

Nomination of
The GREAT
SPAS of Europe



for inclusion on the
World Heritage
List

The GREAT
SPAS *of Europe*

Volume III: Property Management Plan



1. Introduction to the Overall Management System

1.1 Introduction

The present management arrangements for the World Heritage nomination *The Great Spas of Europe* have been developed by the competent authorities of the seven participating States Parties of the Czech Republic, Austria, Belgium, France, Germany, Italy and the United Kingdom according to the specific governance requirements for transboundary and serial nominations set out in para 132 of the *Operational Guidelines for the Implementation of the World Heritage Convention* (OG), and the general requirements for management plans/ management systems described in OG paras 109 - 119.

The Guidelines, while recognising that each plan or system will need to be shaped according to the type, characteristics and needs of the property within its cultural and natural context, recommend that systems or plans should be cyclical, going through a regular process of planning, implementation, monitoring, evaluation and feedback, with short, medium and long-term actions. There should be a thorough, shared understanding of the property among all stakeholders, and assessment of the vulnerabilities of the property to social, economic, and other pressures and change. Mechanisms should be developed to involve and coordinate the various activities of different partners and stakeholders. Necessary resources should be allocated, and capacity building should be undertaken. The management system or management plan should include any buffer zone or wider setting insofar as actions outside the World Heritage property have the potential to impact on the Outstanding Universal Value of the property. There should be an accountable, transparent description of how the management system functions.

A relatively recent addition to the Guidelines is a requirement for impact assessment of proposed interventions which may affect World Heritage properties. The World Heritage Committee has also adopted other policies relevant to any management plan or system. These include the Policy Document on the Impacts of Climate Change on World Heritage Properties (2007), the Strategy for Reducing Risks from Disasters at World Heritage Properties (2007), the World Heritage Strategy for Capacity Building (2011) and the Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention (2015). The management system or management plan for a nominated property should respond to the relevant aspects of these policy documents. The World Heritage Committee also advocates the application to urban World Heritage properties of the 2011 UNESCO Recommendation on Historic Urban Landscapes. These too are taken into account in the management system for the Great Spas.

The Resource Manual on Managing Cultural World Heritage discusses management systems at length:

A management system is defined as a series of processes which together deliver a set of results, some of which feed back into the system to create an upward spiral of continuous improvement of the system, its actions and its achievements. A management system for cultural heritage helps to conserve and manage a given property or group of properties in a way that protects heritage

values, in particular the Outstanding Universal Value if it is a World Heritage property, and where possible enhances wider social, economic and environmental benefits beyond the confines of each property. (pp.23 – 24)

Some kind of cultural heritage management system exists in every country. Generally it will have a legal framework, an institutional framework and allocated resources which are articulated and applied through planning, implementation and monitoring to achieve specific outcomes for the property, through the delivery of a series of outputs. Improvements to the management system should be a further result.

It is possible to have a management system which contains no management plan, though preparation and implementation of a management plan for a World Heritage property is strongly recommended within the World Heritage system. Occasionally a management plan can constitute an entire management system but more normally it will be one part of a larger system. The management system for a serial transnational nomination will be particularly complex because of the need to operate not just between different components but also in different jurisdictions.

A 'Great spa town' is defined in the main Nomination Dossier at Chapter 2.a.1 as a town centred on natural 'curative' mineral water springs that act as nuclei for a specialised urban form and function designed for healing and pleasure. The nominated property comprises the grandest and most international of the many hundreds of towns that are testimony to the European spa phenomenon. It illustrates, as a whole, the attributes of a 'Great' spa that are conveyed by a distinctive suite of physical elements outlined in section 2.a.2.

In the seven States Parties represented in *The Great Spas of Europe* nomination there exists a varying degree of devolvement of heritage and cultural responsibilities to the regional and provincial government level. In the Overall Management System the term regional and provincial is used as a generic reference to these different degrees of devolution which apply to Austria, Belgium and Germany, and to a lesser extent in the Czech Republic, France and Italy. In accordance with the division of competences between the Federation and the Länder (Federal States) in Germany it is the Länder who retain residual legislative authority for heritage and cultural affairs as they control the administrative and fiscal resources to implement this legislation. The Länder are responsible for the implementation of the World Heritage Convention, furthermore for the protection of the World Heritage Sites, they establish the Tentative Lists and are responsible for the nomination of potential sites. Therefore, they are the first point of contact for all issues and procedures which are laid down by the Operational Guidelines for the Implementation of the World Heritage Convention. Länder are therefore referred to specifically where this role is reflected in the Overall Management System proposed for *The Great Spas of Europe*.

This comprehensive and effective Management System demonstrates a full understanding of these statutory differences concerning the levels of competences within and between the States Parties. To establish coordination, collaboration and common aims necessary to deliver the agreed objectives with the most appropriate partners and stakeholders, individual measures will be dealt with by the legally empowered authorities at national, regional or local level.

The management of *The Great Spas of Europe* is therefore presented over four different levels; international, national, regional and local, and establishes additional structures and rules to ensure effective transnational coordination between the participating States Parties on the one hand and towards and between regional entities and other stakeholders on the other. This Overall Management System describes principally the

overall international approach to management, the common objectives of the partners, the agreed actions necessary to achieve these, and the bodies established to develop and improve cooperation. The relationship of the Overall Management System to the national/ regional/local management structures and the local management plans of the 11 components is also described.

The Great Spas of Europe is a serial transnational property with eleven component sites comprising of the most prominent European Spa towns built over natural mineral and thermal springs which evolved and created a special form and function devoted to healing and pleasure (*Bad Ems, Bad Kissingen, Baden-Baden, Baden bei Wien, City of Bath, Františkovy Lázně, Karlovy Vary, Mariánské Lázně, Montecatini Terme, Spa, and Vichy*). These towns are situated in seven European countries (Austria, Belgium, the Czech Republic, France, Germany, Italy, and the United Kingdom) and are distinguished by dedicated structures including baths, treatment rooms, drinking rooms and colonnades, around which are buildings devoted to diversions and entertainment.

The series combines exceptional architecture, town planning and landscape design, with a unique relationship between people and natural curative sources. This bears witness to the internationally famous European spa and bathing culture which combines medical and social behaviour and continues to thrive today as a living tradition. This tradition thrived on innovation, constant development and evolution within these European spa towns from the eighteenth century to the early twentieth century.

The Great Spas of Europe, through the attributes demonstrated in this series, evidence the most significant stages in the development of spa towns and balneology (hydrotherapy) throughout Europe, which in turn contributed to the development of balneology in other parts of the world, in particular the Americas, North Africa, Australia and New Zealand.

Work on this nomination began in 2011, with the development of the Mayors Steering Group from interested towns and cities. An International Steering Group of the involved States Parties was established in 2013. The States Parties set up an expert International Working Group to develop a nomination draft. The Chair of the IWG is from the lead state Party, the Czech Republic, and acts as Project manager overseeing the development of the nomination. A part-time Secretary General was appointed in 2013 to support this process. Most recently, in 2016, the Site Managers Group was created to bring together those with responsibilities for day-to-day care and protection of the spas. (see Fig. 1).

The partners at all levels now have considerable experience of working together which provides a firm foundation for further development of a comprehensive management system for the nominated property. As time passes, the overall management system will require to be modified and developed in the light of experience and it is expected that the system described in this document will require regular review and revision.

The project, moving on to the next phase of its development is now formulating a permanent Management System which requires the creation of a new structure for operational purposes, and a management structure which acknowledges the continuing roles and responsibilities of the States Parties and the governance of the individual spa towns. This new Management System will be in place prior to the submission of the nomination dossier to the World Heritage Centre for the beginning of the evaluation process. This structure is illustrated in the organogram (Fig.2).

In developing this Management System, the arrangements already put in place by existing transboundary sites have been studied for guidance and as examples of good practise.

The emphasis and focus is one of sustainability and continuity, whilst, at the same time, demonstrating a sensitive approach to the requirements of local communities, and possible future changing political and economic circumstances at the local level.

The structure of this Management System, its objectives and action plan, and the Local Management Plans for each component part, has been crafted to respond to the challenges of a property made up of eleven town and city centres. These sites are complex, they already demonstrate a significant and sophisticated level of management as functioning, contemporary urban centres with wide-ranging degrees of economic activity, public amenities, cultural facilities, vibrant communities and visitor engagement. Whilst contemporary urban management is well defined and implemented at national/federal, regional/ and local levels, supported by rafts of matching legislation, bye-laws, guidance and best practice, there remains a need to coordinate the over-arching Management System for the protection and sustainable management of the OUV of the property. The Management System has two main parts extending across the international, national/federal, regional and local levels of management.

Management Plans at international and local levels are an essential part of the system. The overarching Management System (this document) acts as an overall management plan for the whole nominated property, setting out strategic objectives and the high-level actions needed to attain these. It is complemented at the local level by Local Management Plans developed according to a common structure and responding as appropriate to the strategic priorities as well as to those specific to each of the 11 spas.

The second element is a system of coordination involving all the principal stakeholders. This coordination system is essential to the effective management of the nominated property to protect its Outstanding Universal Value. The whole process is overseen by an *Intergovernmental Committee*, made up of representatives of the States Parties. A *Great Spas Management Board*, composed of the most senior official from each spa, will be responsible for the operational coordination and overall management of the property in close consultation with the *IGC*. A *Site Managers Group* drawn from the site management of each spa, will oversee the implementation of the overall management plan and its harmonisation with the Local Management Plans. The whole system will be supported by a *Secretariat*.

Each component site has identified its *Local World Heritage Steering Group* (or similar appropriate title), composed of stakeholders and assisted by officials responsible for coordinating the Local Management Plan, cultural heritage, urban planning and strategy, landscape protection, parks and gardens, tourism marketing, water management and resource protection, and GiS digital data and mapping systems. These personnel are represented through the *Site Managers Group* which coordinates the links between the component sites at the local level through to the authorities at regional, federal and national levels responsible for spatial and economic strategies via the existing official channels.

At each level of this structure each identified group is responsible for fulfilling its legal and administrative duties as well as having the opportunity to access and influence decision makers at the higher levels through a two-way dialogue process. Whilst the project structure is hierarchical by nature, it is designed to work as a flat pyramid, within which there is a clear line of communication between the component parts. In particular *The Great Spas Management Board* will work closely with the *Intergovernmental Committee* to ensure that management decisions are taken in the light of the requirements of the World Heritage Convention, on which the *Intergovernmental*

Committee is best placed to advise. In addition, the *GSMB*, with its position in the centre of the pyramid will work closely with the *Site Managers Group*.

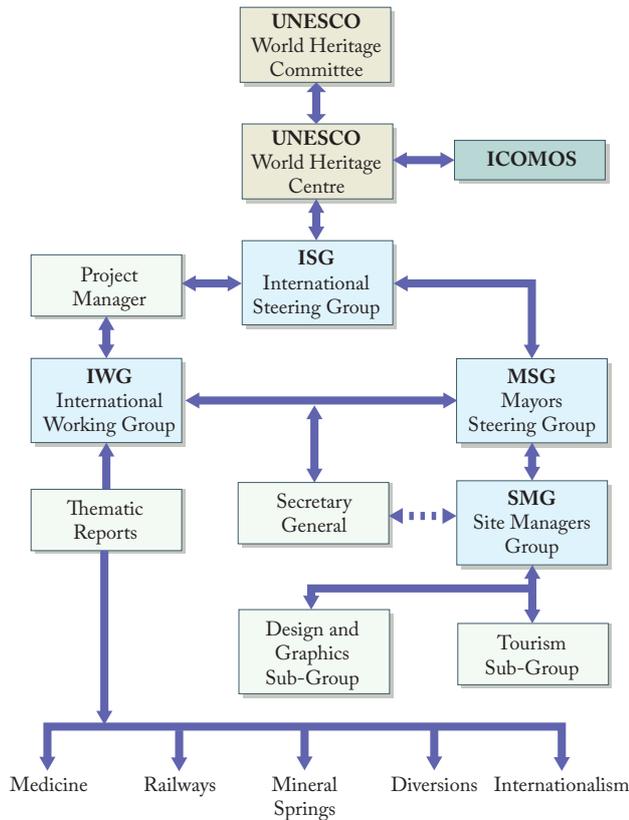


Fig 1: Organisation of the Nomination bid

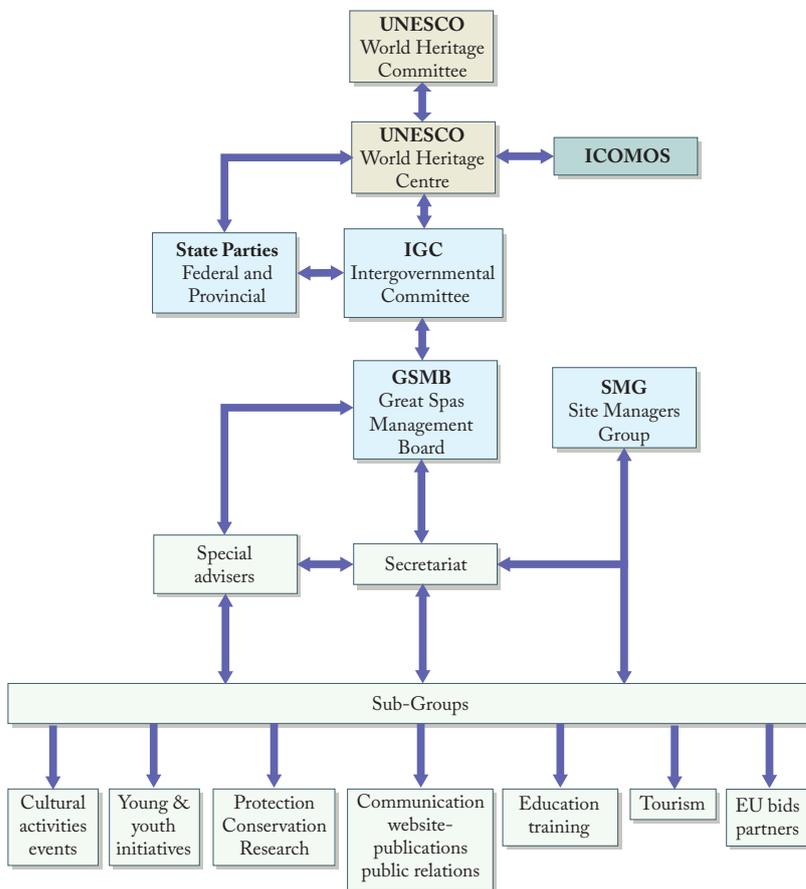


Fig 2: Proposed organisation of the *Great Spas of Europe*

1.2 States Parties and Logos

The participating States Parties to this serial transnational nomination are represented by:

The Ministerstvo kultury, Czech Republic.



The Bundeskanzleramt Österreich, Sektion II Kunst und Kultur, Austria.



The Agence wallonne du Patrimoine, Belgium.



The Ministère de la Culture, France.



The Ministerium für Wirtschaft, Arbeit und Wohnungsbau Baden-Württemberg, Germany



The Bayerisches Staatsministerium für Wissenschaft und Kunst, Germany.



The Ministerium für Wissenschaft, Weiterbildung und Kultur,

Rheinland-Pfalz, Germany.



The Ministero per i beni e le attività culturali, Italy.



The Department of Digital, Culture, Media & Sport, United Kingdom



1.3 Long-term vision

The Great Spas of Europe aspires to become an exemplar in the conservation, management, protection and presentation of a complex and sophisticated property, comprising 11 vibrant European towns and cities. These are spa towns that demonstrate a continuing living tradition, in some cases originating over 2,500 years ago with the advent of Celtic and then Roman worship, and recognition of the healing qualities of natural mineral and thermal waters.

These spa towns have much to offer and the managing authorities have a great responsibility to ensure that these remarkable places are protected for all time and that the traditions of health care for all, maintaining the natural and man-made environment, stimulating cultural programmes and the quality of life for inhabitants and visitors, are adequately resourced and creatively managed. In the long term *The Great Spas of Europe* aspires to be recognised as an exemplar of serial transnational World Heritage management.

The Long-term Vision is to:

- develop visionary policies for urban conservation and protection,
- demonstrate the property's OUV through the protection and presentation of the attributes and by maintaining authenticity and integrity,

- gain recognition as centres of excellence for public realm and landscape management,
- demonstrate the benefits of public engagement, community involvement and business partnerships,
- develop international networks and collaborative working with other global spa traditions,
- implement sustainable tourism strategies as part of an overall approach to sustainable development,
- minimise the carbon footprint of tourism through innovative green transport policies and sustainable development,
- aspire to involve the young and all residents to appreciate the values of OUV and World Heritage,
- work creatively, with innovative, young thinkers whose future we manage today.

1.3.1 Introduction: The *Intergovernmental Committee (IGC)* believes that this is one of the most complex serial transnational nominations to come before the World Heritage Committee. As such it is necessary to have a vision to match such a challenge.

As signatories to this nomination the countries involved, the Czech Republic, Austria, Belgium, France, Germany, Italy and the United Kingdom, declare their joint intention to protect the nominated property according to the guidelines and objectives set out in the *World Heritage Convention* and have established the management system described above to this end. The *IGC*, with its predominantly States Parties membership and those representing the highest monument or heritage protection authorities, is the body that is responsible for coordination and engagement with the World Heritage Committee (via the World Heritage Centre) and the Advisory Bodies.

The *Great Spas Management Board (GSMB)* is responsible for the operational coordination and overall management of the property in close cooperation with the *IGC* including the activities between individual towns. It will carry out particular areas of international cooperation as specified in the Overall Management System and agreed with the *IGC* and other areas where agreement with the *IGC* is not necessary, including for example joint promotion and marketing initiatives, the detailed annual expenditure and funding programmes, and other areas to be approved from time to time. The *GSMB* cannot override national practice.

In the Czech Republic and Germany, each of which has three nominated components of the series, there is also a coordination role between the national components that will be discharged within the countries concerned by the appropriate agencies. Coordination work taken by the *GSMB* and within the Czech Republic and Germany will be undertaken in consultation with the *IGC* in order to ensure compliance with the requirements of the World Heritage Convention.

The *GSMB* will also work closely with the persons responsible for the local sites under the common action plan as established in the Overall Management System. Its functioning

is determined by agreed rules and relationships which have been approved by the participating States Parties as embodied in this Overall Management System. It will also develop, alter and approve the OMS and the Property Management Plan by mutual consent with the *IGC*.

Whilst individual State Parties have responded to the challenges of the Historic Urban Landscape initiative in different ways, the principles established in the 2011 UNESCO *Recommendation on Urban Landscapes* provide a helpful framework for the eleven component parts which are towns and city centres in some cases, and spa quarters in others. This framework will contribute to an understanding of the potential for urban change and development in the context of the protection and management of cultural heritage. The work of the UNESCO *World Heritage and Sustainable Tourism Programme; WH+ST*, has also informed the discussions concerning future presentation, promotion and educational activity. The tourism officers of each spa town have been involved in drawing up this aspect of the strategy for sustainable tourism. The Overall Management System also takes account of the World Heritage Committee's Policy Document on the Impacts of Climate Change on World Heritage Properties (2007), the Strategy for Reducing Risks from Disasters at World Heritage Properties (2007), the World Heritage Strategy for Capacity Building (2011) and the Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention (2015).

The national/federal and regional/ local management instruments and structures are determined by each State Party's political and legislative systems. As a result of this, different action plans are presented within this over-arching Management System and the Property Management Plan; with one Local Management Plan for each component site. This structure provides a framework for consistency, understanding and transparency between the international, national/federal and regional/local levels.

1.3.2 Scope and status of the Overall Management System (OMS): the scope of this MS relates to the 11 component spa towns. The purpose of the OMS is to set out how the commitments, specific and implicit, to the World Heritage Convention, with regard to *The Great Spas of Europe*, will be applied and to ensure that they are delivered. The OMS must take a holistic and strategic approach whilst acknowledging that there are many issues facing urban management which do not relate directly to the OUV of the site. The geographic scope is illustrated in the maps of the eleven spa town sites where local and regional context has dictated a wide variance in the shape and extent of the boundaries whilst conforming with the need to identify and protect the attributes of Outstanding Universal Value as identified within each component part. The status of the OMS is agreed, updated and approved by the *Great Spas Management Board* by mutual consent with the *IGC* on a six-yearly cycle, with an interim review after three years. The current version of the OMS has been approved by the *Intergovernmental Committee* and with the participating member States whose official channels and procedures for cultural heritage protection are to be acknowledged and respected at all times. Its success and the achievement of its objectives will depend to a large extent on the participation and partnership of all stakeholders. This OMS will have to respond to the pressures on these urban sites set within busy, bustling cultural and tourism centres. Such impacts will be monitored and reviewed on a regular basis by the responsible authorities. (See section 4.10. Monitoring)

Existing European, national, federal, provincial, regional and local legislation, statutes, local bye-laws and regulations are highly developed in all seven States Parties and comprehensively listed in Chapter 5 of the nomination dossier. Much of the detail of management, protection and enforcement is encompassed in this raft of legislation and

there is no requirement for this Overall Management System to attempt to duplicate what is already catered for in existing legislation and management systems existing within the States Parties or at federal, provincial or local level. The underpinning principle of this OMS is to remain holistic in its approach and strategic in its objectives.

In the seven State Parties there exists a varying degree of devolvement of heritage and cultural responsibilities to the regional and provincial government level. In the Overall Management System the term regional and provincial is used as a generic reference to these different degrees of devolution which apply to Austria, Belgium and Germany, and to a lesser extent in the Czech Republic, France and Italy. In accordance with the division of competences between the Federation and the Länder (Federal States) in Germany it is the Länder who retain residual legislative authority for heritage and cultural affairs as they control the administrative and fiscal resources to implement this legislation. The Länder are responsible for the implementation of the World Heritage Convention, furthermore for the protection of the World Heritage Sites, they establish the Tentative Lists and are responsible for the nomination of potential sites. They are therefore the first point of contact for all issues and procedures which are laid down by the *Operational Guidelines for the Implementation of the World Heritage Convention*. Länder are therefore referred to specifically where this role is reflected in the Overall Management System proposed for *The Great Spas of Europe*.

The Overall Management System and the Property Management Plan (PMP) are complemented and supported by Local Management Plans (LMP) for each of the 11 component spa sites. These Local Management Plans describe the specific circumstances of each spa town or city, set out the particular issues facing each of them, and specify the local policies and objectives required to achieve the overall objectives of the OMS. Whilst responding to local management requirements and the specific needs of each spa, each Local Management Plan fulfils this within the requirements, vision and general policies as set out in the Overall Management System.

1.3.3 Aims of the Overall Management System: the aims of the Overall Management System (OMS) are to:

1.3.3.1 **establish** an international system based on transnational cooperation through which to coordinate the protection of the property which is *The Great Spas of Europe*,

1.3.3.2 **ensure** that the Outstanding Universal Value of the property, *The Great Spas of Europe*, is understood, protected and sustained,

1.3.3.3 **approve** and deliver a common Action Plan based on a 6-year programme,

1.3.3.4 **agree** the framework for the sustainable management of the property and support mechanisms for the component parts of the site,

1.3.3.5 **ensure** that sufficient resources are available to enable the implementation of the Action Plan,

1.3.3.6 **improve** access, understanding and interpretation of the property and its component sites,

1.3.3.7 **generate** greater public awareness of, and interest in *The Great Spas of Europe*,

1.3.3.8 **establish** *The Great Spas of Europe* as a recognised cultural heritage brand of quality throughout Europe and beyond.

1.3.4 Structure of the Overall Management System: this OMS and PMP and the eleven associated Local Management Plans (LMP's) follow parallel structures that have been agreed with the *IGC*, the *GSMB* and the *Site Managers Group* following a series of workshops held to examine the management plans of other recent successful serial and transboundary nominations. (In particular examination of the plans for the “Frontiers of the Roman Empire” (1987), “The Wadden Sea” (2009), “Prehistoric Pile Dwellings around the Alps” (2011) and “The Architectural Works of Le Corbusier, an outstanding contribution to the Modern Movement” (2016) have informed this process).

