

‘The Road to Success’
Integrated Management of Historic Towns
GUIDEBOOK



Imprint

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URBAN EXPERT

Integrated Urban development and Planning processes

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Proof Reading:

Timothy Stoffregen, Regensburg

Graphic Design:

Pfeil & Bogen, Regensburg, www.pfeil-bogen.com

Print:

Rotaplan, Regensburg

Images:

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This publication is the result of three years of project work and reflects the experiences gained by the HerO network partners Graz, Naples, Vilnius, Sighişoara, Liverpool, Lublin, Poitiers, Valletta and Regensburg.

Further information on the HerO network: www.urbact.eu/hero

Published: April 2011

The URBACT programme

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes.

URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions.

It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe.

URBACT is 300 cities, 29 countries, and 5,000 active participants. URBACT is jointly financed by ERDF and the Member States.

Projects, grouped in areas of expertise, are the core of the URBACT Programme. They work on nine areas of expertise:

- Active inclusion
- Cultural heritage and city development
- Disadvantaged neighbourhoods
- Human capital and entrepreneurship
- Innovation and creativity
- Low Carbon Urban Environments
- Metropolitan Governance
- Port Cities
- Quality sustainable living

Further information can be found on the URBACT webpage: www.urbact.eu.





Liverpool

Vilnius

Lublin

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Sighisoara

Naples

Valletta



The HerO partners in Liverpool



The network 'HerO - Heritage as Opportunity'

The URBACT II thematic network 'HerO – Heritage as Opportunity': Strengthening the attractiveness and competitiveness of historic urban landscapes in Europe.

The rapidly changing basic conditions of modern times pose a major challenge to the management of historic urban landscapes in Europe. The imbalance between a healthy economic development and the preservation of the historic urban fabric often results in either economic stagnancy or the loss of cultural heritage values and with it the loss of identity.

In this context, the network HerO, a partnership between the cities of

- Regensburg (Lead Partner, Germany),
- Graz (Austria),
- Naples (Italy),
- Vilnius (Lithuania),
- Sighișoara (Romania),
- Liverpool (United Kingdom),
- Lublin (Poland),
- Poitiers (France) and
- Valletta (Malta),

aimed at developing integrated and innovative management strategies for historic urban landscapes. The project's main objective was facilitating the right balance between the preservation of built cultural heritage and the sustainable, future-proof socio-economic development of historic towns in order to strengthen their attractiveness and competitiveness. Emphasis was placed on managing conflicting usage interests and capitalising the potential of cultural heritage assets for economic, social and cultural activities ('Heritage as Opportunity').

To allow for an effective impact of the HerO network activities on local policies, each project partner set up a 'Local Support Group'. Involving all relevant stakeholders, future-oriented urban development plans, so called 'management plans', for the old town areas have been developed. The experience gained is published in several outputs of the HerO network, aiming at different target groups such as the European Commission,

mayors of historic towns, city administrations and practitioners dealing with the sustainable development of historic neighbourhoods. This guidebook is one of these outputs and it aims at city administrations and practitioners. An overview of the further publications can be found in the appendix p. 80 and on the URBACT website: www.urbact.eu/hero.

The HerO network cooperated closely with 'Heritage Europe' (formerly 'European Association of Historic Towns and Regions'), an alliance of nearly one thousand historic towns, founded in 1999 by the Council of Europe. By this cooperation the HerO partners could benefit from the experiences of other historic cities in Europe while developing strategies for the sustainable development of their old town areas.



Fast Track Label

The European Commission has awarded HerO the 'Fast Track Label', a specific instrument of the 'Regions for Economic Change' initiative which aims to get the cities and the managing authorities of the European Cohesion Policy's Operational Programmes working together to enhance the impact exchange activities have on local level. Thus, the project HerO strongly supported the 'two-way bridge' between the thematic networking activities and the mainstream programmes of the structural funds, linking the local, regional and project level. All HerO partner cities cooperated closely with their associated managing authorities.

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Preface

In the global urbanised world, the European historical compact city, preserving its cultural heritage appears to be a paradigm for European citizens and tourists from the outside world. Urban landscape and architectural beauty do not fit automatically with quality of modern life, sustainable environment and the needs of contemporary economy.

Within the framework of the URBACT programme the HerO thematic network took advantage to raise together these imbricate issues, creating a large partnership of European cities, in order to exchange among themselves and analyse the various challenges. Finally they achieved to propose concrete solutions, each city developing an integrated cultural heritage management plan.

Would the production of this guidebook been possible without the support of the European territorial cooperation programme URBACT? Probably not.

URBACT provided financial and expertise means indeed, and strong demands regarding methodology and concrete local impact. Moreover HerO benefited from the legitimacy and active support of the European Commission, as a Fast Track labelled network, to address national and regional authorities for supporting the design and financing of the integrated cultural heritage management plans.

This guidebook has been prepared by elected people, practitioners supported by local stakeholders gathered in the Local Support Group, assisted by experts. It is evidence based. The partner cities recommend policies and methods which they have experimented with and implemented on the ground. Numerous names and qualifications could appear in the closing credits of the HerO guidebook. It is the result of a three year collective work.

I am honoured and proud to introduce you to such a useful and innovative guidebook.

Jean-Loup Drubigny
Director of the URBACT Secretariat



Foreword

The Road to Success: A new Approach to the Management of Historic Towns

Heritage cities throughout Europe share a variety of common challenges and chances. Among the most obvious is the preservation of an often large stock of historic buildings, the integration of new infrastructure and the adaptation of the historic urban fabric to the needs of the modern inhabitants and visitors. The balance between the safeguarding of heritage and the development of the city must be continuously maintained. Taking heritage as an economic driver, as one multi-faceted topic, it needs to be handled with an integrated and multi-level approach to enhance governance at a local level.

In 2008 the URBACT II Project HerO Project was designed as a city network to facilitate the exchange between heritage cities about common challenges and chances.

Nine European heritage cities of various sizes were selected to get a broad range of different historic cities throughout Europe. An ambitious work programme was set up with a series of seminars and two expert workshops on the topics "visual integrity" and "multifunctional historic centres", with different tasks in between the meetings. Management plans were chosen to serve as tools to structure this process in the partner cities. A clear methodology on how to elaborate a management plan was then agreed on by the city partners.

The first step at the local level was that each city developed a "road map" to think about: which stakeholders to involve, how to integrate local politicians, make a timeline, etc.

During the following three years the nine HerO cities worked side by side using the HerO methodology and elaborated Integrated Cultural Heritage Management Plans together with a local stakeholder-working group. The responsible local bodies for EU-funding were integrated in the process from the very beginning to discuss funding opportunities.

The lessons learnt and main benefits of the HerO methodology are:

- Through the integrated approach a broad basis of common objectives to safeguard and sustainably develop urban heritage sites can be defined, and the identification and motivation for urban heritage can be extended.
- Structuring concrete actions that are ready for implementation and discussed with a broad variety of stakeholders make the result of the process very tangible and real.
- Through the early integration of the responsible authorities for European, national and regional funding the chances of getting funding for the defined actions are enhanced.
- The relationships between the local governments and the managing authorities in charge of European, national and regional funding can be improved.
- The balance between the safeguarding of urban cultural heritage and the sustainable development that fosters economic benefits can be improved.

Following the HerO methodology can give your city the chance to start a heritage-based development approach and lay the groundwork for using European funding sources for this objective.


 Matthias Ripp
 HerO Project Coordinator



1 INTRODUCTION TO THE GUIDEBOOK

The Old Town of Vilnius

There are many cities in Europe and worldwide with historic urban areas and outstanding cultural heritage values. These areas are often highly contested arenas of diverse and partly conflicting interests and development ideas, which challenge the safeguarding of the cultural heritage. A non-balanced handling of the conflicts can lead to a loss of cultural heritage and identity or economic stagnancy and non-competitive areas with low amenity values.

Therefore, the challenge of historic urban areas is to match their inherited urban structure, identity and buildings with the manifold demands of residents, visitors and businesses. The goal is to capitalise on the cultural heritage for attractive and liveable cities with mixed-use historic urban areas keeping up quality of life of residents and visitors, the identity of the place and safeguarding the cultural heritage for present and future generations. The motto is:

‘Safeguard the Past – Facilitate the Future’.

Traditional, uncoordinated mono-sectoral approaches are not adequate to that. There is the strong need for an integrated management approach which links the safeguarding of the cultural heritage with the sustainable development of historic

urban areas (heritage-led urban development as cross-sectional task).

In this context, the URBACT II thematic network HerO has developed an innovative management strategy supporting an integrated, sustainable development of historic urban areas, strengthening their attractiveness and competitiveness by capitalising on cultural heritage assets. Based on the exchange of experience through a series of seminars and two expert workshops and on case studies of the network partners the instrument of an Integrated Cultural Heritage Management Plan was developed and tested in support of the new approach to the management of historic urban areas.

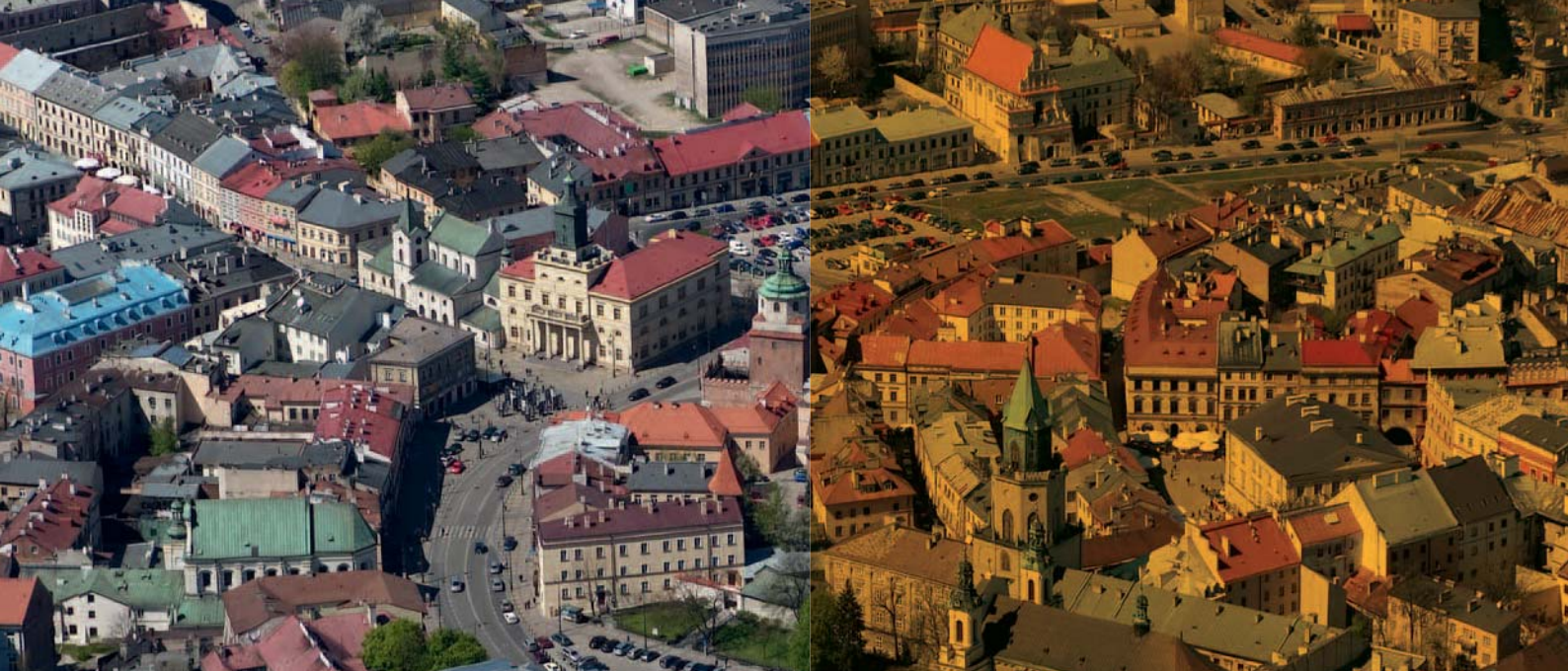
This guidebook provides guidance for city administrations and practitioners on how to apply this new approach by producing an Integrated Cultural Heritage Management Plan. It describes the main characteristics of such a plan and presents the main steps for its production in support of safeguarding and capitalising cultural heritage for a sustainable urban development.

For a short summary of this approach for politicians and decision makers, take a look at the HerO policy recommendations (cf. appendix p. 80 and on the URBACT website: www.urbact.eu/hero).

- Chapter 2** “**Benefits of Safeguarding Cultural Heritage**” describes briefly a general vision for cultural heritage sites and the opportunities and benefits which cultural heritage can bring for attractive and liveable cities. Further, the need for action to safeguard and capitalize on cultural heritage is pointed out.
- Chapter 3** “**A new Approach to the Management of Historic Towns**” explains the main features of the new approach and its benefits for historic urban areas and their stakeholders (cf. 3.1) and gives first explanations of Integrated Cultural Heritage Management Plans (cf. 3.2).
- Chapter 4** “**Production of Integrated Cultural Heritage Management Plans**” presents the key elements for a successful production of an Integrated Cultural Heritage Management Plan by preparing the ground (cf. 4.1), developing (cf. 4.2), implementing and reviewing it (cf. 4.3). For each phase reasons are brought up and described as to what should be done, exemplified by practical examples of the HerO partner cities and recommendations.
- Chapter 5** “**Summary**” sums up the main conclusions of this guidebook for the successful production of an Integrated Cultural Heritage Management Plan, applicable and transferable to all historic towns across Europe and beyond.



Street in Vilnius' Old Town



2 BENEFITS OF SAFEGUARDING CULTURAL HERITAGE

The Old Town of Lublin

European historic towns with their cultural heritage present unique urban landscapes in Europe and worldwide. They constitute an integral part of European history, identity and regional diversity. Their centres are often multifunctional, representing a fabric of mixed uses, a vibrant and diverse co-existence of jobs and public services, housing, crafts, communication, education, recreation and culture, retail and services, gastronomy and tourism. Such multifunctional historic areas are living organisms and vital living spaces for their inhabitants, visitors and entrepreneurs, being the focal point of daily life. They are a model for the sustainable European city. As a matter of fact, historic centres offer both a compact, dense, human scale living framework and proximity; they are walking and cycling friendly, thus providing a good quality of life to their citizens.

Historic towns are shaped in particular by their cultural heritage assets – monuments, groups of buildings, historic sites, social values and traditions – which present a multitude of opportunities and economic, social and environmental benefits.



The cultural heritage is what makes the difference between the cities and it creates identity and pride. It is also an opportunity for economic development in several issues, and topic for the image of the city.”

Why is safeguarding cultural heritage worthwhile?

Anne Pignon, Director, City of Poitiers



Economic benefits

The revitalisation of historic urban areas and the safeguarding of cultural heritage contribute to the creation of jobs, businesses and economic growth through

1. work generated for local businesses by the labour-intensive repair and renovation of the historic fabric;
2. restored old buildings which provide special places for businesses (i.e. creative industry);
3. the improved location quality and image through the heritage environment and infrastructure for business activities, in particular for the creative, cultural, tourism and gastronomy industry, and as location factor for investments;
4. attracting and binding highly-skilled workers, businesses, visitors and tourists through the attractiveness and uniqueness of the place (the cultural heritage helps to distinguish from other towns in the global competition; cultural heritage as “trade mark”),
5. public investments in the cultural heritage as catalyst for the revitalisation of the wider area, attracting local as well as external private investments and stimulating the creation of new developments.



Top: Reconstruction of a street in the Old Town of Regensburg
Bottom: Procession in Lublin

Social and cultural benefits

The revitalisation of historic urban areas and the safeguarding of the cultural heritage assets contribute to

1. providing a place for cultural and creative activities;
2. providing local identity, pride and community spirit for a place to live and work;
3. learning and knowing about its history and culture;
4. recuperating patrimonial value;
5. activating citizens to get involved in the urban development;
6. improving the quality of life (location quality).

This supports binding and attracting new and old inhabitants, creating a “corporate feeling” and strengthening the identification with the town and places.



Safeguarding urban cultural heritage (urban conservation) is a fundamental action and asset for urban development as it ensures cultural continuity and identity, integrity and sustainability of development processes of the entire city, and, in case of Vilnius as capital of the country, of the entire state. Urban conservation increase pride and communal spirit of local residents, as well as values of properties.”

Why is safeguarding cultural heritage worthwhile?

Gediminas Rutkauskas,
Director of Vilnius Old Town
Renewal Agency

Environmental benefits

The maintenance and reuse of the historic fabric, in particular of historic buildings and the historic centre, contribute to the efficient handling of natural resources through

1. reducing the need and consumption of new materials (e.g. for construction);
2. reducing further land consumption (use of already used areas and surfaces);
3. securing the “city of short ways” (historic urban areas generally show a compact urban structure and are located in the city centre or nearby, reducing the length of transport ways and causing less commuting);
4. attractive historic urban areas which contribute to the mitigation of suburbanisation trends (people stay and live in the centre).



The cultural heritage of any city is crucial to the identity of that city for its citizens and visitors to it. The cultural heritage of any city and particularly its historic environment are fundamental to a city's Spirit of Place: they are the defining attributes of a city that make it distinct from other cities. The proper safeguarding of a city's cultural heritage enables that cultural heritage to continue to play a positive and sustainable role in the daily life, economy and visitor appeal of that city. An Integrated Cultural Heritage Management Plan for the historic urban area provides a consensual framework which can be the basis for balanced and informed decision making.”

Why is safeguarding cultural heritage worthwhile?

**John Hinchliffe, World Heritage Officer,
Liverpool City Council**

Giving Identity

Historic towns with well-maintained cultural heritage assets provide a distinct identity and image, conveying a feeling of home, community, likeness and appreciation. Often citizens are very proud of their local heritage, identifying themselves strongly with their town, which also leads to the development of a collective identity of the residents and stronger identification with the place. Well-maintained cultural heritage serves also to develop a positive image to outsiders as a unique soft location factor in the global competition of attracting enterprises, skilled working force, inhabitants and tourists.

“Historic buildings, open spaces and contemporary architecture contribute significantly to the value of the city by branding the city's character. ... Historic and contemporary architecture constitute an asset to local communities, which should serve educational purposes, leisure, tourism, and secure market value of properties.” (UNESCO World Heritage Centre, 2005: Vienna Memorandum on `World Heritage and Contemporary Architecture Managing the Historic Urban Landscape, 20 May 2005, Vienna, Austria, p. 5.).

Summarising, it is essential to safeguard and to capitalize on cultural heritage assets. At the same time it is necessary to match them with newly emerging needs for sustainable and future-oriented cities. This demands an integrated, action-oriented and continuous handling of the cultural heritage in the urban development framework.



Left and right:
Historic Park in Regensburg



“

Safeguarding historic towns means a positive identification for citizens. The protection of the historic environment is an obligation of democratic societies to ensure cultural heritage for the future. It attracts tourists but also experts and academics.”

Why is safeguarding cultural heritage worthwhile?

