Local Support Groups – Local Action Plans
Cultural Heritage Integrated Management Plans

Guide

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**Annotation**

This document shall serve as kind of guidebook for you for the implementation of the Local Action Plan and the Local Support Group. It will be further elaborated with the progress of the HerO network!

Your _feedback_ on this document is welcome to improve it (e.g. what are you missing, what is helpful, etc.)!

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HerO Local Action Plans

The HerO network aims to develop and implement **"Cultural heritage integrated management plans" (CHIMP)** as innovative instrument to effectively manage the sustainable safeguarding and development of historic urban areas and its cultural heritage to attractive, competitive and multifunctional places.

The network tasks and exchange of experience will focus on this issue. In addition to that each partner will elaborate, implement and/or adapt a CHIMP. In support of that, each partner is going to develop in the life-time of the HerO network 2 **Local Action Plans (LAP)**:
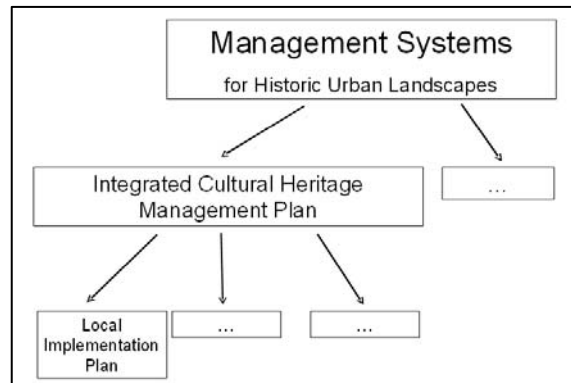
1. "**Urbact Local Action Plan**" and
2. "**Local Implementation Plan**".

Objective of Local Action Plans
The objective is the preparation and coordination of a set of actions for the sustainable development and management of historic urban areas and its cultural heritage.

Benefit of Local Action Plans
Flexible instrument for the development and management of the historic urban area, consisting of a set of prepared, coordinated, implementable and concrete actions summarised in a table (which can easily be adapted to new and changing demands and circumstances).
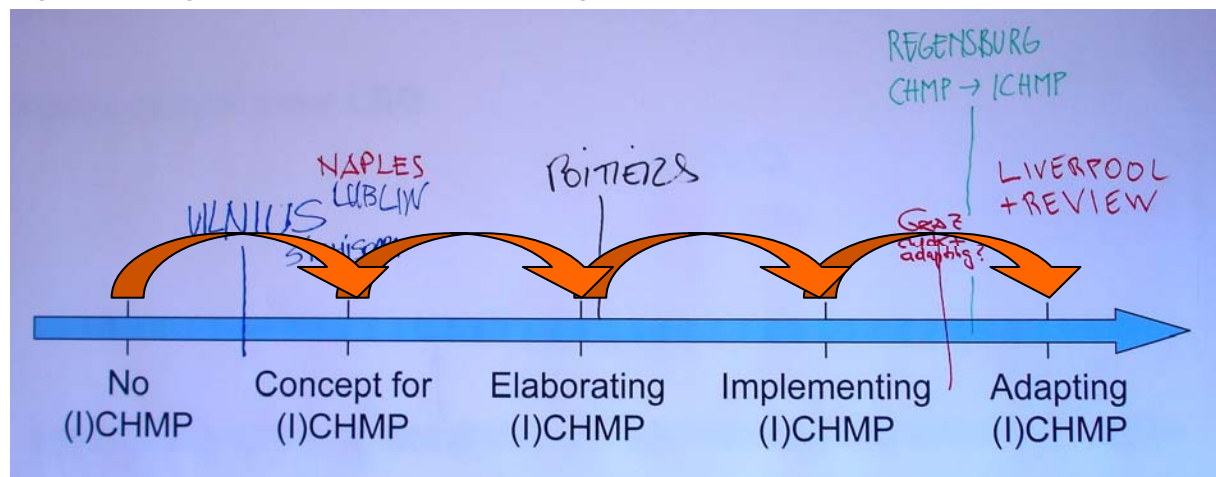
Urbact Local Action Plan (Road Map)

Each partner of the HerO network is at a different stage (step) in the development, implementation and adaptation of a Cultural heritage integrated management plan (s. Figure 1).
The **aim** of the network is that each partner comes at least one step further from

→ having "No CHIMP" to having a "Concept for the elaboration of the CHIMP";
→ having a "Concept" to "Elaborating the CHIMP";
→ having a "CHIMP" to "Implementing the CHIMP";
→ having an "Implemented CHIMP" to "Adapting it to today's and future needs".