This description of the OMS and PMP is divided into six chapters covering the following:

- Chapter 1: Introduction to the Overall Management System (OMS).
- Chapter 2: Brief Description and the Significance of the Site.
- Chapter 3: Protection and legal instruments.
- Chapter 4: The International Overall Management System and the Property Management Plan (PMP).
- Chapter 5: The Property Management Plan; issues, challenges and opportunities.
- Chapter 6: Implementation of the Property Management Plan and the Overall Action Plan.

1.4 International Framework (see Fig.2 for this structure)

1.4.1 Management commitment between the States Parties

The project will, in the future, be managed by the *Great Spas Management Board* which is responsible for the operational coordination and overall management of the property in close consultation with the *IGC*, incorporating representation from the participating spa towns and cities included in this nomination. The States Parties, being the signatories to the World Heritage Convention represent the legal obligation and commitment of each participating country and State Party to the future obligations of conservation, protection, promotion and presentation, including the Länder level and existing official channels.

All participating States Parties already have several properties on the World Heritage List including transnational sites and are therefore aware of the obligations that this added status brings to all stakeholders. This creates a sound basis for future cooperation, a basis reflected in the levels of cooperation and the outcomes experienced to date during the development of this nomination.

Those responsible for the governance of the individual spa towns and cities are represented by the most senior elected official, in most cases the Lord Mayor or Mayor, who are committed to providing the resources to deliver the local Action Plans, and whose focus is the conservation, protection, promotion and presentation of the OUV of the component parts. This commitment also covers the provision of resources for the PMP's common Action Plan.

The *Intergovernmental Committee's* commitment between the States Parties: the seven States Parties participating in the nomination of *The Great Spas of Europe* are represented by the organisations, agencies and ministries as listed below:

Ministerstvo kultury, Czech Republic.

Bundeskanzleramt Österreich, Sektion II Kunst und Kultur, Austria.

Agence wallonne du Patrimoine, Belgium.

Ministère de la Culture, France.

Ministerium für Wirtschaft, Arbeit und Wohnungsbau Baden-Württemberg, Germany

Bayerisches Staatsministerium für Wissenschaft und Kunst, Germany.

Ministerium für Wissenschaft, Weiterbildung und Kultur, Rheinland-Pfalz, Germany.

Ministero per I beni e le attività culturali, Italy.

Department for Digital, Culture, Media & Sport, United Kingdom

These parties have each agreed to submit jointly the serial transnational nomination *The Great Spas of Europe* under the direction of the Czech Republic, the lead State Party. The project involves the most important European health resorts and fashionable spa towns of the eighteenth and nineteenth centuries.

Chapter 5 of the nomination dossier describe the status and procedures of the individual States Parties in relation to the national/federal provision of legislation for the preservation and management of World Heritage Sites. This provision is also listed in the individual Local Management Plans for the eleven component parts. These activities are conducted and controlled by each State Party being responsible for the protection, management and actions implemented at each site and this remains the responsibility of each State Party in accordance with national legislative and management systems.

However, there is a need for additional management collaboration. For this reason, and in accordance with the *Operational Guidelines for the Implementation of the World Heritage List*, a *Great Spas Management Board (GSMB)* has been established by the *IGC*. The activities of the *GSMB* and the implementation of the Management System will be guided and approved in future by all States Parties and representatives of the highest monument and heritage protection authorities, working within the framework of *The Great Spas of Europe Intergovernmental Committee (GSE IGC)*. When *The Great Spas of Europe* property is inscribed on the *World Heritage List* the States Parties will require the *GSMB* to continue to develop the over-arching MS, including the PMP and its Overall Action Plan as an evolving management instrument by mutual consent with the *IGC* in order to deal with common issues concerning the World Heritage status of the property and its component parts.

On the international level, the seven States Parties have declared their common willingness to continue to participate actively in the management of the property through the instrument of the *GSE Intergovernmental Committee* and to observe its purpose and to preserve the nominated transnational property in accordance with the obligations under the World Heritage Convention.

The working language of *The Great Spas of Europe*, its management structure, working groups and boards is English.

1.4.2 The Great Spas of Europe Intergovernmental Committee (GSE IGC) will operate as follows:

Composition: the membership of the *IGC* is comprised of the appointed representatives of each of the participating States Parties including the World Heritage Focal Points and/or an appointed representative of the highest monument or heritage protection authority.

Mission: the *IGC* has an executive function including the representation of the property to the World Heritage Centre, UNESCO and the Advisory Bodies including ICOMOS. Procedure: the *IGC* works on the principle of consensus. The Secretariat provides administrative services as required.

Purpose: the *IGC* will:

- 1 Receive an Annual Report from the *Great Spas Management Board* including a review of the implementation of the Property Management Plan.
- 2 Guide the *Great Spas Management Board (GSMB)* on matters relating to the Overall Management System and the Property Management Plan.
- 3 Receive reports from individual State Parties or the Länder in Germany concerning revisions to the Local Management Plans or any other issues pertaining to the component sites.
- 4 Be made aware by the States Parties or the Länder in Germany of any proposed development that could threaten the OUV of the property.
- 5 Be advised of, and send observers to *GSMB*, *SMG* and other *GSE* sub-groups or specialist meetings if deemed necessary.
- 6 Call for meetings and conferences of a scientific and technical nature on aspects of the *GSE* property.
- 7 Oversee the cycle of Periodic Reporting.
- 8 Send a representative or delegation to the Annual General Meeting of the *Great Spas Management Board* if so desired.

This nomination and a subsequent successful inscription does not commit the participating States Parties to any expenditure other than those costs directly related to participating in the *IGC*. All other costs associated with the project *The Great Spas of Europe* are financed jointly by the 11 participating spa towns' municipal authorities.

1.4.3 The role of the individual States Parties: The individual States Parties and the Länder in Germany will:

1. Support and assist the component sites to meet the requirements of the Property Management Plan.
2. Approve the Local Management Plans (LMPs) on a regular cycle following consultation with the *IGC*. (with the exception of the Belgium federal authorities).
3. Respond to all requests for information concerning the property received from the WHC or ICOMOS and report all responses to the *IGC*.
4. Circulate all States Parties and competent authorities represented in the series with the approved LMPs.
5. On being made aware by any component site within its territory, of any proposed development that could threaten the OUV of the property, to inform the *IGC* at the earliest opportunity and prior to officially notifying the WHC.

1.4.4 The Great Spas Management Board (GSMB): Will be responsible for the administration and operational coordination of the property, *The Great Spas of Europe*. The operating rules and functioning of the *GSMB* are determined by the *IGC* and accepted by the participating States Parties and Länder in Germany.

Composition: the membership of the *GSMB* is comprised of the Lord Mayors, Mayors or their nominated representative from the municipal authority representing each component spa town within the series.

Mission: the *GSMB* has an executive role including the implementation of the Overall Management System and the financing of the Property Management Plan.

Procedure: each component spa town has one vote only. The *GSMB* elects a Chair and Deputy-Chair from within its ranks for a three-year term. The Chair does not have a casting vote in the case of an equal vote. The *GSMB* will establish an appropriate legal entity to cover all legal responsibilities and trading activity in the future.

The *GSMB* promotes and supports the presentation of the inscribed property. It encourages initiatives intended to contribute to the international recognition of the phenomenon that is *The Great Spas of Europe*. It also encourages scientific research into the numerous subjects that relate to the attributes of *The Great Spas of Europe*, in consultation with the competent authorities and publishes and promotes an Annual Report concerning its activities.

At the request of a State Party to the World Heritage Convention, the *IGC* will ask the *GSMB* to examine the possibility of adding to the serial inscription. The *GSMB* will subsequently make a recommendation to the *IGC* on any proposal to extend the transnational serial inscription. The *IGC*, who require a unanimous decision concerning a proposed extension, will then instruct the *GSMB* to assist with any new inscription procedure if a State Party bringing forward such a proposed extension to the *GSE* inscription so wishes, having in all cases taken advice from the World Heritage Centre.

The Chair of the *GSMB*, assisted by the *Secretariat*, organizes the annual meeting, signs-off the Annual Report, coordinates and promotes the actions of the *GSMB* and publicly represents *The Great Spas of Europe* at external meetings, conferences as appropriate and with the media.

A member of the *GSMB* can call for an extraordinary meeting at 28 working days notice, following consultation with the *GSMB* Chair, to consider a specified urgent matter. The Chairperson may decide that such matters could best be dealt with by a sub-group of the *GSMB* or by inviting external specialists to consider any exceptional matter. The spa town member raising such a matter would be required to fund the costs of hosting such a meeting and the expenses of any external specialists required.

The *GSMB* decisions concerning its tasks, actions and working methods, are to be arrived at by consensus wherever possible. If a vote is required it will be agreed by a simple majority of members present (currently composed of 11 members), with a quorum of at least two thirds (i.e. 8) members being present. Any decision made at a meeting of seven or less members will not be binding on the *GSMB*. The Chairperson does not have a casting or additional vote in the case of equal votes for or against a proposition or motion. If a stalemate occurs it is to be referred to the *IGC*.

Before the publication of any document in the name of *The Great Spas of Europe* and the *GSMB*, members of the *GSMB* must be consulted. A communications strategy is included in the Overall Action Plan. The Chairperson, in consultation with the *Secretariat*, is the official spokesperson for the transnational property and will sign-off all press releases and official communications either in print or electronically transmitted. Any joint statement concerning a component of the series is to be signed-off by both the Chair of the *GSMB* and the Mayor of the spa town in question.

The *Great Spas Management Board* will develop, alter and approve the Overall Management System and the Property Management Plan by mutual consent with the *IGC*. It implements and regularly updates the Overall Action Plan. Projects and actions can be proposed by any member of the *IGC*, *GSMB* or *SMG* and may concern all or only some of the participating States Parties and spa towns. The individual spa town members will endeavour to make contributions to the *GSMB* common actions and projects and these will be approved on an annual basis. The *GSMB* is to be consulted when the Local Management Plans (LMP's) are being revised on a six-yearly cycle with an interim report submitted every three years. The LMP's contain a local action plan which must always fit within the framework and objectives of the common strategy and Overall Action Plan within the Property Management Plan framework. This harmonisation is a responsibility of the *Secretariat* and the *SMG* as is the delivery of the LMP's. An item monitoring this progress will be included within the Annual Report of the *GSMB*.

The *GSMB* will support States Parties and the *IGC* to fulfil the regulatory *Periodic Reporting* procedures as requested. The regulations concerning the *GSMB* and its role in the overall management of the property come into force on the date of the signing of the nomination file by the participating States Parties.

The *GSMB* will be automatically dissolved in the event of non-inscription or the deletion of the serial property from the World Heritage List. Individual States Parties are not necessarily committed to the obligations and rules of the *GSMB*.

The *Great Spas Management Board* will:

1. Meet at least twice per year, one meeting being for the purpose of presenting the Annual Report.
2. Maintain appropriate governance measures.
3. Approve the Property Management Plan as part of the Overall Management System by mutual consent with the *IGC*.
4. Approve the Annual Report and submit it to the *IGC*.
5. Set a budget and membership fee in advance for each future year (year 1), with an indicative budget estimate for years 2 and 3 on a rolling programme to enable forward planning within the cycle of budget approval in each component spa town.
6. Oversee the management of a project bank account under the control of an appointed Finance Manager or Treasurer.
7. Appoint two internal financial auditors from the component spa town authorities, who will conduct an annual audit report for submission to the *GSMB*.
8. Monitor and review the Property Action Plan in close consultation the *SMG* on an annual basis and report to the and *IGC*.
9. Approve the marketing and communications strategy.
10. Initiate the development of external partnerships.
11. Maintain a list of factors affecting the property.
12. Adjudicate in cases of dispute.
13. Employ the staff of the *Secretariat*.
14. Ensure that each member spa town appoints a competent and qualified representative to attend the *Site Managers' Group*.
15. Provide political direction and guidance as necessary.

1.4.5 The *Site Managers Group*.

The participating spa towns and cities have each developed their Local Management Plans with the competent authorities within each State Party. A coordinator/site manager, currently either a permanent, temporary or part-time appointment or a consultant has participated in and in some cases led this process. It is a requirement that each spa town will make a permanent appointment to this position following inscription. Each spa town nominates a representative to the *Site Managers Group (SMG)* meetings which have met regularly during the development of this nomination. The *SMG* will remain a vital component of future management. (An example of the generic duties of a

World Heritage Site Manager is included at Annex 2 of this document).

Composition: the *SMG* will consist of the principal site managers representing each component site within the property, and the Secretariat and specialist advisors as appointed from time to time.

Mission: to oversee the implementation of the Property Management Plan and to ensure harmonisation with the Local Management Plans.

Procedure: it will meet at least three times per annum and elect a chair person for a period of one year from within its ranks. One of the three meetings will coincide with the *GSMB* Annual Report meeting.

Purpose: the *SMG* will:

1. Prepare an Annual Report on the implementation of the Local Management Plans.
2. Assist the *Secretariat* to prepare the annual budget.
3. Assist the *Secretariat* to implement the Property Management Plan as part of the Overall Management System.
4. Coordinate local and joint monitoring and the preparation of the State of Conservation reporting procedures as requested by the *IGC*.
5. Prepare the ground and collect information for the Periodic Reporting procedure as requested by the *IGC*.
6. Review the list of factors and risks affecting the component sites.
7. Ensure that any proposed developments or projects that may have an impact on the OUV of the property are brought to the attention of the *IGC* via the official regional, Länder and national channels at the earliest possible moment.
8. Establish, following consultation with the *GSMB*, such sub-groups as are necessary to ensure the desired levels of expertise are available to inform the management of the property, including topics such as conservation, training and education, sustainable tourism, marketing and promotion, scientific research and financial audit.

1.4.6 *Secretariat (SEC)*

Composition: the *Secretariat* will consist of the various members of staff employed by the *GSMB* at any one time.

Mission: the *Secretariat* will be responsible for the implementation of the Overall Management System and the Property Management Plan.

Procedure: the *SEC* will be based in one of the component spa towns and service all activity related to the property as authorised by the *GSMB* and be responsible for the good governance of the property at all times.

Purpose: the *SEC* will:

1. Establish, in close cooperation with the *GSMB*, a project office and head-quarters.
2. Implement the Property Management Plan.
3. Draft the annual budget.
4. Manage day-to-day financial control of the approved budget, including all contracts and payments.
5. Manage the *GSE* website and database.
6. Generate the Annual Report with the support of the *SMG*.
7. Organise all *GSE* and other joint meetings, prepare agendas and produce minutes and records in consultation with the Chair of the *GSMB*.
8. Coordinate external communications and public relations on behalf of the property as a whole.
9. Organise the *Great Spas International Conference (GSIC)* at intervals to be agreed with the *IGC* to further scientific research and projects concerning the significance and attributes of the European spa towns.
10. Manage the relationship with EHTTA and ESPA and other international organisations as agreed with the *GSMB*.
11. Oversee the production of monitoring data as requested.
12. Liaise with State Parties and Länder on requests for information, reviews and missions.
13. Ensure regular contact with and between the component sites and encourage and enable cross-site working and cooperation.
14. Prepare presentations and represent the *GSE* at external meetings and events as agreed by the *GSMB*.
15. Establish teams to develop EU programme bids for financial support for projects with other appropriate partners as agreed with the *GSMB*

1.4.7 Thematic sub-groups have been established to cover i) tourism, promotion, marketing and communications, ii) design and graphics and in the future sub-groups will cover iii) education and training, iv) conservation and protection, including research, v) events and activities and vi) EU funding and external partnerships.

1.4.8 The *Great Spas International Conference (GSIC)*: It is the intention of the *GSMB* to hold an occasional thematic conference on one of the many diverse subjects relevant to the understanding and presentation of the OUV of the property. Subjects in future

could include conservation programmes and the exchange of information, joint tourism strategies, joint research projects including EU proposals and bids, cultural programmes and festivals, youth and young people exchanges, climate change and the maintenance of parks, gardens and spa landscapes. It is anticipated that this *GSIC* could take place on a three-yearly cycle or as resources allow.

For example the audience could include Ministerial representation, UNESCO and ICOMOS representatives, national heritage agencies, EU delegates and project partners, universities, tourism officers, specialist tour operators, local steering groups, students, private sector players and potential investors.

2. *Brief Description and Significance of the Site*

2.1 Description

The Great Spas of Europe is a transnational serial property.

The component parts are represented by the following spa towns situated, in Western, Central and Southern Europe and in the British Isles:

Baden bei Wien (Austria, Lower Austria),
Spa (Belgium, Province of Liège),
Františkovy Lázně (Czech Republic, West Bohemia),
Karlovy Vary (Czech Republic, West Bohemia),
Mariánské Lázně (Czech Republic, West Bohemia),
Vichy (France, Auvergne-Rhône-Alpes),
Bad Ems (Germany, Rhineland-Pfalz)
Baden-Baden (Germany, Baden-Württemberg)
Bad Kissingen (Germany, Bavaria),
Montecatini Terme (Italy, Tuscany) and
City of Bath (United Kingdom, Somerset).

The detailed description of the property is included in Chapter 2 of the main nomination file. What follows is a short summary.

Water has long been a catalyst for the development of significant cultural practices that have generated both tangible and intangible cultural values. This includes the use of water at spas. Archaeological evidence indicates that natural thermal mineral water has been universally used from the earliest times. In ancient Greece, thermal bathing was combined with physical exercise, whilst in the Roman Empire massive bathing complexes (thermae) became cultural centres of sociability and entertainment and were directly associated with urbanism (the tradition survived in Byzantium and was adapted by Muslim culture). Thermal bathing traditions became, and remain, a cultural

tradition in other parts of the world, such as the onsen in Japan. But it is mainly in Europe that, for centuries, the use of mineral water (thermal and cold) for bathing and drinking has been medicalised. Medical diagnosis developed in European spas during the eighteenth century, following the first scientific chemical analyses of mineral waters, and this reached its peak between the second half of the nineteenth century and the early twentieth century. The tradition of ‘taking the cure’ is at the core of a unique urban typology, the European spa, the only example of urbanisation around a medical practice.

The Great Spas of Europe is a transnational serial property of eleven spa towns located in seven European countries: *Baden bei Wien* (Austria); *Spa* (Belgium); the ‘Bohemian Spa Triangle’ of *Karlovy Vary*, *Františkovy Lázně* and *Marianske Lázně* (Czech Republic); *Vichy* (France); *Bad Ems*, *Baden-Baden* and *Bad Kissingen* (Germany); *Montecatini Terme* (Italy); and *City of Bath* (United Kingdom).

The Great Spas of Europe provides exceptional testimony to the European spa phenomenon. This is a complex urban, social and cultural phenomenon that has its roots in antiquity but gained its highest expression from around 1700 to the 1930s in the most dynamic regions of Europe. These fashionable resorts of health, leisure and sociability were the only European settlement type to be in cultural competition with the great metropolises. They created a new urban typology with a specific form, function and architecture that has no earlier parallel, gaining a distinguished place in the architectural and social history of urbanism, as well as in pioneering nascent modern tourism.

A serial nomination is necessary to capture the geography of this network of water cure towns, its historical geopolitical scale, and the diversity of spa history and style. The nominated property represents the complete development of the range of both tangible and intangible ‘spa’ attributes, through time, that convey its overall significance. Each spa town developed around natural ‘curative’ geothermal and mineral springs which, depending on their variable qualities, were prescribed for specific conditions. The springs were the catalyst for an innovative urban plan, a model of spatial organisation, built features and open spaces that exemplified function and process. This model was designed for a cultural practice characterised by a distinctive arrangement and daily itinerary of the spa guest that served many curative, therapeutic and social functions.

Ensembles of spa buildings include architectural prototypes, such as baths, pump rooms, drinking halls, medical treatment facilities, and colonnades and galleries designed to harness the natural mineral water resource and to allow its practical and sustainable use for bathing and drinking. ‘Taking the cure’, externally and internally, was complemented firstly by related meeting and assembly rooms, together with entertainment and other visitor facilities such as casinos (gaming was endemic throughout Europe and held to be essential for the spa), theatres, hotels and villas. The ensembles were also supported by essential infrastructure of railways, as well as funicular railways. All are integrated into an overall urban context that includes a carefully managed recreational environment of parks, gardens, promenades, sports facilities, woodland walks and rides. These buildings connect visually and physically with their picturesque setting of idealised nature.

The Great Spas of Europe marks the greatest developments in the traditional medical uses of mineral spring water by Enlightenment physicians across Europe. The nominated property represents the largest, most dynamic and economically successful urban resorts, with a fashionable and internationally oriented dimension. They radically changed spa

treatment and made significant progress in developing scientific principles of balneology, hydrotherapy, crenotherapy and other advances such as major contributions to the evolution of diagnostic medicine. This medical heritage had a profound impact on development of the towns and their popularity and economy as well as advances in a wider personal health and wellness phenomenon.

As elite places in terms of scientific, political, social and cultural achievements, they initiated the transformation of European society through the reduction of the gap between the elite and a growing middle class. Their contribution to the development of European polite society is further characterised by intangible heritage as places of major political events and of a special creative atmosphere that inspired works of high-art in music, literature and painting that are of outstanding universal significance.

Around 1800 there were only around a hundred places that could be called embryonic spas, having reached a degree of development that distinguishes them as spa towns according to a discrete and unique combination of attributes. By the end of the nineteenth century there were more than a thousand. The series was therefore selected from the many spa towns that were generally active around 1900 and the post war years up to 1930. Those which have been chosen constitute a coherent and representative series of the global phenomenon and which are endowed with the elements that exemplify the attributes of proposed Outstanding Universal Value, to the most remarkable degree, and with undeniable authenticity and integrity.

The Great Spas of Europe is still the heir of the network of European spa towns that emerged in the nineteenth century. The constitution of the series rests not only on the present exceptional qualities of these cities, but on a common history; they themselves have contributed to founding the concept of spa, materially and conceptually. They made a major contribution to the development of the spa culture represented by these original urban structures with their prestigious buildings and parks which embody an essential experience of the relationship between urban living, worldliness and nature. The development of European spa towns thus generated a form of hierarchy between spas with only regional influence, others whose reputation and guests remained strictly national, and “great” spas that reach an international reputation. The series thus represents the pinnacle of the European spa tradition.

The successful management, economic and/or medical success of the series has succeeded in controlling growth and in maintaining original purpose and an enduring atmosphere. They continue their sustainable function as dependable curative venues for body, mind and spirit that ensure their continued contribution to European culture, behaviour and customs.

2.2 The Values of *The Great Spas of Europe*

A World Heritage property should be managed primarily to protect its Outstanding Universal Value (OUV) as agreed by the UNESCO World Heritage Committee. It will of course have other values which are not part of the OUV. Some of these will be heritage-related while others may be social or economic. Increasingly heritage is being recognised as an important contributor to sustainable development in its broadest sense and a World Heritage property should be managed for these wider values also, provided always that protection of the place’s OUV remains the key priority.

The qualities for which a World Heritage property is inscribed on the World Heritage List are set out in a Statement of Outstanding Universal Value (SOUV) agreed by the UNESCO World Heritage Committee at the time of inscription. The SOUV includes a definition of Outstanding Universal Value itself, statements of integrity and authenticity of the property, and the requirements for protection and management necessary to maintain the property's Outstanding Universal Value. All these needs have to be fulfilled for the property to be deemed to be of Outstanding Universal Value. Set out below is the draft Statement of Outstanding Universal Value included in the nomination dossier. Once the property is inscribed, it will need to be replaced by the actual Statement of Outstanding Universal Value agreed by the UNESCO World Heritage Committee.

Statement of Outstanding Universal Value

Brief Synthesis

The Great Spas of Europe provide exceptional testimony to the European spa phenomenon, a complex urban, social and cultural phenomenon that has its roots in antiquity but gained its highest expression from 1700 to the 1930s. These fashionable resorts of health, leisure and sociability were the only European settlement type to compete culturally with the great metropolises. They originated a new urban typology with a specific form, function and architecture that has no earlier parallel, gaining a distinguished place in the architectural and social history of urbanism, as well as in pioneering nascent modern tourism.

