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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!

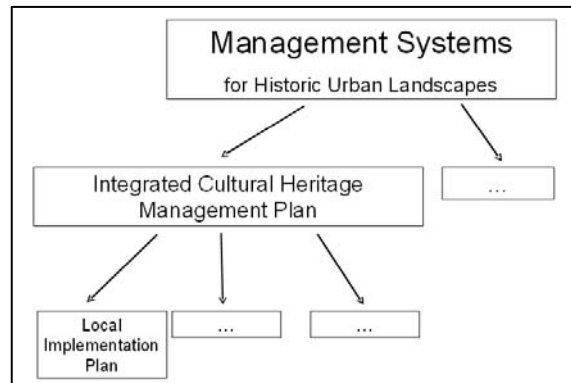
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HerO Local Action Plans

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).

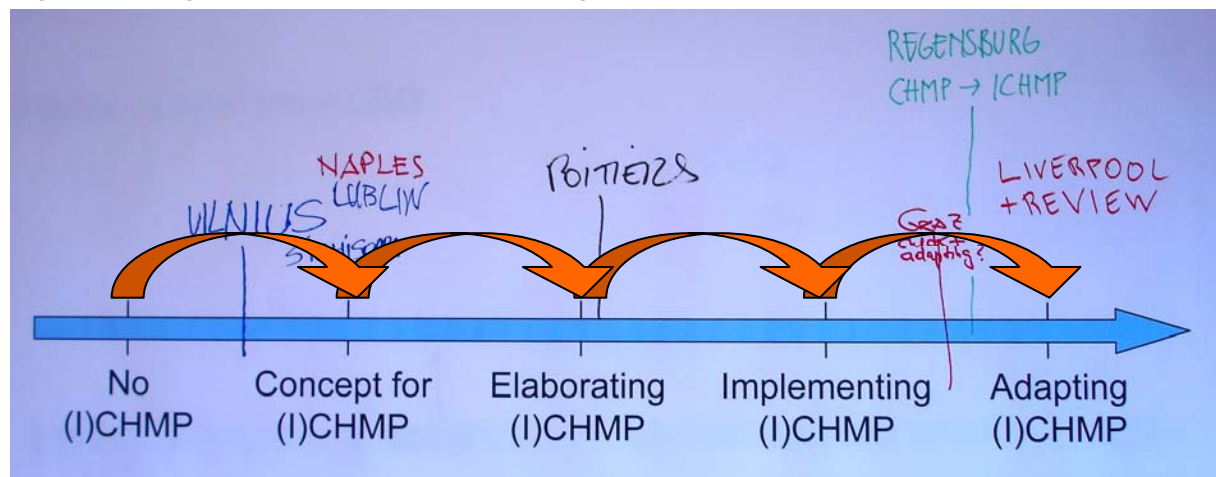
Urbact Local Action Plan (Road Map)

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.