Figure 1: Stages of the partners concerning an (I)CHMP

Purpose of Urbact LAP (Road Map)
The Urbact Local Action Plan will be the **concept paper/ road map**, describing how each partner intends to come (at least) one step further concerning the development or adaptation of its CHIMP (preparation of the CHIMP).

The Urbact LAP aims to demonstrate where the "journey goes" and to prepare the way, before starting to elaborate or revise the CHIMP. Thus, the targeted-oriented elaboration/ revision will be ensured.

So first of all be aware about your current situation concerning the safeguarding and further development of your historic urban areas and cultural heritage (analysis of current situation): What are your needs and problems you would like to solve within your CHIMP. From these deduct what you want to achieve with the production of the CHIMP (objectives; what are your goals). Knowing from where you start (current situation) and where you want to go (goals), think about and prepare the way you want to take to come from you're your starting position to your intended goal.

Content of URBACT Local Action Plan (Road Map)
The Urbact LAP should contain at least information about following issues:

→ City strategy for the historic urban landscape/ areas

→ Objective of the CHIMP *(What do you want to achieve with the production of the CHIMP)*;

→ Result/ output *(e.g. a CHIMP, approved by the Local council, which is a binding document containing regulations or an operational program for the development of the historic urban areas and safeguarding the heritage values. Think about the "role", the CHIMP should take in the framework of the urban policies and planning documents in the future.)*;

→ Structure and content of the (updated) CHIMP *(With which issues do you need to deal with in the CHIMP: Field of actions, structures, procedures, etc. to secure that all relevant aspects of the objectives of the CHIMP and the management and integrated approach are tackled. From these deduct the structure and content of the CHIMP.)*;

→ Work plan for elaboration/ update of the CHIMP *(Which activities and steps – and in which sequence – do you have to do to elaborate or update the CHIMP in order to be able to work out the defined content and achieve the objectives of production of the CHIMP: step 1, step 2, step 3...; whom will you involve and how...)*;

→ Responsibilities and time schedule *(fix responsibilities for the implementation of the steps and set up a time schedule: who is doing what, till when)*.

⭐ Function and Content of the Road Map
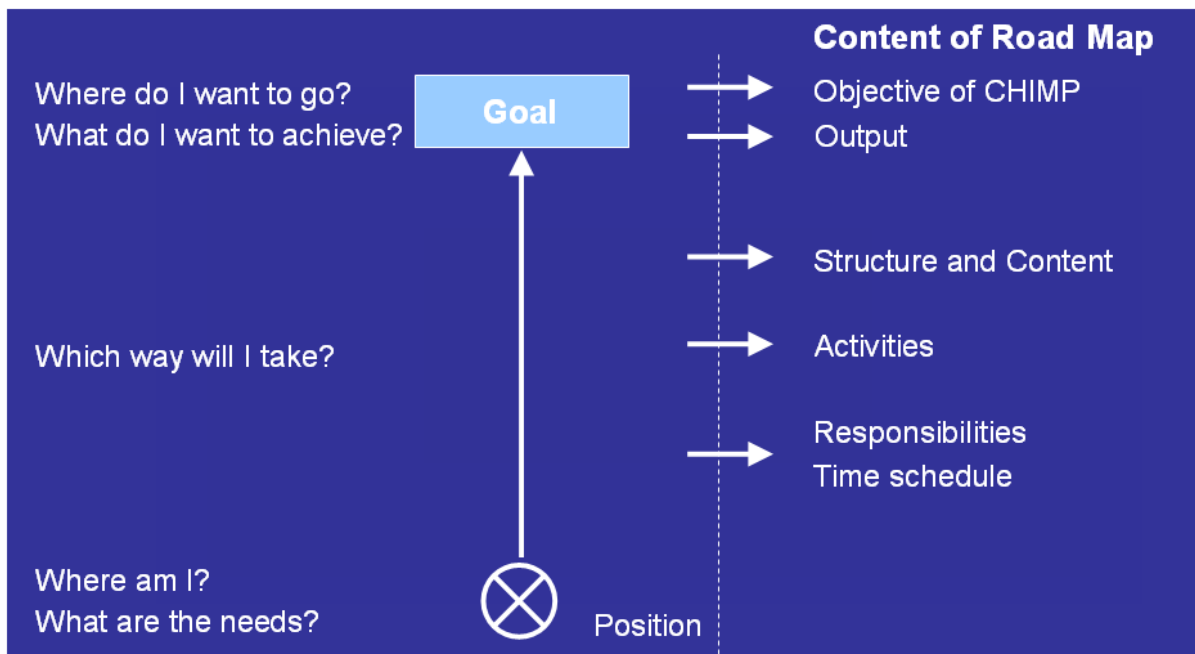
Local Implementation Plan

This chapter will be further elaborated with the lifetime of the HerO network!