A serial nomination is necessary to capture the geographical distribution of the wide cultural diffusion of this network of water cure towns, its far-reaching territorial and historical geopolitical scale, and the diversity of spa history and style that represents the complete development of the range of both tangible and intangible 'spa' attributes, through time, that convey its overall significance. Each spa town developed around natural 'curative' geothermal and mineral springs which, depending on their variable qualities, targeted specific conditions or clusters of ailments. The springs were the catalyst for an innovative urban plan, a model of spatial organisation, built features and open spaces that exemplified process. This model was designed for a cultural practice characterised by a distinctive arrangement and itinerary that served many curative, therapeutic and social functions.

Ensembles include architectural prototypes, such as the pump rooms, drinking halls, medical treatment facilities, and colonnades and galleries designed to harness the natural mineral water resource and to allow its practical and sustainable use for bathing and drinking. 'Taking the waters', externally and internally, was complemented firstly by related representative meeting and assembly rooms, together with entertainment and touristic facilities such as casinos (gambling was commonly regarded as essential to prosperity), theatres, hotels and villas. Secondly all are integrated into an overall urban context that includes a carefully composed recreational environment of parks, gardens, promenades, sports facilities, woodland walks and rides. These buildings connect visually and physically with their designed picturesque setting of idealised nature.

The Great Spas of Europe mark the revival and greatest developments in the traditional medical uses of mineral spring water by Enlightenment physicians across the continent. They represent the largest, most dynamic and economically successful urban resorts, with a lavish and internationally oriented dimension. They radically changed spa treatment and

made significant progress in developing scientific principles of balneology, hydrotherapy, crenotherapy and other advances in diagnostic medicine. This had a profound impact on development of the towns and their popularity and economy as well as advances in a wider personal health and wellness phenomenon.

As elite places in terms of scientific, political, social and cultural achievements, they initiated the transformation of European society through the reduction of the gap between the elite and a growing middle class. Their contribution to the development of a civil European democratic polite society is further characterised by distinctive intangible heritage as places of major political events and of a special creative atmosphere that inspired works of high-art in music, literature and painting that are of outstanding universal significance.

The Great Spas of Europe has succeeded to maintain their original purpose and enduring atmosphere. Their management, economic and/or medical success has mitigated uncontrolled growth and environmentally damaging sprawl. They continue their sustainable function as dependable curative venues for body, mind and spirit that ensure their continued contribution to European culture, behaviour and customs.

Justification of Criteria for Outstanding Universal Value

The Great Spas of Europe is testimony to important innovative ideas from spa towns that influenced development of modern European towns from the eighteenth century to the early twentieth century, and to the exchange of ideas and values in the development of balneology, medicine, arts and leisure activities.

Criterion (ii)

There is a very early circulation of ideas, habits, architectural models, medical innovations and resort actors, characterised by an ease of flow across geographic boundaries. The spas, however, sought competitive advantage and observed developments in leading spa towns in order to adopt the latest discoveries and evolutions, and were swift to offer new amenities to the vacationers, and the latest trends of spa fashion. This influenced the popularity and development of spa towns and balneology in other parts of the world.

The selected spa towns, centred on curative natural mineral springs, reflect different development processes that are influenced by diverse geopolitics and economic factors; some are characterised by State engagement, and others by private enterprise. Spas were promoted regularly, and spa infrastructure was adjusted to respond to developments in medical science and advice, changing socio-economics, an increase in leisure time, and to satisfy the demand of visitors for cure and relaxation.

The Great Spas of Europe became centres for experiment, contributing to the eighteenth century Enlightenment which introduced radical change to the then prevailing attitude towards science, medicine, nature and art. This influenced the creation and design of new cosmopolitan spaces and buildings for meeting and communicating, and innovation of international importance. Distinguished national and international architects designed buildings.

The towns were designed to respect and intermingle with nature, offering places to stay and relax with health treatments available according to visitors' means and preferences. The spa culture and the pursuit of well-being further extend the influence of *The Great Spas of Europe* to the early development of other mineral water spas, sea-bathing, climatic and gambling resorts throughout the world.

Criterion (iii)

The Great Spas of Europe bears exceptional testimony to the conscious care for human health which was developed around natural mineral springs in Europe, and to the specific cosmopolitan spa culture created by a remarkable cultural and social phenomenon which flourished from the eighteenth century to the early twentieth century; and which continues to thrive today as a living tradition.

The spa towns were exceptional places for the reception and transmission of the transnational trends and the values of the Enlightenment. This commanded a new concept of relations between Europeans, between classes and also between men and women. Spas ensure, despite the vagaries of politics, a form of continuity of a transnational cultural and social ideal, a truly European spirit borne with the Enlightenment. They encouraged, and became the reference for, new customs and the business of hospitality.

The defining characteristic of European spa culture centres on the regime of 'taking the cure', a combination of medical aspects (bathing, drinking, inhaling) and leisure, including entertainment and social activities (including gambling, theatre, music, dancing) as well as taking physical exercise and sport within an outdoor therapeutic spa landscape. By the eighteenth century, balneology had become established as a medical discipline. At the same time, *The Great Spas of Europe* were at the forefront of the development of the spa vacation, with its focus on 'taking the cure', entertainment, leisure and recreation, at a place where the landscape merged naturally with the picture of the town. These were resort destinations that attracted first the aristocracy, and then the growing ambitious middle classes of a group of industrialising and increasingly wealthy European nations. They became world-class cultural attractions; prototypes of a nascent European tourist industry that were managed to provide a safe and pleasurable experience. At the same time, *The Great Spas of Europe* provides important testimony to advances in medicine brought forward by spa doctors, chemists and balneologists. From the eighteenth century onwards, the spas variously pioneered the discipline of diagnoses and prescribing new kinds of cures, healthy diets and physical exercise.

Criterion (iv)

The Great Spas of Europe is an outstanding example of a specific urban settlement centred on natural mineral springs and devoted to health and leisure. Central to this is its value as an urban model. Unlike any other type of settlement from the eighteenth century, these towns have combined architecture, progressive town planning and landscape design into the built and natural environments both functionally, visually and economically.

These spa towns, with their spa quarters and suburbs, are integrated with their surrounding landscapes, collectively managed to aid health and are still being used for exercise as part of the cure and enjoyment. Bespoke spa buildings of great quality determine the character of the towns, and distinguished architects designed many. These buildings served as exemplars for similar spa buildings in Europe and the world.

The principal spa ensemble includes 'kurhaus', pump rooms and drinking halls, colonnades and galleries, meeting and assembly rooms, bathing and treatment facilities, hospitals, sanatoria, casinos, concert, theatre and opera houses, shops, hotels and villas, churches of various denominations, and support infrastructure which are set within a green environment of parks, gardens, pleasure grounds, promenades, rides and woodland walks.

The Great Spas of Europe displays a remarkable international character and global reputation, and is an exceptional testimony to the living cultural tradition of the European spa. Cosmopolitanism is inherent in all spas within the series, and many visitors travelled to several of the towns within this well-identified group. Spas became “vectors of a transnational culture”, nodes in an international network of health and leisure. As a result, visiting spas became a significant part of the origins of modern tourism, a legacy of the eighteenth century that survived into the nineteenth century despite the rise of nationalisms. Indeed, spa towns acted as neutral spaces in this context.

The tangible attributes of *The Great Spas of Europe* are associated with, and directly linked to, exceptional social, political, medical, scientific and cultural ideas and achievements that helped to shape European democratic traditions and ideals from the eighteenth century to the early twentieth century. As international meeting places and centres the towns frequently hosted gatherings of prominent figures in science, the arts and humanities, and provided venues for meetings of European rulers, politicians and diplomats, national elites and international high society.

The towns reflected the climate of the Enlightenment and this embraced religious tolerance that is demonstrated by numerous churches of different religions in all towns of the series. *The Great Spas of Europe* played the role of the “salons and summer capitals of Europe”, where the former barriers between class and gender were relaxed and a common freedom and equality characterised their progressive social climate.

These destination resorts were sources of inspiration for artistic and literary works of universal significance. They were host to many original works conceived, performed or exhibited for the first time by composers and musicians, writers and poets, painters, sculptors and architects. *The Great Spas of Europe* contributed to a transformation of society that helped to reduce the gap between the elite and a growing middle class and in a significant way supported the development of a civil and multi-cultural European polite society that we recognise today. Apart from the elite European capital cities, no other form of urban settlement provided such a range of global cultural interchange during this period.

Statement of Integrity

The eleven component parts that comprise *The Great Spas of Europe* contain, as a whole, all interrelated elements necessary to express proposed Outstanding Universal Value. The series broadly represents a group of the most exceptional examples of European spa towns that is essential for the complete contribution of the range of attributes that fully define the unique urban typology and distinctive characteristics of a “great” European spa. All component parts share a set of determining characteristics formed during the most significant “culture-creating” phase of their history and development, the heyday period from around 1700 to the 1930s, and each continues to function in the purpose for which it was originally designed.

The series illustrates the continental spread of the European spa phenomenon through time, and the entire development of its range of most significant tangible features and processes, capturing the most significant, successful and fashionable ‘hotspots’ of a living cultural tradition with long-standing and enduring origin. Each component part makes a specific and essential contribution to overall compositional integrity through variable

and unique combinations of attributes. These encompass the diversity of mineral springs and their water qualities (the *raison d'être* of the spa, which maintained a profound influence on development), corresponding spatial arrangements of the spa town that functions around the spa quarter (designed to harness the resource and to allow its practical use for bathing and drinking), characteristic facilities complementary to 'taking the cure' and related visitor facilities (assembly rooms, casinos, theatres, hotels and villas), and spa-specific support infrastructure (such as railways and funiculars); all integrated into an overall urban context that includes a carefully managed recreational and therapeutic environment in a picturesque landscape.

The historical relationship between component parts is akin to an international network of resort towns patronised by an international clientele, often moving from one spa to another (from emperors and royalty, to composers, artists and poets), with each spa town sharing functional linkages that range from a dynamic interchange of ideas (for example architects and spa physicians moving between the most innovative and successful spas) to special rail itineraries for spa tourism.

Boundaries are determined in a strategic manner: to be of adequate size to ensure the complete representation of the features and processes which convey the significance of the nominated property, whilst also recognising the strength and specific contribution that each component part makes to compositional integrity of the series as a whole. Buffer zones are drawn not only for the direct protection of the nominated property, but also for the specific protection of spring catchments and of important setting.

All component parts and their constituent elements are generally in good condition. Elements requiring conservation either have works already planned or are awaiting alternative uses, with their current state of conservation maintained. None are threatened, and all are adequately protected and managed; key considerations in the selection of component parts during comparative analyses. There have been continued additions to the historic environment in all component parts (as with any living property), particularly in one where the contemporary function (sustainable, and enduringly consistent with its origins) is subject to modern health and other requirements and expectations.

Statement of authenticity

The Great Spas of Europe is a group of the most exceptional examples of a unique urban typology based on natural mineral springs. Together, the eleven component parts, in seven countries, constrain the full range of attributes necessary to express the proposed Outstanding Universal Value.

Such attributes are manifest in a range of highly authentic elements that combine to convey clarity of meaning and understanding: mineral springs, in great diversity, that maintain their natural physical qualities including substance, location and setting; the spa historic urban landscape with its distinctive designed form and highly legible spatial layout, together with a well-maintained location and setting that combine to retain an enduring spirit and feeling; spa architecture, in pioneering form and design, original material and substance, that remains authentic even though some buildings have experienced compatible change of use; the spa therapeutic landscape that retains its form, design and function and continues to be used for the purpose for which it was designed;

spa infrastructure, much of which is either original or evolved on original principles and remains in use; continuing spa function where original use and function is sustained, and the consequent evolution of form, structures and technology is evident in successive phases that continue to be complemented by new facilities that not only meet today's standards but enable a continued contribution to the tradition of spa therapy and wellness and the many specific activities relating to the spa season. All component parts are credible and genuine demonstrations of the building, architectural and landscape typologies for which the nomination has been proposed. Their authenticity is evident in the degree to which the qualities relating to their type (excellence, uniqueness, representativeness, proto-typicality) may be clearly identified and understood, particularly through their surviving form, material (fabric) and continued use.

The authenticity of the urban layouts, buildings, open spaces and landscapes are demonstrably evident in the degree to which the interchanges (interactions, exchanges and influences) of human values, from which they result, may be identified and understood, particularly through their surviving material (fabric) and form, cultural processes and traditions. All component parts are considered authentic as credible and genuine demonstrations and testimonies to a cultural tradition which originates in antiquity but which is still living. Their authenticity is evident in the degree to which the qualities of their testimonies (particularly in surviving form, function, materials and setting) may be clearly identified and understood. The authenticity of the living cultural tradition is evident in the degree to which the qualities of their testimonies may be identified and understood, particularly through the continuity of use of the sustainable and culturally meaningful use of the mineral water sources, their directly associated traditions and functions in relation to the spa ensemble and setting. All component parts represent credible and genuine demonstrations of the associative values for which inscription has been proposed. Their authenticity is clearly evident in the degree to which their associative qualities may be identified and understood, particularly in the spirit and feeling that they manifest.

The nominated property - as a whole, and at the level of component parts and their constituent elements - meets the condition of authenticity that is necessary to qualify for inscription on the World Heritage List. The truthfulness and credible expression of attributes embodied in structures that date from around 1700 to the 1930s, the principal period of contribution to Outstanding Universal Value, is further evidenced during substantial and sustained conservation works that are informed by expansive archival collections of plans, documents, publications and photographs held at each component part.

Requirements for protection and management

Responsibility for the protection and management of each of the eleven component parts of the property rests with the national, Länder level, provincial, regional government and local authorities of that State Party.

In the seven States Parties there exists a varying degree of devolvement of heritage and cultural responsibilities to the regional and provincial government level. In this Overall Management System the term regional and provincial is used as a generic reference to these different degrees of devolution which apply to Austria, Belgium and Germany, and to a lesser extent in the Czech Republic, France and Italy. In accordance with the division of competences between the Federation and the Länder (Federal States) in Germany it is

the Länder who retain residual legislative authority for heritage and cultural affairs as they control the administrative and fiscal resources to implement this legislation. The Länder are responsible for the implementation of the World Heritage Convention, furthermore for the protection of the World Heritage Sites, they establish the Tentative Lists and are responsible for the nomination of potential sites. Therefore, they are the first point of contact for all issues and procedures which are laid down by the Operational Guidelines for the Implementation of the World Heritage Convention. Länder are therefore referred to specifically where this role is reflected in the Overall Management System proposed for *The Great Spas of Europe*.

Each component is protected through the law and spatial planning regulations applicable in its State Party, Länder or province, as well as by the owners of a significant degree of public/ charitable property and key buildings and landscapes. Each part has a nominated property manager or coordinator and has a Local Management Plan in place conforming to the overall Property Management Plan and Overall Action Plan. Responsibility for contact with the World Heritage Centre for each component remains with its respective State Party or Länder.

Ultimate responsibility under the World Heritage Convention for the protection and management of the components of the nominated property rests with the States Parties to the Convention. Except for Periodic Reporting, which must be done collectively, it is for each State Party to notify the UNESCO World Heritage Centre of issues relating to its components of the property, and to respond to any queries from the Centre.

All parts of the property have well-established legal, protection and management mechanisms in place, generally for many decades, which are in accordance with the particular governance, legal and spatial planning systems of their State Party or (in the case of a federal state) the Länder, regional or provincial government. While there are obviously differences in detail between the protection and management arrangements of each property, depending on the particular systems of their own government, overall all components have adequate and effective protection and management.

All parts of the property have clearly defined boundaries drawn to include attributes of Outstanding Universal Value. All protect the wider setting of each component, either through the provision of a formal buffer zone or through other means, depending on the legislative and spatial planning system of their respective State Party or regional authority. Many of the major public buildings and public open spaces, such as parks and gardens, are in some form of public ownership, at levels varying from the State Party or regional government to the local authorities, giving assurance of responsible management and sustainable use. The mineral springs, the key resource of the spas, are in public ownership.

At the level of international legislation, apart from membership of the World Heritage Convention, all States Parties are members of the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and of its two Protocols, and of the 1970 UNESCO Convention on the Means of Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. All are also members of the Council of Europe Conventions on the Protection of Architectural Heritage (Granada, 1985), the Protection of Archaeological Heritage (Valletta, 1992), and of the European Landscape Convention (Florence, 2000).

Each State Party applies these Conventions according to their own legal and governance

systems. Each component is protected by national, Länder level or regional legislation as well as by local policies. This protection covers designated and undesignated heritage assets, both cultural and natural, landscape, and the springs. All parts of the property have spatial plans or planning zones in place to protect the attributes of Outstanding Universal Value, generally under national, regional or local schemes of designation. All components are subject to numerous plans, regional or local, for spatial planning, sustainable development and tourism.

All components have in place a system whereby development proposals for new building or the alteration of existing significant features are subject to review before consent for the proposed works is granted or refused. Depending on the circumstances of the particular application (such as its scale or the significance of the heritage asset affected by it), and on the overall planning system, such decisions can be taken locally, regionally or nationally. In most circumstances applications affecting significant attributes of Outstanding Universal Value will be considered nationally, at Länder level or regionally as well as locally, though in most cases decisions will be taken locally.

All components have a World Heritage Management Plan, known in the dossier as Local Management Plans (LMP). These have action plans which are reviewed on a regular basis. The Local Management Plans conform to the overall Property Management Plan and its action plan. Each part of the property has a local site manager or coordinator responsible for general oversight of that part of the property and for the implementation and periodic review of the LMP. In each case, the property manager/ coordinator can call on a wide range of specialisms either from within his/ her own council or from regional, Länder level or national heritage organisations.

Individual components are resourced in various ways, not least by income from visitors and spa users. Private owners invest significantly in buildings and other facilities from which they draw an income. There are generally sources of public funding also, and the cost of the coordination/ management function for each is primarily met by the relevant local authority, sometimes with financial support from regional or national levels of government. The individual spa cities or towns also contribute to the management costs of the property as a whole.

An Overall Management System (OMS) for the whole property has been established and agreed by all stakeholders. An *Intergovernmental Committee*, made up of national World Heritage Focal Points and/or an appointed representative of the highest monument or heritage protection authority, keeps track of matters relating to the property; it guides and oversees the OMS and the PMP, and it offers advice to the *Great Spas Management Board (GSMB)*. The Board is made up of the Mayors of the 11 components and has executive authority for the management of the property as a whole. The Board sets and manages the budget for the overall management functions, monitors and reviews the Overall Action Plan, approves and publishes an Annual Report, employs the Secretariat, and directs other activities for the property as a whole, such as the marketing and communications strategy, and the risk register and risk mitigation.

The *Site Managers Group* includes site managers for each component, the *Secretariat*, and any specialist advisors. The *Site Managers Group* is essentially an expert group for debate and exchanges of experience and to advise the *GSMB* on relevant management issues. The international structure is supported and serviced by the *Secretariat* which is jointly funded by all the components.

The Overall Management System will develop over time; locally, regionally, nationally, and internationally. An important concern will be to continue to develop cooperation and cross-working between the individual components and to ensure that the property as a whole is adequately resourced. Development pressures may be an issue since these are living cities which will need to continue to adapt and change to maintain their role as spas. Managing tourism so that it is truly sustainable may also become a challenge. The potential impact of climate change and natural disasters such as wildfires on a property with such a significant landscape aspect will also require careful management.

2.3 Attributes of Outstanding Universal Value:

World Heritage properties are places that convey their Outstanding Universal Value. Cultural value may relate to intangible qualities such as social structure, economic needs and political context, in space as well as time. It may relate to famous events, persons or works of art, literature, science or music. However, the World Heritage Convention is a property based convention – properties themselves are inscribed on the List, not ideas or people as such, however great their global influence. Listed properties are required to demonstrate Outstanding Universal Value through their attributes. These attributes will be the focus of protection and management actions, and institutional arrangements, and their disposition will inform the boundary of the property.

Attributes might be physical qualities or fabric but can also be processes associated with a property that impact on physical qualities, such as natural or agricultural processes, social arrangements or cultural practices that have shaped distinctive landscapes. For natural properties they can be specific landscape features, areas of habitat, aspects relating to environmental quality (such as intactness, high/pristine environmental quality), scale and naturalness of habitats, and size and viability of wildlife populations.

Attributes of Outstanding Universal Value should be derived from the Statement of Outstanding Universal Value. This table shows the attributes of Outstanding Universal Value identified in the nomination dossier for *The Great Spas of Europe*. It is a key reference for the future management and protection of the nominated property.

ATTRIBUTE	DESCRIPTION	WHAT TO PROTECT
1.Mineral springs	Natural geothermal, and cold water, mineral springs and their water management	Springs; Faucets; Cover structures; Water distribution; Fountains
2.Spa spatial ensemble	Progressive design and spatial planning of spa towns that reflects a new urban typology that has no earlier parallel	Distinctive urban plan of the spa town that gives it a specific form and function (buildings and spaces related to “taking the cure”, including taking the waters, exercise, leisure and pleasure, parks and gardens, accommodation, and religious activity)

3.Spa architecture	Building designs and structures developed for medicinal and curative purposes; Building designs and structures developed for leisure, meeting and communicating; Accommodation for spa clientele	Spa prototypes and spa buildings of great diversity and quality, including pump rooms, drinking halls, baths and pools, fountains, hospitals, treatment rooms, colonnades, promenades and bridges, casinos, assembly rooms, reading rooms, concert halls, music pavilions, theatres, opera houses, galleries and museums, grand hotels, lodgings, palatial and diverse styles of grand villas
4.Therapeutic spa landscape	Designed setting for spa towns, and management of the wider landscape to create therapeutic walks, opportunities for exercise and leisure	Recreational parkland pathways; Designed woodland walks, rides and drives; Funicular railways; Hillside trails; Watchtowers and viewpoints; Restaurants, cafes and bars in the spa landscape; Sports facilities (golf courses, tennis courts, horse racecourses); Designed picturesque setting; Vistas
5.Spa infrastructure	Early and technically advanced, and distinctive spa-specific, support infrastructure	Spa headquarters, bottling and salt extraction, pastille-making; railway stations, railways and funiculars; administrative buildings
6.Continuing spa function	The regime of 'taking the cure' represents a continued sustainable function, and continued living tradition	Traditional spa features that remain in use; New developments that sustain the spa tradition but that are sympathetic to potential WH values
7.Internationalism, scientific, artistic and literary values, events and cultural tradition	<ul style="list-style-type: none"> i) Achievements in spa science and other scientific, social and cultural fields; ii) Fashionable places that are associated with works of "high-art" in music, literature and painting; iii) Centres of political gravity; iv) Religious and spiritual tolerance 	<ul style="list-style-type: none"> i) Places and specific buildings where significant progress in developing scientific principles of balneology, hydrotherapy, crenotherapy and other medical diagnostics were made (and other scientific, social and cultural achievements). Places which helped to transform society, and which created transferable modes of sociability; ii) Places where "high art" was originated or performed for the first time; iii) Places of major political events and/or where many important decisions were made; iv) Churches, synagogues, mosques and other religious buildings related to spa clientele

2.4 Other values both cultural and natural:

Whilst the attributes identified above in 2.3 define the qualities of *The Great Spas of Europe* that underpin the Outstanding Universal Value, this list is not exhaustive. The spas have other important values and these should be protected and enhanced also, provided always that protection of the property's OUV remains the key priority.

The spa towns selected for this nomination demonstrate a deep relationship with cultural values, illustrated in a wide range of cultural activity that continues today. The spa towns contain numerous scientific and artistic institutes, museums, art galleries, libraries and archives. Artistic activity is evident in the wide range of annual festivals and special events, including international music, literary, film and photography festivals, many at the forefront of contemporary performance. This is evidence of the continuing living traditions within our spa towns.

The selected spa towns are also at the forefront of cultural and scientific development in the pioneering work concerning health care and prevention; this is demonstrated by innovation in medical provision and the development of new wellness and well-being programmes. These programmes point the way to the future of health care where leisure

activity and disposable income, in other words where the tourism economy, crosses over with the desire to improve and care for one's health and the health of one's family. This is further evidence of the living tradition and the continuing relevance of the spa towns to modern health provision.