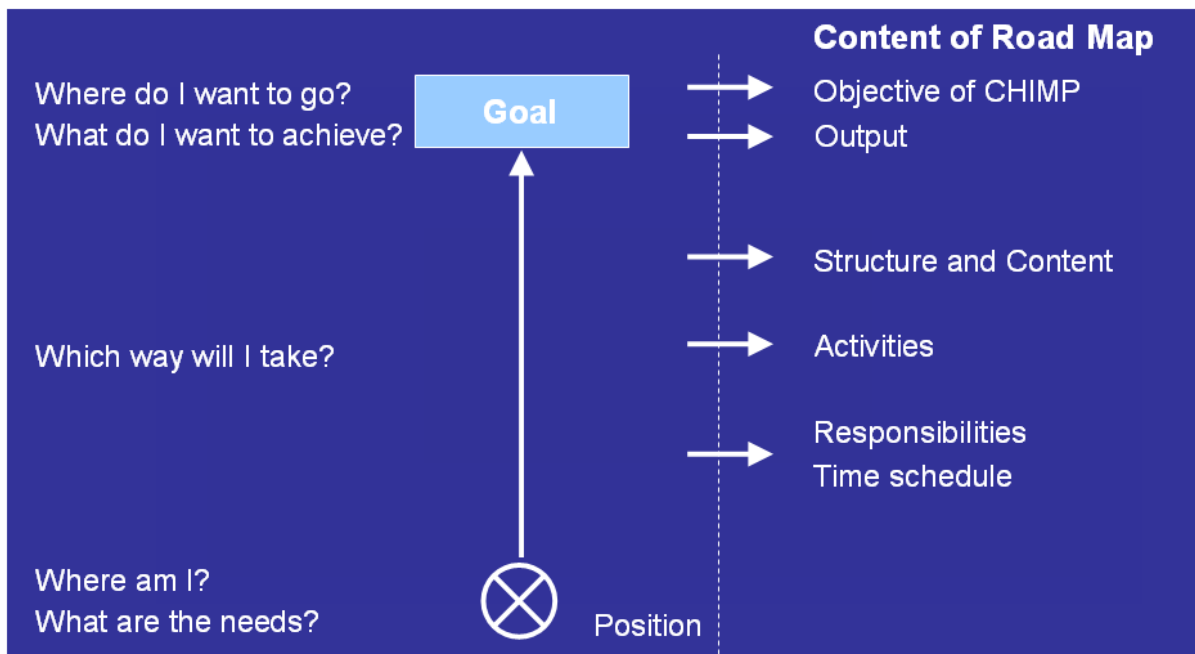
So first of all be aware about your current situation concerning the safeguarding and further development of your historic urban areas and cultural heritage ([analysis of current situation](#)): What are your needs and problems you would like to solve within your CHIMP. From these deduct what you want 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 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

Objective

The Local Implementation Plan (LIP) is part of the CHIMP and has the function to give an overview about the defined actions to support the sustainable development and management of the historic urban area and its cultural heritage. The LIP consists 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 (*regular monitoring*).

An example of a structure for an implementation-oriented LIP you find in **Figure 2**.

Figure 2: Example of a **table** of a Local Implementation Plan (LIP)

Field of action	Objective	Number	Priority	Project title	Estimated costs/ needed resources	Funding / resources (program/ institution)	Funding secured	Responsible	Time schedule	Link/ dependency to other projects
1.	iv.	1.	x	abc	50.000 €	Municipal budget	yes	planning department	2011	3.v.

Explanation

- **Field of action:** To keep easily track which field of action is supported by the action, put down the number of the field of action to which the action is related to (*remember the “chain of deduction”: s. page 11-12*).
- **Objective:** To keep easily track which objective of the field of action is supported by the action, put down the number of the objective to which the action is related to (*remember the “chain of deduction”: s. page 11-12*).
- **Number:** Give the action a number, which will help you for instance for monitoring purposes.
- **Priority:** You might have more actions in the LIP as you have resources to implement them. To use your resources as efficiently as possible it is very helpful to identify the priority actions: the most important ones to achieve your objectives. On these actions your resources should be concentrated (time, funds, personnel, etc.).
- **Project title:** Give the action a sound name you can communicate to the outside.
- **Estimated costs/ needed resources:** Estimate the needed costs and resources (know-how, finances, personal etc.) to be able to check if they are available. If not you have to look to open new resources or you have to adapt your action.
- **Funding / resources (program/ institution):** Record where the funds come from i.e. municipal budget, regional, national or EU program, private institution, etc.
- **Funding secured:** State “yes” or “no”. If “no” is stated your next step is to look for further funds for the action or adapt your action.
- **Responsible:** The institution/ person, responsible for the implementation of the action, is named. He will be the contact person/institution and the coordinator.
- **Time schedule:** State in which year the action ought to be implemented. By that time the needed resources have to be available.
- **Link/ dependency to other projects:** It might be the case that the successful implementation of an action depends on another action, which has already to be implemented or that has to be implemented parallel (using synergy effects). Here you can make these links clear and if one of the dependency projects changes, for instance its time schedule, you may have to make a change to your action, too.