The Local Implementation Plan (LIP) will be part of the CHIMP and has the function to give an overview about the defined actions to support the sustainable development of the historic urban areas and their cultural heritage and to help manage them (s. Figure 2). The LIP will consist of a set of prepared, implementable, coordinated and concrete actions/ projects and will continuously be updated and adjusted to new and changing demands and circumstances.

Figure 2: Example of a table of a Local Implementation Plan

Number	Priority	Project title	Costs/ needed resources	Funding / resources (program/ institution)	Responsible	Time frame	Follow-up costs	Link/ dependency to other projects
1.								
2.								
3.								
...								

Supplementary to this list there should be for each project one extra page, which gives further information about the project: objectives (short, mid and long term if useful), brief project description, necessary steps/activities to do, expected results/outputs, beneficiaries, etc.

➜ Secure the availability of resources for the implementation of the projects: know-how, finances, personal, etc.!

Time Schedule

What is to be done by the HerO project partners during the 30 months implementation phase?

PROJECT LEVEL

NOVEMBER 2008
PROJECT START:
KICK-OFF-CONFERENCE
IN POITIERS

REPORTING DUE TO FEBRUARY 21

REPORTING DUE TO MARCH 31

MARCH 2009
PROJECT MEETING
IN GRAZ

JULY 2009
PROJECT MEETING
IN LIVERPOOL

REPORTING DUE TO SEPTEMBER 30

NOVEMBER 2009
MID-TERM-CONFERENCE
IN VALLETTA

REPORTING DUE TO MARCH 31

MAY 2010
WORKSHOP „VISUAL
INTEGRITY" IN VILNIUS

REPORTING DUE TO SEPTEMBER 30

NOVEMBER 2010
WORKSHOP
„BALANCING NEEDS" IN
NAPLES

REPORTING DUE TO MARCH 31

APRIL 2011
FINAL CONFERENCE
IN REGENSBURG

FINAL REPORTING

MAY 2011
PROJECT END

LOCAL LEVEL

URBACT LOCAL ACTION PLAN „LAP"

Your URBACT Local Action Plan (LAP) will be your concept paper (**ROAD MAP**) describing how your city intends to come (at least) one step forward concerning the development, implementation and/ or adaptation of your "CHIMP". It should present (among others) the structure and content of your "CHIMP" and its objective and point out responsibilities in a time schedule.

PRESENTATION OF YOUR DRAFT LAP (ROAD MAP) TO HERO PROJECT PARTNERS „PEER REVIEW" AND DISCUSSION

PRESENTATION OF LAP (ROAD MAP) TO HERO PROJECT PARTNERS

BRING DRAFT LIP TO MEETING

INPUT AND IDEAS FOR THE MANAGEMENT PLAN

INPUT AND IDEAS FOR THE MANAGEMENT PLAN

CULTURAL HERITAGE INTEGRATED MANAGEMENT PLAN „CHIMP"

Developing your LAP (Road Map) most probably you will already start working on your "CHIMP" with your Local Support Group.

Following structure can form the basis for your "CHIMP":

I. INTRODUCTION

II. IDENTIFYING ISSUES
1. Understanding the historic urban area
2. Stakeholders and Structure

III. APPRAISAL
1. Overall vision and objective for the historic urban area
2. Field of actions, objectives, strategies
3. Organisational and operational structures

IV. IMPLEMENTATION
1. Action Plan
2. Continuous monitoring and review

LOCAL IMPLEMENTATION PLAN "LIP"

Part IV. of your "CHIMP" is your "**Local Implementation Plan**" **(LIP)** which points out concrete actions and projects in support of the sustainable development and management of your historic urban area including costs, time frame, responsibilities, etc.

If you have already identified actions and projects related to the sustainable development and management of the historic urban landscapes, build up on them working out your LIP.

In order to facilitate funding for concrete measures on local level, your LIP should be elaborated in close co-operation with your Managing Authority. A first draft should be presented at the HerO Mid-Term-Conference in November 2009.

2008
IV November
December

2009
I January
February
March
II April
May
June
III July
August
September
IV October
November
December

2010
I January
February
March
II April
May
June
III July
August
September
IV October
November
December

2011
I January
February
March
II April
May

Annotation

In practice the elaboration of the Urbact LAP and the development/ implementation/ adaptation of the CHIMP will go hand in hand and run partly parallel. Just secure that steps, which might have been done ahead of „schedule" (e.g. defining actions before having clarified the objective) will be looked-over/ reviewed at the accurate moment/ time to secure the coherence.