Spa towns were at the forefront of the development of European tourism and the concept of 'villegature', a leisure holiday in the countryside. Our spa towns are seats of learning and education with universities and colleges available for the study of health and spa treatments, heritage and tourism management, hydrogeology, architecture, engineering, conservation and design. In the nineteenth century the spa towns were also at the forefront of the development of tourism literature, including promotional booklets, guide books, attractive railway posters and a high quality of graphic design. This material was designed to attract greater numbers of 'curists' and visitors and saw the development of a highly competitive market for spa guests.

The component spa towns can all illustrate innovation and invention in architectural form and style in the past but they also continue to stimulate new work of some of the most internationally famous architects. New bath and thermal complexes have been built in some of the selected spa towns in recent years or are planned in the future. These spa towns continue to demonstrate patronage for high quality architecture and design at the forefront of contemporary architecture.

Natural values can also be an important contributor to OUV, even if the property is inscribed only under cultural criteria. Such values are evident in the eleven spa towns, all of which rely on the naturally occurring mineral and thermal waters; phenomena explained by the study of geology and earth sciences. Each State Party and the individual spa towns have legal statutes or measures in place for the protection of the source(s) of these natural resources whose places of origin are sometimes far away from the spring itself which rises within the spa town. The source of natural mineral and thermal water is consequently often well beyond the buffer zone or setting of the property.

Each of the selected spa towns relies on its natural setting and the surrounding landscape, which has been used and managed as a part of the 'spa offer' or attractiveness of the place since the 16th century, in other words the 'therapeutic' or spa landscape which is unique to spa towns. This has led to a specific Historic Urban Landscape of transition which moves from the formal gardens in the centre of the spa town, formed around the principal public buildings, to the wider 'English' style parkland of trees, shrubs and lawns, to the meadows and walks beyond leading into the hills and 'wild' landscape and forests surrounding the spa town. The 'natural' landscape surrounding the spa towns is often far from it, as it is a deliberately managed and planted forest to create the concept of 'wilderness' with prospects, viewpoints and 'hidden surprises' and features. This landscape was deliberately developed with health in mind, the development of which became a collaboration between the spa town authorities, private landowners and the doctors practising in the spa town who prescribed walking and riding as a part of the 'cure'.

The natural landscape setting of each spa town is therefore seen as a unique resource which continues to be managed and protected for the benefit of visitors and the local community. Its qualities and use are recognised as having therapeutic benefits both physical and psychological. The natural setting has been the inspiration of countless visitors to the spa towns, including famous composers, artists, writers and poets.

3. Protection and legal instruments

3.1 Protection goals for the property

International cooperation lies at the heart of the World Heritage Convention and with the advent of serial and transnational nominations a mechanism has been created to enable States Parties to collaborate and cooperate in the protection and management of Outstanding Universal Value across borders. This nomination has been prepared by a partnership of seven State Parties, eleven spa towns, international experts, regional and local communities and local consultative groups working under the collective title of *The Great Spas of Europe*. The States Parties are committed to maintaining this high level of cooperation now and in the future to ensure that the management of the property is based on the principles of the 5 'C's'; credibility, conservation, capacity-building, communication and communities. These were first set out in the Budapest Declaration on World Heritage, adopted by the World Heritage Committee in 2002, with the addition of communities in 2007. The ability of the States Parties to fulfil these objectives is enhanced by both international and national legislation.

3.2 International Conventions and Charters

As signatories to the World Heritage Convention the States Parties participating in this transnational serial nomination are committed to recognising and upholding the conventions, which they have ratified, and other guidance including declarations, recommendations, resolutions, principles and guidelines as approved and promoted from time-to-time by UNESCO, the Council of Europe and the European Union in matters concerning cultural and natural heritage. At the time of nomination each of the States Parties subscribe to, are members of, and recognise the authority and terms of reference of UNESCO, the Council of Europe and the European Union.

Under the terms of the Convention, each State Party also recognises the advisory role to the Convention of ICCROM, ICOMOS and IUCN. Each State Party also makes use as appropriate of guidance documents, such as charters, produced by ICCROM, ICOMOS and IUCN.

3.3 National law and planning systems (in general)

This serial nomination covers component sites in seven European States Parties, some governed on a federal basis with laws and regulations relating to heritage and environmental protection being determined at the Länder level, or on a regional basis rather than a national one. There is therefore a very large raft of relevant legislation in place within these countries and this is described in section 5.b of the nomination dossier, along with a description of the means of implementing the protective measures (5.c), and a list of the approved existing plans relating to the municipal authorities and regional provisions that are in place in each component site (5.d).

In Europe much of the legislation for the protection of the natural and man-made environment is complementary and developed on parallel lines whilst reflecting specific national and regional characteristics and acknowledging specific regional pressures faced by some authorities. Each component site has identified its Local Steering Group composed of stakeholders and officials responsible for coordinating the Local Management Plan, cultural heritage, urban planning and strategy, landscape protection, parks and gardens, tourism marketing, water management and resource protection, and GIS digital data and mapping systems. These managers are represented through the *Site Managers Group* which create links between the component sites at the local level and feed relevant matters upstream to the *GSMB* and others responsible for spatial and economic management as necessary.

4. *International Overall Management System and the Property Management Plan*

In accordance with the common procedures and guidelines contained within the World Heritage Convention, each State Party is responsible for taking care of the conservation and management issues concerning the protection of the component parts of this series within its territory. With this new World Heritage candidature, the different national, federal and provincial governments in the participating countries and the participating cities, have expressed their commitment to the protection and preservation of the selected spa towns, to include the application of best practice in the management and care of these urban settlements and their surrounding spa landscapes.

In implementing the Property Management Plan (PMP) the *IGC* and *GSMB* acknowledge the primacy of national legislation which has to be respected when it is at odds with the universal application of the PMP, and that reporting on all matters relating to the World Heritage Convention is the responsibility of the relevant State Party who will keep the *IGC* and *GSMB* informed of any such situation.

However, it is necessary to deliver this through an Overall Management System and Property Management Plan. In accordance with the *Operational Guidelines for the Implementation of the World Heritage List*, a *Great Spas Management Board (GSMB)* and other coordinating bodies have now been established, as described in Section 1.4 which also sets out their terms of reference. The activities of this group and the implementation of the Property Management Plan will be decided and approved by all States Parties and Länder within this framework. The States Parties will expect the *Great Spas Management Board* to develop, alter and approve the Overall Management System and the Property Management Plan further as an evolving management instrument and to oversee its implementation with the mutual consent of the *IGC*.

The commitment of the participating States Parties to coherent management of the property is expressed in the World Heritage Convention. This guarantees best practices and a Management System to deal with common issues concerning the World Heritage Site and its component parts.

The evolution of this nomination has resulted in a great deal of new learning and understanding of both the tangible and intangible cultural heritage as represented by

The Great Spas of Europe. The international significance of this heritage is symbolic of a cultural tradition, one that has lasted over 2,500 years and continues today as a living tradition. It is this cultural heritage that is the subject of this nomination to the World Heritage Convention.

4.1 Principles

The principles guiding this Property Management Plan are those of international cooperation and collaboration put in place by the States Parties to demonstrate adherence to the World Heritage Convention within a transnational structure. In accordance with the long-term vision set out in Section 1.3 above, the States Parties taking part in the nomination.

- **ensure** the overall protection and sustainable use of the nominated property
- **provide** legal frameworks for the protection and recognition of the component spa towns in this nomination,
- **establish** rules and a framework for good governance and cooperation across national, federal and regional structures,
- **manage** the property through competent, experienced and well-resourced authorities,
- **enforce** legal protection through robust administrative processes,
- **recognise** the Outstanding Universal Value of the spa towns and to raise awareness of their heritage values,
- **conduct** collaborative research projects and to disseminate the findings to a wide audience,
- **demonstrate** the benefits of the World Heritage List,
- **encourage** stakeholder engagement and the involvement of local communities, and to
- **coordinate** the implementation of the Overall Management System, the Property Management Plan and the Local Management Plans and their associated local action plans between all the players involved

In achieving these principles, the States Parties and the individual components will have regard, as appropriate, to relevant UNESCO and World Heritage Committee policies, including the 2011 UNESCO Recommendation on Historic Urban Landscapes, the 2007 Policy Document on the Impacts of Climate Change on World Heritage Properties, the 2007 Strategy for Reducing Risks from Disasters at World Heritage Properties, the 2011 World Heritage Strategy for Capacity Building and the 2015 Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention, as well as to the requirements concerning protection and management contained in the Operational Guidelines. Official channels and procedures as established by the individual State Parties must be used for notification

of issues relating to the World Heritage Convention, at all times informing the *IGC* of any such procedure being implemented.

4.2 Objectives

To demonstrate the values and benefits inherent in the principles above the States Parties, the *IGC*, the *GSMB* and the participating cities undertake to implement the following objectives contained within this Property Management Plan and based on those adopted from the Budapest Declaration to guide the future implementation of the World Heritage Convention:

4.2.1 Credibility:

- to strengthen the value and recognition of the World Heritage List and the Outstanding Universal Value of the property *The Great Spas of Europe*. At all times based on best practice and excellence regarding protection, conservation and management to the highest standards.

4.2.2 Conservation:

- to ensure the effective conservation of the property *The Great Spas of Europe* by protecting and maintaining the Outstanding Universal Value, including the authenticity and integrity, of the series.
- to resist development and infrastructure projects that cause measurable harm to the Outstanding Universal Value of the series and
- to encourage collaborative research projects into new technologies and processes aimed at enhancing conservation techniques and methods as applied to the built and natural environment of the component spa towns.

4.2.3 Capacity-building:

- to promote the development of effective capacity-building measures concerning the understanding and implementation of the World Heritage Convention and its related instruments.
- to promote and share the knowledge and an understanding of the spa towns through a common dialogue with associated bodies such as the European Historic Thermal Towns Association (EHTTA), the European Institute of Cultural Routes, the European Spas Association (ESPA), and others with a global reach.
- to develop a network of experts and specialists associated with research connected to the tangible and intangible values of *The Great Spas of Europe*, and to disseminate such knowledge as widely as possible.

4.2.4 Communication:

- to increase public awareness, involvement, enthusiasm and support for the concept of World Heritage.

- to promote and publicise the serial property and its component parts as widely as possible through a common communications strategy based on the Outstanding Universal Value of *The Great Spas of Europe*.
- to ensure that the values of the property are recognised and appreciated by national, regional and local decision makers, local communities and visitors to the sites.
- to develop educational programmes and knowledge transfer frameworks concerning the tangible and intangible values of the series at all levels of the education hierarchy.

4.2.5 Communities:

- to enhance the role of communities in the implementation and understanding of the World Heritage Convention in order to ensure the successful achievement of the 4 objectives above.
- to ensure that local communities are aware of the benefits of inscription to the World Heritage List and of the identification of Outstanding Universal Value.
- to achieve local community representation on the Local World Heritage Steering Groups which represent each component site, and the involvement of local decision makers.

4.3 Over-arching management strategy

The purpose of the Overall Management System and this associated Property Management Plan is to implement the common objectives and to ensure that an appropriate resourced management structure is in place to achieve this. This structure is necessary to relate to the different legal and administrative levels identified in the organisational chart (see Fig. 2) and to identify all specific competencies necessary to deliver this. The structure therefore covers international, national, regional and provincial and local objectives and actions. The eleven individual Local Management Plans for the component sites of this series are contained in volume 7 of the nomination dossier and are summarised in Annex 1.

At the various levels in this structure each identified group is responsible for fulfilling its administrative duties as well as having the opportunity to influence decision making at the higher levels through a two-way dialogue.

4.4 International management structure

At the International level the management structure reflects the role of the States Parties participating in *The Great Spas of Europe* as represented by the *Intergovernmental Committee*. The IGC will guide, oversee and monitor the establishment, adoption and implementation of common rules and actions in accordance with the World Heritage Convention.

The day-to-day management of the project will fall to the *Great Spas Management Board* which brings together representatives of the component sites, the *Site Managers Group*, the *Secretariat* and specialist advisors and experts. Further details can be found in Section 1.4 above. The *GSMB* will at all times keep the *IGC* informed of its role in the sharing of experience and best practice, the development of common standards, sustainable development and tourism policies, capacity building, exchange of knowledge and the implementation of the Overall Action Plan.

4.5 Coordination body and methodology

It falls to the *Great Spas Management Board* to coordinate the management of the serial transnational site at an operational level according to the Property Management Plan and its Overall Action Plan within the approved budgetary framework. Each of these aspects is agreed on an annual basis between the *GSMB* and the *IGC*. The *GSMB* is responsible for the operational coordination of the property and the chair will be elected by the board and remain in-post for a three-year period.

The details of the structure of the *GSMB*, its role and responsibilities are set out in section 1.4.2. The methodology that it will follow is based on two cycles; the first an annual cycle and the second a three-year cycle. The annual cycle begins with an annual review of the previous year, followed by agreement of a detailed budget and common action plan for the forthcoming 12-month period which begins in January each year. The annual review takes place in March each year (year 2) concerning the previous year's activity, projects and initiatives (commenced in year 1), and to prepare and review the action plan and resources required for the following year (year 3). This reporting and planning procedure is undertaken by the *Secretariat* and the *SMG* following consultation with the *GSMB* chairperson. A draft report is presented for consultation to the *GSMB* members in May each year with recommendations, and once a consensus is established concerning the programme and expenditure the report is passed to the *GSMB* for consultation with the *IGC* prior to its formal adoption in September at the Annual Report meeting, to prepare for implementation in the following year.

4.6 Methods of updating the Overall Management System and the Property Management Plan

The second cycle referred to in 4.5 above, is based on a six-year period of planning, review and update. The cycle of review happens each three years with firstly a three-year interim report followed by the comprehensive review at the sixth year when monitoring of the indicators based on the '5 C's' as listed in the Objectives in 4.2 above will take place. The implementation of the Objectives is based on the Overall Action Plan, the detailed activity of which is agreed as outlined in 4.5 above. This process allows for two cycles of the 3-year programme in which to assess the effectiveness of the plan which fits within the six-year cycle of reviewing the Property Management Plan and updating the Local Management Plans for submission to the World Heritage Centre. This process could be designed to coincide with the Periodic Review cycle although this may not be possible.

This process will also review the monitoring indicators including those that measure improvements in the quality of life and other socio-economic benefits achieved for local communities, businesses and visitors alike, as a result of inscription.

4.7 General meetings

The framework for meetings is set out below; terms of reference for each body can be found in Section 1.4.

4.7.1 The Intergovernmental Committee (IGC) is the body representing the States Parties. This body is self-regulating with administrative support being supplied by the *Secretariat* if required. The *IGC* is responsible for guiding and overseeing the Overall Management System and the Property Management Plan without interfering in any way with the planning powers possessed by local government (as granted in national constitutions or other legislation). This group meets once each year to receive the annual report as presented by the chairperson of the *GSMB* at its Annual Report meeting. The *IGC* should be informed in writing of any threats or risks by the relevant State Party or regional authority of any critical threat to the Outstanding Universal Value of the property following the official channels of the State Parties. The *IGC* can invite members of the Advisory Bodies, staff of the World Heritage Centre and other external experts to attend their meetings as they desire or when it is necessary to seek expert opinion concerning important issues, funded by the *GSE* common budget. The *IGC* oversees the cycle of Periodic Reporting.

4.7.2 The Great Spas Management Board (GSMB) is the body responsible for managing the property in accordance with the Property Management Plan, the Overall Action Plan and the approved annual programme of activity. The *GSMB* approves the PMP with the mutual consent of the *IGC*. The members of the *GSMB* meet a minimum of twice per annum, or as deemed necessary by a majority of its members, and has the ability to invite or co-opt members of the Advisory Bodies (after consultation with the *IGC*), the World Heritage Centre (after consultation with the *IGC*) or other experts as considered desirable or necessary for the proper conduct of its business. The *GSMB* produces, presents and publishes the Annual Report which will be presented at its annual meeting in September each year.

4.7.3 The Site Managers Group (SMG) is composed of the most senior official or functionary of the municipal authority responsible for the day-to-day management of the component site otherwise referred to as the World Heritage Site Manager, see Annex 2. It is also attended by the *Secretariat* and any specialist advisors as appointed from time to time. The *SMG* meets at least three times a year to oversee the implementation of the Local Management Plans; one meeting to coincide with the *GSMB* Annual Report meeting. The *SMG* elects a chairperson annually who attends *GSMB* meetings as an observer. The *SMG* acts as an 'early warning' mechanism for any up and coming threats or risks to the OUV of the property or any component part respecting the existing official procedures and channels within the State Parties. The *SMG* will appoint specialist working sub-groups as necessary to support it in its role as coordinating body for the Local Management Plans or as requested by the *GSMB*.

4.7.4 Local World Heritage Steering Groups: each component spa town has established a local steering group representing the various stakeholders with a specific interest in the World Heritage status of the spa town. Each *LWHSG* should meet at least twice a year and supply information and data to assist with the local monitoring of the site, the review

process and the revision of the Local Management Plans. One of these meetings should be open to the general public of the individual spa town to inform the audience of World Heritage related activity and disseminate forthcoming proposals for the protection and presentation of the component site. *LWHSG* will be mindful of any State Party or other legislative frameworks pertaining to local consultation and representation.

4.8 Risk and conflict management

Risk assessment and the associated response mechanism in place to deal with risk is a key tool in management. The Operating Guidelines recommends that “...*State Parties include risk preparedness as an element in their World Heritage Site management plans and training strategies.*” The *GSMB* is responsible for managing risk and conflict on behalf of the property, in full consultation with the individual State Parties and Länder and is fully aware of the need to ensure that each component part of the serial nomination is fully aware of its responsibility to the property as a whole. Where risk or conflict arises, or is seen as a potential future threat, the *GSMB* require the *SMG* officer(s) responsible for the component site in question to inform the *GSMB* through the *Secretariat* at the earliest possible time (after having followed the existing official procedures and channels within the State Parties). This is to ensure that adequate monitoring, and ultimately special measures, can be recommended, following consultation with the relevant State Party(ies), and put in place by the appropriate and competent authority so that any threat to the property will be mitigated, removed and avoided.

The *GSMB* will review the risk strategy as a part of the annual review and will seek guidance from the *IGC* as necessary. The risk factors have been indicated in Chapter 4.b of the nomination file and each Local Management Plan contains provision as to how to identify, manage and preferably eliminate such problems in the future. A risk matrix has been devised for each component site within this series and the identified threats and risks are listed in the individual Local Management Plans. The over-arching risks and threats have been identified and are listed in section 5.4 below.

4.9 Advisory Boards and Commissions

In addition to any permanent working groups, the *GSMB* is empowered to establish, either on a permanent or temporary basis, a special topic Advisory Board or Commission if it agrees this is desirable or necessary to enable the *GSMB* to conduct its business with appropriate specialist advice from competent bodies and/or individuals. The first call for advice on general matters of UNESCO related competence, following consultation and approval from the *IGC*, will be with the World Heritage Centre and its official Advisory Bodies. Other topics of a scientific or specialist nature relating to the attributes, authenticity or integrity of the component spa towns will require the invitation of recognised experts in the various fields for examination. This forum can be the *Great Spas International Conference (GSIC)* to take place on a three-yearly cycle or as agreed otherwise between the *IGC* and *GSMB*.

The *GSMB* will be required to fund the costs associated with such special Boards, Commissions and conferences. The results of such activities should be used in published works and publicity to communicate the activities of the *GSMB* with the various interested parties in the work of *The Great Spas of Europe* and the wider audience of local stakeholders, research programmes, students and academics with a general interest in World Heritage or the various values as represented by the component spa towns.

4.10 Monitoring

Monitoring is required to provide regular evidence for the state of conservation of the property which, over time, creates a general indication of changes and trends. The key indicators identified for measuring the state of conservation are outlined in section 6 and 6.a of the nomination dossier. The *Great Spas Management Board* through the *Secretariat* will be the body responsible for the coordination of monitoring activity in conjunction with the States Parties and the IGC. Local monitoring of the component sites is included in the eleven Local Management Plans and reported in Chapter 6 of the nomination dossier.

4.10.1 Joint monitoring: the *GSMB* recognises the need to establish effective arrangements for bilateral and multilateral collaboration for the joint systematic monitoring of the state of conservation of the components of the series. A training exercise will be established to trial a joint monitoring procedure each year between two or three component sites to exchange experience and best practice. The *GSMB* will organise this exercise through the *SMG* and report any general observations in the Annual Report. This informal process will be underpinned by the principles of preventive conservation, maintenance and monitoring as promoted by Precomos, (the UNESCO Chair of Preventive Conservation at the Katholieke Universiteit Leuven, see www.precomos.org) and the three stages to prevention; i) prevention by means of avoiding the causes of damage, ii) prevention through monitoring which detects early symptoms of damage and iii) prevention that stops the further spread of the cause and effect of damage, or the development of secondary unwanted effects.

4.10.2 Periodic Reporting: is the global monitoring system which allows each State Party to respond to the requirements contained in the World Heritage Convention and enables effective monitoring of the actual state of conservation of the serial property and its component parts. Periodic Reporting takes place in each UNESCO region on a six-yearly cycle, the last cycle in Europe was launched in 2012 and completed in 2015. It is based on a self-assessment exercise usually carried out by the Site Managers in collaboration with the competent expert authority responsible for monument protection and checked by the State Party before submission. However, there is a need for further training of those who submit the questionnaires in future to remove the broad variety of interpretations of some of the questions posed. The *IGC* will be the responsible body through the *Secretariat*, for coordinating the self-assessment questionnaires in the next Periodic Reporting cycle with the full engagement of the *GSMB* and in cooperation with the national Focal Point for World Heritage matters within individual States Parties. The *IGC* will oversee the preparation of the Periodic Report since the seven States Parties will have to agree one Periodic Report for the whole property.

4.10.3 Reactive monitoring: is the reporting by UNESCO and the Advisory Bodies to the World Heritage Committee on the state of conservation of specific World Heritage properties that are under threat. To this end, the States Parties shall submit specific reports and impact studies each time exceptional circumstances occur or work is undertaken which may have an impact on the Outstanding Universal Value of the property or its state of conservation. It will be for each State Party or Länder to respond to all requests for information from the World Heritage Centre and ICOMOS and to report all responses to the *IGC*. States Parties are also asked to notify the *IGC* as soon as possible about any proposed development which could threaten the OUV of the property. Following notification, if a reactive monitoring mission is agreed by the World Heritage

Committee it shall address the problems and issues identified within the serial property and establish which component(s) might be affected, and how each of these component(s) relate to the OUV. A mission will then visit the component part(s) in question and report on the findings, clearly identifying whether or not the OUV of the property as a whole is under threat. Should such a situation arise, the relevant State Party or Länder is urged to consult the other members of the *IGC* and the *GSMB* on what action should be taken at the earliest possible time.

4.10.4 Action Plan monitoring: the actions agreed by the *GSMB*, to implement the Property Management Plan of *The Great Spas of Europe*, are monitored annually and the results presented in the Annual Report. The monitoring of this process is the responsibility of the *Secretariat* in consultation with the members of the *SMG* as required.

5. *The Property Management Plan: issues, challenges and opportunities for action*

5.1 Introduction

The Great Spas of Europe presents a number of challenges in terms of its coordination across seven States Parties and eleven individual sites – the spa towns themselves. The most challenging aspect of the spa towns is the constant pressure to evolve, change and develop in response to the impact of economic development and infrastructure projects. In addition the management of generally increasing visitor numbers and the additional facilities and activities needed to accommodate this increase, including the transport and car parking demands will increase pressure on limited facilities. Programmes to deal with these issues are included in the Local Management Plans. This section discusses the over-arching issues that impact on the property as a whole.

5.2 Priority over-arching issues

These include:

5.2.1 Protection. Across the seven States Parties, in west, central, south Europe and the UK, there is a considerable degree of parallel legislation for the protection of the environment and the cultural and natural heritage. This offers a high-level framework in which to manage and control the protection of the property across transnational boundaries. However, where differences in approach occur the *GSMB* will put in place a monitoring process to identify and track any variances in approach that emerge during strategic planning and development processes and discuss these with the *ICG*.