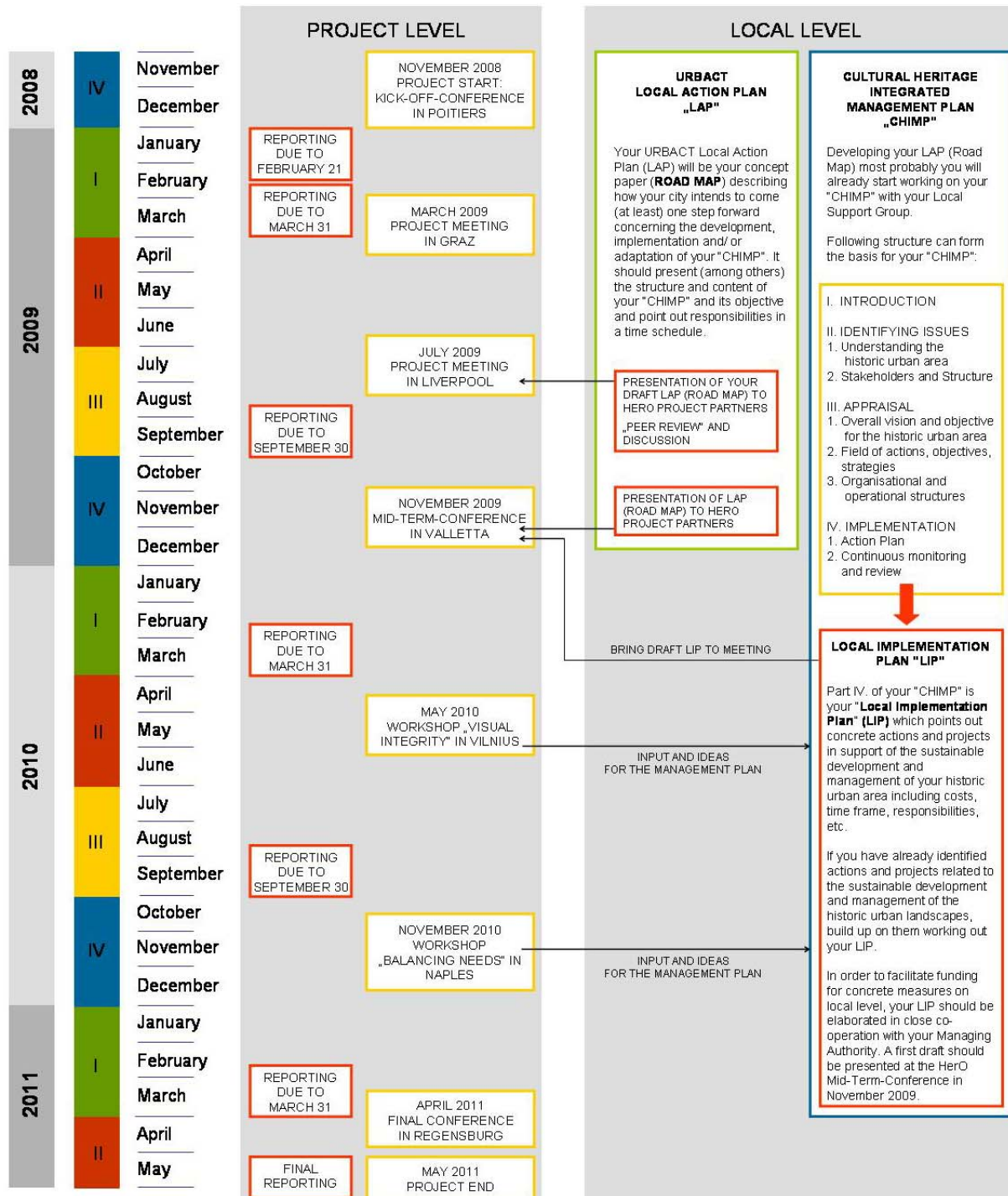
Supplementary to the table of the LIP (s. *Figure 2*) there should be for each priority project an extra **data sheet** (1-2 pages), which gives further information about the project. This data sheet will be very handy on the one hand to prepare well the implementation of the action (you better know what the action is exactly about) and on the other hand to be able to give other stakeholders a quick overview about the project (i.e. when you want to discuss the action with your Managing Authority).