HerO Local Support Groups

The HerO network aims to develop and implement **"Cultural heritage integrated management plans" (CHIMP)** as innovative instrument to effectively manage the sustainable safeguarding and development of historic urban areas and its cultural heritage to attractive, competitive and multifunctional places.

In support each partner has set up a **Local Support Group (LSG)**, which will be involved in the development, implementation and adaptation of the CHIMP. This chapter provides you with information about the general objective and benefit of a LSG, ideas how to prepare and implement a LSG in support of the development of the CHIMP and general hints for successful LSG.

The Urbact program has also disseminated a toolkit for Local Support Groups, which you can download at the Urbact website: http://urbact.eu/fileadmin/corporate/doc/News/URBACT_Toolkit_-_ConsDraftFINAL.pdf.

Objective

Objective
The objective of the LSG is to involve the key stakeholders[1] (which have high interests and power on this issue) at an early stage in the elaboration/ implementation/ adaptation of the CHIMP/ LAP to discuss and define common, coordinated "solutions" (objectives, actions)

Benefit
→ Integrated approach;

→ Solutions closer to the needs of the stakeholders;

→ Eased implementation and stronger support of defined "solutions" (objectives, actions, etc.) because involved stakeholders have co-developed them (eased preparation of political decisions);

→ Coordinated public and private actions (all aim at a common goal);

→ Tapping further (private) resources for the implementation of the actions: man power, knowledge, financial resources, etc.

→ Common understanding

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[1] Stakeholders are persons/ groups that
- have something at stake, have strong interest, are affected by the subject or could obstruct the implementation of "solutions"
- are needed for the implementation of "solutions", are in a position to contribute positively to the design and implementation of the LAP (e.g. co-financiers, heads of city departments concerned; stakeholders with relevant resources as e.g. knowledge, expertise, finances).

Preparation and Implementation

This chapter gives an overview about steps to set up a LSG, to prepare the future work of the LSG and its integration in the development of the CHIMP.

Set up of Local Support Group

1. <u>Identify the key stakeholders</u>
   Make a stakeholder analysis[2].

   ↓

2. <u>Address the key stakeholders</u>
   Talk to the key stakeholders, explain the objective of the LSG, explain the benefit for them to take part, etc.

   ↓

3. <u>Organise first meeting and set up LSG</u>
   Have a first information meeting with the key stakeholders to give further information and discuss the idea of the LSG and the CHIMP in the group, etc.

   ↓

4. <u>Check if all key stakeholders are involved</u>
   Check if you have all key stakeholders on board which are needed to accomplish your objectives for the CHIMP; are all key stakeholders willing to participate?

   ↓

5. <u>Agree/ arrange regular meetings</u>
   Agree with the LSG members on the frequency of meetings.

Figure 3: Status quo of the partner's LSG *(as identified during the Poitiers meeting, 05.12.2008)*

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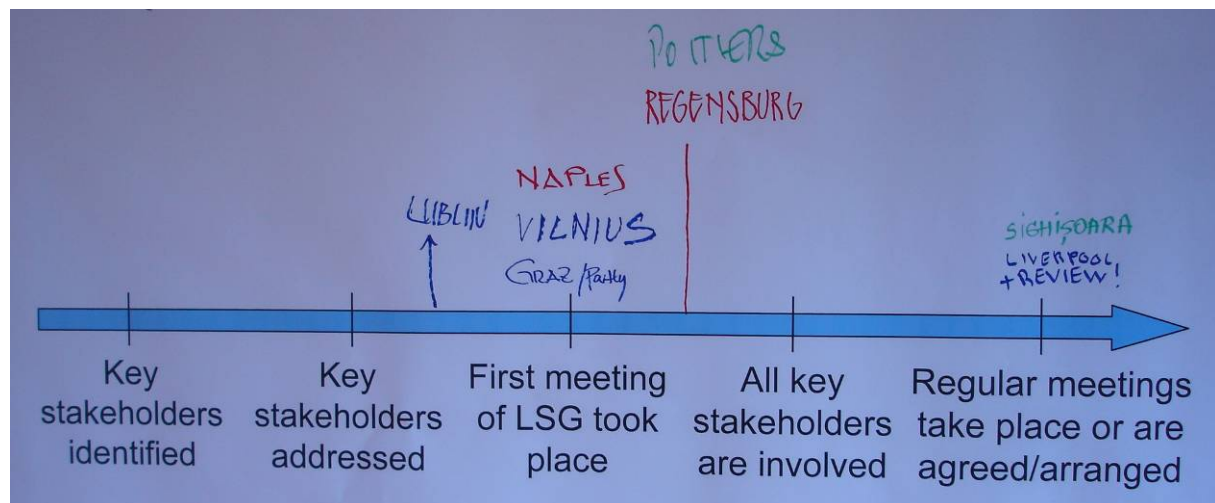
[2] To identify your stakeholders a "stakeholder analysis" is recommended. For further reference check www.mindtools.com/pages/article/newPPM_07.htm.
Within the HerO topic following key stakeholders have been identified *(do never forget about the private stakeholders!)*:
- Local Council; Mayor's Office;
- Departments of Architecture & Urban Planning, Economic Development, Culture, Social affairs, Environment;
- Tourism office, Monuments Preservation Authority; City manager/ City Marketing Association;
- Property owners association, Cultural institutions; Chamber of Commerce and Industry; Entrepreneurs; Citizens associations; Regional authorities (MA).