5.2.2 Research. A number of key areas have been identified for potential over-arching research projects in the future. These include; i) the range of techniques and methodologies employed in conservation programmes across the eleven spa towns and the training of those involved (crafts men and women, technicians and professionals),

ii) plotting the development pressures on the spa towns and developing frameworks to encourage the continuing living traditions of these towns, iii) a spa town tourism observatory to collect consistent data on the dynamics of the visitor economy and its physical and economic impacts in conjunction with EHTTA.

5.2.3 Promotion. The challenge for *The Great Spas of Europe* is to use this title as a brand for joint working to promote a sustainable range of new tourism products. The component parts of *The Great Spas of Europe* were at the forefront of the development of what is now generically referred to as the 'European Tourism Industry'. As such the spa towns have always been adept and successful at presenting themselves to external markets. This tradition continues today and is reflected in graphic design of brochures, posters and exhibitions, literature and poetry, websites, electronic and social media, and film and photography of the highest standards. *The Great Spas of Europe* will develop common marketing products, building a wide awareness of the values associated with the property, its component spa towns and including the OUV and the international status of the series.

5.2.4 Sustainable tourism strategy. The spa towns were always fiercely competitive with each other, trying to steal an advantage over its rivals with the latest treatments on offer, new contemporary facilities, innovation in architecture and landscape design and in inventive cultural programmes. They have always been centres of visitor activity and relied on the visitor economy for sustaining growth and economic wellbeing. In future World Heritage status will contribute to the maintenance of this wellbeing. At the same time it will be necessary to reduce environmental and infrastructure impact, unacceptable levels of development and uncontrolled increases in visitor numbers. The tourism officers of the eleven spa towns share a great wealth of experience and creativity in managing sustainable tourism strategies for their individual spa towns, and the challenge is to now work together for the benefit of all involved under a new brand and range of tourism products for both the domestic and international markets. The tourism officers, working as a sub-group of the *SMG*, share an enthusiasm for this challenge and see the potential for significant benefits accruing in the future across the whole property. Any sustainable tourism strategy will be developed within the overall policy context of the 2011 UNESCO Recommendation on Historic Urban Landscapes, and the 2015 World Heritage General Assembly Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention.

5.3 Threats

The threats listed below are potential, in other words, threats that could impact on the Outstanding Universal Value of the property or its individual component parts in the future. Such threats are only included if they are reasonable to predict or can be anticipated to have an impact on a property, or which have been previously experienced. They have been identified during the nomination process and are based on the information included in Chapter 4.b of the main nomination file. They have been placed in the same general order as is used by the Reactive Monitoring and Periodic Reporting systems.

5.3.1 Development and infrastructure proposals: such as major restorations and new constructions have the potential to harm Outstanding Universal Value. It is therefore imperative to consider the extent of development pressure on the component spa towns and to consider the pressure for demolition, rebuilding or new construction. This includes

the adaption of existing buildings, and in particular those which demonstrate the attributes of the component property, for new uses which would harm authenticity and integrity. Not all developments cause harm and some schemes can revitalise original buildings to their original use or ensure their continuing function and economic viability by upgrading systems and facilities.

The threat of pressure for improvements to transportation infrastructure has the potential for major impact and disruption within the urban situation of a spa town, such as new metro, tramway or road improvement schemes. If pedestrianisation of urban zones and the alleviation of car parking pressure, for example, are the results then not all schemes cause harm and may protect authenticity and improve integrity. Other schemes can cause major disruption and have a permanent adverse impact on authenticity.

In a similar way the renewal or insertion of new service and utility infrastructure; such as gas, electricity, media, water, waste, whilst being disruptive in the short term, has the potential to bring lasting environmental improvements. Many such schemes involve underground activity and excavation which can be harmful to archaeological remains and evidence, or the foundations of historic structures, such harm requires a mediation strategy. On the other hand the impact could for example include the removal of overhead power cables with the consequential reduction of harmful visual impact on the property, its setting, or within the buffer zone.

5.3.2 Pollution factors: are generally under strict control and management and do not present a major threat. Air pollution in some cities and towns is an issue whilst threats to water supplies are generally very well managed. Emergency incidents through chemical spillage are managed by the emergency services, who have prepared contingency plans for such major events, and these are very rare events. If a known source of pollution is likely to get worse in the future it should be included in the Local Management Plans. In countries where ‘fracking’ is being considered there is an ongoing threat of pollution of water supplies.

5.3.3 Physical resource extraction: is often an ongoing threat with the ever-increasing pressure for additional material resources. The most obvious impacts are those of mining or quarrying and the processing of the materials gained. Such impacts are usually limited to buffer zones or the wider setting but should none-the-less be noted. There are often new pressures to re-open previously abandoned extraction plants but European levels of control and remediation, if permitted to proceed are usually strictly enforced.

5.3.4 Local conditions affecting physical fabric: these cover a wide range of potential impacts, for example a spa town where previous underground activity concerning water courses or material extraction has left foundations and the stability of the buildings above vulnerable. The need for continuing economic activity within the spa towns, which results in increased traffic and heavy vehicle deliveries, and the resulting increase in air pollution and pressure on car parking provision is also a consideration. Pressure to provide additional and improved local housing can be a further example of this. Such local conditions are referred to in the Local Management Plans.

5.3.5 Social and Cultural uses of heritage: these can be a significant issue in urban contexts such as spas where maintenance of a sustainable community and sustainable use is an essential part of an overall management strategy. Two significant factors in the spas are over/under population and tourism. Important guidance in dealing with such factors can be found in the 2015 Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention.

Over/under population: a vibrant local population, nearing full employment and including the retention of young people in local economic activity is a desirable balance. This is apparent in the majority of the spa towns but there are some negative factors which impact on local population patterns. These include; the increase in property values which preclude local people from purchasing local homes, the change of domestic residences to hotels and guest houses (the AirB'n'B phenomena), the seasonality of some employment, the supply chain becoming more centralised and less dependent on local suppliers, and the continuing migration of young people to the large urban conurbations. Population can also be affected by the loss of traditional industry and activity within the spa towns. This will also impact on employment opportunities including any subsequent local economic impact.

Tourism pressure: the social/cultural uses of heritage in a European context concentrate predominantly on the impact of visitors and the tourism economy and, in addition the impact resulting from the need to improve and revitalise visitor facilities at cultural properties. Issues of access will have repercussions relating to transportation infrastructure as noted above. These issues are referred to in the Local Management Plans where it is often helpful to refer to matters of carrying capacity at the busiest sites within the spa town and the measures in place to manage visitor impact. This analysis and any proposed measures should be included in the local sustainable tourism strategy which should include predictions of future visitor numbers.

The pressure for change of use of buildings, such as homes converted to hotels and guest houses, can produce significant shifts in the makeup of the local population over time. Changes in retail activity due to increasing visitor activity can also impact on local businesses with incoming national chains and brands prepared to pay higher property rentals. Land-use strategies are in place in all component sites and reflected in the Local Management Plans.

Sustainable Tourism strategies need to be carefully targeted to attract the visitors with the least physical impact whilst contributing the greatest economic benefit. There is a variety of strategic tourism objectives within the component sites and this requires additional research to be fully understood and brought together by the tourism sub-group. The development and management of the branded product, *The Great Spas of Europe*, is an early action of the *G SMB*.

5.3.6 Other human activity: deals primarily with anti-social activities of one sort or another. In Europe the spa towns have generally low levels of local or organised criminal activity. Drug abuse is generally consistent with the national averages and in recent years the introduction of strict financial regulation has reduced the issue of 'money laundering' within the spa casinos. Terrorism is likely to remain a serious threat to security where people and visitors gather for pleasure and recreation and nowhere can claim to be immune from such potential threats. Spa towns, like all urban settlements, will continue to rely on the preparedness and intelligence of the security services in the fight to eradicate such threats.

5.3.7 Climate change: the impact of climate change and severe weather events is a relatively new phenomenon and presents a problem of prediction and risk assessment. The impact is real but the consequences are far reaching and difficult to understand and plan for in the future. However, certain changes to weather patterns have already had severe impacts on physical fabric, such as the advent of heavier and sudden rainfall, leading to flash flooding and water disposal capacity problems in some areas.

Many spa towns have introduced flood risk and flood management strategies and physical measures have been implemented. There is also the potential for climate change to lead to changes in plant species which will affect planned landscapes. Prolonged dry spells raise the risk of wildfires in landscapes around the spas, particularly pine forest areas. These risks need to be acknowledged and any localised studies and the resultant recommendations for future remediation should be referred to in the Local Management Plans. Policies should take account of the 2007 World Heritage Policy on the Impacts of Climate Change on World Heritage properties.

5.3.8 Natural disasters: sudden ecological or geological events, as with climate change, can result in ecological change but this is unlikely to be a sudden event and no such events are anticipated. The collapse of a water table or the loss of aquifer output due to a sudden event is most unlikely but water extraction is an increasing problem in certain areas. The most severe geological event would be that of an earthquake and all of the spa towns are in areas of very low risk with the exception of one of the component sites which is in an active earthquake region. In mountainous regions rock falls and landslides present a risk of sudden events. Where risk has been assessed the likely scale of impact is known and the assessment data is available. Where risk preparedness is in place and contingency/disaster plans exist these will be referred to in the Local Management Plans.

5.3.9 Biological resource use/modification: is considered to be a most unlikely threat in a European context. Habitat modification or destruction is well managed and unlikely to offer any threat to the spa towns.

5.3.10 Invasive/alien species or hyper abundant species: refers to the introduction, deliberately or accidentally, of alien or exotic species which disrupt natural ecological processes, creating new centres of population on or near properties so as to harm them or their settings. This is subject to strict control and management in Europe and is most unlikely to present a major threat.

5.3.11 Management and Institutional factors: are unlikely to be a significant adverse factor given the commitments of all levels of government, national, regional and local, to this nomination. However, the pressures on local, regional and national government expenditure are ever present and the current prevailing climate suggests that conflicting pressures will continue to increase. Such management and institutional factors are reflected in the vulnerability of local spa town management to changes in democratic control and priorities. These can have a significant impact on the priorities of local government and the particular resources available for the protection, conservation and management of the property and for the promotion and development of tourism. These changes can often be sudden with an often immediate impact. However, such changes are very difficult to anticipate and make the planning of any mitigation equally problematic.

The *GSMB* is the body responsible for the financing of *The Great Spas of Europe* and has been since a joint fund was created in 2013. It is fully aware of the responsibilities of inscription and the need to fulfil the additional commitments made to UNESCO in the Overall Management System, the Property Management Plan and in the Local Management Plans.

5.4 Table of Objectives

The shared objectives for the Overall Management System and Property Management Plan of *The Great Spas of Europe* include:

The Great Spas of Europe: Management Objectives.

1.0 Credibility:

- 1.1 To strengthen the value of the World Heritage List
- 1.2 To strengthen the outstanding universal value of *The Great Spas of Europe*
- 1.3 To base all activity on best practice as known at any particular time
- 1.4 To strive for excellence at all times with regard to protection, conservation, presentation and management to the highest standards
- 1.5 To work with other transnational serial sites to create a forum for sharing experience

2.0 Conservation:

- 2.1 To ensure the effective conservation of the property to the highest standards
- 2.2 To protect and maintain the Outstanding Universal Value, authenticity and integrity of the series
- 2.3 To resist development and infrastructure projects that will cause any harm to the Outstanding Universal Value
- 2.4 To encourage collaborative research into both traditional and new technologies and processes to enhance conservation techniques and methodologies.
- 2.5 To enable and support the training of those involved in conservation, crafts men and women, technicians, academics, scientists, professionals and young people in particular, to collaborate across the component sites and to share experience, knowledge and friendship

3.0 Capacity-building:

- 3.1 To research and promote the development of effective capacity-building measures
- 3.2 To increase understanding and the implementation of the World Heritage Convention and its related instruments among all stakeholders including local communities
- 3.3 To promote and share knowledge and understanding of the spa towns through a common dialogue and exchange
- 3.4 To establish a working relationship with the European Historic Thermal Towns Association (EHTTA), the European Institute of Cultural Routes, the European Spas Association (ESPA) and associations with a global reach. In parallel to work with national spa associations and individual State Parties to widen the knowledge of European spa towns.
- 3.5 To develop a network of international spa experts and specialists
- 3.6 To establish research related to the tangible and intangible values of *The Great Spas of Europe*

3.7 To disseminate new findings and research as widely as possible to existing and new audiences including the *Great Spas International Conference*

4.0 Communication:

4.1 To increase public awareness, involvement, support and enthusiasm for the concept of World Heritage

4.2 To achieve promotion and publicity of *The Great Spas of Europe* and its component sites through a common communications strategy

4.3 To promote the Outstanding Universal Value of *The Great Spas of Europe* in particular, to a young and youth audience

4.4 To ensure that the values of the property are recognised and appreciated by national, regional and local decision makers, local communities and visitors

4.5 To develop educational programmes and knowledge transfer frameworks concerning the values of the series at all levels of the education hierarchy, from the very young to the retired community, using the appropriate World Heritage Centre resource manuals and best practice examples

4.6 To develop, create awareness of, and promote the brand *The Great Spas of Europe* and all it stands for

5.0 Communities:

5.1 To enhance the role of communities in the implementation and understanding of the World Heritage Convention and the role of UNESCO.

5.2 To inform local businesses, residents and visitors of the objectives of *The Great Spas of Europe*

5.3 To ensure that local communities, and the young in particular are aware of the benefits of inscription to the World Heritage List

5.4 To explain the responsibilities that World Heritage inscription places on a local community

5.5 To enable local communities to understand and appreciate the values and attributes of *The Great Spas of Europe*

5.6 To achieve a wide local community representation on each Local World Heritage Steering Group in the series, and in particular the young, and involve the group in regular monitoring, promotion and associated cultural activities

5.7 To ensure that local decision makers are aware of their involvement as a component part of a serial transnational World Heritage property

6.0 Resources:

6.1 To ensure that sufficient funding is available to maintain momentum and the delivery of the agreed activities in the over-arching Action Plan

6.2 To ensure that funding is available to maintain a viable and effective *Secretariat*

6.3 To understand the collective responsibilities inherent in a serial transnational inscribed property and provide adequate resources to uphold these

6.4 To explore opportunities to raise external financial support for the implementation of the action plan, research and its programmes, from the EU and other sources

- 6.5 To develop partnerships with external organisations to collaborate on joint projects of mutual benefit
- 6.6 To ensure that the benefits derived from World Heritage inscription, and the investment in it by the municipal authorities, are understood and appreciated by local communities

7.0 Tourism:

- 7.1 To establish a standard format for the collection of tourism and spa user data across the component sites on an annual basis
- 7.2 To monitor the impact of changing social welfare and public health services
- 7.3 To monitor the provision of new visitor accommodation in the spa towns
- 7.4 To create a multi-language website for promotional purposes
- 7.5 To create a forum for the spa town tourism officers to share best practice and experience

5.5 Use of UNESCO and World Heritage emblems

The use of the UNESCO and World Heritage Emblems is clearly stipulated in the *Operational Guidelines*, Chapter VIII “The World Heritage Emblem” paragraphs 258 to 279. *The Great Spas of Europe* will, at all times, fully comply with these requirements.

The Great Spas project currently uses a logo designed for the nomination process only. On achievement of a successful nomination a new logo will be designed and introduced to work individually or alongside the use of the UNESCO and World Heritage emblems. In the case of this serial transnational nomination the individual States Parties, or an appointed representative of the highest monument or heritage protection authority, will be responsible for monitoring the use of the emblems and for approving any design and application, and seeking the approval of the World Heritage Committee as necessary. Each component site will receive an identical plaque commemorating the inscription of *The Great Spas of Europe* for display in a prominent place of their choice. Additional applications of the emblems will be first submitted by the component site to the competent State authority in question, and following approval to submit, then to the *GSMB* and thereafter to the *IGC* if additional notification and approvals are required.

The *GSMB* will in the future wish to approve use of the property title and its logo when displayed, alongside the UNESCO and World Heritage emblems, and particularly when associated with any products commercially made on behalf of *The Great Spas of Europe* by mutual consent of the *IGC*.

The *Secretariat* will maintain a register of the use of the UNESCO emblem recording all uses throughout the property.

6. Implementation of the Property Management Plan and its Overall Action Plan.

6.1 Introduction

This Overall Management Plan is the result of detailed discussion with the States Parties as signatories to the nomination dossier for *The Great Spas of Europe*. Much information and advice has been gleaned from those successful serial transnational properties that have gone before and the influence of these is duly acknowledged. Earlier decisions of the World Heritage Committee concerning serial and transnational nominations, reports from the international expert meetings, recent successful nominations and the approved revisions to the Operational Guidelines (WHC.17/01 12 July 2017) have all been taken into consideration when developing this Management System.

This chapter sets out the Action Plan for the first six-year period of this Property Management Plan in section 6.2. This management cycle will be reviewed internally at the three-year mark and an interim report presented by the *GSMB* to the *IGC* for review and any recommended adjustments. Subsequent sections provide further information concerning the implementation of the Action Plan and on aspects of some of the listed actions.

6.2 Overall Action Plan

The Overall Action Plan is for an initial period of six years with an interim review at the three-year stage. It is anticipated that year one could be 2020 whilst awaiting determination of the nomination by the World Heritage Committee. The following OAP is therefore set out against the approved Objectives of the Overall Management System and the Property Management Plan. These are set out to reflect the objectives as set out in section 5.4 above

The Great Spas of Europe: Property Management Plan six-year Action Plan

1.0	Credibility:	Year of implementation
MP1	The <i>Great Spas Management Board</i> will share its experience in preparing the nomination with the global areas identified in the comparative analysis, where traditions of mineral and thermal water utilisation exist and are under-represented sites on the World Heritage List.	2023 onwards
MP2	A mechanism will be established to increase global dialogue concerning the traditional uses of therapeutic waters and its values	2022
MP3	The <i>Secretariat</i> will join a forum for sharing experience and best practice with other serial transnational sites	2021
MP4	Participate in consultations, expert meetings and conferences concerning transnational working	2022 onwards

MP5	Prepare and manage the first <i>Great Spas International Conference</i>	2023
2.0	Conservation:	
MP6	To establish a joint project to develop an understanding of the various methods and systems in place for recording the state of conservation and agree common monitoring standards	2021
MP7	Create a common database for the future monitoring of the spa town sites with the involvement of EHTTA and the EU Horizon 2020 programme	2023
MP8	Create a network of the officials responsible for the state of conservation in each spa towns and establish a collaboration forum	2020
MP9	Ensure that contacts are made with the academic institutes, universities and colleges responsible for training conservation specialists in each spa town region and that dialogue and joint projects are developed	2023
MP10	With those responsible for the strategic development and planning control in each spa town, to establish a forum and mechanism for the early recognition of significant development proposals that require input and comment from the <i>GSMB</i> and the <i>ICG</i> in order to prevent harmful proposals emerging that threaten the OUV of the site	2020
MP11	Establish a model framework for Local World Heritage Steering Groups to promote and disseminate an understanding of the World Heritage Convention and Outstanding Universal Value to local communities	2022
MP12	To partner with existing European and global spa associations to share resources to promote the values of spa towns effectively and to attend international conferences to influence a wider audience	2024
4.0	Communication:	
MP13	Create a project website for promoting the concept of <i>The Great Spas of Europe</i> to both a popular and scientific audience to stimulate dialogue. Create fast links to the home pages of the websites of the tourism office and site managers of the component spa towns	2021
MP14	Through the implementation of the over-arching interpretation strategies, to provide a model for presenting the concept of <i>The Great Spas of Europe</i> to local communities and visitors alike, including the benefits derived from inscription	2022
MP15	Produce a common guide book on behalf of <i>The Great Spas of Europe</i> in the language of each participating State Party	2020
MP16	Create an electronic newsletter at least twice per annum and develop a database for circulation through the municipal offices of the component spa towns for all stakeholders	2021

MP17	Manage a design competition for a new project logo, graphics manual and corporate identity	2023
MP18	Produce a project design handbook for the use of all component sites along with the correct procedure for the use and authorisation of the UNESCO and World Heritage emblems in all <i>GSE</i> material	2022
MP19	Survey and monitor the use of the emblems and logo at each component site	2023 onwards
5.0	Communities:	
MP20	Ensure that all stakeholders within the local communities are involved in the <i>Local World Heritage Steering Groups</i> and that they receive regular information and updates on associated project activity	2022
MP21	Organise a bi-annual event for the community representative members of the <i>LWHSGs</i> to meet and share experience and recognise the wider vision of <i>The Great Spas of Europe</i>	2022 2024 2026
MP22	Develop an information pack in all participating mother tongues for briefing local politicians, municipal officials and in particular the staff of the local tourism information centres concerning the importance of inscription on the <i>World Heritage List</i> .	2021
MP23	Promote youth and school exchange programmes between the young people in full-time education in each component spa town, this initiative has the potential to be expanded to involve the disadvantaged, special interest groups, sporting and amenity clubs and associations depending on the level of resources available	2023 onwards
MP24	Develop a ' <i>Great Spas Festival</i> ' programme to take place in each spa town to celebrate the opening of the Spa Season annually or on UN World Water Day, World Heritage Day or European Thermal Day.	2023 and annually thereafter
6.0	Operational:	
MP25	Establish the membership of the first <i>Great Spas Management Board</i> and establish a diary of forward meetings and events	2019 ongoing 3 times per annum (2019 = year 1-1)
MP26	Develop the legal framework for the operation of the Management System and the <i>Secretariat</i>	2019 -2020
MP27	Appoint the staff of the <i>Secretariat</i> , agree terms and conditions of those appointed and establish a permanent base for the project office	2020
MP28	Gain approval for the operational budget for years 1 to 6	2020 annually to 2025
MP29	Establish a database of all contacts within the project structure and encourage dialogue through an internet forum	2019-2020

MP30	Establish a new contract for the development and management of the project website	2019
MP31	Create a network within the spa towns to develop proposals for application to the various EU programmes for financial support for, and participation in European and global projects	2020 onwards and as new EU programmes announced
7.0	Tourism	
MP32	Create a <i>Great Spas</i> tourism observatory for the collection of spa related tourism data and statistics in partnership with EHTTA and others	2022 ongoing and annual surveys
MP33	Monitor with others the impact of social welfare, public health services and private prevention and wellness programmes to assess future provision of health facilities	2023 ongoing
MP34	Monitor the provision of new visitor accommodation and the impact of new providers such as “airb’nb”	2023 ongoing
MP35	Develop an automated translation interface between the individual spa town web pages and the <i>Great Spas</i> website	2024 ongoing service
MP36	Hold bi-annual workshops for strategic tourism planners from the spa towns, regional and national tourist authorities	2024 2026
MP37	Attend major travel trade fairs with a <i>Great Spas</i> stand	2025 and annual thereafter
MP38	Establish a research programme to devise the detailed carrying capacity of the component sites to inform strategic urban planning decision makers	2022 onwards

6.3 Implementation

The Overall Management System, Property Management Plan and its Overall Action Plan will be owned by the *Great Spas Management Board* which will retain responsibility for its implementation, resourcing, monitoring and review by mutual consent with the *IGC*. The Board meets regularly to oversee this process and sits at the heart of the project management structure, see Fig 2 above

6.4 Project Management

Project Management on a day-to-day basis is provided by the *Secretariat*. The *Secretariat* is headed by an experienced Secretary General or Director General who is supported by additional personnel with responsibilities for finance, promotion and marketing and administration. Further support is available through the offices of the Site Managers of the eleven spa towns who will coordinate individual project sub-groups. A sub-group formed of the tourism officers of the eleven spa towns will form a leadership group to develop the sustainable tourism strategy for *The Great Spas of Europe*. See Action Plan items MS32 to 38.

6.5 Web platform

The original project website, www.spaarch.cz has now been closed and a new working project platform for the development of the nomination dossier opened utilising 'google drive' at '*Great Spas of Europe*'. A new domain name has been acquired and a new website is currently under development at www.greatspasofeurope.org

6.6 Joint conservation concept

The component sites of *The Great Spas of Europe* are all urban settlements of historic character and qualities, some dating back thousands of years to the pre-Roman era. These spa towns reached their pinnacle during the eighteenth and nineteenth centuries and have long been recognised as exceptional centres of architectural and landscape excellence, visited by millions each year for their elegance, cultural heritage and quality of the environment. The spa towns are some of the best conserved and managed urban centres in Europe, a tradition going back to the very foundations of modern conservation practice and the development of legislation and measures put in place for the protection and conservation of what has survived into the twenty-first century.