- **Objective of the action** (short, mid and long term if useful): Describe what exactly you want to achieve with the action,
- **Brief description of the action:** Give further explanation about the action so that other people can follow what the action is about,
- **Steps/activities for implementation of the action; time/work plan:** Describe which steps in which order of sequence have to be taken to implement successfully the action – your work plan,
- **Expected output/result:** Describe what will be the output in the end,
- **Stakeholders to involve and beneficiaries:** Think about which stakeholders have to be involved to be able to successfully implement the action; which support you need by them,
- **Breakdown of the expenditures if needed:** Give a more detailed breakdown for which the expenditures are needed and where the funds come from.

For references how to develop such a LIP with the support of your Local support group, see p.13.

Time Schedule

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



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 stakeholders¹ (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

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. Identify the key stakeholders
Make a stakeholder analysis².

↓

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

↓

3. Organise first meeting and set up LSG
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.

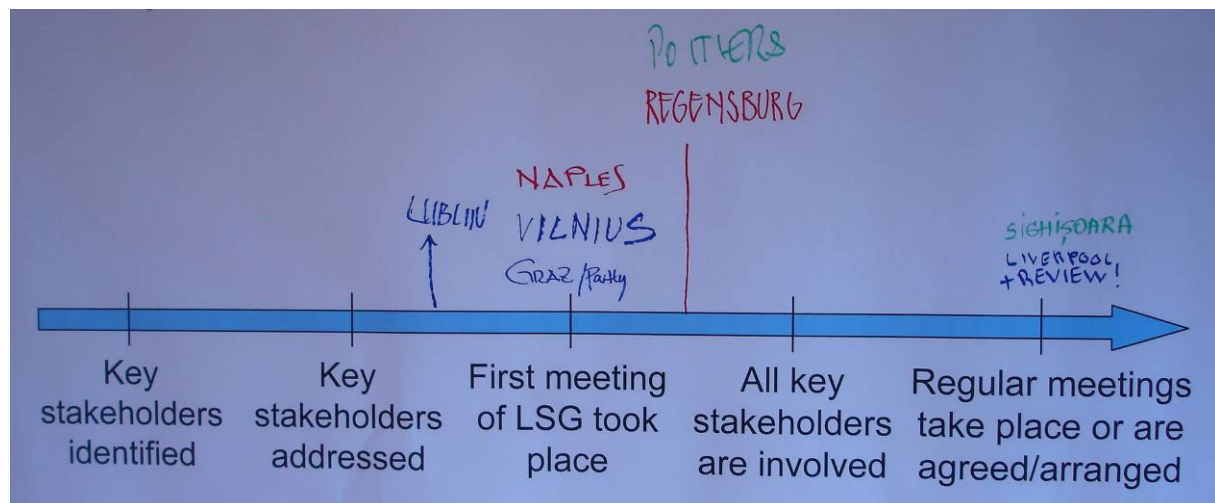
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4. Check if all key stakeholders are involved
Check if you have all key stakeholders on board which are needed to accomplish your objectives for the CHIMP; are all key stakeholders willing to participate?

↓

5. Agree/ arrange regular meetings
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)



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. Identify the interests of the LSG members and define the common goal of the LSG

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. Define the outputs/ results of the LSG

Propose outputs/ results of the LSG based on the common goal and discuss it with the LSG members.

⇒ **Result:** Common agreed outputs/ results, coherent with the LSG goal (*e.g. coordinated Local Implementation Plan*).

3. Define the involvement of the LSG in the elaboration of the CHIMP/ URBACT LAP

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.