Christian Andexer, Architect, Graz



3 A NEW APPROACH TO THE MANAGEMENT OF HISTORIC TOWNS

The Old Town of Poitiers

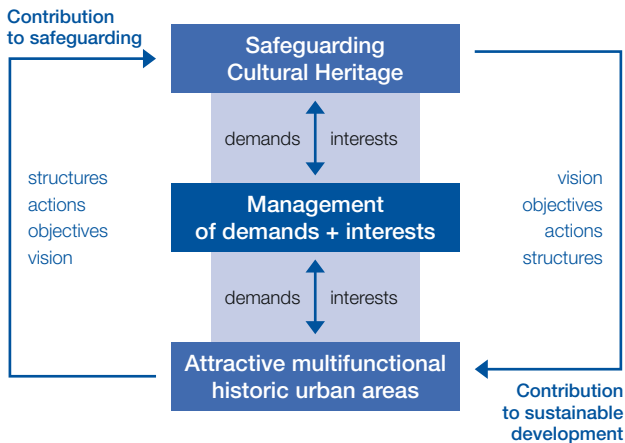
Historic urban areas – particular places to live, work, shop and socialise – have to live up to manifold demands of residents, visitors and businesses. These demands bring historic urban areas into a highly contested arena of diverse and partly conflicting interests and development ideas, which on the one hand are to be balanced and coordinated and on the other hand have to be harmonised with the demand of safeguarding the cultural heritage. Traditional, uncoordinated mono-sectoral approaches are not sufficient for that.

Within the HerO network a new approach to manage historic urban areas was developed to match the inherited historic urban landscape and structure as well as the identity of the place (the 'cultural heritage') with the demands of its users and to turn the cultural heritage, both tangible and intangible, into a prime resource to fulfil these competing demands, without downgrading its intrinsic qualities.

Under the guiding principle of pursuing the sustainable development of a city and linking and balancing the safeguarding of the cultural heritage with the socio-economic development of the area, the new approach aims in particular at

- safeguarding the cultural heritage values as they make the place unique and distinctive and can be a strong asset for development and
- developing multifunctional historic urban areas which make the site attractive to live, work and spend time in for all the different stakeholders such as inhabitants, visitors and entrepreneurs. This, in turn, brings in resources which can be used for the safeguarding of the cultural heritage values.

This requires co-ordinating and managing the demands and the sometimes conflicting needs of the different stakeholders with the demands of the cultural heritage and raising their appreciation and awareness of the stakeholders on the cultural heritage values and their (possible) contribution to sustainable urban development (cf. chapter 2 „Benefits of Safeguarding Cultural Heritage“).



The 'new' approach to the management of historic urban areas

3.1 Features and Benefits of the Approach

To be able to meet the aims and requirements mentioned above, the HerO network has identified four main features to be applied within the new approach of managing historic urban areas based on their cultural heritage. The four features are:

The new approach	
A	Integrated
B	Participative and communicative
C	Management
D	Target and implementation oriented



The problems of historical urban centres require a comprehensive approach, which must be well prepared and planned to fit in with the real possibilities. In this field, in which often “less is more”, an Integrated Cultural Heritage Management Plan helps to avoid radical interventions involving major loss of original substance, while also leaving room for expression to future generations. Also the management plan has encouraged local people for a collegial perspective of development. The determination and development priorities with a long term strategy will allow an equitable balance between the interests of residents and those of the economic agents, between the preservation of the heritage and a friendlier and more attractive development. Thus, the Integrated Cultural Heritage Management Plan can become the key to open doors and make things happen, because it is an independent, non-bureaucratic tool and can provide needed flexibility and a pragmatic approach. The integrated management plan is the only guarantee of effective integration of the built heritage in a lively and dynamic managerial perspective.”

Benefits of Integrated Cultural Heritage Management Plans
Ioan Fedor Pascu, City of Sighişoara

Timber frame houses in Poitiers' Old Town



3.1.1 Integrated

The integrated approach – being comprehensive, cross-thematic and cross-sectoral in comparison to sectoral approaches – links, balances and coordinates the safeguarding of the cultural heritage with related sectoral fields for the development of the area. This is essential as cultural heritage is affecting and interacting with a variety of other field of actions in historic urban areas.

For example, economic development can be positively affected by well-preserved historic buildings which provide a special atmosphere and a unique location for business activities. The (cultural) tourism sector relies on attractive historic urban areas; also well-preserved buildings in a historic setting present attractive housing areas. Such links have to be considered and coordinated, being the backbone of the integrated approach; or as Ioan Fedor Pascu from Sighișoara puts it:

“It is insufficient to promote the preservation of the heritage if you do not integrate it in the sustainable development options for the benefit of the community.”

Within the integrated approach also relevant sectoral policies, concepts and actions for the safeguarding and development of the historic urban area are coordinated and oriented towards a common vision and common objectives.

Further, in the integrated approach cultural heritage is recognised as a cross-cutting and integrating theme as it is a unique feature and can be an important asset for the development of the area (heritage-led urban development). Its role as asset in support of a comprehensive, sustainable development to achieve liveable, attractive and competitive historic urban areas is to be elaborated: How can cultural heritage support the sustainable development of the area and how can the development be used to support the safeguarding of the cultural heritage?

The newly constructed Museum of Liverpool



Making an Integrated Cultural Heritage Management Plan creates tangible tools and measures for safeguarding. It offers information and understanding for cultural structures. Smart development creates enhancement of the vital functions of historic towns. It enables investment, also for financing the protection and restoration of the historic environment.”

Benefits of Integrated Cultural Heritage Management Plans
Christian Alexer, Architect, Graz



The Integrated Cultural Heritage Management Plan will be a good framework for the future development of the waterfront of the historic centre and the port area, bringing together the needs of the inhabitants with the safeguarding of the cultural heritage.”

Benefits of Integrated Cultural Heritage Management Plans
Gaetano Mollura, City of Naples



Playing together

Benefits:

Through the integrated approach frictions and conflicts between safeguarding the cultural heritage and related sectoral fields for the development of the area can be reduced. Also sectoral policies and actions that just shift a problem from one sector to another can be avoided.

For example, design guides for the visual integrity of historic urban areas can help to properly preserve the view of historic buildings. Sometimes the regulations are just written from the preservation point of view, not taking into account the present-day requirements for liveable and attractive housing. This can lead to conflicts with property owners and a disrespect of the cultural heritage values. The integrated approach would require writing a design guide which tries to consider all the relevant aspects, demonstrating for example solutions which respect both the preservation demands and the demands for attractive housing.

Further, through the integrated approach policies, concepts, objectives and actions can be coordinated towards a common goal to use synergy effects and avoid having their effects contradict each other.

For example, when historic buildings are restored, the project can be used to train and qualify young people in that field who seek a job; thus obtaining qualified workers for the future rehabilitation of historic buildings.

The involvement of other governmental bodies through the integrated approach also brings the chance to foster their awareness about both the cultural heritage demands and their development potentials in the field of work they are responsible for and how to take them into consideration for future activities (other departments think and make use of cultural heritage).

Last but not least, the integrated approach helps the people in charge of safeguarding and developing a cultural heritage site to coordinate their work with the work of other stakeholders, which they affect or are affected by.

Thus, the integrated approach supports the protection of cultural heritage assets and the sustainable development of historic urban areas whilst respecting the social and economic interests of its stakeholders; or as Ioan Fedor Pascu from Sighișoara puts it:

“An integrated approach and sustainability are essential pillars and at the same time conditions for a sustainable cultural heritage management plan”.

3.1.2 Participative and communicative

There are manifold demands of residents, visitors, businesses and others on historic urban areas which have to be coordinated and balanced for a sustainable urban development in accordance with the cultural heritage values.

Examples for demands are: An increasing number of tourists demands more space for hotels, pensions and gift shops provoking the replacement of housing space and daily goods retail stores. The property and capital market demands increasing revenues which can lead to out-of-scale buildings unsuitable to the historic urban structure. The pressure to introduce large-scale floor space for commerce, retail and services challenges the small scale structure often found in historic urban areas. Shop owners demand exhibition space in front of the shop or big windows to present their products, which challenges the visual integrity of historic buildings or constrains the mobility of citizens passing by.

This requires a direct dialogue with and among the stakeholders – as local experts and as parties concerned – to coordinate their demands among each other and bring them in line with the safeguarding of the cultural heritage. Thus, the participative approach demands involving relevant stakeholders in the development and implementation of the integrated strategy for the safeguarding and development of the historic urban area, developing a conjoint vision and conjoint objectives and actions.

Benefits:

Through the participative approach the Integrated Cultural Heritage Management Plan brings the relevant stakeholders together allowing them

- a. to recognise and understand each others needs,
- b. to develop sustainable solutions closer to these needs and
- c. to balance and coordinate the needs among the stakeholders and bring them in line with the requirements to safeguard the cultural heritage assets.

It also supports an increase of the stakeholder's understanding, respect and care for the value, demands and benefits of cultural heritage for sustainable urban development.

The common elaboration of a strategy for the safeguarding and sustainable development of the historic urban area will also lead to a stronger identification with the vision, objectives and actions for the area and stronger support for their implementation („feeling of ownership“: a person is more willing to support something when being involved in its development). To a certain extent this can help to tap further (private) resources (man power, knowledge and finances) for the implementation of the actions.

For the application of the participative approach within the production of an Integrated Cultural Heritage Management Plan cf. chapter 4.1.1 and 4.2.1.



Public Consultation Process in Regensburg

3.1.3 Management

The implementation and compliance of policies and actions in support of the safeguarding of the cultural heritage and the management of the different needs, demands not only actions. It also demands applicable procedures and structures of coordination, decision-making and monitoring for the daily work routine, continuously dealing with and improving the safeguarding and development of historic urban areas.

For example, it requires structures which determine the organisations responsible for the safeguarding of the cultural heritage or procedures to identify (possible) threats to the cultural heritage at an early stage.

Thus, within the management approach such procedures and structures for an effective management of safeguarding and developing historic urban areas are defined. The management approach contains a management and monitoring system to assess, improve and adapt the strategy in a continual improvement process (Plan-Do-Check-Act cycle) to respond to new emerging needs and challenges. It defines mechanisms of interaction among relevant institutions, governmental departments, non-governmental institutions, owners of heritage objects and further stakeholders in managing the historic urban area and safeguarding the qualities of the cultural heritage.

Benefits: The management system facilitates dealing continuously with the enhancement of historic urban areas and their cultural heritage in the daily work routine. It allows coordinating demands and projects with other stakeholders towards the needs of the cultural heritage and keeping the strategy up-to-date to new needs and challenges. It supports effectively managing the sustainable safeguarding of the cultural heritage with the future-oriented development of the area, ensuring that the special qualities of historic urban areas are sustained and preserved for future generations.

For the application of the management approach within the production of an Integrated Cultural Heritage Management Plan cf. 4.2.3 and 4.3.

Public Consultation Process in Regensburg



In Regensburg the process of elaborating the Integrated Cultural Heritage Management Plan was very successful. Especially through the involvement of different stakeholders and extensive citizen participation, World Heritage issues are now seen more as a job for the whole city not only for a small part of the city's administration. Beside the concrete definition of objectives and actions the better identification of the experts and citizens with the World Heritage site was the most important benefit of the process. While a management plan is needed to fulfil the requirements of the UNESCO, the process in Regensburg showed that it is very valuable for the whole city.”

Benefits of Integrated Cultural Heritage Management Plans

Matthias Ripp, World Heritage Coordinator, City of Regensburg



The Integrated Cultural Heritage Management Plan will help to build a balance between demands of heritage preservation and needs for upgrade and new development in the historic urban site”.

Benefits of Integrated Cultural Heritage Management Plans

Gediminas Rutkauskas,
Director of Vilnius Old Town
Renewal Agency



Sighișoara's famous Clock Tower

3.1.4 Target and implementation oriented

The effective management of historic urban areas needs more than basic rules and procedures to be able to induce the desired development. Thus, the target and implementation oriented approach aims at developing a common vision, coordinated objectives and implementable actions in favour of the safeguarding and sustainable development of the heritage site. The target and implementation oriented approach implies deriving actions, which directly support the objectives conjointly agreed on, which in turn support the vision for the historic urban area. Vision, objectives and actions aim at balancing the demands of safeguarding the cultural heritage assets and the needs of stakeholders using and living in the historic urban area.

Benefits: A common vision and coordinated objectives provide guidance and a proactive framework to the relevant stakeholders on which way to act and to develop and safeguard the historic urban area. The actions demonstrate with which activities the objectives will be reached to induce and influence the development of the historic urban area towards the common vision.

For the application of the target and implementation oriented approach within the production of an Integrated Cultural Heritage Management Plan cf. 4.2.2.

A strategy for historic urban areas, applying these four features will help to deal with and successfully manage the manifold demands of and towards historic urban areas, ensuring both the safeguarding of the cultural heritage for present and future generations and the development of attractive multifunctional historic urban areas for all the different stakeholders.

3.2 Integrated Cultural Heritage Management Plans

Integrated Cultural Heritage Management Plans – as introduced by the HerO network – are one instrument to apply the features of the new management approach for historic urban areas. Integrated Cultural Heritage Management Plans present in this way an innovative instrument to effectively manage the sustainable safeguarding and development of historic urban areas and their cultural heritage with the intention to have attractive, competitive and multifunctional places. They coordinate the demands of the cultural heritage with the demands of the manifold “users” of the historic urban area and those of the governmental bodies in charge; or as John Hinchliffe from Liverpool puts it:

“The fundamental purpose of an Integrated Cultural Heritage Management Plan is to safeguard cultural heritage for the benefit of local stakeholders”.

Thus, an Integrated Cultural Heritage Management Plan determines and establishes the appropriate strategy, objectives, actions and management structure to safeguard the cultural heritage and to balance the different demands while using historic urban areas and their cultural heritage as a significant development asset. So Integrated Cultural Heritage Management Plans present a valuable tool for any historic town, including those which are World Heritage sites as UNESCO’s Guidelines for the Implementation of the World Heritage Convention (2008) require that every World Heritage site should have an appropriate management plan (or other documented management system) which should specify how the outstanding universal value of the area should be preserved, preferably through participatory means. The purpose of these management systems or plans is to ensure the effective protection of the World Heritage site for present and future generations.

In most cases, the ideal management system for World Heritage sites will be in the form of an Integrated Cultural Heritage Management Plan.



4 PRODUCTION OF INTEGRATED CULTURAL HERITAGE MANAGEMENT PLANS

Street in Valletta

To put the approach of chapter 3 into practice this chapter explains the main steps of producing an Integrated Cultural Heritage Management Plan. The life cycle of such a management plan is based on the management approach, which consists of four main steps which are to be planned, prepared and implemented during the production process:

1. Plan:

Plan the safeguarding, management, use and development of the heritage site by preparing and developing the management plan.

2. Do:

Put into operation the corresponding actions, procedures and structures by implementing and complying with the Integrated Cultural Heritage Management Plan.

3. Check:

Review the effectiveness and results of the actions, procedures and structures by monitoring them.

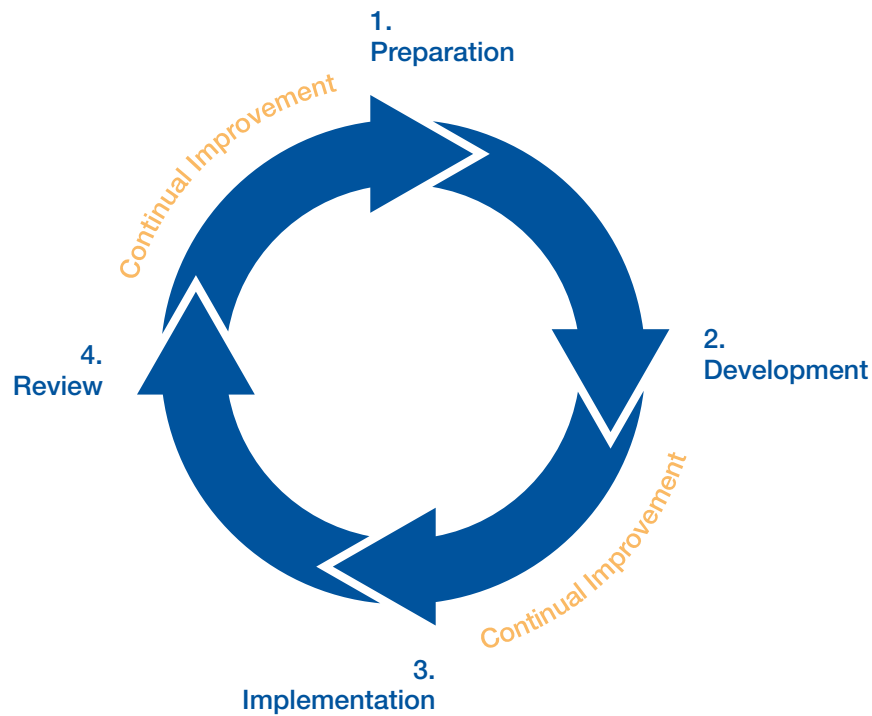
4. Act:

Take corrective and supplementary actions, adapting the management plan.

The historic town of Valletta



Life cycle of an Integrated Cultural Heritage Management Plan



These steps are repeated in a continual improvement process to constantly improve the safeguarding and development of the historic urban area.

Note: If it turns out that the elaboration of a 'complete' Integrated Cultural Heritage Management Plan at once is too complex, concentrate on applying the most important issues and components from the local point of view. Include the 'missing' parts step by step when revising the management plan.

1. Preparation of an Integrated Cultural Heritage Management Plan

- a. Build up a local support group
- b. Analyse the current situation
- c. Develop a road map
- d. Secure political and financial support

2. Development of an Integrated Cultural Heritage Management Plan

- a. Involve the local support group and further stakeholders
- b. Develop vision, objectives and actions
- c. Develop structures and procedures

3. Implementation of an Integrated Cultural Heritage Management Plan

- a. Implement actions, structures, procedures

4. Review of an Integrated Cultural Heritage Management Plan

- a. Monitor the safeguarding and development
- b. Adapt the management plan

4.1 Preparing the ground

The thorough preparation of the Integrated Cultural Heritage Management Plan is a key to the successful application of the new approach described in chapter 3. For that, the HerO network has identified four key elements in preparing the ground for the development and implementation of such a management plan:

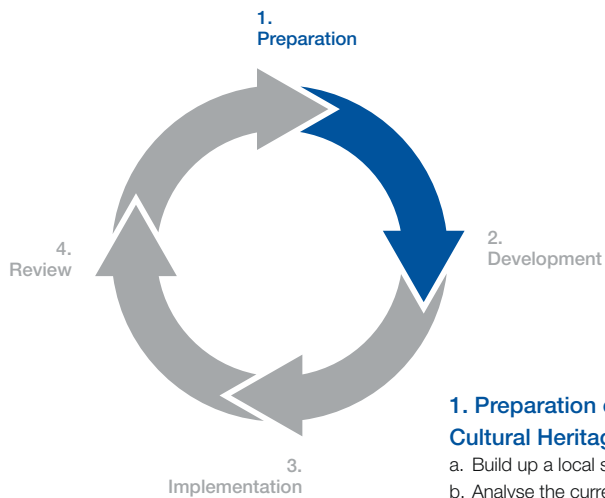
- A. Building up a local support group
- B. Analysing the current situation
- C. Developing a road map for the production of the Integrated Cultural Heritage Management Plan
- D. Secure political and financial support for the production process

The main objective of ‘preparing the Integrated Cultural Heritage Management Plan’ is to clarify the general framework before the management plan is going to be developed, to avoid “any” management plan being developed which would fail to deal with the actual needs and realities of the historic urban area and its cultural heritage.

For the HerO partners answering the following questions was helpful for the thorough preparation of the Integrated Cultural Heritage Management Plan, bringing in line the safeguarding of the cultural heritage with the sustainable development of the area.

1. For what is the management plan needed?
2. What is the objective and intention of the management plan?
3. Which issues and topics should be addressed?
4. Which stakeholders are to be involved to ensure the successful implementation and compliance of the management plan?

This chapter points out ‘answers’ to the questions, demonstrating “what should be done” in preparing the ground for the Integrated Cultural Heritage Management Plan.