Preparation of work of Local Support Group

1. <u>Identify the interests of the LSG members and define the common goal of the LSG</u>
   Ask the LSG members about their motivation/ interest/ expectations to take part in the LSG; based on these propose the goal/objective for the LSG and discuss it with the LSG members *(expectations and common goal should be coherent)*.
   ⇨ Result: Common goal/ objective *(e.g. to support the elaboration of the CHIMP by working out the Local Implementation Plan)*.

2. <u>Define the outputs/ results of the LSG</u>
   Propose outputs/ results of the LSG based on the common goal and discuss it with the LSG members.
   ⇨ <u>Result</u>: Common agreed outputs/ results, coherent with the LSG goal *(e.g. coordinated Local Implementation Plan)*.

3. <u>Define the involvement of the LSG in the elaboration of the CHIMP/ URBACT LAP</u>
   Having defined where to get (objective of LSG) and what to develop (output of LSG), propose the method of integration of the LSG in the elaboration of the CHIMP and discuss it with the LSG members.
   ⇨ <u>Result</u>: Defined method of operation *(e.g. the LSG will work as round table, discussing and giving feedback to drafts of the CHIMP or the LSG will be a working group, proposing and elaborating parts of the CHIMP)*.

Integration of Local Support Group in the preparation of the CHIMP

1. <u>Analyse the current situation</u>
   The analysis of the current situation is important to understand and capture the needs of improvement with the help of the CHIMP. Based on the analysis you can reasonable decide what has to be tackled and defined in the CHIMP
   a) to implement the integrated and management approach and
   b) to safeguard and further develop your historic urban area and cultural heritage.

   With the thorough analysis other stakeholders, in particular the LSG members, can follow and understand, what has to be done, facilitating the finding of common solutions developing the CHIMP. The analysis of the current situation gives also the opportunity to disclose (possible) conflicts and adaptation needs of sectoral policies, concepts, etc to coordinate and give them a better impact.
   Use your LSG members for the analysis to obtain the information you need. For the analysis in preparation of the CHIMP following information are needed:
   - Kind of cultural heritage you have in the historic urban area and their state of preservation, etc. *(description of the area)*;
   - Significance and value of the historic urban area and its tangible cultural heritage *(what has to be safeguarded, what are the demands of the cultural heritage to be satisfied)*;
   - Demands of the 'users" of the historic urban area and the cultural heritage *(to be able to balance, coordinate and link the demands of the cultural heritage with the demands of the users)*;
   - Dangers and threats (possible or real) to the historic urban area and its tangible cultural heritage *(SWOT-analysis: strength, weakness, opportunities and threats; from these you can deduct needed actions/ projects, etc.: what has to be done)*;
   - Existing instruments for safeguarding the heritage values: international conventions and charters, national law/ legislations, local regulations, etc. *(to get an overview about your instruments and check for adaptation needs)*;

- Existing policies, strategies, concepts, plans, actions, etc. which are of relevance for (affect) the historic urban area and its cultural heritage from the different administrations, but also private organisations *(to link and coordinate sectoral policies, etc.)*;
- Organisational and operational structures and procedures for safeguarding and further development of the cultural heritage and historic urban area *(to get an overview about your structure and procedure and check for adaptation needs)*.

The Lead organisation of LSG has to go over the information and check/ analyse

- the up-to-dateness and relevance/ significance of the information provided for the historic urban area/ CHIMP and
- for conflicts, links and adaptations needs of the existing policies, strategies, concepts, plans, actions between them and concerning the needs of the historic urban landscape.