Each component site has in existence strategies and policies for the maintenance of the historic environment and its surrounding landscape, both man-made and natural, added to which is legislation and regulation for the safeguarding of the natural mineral and thermal healing waters. With this background and track record of protection in place the spa towns, spread across seven States Parties with their regulatory and technical differences, are in a strong position to collaborate closely on the development of a joint and holistic conservation concept for the future protection of these famous watering places. Most spa towns remain under the constant pressure of increasing visitor numbers and the relentless demands of an ever-growing tourism economy.

With the support of the EHTTA 'Thermal Atlas' Global Information System for the collection of spa town environmental data, there exists the potential to bring together the conservation teams and specialists from each of the eleven spa towns to share experience, examine various conservation techniques and methodologies employed in the practical work of protecting the individual sites. At the same time this can be combined with studies to monitor the impact of increasing visitor numbers and how this activity can best be harnessed for the benefit of the local community and the protection of the attributes and values of the sites.

Early modelling of the current condition of the component sites, through the accurate recording of the state of conservation and the regular and consistent monitoring thereafter, offers an opportunity for transnational cooperation and the development of best practice of an exceptional level.

6.7 Joint research projects

There are many aspects of the management and protection of the property and its component spa towns that warrant further research and attention in the future. The potential for collaborative partnerships and projects with academic institutions is great indeed and a series of topic papers will be prepared by the *Secretariat* to explore these opportunities. Subject areas will include:

- monitoring of urban change and development pressures
- recording of the state of conservation utilising GIS technologies
- planting and nature conservation in parks and gardens at a time of climate change, (e.g. a common approach to the EU directives and restrictions concerning indigenous species)
- protection, automated monitoring and early warning systems of natural mineral and thermal water supplies
- the Historic Urban Landscape initiative and its lessons for *The Great Spas of Europe*.

6.8 Joint tourism concept

The component parts of this series are already well known as centres of tourism activity, in some cases an activity that has been taking place over many centuries. The collective experience of the tourism officials in the eleven spa towns is an asset of great value and based on extensive experience. Each destination currently promotes and markets itself with the larger destinations also working with a variety of themed consortia or partnerships for targeted overseas and international business.

Today, across the component parts over 1.0 million traditional cures are taken each year with an additional 3.0 million plus staying for other reasons. These staying guests achieve over 13.0 million overnights annually alongside a further 15.0 million plus day visitors each year. The collective economic impact of this is in the region of € 1.1 billion per annum, a truly remarkable scale of activity.

The tourism officers meet as a sub-group of the *Site Managers Group* and have prepared an outline strategy for the development of a new product and brand using the name *The Great Spas of Europe*.

The primary aim of this concept is to generate managed and sustainable added value for each spa town destination, based on the following:

- the World Heritage + Sustainable Tourism Action Plan,
- a focus on the authenticity and quality of the product,
- to build a steady increase in visitor numbers, not large scale growth ambitions,
- a concentration on local and domestic markets and not on long haul overseas visitors,
- to retain a focus on a health, traditional 'cure' and wellness image,
- to develop the concepts of 'slow', 'green' and 'eco' tourism,
- to establish a European spa town tourism observatory for the collection and improvement of spa town tourism data

To set the framework for this activity in the future it will be necessary to develop a more coherent approach to visitor management across the whole property if the nomination is successful. There is already a high degree of informal cooperation resulting from the years spent developing this nomination but further actions will be necessary and are being included in the objectives and actions of the Property Management Plan. These include:

1. *The Great Spas of Europe Secretariat* to set up a standard format for the collecting of tourism and spa user data on an annual basis, either by setting up its own ‘observatory’ or by joining others, such as the European Historical Thermal Towns Association (EHTTA), to participate in existing statistical and financial monitoring methodologies.
2. To monitor with others, such as the *European Spas Association (ESPA)*, the impact of changing social welfare, public health services and private prevention and wellness programmes as relevant to the provision of facilities and services provided in the spa towns.
3. Monitor the construction of new accommodation provision in the spa towns.
4. Create a standardised translation interface between the individual spa town websites and links between these and the over-arching Great Spas website.
5. Develop the brand ‘*The Great Spas of Europe*’ and commissionable products to provide to specialist tour operators and travel consultants.
6. Hold workshops with the strategic planners for tourism in the spa towns, including their regional and national tourism authorities, sharing best practice and experience.
7. Research collective purchasing impact and marketing cooperation to introduce the benefits of economy of scale throughout the 11 component spa towns.
8. Create a bi-annual high-level tourism workshop for those responsible for the tourism marketing, development and service provision in the 11 spa towns.

6.9 Joint cultural events and programmes

The component spa towns have a long tradition of cultural events, festivals, leisure and sporting pursuits and a range of other ‘diversions’ developed to keep visitors, and the ‘curists’ occupied when not engaged in treatments, bathing and balneology. Each spa town already produces a wide-ranging annual calendar of activities including; theatre, opera and concert programmes, music, literature and film festivals, exhibitions of art and sculpture, spa season celebrations, conferences and business meetings – many of a medical nature.

A proposal to develop a programme of over-arching events is to be developed for the future reinforcement of *The Great Spas of Europe* image, concept and brand. The first of these will be to develop a property wide annual series of celebrations to recognise the ‘opening of the spa season’, the second will be a series of annual events to celebrate World Heritage Day, World Water Day, International Monuments and Sites Day, European

Heritage Days, European Thermal Day and the third to develop the concept of the 'Cafés of Europe' events and debates, including youth events, piloted by EHTTA and supported by the EU cultural programme funds in 2015/17, in which a number of the component spa towns were involved.

Management System: Annex 1

A summary of the Local Management Plans of the 11 spa town component parts of this nomination as in Ch5.e

1. *Baden bei Wien*

AUSTRIA

The Local Management Plan of the City of Baden forms part of the Overall Management System of *The Great Spas of Europe*. It describes the nominated component site of *Baden bei Wien*, its scope and state of conservation, as well as the existing instruments for its preservation, protection and dissemination. Furthermore, it presents the scope, objectives and planned measures in place. The Local Management Plan deals not only with the relationships of the component sites within this nomination, but also with the competent authorities, stakeholders and community in Baden itself.

Baden represents Austria's contribution to *The Great Spas of Europe*. Chapters 2 and 3 of the Local Management Plan describe the location of the spa town, the boundaries between the property and the buffer zone and Baden's contribution to the Outstanding Universal Value of *The Great Spas of Europe*. The component part consists of the baths, spa facilities and typical Kurstädtischen areas of the city, the extensive landscape parks (including spa facilities) and the almost enclosed Villengürtel from the nineteenth century.

Chapter 4 deals with the legal protection instruments for the nominated World Heritage in Baden. The responsibilities of the Republic, Province and municipality are described. Both, property and buffer zone are basically protected by the same instruments. As far as the Federal Monument Authority (Bundesdenkmalamt/BDA) is concerned, buildings with a high cultural heritage value are under monument protection and enjoy the special attention of the Republic of Austria. Apart from that, the protection of the townscape falls within the competence of the municipality. In this regard, the City of Baden has created effective protection zones for the historic buildings. All building sites of the property and the bulk of the buffer zone are located in protection zones. The valuable green areas, with their forests, park landscapes, landscape parks and Kurgardens are protected by a variety of instruments, such as the UNESCO biosphere reserve, EU-Natura 2000 areas and landscape protection areas, in accordance with the Lower Austrian's laws. The city structure and the setting are regulated by the land use plan and construction plan of the municipality. The preservation of Baden's character as a spa and garden town requires constant monitoring of development with regular updating and revision of the local development plan. The City of Baden has maintained this approach successfully for decades.

Chapter 5 deals with the future management of the nominated UNESCO World Heritage site Baden. The administrative structure and procedures as well as the composition of the property are explained, the most important stakeholders, ranging from

the UNESCO World Heritage Focal Point of the Federal Government to the tourism industry, the congress casino, the *Bäderbetriebsgesellschaft* and health resorts, to schools and the pedagogical university in Baden, as the main stakeholders as listed. As examples of the involvement of stakeholders and the general public, and the promotion of the idea of UNESCO World Heritage, the measures taken so far, such as PR campaigns and stakeholder and expert workshops are described.

An analysis of the existing management system with regard to the handling of the nominated UNESCO World Heritage site shows the following results:

The resources of the municipality and private owners are sufficient for the permanent preservation of the objects located in the nominated World Heritage site.

The protection and preservation of the attributes of Baden for the nominated *Great Spas of Europe* are basically guaranteed. The objectives of protection are fully in line with the aims of protecting the OUV as formulated for this nomination. In order to assess a possible negative impact of possible projects on the nominated property an advisory board for the built heritage consisting of urban development experts, architects, art historians and historians will be established.

The management of the property and its monitoring are to be carried out by the newly established Local Site Management team. This consists of a local site manager, units which are responsible for the preservation of the urban attributes in the city administration and of private stakeholders, as well as of the Chairs of the sub-committee of the municipal council, which will be established as a political body to shadow the processes. The community is encouraged to participate in the presentation and promotion of the nominated property. Cooperation with existing institutions, corporations and associations is also encouraged through this mechanism. Interested individuals will be integrated into a new World Heritage Association

The World Heritage advisory council consisting of three groupings will monitor and advise the parties involved in the nominated property.

- 1st body: Representatives of the Austrian Commission for UNESCO, the Republic of Austria, the Province of Lower Austria, the District Administrator and the Mayor of the City of Baden;
- 2nd body: Representatives of the relevant university faculties;
- 3rd body: Representatives of stakeholders from Baden.

The description of the various monitoring processes is included in chapter 5. Accompanying monitoring at the local level, reporting on the state of conservation of the property, reactive monitoring and monitoring of the implementation of the action plan of the LMP (chapter 7) are described.

In chapters 6 and 7 of the Local Management Plan, topics relevant to the nominated property and the resulting opportunities, challenges and objectives, as well as the resulting measures are elaborated. Through a participatory process more than 100 community representatives, stakeholders and civil society experts been involved in 17 working groups discussing issues relevant to the protection, preservation and dissemination of the nominated property and have formulated possible measures to

achieve the defined objectives. 65 actions have been identified in order to achieve the 30 objectives as listed in the Local Management Plan.

2. *Spa*

BELGIUM

The Great Spas of Europe submit their application for registration on the UNESCO World Heritage List. The serial transnational property *The Great Spas of Europe* is a group of 11 towns across 7 European countries. They provide an exceptional testimony to the European spa culture, which was at its peak between the eighteenth and early twentieth century and is a tradition which is still alive today.

Founded around natural mineral springs, they were developed according to a specialised style and function combining ambitions for health and pleasure. Spa towns are different due to their specialist infrastructure and the development of their environment as an attractive, therapeutic landscape fulfilling healing and social functions. As international meeting places, they are visibly associated with the social, political, scientific and cultural achievements that have significantly contributed to a civil and multicultural European society.

The specific contribution of *Spa* to the outstanding universal value is based on two fundamental aspects.

Firstly, and since the early seventeenth century, *Spa* has played a pioneering role in the recognition of the medical properties of the water resulting in an international reputation and the distribution of its waters throughout Europe. This recognition was such that it led to the introduction of the word "Spa" into English.

Secondly, and since the early eighteenth century, the existence of *Spa's* thermal landscape. A product of both crenotherapy and physical activities, it is home to a network of walks connecting the attributes of the town's spa to the various sources spread throughout the surrounding nature.

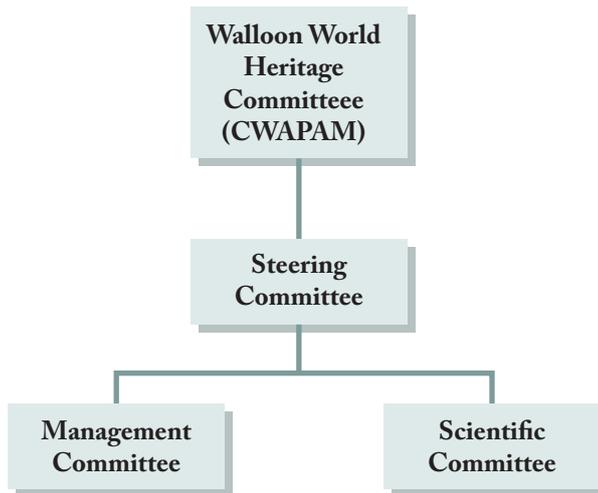
Generally, *Spa* is in a satisfactory, well preserved state of conservation. The urban structure and the walks in the surrounding landscape still retain their original characteristics. Although some buildings related to the outstanding universal value require restoration or redevelopment works, they are almost all still present and provide a clear sense of the identity of the European spa town.

In a Decree of 11 April 2014 the Walloon Government incorporated a series of provisions relating to World Heritage in the Walloon Heritage Code.

Among these, Article 209/1 stipulates that the need to protect the outstanding universal value of a property, along with its management plan and buffer zone, that ensure the objective are taken into account in the town planning documents of the community(ies) in question.

In addition, Articles 209/4 and 209/5 state that any property included in the World Heritage list or any property proposed for inclusion in the World Heritage list is given a management plan that meets the guidelines for the implementation of the World Heritage Convention.

The management plan is prepared, implemented and updated through a tripartite structure made up of an operational body (management committee), decision-making body (steering committee) and a reference and research body (scientific committee). In addition, once prepared, management plans must be approved by the Walloon World Heritage Committee (CWAPAM), whose members include the Walloon Ministers for International Relations, Heritage and Tourism, representatives of the Walloon Heritage Agency (Agence wallonne du Patrimoine – AWAP) and the Chairs of the Royal Commission of Monuments, Sites and Excavations and the Wallonia-Brussels section of ICOMOS.



The **Management Committee** is made up of the manager(s) of the site, services and local players involved in the site and its development. It is moderated and chaired by an official from the Walloon Heritage Agency (Agence wallonne du Patrimoine – AWAP). Its task is to prepare the management plan, watch over the day-to-day management under the management plan approved by CWAPAM, prepare an annual action plan and draw up estimated budgets for its implementation, alert the Steering Committee of any urgent case and lastly produce an annual report.

The **Steering Committee** members have authority to make decisions concerning the site: owners (or their representative), mayors of the municipalities involved, representative of the Minister for Tourism and the representatives of other institutions involved. It is chaired by the Inspector General of the Walloon Heritage Agency (Agence wallonne du Patrimoine – AWAP). It approves the management plan prepared by the Management Committee and submits it to CWAPAM, it adopts policy and budget decisions under the management plan and a multi-year action programme and it approves the annual report from the Management Committee before submitting it to CWAPAM.

The **Scientific Committee** members are both experts on the site and experts in themes relating to the site and its outstanding universal value. This committee has the task of improving the knowledge of the site itself and in relation to the other themes in the management plan. It draws up a coordinated research programme and watches over the broadcasting of results from this research. It also acts as a reference for the management and steering committees and incorporates the site into international research networks or creates them in relation to the outstanding universal value of the property.

The seven themes in the management plan are designed to establish a structured, coherent management that takes its inspiration directly from the World Heritage Convention and the 5 Cs identified by the World Heritage Committee, namely:

- Conservation of the heritage: related to the conservation, maintenance, use and restoration of the property.
- Scientific research: targets an in-depth knowledge of the property and is part of a European and international perspective. It deals with the property intrinsically or in conjunction with the other management plan themes.
- Citizen participation: the property is also a living space for communities which are required to maintain their responsibilities in order to preserve their quality of life. The population plays an important role in the management plan: in its definition, implementation and monitoring.
- Education and training: with two focuses, the general public and the personnel.

For the general public, special attention is paid to young people and school-age pupils, mainly through educational tools focused on the site and the World Heritage.

In terms of personnel, the training targets the concept of World Heritage, the outstanding universal value of the site and the maintenance and monitoring in application of the World Heritage principles.

- Cultural and tourist promotion: the aim is not only an adequate balance between visitor reception and site preservation but also to ensure the quality of the reception and visitor information. The World Heritage sites are places of culture and innovation and must be a source of inspiration.
- International cooperation: the aim is to position the sites within an international framework, mainly through cooperation with similar sites or those with the same problems.
- Communication and marketing strategy: this involves defining a long-term communication plan specifically to promote the site, incorporating the various actions identified and including the means of communication.

Each theme is addressed from three perspectives as reflected in the Local Management Plan for Spa as a component of *The Great Spas of Europe*:

- Diagnosis
- Actions to be carried out
- Necessary means (human, financial, infrastructures).

Local Management Plan of *Spa*

The Walloon Government has decided that any Walloon property registered on the World Heritage list or proposed for inclusion on the World Heritage list should have a management plan designed to protect its outstanding universal value and establish a holistic management process for the property in question. This management plan is defined and implemented based on the participation of local stakeholders and the regional administrations and services.

Recent management has not been structured around the outstanding universal value of the property, but there are already tools in place and others have been implemented. The *Spa* management plan which has been written as part of this project is a primary transversal tool.

The first action that was conducted prior to its development was to identify the different site managers, various administrations, associations and other partners called upon to operate on the site or cooperate on its presentation. Around forty people therefore make up the management committee responsible for defining the draft action plan. Although many of them are already known, this project was the opportunity to create a network of people who usually work in very different business sectors.

In order to ensure effective management, it is essential to have a detailed understanding of the site, its weaknesses and threats and the opportunities arising from a UNESCO World Heritage status.

Round tables were organised on different topics. Led by the Town of *Spa*, these enabled participants to discuss the current management (diagnosis) and identify future areas for cooperation (action plan). The discussions were used to complement the analysis of the objective data collected and identify issues that arose with the property. These fall into several categories:

- Knowledge
- Conservation
- Recovery
- Transmission
- Governance

Long-term strategic recommendations were also defined by focusing on the outstanding universal value of the property:

- Protect the Outstanding Universal Value (O.U.V)
- Develop a territorial project around the O.U.V.
- Make heritage a catalyst for socio-economic development.

Operational objectives, setting short-term priorities were identified by the Steering Committee based on a draft dashboard of actions to be implemented over the next four years. These actions will be monitored in order to assess their implementation and adjust them if necessary.

Knowledge of the property is essential and there will be actions to improve this with the objective of passing on and using such knowledge to adjust conservation, development and transmission initiatives appropriately.

Generally, *Spa* is in a satisfactory, well preserved state of conservation. The urban structure and the walks in the surrounding landscape still retain their original characteristics. Although some buildings related to the outstanding universal value require restoration or redevelopment works, they are almost all still present and provide a clear sense of the identity of the European spa town.

Conservation of the property will have to be further improved for the existing buildings and natural environment, but it will also have to be addressed from a development perspective. A town is inherently dynamic and the outstanding universal value will have to be protected for the purposes of continuity.

The quality of the public spaces or natural environment, in short, the way of life has been identified as a subject worth further consideration. The presentation of the property in general is therefore a challenge where users must be central to concerns.

The most important issue in terms of action is transmission. This concerns both material elements such as the built heritage and intangible elements such as the feeling of belonging or the values to be passed on in terms of heritage protection and management, knowledge and expertise.

Properties recorded on the UNESCO World Heritage List should aim to be exemplary in terms of governance. This focuses on the institutional framework as well as the relations between stakeholders, human and financial resources and the transparency of management.

The *Spa* management plan is ambitious and optimistic but local stakeholders are realistic about the task that awaits them. Awareness of the quality of the site in which they develop will undoubtedly be a driving force for them to achieve the objectives that they have set.

In each of the three Czech component parts, *Františkovy Lázně*, *Karlovy Vary* and *Mariánské Lázně*, of the nominated serial property, *The Great Spas of Europe*, put together a team during preparation of the nomination documentation which actively took part in the preparation of the Local Management Plans. Each team consists of representatives of the local authorities (municipal and regional) of the individual components, representatives of the professional organization for conservation care (National Heritage Institute) and those for the protection of natural mineral resources.

CZECH
REPUBLIC

National level

Following a successful nomination, the Council of the World Heritage Property will be established on a national level, which will continue in this work. Its members will be representatives of the Ministry of Culture of the Czech Republic, municipalities and regions in which the components of the serial property are located, specialists from scientific and professional organisations and from public administration authorities (especially conservation care, urban planning, protection of natural healing resources and landscape protection). The over-riding concept will be the development plan of the World

Heritage property whilst preserving the outstanding universal value of the property. The ultimate guarantor of this protection will be the professional organization for conservation care (NHI).

Regional level

The effective management of three Czech component parts of the serial transnational property will be administered, from the date of entry on the World Heritage list, on the regional and local levels by the voluntary association of municipalities CZECH SPAS – SALONS OF EUROPE, which was founded in 2012. Representatives of towns, in which territories the individual nominated component parts are situated, sit on the administration board and the supervisory board. As a coordination centre along with the voluntary association of municipalities CZECH SPAS – SALONS OF EUROPE, there will be established a steering group, from its members including coordinator, whose task will be the coordination of the administration of the three Czech component parts and who will be entrusted with supervising the implementation of the Local Management Plan for each component. For additional administration and monitoring there will be established an office consisting of three members – a coordinator, a secretary and an executive employee.

Among the main tasks of the coordinator will belong namely:

- to elaborate the instructions and recommendations of the Intergovernmental Committee and the *Great Spas Management Board* concerning the care and preservation of the individual component parts;
- to supervise the implementation and continuous updating of the Local Management Plans;
- to take part in securing financial resources necessary to implement the Local Management Plans;
- to continuously cooperate with site managers of the individual component parts of the Czech part of the property;
- to continuously cooperate with the authorities responsible for the state of conservation whilst securing the necessary care regarding the property;
- to propose provisions for the preservation of the outstanding universal value, for improving the infrastructure for visitors and for increasing attractiveness of the property for visitors;
- to continuously cooperate with the relevant authorities of the Regional Authority of the *Karlovy Vary* region.
- to continuously cooperate with the authorities of the local administration on processing and updating urban plans;
- to join local businesses and investors in implementation of the Local Management Plans to contribute to the development of local and regional economics;

- to take part in PR and marketing campaigns designed to increase the knowledge of the wider public about the values of the property;
- to take part in proposing events which will reinforce the identity of citizens of the nominated spa town with the property values, for educational and public enlightenment purposes, expansion of local cultural traditions, cross-border cooperation and community life;
- to propose provisions to contribute to risk management.

With administration of the component part, the coordinator will receive help from the advisory board, which will include specialists from various spheres including property administration, conservation care, urban planning, spa industry, protection of natural healing resources and protection of nature and landscape, tourism, science and education, building industries, investments, environment, PR and marketing. The Chair of the individual advisory boards will be members of the steering group. Currently, on a national level, there already operate basic teams for the topics of conservation of monuments and promotion (Czech working group of the serial nomination *The Great Spas of Europe*, the group for the programme for regeneration of urban heritage zones). According to the decision of the steering group, other advisory boards can be established. This will secure mutual communication and cooperation with external specialists in given spheres as well as with the public.

In 2017, the five-member Council for UNESCO was established by the council of *Karlovy Vary* region with the aim of supervising preparation for the national nomination documentation and Local Management Plans.

3. *Františkovy Lázně*

Between 2012 and 2017 the Local Management Plan for *Františkovy Lázně* was prepared as a synthesis of needs for the protection and preservation of an area with a complex of historical buildings with a curative spa function and connected infrastructure. The first phase of the Local Management Plan is analytical, the second phase is the planning phase and the third is the implementation. The LMP, as a tool for preserving the extraordinary values of the component part, its authenticity and integrity, starts from the proposed statement of OUV and attributes of the values (see chapter 3). It contains preferred specific activities aimed at restoration and repairs to buildings belonging to the nominated complex and preserving the urban characteristics and relations within the property. Further it focuses on the contribution of *Františkovy Lázně*, with which this component spa town contributes to the collective OUV of the series as a whole.

The LMP for *Františkovy Lázně* summarises and defines short-term as well as long-term activities (projects), oriented towards the preservation of the outstanding universal value of the property. At the same time it is one of the basic documents for justifying the allocation of financial resources for the protection and preservation of movable and immovable cultural heritage. The LMP is drafted as an open document, which will be periodically updated and completed with the support of competent representatives from various disciplines. It will be the tool of communication between the public, private and non-profit sector and the town's citizens.