1. Preparation of an Integrated Cultural Heritage Management Plan

- a. Build up a local support group
- b. Analyse the current situation
- c. Develop a road map
- d. Secure political and financial support

New development in the Old Town of Graz



4.1.1 Building up a Local Support Group

Reasons for building up a Local Support Group

A Local Support Group (LSG) in support of the development and implementation of the Integrated Cultural Heritage Management Plan, which is oriented towards the needs of the historic urban area and its users, offers the unique opportunity to bring the different stakeholders¹ together

- to recognise the manifold needs,
- to develop a management plan based on these actual needs,
- to coordinate the needs among the involved stakeholders and
- to match the needs with the demands of the cultural heritage.

The involvement of the stakeholders will also contribute to a „feeling of ownership” and support towards the regulations and agreements of the management plan:

“To what I have contributed to, I am more willing to support and to comply with”.

Further, the involvement bears the opportunity to create a better understanding of the value and benefits of the cultural heritage to the stakeholders, which will facilitate the implementation of and compliance with the Integrated Cultural Heritage Management Plan (cf. “Benefits of the participative and communicative approach” p. 20).



It is important to listen to the needs of the stakeholders and to translate their aspirations into a common sense for citizens. ... The involvement of the stakeholders has to be a discussion where we can learn from one another for the benefit of the old town.”

Why is it good to have a Local Support Group?

Christian Andexer, Architect, Graz

Example for a table of contents of a an Integrated Cultural Heritage Management Plan

I. Introduction

Description of the objective and purpose of the cultural heritage integrated management plan.

II. Identifying issues: Understanding the historic urban area and the cultural heritage

Description of the status quo of the historic urban area and the cultural heritage.

- II.1 Description of the area (kind of cultural heritage, state of preservation, etc.)
- II.2 Statement of significance and identification of individual values, authenticity and integrity
- II.3 Challenges, threats and opportunities for the cultural heritage
- II.4 Instruments for safeguarding the cultural heritage
- II.5 Policies, concepts, plans, instruments, structures, etc. which are of relevance to the historic urban area and the cultural heritage

III. Appraisal

Description of the vision, principles, objectives, actions and management system for the development of the historic urban area and the safeguarding of the cultural heritage

- III.1 Vision for the historic urban area
- III.2 Field of actions: Principles and Objectives
- III.3 Management System: Institutions and procedures for safeguarding the cultural heritage

IV. Implementation and Monitoring

- IV.1 Action Plan
- IV.2 Continuous Monitoring and Review

For another example of a table of content cf. p. 72.

¹ Stakeholders are persons or representatives of interest groups that concerning the subject

- have something at stake or strong interest, are affected by the subject or could obstruct the implementation of “solutions”;

- are needed for the implementation of “solutions” or are in a position to contribute positively to the design and implementation of actions (e.g. knowledge, expertise, finances, power).



Through the involvement of many stakeholders from within the administration and from outside, it is possible to form a broad basis for a joint World Heritage strategy. Involvement of the stakeholders is the key to motivate them and to define World Heritage issues as a task for the whole city."

Why is it good to have a Local Support Group?

Matthias Ripp, World Heritage Coordinator, City of Regensburg



What to do

Answering the following questions proved to be helpful to the HerO partners in order to identify the stakeholders to be involved in the LSG and to motivate them to participate:

1. Who might be interested in or affected by the 'results' of the management plan? Who might be needed and responsible for the implementation and compliance of the management plan?
2. What can make them participate and co-operate?
3. What are their needs and interests?

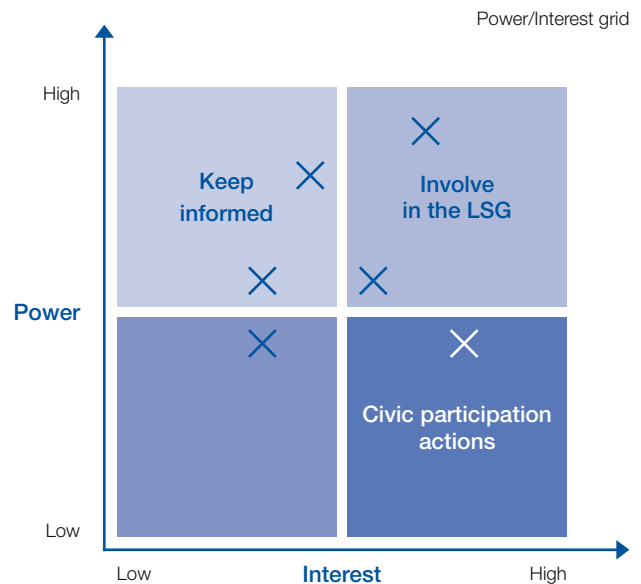
Identify the participants of the LSG

To be able to answer question 1, identifying the participants of the LSG, different methods have been applied by the HerO partners.

Liverpool, for instance, used a technique called stakeholder analysis² to identify persons and representatives of institutions that are highly concerned (interest) and in a strong position (power, influence) to support (or to block) the safeguarding of the cultural heritage and the development of the heritage area.

Within an existing group, which later became the LSG, they brainstormed about who are the stakeholders which are affected by cultural heritage and the development of the historic urban area. They mapped the stakeholders on a "power/interest grid" concerning their influence/ power and interest in the safeguarding and development of the World Heritage site.

The stakeholders mapped in the upper right corner were involved in the LSG³ (high interest and power).



In Regensburg the World Heritage Site Steering Group, composed of the Lord Mayor, the Councillors responsible for Planning, Culture and Finances, the Head of the Press Department and the World Heritage Coordinator, appointed in open debate the participants of the LSG. Once the LSG started working, the LSG members discussed if the group was well balanced and capable of covering all relevant fields and finally agreed on a few additional departments and institutions to be involved. Also - after the public participation process - two citizens of Regensburg joined the LSG, acting on behalf of the citizen interest groups.

In Lublin an analysis of land ownership within the historic urban area was made to identify who owns significant parts of the real estate. They were identified as a potential group of stakeholders with interest in land value and property maintenance. Further, the activities in the old town were reviewed in order to identify the stakeholders with interest in specific kinds of activities concerning the area. According to their impact on the management of the area (significant property ownership or important kind of activity), the stakeholders were categorised as "leading" or "secondary" stakeholders.

² For further reference on "stakeholder analysis" check www.mindtools.com/pages/article/newPPM_07.htm

³ The stakeholders which have high interests, but have low power to interfere should be involved through civic participation actions (i.e. public forum), which serve to get to know about their needs, to inform them about (intermediate) results and to get feedback (local experts) to be worked into the further process of the production of the CHIMP.

Summarising the different stakeholders in the HerO LSGs, typical stakeholders groups have been public and private institutions with different (professional) backgrounds:

1. Local Council, Mayor's Office;
2. Municipal departments responsible for building conservation, urban planning and development, economic development, culture, social affairs, environment;
3. Tourism office, monuments preservation authorities; city manager/ city marketing associations;
4. House owners' associations, real estate development associations, chamber of industry and commerce, entrepreneurs, cultural institutions, universities, citizens (associations), regional authorities (e.g. Managing Authorities of the ERDF and ESF Operational Programmes), experts.

As an important factor for the successful work of the LSG the HerO partners identified the bringing together of people from different (professional) backgrounds in an interdisciplinary team.

“The interdisciplinary composition of the Local Support Group motivated the participants to discuss a variety of issues. Conflicts could be solved face to face. Furthermore, all members gained insight into topics, which do not count to their special field.”

Matthias Ripp, City of Regensburg

Another important aspect of the LSG composition has been that the representatives of the institutions have statutory power to make decisions, so that solutions can directly be discussed and decisions taken. Also the continuous participation of the same people was of importance to build up trust between the participants.

Mobilise the participants to take part in the LSG and find out their needs and interests.



To be successful this kind of project must be shared by many different stakeholders.”

Why is it good to have a Local Support Group?

Anne Pignon, Director, City of Poitiers

As a good way to answer question 2, mobilising the identified participants to take part in the LSG, the HerO partners found it to be very effective to explain at the very beginning the benefits of being part of and participating in the LSG to the potential participants.

“All were happy to participate because they understood that the Management Plan is an important strategic document which has an impact upon their area of interest.”

John Hinchliffe, City of Liverpool

Benefits of participation are:

- The opportunity to incorporate their professional interests and concerns (of the institution the person represents);
- The consideration of their interests and concerns in the management plan;
- The informal space within the LSG to exchange and discuss in an interdisciplinary group about needs, policies and actions with other stakeholders to find better solutions;
- The opportunity to tap funding for their own activities.

These benefits were pointed out to the participants through personal talks, by letters and informational meetings to which all identified stakeholders of the LSG were invited. The informational meetings and talks also proved to be a convenient opportunity to

- present further information about the idea of the management plan and the LSG as further teaser and
- inquire about the needs and interests concerning the cultural heritage and the historic urban area and their motivation and expectation in taking part in the LSG and the development of the management plan (question 3).

If these needs, interests and motivations have been considered in the work of the LSG and addressed in the management plan, the satisfaction of the participants, both with the LSG and the management plan would increase considerably.

With the establishment of a powerful LSG, an important foundation for the successful development and implementation of the Integrated Cultural Heritage Management Plan was set up. Nevertheless, it is recommended to think about how stakeholders that are not involved in the LSG can be drawn into the development process of the management plan to achieve a wider participation of stakeholders.

⁴ European Regional Development Fund

⁵ European Social Fund



Public meeting in Vilnius

Recommendations for Local Support Groups

- The stakeholders have to benefit from participating in the LSG;
- Do not raise infeasible expectations: Clarify at the beginning the rights and duties of the LSG; be open and transparent;
- Build up trust between the involved stakeholders;
- Not more than 15 persons if an LSG is to be able to work. If needed, involve more stakeholders in subordinated groups or an open forum;
- Involve your regional/ national funding authority as they can provide information about regional / national priorities and funding opportunities.
- Bring public and private stakeholders with different needs together and make them understand each other's needs;
- Do not duplicate structures: If you have something comparable to an LSG, use it. Add activities and stakeholders if needed;
- Establish durable structures: Structures should continue after having elaborated the management plan e.g. using the LSG for the implementation and monitoring of the management plan;
- Have a skilled 'neutral' moderator in charge of the LSG, accepted by all partners, his task will be to animate the LSG members to contribute to the development of the management plan and organise the process of the LSG.
- A successful LSG requires time and a thorough preparation!



Local community involvement in the development process of the Integrated Cultural Heritage Management Plan is a prerequisite that will ensure coordination between the directions of action promoted and the needs and aspirations of the community. Further in will facilitate consensus between the stakeholders regarding heritage conservation and socio-economic development of the site."

Why is it good to have a Local Support Group?

Ioan Fedor Pascu, City of Sighișoara



It is essential to involve stakeholders in the production of the Integrated Cultural Heritage Management Plan so that they have a sense of shared ownership of the management plan and are more likely to cooperate in its implementation and to take actions to implement it. Many stakeholders will have different aspirations for the historic urban areas but by listening to each other's aspirations, they are more likely to understand the aspirations of others, to compromise their own aspirations and to seek win-win solutions which suite all stakeholders."

Why is it good to have a Local Support Group?

John Hinchliffe, World Heritage Officer, Liverpool City Council



Height variation in Dale Street, Liverpool

4.1.2 Analysing the current situation of the cultural heritage site

Reasons for analysing the current situation

For the HerO network the analysis of the current situation of the historic urban area is of particular importance as it helps to provide an overview and raise awareness about the current situation regarding the preservation state of the cultural heritage and the development of the area. It assisted the responsible institution in charge of producing the Integrated Cultural Heritage Management Plan and the LSG members in disclosing (possible) conflicts and in understanding and capturing the demands of the ‘users’ of the historic urban area and of the cultural heritage. Further the need for improvement of structures, procedures and measures to safeguard the cultural heritage and sustainably develop the historic urban area could be disclosed.

Based on the results of the analysis, the concrete need for actions and coordination – to be addressed in the management plan – could be more precisely determined (purpose of the Integrated Cultural Heritage Management Plan). This enabled the development of a ‘tailor made’ and target and action oriented management plan, based on the identified challenges, opportunities and needs for the historic urban area and its users.



The analysis of documents and institutions, which regulate the area management and use, also of the factors that impact the general state of affairs of the area and the needs for improving the situation, was a very important part of the work in order to be able to formulate multiple tasks for the Integrated Cultural Heritage Management Plan.”

Why is the analysis of the current situation important?

Gediminas Rutkauskas,
Director of Vilnius Old Town
Renewal Agency

What to do

As the analysis of the current situation served in the first place to identify and understand at which point the HerO partners currently were regarding the safeguarding and development of their cultural heritage site, answering the following three questions proved to be helpful for a conducive analysis:

1. What is your cultural heritage?
What are its needs and challenges?

Answering these questions information was gained about

- the kind of cultural heritage in the historic urban area (description of the cultural heritage in general as well as visually significant buildings, important views, etc.),
- the condition of its preservation (i.e. grade of deterioration and disuse of historic buildings),
- the significance and value of the cultural heritage site (what has to be safeguarded),
- its needs and challenges with regard to safeguarding and development.

2. What are the demands of the 'users' with regards to the cultural heritage site?

Answering this question put the HerO partners in a position to identify the needs and check for (possible) synergy effects as well as conflicts with the safeguarding of the cultural heritage, but also for conflicts among the needs of the users which had to be balanced and coordinated.

3. Which guidelines and specifications for the cultural heritage and its site already exist?

Answering the question gave the HerO partners a good overview of existing policies, concepts and plans and their statements for the safeguarding and development of the historic urban area: existing principles, objectives, actions, etc. were identified and checked for conflicts and coordination needs among them.

Also the HerO partners identified which instruments, by-laws, procedures and structures for the safeguarding of the cultural heritage already existed, analysing if they were adequate or had to be adapted or supplemented. Answering these questions assisted the HerO partners in identifying the key demands, challenges (threats, problems, conflicts) and opportunities of safeguarding and developing the cultural heritage site, from which the demand for action and coordination as well as the issues to address in the Integrated Cultural Heritage Management Plan were determined (cf. 4.1.3 „Developing a road map for the production of the Integrated Cultural Heritage Management Plan“).



To avoid political conflicts and the comment that everything has been done before, it is absolutely essential at the beginning of the process to get an overview of all existing development plans, management policies etc. Without this exercise, conflicting interests may first be identified or emerge later in the process which is negative for the development of an Integrated Cultural Heritage Management Plan.”

Why is the analysis of the current situation important?

Matthias Ripp, World Heritage Coordinator, City of Regensburg



The classic planning process is “Survey – Analysis – Plan” which works on the basis that planning decisions should be informed by knowledge of the current circumstances and an analysis of how to change them to become a more desirable set of circumstances. This applies to the conservation of cultural heritage as much as any issue. In order to make informed decisions about cultural heritage assets, it is essential to know as much as possible about them and related factors.”

Why is the analysis of the current situation important?

John Hinchliffe, World Heritage Officer, Liverpool City Council



Study on building status of listed buildings, Liverpool

“

There are many plans, programmes, analyses which need to be grouped together to give a complete overview. There are also tools already in use. They must be checked if they are still appropriate.”

Why is the analysis of the current situation important?

Anne Pignon, Director, City of Poitiers

“

A proper analysis of the starting point allowed the gathering of all information on the characteristics of a historic centre, the socio-economic conditions and the horizon of expectation of the community to identify risks and opportunities of conservation and development to be addressed in the Integrated Cultural Heritage Management Plan.”

Why is the analysis of the current situation important?

Ioan Fedor Pascu, City of Sighisoara

Main sources of the HerO partners for the analysis of the current situation have been

- existing documents and publications from public and private institutions,
- interviews and questioning of stakeholders for the safeguarding and development of the cultural heritage site and
- the commissioning of studies to gain missing information.

Also the LSG members proved to be a good support conducting the analysis of the current situation. They provided relevant documents and served as interview partners. Further the LSG proved to be a very constructive ‘place’ to discuss (intermediate) results of the analysis. This encouraged a shared diagnosis and a common understanding about the current situation and existing needs, challenges and conflicts by the members of the LSG. This eased the joint development of the management plan, defining the content and common objectives and actions.

Anne Pignon from Poitiers points it out to this aspect:

“The success of the analysis was the shared assessment with the various working groups, which enriched the starting point of the municipal departments with the elements from the other partners.”

John Hinchliffe from Liverpool mentioned:

“The provision of this information enabled the analysis to become tangible focal point for discussion through which a greater level of consensus was reached.”

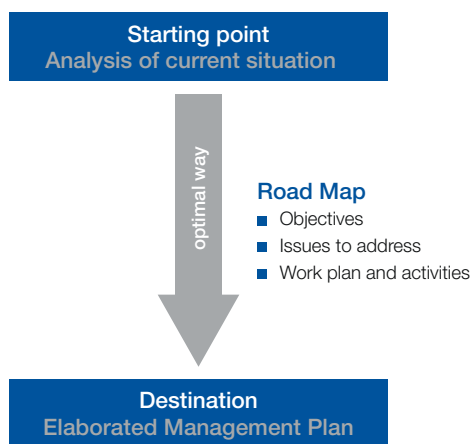
The historic city centre of Poitiers



4.1.3 Developing a road map for the production of the Integrated Cultural Heritage Management Plan

Reasons for developing a road map

In the HerO network it turned out to be very productive to clarify the objectives and the issues to address in the Integrated Cultural Heritage Management Plan (following the target oriented approach) and the process of how to develop it involving the LSG and further stakeholders (following the participative approach) before starting to develop the document. These results were recorded in a road map for the development of the management plan.



Thus, the road map took over the function of a navigation system in cars. It showed the HerO partners the optimal route to take from the point they were to arrive at the desired destination, having a useful and implementable management plan, which addresses the identified challenges, opportunities and demands for the safeguarding and development of the cultural heritage site (cf. 4.1.2 Analysing the current situation). The road map ensured they would not trail away during the development process of the management plan and constantly 'drive' towards the set destination.

What to do

Answering the following five questions supported the HerO partners in elaborating such a road map in support of the target oriented development of the Integrated Cultural Heritage Management Plan.

1. What are the purpose and concrete objective of the management plan?

Answering the question the HerO partners described what they intended to achieve with the management plan and what its tasks would be.

Gediminas Rutkauskas from Vilnius emphasised for this point to involve the LSG:

"If stakeholders agree on principle objectives for the management plan, it is an essential part in the process of its preparation."

Possible objectives of Integrated Cultural Heritage Management Plans are:

1. safeguarding the cultural heritage values of a place;
2. developing and ensuring attractive, competitive and multifunctional historic urban areas;
3. coordinating and managing the demands of the cultural heritage and of the "users" of historic urban areas as well as conflicting interests and functions;
4. raising the appreciation and awareness of the cultural heritage values.

Further examples for objectives defined by the HerO partners are in the appendix p. 70 f.



Converted warehouses and sensitive new buildings in Argyle Street, Liverpool

2. Which issues are to be addressed in the Integrated Cultural Heritage Management Plan?

Answering this question, the HerO partners determined – based on the results of the analysis of the current situation (cf. 4.1.2) – which issues the integrated management plan would address to be able to effectively manage the challenges, opportunities and needs for safeguarding and developing the cultural heritage site. It turned out to be of high importance to define:

- the procedures and structures of coordination, decision-making and monitoring to address to ensure the management approach (cf. 4.2.3 and 4.3.2) and
- the field of actions to address to ensure the integrated approach for safeguarding and developing the cultural heritage site (cf. cf. 3.1.1)

Examples of typical fields of action defined by the HerO partners are the following:



The composition of these fields of action differed from partner to partner, depending on their local situation. Within the field of action “urban development and planning” different issues were addressed, such as urban design, housing, accessibility and mobility and leisure.