⇒ **Result:** 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. Analyse the current situation

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 reasonably 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

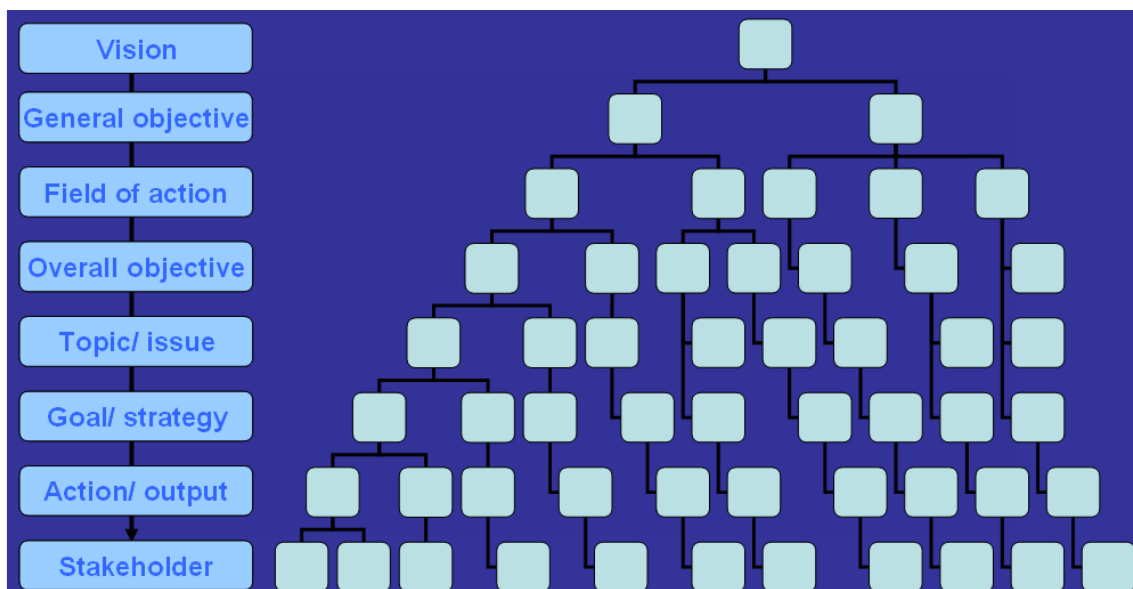
- The overall objective with regard to the cultural heritage. The overall objective should vision for this field of action the changed situation that you would wish to sea in a certain future (*what you want to achieve*).
- The topics and issues to be dealt with within the field of action to be able 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.



Elaboration of the LIP

Organise regular meetings with your LSG members to develop and discuss needed, helpful actions in support of the set goals and objectives. An example for such a process is presented.

1. Prepare an overview about existing actions and envisaged actions from existing concepts and plans
Go through the concepts and plans of your city for actions which are of relevance for the defined goals and objectives (*s. also p.11: Analysis of current situation*) and ask your LSG-members to provide you with information about existing as well as planned actions related to the defined goals and objectives (i.e. by sending a form/ questionnaire; the form can also be sent to non-LSG members). With the gained information develop a *list*, which summarises all the actions and relates them to the corresponding objective and goal of the field of action (*s. Define the field of actions, its objectives and strategies p.12*).
2. Analyse the up-to-dateness and relevance of the actions and if they are sufficient to reach the set goals and objectives
Together with the LSG members analyse and discuss the *list* concerning
 - Relevance and up-to-dateness of the action (*i.e. if it is not anymore relevant to achieve the related goal or maybe it is already implemented you can delete it from the list*).
 - Responsible institution/ person of the action (*who is the contact person, who is in charge, who is supervising the action?*).
 - Comments and requirements to the implementation of the actions (*i.e. when the action is implemented it has to be secured that following requirements are met or following institutions will be involved*).
 - Check if the set goals and objectives can be reached with the defined actions or if further actions are needed.