⇨ Result: The results will be summarised in a baseline paper which documents the current situation of the historic urban area, the cultural heritage and the demands to satisfy in preparation of the elaboration of the CHIMP.

2. Develop objective, content and structure of CHIMP
   Propose, based on the analysis of the current situation, the objective of producing and content and structure of the CHIMP and discuss it with the LSG members.
   ⇨ Result: Agreed objective, content and structure of the CHIMP.

3. Define work plan of the LSG for the development of the CHIMP
   Propose the work plan for the elaboration/ adaptation of the CHIMP and discuss it with the LSG members.
   ⇨ Result: Agreed work plan *(an example is the HerO work program in the final application; define what has to be done, till when, who is responsible, who has to be involved; how to structure/ organise the process, etc.).*

4. Discuss risks and assumptions which endanger the success of the LSG
   Propose actions to avoid the risks and what to do in case they occur. Agree on actions to be taken.

Integration of Local Support Group in the elaboration of the CHIMP
From vision to action

The current situation and the improvement needs are known. Now the requirements, which result from them, have to be "translated" into "actions"
- to accomplish the objectives of the CHIMP,
- the satisfaction of the demands as well as
- the successful application of the integrated and management approach.

The following described "**chain of deduction**" is a helpful methodology to be able to decide what "actions" are needed, should have a high priority and your limited resources should be channelled to to safeguard the cultural heritage values and further develop the historic urban area.
To go through the single "steps" of the chain of deduction, use your LSG by having regular meetings/ working sessions at which you do workshops, brainstorming, ask the members to obtain information and feedback, etc. Try to secure that people participates who are in the position to take decisions.

1. Define the overall vision and general objectives for the historic urban area
   Propose and define with the LSG the common vision for the historic urban area to which all want to contribute to. The vision reflects your aspirations and specifies its intended direction or future destination. From the vision deduct the general objectives for the historic urban area and the cultural heritage (for safeguarding and further developing it to satisfy the demands of and towards

the historic urban area). One way of thinking about the general objectives is to vision the changed situation that you wish to see in a certain future for that area and the cultural heritage.
⇨ Result: Agreed vision and objectives for the historic urban area and its cultural heritage

2. Define the field of actions, its objectives and strategies *(integrated approach)*
   a) Identify and define with the LSG, based on the analysis of the current situation the main field of actions to deal with in support of the general objectives.

   b) Propose and define with the LSG for each field of action
   - The overall objective with regard to the cultural heritage. The overall objective should vision for this field of action the changed situation that you would wish to sea in a certain future *(what you want to achieve)*.
   - The topics and issues to be dealt with within the field of action to be able to achieve the overall objective *(in which "areas" has what to be done to achieve the intended objective)*. It will occur that topics "appear" within more than one field of action, whereby "just" the "perspective" of the topic changes. I.e. "Recreational and green areas" can be part of the field of action "Environmental issues" and "Urban planning". This illustrates the need of an integrated approach and that the field of actions are linked with each other! That has to be considered, when developing the CHIMP.
   - The concrete goals of each topic in support of the overall objective *(think about what you want to achieve directly with your actions)*. This step will put you in the position to deduct concrete needed actions for each topic.
   - The actions, tools, policies, instruments, procedures, etc. (outputs) to accomplish the goals of the topic = strategy *(ask yourself what actions/ outputs are required to achieve the goal, which outputs have to be delivered/ produced)*.
   - The stakeholders to involve in that process to be able to successfully implement them.

Visualising the "Chain of Deduction"
Having done the "chain of deduction", it is very helpful to visualise it
- to get an overview about what has to be managed and
- to check if the chain of deduction is consistent (from the vision via the objectives and goals to the actions), if there are contradictions or conflicts between objectives/ goals which have to be solved and if there are links between actions which have to be coordinated (i.e. one actions depends on the outcome of another action).