3. How will the process of elaborating the Integrated Cultural Heritage Management Plan be structured involving the stakeholders?

The experience of the HerO network demonstrated that, answering this question, the development of a general work programme, in accordance with the defined objectives and issues to address in the management plan, was beneficial. The work programme defined a series of activities for the development of the management plan and how to involve the LSG and further stakeholders in the development process, following the participative and communicative approach (cf. p. 20).

Examples of such work programmes of the HerO partners are presented in the appendix on p. 64.

4. Who will be responsible for the elaboration process of the Integrated Cultural Heritage Management Plan?

As the production of the integrated management plan by involving the relevant stakeholders proved to be a multifaceted, even complex process, it is highly recommended to define one institution to be responsible for its elaboration. Within the HerO partner cities most often the World Heritage unit or the office for heritage preservation was assigned this task, in some cases also the urban planning department or the urban development department. As support for writing the management plan and moderating the LSG some partners hired external experts.

5. What are the 'rights and duties' of the stakeholders involved in the production of the Integrated Cultural Heritage Management Plan?

A valuable experience of the HerO network was to discuss the questions mentioned above with the LSG, developing a road map all LSG members could agree on. This assisted in avoiding misleading expectations and frustrations of the LSG members during the development process. Further important issues of discussion with the LSG were:

- objective and tasks of the LSG (how will the LSG be involved in the development process);
- responsibilities of the LSG members (what is expected from them);
- opportunities for taking part (i.e. opportunity to influence the decision-making or even in some cases making the decision in the LSG).

It proved to be beneficial to fix these "agreements" in the work programme of the management plan and have the LSG members agree on it.

Further recommendations for setting up road maps

- Be clear about the 'role' the Integrated Cultural Heritage Management Plan should play in the frame work of the urban policies and planning documents.
- Make sure that the management plan pursues the four main features of the 'HerO approach': integrative, participative, target and implementation oriented and management approach (cf. 3.1).
- Discuss risks and assumptions which might endanger the successful development of the Integrated Cultural Heritage Management Plan and the involvement of the LSG. Agree on actions to prevent the risks.
- Ensure that the issues addressed in the management plan are of relevance for the LSG members in order to motivate them to participate.
- Clarify the responsibilities for each activity of the work programme: Who is doing what and when?
- Whilst following a pre-agreed procedure – the road map – situations, objectives, etc. might change that can alter the timing or direction of the management plan. Therefore, the road map should not become dictatorial. Flexibility is to be encouraged when it is in the interest of the project and when consensus can be reached with the LSG.

For an example of a road map cf. appendix p. 65.

4.1.4 Secure political and financial support for the production process

The experience of the HerO partners demonstrated that the following two questions should be answered positively, as they have a considerable impact on the successful production of the Integrated Cultural Heritage Management Plan:

1. Is the political support secured?
2. Are the needed resources in place?

Thus, it is highly recommended to inform the city council in-depth about the new approach before the management plan is elaborated and to receive an official resolution about it. Also it proved to be helpful to inform the city council on a regular basis about intermediate results, as for instance the City of Regensburg did, to be able to react to comments raised by political representatives during the development process.

Concerning the financial support, sufficient resources should be secured for the production process. In the first place, the institution in charge of the production of the management plan should be staffed with sufficient man power to be able to successfully complete this task. Also financial resources might be needed, for example for external support of the analysis of the current situation or for organising and moderating the participation process of the stakeholders.



The historic city centre of Naples

4.2 Developing Integrated Cultural Heritage Management Plans

A crucial step of producing Integrated Cultural Heritage Management Plans is developing its main components to be able to sustainably manage the cultural heritage site. For that, the HerO network has identified three key elements which should be followed when developing the content of the integrated management plan:

- A. Involving the Local Support Group and further stakeholders
- B. Developing a vision, objectives for the site
- C. Developing structures and procedures



4.2.1 Involving the local support group and further stakeholders

Reasons for involving the Local Support Group and other stakeholders

The HerO network has identified several reasons to involve stakeholders in the production of the Integrated Cultural Heritage Management Plan, some of them are already mentioned in chapter 3.2.1 “Benefits of the participative and communicative approach” (p. 20) and chapter 4.1.1 “Building up a Local Support Group” (p. 27).

It is worth emphasizing again that through the involvement of the stakeholders commonly agreed on and coordinated objectives and actions can be developed. This fosters the sense of shared ownership of the management plan and the involved stakeholders are more likely to co-operate and to take actions for its implementation. Also the stakeholders are more likely to understand the aspirations of others and those of the cultural heritage, to compromise their own aspirations and to seek win-win solutions which suit all stakeholders and the cultural heritage.

What to do

Answering the following three questions proved to be helpful to the HerO partners in order to organise the involvement of the LSG and further stakeholders in the development of the Integrated Cultural Heritage Management Plan:

1. Which influence on the content of the management plan can or shall be given to the LSG and further stakeholders?
2. Regarding which issues of the management plan should the LSG and further stakeholders be involved (according to their needs and interests)?
3. How are the LSG and other stakeholders to be involved in the development of these contents?

Within the HerO network two general approaches of involving the LSG and further stakeholders became apparent. Both approaches had in common that there is one local public administration, which – partly with the help of an external expert – is responsible for the organisation of the development process and writing of the management plan.

One of the two approaches is characterised as follows: The content of the management plan is developed step by step in very close cooperation with the LSG and - during certain phases - with further stakeholders. At the end of the process, the final version of the management plan is ready.

The other approach aims at the widest possible participation beyond the LSG. In the first phase input on the content of the management plan is collected from LSG members and further stakeholders. Then, a complete draft of the management plan is written by the organisation in charge of its elaboration. This draft is discussed in public consultations in a second phase. Based on the results, the final version of the management plan is written, again by the responsible organisation.

To give examples of the two approaches, three cases of the HerO partners are briefly presented:

Liverpool

Liverpool formed a Technical Officer Group consisting of representatives of the most relevant public agencies to steer the production of the Integrated Cultural Heritage Management Plan and to ensure that all those parties were in agreement with its contents at each stage of its production.

All other members of the Liverpool World Heritage Site Core Steering Group, in which also private organisations are represented, were kept informed about the progress through presentations, updates and reports at regular meetings. They were given the opportunity to influence the content of the management plan at key stages in the production process. (For an example of the terms of references of such a group cf. appendix “Terms of Reference for the World Heritage Site Steering Group (LSG of Liverpool)”, p. 74).

All key stakeholders were individually interviewed at an early stage to allow them to give direct input into the content of the management plan and they were consulted on the content at key stages.

Questionnaire on issues for the World Heritage Site, Liverpool

Maritime Mercantile City
LIVERPOOL
WORLD HERITAGE BID

QUESTIONNAIRE ON ISSUES FOR THE PROPOSED WORLD HERITAGE SITE

Listed below are some of the issues affecting the Proposed World Heritage Site. Please indicate in the boxes those you consider to be most important. Give them a score out of 3 i.e.1 for Very important, 2 for Important and 3 for Not Important.

<p>DEVELOPMENT PRESSURES</p> <ul style="list-style-type: none"> <input type="checkbox"/> The need to maintain a vibrant economy <input type="checkbox"/> Promoting City Centre living. <input type="checkbox"/> Providing opportunities for retail and business expansion <input type="checkbox"/> Avoiding the conflict between neighbouring land uses <input type="checkbox"/> Ensuring high standards of design which respect the character and grain of the City <input type="checkbox"/> Allowing high standards of design of 21st Century architectural styles <input type="checkbox"/> Allowing tall buildings (ie over 6 storeys high) along the waterfront 	<p>ENVIRONMENTAL PRESSURES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Preparing for increasing sea water levels <input type="checkbox"/> Preparing strategies for natural and human disasters <input type="checkbox"/> Managing pollution control
<p>BUILDING CONSERVATION</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encouraging understanding, appreciation and acknowledgement of heritage and the historic environment <input type="checkbox"/> Retaining the major heritage assets in a way which preserves and enhances their outstanding universal value <input type="checkbox"/> Finding new uses for redundant historic buildings and water spaces <input type="checkbox"/> Ensuring authenticity in the repair and restoration of historic buildings and structures 	<p>TRANSPORTATION</p> <ul style="list-style-type: none"> <input type="checkbox"/> Resolving pedestrian / vehicle conflict <input type="checkbox"/> Providing an efficient and integrated public transport system <input type="checkbox"/> Increasing pedestrian priority
<p>ANY OTHER ISSUES? We want your views</p> <p><small>Please return to: Freepost Address covered by March 28 2002</small></p>	<p>STREET WORKS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing high quality public open spaces for a variety of uses <input type="checkbox"/> Providing high quality surfaces on pavements and high quality street lights, seats, litterbins etc. <input type="checkbox"/> Improving the quality of public open spaces
	<p>TOURISM</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encouraging tourism which brings investment into the City <input type="checkbox"/> Developing tourism strategies based on making the most of existing attractions and facilities and creating new attractions and facilities <input type="checkbox"/> Extending public access to the River front

To involve further stakeholders, in particular the public, a series of newsletters was produced and widely distributed to known interested parties. Further the newsletters were made available at public buildings such as libraries to inform that the Integrated Cultural Heritage Management Plan was being produced and to seek comments. A questionnaire was included in one of the newsletters to seek public opinion on the most relevant issues to be addressed in the management plan and how they should be addressed.

Based on this input the draft management plan was developed and was made a subject to an extensive public consultation exercise, including open days and public exhibitions. This process was an important contribution to the successful conservation and management of the World Heritage Site of Liverpool:

“The success has been due to wide involvement of as many stakeholders as possible throughout the process of production and a willingness to significantly amend the draft Integrated Cultural Heritage Management Plan in response the formal consultation process.”

John Hinchliffe, Liverpool City Council

Lublin

Lublin had a comparable approach. The Municipal Office for Heritage Preservation with the support of an external expert was responsible for the organisation of the development process and the elaboration of the Integrated Cultural Heritage Management Plan.

In the beginning a questionnaire on the needs, problems and opinions with regard to the historic area of Lublin Was sent to several municipal departments as well as to the identified stakeholders of the LSG. In this questionnaire, people were also asked to provide further information, for example on existing studies and relevant data on the area.

Based on the input and conducted studies on the current situation of the historic urban area a draft management plan was prepared which was again discussed with the public. Further debates (thematic working meetings) will be held to agree on objectives, values and areas of cooperation. A second draft will then be elaborated and discussed regarding institutionalisation, implementation and monitoring of the management plan. Based on these results the final version of the management plan will be elaborated by the Municipal Office for Heritage Preservation with the support of the external expert.

As Lublin is conducting such a process for the historic urban area for the first time, the approach of involving further stakeholders and in particular the public debates were tested for a particular area as a pilot project to demonstrate the opportunities of cooperation with external stakeholders.

For this, a meeting with representatives of the main users of the area were organised to define the key problems of the area. In six thematic meetings with the members of the LSG, further stakeholders from the area, NGOs and experts from the local administration, these key problems were discussed to find common solutions. On the same days in the afternoon the public was invited, to inform them with the help of a model of the area. The people were given the opportunity to explain and write down their ideas for the future development of the area. The process was presented on the municipal website, with the possibility of commenting on the ideas and results. This approach was very successful as Ewa Kipta from the City of Lublin states:

“The public debates on the future of Podzamcze – as area of high interests – were the most successful, generating a lot of interest, publicity and support. ... It demonstrated that the debate before planning proposals is more constructive than the one, with ready solutions or visions”.

Public debate in Lublin



Regensburg

Regensburg followed a slightly different approach. Comparable to the case of Lublin the World Heritage unit together with an external expert was responsible for the organisation of the development process and for elaborating the Integrated Cultural Heritage Management Plan.

In Regensburg the content of the management plan was elaborated in very close cooperation with the LSG, representing different municipal departments, various external institutions and Regensburg's citizens. The LSG met nine times within the two years of the elaboration process, most often in workshop form, moderated by the external expert. To form a basis for discussion, an analysis of all existing papers and concepts defining objectives and measures for the old town and an analysis of the demands for action were undertaken. The results were presented to the LSG and discussed. Within the following meetings a vision for the site as well as the fields of action to be addressed in the management plan was conjointly defined. In the following meetings, the LSG split up into smaller working groups (one for each field of action) to discuss the relevant issues in more detail. One person per group was appointed as a moderator. Objectives and actions for the respective fields were defined. The results of each working group were circulated to all members after each meeting to ensure an integrated and transparent working method. Afterwards, in the next meetings, the whole group discussed the management system and the final draft of the management plan, which was prepared by

Meeting of Regensburg's Local Support Group



the external expert based on the results of the LSG meetings and the public consultation (see below).

A public consultation process called “World Heritage Dialogue” was organised with the aim of defining actions for the old town. An informational evening was carried out, flyers were printed and an information desk in the old town was installed to inform the public about the elaboration of the Integrated Cultural Heritage Management Plan and to invite the citizens to participate in the public consultation. The latter was organised as a 2-day workshop that gave citizens the opportunity to develop ideas and express their concerns and wishes for the old town area. In order to allow for an intense and focused dialogue, the citizens were split up into working groups (one for each field of action as defined by the LSG).

To receive the political support of the process and contents of the Integrated Cultural Heritage Management Plan, Regensburg's City Council was informed in-depth about the approach before the process started and also on a regular basis about intermediate results. The final document will be given to the City Council for approval.

Recommendations for the involvement of the Local Support Group and further stakeholders

- Involve the stakeholders according to their needs and interests: As not all identified stakeholders might want to be fully involved in the development of every issue of the management plan, involve them only in the development of those parts which deal with their needs and interests.
- Take opinions and feedback of the key stakeholders seriously and try to integrate their comments into the Integrated Cultural Heritage Management Plan.
- Raise the awareness of the stakeholders about the significance of the cultural heritage for the development of the area, only then will they be careful with this “resource”.
- Plan sufficient time for this involvement: The process of involving a wide range of stakeholders and incorporating meaningful reaction to their concerns is essential but requires time.
- Involve stakeholders from the very beginning: Involving stakeholders from the initial stage of developing the Integrated Cultural Heritage Management Plan is crucial to making them feel comfortable about the whole process and encouraging them to participate.
- The involvement process has to be well organised in terms of structuring the aspects of the matter in discussion; further it has to be transparent to generate enough interest and ability to come to conclusions.
- Have a ‘project champion’ who represents and stands for the cultural heritage in public.
- Let the Local Support Group sign the final version of the management and action plan.
- Involve the regional/ national (Managing) Authority of ERDF/ ESF funds to identify fundable actions through the regional operational programme.

4.2.2 Developing a vision, objectives and actions

Reasons for developing a vision, objectives and actions for the site

The development of a shared vision, objectives and actions for the safeguarding and sustainable development of heritage sites – based on the results of the analysis of the current situation (cf. 4.1.2) – has been identified by the HerO network as the most important element of the target and implementation oriented approach of the Integrated Cultural Heritage Management Plan (cf. 3.1.4).

The shared vision presents the aspired future of the heritage site and reflects how the municipality and the stakeholders involved would like to “see” their historic urban area in the long-term. It is the guiding framework for the deduction of objectives and actions in the further process toward which the municipality and the stakeholders will orient their future activities.

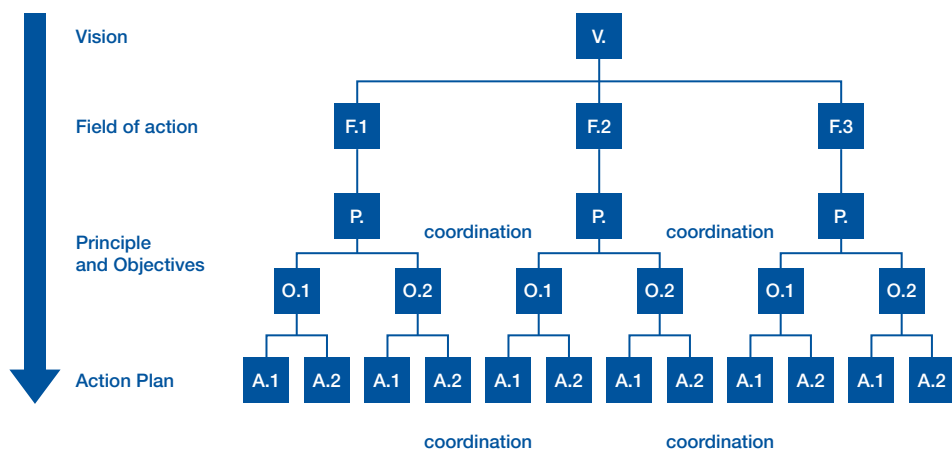
From the shared vision coherent principles⁶ and objectives in support of the vision can be derived. They are to be defined for each issue/ field of action identified as being relevant to the management plan (cf. Developing a road map for the production of the Integrated Cultural Heritage Management Plan

p. 36). This ensured that all fields of action were addressed and advanced in direction of the vision.

In addition, the conjoint definition of objectives allows coordination and exposure of conflicts between them, which in turn could be discussed in the LSG in order to find viable solutions and to minimize conflicts during the implementation of the management plan.

Thus, the principles and objectives serve to operationalise the vision, defining for each field of action what is intended to be achieved with regard to the safeguarding and development of the historic urban area.

The principles and objectives in turn allow the derivation of coherent and concrete actions in direct support of the achievement of the objectives. This ensures the development of actions directly targeted at the improvement of the historic urban area to reach its desired future. In addition, the conjoint development of actions allows coordination of actions between the actors, capitalising on synergy effects.



From vision to action

⁶ Principles highlight the significance and the (possible) contribution of the field of action for safeguarding and developing the cultural heritage site and vice versa the (possible) contribution of the cultural heritage for the development of that field of action. They also set a rough guideline, which helps to deliberate whether a new concept, plan or action complies with the vision of the historic urban area.

What to do

The experience of the HerO network has demonstrated that while developing a vision, objectives and actions, it is of particular importance that

- the vision, objectives and actions deal with the challenges, opportunities and needs identified during the analysis of the current situation (cf. 4.1.2) and the issues determined to be addressed in the management plan (cf. p. 36);
- they are agreed on by the stakeholders involved (cf. 4.2.1);
- the objectives help to meet the vision, and the actions help to meet the objectives in order to have a stringent and coherent progression from the vision to the actions;
- inconsistencies between objectives and between actions are checked and discussed to find solutions in order to achieve an as conflict-free management of the safeguarding and development of the cultural heritage site as possible.

Answering the following three questions proved to be helpful for the HerO partners in this process:

1. What is the aspired future for the cultural heritage site to which the municipality and the relevant stakeholders want to contribute?

Answering the question helped the HerO partners to define the vision for their historic urban area. One method was to turn all challenges, opportunities and needs identified during the analysis of the current situation (cf. 4.1.2) into positive messages. From these the vision was derived. Also discussions and public debates were of help in defining the vision for the cultural heritage sites.

John Hinchliffe from Liverpool pointed out that the vision can be very general and should provide positive statements that everyone can agree on. This will make it more likely to gain broad approval and support for the vision.

Examples of visions of the HerO partners are presented in the appendix p. 68.

2. Which principles and objectives support the achievement of the vision and a well balanced development of the cultural heritage site?

Answering the question supported the HerO partners in defining needed and relevant principles and objectives for each field of action, which were defined to be addressed in the management plan (cf. p. 36: Issues to address in an Integrated Cultural Heritage Management Plan). One popular method of the HerO partners was analysing existing documents for relevant principles and objectives to start the discussion (cf. Analysing the current situation p. 33, 3.).

