

STEERING GROUP

TERMS OF REFERENCE

The Saltaire World Heritage Site (WHS) Steering Group was established in 2015 and is a strategic governing body comprising key rights-holders¹ and stakeholders^{2,3}

The Steering Group meets biannually to undertake three key responsibilities.

1. To write and review the management plan.
2. To monitor the management plan implementation.
3. To coordinate World Heritage Site working groups.

VISION

Saltaire is a place where World Heritage significance is fully acknowledged, appreciated and understood by present and future generations. It will strive for the highest standards of Interpretation, Protection, Conservation, Community, Heritage & Economy.

Saltaire's vision is:

- To be a welcoming and inclusive place with a vibrant community.
- Which takes inspiration from its past,
- Planning for a sustainable future,
- Whilst striking an effective and creative balance between a place to live, invest in, work, learn and visit.

PURPOSE

The Steering Group purpose:

- Is to realize the Vision.
- To sustain and maintain the Vision for the future of the Saltaire WHS.

OBJECTIVES

1. To write and review the Management Plan.
2. To monitoring the Management Plan implementation.
3. To coordinate World Heritage Site Working Groups.
4. Governance Reporting.

¹ Actors socially endowed with legal or customary rights with respect to heritage resources.

² Actors who possess direct or indirect interests and concerns about heritage resources, but do not necessarily enjoy a legally or socially recognized entitlement to them.

³ [Protection and Management of World Heritage Sites | Historic England](#) Enhancing Our Heritage Toolkit 2.0

STEERING GROUP

MEMBERSHIP

The Saltaire WHS Steering Group membership will be made up of at least the following key rights-holders and stakeholders:

- City of Bradford Metropolitan District Council
- Shipley Town Council
- Baildon Town Council
- University of Bradford
- Shipley College
- Salt Foundation
- Salts Mill
- Saltaire Village Society
- Saltaire Inspired
- Saltaire Festivals
- Saltaire World Heritage Education Association
- Saltaire United Reformed Church
- Bradford District Care NHS Trust
- Visit Bradford
- Canal & River Trust
- Historic England
- ICOMOS UK

Additional members may be co-opted upon a majority vote by existing members.

Membership must be inclusive and diverse and include the following key areas:

- Communities
- Statutory bodies
- Education
- Tourism
- Transportation bodies
- Businesses

STEERING GROUP

RESPONSIBILITIES

- Communicates and advocates the agreed objectives through the influencing of members' respective organisations.
- To assure organizational attendance to the Steering Group meetings.
- Apologies must be sent at least one week prior to the meeting and must be agreed by the Steering Group at meeting.
- To create a safe space for respectful challenge and discussion.
- To be prepared to attend, participate, and fully contribute to the meetings.
- Create clear, compact outcomes about the state of delivery of the Management Plan implementation.
- Coordinate through the WHS Officer for meetings, governance and the Management Plan.

KEY ROLES

- **Chair**
 - The Chair shall be voted upon by the existing members.
 - Independent Expert in line with the needs of the WHS key objectives.
 - Chair position to held for 3-year term with the ability to renew for a further 2 terms.⁴ Not to exceed 9 years consecutively.
 - Advertised position under the authority of an appointed Steering Group Working Group.
 - Chair expectations:
 - To coordinate with stakeholders and the Officer.
 - Hold meetings and keep to time.
 - Advocate for and represent the WHS.
 - Ambassador for the WHS.
- **Deputy Chair**
 - Permeant position to be held to the same 3-year term limit with the ability to renew for a further 2 terms. Not to exceed 9 consecutive years.
 - Supporting Chair and representing the Steering Group.
 - To complete responsibilities of the Chair in their absence.
- **WHS Officer**
 - Permeant position.
 - Advisor on WHS, subject matter expertise on the development of WHS.

⁴ Set by the International Standard

STEERING GROUP

- Key partner representing Council and bringing in others as needed.
- Key partner representing the Steering Group with the working groups.
- Responsible for the Secretariat
 - Liaison between Statutory Bodies, Steering Group and Advisory Bodies
 - to manage note taking, coordinating input for Management Plan and any/all governance materials.

DECLARATIONS OF CONFLICT OF INTEREST

A conflict of interest is any situation where a member's personal interests or loyalties could, or could be seen to, prevent them from making a decision only in the best interests of the Steering Group. This includes connected persons, such as family, relatives, or business partners, as well as businesses in which a member has an interest through ownership or influence. Conflicts of interest can arise from connected person relationships, such as when a Steering Group is paying a connected person for goods or services, or disposing of land to a connected person.⁵

A member must declare a personal conflict of interest for an item on the agenda before the item(s) discussion.

Due to personal conflict, they may be asked refrain from voting on the effected item in question.

VOTING

- For voting to take place these certain interests must be present (Council, Residents, Education, Heritage, and Saltaire Based Organizations) to be considered a quorum.
- All questions put to a vote at any meeting shall be decided by a simple majority of voting members present.
- Chair to cast deciding vote, when needed.
- Vote recorded by the Chair and/or Officer.

PUBLIC ATTENDANCE & TRANSPARENCY

- Consultation with the public during the Management Plan process.
- The Steering Group can decide on and when to do a public meeting.

⁵ Charity Commission's Definition

STEERING GROUP

- Meeting minutes will be made available to the public.

LIAISON WITH OTHER GROUPS

The Steering Group will create working groups, as when needed, in line with the objectives of the Management Plan. These would normally have a specific remit and period of operation to oversee or undertake a specific task, reporting directly to the Steering Group. The Steering Group will set out the terms and remit of any working group. Membership of the working group would be overseen by the WHS Officer and approved by the Steering Group.

The Steering Group is committed to working with all organizations and local communities with an interest in the WHS to deliver the Management Plan and will consult wider stakeholders.

The Steering Group will seek advice from relevant officers and/or experts as and when needed.

REVIEW

- Recommendation to be reviewed every 4-6 years.⁶

⁶ [Protection and Management of World Heritage Sites | Historic England](#) Enhancing Our Heritage Toolkit 2.0