If you have too many actions to discuss them all in the whole LSG (i.e. because of limited time resources), you can split into smaller working groups which are related to the field of actions, in which the related actions are discussed.
3. Develop further actions
If there is the need to develop further actions to be able to reach the defined goals and objectives organise a workshop with the LSG-members to brainstorm and discuss further (ideas of) actions. Record the name and idea of the action, who might be responsible for it, which field of action and goal will be supported by the action, requirements for the action, etc. To involve also non-LSG-members you can create a form to collect proposals for actions. Make sure that you have actions for your priority goals and objectives.
4. Define the priority actions (key projects)
Together with the LSG members define the priority actions, on which the available resources will be concentrated in the future. One possibility is that each LSG member has a certain number of points he can allocate to his/her preferred actions (i.e. 10 points for 10 actions). Through the allocation of all points by all LSG-members the prioritised actions will be fixed (the projects which the highest points). It can be of advantage when for each field of action priority projects are appointed!
5. Fill out the LIP-table, develop the data sheets and check if needed resources are available
Based on the outcomes of step 1-4 the LIP-table – as presented on p. 5-6 – can be filled out with the help of the LSG members (i.e. each institution which is responsible for an action, fills in the action in the table). Filling out the table, you have to check if the needed resources (finances, time, know-how, personal), in particular for the priority actions, are available (*if the resources are not available you have to take further steps to obtain the needed resources or you have to adapt your action*). Try to synchronise your action plan with the municipal medium-term financial budgeting to be realistic.