This approach also had the advantage of avoiding “reinventing the wheel” and building upon existing ‘ideas’. Including such objectives into the management plan demonstrated its consistency with other documents.

For examples of objectives cf. appendix p. 62.

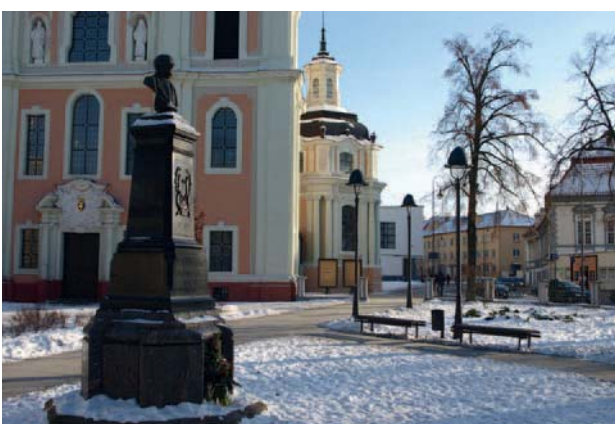


Developing a vision and objectives enables all stakeholders to envisage the outcome of producing an Integrated Cultural Heritage Management Plan. The agreement of a shared vision and objectives can help to build bridges between different stakeholders and can unite different stakeholders who may not previously have had much in common. It is essential to develop specific actions for integrated development and safeguarding of the historic urban area as well in order to demonstrate that the management plan will have practical outputs which are SMART (specific/sustainable, measurable, achievable, realistic and timetabled) and not just a paper exercise. The formally agreed actions then become a basis for the day-to-day work programme of those involved.”

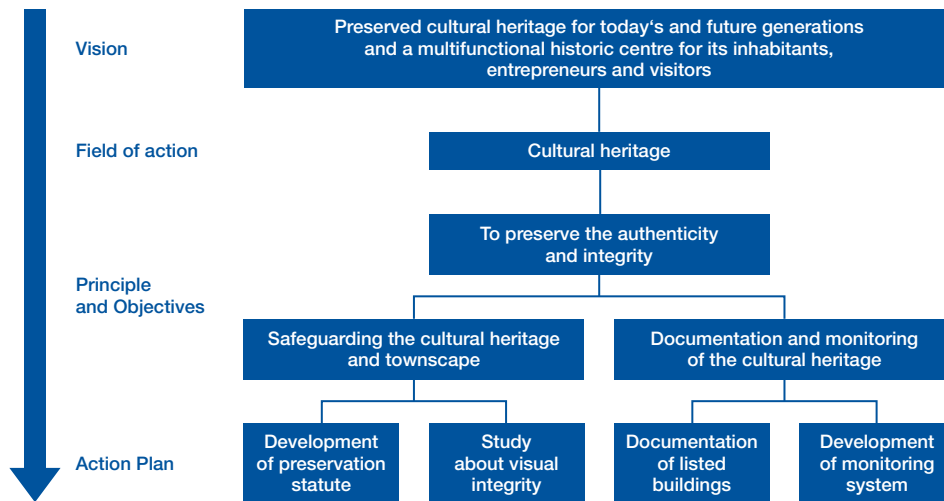
Why is it good to develop a vision, objectives and actions?

John Hinchliffe, World Heritage Officer, Liverpool City Council

Vilnius' Old Town in winter



Example of moving from the vision to actions for the field of action "Cultural heritage"



3. Which actions must be implemented to be able to achieve the defined objectives?

Answering this question helped the HerO partners to define coherent actions for the safeguarding and development of the cultural heritage site in line with the objectives. One popular method of the HerO partners was analysing existing documents for relevant actions to start off the discussion – as done by the development of the objectives.

For examples of actions cf. appendix p. 70 f.

It has proven to be of high value to involve the LSG when defining and coordinating the vision, objectives and actions and finding solutions for identified conflicts. A good method for this, applied by the HerO partners, has been the performance of workshops and public debates (cf. 4.2.1).

This encouraged the support of the contents of the management plan, its implementation and compliance (cf. "Benefits of the participative and communicative approach p. 20).

A special technique used by Lublin was to list objectives and actions which were written in a more general way to encourage their more precise formulation and at the same time to avoid a

"defensive" attitude by the stakeholders. That made the stakeholders feel themselves to be the "owners" or spin doctors of the objectives and actions and strengthened their identification with the Integrated Cultural Heritage Management Plan.

A further approach to developing objectives and actions – mentioned by Sighișoara – was involving external experts, as they have the experience and expertise to transform challenges and opportunities into feasible objectives and actions.



A vision as a common strategic agreement between stakeholders is very important as a starting point to develop particular objectives and actions."

Why is it good to develop a vision, objectives and actions?

Gediminas Rutkauskas,
Director of Vilnius Old Town
Renewal Agency





Before we can exactly define what we should do, it is essential to discuss with all the stakeholders the visions and objectives. In Regensburg this part of the process was rated as being crucial by the stakeholders during the final evaluation. The perception of the opportunity to discuss the visions, objectives and also possible conflicts face to face was excellent. In the end, the process will be evaluated by the quality of the concrete results. Therefore it is necessary to come from the strategic level to the level of tangible actions. Through the definition of concrete actions including costs and responsibilities the Integrated Cultural Heritage Management Plan can serve as a real backbone for the upcoming years of heritage management.”

Why is it good to develop a vision, objectives and actions?

Matthias Ripp, World Heritage Coordinator, City of Regensburg



Alley in Regensburg's Old Town

Further recommendations for the development of objectives and actions

- Develop realistic and achievable objectives. Give each a sound title and describe it with a few sentences to clarify its intention.
- Develop concrete and measurable objectives, which will facilitate the derivation of concrete and needed actions and monitoring of the development of the cultural heritage site (cf. 0 4.3.2 Monitoring the cultural heritage and the implementation of the Integrated Cultural Heritage Management Plan).
- Make the objective and actions well known to the public and within the public administration
- Develop the objectives first and then the actions. Avoid discussing objectives and actions at the same time to make sure that the actions support the objectives and not the objectives will be adapted to existing actions.
- Develop concrete actions for each objective and describe them as clearly as possible. Give each action a sound name – for communication purposes – and further information about requirements and considerations for their design and implementation.
- Identify key actions for each field of action on which the available resources (personal and funds) will be concentrated, as often there are more actions than resources available. This will ensure the advancement of each field of action and the efficient use of the available resources.
- Do not include actions which do not contribute directly to an objective. Check if actions are in line with regional, national and/or EU policies and programmes as there might be funding for their implementation.

Local Action Plan

A further good experience of the HerO partners was to summarise all identified key actions in a Local Action Plan (LAP), providing further information on them in preparation of their implementation. Thereby it is helpful to define:

- **Responsibility:** Naming the responsible institution/ person for the implementation of the action that will be the contact person and coordinator for the action. In addition the stakeholders to be involved in the development and implementation of the action are named.
- **Financial resources:** Estimation of the financial resources needed for implementing the action (if possible also the manpower).
- **Funding by/ Funding programme:** Recording where the financial resources will come from (i.e. from municipal budget, regional, national or EU programme, private institution, etc.).
- **Financial resources secured:** Stating “yes” or “no” depending on whether the financial resources are secured or not. In case they are not, the next step will be to acquire further resources or to adapt the action to financial constrains.
- **Time schedule:** Stating in which year the action ought to be implemented. By that time the needed resources should be available.
- **Links to other projects:** Stating links to other projects which are directly related to the action. For example in the field of “Built cultural heritage” there is an action to inform people about good-practices in private rehabilitation of listed buildings. In the field of “Awareness raising” there is an action to attach information plates to listed buildings. These two projects should be connected and coordinated.



The elaboration of the LAP had been an important instrument providing the opportunity of dialogue between stakeholders of the area.”

Why is it good to have a local action plan?

Gaetano Mollura, City Council of Naples



The LAP has been most valuable in providing a prioritised programme of work for delivery and monitoring.”

Why is it good to have a local action plan?

John Hinchliffe, World Heritage Officer, Liverpool City Council

Field of action	Principle							
Objective	#	Project title + description	Responsibility (stakeholders to involve)	Financial resources	Funding by	Financing secured	Time scedule	Links to other projects
Objective 1 Brief explanation	1.1	Title of “Action 1” Brief description; stating requirements	Planning Department, Mr. A (Tourism Office)	50.000 €	Municipal budget	yes	2012	3.1
	1.2	Title of “Action 2” Brief description; stating requirements	Tourism Office, Ms. B (Preservation authority)	10.000 €	Municipal budget + ERDF	yes	2012	–
Objective 2 Brief explanation	2.1	Title of “Action 1” Brief description; stating requirements	Economic Department, Ms. C (City Marketing)	250.000 €	Urban Development programm	no	2013	1.1
	2.2	Title of “Action 2” Brief description; stating requirements	City Marketing, Mr. D (Tourism Office)	5.000 €	Municipal budget	yes	2011	–

Example of a structure of a Local Action Plan. In this spirit the LSG can be a good source to identify the key actions as well as to fill out the LAP table.

4.2.3 Developing structures and procedures

Benefits of adapting (or optimising) structures and procedures

Not only actions assist the safeguarding and development of cultural heritage sites; also structures and procedures for the daily work routine, allowing the coordination of (new) demands, actions and conflicts as well as the making of decisions which consider and comply with the regulations of the Integrated Cultural Heritage Management Plan, proved to be very valuable for the HerO partners.

Thus, corresponding structures show people which organisation is responsible and who is the contact person for specific situations and the decision-making with regards to the safeguarding of the cultural heritage. The procedures demonstrate the sequence of 'actions' to follow to be able to coordinate the different demands and to come to sustainable solutions for specific situations.

In addition, structures and procedures which bring the relevant stakeholders together, showed themselves as being helpful in

improving the working relationship between them. Further they helped to reduce conflicts and frictions in the management of the cultural heritage site as well as in the implementation and development of actions, concepts and plans.

Thus, structures and procedures define mechanisms of interaction among governmental departments, non-governmental institutions, private actors, etc. to effectively manage the safeguarding and development of the cultural heritage site, ensuring that the special qualities of the historic urban area are sustained and preserved for future generations.

What to do

Based on the experience of the HerO network answering the following three questions supported identification and development of relevant structures and procedures for the safeguarding of the cultural heritage site.



It is essential to develop management structures/ procedure to ensure that decision-making is democratic, transparent and part of an agreed strategy. Terms of reference for management structures help to clarify the remit of those structures and their purpose. Management structures clarify where responsibility for activities/duties lies and provide a clear focal point for information and action."

Why is it good to develop structures and procedures?

John Hinchliffe, World Heritage Officer, Liverpool City Council



Examples of situations to be managed concerning the safeguarding of the cultural heritage

1. Early identification of new challenges, threats and conflicts for the safeguarding and development of the cultural heritage site
 - Monitoring the condition of the cultural heritage and the historic urban area;
 - Approval of building permits ensuring the safeguarding of the cultural heritage values.
2. Coordination of (new) demands and projects with relevance to the cultural heritage site
 - Early and cross-sectoral coordination of policies, concepts, plans and actions;
 - Finding solutions in conflict situations, settling disputes.
3. Procedure for the implementation, compliance and review of the management plan
 - Compatibility check of policies, concepts, plans and actions with the principles and objectives of the management plan;
 - Monitoring the objectives of the management plan;
 - Controlling the implementation of the key actions of the management plan;
 - Reviewing and adapting the management plan in a continuous improvement process.

“

To reach the objectives and develop actions it's important that each stakeholder contribute in function of its own expertise and responsibility. For that a management structure is essential.”

Why is it good to develop structures and procedures?

Anne Pignon, Director, City of Poitiers



1. What are typical situations relevant to ensuring the safeguarding of the cultural heritage?

Answering this question assisted the HerO partners in identifying specific situations relevant to the safeguarding of the cultural heritage. Good indications for such situations provided the analysis of the current situation with the identified challenges and needs (cf. 4.1.2). Another method used by the HerO partners was to brainstorm with the LSG and interview stakeholders about typical situations which should be managed and regulated.

2. Which institutions are/ should be responsible for making decisions and being the contact person for the identified situations?

Answering this question was of use to the HerO partners in setting out the structures for safeguarding the cultural heritage (who is responsible for what?). One approach of the HerO partners was – partly already done during the analysis of the current situation (cf. 4.1.2) – to identify and describe the existing responsible private and public institutions – from national to local level – involved in safeguarding of the cultural heritage site. This was the basis for verifying whether for each identified situation (answer to question 1) there was an institution that could be related to as a contact point and as a responsible institution for making decisions. For situations where no institution could be related to, a (new) structure was to be developed.

Further it was verified whether the existing structures/ institutions were working well with regard to the handling of the identified situations; here also stakeholders were interviewed concerning their opinion about the existing structures and ideas for improvement.

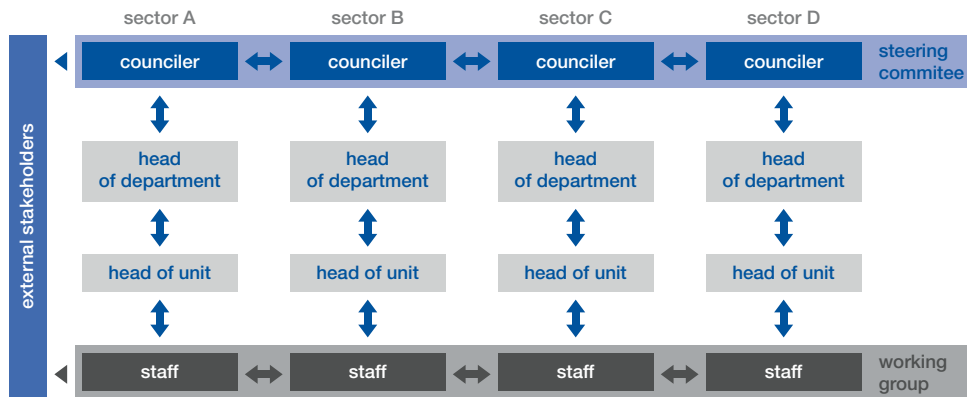
Nearly all HerO partner cities set up a central organisation mainly responsible for the safeguarding of the cultural heritage site. In some cases it is a unit within the local public administration, in other cases there is an additional steering group composed of public and private stakeholders.

Graz for example installed a World Heritage coordination office as superior institution responsible for the World Heritage site. It acts as interface for information, as initial contact point and as coordinator for all relevant activities affecting the World Heritage site between the municipal departments as well as other administrative bodies, authorities, associations, project promoters etc. In addition it has the special function as a mediation interface in finding solutions for difficult and critical cases (prior to the submission of a project) and to coordinate the relevant administrative bodies to ensure a common coordination and agreement (cf. p. 76).

Liverpool implemented a World Heritage Steering Group which is among other things responsible in guiding the production of the Integrated Cultural Heritage Management Plan. The further purpose of this group, its responsibilities, its procedural rules and its membership is agreed in the “terms of references”, which are presented in the appendix p. 74. The terms of references have been exceptionally helpful in providing clarity and transparency on the duties and operation of the Steering Group. Further they have given the Steering Group more recognition and status as an established group.

Lublin is going to establish a ‘Task Force’ of public and private stakeholders (mainly public and private landowners, representatives of the municipal company for “Houses in the City” and the district council, the historic preservation authority and main business/social/cultural institutions in the historic centre), which will be responsible for the implementation of the Integrated Cultural Heritage Management Plan. The members will do so according to their area of management responsible for certain parts. The whole group together will supervise and monitor the implementation of it.

Sighișoara has, besides the UNESCO Heritage Unit within the town planning department, installed a ‘Citadel Council’ of residents of that area, representing their opinions and interests. The Citadel Council functions as an intermediate body between the City Council and the citizens of the citadel. Representatives of the Citadel Council are invited to attend City Council meetings, where they are consulted on issues related to the protected historic area. A good example was the issue of reducing traffic in the Citadel, a problem intensely debated. Here the Citadel Council was a counterweight to the pressure exerted by businesses in order to reach a reasonable balance between the interests.



Example of a structure to coordinate sectoral departments

3. Which procedures exist/ are needed to ensure that decisions taken are in line with the safeguarding of the cultural heritage values?

Answering this question helped the HerO partners to set out the procedures for safeguarding the cultural heritage values (what is to be done in specific situations: sequence of actions to follow). For the development and review of procedures a good starting point of the HerO partners was to identify and describe the existing procedures for safeguarding the cultural heritage.

Based on these it was verified whether for the identified situations (answers of question 1) a well functioning procedure existed or a new one is needed; here interviews with stakeholders have been helpful in identifying possibilities for improvement.

Two examples for procedures to ensure the compatibility of new development projects with the cultural heritage values are presented in the appendix p. 76 f.

As for the development of the objectives and actions of the Integrated Cultural Heritage Management Plan, it has been proven to be valuable to involve the LSG in the review and definition of structures and procedures. The discussion assisted the improvement, understanding, support and compliance of the defined structures and procedures (cf. “Benefits of the participative and communicative approach” p. 20)

Recommendations for structures and procedures

- In the course of time informal procedures develop, which may be different from the ones set out in the management plan. Sometimes these informal procedures may prove to be more efficient at meeting the objectives of the management plan. If this is the case, adapt the formal procedure to incorporate the improvements.
- Define the institution and person at local level responsible for the safeguarding and management of the cultural heritage site.
- Determine which institution is responsible for the implementation, compliance and revision of the management plan.
- Develop procedures and structures which ensure the cross-sectoral coordination and decision-making respecting the cultural heritage values and compliance with the management plan.
- Define the goal for each procedure. This helps to structure the procedure, to define which stakeholders have to be involved and to explain to the stakeholders the purpose of the procedure.
- Make the structures and procedures known to the relevant stakeholders.



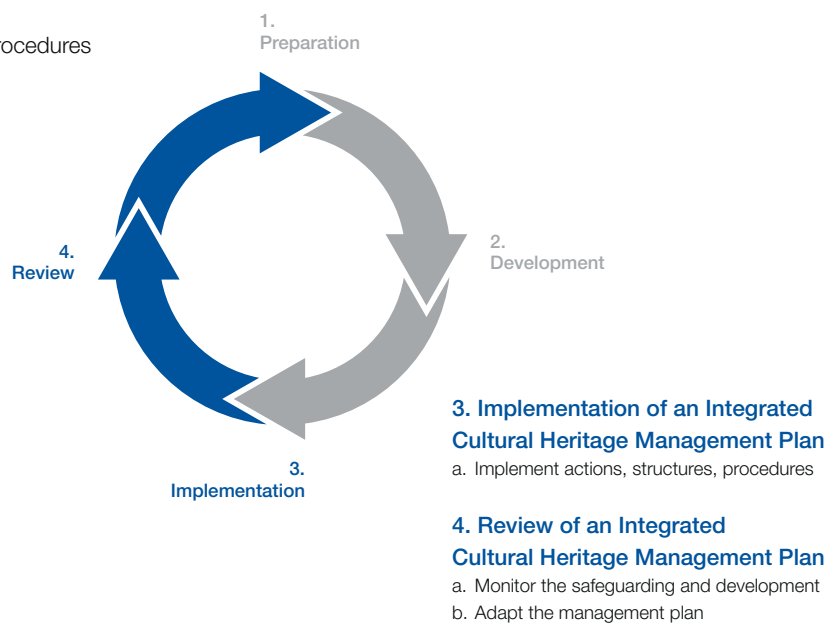
The Old Town of Graz

4.3 Implementing and Reviewing Integrated Cultural Heritage Management Plans

The central step in the life cycle of a Integrated Cultural Heritage Management Plan is implementing it, to be followed by a review and adaptation of its content to maintain it as an up-to-date and useful instrument for the management of cultural heritage sites.