The visualisation you can do i.e. by a tree structure or a mind map.
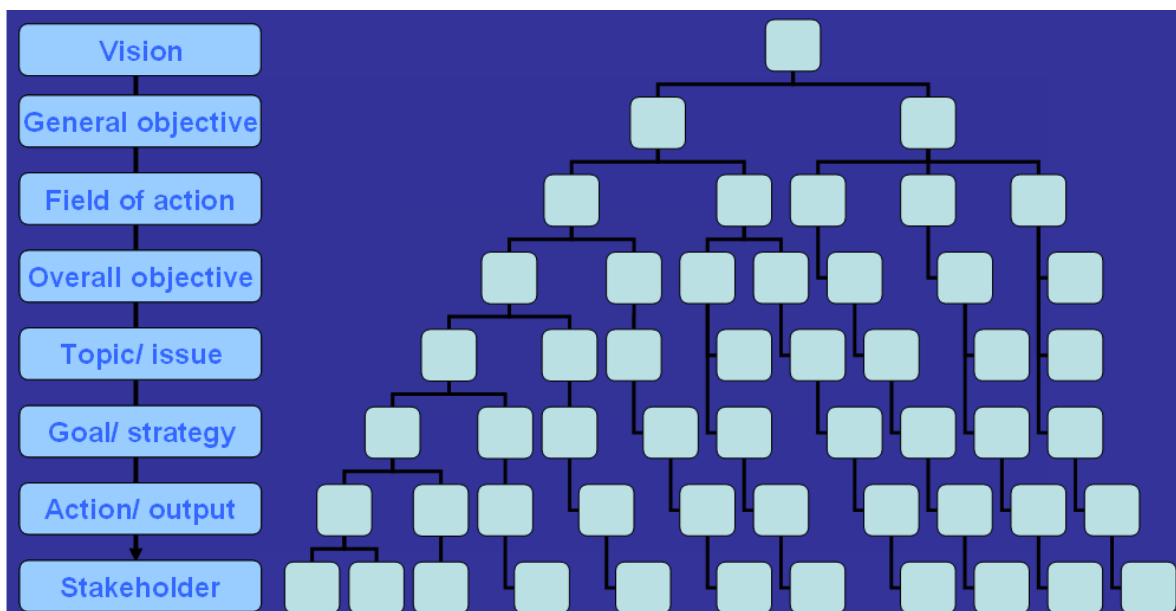
Organisational and operational structures and procedures

Besides planning and deducting the vision, objectives and actions etc, you have to

1. Define needed organisational and operational structures and procedures
   Identify and define with the LSG, based on the analysis of the current situation, the needed organisational and operational structures and procedures to be able
   - to achieve the defined objectives and goals in the CHIMP and
   - to successfully implement and apply the management system and the integrated approach.
   ⇨ Result: Common understanding of necessary structure and procedures to be developed and applied.

2. Set the goals for the structure and procedures
   Having identified needed structure and procedures, propose and discuss with the LSG the goals for each one, so that each organisation/ person knows for which purpose serves the structure and procedures.
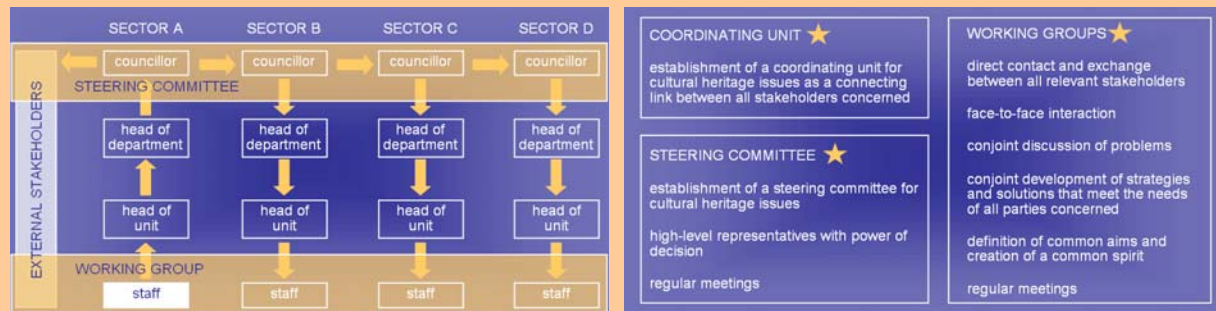   ⇨ Result: Agreed goals for the necessary structure and procedures to be developed and applied.

3. Develop needed structure and procedures
   Having set the goals, propose necessary structure and procedures and discuss it with the LSG.
   ⇨ Result: Agreed structure and procedures to be applied.

Example of structure to coordinate sectoral departments

Annotation

In the course of time informal structure and procedures develop which is based on the reality of day-to-day interactions between persons and organisations. These informal structure and procedures may be different from that which is set out in the CHIMP. Informal structure and procedures develop because:
- people find new ways of doing things which they find easier and save them time;
- patterns of interaction are shaped by friendship groups and other relationships;
- people forget what the formal structures are;
- it is easier to work with informal structures.