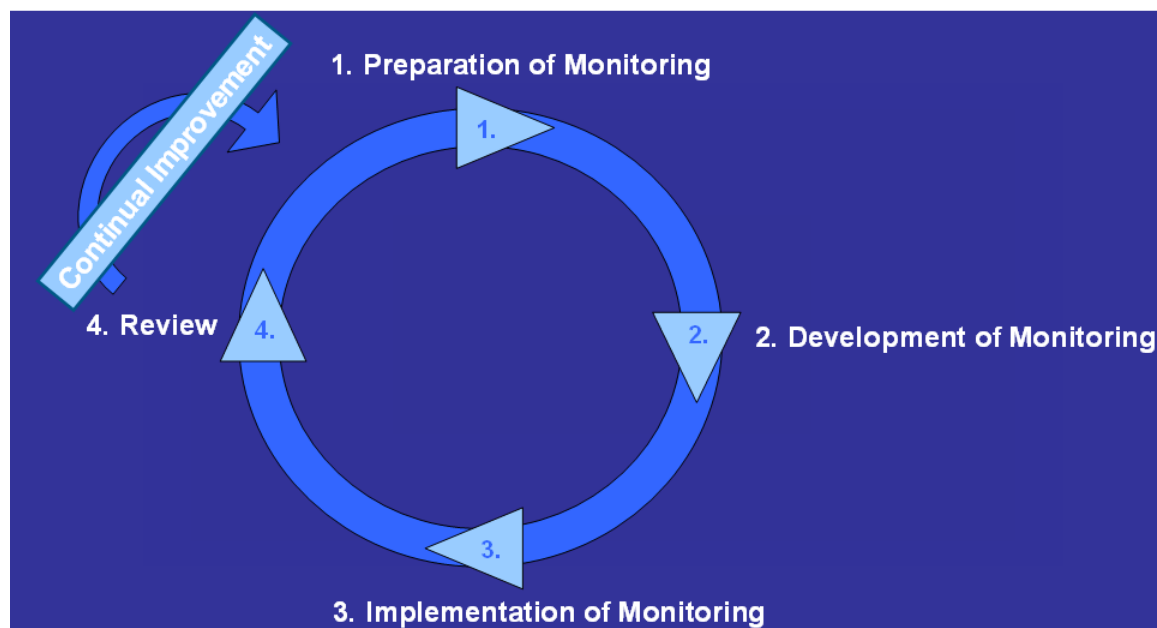
Hints – On what to pay attention to

- To improve the chances of implementation of actions, involve the relevant stakeholders in the development process which are of relevance for the implementation of the actions. Their feeling of ownership will be stronger and they will be more willing to implement the actions bringing in own resources.
- Let sign the LSG-members the final LIP to make it more official and let it approve by the Local Council.
- Involve citizens/ civil society in the development of actions as they are the local experts and the “users” of the historic urban areas. The actions should – besides safeguarding the cultural heritage - serve to satisfy their needs concerning the further development of the historic area; thus the cultural heritage contributes to the community development, strengthening its own position and the identification with it.
- Communicate the action plan within the public administration and to the citizens to raise the awareness.
- Involve your Managing Authority of the ERDF and ESF funds to identify fundable projects through your regional operational program (discuss with them a concrete list of priority projects which from your point of view support the priorities of the operational programs).
- Check if priority projects are in line with regional, national and/or EU policies and programs and there might be funding programs in support of it.
- The actions have to be as concrete as possible and have to support at least one of the set goals and objectives.
- Have priority actions for each field of action! Often each field of action can be related to a different municipal department or institution. By that you can achieve that different municipal departments or institutions provide actions and resources in support of the safeguarding and further development of the historic urban area and its cultural heritage.

Integration of Local Support Group in the monitoring of the CHIMP

The main steps of monitoring are:

1. Preparation of the monitoring system
2. Development of the monitoring system
3. Implementation of the monitoring system
4. Review of the monitoring system



In particular in the development and implementation phase the LSG ought to be involved.

Development phase

Typical steps of the development phase are to define

- concrete monitoring objectives of the CHIMP (*i.e. do you want to measure the grade of achievement of your objectives of your field of action and/or control the implementation of your action plan, etc.*);
- Indicators and their target-setting to be able to monitor your defined concrete objectives (*for each objective indicators should be developed*);
- Working- and communication-structure to implement your monitoring-system: Definition of responsibilities, availability of data, reporting and documentation structure of the results.

For further information about these steps see the thematic report of Cultural Heritage Integrated Management Plans (4) p.17-19.

In the development of the indicator scheme the Local Support Group could be involved by

a) Propose and discuss with the LSG the monitoring objectives: think about what you would like to achieve with your monitoring, which knowledge you would like to gain. Ask the Local Support Group members (and also other relevant stakeholders as for example the mayor, UNESCO or your managing authority) which information they would like to gain through the monitoring.

b) For this demand of information and the concrete monitoring objectives develop and choose adequate indicators. Make a proposal and discuss it with your Local Support group. Make a workshop based on a proposal, brainstorming about fitting indicators, their availability, the target-setting, etc. Consult also your regional/national level or your national ICOMOS if they have examples for a monitoring and indicator system for cultural heritage.

c) Very important is to discuss together with the Local Support Group the Working- and communication-structure. Think together about the target-audience of the monitoring report: Whom should it address, who should act on it? Define who will be responsible for collecting and analysing the data according to the target-setting. Define how the results according to the target-audience will be reported and who is going to write the monitoring report. Make a proposal and discuss it with your Local Support Group in a workshop, refining and tuning the proposal.

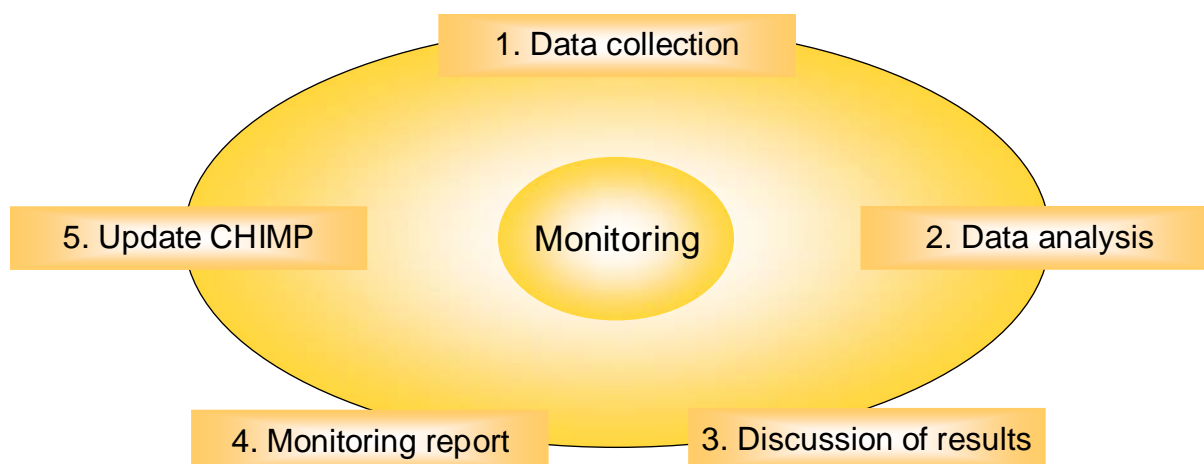
In this process think about to involve further stakeholders who might not be members of the Local Support Group but a useful for the development of a indicator scheme as for example the department of statistics or an expert.