The Local Management Plan for the town of *Františkovy Lázně* is presented as a series of project proposals, contained within the updated strategic development plan for *Františkovy Lázně* up to the year 2031. In this document, there is a summary of the current short-term and long-term project proposals (current priorities), which are listed along with their time frame and financial schedule.

Project proposals are suggested within the framework of the following spheres:

1. Operational arrangements for the protection and administration of the property
2. Operational arrangements for the conservation and renovation of the property (within the framework of OUV)
3. Operational arrangements for the reduction of risks and the prevention of damage.
4. Operational arrangements in the sphere of property rights
5. Operational arrangements for optimal utilization of the property
6. Required projects for the presentation and interpretation of the property's values.
7. Required projects for educating personnel and the public8. Operational arrangements for the property's accessibility and transport links.
8. Monitoring of the property
9. Required professional and scientific-research programmes.
10. Other necessary provisions

All planned building activities are harmonised with the other approved mechanisms at the local level. These are discussed during the project phase, according to the effective legal regulations. The system controlling the obligatory proceedings of all building activity in the Czech Republic is stabilised and considered fit for purpose.

In each Czech component part of the serial property there will be established the component's steering group. It will have the status of a working committee, in an advisory capacity to the town council of *Františkovy Lázně*. Its members will be the representatives of the town of *Františkovy Lázně*, representatives of the National Heritage Institute from the regional office in Loket, important owners of monuments located in the component's territory, representatives of the public authorities (conservation care, urban planning and nature protection), professional and public members (including non-profit organisations). Within the group, the site manager and the manager of the component of the serial property will be assigned.

The main content of the *Františkovy Lázně* component's site manager's activity will be:

- consultation and updating the LMP during regular meetings (1 x month,

more often when necessary according to his/her own suggestion or suggestions from the members of the Steering Group and the coordinator)

- cooperation with the Chair of individual advisory boards whilst securing management of the projects as stipulated in the LMP (preparation, implementation, inspection, evaluation)
- presenting suggestions to relevant state administration authorities
- cooperation concerning the presentation and public engagement with the protected property
- cooperation during the implementation of the recommendations following monitoring reports.

Within the local administration there will be established a working field group, including a team of advisors and external consultants, who, following the established conventions of protection and development, will ensure effective legal regulations are applied as necessary for the protection of the property.

4. *Karlovy Vary*

Between 2012 and 2017 the Local Management Plan for *Karlovy Vary* was prepared as a synthesis of needs for the protection and preservation of an area with a complex of historical buildings with a curative spa function and connected infrastructure. The first phase of the Local Management Plan is analytical, the second phase is the planning phase and the third is the implementation. The LMP, as a tool for preserving the extraordinary values of the component part, its authenticity and integrity, starts from the proposed statement of OUV and attributes of the values (see chapter 3). It contains preferred specific activities aimed at restoration and repairs to buildings belonging to the nominated complex and preserving the urban characteristics and relations within the property. Further it focuses on the contribution of *Karlovy Vary*, with which this component spa town contributes to the collective OUV of the series as a whole.

The LMP for *Karlovy Vary* summarises and defines short-term as well as long-term activities (projects), oriented towards the preservation of the outstanding universal value of the property. At the same time it is one of the basic documents for justifying the allocation of financial resources for the protection and preservation of movable and immovable cultural heritage. The LMP is drafted as an open document, which will be periodically updated and completed with the support of competent representatives from various disciplines. It will be the tool of communication between the public, private and non-profit sector and the town's citizens.

The Local Management Plan for the town of *Karlovy Vary* is presented as a series of project proposals, contained within the updated strategic development plan for *Karlovy Vary* for the period 2015 to 2018. In this document, there is a summary of the current short-term project proposals (current priorities in the range of 1–5 years), which are listed along with their time frame and financial schedule.

Project proposals are suggested within the framework of the following spheres:

1. Operational arrangements for the protection and administration of the property
2. Operational arrangements for the conservation and renovation of the property (within the framework of OUV)
3. Operational arrangements for the reduction of risks and the prevention of damage
4. Operational arrangements in the sphere of property rights
5. Operational arrangements for optimal utilization of the property\
6. Required projects for the presentation and interpretation of the property's values
7. Required projects for educating personnel and the public
8. Operational arrangements for the property's accessibility and transport links
9. Monitoring of the property
10. Required professional and scientific-research programmes
11. Other necessary provisions

All planned building activities are harmonised with the other approved mechanisms at the local level. These are discussed, during the project phase, according to the effective legal regulations. The system controlling the obligatory proceedings of all building activity in the Czech Republic is stabilised and considered fit for purpose.

In each Czech component part of the serial property there will be established the component's steering group. It will have the status of a working committee, in an advisory capacity to the town council of *Karlovy Vary*. Its members will be the representatives of the town of *Karlovy Vary*, representatives of the National Heritage Institute from the regional office in Loket, important owners of monuments located in the component's territory, representatives of the public authorities (conservation care, urban planning and nature protection), professional and public members (including non-profit organisations). Within the group, the site manager and the manager of the component of the serial property will be assigned.

The main content of the *Karlovy Vary* component's site manager's activity will be:

- consultation and updating the LMP during regular meetings (1 x month, more often when necessary according to his/her own suggestion or suggestions from the members of the Steering Group and the coordinator)
- cooperation with Chair of individual advisory boards whilst securing management of the projects as stipulated in the LMP (preparation, implementation, inspection, evaluation)
- presenting suggestions to relevant state administration authorities

- cooperation concerning the presentation and public engagement with the protected property
- cooperation during the implementation of the recommendations following monitoring reports

Within the local administration there will be established a working field group including a team of advisors and external consultants, who, following the established conventions of protection and development will ensure effective legal regulations are applied as necessary for the protection of the property.

5. *Mariánské Lázně*

Between 2012 and 2017 the Local Management Plan for *Mariánské Lázně* was prepared as a synthesis of needs for the protection and preservation of an area with a complex of historical buildings with a curative spa function and connected infrastructure. The first phase of the Local Management Plan is analytical, the second phase is the planning phase and the third is the implementation. The LMP, as a tool for preserving the extraordinary values of the component part, its authenticity and integrity, starts from the proposed statement of OUV and attributes of the values (see chapter 3). It contains preferred specific activities aimed at restoration and repairs to buildings belonging to the nominated complex and preserving the urban characteristics and relations within the property. Further it focuses on the contribution of *Mariánské Lázně*, with which this component spa town contributes to the collective OUV of the series as a whole.

The Local Management Plan for *Mariánské Lázně*, summarises and defines short-term as well as long-term activities (projects), oriented towards the preservation of the outstanding universal value of the property. At the same time it is one of the basic documents for justifying financial resources for the protection and preservation of movable and immovable cultural heritage. The LMP is drafted as an open document, which will be periodically updated and completed with the support of competent representatives from various disciplines. It will be the tool of communication between the public, private and non-profit sector and the town's citizens.

The Local Management Plan for the town of *Mariánské Lázně* is presented as a series of project proposals, contained within the updated strategic development plan of *Mariánské Lázně* up to the year 2031. In this document, there is a summary of the current short-term and long-term project proposals (current priorities), which are listed along with their time frame and financial schedule.

Project proposals are suggested within the framework of the following spheres:

1. Operational arrangements for the protection and administration of the property
2. Operational arrangements for the conservation and renovation of the property (within the framework of OUV)
3. Operational arrangements for the reduction of risks and the prevention of damage

4. Operational arrangements in the sphere of property rights
5. Operational arrangements for optimal utilization of the property
6. Required projects for the presentation and interpretation of the property's values
7. Required projects for educating personnel and the public
8. Operational arrangements for the property's accessibility and transport links
9. Monitoring of the property
10. Required professional and scientific-research programmes
11. Other necessary provisions

All planned building activities are harmonised with the other approved mechanisms at the local level. These are discussed, during the project phase, according to the effective legal regulations. The system controlling the obligatory proceedings of all building activity in the Czech Republic is stabilised and considered fit for purpose.

In each Czech component part of the serial property there will be established the component's steering group. It will have the status of a working committee, in an advisory capacity to the town council of *Mariánské Lázně*. Its members will be the representatives of the town of *Mariánské Lázně*, representatives of the National Heritage Institute from the regional office in Loket, important owners of monuments located in the component's territory, representatives of the public authorities (conservation care, urban planning and nature protection), professional and public members (including non-profit organisations). Within the group, the site manager and the manager of the component of the serial property will be assigned.

The main content of the *Mariánské Lázně* component's site manager's activity will be:

- consultation and updating the LMP during regular meetings (1 x month, more often when necessary according to his/her own suggestion or suggestions from the members of the Steering Group and the coordinator)
- cooperation with Chair of individual advisory boards whilst securing management of the projects as stipulated by the LMP (preparation, implementation, inspection, evaluation)
- presenting suggestions to relevant state administration authorities
- cooperation concerning the presentation and public engagement with the protected property
- cooperation during the implementation of the recommendations following monitoring reports
- Within the local administration there will be established a working field group including a team of advisors and external consultants, who, following

the established conventions of protection and development, will ensure effective legal regulations are applied as necessary for the protection of the property.

The respective areas of competence of the State and local authorities in matters of the management, protection and presentation of the territory and heritage. FRANCE

In France, heritage protection and presentation legislation, its application and monitoring, are the concern of the State. The competent authority, central (the Ministry of Culture – General Heritage Directorate) or decentralized (Regional directorate of cultural affairs) as the case may be, examines and adjudicates on the protection measures (listing or registration under the heading of Historic Monuments) which are of the nature of public interest easements. The Ministry of Culture (General Heritage Directorate) is competent for the implementation of the 1972 convention and the monitoring of cultural properties inscribed on the World Heritage List. It issues permits for works or modifications in accordance with the various applicable procedures, relying on its consultative branches. Since 2010, the State has appointed "World Heritage" correspondents in the competent decentralized branches, under the responsibility of the Regional Prefects, in order to ensure that the principles and obligations of the Convention are properly applied and to facilitate the circulation of information regarding World Heritage Properties.

The territorial authorities hold wide responsibilities for town planning and development. They may include heritage concerns in the documents within their remit (PLUs, territorial coherency scheme, zones associated with advertising, etc.). They are competent directly, or in close association with the State, in the field of planning documents in specific relation to heritage matters, as with outstanding heritage sites.

National Committee for French World Heritage Properties

At the time of the first cycle of the Periodic Report on the Application of the World Heritage Convention for Europe (2001-2006), France set up a National Committee for French World Heritage Properties. Chaired jointly by the Minister with Responsibility for Culture and the Minister with Responsibility for the Environment, with the participation of the French Ambassador to UNESCO, it convenes experts from a variety of disciplines. It plays a consultative role towards the Ministers concerned and the Government as a whole and meets every three months to update the indicative List, examine the application files, monitor properties already inscribed and consider the strategy of France regarding the application of the World Heritage Convention.

The French World Heritage Properties Association

Similarly arising from the Periodic Report, the purpose of the French World Heritage Properties Association is: to federate those responsible for the properties, whatever their status; to assist the sites with drawing up their management plans (technical assistance), in particular by producing a methodology guide in partnership with the State; to create the conditions for dialogue and sharing knowledge and experience, on national and international level, in the fields of heritage conservation, presentation, interpretation and management; provide a dynamic for proposals and reflection in the aforementioned fields in relation with heritage protagonists in France and internationally; to promote the properties on the World Heritage List.

Charter of Commitment

In order to confirm and specify the relations between protagonists and facilitate information exchange and coordination of management of the properties inscribed on the World Heritage List, on 20 September 2010, the State (the Ministry of Culture and the Minister of Ecology) and the French World Heritage Properties Association drew up and signed a charter designed to define the co-operation between the State and the French properties association in order to enable the signature of individual conventions, committing the State, the local authorities concerned with the property and each manager of a property or director to a set of properties. The circular from the Heritage General Director dated 12 April 2012 gives instructions on the methods of management of inscribed properties (constitution of Regional committees and local commissions, the role of correspondents of the Direction Régionale de Affaires Culturelles (DRAC) (Regional cultural affairs directorate), etc.).

Coordination among protagonists

- The French Government has set up a central consultative unit, the National committee for French World Heritage Properties.
- In each Region, it institutes a committee for the monitoring of registered properties, under the chairmanship of the Prefect, assisted by the decentralized Culture and Ecology offices. Taking into consideration the general responsibilities of the Region in matters of territorial development may lead the Prefect to propose that the committee be chaired jointly with the President of the Regional Council.
- Local commissions (for each property or constituent element of a property, especially transnational).

The role of the local commissions is:

- to ensure proper conservation of the properties, especially with the periodic reports in mind,
- to examine all projects liable to affect the Outstanding Universal Value (OUV) of the property,
- to inform the central government, in coordination with the Regional correspondent, of all projects relating to the registered properties,
- to coordinate works associated with the drawing up of management plans.

Each local commission is the preferential venue for meetings and discussions among the protagonists. It is required to meet at least once a year, on the initiative of the Prefect, and in case of need, on request by the elected representatives concerned.

The local commission must consist of three colleges:

- the elected representatives,
- the State organizations,

- the property managers and qualified individuals.

The composition of the commission should respect an equilibrium between the three colleges, though exact numerical parity is not obligatory.

It is constituted and chaired by the Prefect, representative of the State and guarantor of the protection and presentation of the properties inscribed on the World Heritage List. The commission may also be jointly chaired with the Mayor of the municipality where the property is located.

At the level of each constituent element of the property, the commission may also be supplemented by a local management committee bringing together the protagonists involved in day-to-day management and the implementation and follow-up of actions proposed in the local management plans.

6. *Vichy*

Local Management Plan

The Local Management Plan of *Vichy* has been prepared between 2016 and 2017 by the Municipality of *Vichy* in partnership with the decentralized services of the Ministry of Culture (Regional directorate of cultural affairs – DRAC). The main local stakeholders of the protection, presentation and management of the potential future serial World Heritage property of “*Great Spas of Europe*” have been associated for the preparation of the action plan, such as the *Vichy* Tourist and Spa Office, the *Compagnie de Vichy* (manager of the Spa domain), the Greater *Vichy* Community, and the Region Auvergne-Rhône-Alpes.

The LMP describes how the component part of the nominated property is protected, managed and developed in order to preserve its proposed OUV. More generally, this plan represents a straight continuation of the policies operating since the end of the 1980’s by the Municipality of *Vichy* and its partners. Indeed, the spa town of *Vichy* remains in a generally satisfactory state of conservation due on the one side to the continuity of the spa business until now, and on the other side to the implementation of several rehabilitation programmes (Spa Revival Plan launched in 1987), renovation and conversion operations on historic spa buildings, including the public realm, undertaken for over 25 years with the objective of preserving and presenting a wide variety of the spa heritage.

As a proof of the involvement of the Municipality of *Vichy* in the protection and presentation of heritage, its management plan contains several actions which are already ongoing. These actions have been brought together within 12 key orientations, including site governance, heritage presentation, management of urban and tourism development, public participation, protection of the natural and built heritage, public realm...

The main issues for the site of *Vichy* will be the followings:

- The continued restoration of some outstanding public buildings like the Palais des Congrès-Opéra;
- The extension of the town centre pedestrian zone;

- The renovation and presentation of the banks of the Parc des Sources;
- The development of footpaths and cycle tracks;
- The creation of park-and-ride sites outside the zone but convenient for the town centre in order to control the pressure of traffic;
- The development of heritage visits, especially to such emblematic edifices as the Opéra, as well as access to the spa waters (showcase the springs, facilitate access to the baths, develop museums, etc.);
- The development of the educational activities around the discovery of spa heritage.

The Local Management System

Today, the protection and management of *Vichy's* heritage has been continuing since the 1990s by a permanent control mechanism founded on the involvement and coordination of the town planning directorate of the Municipality of *Vichy* and its consulting architect with the Architect of Bâtiments de France responsible for *Vichy*. This unit will continue to function for the next years in the framework of the different modes of protection of *Vichy's* heritage (historic monuments, sites, outstanding heritage site), next to the specific Local Management Plan and the Overall Management System of the proposed World Heritage site.

Indeed, a Local World Heritage Commission for *Vichy* will be officially created at the time of inscription. Its composition and organizational details will be laid down jointly by the Prefect of the Department of the Allier and the Mayor of *Vichy*. It will be the coordination body between all the partners and stakeholders involved in the management and the presentation of the World Heritage site.

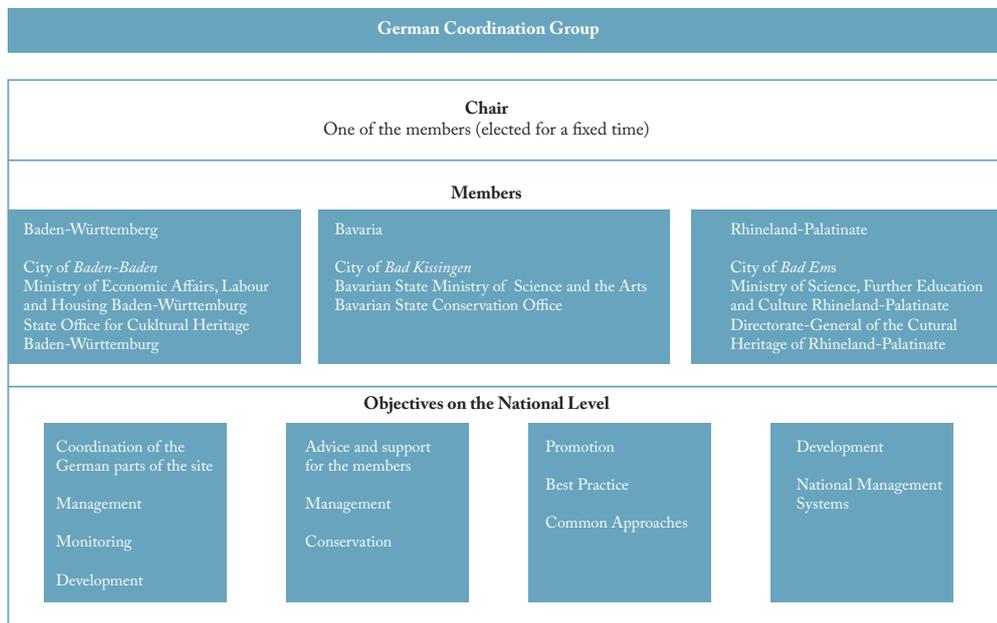
In order to facilitate perfect coordination in the implementation of the decisions or notices of the local commission, a technical management committee, taking the form of a "World Heritage Mission", will also be officially instituted. This committee has in fact already been created in the framework of the preparation of the current application.

In the Federal Republic of Germany the responsibility for cultural matters, including the conservation of historical monuments, lies with a team involving the representatives of the three Ministries responsible for World Heritage nominations, World Heritage Sites and monument protection issues in the respective Federal States. Currently, 44 sites on UNESCO's World Heritage list are situated in Germany (2018). In the cases of the already existing serial World Heritage sites on German soil, "Upper German-Raetian Limes" and "Prehistoric Pile dwellings around the Alps", the States of Bavaria, Baden-Württemberg and Rhineland-Palatinate, who are also participating in the nomination of *The Great Spas of Europe*, have been cooperating successfully for years.

The compilation of the nomination documents and drawing up of the Local Management Plans was carried out during regular meetings of a team involving representatives of the three Ministries responsible for monument protection issues in the respective States (Baden-Württemberg, Bavaria and Rhineland-Palatinate), as well as experts from the relevant specialist authorities and representatives of the towns concerned.

GERMANY

This cooperation will be continued in the German Coordination Group. The group will meet twice a year to discuss the topics listed in the attached organisation chart. Its head will attend the meetings of the *Intergovernmental Committee (IGC)* along with the representative of the State Party of Germany.



7. *Bad Ems*

The protection of the potential future World Heritage site of *Bad Ems* as part of the proposed future serial World Heritage property of *The Great Spas of Europe* involves a large number of State and municipal authorities with widely differing areas of expertise.

The structure of Rhineland-Palatinate's State authorities is three-tiered. The most senior authorities are the Ministries in charge of their respective remits. Below them are the higher authorities or "Bündelungsbehörden" - the central administrative body of Aufsichts- und Dienstleistungsdirektion and the Struktur- und Genehmigungsdirektion Nord. The functions of most of the lower State authorities are performed by the local authorities of Rhein-Lahn-Kreis. Beyond that there are the specialist authorities who in their capacity as experts will be involved in planning and approval procedures, and who provide expert advice and consultation to authorities and the public. The specialist authorities, too, are higher State authorities. The structure of local authorities is three-tiered as well: local government (Kreisverwaltung) of the Rhein-Lahn-Kreis; the administration of the association of municipalities of *Bad Ems*; the municipality of *Bad Ems*. The position of Site Manager of the World Heritage site is expected to be with the municipality of *Bad Ems*.

In its capacity as the most senior monument protection authority, the Ministry of Science, Higher Education and Culture (Ministerium für Wissenschaft, Weiterbildung und Kultur), which also employs the Government Commissioner for World Heritage sites in Rhineland-Palatinate, exercises supervisory control and control of legality over the specialist authority, Generaldirektion Kulturelles Erbe, and the monument preservation authority, Aufsichts- und Dienstleistungsdirektion. In matters pertaining to supervisory control and control of legality, the Ministry may exert direct authority over the Lower Monument Protection Authority too.

The most senior building supervisory authority is the Ministry of Finance (Ministerium der Finanzen); the most senior authority in charge of regional planning is the Ministry of the Interior and of Sports (Ministerium des Innern und für Sport); the most senior authority on environmental matters is the Ministry of Environment, Energy, Food and Forest (Ministerium für Umwelt, Energie, Ernährung und Forsten). In matters pertaining to land-use planning, building supervision, the environment, nature protection, and water protection, the Struktur- und Genehmigungsdirektion Nord acts as the most senior authority while the local administration of the Rhein-Lahn-Kreis fulfils the functions of the lower state authorities. In matters of the environment, nature and water protection, the State Office for the Environment (Landesamt für Umwelt) is involved in planning and authorisation procedures and responsible for providing advice and consultation to public bodies and private individuals. In forestry matters, the head office of the forestry administration (Zentralstelle der Forstverwaltung) acts as the senior and the forestry office at Lahnstein as the junior forestry authority.

The Planungsgemeinschaft Mittelrhein-Westerwald is a joining of forces of the local planning agencies. It is in charge of drawing up and approving the regional development plan (Regionaler Raumordnungsplan Mittelrhein-Westerwald), which is required to comply with the specifications of the regional development programme (Landesentwicklungsprogramm) and needs the expert and legal approval of the most senior planning authority, the Ministry of the Interior and of Sports.

The land-use plan to be developed on the basis of this regional development plan, which in turn will constitute the basis for the concrete urban land-use plans, will be passed by the association of municipalities of *Bad Ems*. Passing the legally binding land-use plans is the responsibility of the municipality of *Bad Ems*.

Administrative structure in Rheinland-Pfalz				
Senior Authorities (Highest State authorities)				
Monument protection	Building supervision	Land use / urban land use planning	Nature and environmental protection, water protection	Forestry
Ministry of Science, Further Education and Culture	Ministry of Finance	Ministry of the Interior and of Sports	Ministry of Environment, Energy, Food and Forests	
Higher State authorities				
Directorate General for Cultural Heritage	Directorate for Supervision and Services (Aufsichts- und Dienstleistungsdirektion)	Struktur- und Genehmigungsdirektion Nord		
Lower authorities				
Local Government Rhein-Lahn-Kreis				Forestry Office Lahnstein
Lower monument protection authority	Lower building supervisory authority	Lower regional planning authority	Lower nature and water authority	Forestry administration
Local authorities				
Planungsgemeinschaft Mittelrhein-Westerwald	Association of municipalities of <i>Bad Ems</i>		Municipality of <i>Bad Ems</i>	
Prepares regional development plan	Prepares land use plan		Prepares urban land use plan	

Local Management System

The Local Management Plan will provide guidelines for sustainable action ensuring the protection and preservation of the property. As the town is in a state of constant development, the management plan, too, will be periodically updated. In a small town such as *Bad Ems*, coordinating the management does not require structures as complex as those of larger cities, and has been adapted to the more straightforward structures of the public administration bodies instead. During the drawing up of the nomination, coordinating the management of the World Heritage site has been the responsibility of the site manager (Verein Stadt- und Tourismusmarketing e.V.) in collaboration with the head of the municipal archive. In consultation with the Mayor they are in charge of coordinating the UNESCO World Heritage nomination and of communicating its contents and objectives to the public, locals and visitors alike. They are in close contact with the building authorities of the association of municipalities on the one hand, and the Lower Monument Protection Authority on the other, as well as the competent departments of Staatsbad *Bad Ems* GmbH where required.