- A. Implementing the actions, structures and procedures
- B. Monitoring the cultural heritage and the implementation of the Integrated Cultural Heritage Management Plan
- C. Adapting the Integrated Cultural Heritage Management Plan

These steps are to be prepared, planned and organised during the production process of the Integrated Cultural Heritage Management Plan.



4.3.1 Implementing the actions, structures and procedures

Implementing the actions, structures and procedures is the most important step in the life cycle of the Integrated Cultural Heritage Management Plan as only through the implementation of and compliance with its contents can an effect on the safeguarding and development of the cultural heritage site be achieved. Therefore the thorough preparation of actions, structures and procedures during the development phase is the prerequisite for their successful implementation.

So it is crucial that the defined actions of the management plan are well devised by (cf. p. 47 Structure of a local action plan)

- having precisely defined each (key) action and the demands of its design and implementation (what exactly has to be done within the action),
- having clearly defined the institution responsible for the implementation of each action and ensuring sufficient man power,
- having secured the funds for the implementation of the (key) actions or having efforts on the way to obtain these funds.

The same applies to the defined structures and procedures. They as well need to be thoroughly discussed and coordinated with the responsible institution and the stakeholders involved. In the implementation phase the structures and procedures have to be implemented and applied or – if required – existing ones to be adapted. In order to ensure that the structures and procedures are adopted and applied well, the stakeholders, concerned have to be informed – in particular about new structures and procedures – so that they are aware of and apply them. For that purpose target group oriented information has to be prepared and communicated.

Also it is recommended that an official approval of the management plan by the local council and/or mayor be obtained before implementing it.

4.3.2 Monitoring the cultural heritage and the implementation of the Integrated Cultural Heritage Management Plan

Reasons for monitoring

The experience of the HerO partners is that objectives and needs – identified in the Integrated Cultural Heritage Management Plan – change over time due to new challenges and circumstances.

Thus, continuous monitoring of the condition of the cultural heritage site is of utmost importance as monitoring allows for recognising new problems, challenges and changing demands and transmitting this knowledge to decision-makers. Monitoring also allows checking whether the implementation of the management plan is advancing as planned: if objectives are reached and actions are realised as scheduled, etc. Thus, monitoring is a prerequisite to being able to revise and adapt the management plan, keeping it up-to-date in a continual improvement process. Communicating the monitoring results to target groups can also raise the awareness and enhance appreciation of the heritage as well as bear on decisions affecting the cultural heritage site. This serves the improvement of safeguarding, developing and managing the cultural heritage site (cf. Management p. 21)



Political transition since the 1990-ies, economic boom at the beginning of the third millennium as well as global decline in 2008-2009 featured by enormous dynamic changes in urban environment. Therefore regular monitoring of situation, analysis of consequences, and timely employment of coordination and support instruments to improve urban conservation and regeneration are extremely important."

Why is monitoring important?
Gediminas Rutkauskas,
 Director of Vilnius Old Town
 Renewal Agency

What to do

Based on the experience of the HerO network answering the following three questions has proven to be helpful in productively monitoring the safeguarding and development of historic urban areas.

1. What is to be monitored?
What are the objectives of the monitoring?

Answering these questions assisted the HerO partners in thinking about what should be achieved by the monitoring and which information and knowledge should be gained.

Examples of monitoring objectives are:

Observing and analysing developments, progress and changes in the historic urban area to make them “visible”

- Surveillance of the preservation state of the cultural heritage and its values as well as the development of the historic urban area in order to identify at an early stage problematic trends and to derive appropriate actions (i.e. how many historic buildings are properly restored);
- Monitoring the grade of satisfaction of the needs of the users of the historic urban area (i.e. do people like to live there, do they appreciate the cultural heritage).
- Measuring the (economic, social and environmental) benefits of safeguarding the cultural heritage and the impacts on the urban development.

Reviewing the performance of the management plan

- Monitoring the (grade of) achievement of the objectives in the management plan (which is helpful in the decision-making for updating the management plan and its action plan);
- Controlling the implementation progress and impact of the actions/ local action plan (i.e. checking whether the actions are implemented as planned or if remaining actions are the most appropriate and effective ones or if new actions have to be developed to reach your objectives);
- Monitoring the functional efficiency and operational reliability of the structures and procedures for safeguarding the cultural heritage (to be able to decide if the structures and procedures have to be adapted; i.e. when many historic buildings are not restored properly – although there are urban design principles in place – the control and information system might not work properly);
- Checking the compliance of new projects, concepts, plans, etc. with the objectives of the Integrated Cultural Heritage Management Plan.



Regular monitoring of the implementation of Integrated Cultural Heritage Management Plan ensures rapid response to any malfunction occurring after the entry into operation of the plan.”

Why is monitoring important?
Ioan Fedor Pascu, City of Sighişoara



The actions implemented must always be confronted with the related objective. Was it a good way to reach it? What is the difference between the intended objective and the reality? What new problems appear? We always have to evaluate before going to continue.”

Why is monitoring important?
Anne Pignon, Director, City of Poitiers

The Old Town of Regensburg





It is inevitable that the condition of the historic urban area, aspirations for it and broader socio-economic circumstances around it will change over time and so the situation needs to be monitored so that objectives are still relevant to the current situation and decisions are made on a full understanding of it. Also whilst some agreed actions regarding the historic urban areas in an Integrated Cultural Heritage Management Plan are likely to have been implemented after a specified period, it is unlikely that all agreed actions will have been implemented. Monitoring of the management plan enables an assessment to be made of what has been done and the effectiveness of what has been done.”

Why is monitoring important?

**John Hinchliffe, World Heritage Officer,
Liverpool City Council**



After the Integrated Cultural Heritage Management Plan is ready, it is not over. Heritage management is a permanent process in which the management plan can serve as a strategic and action plan. To make best use of the management plan the monitoring of objectives and actions is needed on a regular basis.”

Why is monitoring important?

**Matthias Ripp, World Heritage
Coordinator, City of Regensburg**

Poitiers' city hall after renovation



2. Which indicators help monitoring what was defined to be monitored?

Answering the question was of use for the HerO partners in coming up with an indicator set for each objective of the monitoring.

As an example of the monitoring of the grade of achievement of the objectives in the management plan, for each objective one or more adequate indicator which will allow measuring the status of the objective is to be set up.

Examples of indicators to monitor the safeguarding of the cultural heritage are:

Objective: Preserving the built heritage

- Number of protected (historic) buildings in the area (i.e. measuring if the number is decreasing or increasing);
- Demolition of protected (historic) buildings (i.e. measuring the number of demolished buildings);
- Number of protected (historic) buildings in need of rehabilitation (i.e. measuring if the number is decreasing or increasing);
- Provided funding to preserve protected (historic) buildings (private and public) (amount of funds available and spend for protection/ rehabilitation of historic buildings).

Objective: Sustainable use of the built heritage

- Vacancies of protected (historic) buildings

Objective: Protection of natural risks

- Number of protected (historic) buildings, damaged by environmental influences (i.e. floods);
- Damage to the cultural heritage by environmental influences measured in your local currency (i.e. floods);



The historic city centre of Lublin

Examples of indicators to measure the promotion of the cultural heritage and impact of tourism by Sighișoara are:

- number of annual (inter)national projects - exhibitions, advertising and other cultural products - which promote and enhance the value of the World Heritage site;
- number of annual (inter)national projects in connection with the monuments inscribed in the UNESCO World Heritage list;
- partnerships with ministries to establish joint programmes integrating the historic area into national and international thematic cultural routes.
- number of annual visitors;
- number of site museums;
- number of events in monuments inscribed in the UNESCO World Heritage list;
- number of educational visits;
- number of actions and cultural events involving the local community.

For an example of a structure of an indicator set cf. appendix p. 78; and for recommendations on selecting indicators cf. appendix p. 79.

3. Who should be informed about the monitoring results to ensure that necessary actions will be undertaken?
Within the HerO network different target groups have been identified such as

- decision-makers and politicians,
- responsible public administrations and
- the public.

These target groups should be informed about the results of the monitoring relating to their field of interest and/ or responsibility to raise their awareness of the current situation and demands for the safeguarding and development of the cultural heritage site. It was revealed to be helpful to provide, together with the monitoring results, the identified needs for action, recommendations for actions and in case of property owners and investors even advisory services.

Also it was beneficial to involve the LSG and other stakeholders in the development of the monitoring system, identifying answers to the above mentioned questions together. The involvement also facilitated opening up (private) sources of information in order to be able to monitor the objectives in a better way and to integrate the stakeholders in the implementation of the monitoring system, for example providing data for indicators and discussing monitoring results in order to define the need for action and adaptation of the management plan.

Recommendations for monitoring

- Install structures and procedures to ensure that the monitoring system will be properly implemented: Collect and report indicators, analysis of the results of the indicators including the need for (corrective) actions and communication of the monitoring results to the target groups.
- Make sure that the indicator set is suitable to the local needs and the local environment: indicators have to be available as well as the resources and personnel to implement the monitoring system.
- Monitor at regular intervals (annually or at least every second year).
- Involve the department of statistics in the development of the monitoring scheme as they know about available data.
- Experts in monitoring systems can be helpful in defining the most effective monitoring indicators.

4.3.3 Adapting the Integrated Cultural Heritage Management Plan

Reasons for adapting the Integrated Cultural Heritage Management Plan

When new challenges, problems and demands appear and actions, structures and procedures do not bring the promised success, it is necessary to adapt the contents of the management plan in order to make it respond to the new requirements. If no adjustments were made, the management plan would not constitute a supporting instrument for the management of the safeguarding and development of the cultural heritage site any longer. The adaptation of a management plan also provides the opportunity to incorporate new elements, which were not able to be considered at the initial creation.

What to do

Based on the results of the monitoring (need for action) and other indications and information given for the revision of the management plan, the management plan has to be adapted in order to enhance the safeguarding and development of the cultural heritage site.

For that purpose the steps described in this chapter are repeated, whereby it is not the Integrated Cultural Heritage Management Plan as a whole that is to be developed anew, but only the parts of it, which are to be adapted due to the monitoring results. Alterations and innovations of the management plan should be communicated directly thereafter to the relevant stakeholders in order for them to be followed and implemented.

It is crucial that the responsible organisation for the revision already be defined during the production of the management plan.

The Liverpool Maritime Mercantile City World Heritage Site Supplementary Planning Document was awarded Best Planning Document and the RTPi NW & IHBC NW Award for Conservation. The document provides detailed planning guidance for conservation and regeneration in the WHS and its associated buffer zone. The SPD addresses the relevant local planning issues, meets national statutory requirements and is consistent with international advice on good management of cultural heritage assets within dynamic cities.



If circumstances have changed, inadequate actions have been achieved and/ or unexpected results have occurred as a consequence of the actions that have been implemented, then the management plan/ system and programme of future actions can be adjusted/ adapted to suit the new circumstances or to redirect the action plan. Specific issues within the management plan / system can also be addressed in more detail to reflect new demands (following more detailed understanding of that issue and further consultation)."

Why adapt a Integrated Cultural Heritage Management Plan?

John Hinchliffe, World Heritage Officer, Liverpool City Council



Update/ supplement of the Liverpool Management Plan, the World Heritage Site Supplementary Planning Document



5 SUMMARY

The Old Town of Naples with the Vesuvius in the back

The safeguarding of cultural heritage can provide an important stimulus for the sustainable development of historic towns and cultural heritage sites (cf. chapter 2). In order to achieve this, the safeguarding of the cultural heritage has to be linked with the economic, social and environmental development of the area, working out how the cultural heritage can support the sustainable urban development and how the development can be used to support the safeguarding of the cultural heritage.

Successful application of this strategy will lead to attractive, competitive and multifunctional historic urban areas, in which inhabitants, tourists and business like to live, work and spend time, respecting and appreciating the cultural heritage values of the area.

To successfully develop such a strategy – based on the experience of the HerO network – four main approaches have to be followed:

- A. The integrated approach linking, balancing and coordinating the safeguarding of the cultural heritage with further issues and fields of action, which are affecting or interacting with the safeguarding and development of the cultural heritage (cf. 3.1.1);
- B. The participative and communicative approach involving the relevant stakeholders in the development and implementation of the strategy to achieve their identification and compliance with its contents (cf. 3.1.2);
- C. The management approach to secure a continuous caring and improvement of the safeguarding and development of the cultural heritage site based on the demands of the cultural heritage and its users (cf. 3.1.3);
- D. The target and implementation oriented approach to provide guidance and a proactive framework to the municipality and relevant (private) stakeholders for the safeguarding and development of the cultural heritage site (cf. 3.1.4).

Within the strategy the cultural heritage is recognised as a unique asset and a cross-cutting theme for the development of an attractive, competitive and multifunctional historic town (cultural heritage led urban development).

One instrument that is helpful in applying these approaches and developing such a strategy is an Integrated Cultural Heritage Management Plan. They define a management system and action plan which seeks to achieve an appropriate and equitable balance between safeguarding and development so that historic urban areas and cultural heritage can be safeguarded through appropriate activities contributing to the social and economic development and quality of life in the city.

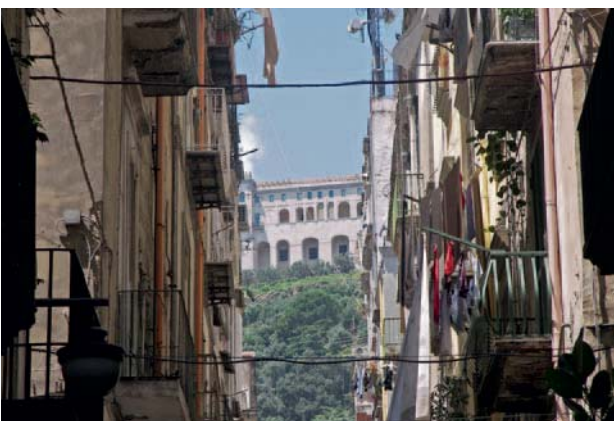
For the successful application of Integrated Cultural Heritage Management Plans one crucial step is their comprehensive preparation before developing their contents. Crucial elements of this step are to

- build up a local support group for the development and implementation of the management plan (cf. 4.1.1);
- analyse the current situation of the cultural heritage site by identifying challenges, opportunities and the demand for actions due to the needs and conflicting interests of the cultural heritage and its users (cf. 4.1.2);
- develop a road map clarifying the objectives and issues to be addressed in the management plan and how the process of developing the management plan involving relevant stakeholders will be structured (cf. 4.1.3);
- secure the political and financial support for the production process (cf. 4.1.4).

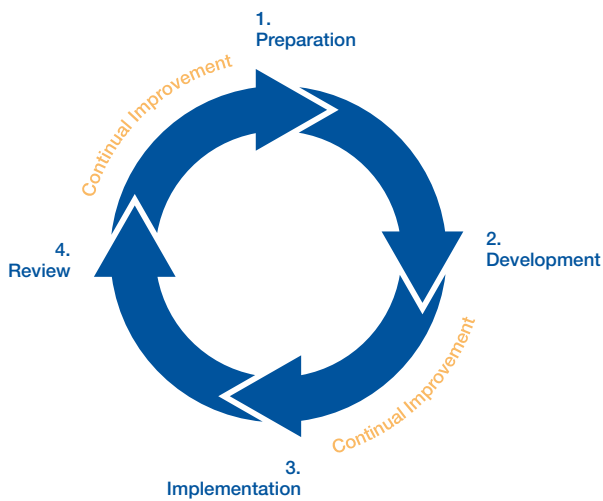
To allow the benefits of the four approaches mentioned above to come into effect, Integrated Cultural Heritage Management Plans contain the following main components for the safeguarding and development of the cultural heritage site, which are elaborated during the development phase together with the local support group and further stakeholders (cf. 4.2.1; implementation of the participative approach):

- concrete objectives and actions based on the identified challenges, opportunities and needs of the cultural heritage and its users to provide guidance and a proactive framework to the municipality and relevant (private) stakeholders for the development of that area (cf. 4.2.2; implementation of the target and implementation oriented approach);
- instruments, structures and procedures of coordination and decision-making for the daily work routine to ensure that decisions taken comply with and support the objectives of the management plan and the safeguarding of the cultural heritage site (cf. 4.2.3; implementation of the management approach);
- monitoring system to observe the state of the cultural heritage and the development of the cultural heritage site, in order to recognise at an early stage the demand for action due to problematic trends as well as new challenges and demands for the cultural heritage site (cf. 4.3.2; implementation of the management approach);
- review procedure to keep the management plan a helpful and up to date instrument for the safeguarding and development of a cultural heritage site. Thus, the management plan determines a responsible institution and procedure for the review and adaptation of its contents at regular intervals based on the monitoring results (cf. 4.3.3; implementation of the management approach).

Alley in Naples' historic city centre



Life cycle of an Integrated Cultural Heritage Management Plan



1. Preparation of an Integrated Cultural Heritage Management Plan

- a. Build up a local support group
- b. Analyse the current situation
- c. Develop a road map
- d. Secure political and financial support

2. Development of an Integrated Cultural Heritage Management Plan

- a. Involve the local support group and further stakeholders
- b. Develop vision, objectives and actions
- c. Develop structures and procedures

3. Implementation of an Integrated Cultural Heritage Management Plan

- a. Implement actions, structures, procedures

4. Review of an Integrated Cultural Heritage Management Plan

- a. Monitor the safeguarding and development
- b. Adapt the management plan

The production of an Integrated Cultural Heritage Management Plan is a complex procedure as relevant stakeholders and sector policies have to be involved and coordinated. Nevertheless the effort is worth the endeavour as the thorough production of an Integrated Cultural Heritage Management Plan will support the capitalisation of cultural heritage for the benefit of the urban development (cf. chapter 2) and effectively manage the safeguarding of the cultural heritage with the future-oriented development of the area, ensuring that the special qualities of the cultural heritage are sustained and preserved for future generations.

Integrated Cultural Heritage Management Plans in catchwords:

Guiding principles and approaches

1. Combine the safeguarding of the cultural heritage with the economic, social and environmental development of the area;
2. Strive for multifunctional historic urban areas which satisfy and balance the demands of its users;
3. Coordinate and manage the demands and conflicting interests of the stakeholders among each other and with the demands of the cultural heritage;
4. Apply the integrated approach linking and coordinating the cultural heritage with related sectoral fields (cf. 3.1.1)
5. Apply the participative approach by involving relevant stakeholders and promoting “cultural heritage for all” (cf. 3.1.2 and 4.2.1);
6. Apply the management approach establishing procedures and structures of coordination, decision-making and monitoring to implement a continual improvement process (cf. 3.1.3 and 4.2.3, 4.3.2 and 4.3.3);
7. Apply the target and implementation oriented approach by developing concrete objectives and actions for the cultural heritage site or the historic urban area (cf. 3.1.4 and 4.2.2);
8. Integrate the Integrated Cultural Heritage Management Plan in the main policy framework;
9. Take into account tangible and intangible cultural heritage assets;





APPENDIX

The Old Town of Sighișoara

Examples of objectives of Integrated Cultural Heritage Management Plans

Sighișoara

- Managing and monitoring the historic area included in the UNESCO World Heritage List.
- Preserving and scientific restoration of the historical monuments.
- Providing an optimal balance between the fact that people live in the Citadel and the tendency to valorise it for tourist purposes.
- Identifying the main factors of vulnerability of the cultural heritage in the historic area and achieving a clear frame work for the protection, the preservation and the growth of its value.

