaken related to the WHS.	Research priorities agreed by Committee and wider research community taking cognisance of priorities of funding bodies. Research Agenda published. Numbers of new projects/projects significantly progressed/projects completed gathered by Research Committee annually.	
Strategy agreed. Target: Improve dovetailing of WHS-specific projects with other initiatives.	Strategy published as part of Research Agenda. Numbers of new projects/status of projects which have WHS as a component gathered by Research Committee.	
Improvements to on- and off-site educational activities and resources implemented.	Co-ordinator to be updated on progress by HS Education Officer and OIC Cultural Co-ordinator Manager. Web-based resources on-line. Feedback from educational groups gathered by HS Education Officer, Rangers and OIC Cultural Co-ordinator Manager.	





Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
21. Improved links between artefacts from the WHS and the Site itself through, e.g. improvements to Orkney Museum display and development of accessible multi-repository catalogue of WHS collections to provide tangible links between people today and in the Neolithic.		OIC/HS/ other museums	2010–13	M
22. Geophysical survey of 1998 IBZ completed, results synthesised and disseminated to provide an accessible baseline survey and interpretation of the wider archaeological landscape around the WHS.	4	HS/OIC/ RCAHMS	2010/11 (archive and synthesis)	M
23. Programme of visitor studies developed and implemented on a regular cycle to, e.g. monitor access to environmentally sustainable transport and access to the sites to identify any equality issues.	4	HS	2009–13	M
ISSUE 4: Accessing the WHS				
24. Interpretation Plan for the WHS revised to maximise access for all to optimise public understanding and agreed programme rolled out.		HS/ A&IG/ Partners	2009 and implemented in 2009–13	H

Monitoring Indicator(s)	Measure	Environmental Impact
Links between artefacts and the Site improved.	Co-ordinator to be updated on progress on any Orkney Museum initiatives by Archaeology Curator. HS Cultural Resources Team/Collections to secure resources to create/compile web-accessible catalogue. Catalogue available through Internet.	■
Reports archived in Sites and Monument Record (SMR) and RCAHMS archive. Synthesis published. Inputting of site data into SMR and RCAHMS database prioritised.	Reports/data forwarded to SMR and RCAHMS archives by Orkney College UHI. Publication of synthesis by Orkney College UHI with support from funding bodies. Site data incorporated into local SMR (OIC) and RCAHMS database. Accessibility of data monitored by Research Committee.	▲
Baseline established and results linked to targets for relevant Objectives.	VSBD Visitor Survey Programme developed to include targeted questions for Orkney district related to the Management Plan Objectives, implemented from 2009. Analysis of survey compiled and forwarded to Co-ordinator on an annual basis.	▲
Interpretation provision improved.	Review led by HS Interpretation Unit in consultation with Partners. Programme agreed by A&IG, resources sought and recommendations implemented. Progress monitored by A&IG.	▲

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
25. Review options for all forms of public access to the WHS monuments and associated publicly-accessible sites, focusing on environmentally sustainable transport options to optimise public understanding of the Site and its environs and to improve visitor reception while minimising the impact on the WHS and its Setting.	1, 7	HS/OIC/ Partners/ A&IG	2008–13	H
26. Core Path Network extended and path access improved to provide safe visitor access between the Watch Stone, Barnhouse Village, Stones of Stenness and RSPB Reserve in consultation with Partners, while minimising the impact on the WHS and its Setting.		OIC/A&IG/ Partners	2008/9	H
27. Car park at Stones of Stenness revised to improve access to standards and design appropriate to the Setting of the monument and WHS in consultation with Partners while minimising the impact on the WHS and its Setting.		OIC/A&IG/ Partners	2008/9	M
28. Update and maintain local SMR with results of research and surveys within and relating to the WHS and its Buffer Zone and share data with RCAHMS to improve access to data for all.	3	OIC/ RCAHMS	Annually	M

Monitoring Indicator(s)	Measure	Environmental Impact
Options and proposals for improved visitor reception and environmentally sustainable transport options for accessing the sites agreed.	Review of options led by HS Major Projects in consultation with Partners and A&IG taking full cognisance of Partner studies including Local Transport Strategy.	
Core Path Network extended.	Relevant consents obtained, paths created, maintained, indicated and advertised by OIC and in relevant information of Partners and A&IG members. Usage monitored by OIC.	
Stones of Stenness car park improved.	Options drafted by OIC and considered by A&IG and statutory consultees. Approved improvements implemented. Objective links to Objective 26.	
SMR and RCAHMS database and archives updated.	Submitted results shared and incorporated into SMR (OIC) and RCAHMS database and archives. Accessibility of data monitored by Research Committee.	