Implementation phase

Typical steps of the implementation phase are:

- Data collection
- Data analysis
- Discussion of results of the data analysis
- Monitoring report and communication
- Update the CHIMP

In the implementation of these steps the Local Support Group could be involved by
According to your Working- and communication-structure



1. the members of the Local Support Group (and other relevant institutions/ persons) collect the data of the indicators by a fixed date and report them to the chairing institution (*the institution responsible for the monitoring*);
2. The chairing institution analyses the reported data according to the target-setting and discuss the reasons for negative trends and developments with involved institutions/person and deduces the demand for action.
3. Based on the analysis the chairing institution writes a draft monitoring report with brief explanations on the results and developments and the demand for action. The monitoring report draft will be submitted until a fixed date to the members of the Local Support group and other involved parties, asking for comments till a certain deadline.
4. Helpful for that process is to discuss the draft monitoring report in a monitoring meeting with the Local Support Group all together to ensure the integrated approach and balancing the different demands and interests. In particular the demand for actions and updating the CHIMP as well as the monitoring and indicator system should be discussed and decisions prepared or even taken.
5. Based on the results of the meeting and comments the chairing institution assembles the final monitoring and action report and communicates it to the target audience.

If you monitor the implementation status of your local action plan, ask the Local Support group members to send together with the data of the indicators their report on the implementation of the actions they are responsible for for that period, indicating what has been done, if everything is on schedule and if there are problems.

Organisational and operational structures and procedures

Besides planning and deducing 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.

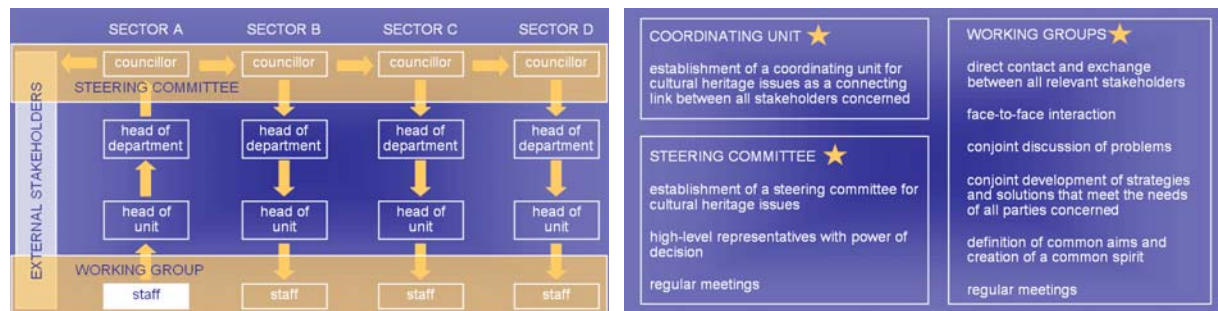
⇒ Result: Agreed goals for the necessary structure and procedures to be developed and applied.

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 contribute 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. Do not do PR just in the end – do it during the whole process!
- In general, give stakeholders the opportunity to give feedback on objectives, goals, actions and structures and procedures. Take the feedback seriously – think about it.
- Define the priority goals, the goals which are most important for the safeguarding and further development of the historic urban area and its cultural heritage. In particular for these goals actions have to be developed and the available resources channelled to.

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 they can influence and what not, what is expected from them, their contribution, the rights and duties of the LSG; be open and transparent)*;
- **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!)*;
- **Involve stakeholders from the beginning** *(make an inventory of the relevant stakeholders, i.e. with a stakeholder analysis, s. "Set up of Local Support Group" p.9)*;
- **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!**