Regensburg

- Safeguarding the UNESCO World Cultural Heritage site “Old Town of Regensburg with Stadtamhof”.
- Securing the multifunctional use of the Old Town of Regensburg and ensuring a vital and attractive area for residents and visitors alike.
- Balancing and coordinating the safeguarding of the built cultural heritage with the sustainable development of the area (social, economic and environmental aspects) by using an integrated management approach.
- Coordination and management of (conflicting) needs and interests of all stakeholders concerned (e.g. residents, visitors, conservators, etc.).

Naples

- Start a process of widespread redevelopment of the World Heritage Site through the redefinition of the identity of “culture” and “reception” of the historic centre as engine of an economic and social development.
- Provide a consensual framework for the conservation and management of the World Heritage Site.
- Coordinate the sectoral policies, planning, actions, etc. which are directed or affect the historic urban area and their cultural heritage and social value.

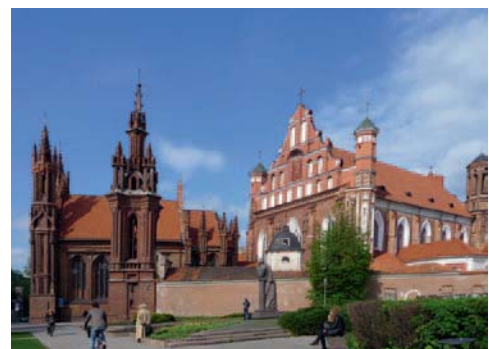
Vilnius

- Preserve and make wider use of the cultural and natural distinctiveness of Vilnius’ historic centre.
- Increase the attractiveness of the historic centre for living, doing business, creative work and tourism.
- Create a framework for the conservation management of Vilnius historic centre – world heritage site.
- Improve the communication system in the Old Town.
- Develop activeness, conservation awareness and self-expression of local communities.
- Encourage co-operation of public and private sectors.

Top: Square in Regensburg’s Old Town

Centre: Historic building in Naples

Bottom: St. Ann’s and Bernardines’ Churches in Vilnius



Examples of a work programme for the development of an Integrated Cultural Heritage Management Plan

Vilnius

Activity: Brief description		Responsible	Time schedule
1.	Analysis of the current situation		December 2008 September 2009
2.	Preparation of the Action Plan	OTRA	August 2009 November 2009
3.	Suggestions regarding the Statement of Significance presented by the LSG to the Ministry of Culture	OTRA	September 2009 November 2009
4.	Preparation of the draft management plan by the LSG during series of LSG meetings	OTRA	January 2009 February 2010
5.	Presentation of draft management plan to state institutions for the principal approval (Cultural Heritage Department, ministries, State Commission Cultural Heritage)	Cultural Heritage Department	March 2010 October 2010
6.	Consideration of the draft management plan in responsible committees of the Local Council	OTRA	October 2010 December 2010
7.	Approval of the final management plan by the Local Council	Local Council	January 2011 March 2011

Regensburg

Date	Content
1. LSG 26. January 09	Presentation and discussion of the objectives of the Regensburg management plan; Presentation and discussion of the objectives and outputs of the LSG in support of the production of the management plan and the expectations of the LSG members for taking part in that process.
2. LSG 05. May 09	Presentation and discussion of the work plan of the LSG in support of the production of the management plan; Presentation and discussion of the analysis of the existing concepts, plans, studies, instruments of relevance to the world heritage site and its consequences for the further action.
3. LSG 02. July 09	Presentation and discussion of the vision, principles and objectives for the world heritage site and its fields of action based on the analysis of the status quo (integrated approach).
4. LSG 08. September 09	Presentation and discussion of possible measures within the fields of action to support the vision and objectives for the world heritage site (integrated approach).
5. LSG 03. December 09	Presentation and discussion of the management-system to secure the integrated and management approach of the management plan (current structures and procedures and what has to be improved).
6. LSG 11. March 10	Presentation and discussion of the local implementation plan of the management plan.
7. LSG 23. June 10	Presentation and discussion of the final structures and procedures to be implemented within the management plan.
8. LSG 08. December 10	Presentation and discussion of the management plan.

Road map example from Liverpool for the production of the Integrated Cultural Heritage Management Plan

Objectives of your Integrated Cultural Heritage Management Plan

Describing what ought to be achieved with the Integrated Cultural Heritage Management Plan.

1. The Objective of producing a Revised Integrated Cultural Heritage Management Plan

To provide an updated consensual framework for the conservation and management of the World Heritage Site which complies with:

- a. the Operational Guidelines for the Implementation of the World Heritage Convention (2005):
“All properties inscribed on the WH List must have adequate long-term legislative, regulatory, institutional and/or protection and management to ensure safeguarding (of the outstanding universal value of the site)”
- b. the Declaration on the Conservation of Historic Urban Landscape (2005):
“...the need to properly contextualise contemporary architecture in the historic urban landscape and stress the importance of undertaking studies to analyse the impact on cultural, visual or other values when contemporary interventions are being planned.”

A further objective will be to reflect the significant supplementary guidance for development and conservation which is provided in the WHS Supplementary Planning Document (2009)

2. The Objective of the Revised Management Plan

The revised Management Plan will seek to achieve the identification, protection, conservation and presentation of the site through:

1. Maintaining a responsible management of change in a changing global economy
2. Ensuring that strategic policies are in place to support positive action to ensure that all significant historic assets are properly maintained and in sustainable use
3. Raise standards of urban design: promoting contemporary design solutions which respect the inherited landscape
4. Increase appreciation of the value of the WHS and the contribution that it can make to the visitor economy
5. Improve understanding of the Outstanding Universal Value of the site through detailed studies improved multi-media interpretation

NB. The objective of the Integrated Cultural Heritage Management Plan will not seek to prevent change but will seek to take advantage of change. It will take encouragement from UNESCO's Budapest Declaration (2002), which stated that the World Heritage Committee will:

“...seek to achieve an appropriate and equitable balance between conservation, sustainability and development so that World Heritage properties can be protected through appropriate activities contributing to the social and economic development and quality of life of our communities.”

Intended result and output

Describe the intended output and results of the management plan.

The intended outputs and results of the revised management plan will be that:

1. It is an up-to-date corporate strategic document which is consistent with current local, national and international guidance, policies and strategies
2. It will form the basis of the work programme of the World Heritage Officer and influence the work programme of all stakeholders.
3. It should ensure that the protection and enhancement of the Site's cultural heritage is considered in all decisions that affect the Site
4. It will provide justification for resource allocation for the WHS
5. It will provide a vehicle for an ongoing community support group.



The Pier Head buildings, Liverpool

Structure and Content of the Integrated Cultural Heritage Management Plan

Describe with which issues the management plan will deal with by laying down the table of content of the management plan. Name the field of actions and structures and procedures you want to tackle or develop to secure to reach the objectives of the management plan.

WHS Management Plan Structure and Content:

1. Introduction
2. Description of the Site
3. Statements of Significance and Outstanding Universal Value
4. Review of progress 2003-9
5. Current Opportunities, Threats and Management Issues
6. "Vision for the World Heritage Site" and Management Objectives
7. Implementation (Action Plan) and Monitoring

The most important components of the WHS Management Plan:

1. The Vision for how the WHS will evolve over the next 30 years
2. The Objectives – how the Vision will be delivered
3. The Action Plan – how the objectives will be met

Work plan to elaborate the Integrated Cultural Heritage Management Plan with responsibilities and time schedule

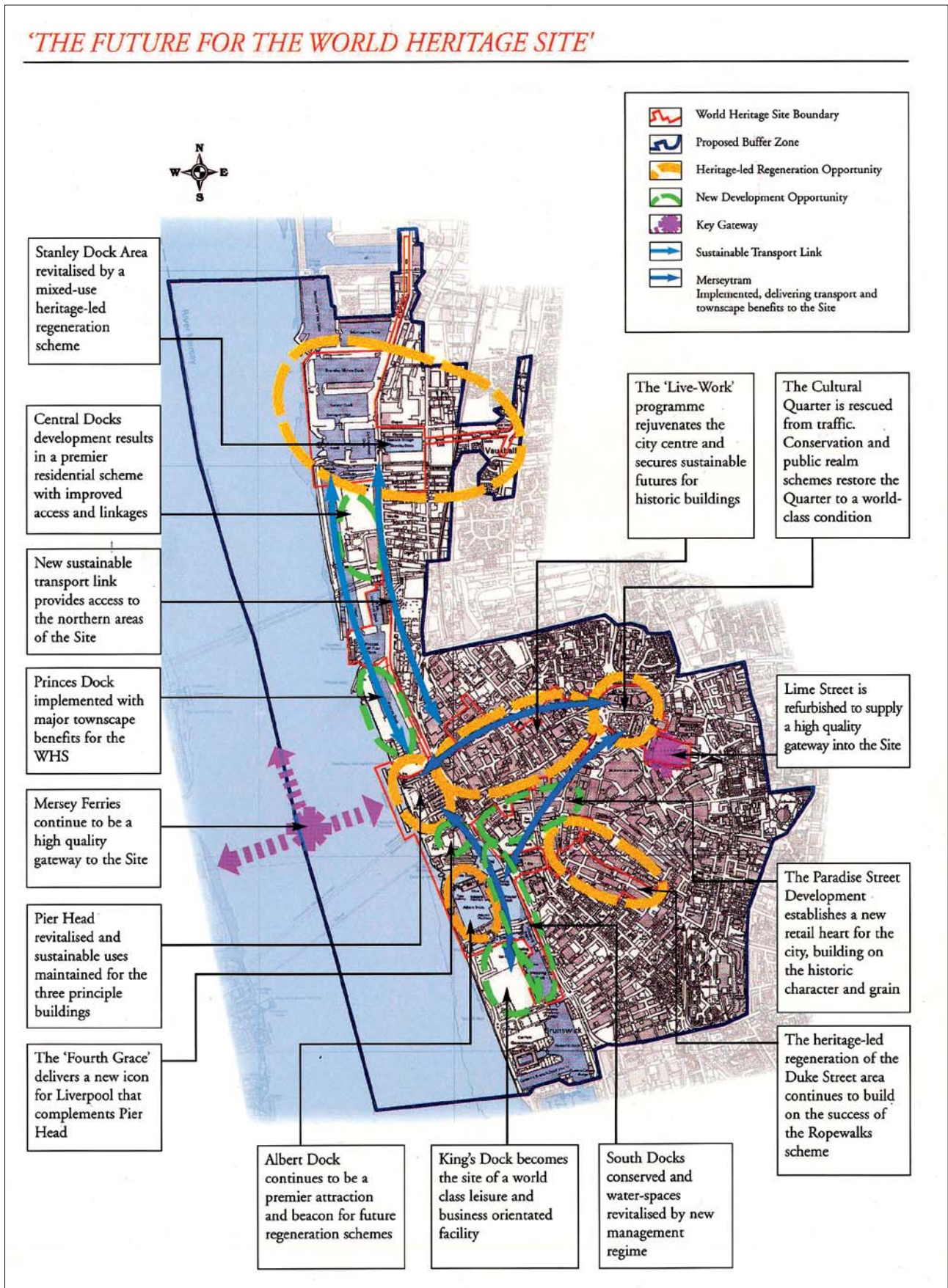
Describe which activities, in which sequence you want to implement in order to elaborate the defined content and achieve the objectives of the management plan: Describe how you will involve the LSG and other stakeholders in that process. State for each activity the responsible person or organization and (till) when it will take place.

The Key Steps in the WHS Management Plan Production

Action	Key Responsibility	Timescale
1. Production of first WHS Management Plan	Liverpool City Council (LCC), English Heritage, (EH), Liverpool Vision (LV), North West Development Agency (NWDA), Merseytravel (MT) and Government Office North West (GONW)	2002 – 2003
2. Production of final World Heritage Site Supplementary Planning Document (WHS SPD)	LCC, EH, LV, NWDA, GONW and Commission for Architecture and the Built Environment (CABE)	October 2006 – November 2009
3. Undertake Baseline Study of progress in meeting objectives and delivering actions in 2003 Management Plan. Key achievements and failures in: ■ Protection of heritage assets ■ Conservation of heritage assets ■ Presentation of heritage assets	LCC to lead but consult with all members of LSG	August 2009 – September 2009
4. Prepare Interpretation and Education Strategy	LCC and EH to lead but to consult all members of LSG, other stakeholders and public	August 2009 – October 2009
5. Consultation on Current Key Issues	LCC to lead but consult with all members of LSG, other stakeholders and public	November 2009 – December 2009
6. Appoint consultants to prepare Draft Management Plan	LCC, EH, LV and NWDA to lead	January 2010 – March 2010
7. Preparation of Draft Revised Management Plan	LCC, EH, LV and NWDA to lead but consult with all members of LSG	April 2010 – June 2010
8. Public consultation Draft of Revised Management Plan, including Vision, Objectives and Actions	LCC, EH, LV and NWDA to lead but consult with all members of LSG, all stakeholders and public	July 2010 – August 2010
9. Final Revised Management Plan	LCC, EH, LV and NWDA to lead	September 2010 – December 2010
10. Ongoing implementation and monitoring	LSG	December 2010 –

Examples of visions for cultural heritage sites

Diagrammatic vision for Liverpool's World Heritage Site





The Citadel of Sighișoara

Vision for Sighișoara's World Heritage Site

The citadel is to strengthen the residential character and to integrate an amalgamation of functions to avoid its use as a mere tourism perimeter. The Integrated Cultural Heritage Management Plan will adapt and promote decisions based on that goal. Public heritage buildings (including towers) will be fully utilized especially for cultural and educational activities.

The lower town will be predominantly of commercial character, distinct from the Citadel, which must preserve the local identity and cultural profile. The current central park will be retransformed into a pedestrian public square supporting business and social exchange.

The train and bus station on the edge of the buffer zone will receive an urban profile of a specialized area supporting diverse features like local and external transport services, tourist orientation, small hotels and youth hostels, internodes transport pole, freight platform, space for offices and residential functions. w w

Abandoned industrial buildings in the buffer zone will be reclaimed and integrated into the city life through the introduction of new uses that complement existing buildings and solve potential conflicts or needs.



Square in Regensburg's historic city centre with St. Peter's Cathedral in the back

Example of objectives and actions for field of actions of an Integrated Cultural Heritage Management Plan

Regensburg

Objectives (field of action "Preservation of the cultural heritage")

- **Maintaining the built cultural heritage**
The city strongly supports the active safeguarding of the built cultural heritage by the application and development of effective instruments. Buildings in need of rehabilitation, especially listed monuments at risk, are carefully restored. Adequate support and funding to private individuals will be provided.
- **Preserving the townscape**
The visual integrity of the historic centre is ensured through appropriate instruments.
- **Sustainable use and development**
The built cultural heritage is routed to sound and sustainable uses. Innovative and customized solutions in the tension between safeguarding the built cultural heritage and contemporary requirements for uses are striven for.
- **Documentation and Monitoring**
The documentation of the built cultural heritage is continuously updated and improved in terms of usability. The pro-active monitoring will be continued and improved.
- **Protection against natural risks**
The historic urban area is protected against natural risks under consideration of preserving the values of the cultural heritage.

Liverpool

Objectives

- Continue to ensure that all new developments within the site and its buffer zone are of high design and construction quality

Actions:

 - Liverpool Design Guide
 - Liverpool WHS Supplementary Planning Document
- Continue to monitor the built heritage resource to ensure that buildings at risk are identified and conserved and implement a programme of regular inspection and maintenance for all historic buildings and monuments

Actions:

 - Detailed study of heritage merit and heritage need
 - Schedule of inappropriate buildings as defined in the Townscape Appraisal
 - Promote and encourage the redevelopment of inappropriate buildings

Sighişoara

Objectives (field of action “Preservation, protection and sustainable development”)

- Preservation and use of the built heritage

Action:

Replacing buildings which are not compatible with the UNESCO heritage values
- Strengthening the residential character of the protected area (Citadel)

Action:

Restricting vehicles’ access into the citadel, finding alternative access ways
- Support of the heterogeneous character and usage of the heritage and adjacent area

Action:

Installing a cultural meeting point in the Lower City, which will contain a new museum with permanent and temporary exhibitions, a conference room, preservation laboratories, archives and storage rooms, guests’ room for specialists, a music school, etc.
- Support the awareness about the cultural heritage values

Action:

Activities with schools about the understanding and interpretation of the site

Naples

The waterfront of the historical centre and port area from Piazza Municipio to Piazza Mercato: a sustainable development through the improvement of the cruise tourism impact

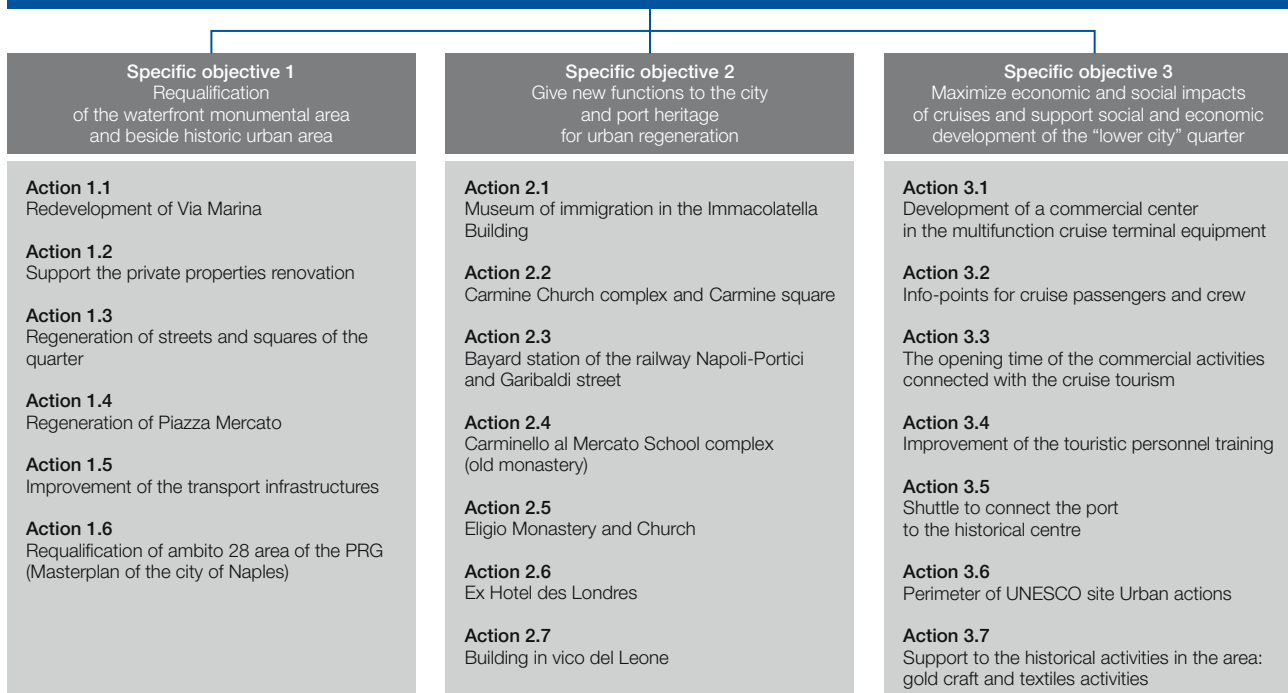


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The historic docks of Liverpool

Terms of Reference for the World Heritage Site Steering Group (LSG of Liverpool)

1. Terms of Reference of the WHS Steering Group

The functions and responsibilities of the Steering Group are to:

- a. Act as the local advisory group for Liverpool on behalf of the UK government to ensure that all obligations and responsibilities, under the World Heritage Convention, are met by promoting public awareness and protection of the outstanding universal value of Liverpool's World Heritage Site (WHS), as set out in the Statement of Outstanding Universal Value (See Appendix 1 for the statement that has been submitted to the WH Committee and awaiting approval)
- b. Use the influence of all organisations represented on the Steering Group to ensure that the outstanding universal value of Liverpool's WHS is:
 - i. identified, through research into that outstanding universal value of the site
 - ii. protected, through statutory and non-statutory controls
 - iii. conserved, through maintenance, repair and enhancement
 - iv. presented, through high quality interpretation and educational programmes
- c. Provide advice on the gathering and provision of information in connection with the periodic and reactive monitoring of the WHS, as requested by the World Heritage Committee
- d. Recommend priorities for the implementation, monitoring, review and revision of the Site's Management Plan, to the organisations represented on the Steering Group
- e. Lobby and advocate to ensure that all organisations, especially those represented on the Steering Group, give priority to WHS interests and undertake practical works in connection with the implementation of the Management Plan
- f. Provide advice to Liverpool City Council, other agencies, the public and property owners on the implementation of the WHS Management Plan
- g. Promote the World Heritage Site in the context of tourism, regeneration and public benefit and ensure that the WHS status is used positively in the visitor management, tourism generation and in urban regeneration
- h. Encourage and lobby for the allocation of financial resources to take forward the objectives and actions of the Management Plan
- i. Provide guidance to Liverpool City Council on the work priorities for the World Heritage Site, receiving and approving an annual report and an annual Action Plan
- j. Encourage the development of educational opportunities connected with the WHS and ensure that the outstanding universal value of the WHS is transmitted

2. Background

2.1 Under the terms of UNESCO's World Heritage Convention (1972) the responsibility for ensuring the proper conservation and management of properties, which are on its World Heritage List, lies with the State Party (the Department for Culture, Media and Sport [DCMC]). DCMS has delegated local responsibility for Liverpool World Heritage Site to the WHS Steering Group and monitors that local management through membership of it.