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
29. Orkney WHS microsite developed in consultation with Partners to provide enhanced information about the WHS, its significance, its collections, events, ongoing research, etc., and develop links with similar monuments in the UK and Europe. Microsite to be available through HS website to agreed programme and regularly maintained.	3	HS	2009–11 (launch date is dependent on programme)	M
30. Investigate possibilities for public access to the Ring of Bookan, an important Neolithic site close to the WHS while minimising the impact on the WHS and its Setting.		OIC	2008–11	L
ISSUE 5: The Partners in the WHS				
31. Remits/roles of partners and working groups agreed through reviewed Governance Procedures and a Communication Plan.		Co-ordinator/ Partners	2008/9	H
32. Management Plan review and monitoring integrated with Community Planning mechanisms.		OIC	2009/10	H

Monitoring Indicator(s)	Measure	Environmental Impact
<p>Microsite content developed.</p> <p>Microsite live and maintained.</p>	<p>Proposed content of microsite developed by Co-ordinator in consultation with Partners and others. Microsite programme to be agreed. Information uploaded by HS Web Team as per agreed programme and site maintained. Public feedback gathered by Web Team/Co-ordinator.</p>	
<p>Public access to Ring of Bookan improved.</p>	<p>Ring of Bookan acquired by OIC and approved measures to improve access implemented.</p>	
<p>Governance Procedures and Communication Plan agreed and adopted.</p>	<p>Procedures and Plan drafted by Co-ordinator and agreed by Management Board and working groups. Effectiveness monitored by Co-ordinator as part of annual cycle.</p>	
<p>Management Plan linked with Community Plan Single Outcome Agreement.</p>	<p>OIC Policy Officer (Community Planning) to liaise with Co-ordinator in forming Single Outcome Agreement. The Agreement will indicate how monitoring of the Plans will link.</p>	

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
33. Support for WHS Co-ordinator post continued to optimise communication between the partners, co-ordinate engagement with stakeholders and monitor Management Plan.	6	HS/OIC/SNH	2008–13	H
34. Support WHS Research Committee Core and Advisory Groups to encourage wide range of research related to the WHS, disseminate results in an accessible way, and evaluate research objectives and the Research Agenda.	3, 4	HS/OIC	2008–13	H
35. Support for WHS Ranger Service continued to help the public understand the values of the WHS, improve social and physical access to the WHS, and deliver educational objectives.	3, 4	HS/SNH/OIC	2008–13	H
36. Resources committed to provide training and volunteering opportunities, e.g. in research, visitor management, interpretation and cultural resource management to help sustain and build capacity to manage the WHS effectively.	7	Partners	2008–13	M

Monitoring Indicator(s)	Measure	Environmental Impact
WHS Co-ordinator in post; remit fulfilled.	Continued funding for post by HS Policy Group; Co-ordinator in post and fulfilling remit.	■
Research Committee groups established; remits fulfilled.	Membership of groups agreed by Orkney College UHI and HS; funding secured to support remit; programme of meetings, data-gathering, and Research Agenda review agreed; groups fulfilling remit.	▲
Rangers in post; remit fulfilled.	Continued funding for posts by HS, SNH and OIC; Rangers in post and fulfilling remit.	■
Number/quality of training and volunteering opportunities maintained/improved.	Range of existing training and volunteering opportunities gathered by Co-ordinator. Options to improve/maintain provision agreed by Management Board and implemented by Partners. Numbers of existing/proposed activities monitored by Co-ordinator.	■