Sometimes informal structure and procedures may conflict with the formal ones. Where this is the case the organisation may become less efficient at meeting the stated objectives. However, in some cases the informal structure may prove to be more efficient at meeting the objectives. If this is the case, adapt the formal structure or procedure to incorporate improvements which result from the day-to-day working of the informal structure (you check this during the review process of the CHIMP).

Further support for the elaboration of the CHIMP

For the elaboration of the CHIMP you can involve besides the LSG also **external experts** to gain further expertise and a professional view from the outside. Check with your Managing Authority if such support through external experts can be funded through the regional operational program (OP). All OP have the priority "Technical assistant", which has the general purpose to support preparation work to support the implementation of action of the thematic priority axis in the OP.

For further information see also the [presentation] of Mr. Eltges during the Poitiers meeting.

When you contact your Managing Authority, stress that this preparation work (as well as your CHIMP) will help you to prepare public and private investments for your historic urban area which will contributing to growth, employment opportunities and an integrated urban development of your town *(cultural heritage as sustainable development asset)*. For further benefits of preserving and further developing historic urban landscape assets, contributing to the Lisbon and Gothenburg goals, take a look at the [HerO Baseline study], p. 14.

Another step you can do to obtain further information and support for the elaboration of the CHIMP are **target group oriented** **public meetings/ time limited working groups**. Here you can involve relevant stakeholders, which are not part of the LSG group, but are important actors for certain fields of action of the CHIMP. You can also have special thematic working sessions of the LSG groups to which you invite further interested, needed, affected stakeholders to receive their input and knowledge.

On what to pay attention to

When you elaborate the CHIMP, pay attention to following aspects which are of high relevance for a successful and useful CHIMP:

- Define the field of actions, objectives, topics, goals, actions and structures and procedures based on the analysis of the current situation.
- From the vision, via the objectives to the goals of topics, they should get more concrete and measurable (the lower level specifies the upper level; important for an effective monitoring and evaluation of the CHIMP).
- The vision, the objectives, the field of actions, the goals of topics, actions should be consistent, deducible of each other (support each other) and achievable over a defined time period.
- Coordinate and link objectives, goals, actions and structures and procedures to identify possible conflicts/ contradictions already in the planning phase and to make visible synergies and win-win situations (communication them to the involved stakeholders/ working groups).
- Actions that do not contribute to the defined goals and objectives should be excluded.
- Assure identification and support of vision, objectives, goals, actions and structures and procedures by relevant stakeholders (in particular of the LSG and politicians) and that they want to contribute to these.
- Make the vision, objectives, goals, actions and structures and procedures well known to the public (PR) and the stakeholders not directly involved in the elaboration process of the CHIMP. Also inform about the process of elaborating the CHIMP to raise the awareness about the issue, the identification with the results and gain their support – to avoid confrontation during the implementation phase.
- In general, give stakeholders the opportunity to give feedback on objectives, goals, actions and structures and procedures. Take the feedback seriously – think about it.

Tips for successful Local Support Groups

- **Do not duplicate structures**. If you have something comparable to a LSG, use it *(add activities and stakeholders if needed)*;
- **Establish durable structures** that can and will continue beyond the life time of the Hero network *(so you can use e.g. the structure for implementation and monitoring purposes)*;
- **Do not raise unfeasible expectations** by the stakeholders *(clarify in the very beginning the role of each stakeholder, what is expected from them, their contribution, the rights and duties of the LSG)*;
- **No more than 10-15 persons** in a LSG to be capable to work *(in subordinated groups or an open forum you can involve (temporarily) more stakeholders)*;
- The **stakeholders have to benefit** from participating in the LSG *(think about and propose a set of issues that might interest them)*;
- **Bring together stakeholders from different backgrounds** with multifaceted interests to make them understand each others needs *(in particular the ones you need for the implementation; concentrate on the key stakeholders, do not forget the private stakeholders!)*;
- **Build up trust** between involved stakeholders;
- Develop **common goals and actions** with the stakeholders for the further development of the historic urban areas to secure their support and direct all in same direction *(if you already have some, revise them together; take care that agreed goals and actions are feasible!)*;
- **Inform/ involve the mayor, political parties, managing authority and other stakeholders which might not directly be involved** in the LSG to secure their support *(think about actions how and when to integrate them in the process e.g. inform them regularly about progress and (interim) results*;
- Do **Public Relation**
- Have a **skilled "neutral" moderator** in charge of the LSG, accepted by all partners, his tasks will be to animate the LSG members to contribute to the LAP and organise the process of the LSG.
- A successful LSG **requires time and a thorough preparation!**