3. Purpose of the WHS Steering Group

- 3.1 The members of the Steering Group form a two-way bridge, relaying relevant information from the Steering Group to the organisations that they represent and from those organisations to the Steering Group.
- 3.2 When representing organisations at the Steering Group, those members of the Steering Group have enhanced responsibility as custodians of the WHS.
- 3.3 The WHS Steering Group can receive reports and presentations on planning issues for information but its function is not to act as an advisory committee on development proposals.

4. Practicalities

1. The Steering Group shall be chaired by a member of the Steering Group for a period of 2 years, although the chair can serve further terms, if agreed by the Steering Group
2. The Secretariat to the Steering Group shall be provided by Liverpool City Council
3. The Steering Group shall meet every 3 months
4. The minutes of the Steering Group shall be publicly available
5. The Terms of Reference may be reviewed by the Steering Group at any time, and may be amended following full discussion of a revised draft at a meeting of the Steering Group
6. If a member is unable to attend a meeting they may appoint a substitute to attend the meeting in their place. When a substitution is to be made members are required to :
 - a. Contact the WH Officer to record apologies for the meeting and give the name of the substitute.
 - b. Ensure that the named substitute receives the appropriate agenda, reports and associated paperwork for the meeting.
 - c. Arrange a debriefing with the substitute.

5. Membership of the Steering Group

Membership of the World Heritage Steering Group shall consist of representatives of the following organisations:

- Liverpool City Council
- Chief Executive's Team
- Planning
- Building Conservation
- Destination Liverpool (Tourism)
- Culture
- Newsroom
- English Heritage
- International Advisor
- Regional Casework
- Historic Environment of Liverpool
- Department for Culture, Media and Sport
- ICOMOS UK
- Government Office North West
- Northwest Development Agency
- Liverpool Vision
- The Mersey Partnership
- Merseytravel
- National Museums Liverpool
- Merseyside Archaeological Unit
- Liverpool University
- Liverpool John Moores University
- Liverpool Chamber of Commerce and Industry
- Merseyside Civic Society

The membership will be reviewed from time to time to ensure that the right range of interests continues to be represented. Invitations to additional members or any requests to join the Steering Group will be fully discussed at a meeting of the Group prior to any approach or response.

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Examples of a procedure to ensure the compatibility of new development projects with the cultural heritage values

Graz

The legacy of this voluntary procedure of the World Heritage Management System was given by general decision through the City Council of Graz (Gemeinderat). Thus, Graz has installed a 'monitoring office' positioned within the Executive Board for Urban Planning, Development and Construction (Stadtbaudirektion) to observe and accompany all development projects relevant to the World Heritage site. The purpose of this World Heritage Coordination Office is to gather all relevant information and to coordinate all participants in the run-up to an official project submission. The aim is to give advice for successful project adaptation and to find agreeable solutions which respect to the aims of safeguarding the cultural heritage without constricting a vital urban development. In this procedure local experts, the preservation departments and the local ICOMOS unit is involved.

In a first step proposed development projects are compared to the content of the Masterplan Graz, as the cartographic planning tool for the World Heritage site of Graz.

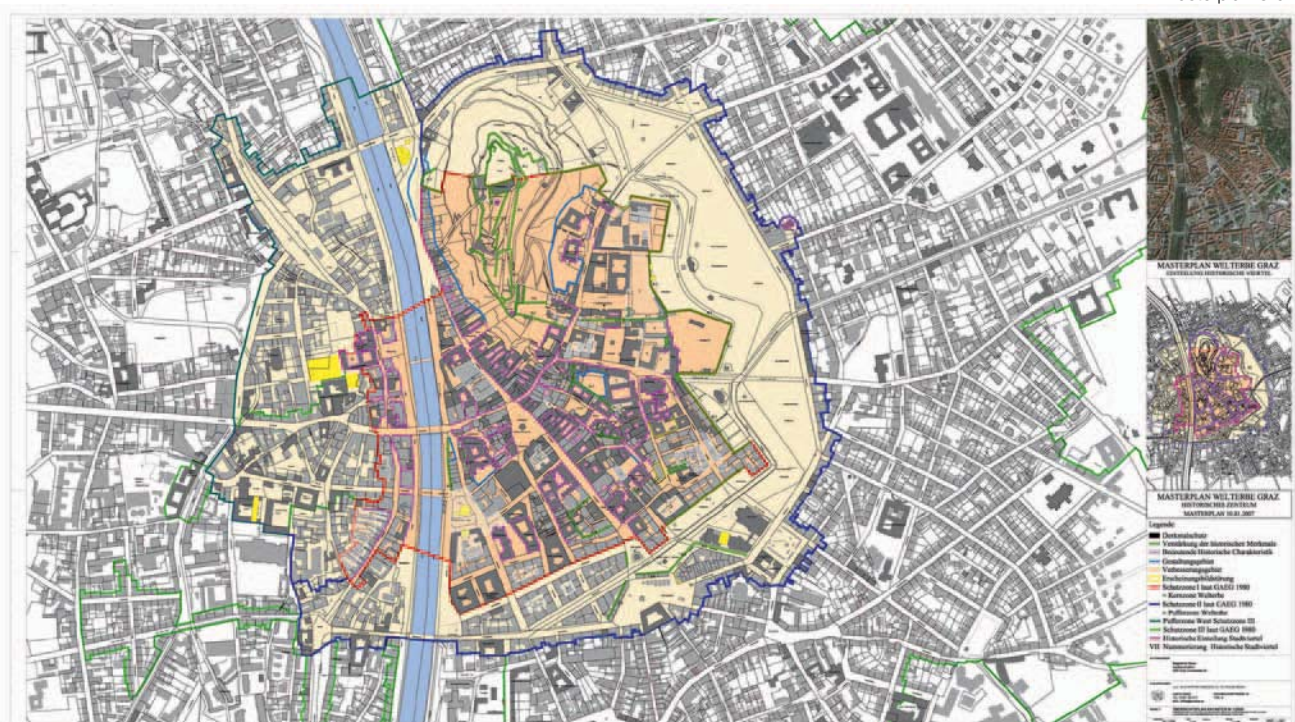
Then it is analysed if the project represents a

- **Normal case:** no construction process yet; counselling interviews with the World Heritage-Coordination Office; achieving a joint agreement with all relevant authorities;
- **Special case:** construction process is already initiated; serious conflict with the interests of the World Heritage can be expected; the preliminary service of the World Heritage Coordination Office was not used.

After having defined the project relevance the World Heritage Coordination Office involves the protection departments, the federal authority (Austrian Federal Ministry for Education, Arts and Culture bm:ukk), local unit of ICOMOS and for special cases the UNESCO World Heritage Centre (WHC) in Paris.

In the course of normal cases the relevant authorities (municipality, old city preservation commission, monument protection department, state party (BMUKK), ICOMOS, World Heritage

Masterplan Graz





The town hall of Graz

Centre Paris), experts and applicants are informed if an adaptation of the project is needed and which requirements towards the project exist with the intention of finding a proper solution in an early stage of the project. So far for all processed cases an agreement to improve the planning could be found. For finding a proper solution meetings are organised at which the applicant presents proposals for the adaptation of the project, which will be discussed with all partners involved. The benefit of this procedure for the applicant is a better legal certainty for the final project submission, because of early involvement of the preservation and building departments. In some cases also the federal authority (BMUKK) was involved to find a solution. The federal authority also finances studies about particular themes in regard to the World Heritage.

In the course of special cases relevant politicians are given the possibility to intervene on behalf of the World Heritage. If this intervention does not lead to a proper adaptation of the project a written report is sent to the City Council as well as to the Federal Ministry for Education, Arts and Culture and the UNESCO World Heritage Centre in Paris. Up to now the reporting to WHC to order an advisory mission was only necessary in one single case since 2007. This could be seen as the last precautionary measure safeguarding the World Heritage Commitment as it is defined in the management system. In a broad discussion with applicants, politicians and WHC-Experts a compromise has to be found.

Sighișoara

Sighișoara set up a procedure by which developers have to submit their project proposal to the UNESCO heritage unit of the town planning department, demonstrating that their project proposal is in line with one or more of the priority objectives of the Integrated Cultural Heritage Management Plan. The proposals have to include an analysis and evaluation to demonstrate the compatibility of the project with the specific characteristics of the site and its surroundings (no conflicts with features as for example materials, location, weight, shape, relationship with the street, architectural details). The UNESCO heritage unit examines, approves and requests adaptations to the proposal. Based on this request the developer has to further elaborate the project for implementation and submit it for final approval.

The Old Town of Sighișoara



Example of a monitoring indicator scheme

Objective	Indicator	Explanation	Target setting	Availability	Responsibility	Verification date
Communication of cultural heritage values	Number of visitors of the cultural heritage information center	Number including not-paying children above 4	■ number > year before ■ number < year before ■ number < 1 and 2 years before	Annual year book of statistics	Operator of information center	Period: whole year Data Collection and Reporting: 01.03.

Objective:

In this field the name of the objective is put, which grade of achievement the indicator shall measure.

Indicator:

In this field the indicator is named.

Explanation:

To ensure that it is clear what exactly the indicator shall measure and the indicator is comparable over time, a brief explanation of the indicator is given. For example when the indicator is the number of "historic" buildings in the area, it is explained what is meant by "historic" buildings, for example all buildings build before The Second World War in the area of the historic centre (make sure that this area is clearly defined).

Target-setting:

To be able to benchmark the current state of the indicator, if for example a positive or negative development trend is showing up, the target-setting is defined (measuring the grade of achievement of the objective). The approach of the "traffic-light-system" has proven to be helpful, which defines when

- a positive development [**marked green**],
- a negative development by trend or of potential [**marked yellow**] or
- a negative development happens to appear [**marked red**].
For „yellow“ and „red“ indicators the cause of the development is analysed and appropriate actions are formulated if necessary.

Example of the traffic-light approach with the indicator "Number of visitors of the cultural heritage information centre"

If the number of visitors is higher than the year before, it is a positive development trend. **The indicator is marked green.**

If the number of visitors is lower than the year before, it might be a negative development trend. **Mark the indicator yellow.**

If the number of visitors is lower than the year before and the year before that, a negative development trend tends to become manifested. **Mark the indicator red.**

Availability:

In this field it is described where the data of the indicator is available (i.e. from the annual book of statistics, the department of statistics, operator of the information centre, etc.).

Responsibility:

In this field the responsible institution for collecting and reporting the data of the indicator is defined. Contact details of a contact person should be named.

Valuation date:

In this field the valuation date by which the data of the indicator will be collected is determined (i.e. numbers of historic buildings in the historic centre by the 31.12.) or the monitoring-period will be stated for which the data will be collected (i.e. visitors of the information centre from 1.1.-31.12.).

Recommendations for setting up and selecting monitoring indicators

- Use indicators in combination as mutually supportive information. Sometimes a single indicator cannot give a clear picture about the development. Using several indicators in combination a better overview of the development and the indication about the causes for it can be provided (e.g. number of historic buildings is declining, but there has been no permission to demolish such; this could be an indication that demolition was done without permission, as a result you might have to improve your control functions; having had just one indicator the reasons for that development would thus be clear);
- It is not about measuring the exact number: It is about receiving an indication about the development to know if actions have to be taken or not (e.g. when you have a large historic urban area, but limited personal resources to observe the state of rehabilitation need of each historic building. Instead of capitulating and doing nothing, define an area, the situation of which is typical for the rest of the historic urban area and measure just there the need for rehabilitation of the buildings (once in a while you have to check if this area is still typical for the whole). The development of that area serves as an indicator for the whole area, thus minimizing the efforts of monitoring.
- Consult relevant regional and national authorities as well as national ICOMOS if they have examples of a monitoring and indicator system for cultural heritage.
- Adapt the indicator scheme to your local needs and resources: Do not just take over an indicator scheme from another city; take it as a master and adapt it to your monitoring objectives and available resources for monitoring (your local needs).
- Integrate your monitoring in existing structures if possible to avoid double work i.e. collecting an indicator twice. Use existing structures in your organisation which already do monitoring or collect data.

Indicators should be

- Available and cost effective: Make sure that the indicator is available (i.e. in your annual book of statistics) and can be collected with a justifiable and manageable amount of efforts or costs. Thus, prefer indicators that have high information value (explanatory power) and at the same time require low personal and financial resources of retrieving the data (make sure the costs of collection do not outweigh the information value). Use as many indicators as needed and as few indicators as possible (avoid the graveyard of data).
- Focused and precise: Focus your indicators on your local needs, what your organisation is trying to achieve. In particular the indicators should relate directly to the objectives and outputs in your management plan (this often means creating local indicators deducting these from your monitoring objectives). Be clear and precise about what exactly the indicator has to measure. The indicator has to be unambiguous so that the data can be collected consistently (i.e. number of “historic” buildings: what are “historic” buildings? Make this clear).
- Measuring developments and actionable: The indicator should allow for reporting on progress and performance over time to put you in the position of getting an overview of your development. Also the indicator has to relate to a specific situation which is amenable to influence or control by you (you can act on these) (i.e. concerning natural risks to your cultural heritage you can measure the number of heavy rainfalls and floods, but as you can not change the fact that they exist, the information is not so helpful. More helpful to being able to decide on actions would be for example to measure the damage of floods to your cultural heritage in terms of damaged housing or the equivalent in your local currency. If there is little damage or cost your preventive actions are working; if they are increasing you might have to take actions).
- Adaptable: Your indicator scheme has to be (easily) adaptable to changing needs and objectives (do not make it too complicated).

Street in Valletta



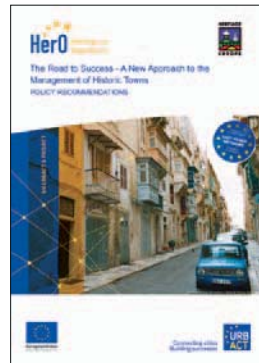
HerO network publications

Beside this guidebook on the integrated management of historic towns the HerO network has published a range of outputs addressing different target groups from EU to local level. They are available for download on the HerO project website www.urbact.eu/hero:



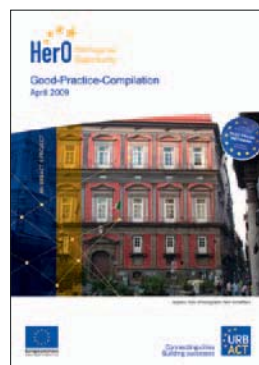
HerO Strategy Paper

To give input for the next EU funding period, the HerO partners jointly submitted the Strategy Paper 'The Untapped Potential of Cultural Heritage - a Catalyst for Sustainable Urban Development and an Internationally Competitive Europe' to the EU Commission. The paper has been elaborated in close cooperation with the European Association of Historic Towns & Regions. It makes the case for a strong urban dimension as part of EU Cohesion Policy with a special focus on cultural heritage and historic urban landscapes.



HerO Policy Recommendations

The HerO Policy Recommendations illustrate to politicians and decision makers the HerO approach of developing Integrated Cultural Heritage Management Plans. It highlights the benefits and the opportunities of elaborating Integrated Cultural Heritage Management Plans that cities can explore following this approach.



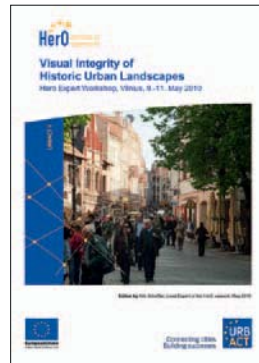
HerO Good-Practice-Compilation

The HerO Good-Practice-Compilation is intended for city administrations and practitioners and highlights 18 good-practice examples from the HerO Partner cities focussing on the topics 'Protecting Visual Integrity' and 'Applying Integrated Revitalisation Approaches'.



HerO Baseline Study

The HerO Baseline Study gives an overview of the HerO partner cities' main challenges and experiences in regards to the development of historic urban areas. Further it illustrates the partners' local needs and their expectations towards the HerO exchange activities. Therewith, the Baseline Study formed the basis for the HerO project work and the network's topics for the exchange activities.



HerO Thematic Reports

Based on the experiences of the HerO network and in particular of the two expert workshops in Vilnius and Naples in 2010 Thematic Reports have been elaborated during the project period. They focused on the following topics:

- Multi-functional historic urban areas – balancing demands and functions
- The visual integrity of historic urban landscapes
- Local Support Groups / Local Action Plans for Integrated Cultural Heritage Management Plans



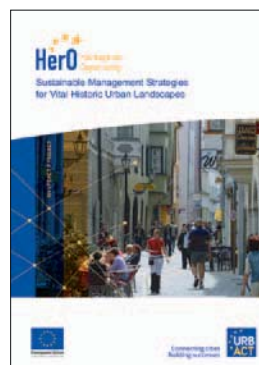
HerO Local Action Plans

With the involvement of their local stakeholders, all HerO partner cities elaborated ‘Local Action Plans’ which describe the cities’ main challenges with regard to the safeguarding of the built cultural heritage and the sustainable development of their historic urban areas. They outline their approaches to the elaboration of an Integrated Cultural Heritage Management Plan and include a list of concrete measures to be implemented in the upcoming years.



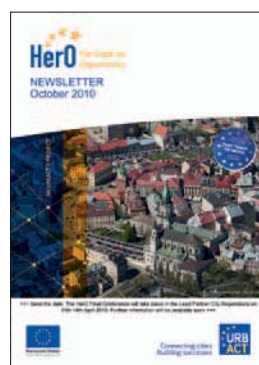
HerO Brochure and Flyer

A flyer as well as the more comprehensive brochure on the URBACT II city network ‘HerO - Heritage as Opportunity’ outline the project’s approach and main topic and introduce the HerO partner cities Regensburg, Graz, Naples, Vilnius, Sighișoara, Liverpool, Lublin, Poitiers and Valletta.



HerO Newsletter

During the project period, the HerO newsletter provided the URBACT community and interested stakeholders with up-to-date information on the latest project meetings, recent events and publications and news from the HerO partner cities.



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