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
ISSUE 6: The Stakeholders in the WHS				
37. Improved methods of communication with the local community developed and implemented to improve understanding, enjoyment and appreciation of the WHS, stimulate their involvement in the WHS. Actively use community views to inform its management.	3	Partners	2008/9 and implement at regular intervals	H
38. Encourage good stewardship of the cultural sites in Bufer Zone through Rural Development Contracts (RDCs). Strengthen contact with the agricultural community to maintain the character of the landscape in which the WHS sits.	1, 7	HS/SNH/OIC/SGRPID	2008–13	M
39. 2004 survey of local community repeated to find out how their thoughts and feelings about the WHS have developed to help improve community engagement and sense of ownership.	3	HS	2009	M
40. Marketing and media strategy developed, implemented and reviewed to help engage with the community at all levels.		HS/Partners	2009 and regularly thereafter	L

Monitoring Indicator(s)	Measure	Environmental Impact
Options for improving communication developed, implemented and evaluated.	Co-ordinator to develop options to be agreed by Management Board and implemented by Partners. Evaluation of methods carried out by Partners and results shared. Monitored by Co-ordinator.	■
Condition of cultural sites improved by maintaining or increasing numbers of RDCs which include heritage in their rural priorities.	RDCs encouraged by OIC Archaeologist, HS Monument Warden & SGRPID case officers. SGRPID data from local office compiled annually by Co-ordinator. Objective relates to Objectives 15, 16, 37 and 42.	▲
Report completed and results compared with 2004 survey. Opportunities for community feedback improved.	Co-ordinator to develop brief and secure funding to commission repeat survey. Report disseminated and any recommendations considered by Partners.	■
Marketing and media strategy developed and implemented. Target: positive feedback on content and coverage.	HS PIC Marketing and Policy, HS Communications and Media and Co-ordinator to develop strategy in consultation with Partners. Strategy implemented, available statistics gathered by Co-ordinator and effectiveness monitored annually.	■

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
41. Best practice shared with other WHSs and related sites, cultural resource managers, and advisory and interest groups to improve understanding, access and conservation of the WHS through benchmarking, networking and representing the WHS at national and international events.	2, 3	Partners	2008 and regularly thereafter	L
ISSUE 7: Sustainable Management				
42. OUV, authenticity and integrity of WHS preserved, guided by principles of minimal intervention and managing change to conserve the WHS in an appropriate Setting through applying Development Plan policies and PIC Condition Survey Strategies at WHS monuments.	1, 2, 6	HS/OIC	2008–13	H
43. Encourage high-quality and sympathetic tourist and other local business opportunities associated with the WHS which can contribute to the continued development and prosperity of the local community.	5, 6	Partners	2008–13	H

Monitoring Indicator(s)	Measure	Environmental Impact
Maintain/increase opportunities for interaction between WHSs.	Current examples of interaction to be gathered by Co-ordinator and ideas shared between Partners. Options to maintain/increase opportunities implemented. Figures for the number of instances to be passed to Co-ordinator on annual basis.	■
Condition Survey Strategies and Development Plan policies implemented. OUV, authenticity and integrity of WHS maintained.	Progress on Condition Survey Strategies monitored by HS Conservation & Maintenance annually. Planning application decisions within and around the WHS monitored by OIC Planning annually. HS and OIC to work together to produce photographic survey in 2008 and 2013 from viewpoints identified in Atkins Ltd Setting Report to monitor change. Objective relates to Objective 38.	■
Number of business and funding opportunities associated with the WHS.	Management Board to maintain overview of business development related to the WHS annually. VSBD to monitor visitor numbers to the WHS staffed sites annually. Research Committee to monitor number of related projects as per Objective 18.	■

Objective	Related Issue(s)	Lead/ Partners	Timescale	Priority
44. Ensure environmental sustainability in archaeological investigation; the archaeological resource must be carefully managed. Project proposals must justify that the likely outcome(s) merits disturbing that resource.	1, 2, 3	Research Committee/ wider research community/ funding bodies	2008–13	M
45. Methods to reduce carbon footprint of activities associated with the management of the WHS utilised wherever possible, e.g. in terms of retail sources, human resources, materials, transport and recycling initiatives.		Partners	2008–13	M
46. Ensure that the results of the SEA are taken forward as the Objectives of the Management Plan are delivered.	2	Partners	2008–13	M

Monitoring Indicator(s)	Measure	Environmental Impact
Principle of minimal intervention applied to archaeological investigations.	Research Committee to promote good practice through, e.g. review of Research Agenda and influence.	■
Increased use of environmentally sustainable forms of transport, environmentally sustainable sources used wherever possible. Running of sites also carried out in an environmentally sustainable manner.	VSBD to maintain high standard through environmentally sustainable tourism certification scheme. HS and OIC to optimise availability and use of environmentally sustainable transport (see Objective 24). Collating statistics on transport methods used to be considered under Objective 22. Partners to uphold relevant environmental sustainability policies.	▲
All new developments and relevant conservation projects related to the management of the WHS developed/ implemented with positive, neutral or minimal adverse impacts on the environment .	Environmental Impact Assessments (EIAs) undertaken for all new developments (including revised car parking arrangements) related to the management of the WHS and during the development of options to address coastal erosion at Skara Brae. EIAs carried out to high standard and quality assessed by relevant statutory authorities.	■

3.5 *SEA Schedule of Commitments*

Objective	Mitigation commitment
8	Develop proposals to alter the WHS boundary in consultation with partners and undertake public consultation
13, 18, 25	Manage visitor numbers to avoid exacerbating problems at sensitive sites
8, 10, 11	Consider the implications of the predicted effects of climate change for the management of the WHS
8, 24, 25, 26, 27, 30	Integrate environmental assessment into the development of options for any new visitor facilities and car parks. Include consideration of sustainable urban drainage systems for any new developments
10	Include section on environmental risk in the Risk Strategy
11	Undertake EIA for proposals to address coastal erosion at Skara Brae and seek early involvement of partners and SEPA
12	Include environmental interests in Conservation Strategies
13	Consider environmental sustainability issues when addressing carrying capacity problems
18, 19, 22, 34, 44	Proposals for archaeological research to consider possible environmental effects of the proposed work
18, 19, 22, 34	Grant funding from HS to incorporate environmental criteria into the evaluation of funding proposals
23	Include environmental sustainability questions in the programme of visitor studies
24	Include wider environmental issues in the Interpretation Plan
25, 26, 30	Integrate environmental sustainability principles into the review of public access to the WHS
15, 16, 38	Improve general awareness of biodiversity duty
45	Determine the environmental measures that will be required to reduce our carbon footprint. Audit current baseline and describe measures that are already being undertaken to prioritise key areas for action. Links made with the Green Tourist Business Scheme and HS's Environmental Management Scheme

4. Conclusion

- 4.1 The Management Plan for the Heart of Neolithic Orkney WHS is intended to be used as a dynamic tool. In order to facilitate this, the Objectives document has been placed in a sleeve in the front of the Foundation Document so that it can be easily referred to. What the WHS is, its significance, the strategic overview and seven key issues are the basis of this plan and can be referred to in the Foundation Document.
- 4.2 The annual Monitoring Report will look very similar to this Objectives Document, with the addition of a 'status' column to the table at 3.4. If any changes are made to the objectives themselves, then that will be explained in the report. The table in the Monitoring Report then becomes the new plan and can replace the Objectives Document in the sleeve of the Foundation Document.

5. Abbreviations used in the Objectives Document

A&IG	Access and Interpretation Group
DCMS	Department for Culture, Media and Sport
EIA	Environmental Impact Assessment
IBZ	Inner Buffer Zone
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
HS	Historic Scotland
LGBT	Lesbian, Gay, Bisexual and Transgender (equality group)
OASIS	Online Access to the Index of Archaeological Investigations
OIC	Orkney Islands Council
OUV	Outstanding Universal Value
PIC	Property in Care
RCAHMS	Royal Commission on the Ancient and Historical Monuments of Scotland
RDC	Rural Development Contract

RSPB	Royal Society for the Protection of Birds
SEA	Strategic Environmental Assessment
SEPA	Scottish Environment Protection Agency
SGRPID	Scottish Government Rural Payments and Inspections Directorate
SMR	Sites and Monuments Record
SNH	Scottish Natural Heritage
UHI	University of the Highlands and Islands
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VSBD	Visitor Services and Business Development (Historic Scotland)
WHS	World Heritage Site