Moreover, the Local Management Plan was also drawn up in consultation both with the State of Rhineland-Palatinate and with other contributors and interested parties among the public and in politics.

The primary goal of World Heritage management is to protect the property with its historical built fabric and its embedding in the surrounding landscape to the very best of its ability. Building and maintenance work must be planned and implemented in a way that preserves the World Heritage site's integrity and authenticity. To ensure this, all such work will be carried out under expert supervision.

In order to achieve a high degree of identification with the World Heritage nomination and the protection goals, interest groups and the general public will be involved in the process. The objective is to strengthen public awareness of the outstanding universal value of the World Heritage site. Conflicts of interest should be discussed, and wherever possible resolved by discussion.

Protagonists. In the case of a successful nomination, plans are in place to create the permanent position of World Heritage coordinator or site manager. The previously informal cooperation of the major players in the working group compiling the Local Management Plan will be formalised by the creation of a steering group. As well as the site manager, this will include the Lower Monument Protection Authority, the municipal archive (or, respectively, the future World Heritage centre), representatives of the municipality and the building authorities and a representative of Staatsbad *Bad Ems* GmbH, as well as additional parties. An advisory board of outside experts will be asked to provide specialist advice and support, and will be consulted on all measures likely to impact on the property or the buffer zone. State specialist authorities must be consulted where necessary.

Funding: Within the scope of its competence, the municipality of *Bad Ems* will allocate the resources needed for the implementation of the LMP from its budget.

Fields of action: Urban development constitutes the most important field of action. Using the tools of urban land-use planning, the broadest possible protection of the area nominated as a future World Heritage site must be secured. When developing new building zones and considering individual building projects, the municipality of *Bad Ems*

takes the historical vistas towards the nominated area into account. Intended height, appearance and colour scheme must be looked at in detail and the positioning adjusted where necessary.

The design of the public realm must be laid out in a manner that is compatible with World Heritage expectation. The communicating of the cultural legacy both among those involved and to the general public must be improved. Among locals, and property owners in particular, awareness should be raised that the care and maintenance of the World Heritage property could well contribute significantly to the quality of living at *Bad Ems*.

8. *Baden-Baden*

Within the federal State of Baden-Württemberg a number of bodies are involved in the implementation of the protection and planning instruments of the nominated property. The administration in Baden-Württemberg operates on a three-tier system with the ministries at the top. The next tier down comprises the four regional commissioners acting – the Regional Administrative Councils – as an intermediate authority on behalf of the administrative regions of Stuttgart, Karlsruhe, Tübingen and Freiburg. Beyond this, Baden-Württemberg is broken down into 35 rural districts and 9 urban districts, and 1,101 local authorities, which form the lower administrative tier.

Within this system at the top level the Ministry of Economic Affairs, Labour and Housing Baden-Württemberg acts as supreme cultural monument protection authority including World Heritage Nominations and the already existing six World Heritage Sites. The Ministry of the Environment, Climate Protection and the Energy Sector acts as supreme nature protection authority. On the second level, the State Office for Cultural Heritage Baden-Württemberg is the state wide competent expert authority for monument protection and World Heritage Sites and the State Office for Environment, Measurements and Nature Conservation Baden-Württemberg (LUBW) the state wide competent expert authority for nature protection. On the same level, the Regional Administrative Council in Karlsruhe acts as the senior monument-, nature-, water- and landscape protection authority responsible for *Baden-Baden*. Beyond this, *Baden-Baden* forms an urban district. The administration of the city of *Baden-Baden* comprises the lower monument-, nature-, water- and landscape protection authorities.

Local Management of the component part

The Management of the proposed component part of *Baden-Baden* and the related Local Management Plan are based on a well-established and well-functioning administration and management system with effective conservation and protection instruments.

The Local Management Plan of *Baden-Baden* has been developed by the City of *Baden-Baden* (Department for World Heritage Nomination and Urban Design; former Department of Urban development and architectural conservation) and the State Office for Cultural Heritage Baden-Württemberg in close collaboration with the Ministry of Economic Affairs, Labour and Housing Baden-Württemberg in the years 2016 to 2018. It describes how the nominated property is protected, developed, managed and organised in order to preserve its proposed OUV. The Local Management Plan has been developed based on a coordinated approach to integrate the interests and needs of administration,

citizens, tourists and other groups. It was therefore prepared involving the staff of the municipality as well as the citizens, several relevant associations and key stakeholders by workshops, events, talks, and guided tours.

The main bodies of the local management of the component part are explained in the following.

World Heritage Steering Group

Since the start of the nomination process, there has been a World Heritage Steering Group, which fine-tunes every topic and issue of the World Heritage nomination and the proposed management of the nominated component part. This is where decisions regarding strategies and measures for the component part are taken. The steering group is composed of the Oberbürgermeisterin (Lord Mayor) and Erster Bürgermeister (Councillor for Building) of the City of *Baden-Baden* as well as the heads of the building and planning department and Department for World Heritage Nomination and Urban Design (former Department of Urban Development and Architectural Conservation) as well as representatives of the State Office for Cultural Heritage Baden-Württemberg and the Ministry of Economic Affairs, Labour and Housing Baden-Württemberg. In the case of a successful nomination, the steering group will then also include the World Heritage coordinator and – when indicated – other parties will be invited to selected meetings.

During the nomination process, meetings of the steering group have been held on a regular basis. In the case of a successful nomination, meetings are planned at three-monthly intervals and in between when necessary.



World Heritage coordination within the Municipality of *Baden-Baden*

Department for World Heritage Nomination and Urban Design

The coordination of World Heritage management in *Baden-Baden* lies within the Department for World Heritage Nomination and Urban Design (Stabsstelle Welterbebewerbung und Stadtgestaltung). It is already involved in the coordination of

the UNESCO World Heritage nomination and is in charge of conveying the contents of the nomination to the local community and visitors alike. It also coordinates municipal measures with the State Office for Cultural Heritage Baden-Württemberg, Expert Authority for Monument Protection, and other agencies, as well as between involved authorities and departments within the municipal administration. In the case of a successful nomination, plans are in place to create an additional post of World Heritage coordinator at the Stabsstelle.

The objectives of the Department for World Heritage Nomination and Urban Design are

- to create a network of involved parties,
- to ensure the protection of the property and its high-quality further development, and
- to communicate these objectives to the public.

Should conflicts of interest arise, the World Heritage coordinator will be involved in conflict management.

UNESCO AG

As well as the steering group, there has been a working group named UNESCO AG since 2009. Its purpose is to highlight and discuss all aspects that may be of relevance to the proposed World Heritage site, such as traffic, urban planning, landscape, etc. For the duration of the nomination process, it also serves to keep all parties informed about the progress made, and to maintain awareness of World Heritage concerns among the specialist departments.

The UNESCO AG is comprised of all municipal departments relevant to the nomination, plus representatives of the State Office for Cultural Heritage Baden-Württemberg and alternating key stakeholders.

9. *Bad Kissingen*

The Local Management System of the component part property builds on the existing administrative structures at the municipal, district, regional and state levels. Within the federal State of Bavaria a number of bodies are involved in the implementation of the protection and planning instruments of the nominated property. Since large parts of the nominated property are state-owned, state agencies are highly represented within the management system.

Management System

The nominated component part of *Bad Kissingen* includes three areas of cultural and natural heritage worthy of protection: buildings, parks and cultural landscapes and water features. The highest level of building protection embodies the Bavarian State Ministry of Science and the Arts (Bayerisches Staatsministerium für Wissenschaft und Kunst) with its subordinated Bavarian State Conservation Office (Bayerisches Landesamt für Denkmalpflege). This state authority advises the city on monument preservation issues

and oversees construction and restoration measures. The Lower monument protection authority (Untere Denkmalschutzbehörde) is responsible for executing the Bavarian Act for the Protection of Historic Buildings and Monuments (Bayerisches Denkmalschutzgesetz, BayDSchG) and provides consultancy to citizens on changes to protected monuments and buildings within the protected ensemble.

The Real Estate Bavaria (Immobilien Freistaat Bayern) is subordinated to the Bavarian State Ministry of Finance and Regional Identity (Bayerisches Staatsministerium der Finanzen und für Heimat). The commercial state-owned enterprise is responsible for the management of the state-owned buildings.

The State Building Office (Staatliches Bauamt) is responsible for building constructions of the Free State of Bavaria and oversees measurements at the principal state-owned spa buildings and gardens. It is as such, an important partner in the implementation of appropriate protection measures.

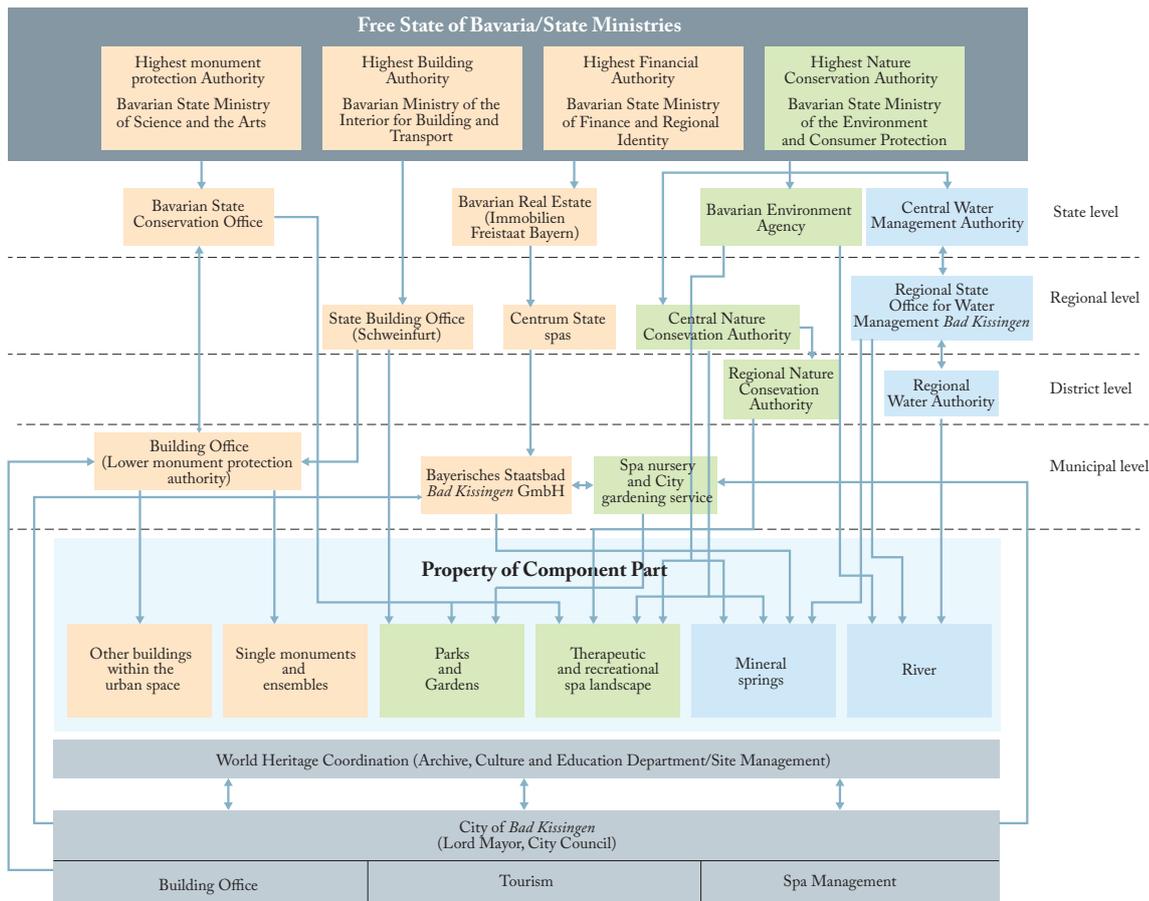
The principal spa facilities, its buildings and gardens are managed by the Bayerisches Staatsbad *Bad Kissingen* GmbH, of which the municipality holds 53% and the state 47% of the share. The park areas and especially the spa landscape are in the responsibility of the City of Bad Kissingen and the Bayerisches Staatsbad *Bad Kissingen* GmbH for the most part. A smaller part is overseen by private owners.

The Nature protection authority, which is divided hierarchically into three levels; Bavarian State Ministry of the Environment and Consumer Protection (Bayerisches Staatsministerium für Umwelt und Verbraucherschutz), Central Nature Conservation Authority (Höhere Naturschutzbehörde) and the Bavarian Environment Agency (Bayerisches Landesamt für Umwelt) and thirdly the Regional Nature Conservation Authority (Untere Naturschutzbehörde) as part of the district office (Landratsamt); care for the preservation of the legal guidelines of the state Environment protection. The Bavarian Free State attaches special importance to high environmental standards. Especially in the Biosphere Reserve Rhön (Biosphärenreservat Rhön), where *Bad Kissingen* is situated, high demands for the preserve and protection of the natural conditions are valid because of the state and European conditions for nature protection.

A further main part of the potential future World Heritage site are the mineral springs and the river. The water quality of the springs and the river is regularly proved and monitored by the Regional State Office for Water Management *Bad Kissingen* (Wasserwirtschaftsamt Bad Kissingen), which is subordinated to the Central Water Management Authority (Höhere Wasserwirtschaftsbehörde) and finally to the Bavarian State Ministry of the Environment and Consumer Protection (Bayerisches Staatsministerium für Umwelt und Verbraucherschutz). All named professional authorities cooperate closely with the city council's corresponding offices.

The city's department for public relations is responsible for public relations, while Tourism Management, Tourism Marketing, Tourism Promotion and the Management of the Spa as a whole are conducted by the Bayerisches Staatsbad *Bad Kissingen* GmbH.

The city of *Bad Kissingen* forms a large district town (Große Kreisstadt) and is mainly responsible for the coordination of all measures carried out on the site.



Local Management System/Local Management Plan

The Local Management Plan for *Bad Kissingen* has been developed under the leadership of the Archive, Culture and Education Department of the city of *Bad Kissingen* in cooperation with the Bavarian State Ministry of Science and the Arts and Bavarian State Conservation Office, in consultation with local representatives. The Local Management Plan describes the outstanding universal value (OUV) of the spa city and the manner in which this property is to be administered in light of this OUV as well as how the property is to be further developed in future. The Local Management Plan provides a concise overview of the administrative structures and the available resources. As such, at the site it serves all citizens, authorities and interest groups as an orientation aid, code of practice and a planning instrument.

The Local Management System builds on the existing administrative structures at the municipal, district, regional and state levels. Basically, the city of *Bad Kissingen* is responsible for the preservation of the city's structure. The city's Archive, Culture and Education Department has been commissioned to supervise the World Heritage coordination and site management. The Lord Mayor (Oberbürgermeister), city council (Stadtrat) and the city's administration, as both the highest municipal authority and representative of the citizens, assume patronage of the protected area of *Bad Kissingen* that is a part of the World Heritage site "*Great Spas of Europe*". Within the administrative system the Lower monument protection authority (Untere Denkmalschutzbehörde) and the Bavarian State Conservation Office play a key role. Both of these authorities contribute significantly to the protection of the building ensemble and the individual monuments in the property. The State Building Office (Staatliches Bauamt) supervises the central state-owned spa buildings and is, as such,

an important partner in the implementation of appropriate protection measures. The property and the implementation of the Management Plan are thus to a high degree the responsibilities of the public authorities.

Steering Group

The Steering Group consists of the Lord Mayor of *Bad Kissingen* and the head of the World Heritage Coordination Group. The Steering Group decides on strategy and the implementation of measures that affect the property. The Steering Group is the connection between the political bodies and the Management of the World Cultural Heritage.

World Heritage Coordination

The World Heritage Coordination Group in *Bad Kissingen's* Department of Culture is the central coordination point and first contact for everything concerning *Bad Kissingen* as a part of UNESCO's World Heritage "*Great Spas of Europe*". The World Heritage Coordination Group consists at present of the head of the Archive, Culture and Education Department of *Bad Kissingen* (leading role), a member of the city's archives, the heads of the city's planning and public relations departments, the city's local heritage conservator and a representative of the Bavarian State Conservation Office. The World Heritage Coordination Group coordinates and accompanies the process of the UNESCO World Heritage application at the local level and is involved with coordination at the national level. The group prepares the historical analyses and chapters for the nomination dossier. In addition, the group prepares and further develops the Local Management Plan together with the relevant authorities of the "Working Group Management Plan". If the application is successful, the World Heritage Coordination Group, which is assigned with site management, is to carry out the monitoring of the site and is responsible for the preparation and continued development of the Local Management Plan. In future, an important function of the coordination group will be the development of methods for public participation and the presentation of the World Heritage site. The Bavarian State Conservation Office will continue to be represented in the World Heritage Coordination Group and in the Working Group Management Plan.

Site Management

Supplementary to the World Heritage Coordination Group, a Site Management Group has already been set up in *Bad Kissingen*, so that the city can react immediately if *Bad Kissingen* is inscribed on the World Heritage List. In future, this group will direct the administration of the World Heritage site and will foster relationships with both other spa cities of the World Heritage "*Great Spas of Europe*" and with international World Heritage sites. In order to enable the expansion of the World Heritage Coordination Group and the Site Management Group the necessary personnel requirements will be fulfilled.

Working Group Management Plan *Bad Kissingen*

In early 2017 the World Heritage Coordination Group and the Site Management Group of *Bad Kissingen* founded a working group to deal with all relevant parties for the application, especially the public authorities at the municipal, regional and state levels. The working group consists of representatives from the following areas: heritage management, cultural development, urban development, city planning, tourism, landscape protection,

garden- and landscape management, water protection, transportation planning, public relations and city marketing, economic development and promotion, social development, regional management, as well as representatives from the state's real estate division and the Bavarian administrative office of the Rhön UNESCO Biosphere Reserve.

The working group collectively revised the contents of the Management Plan, especially the spheres of activity, and the list of challenges as well as the action plan with future measures to be implemented. Together, the goals of the activity spheres were also discussed. During the application process the working group additionally served as information platform on the current state of the application for all involved parties and their government agencies. Should the application be accepted, the working group will be expanded to include additional members, such as the city's local heritage conservator, a representative of the environmental protection agency and of the advisory council of private associations (Vereinsbeirat) of the city of *Bad Kissingen*. The working group is an important platform of exchange for the parties active in the property. It also provides a chance to discuss options for the future development of the spa city in the fields of city development, transportation planning, and landscape protection as well as to develop solutions that consider the goals formulated here. In future, the group will help to identify potential areas of conflict and measures that are problematic for the World Heritage site. Through an intensive exchange with those involved, the group will seek to avoid damage to the site.

UNESCO World Heritage Expert Consulting Committee

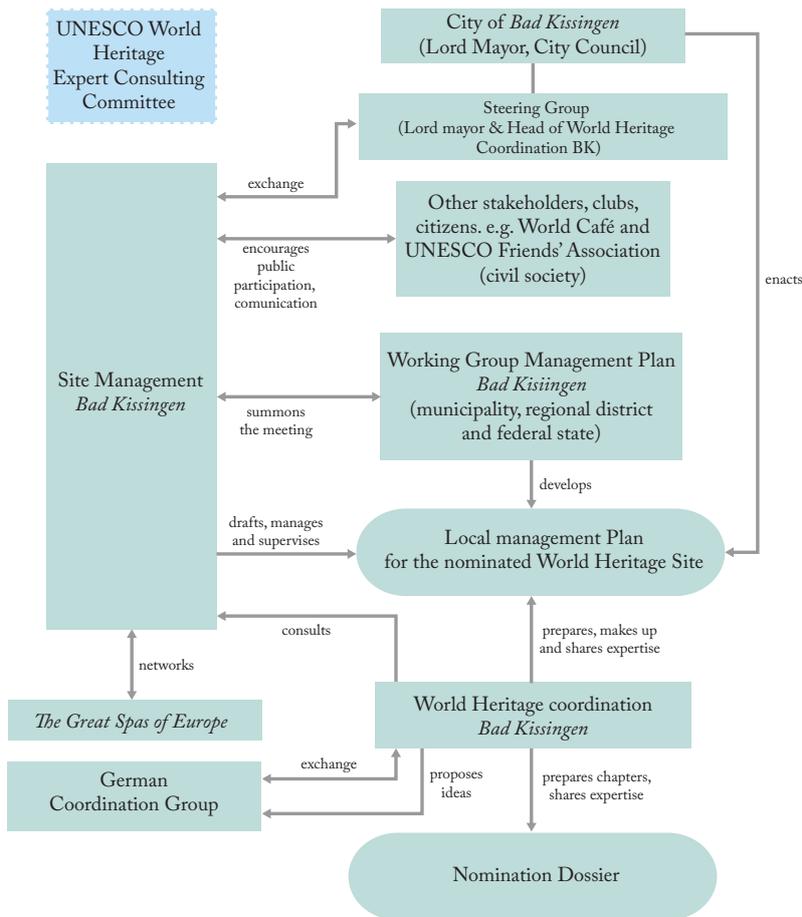
The UNESCO World Heritage Expert Consulting Committee will take the role of an external, politically neutral advisory body of experts. The committee's function is to provide expert consultation on questions regarding World Cultural Heritage, city preservation and city development to the city council, the World Heritage Coordination Group and Site Management Group, and the Working Group Management Plan *Bad Kissingen*. When necessary, the Committee will mediate conflicts as a neutral arbitrator.

UNESCO Friends' Association

The establishment of a Friends' Association is planned. It will be open to all and supported by the Site Management Group. It can provide a platform that communicates the ideas of the UNESCO World Cultural Heritage to the public. The association can acquire financial funds in order to support World Heritage-related projects.

World Café

The World Café is to be founded as a platform for the public and the World Heritage Coordination Group, the site manager and/or the relevant experts to exchange information, questions, ideas, wishes, worries, criticism and praise, and to discuss and develop common goals.



10. Montecatini Terme

ITALY

At national level, the Ministry for Cultural Heritage and Activities, through its central and peripheral offices, and the Municipality of *Montecatini Terme* have been working on the nomination process.

As a coordination centre, along with the World Heritage Office of the *Montecatini Terme* component part, has been active in establishing a Steering Group, composed of representatives of institutions and bodies that have direct competences and responsibilities regarding the management and protection of the component part and therefore the maintenance, enhancement and transmission of its Outstanding Universal Value. The Steering Group is an advisory body having the task of guiding the implementation, monitoring, updating and reviewing of the Local Management Plan, along with approving the procedures for managing the component part *Montecatini Terme*. The Steering Group meets regularly, two or three times annually and on other particular occasions, whenever it is necessary to address important themes and issues. It also promotes the Local Management Plan and the World Heritage property to the citizens, businesses and visitors; feeds joint proposals upstream to the over-arching Management System's action plan; fosters joint working and research with other component parts of the World Heritage Site.

The Steering Group of *Montecatini Terme* is composed of the following members:

- the Municipality of Montecatini - Culture and Information Systems Department;

- the Ministry for Cultural Heritage and Activities and its branch offices;
- the Tuscan Regional Authority;
- the company of Terme di Montecatini.

The operation and regulation of the management structure are entrusted to a Memorandum of Understanding, which provides:

- The establishment of the Steering Group, consisting of a representative for each body;
- Identification of the Municipality of *Montecatini Terme* both as the subject responsible for the component part and as the coordinator of the Steering Group;
- Collaboration of the members in the protection and enhancement of *Montecatini Terme* and in the maintenance of the integrity and authenticity of the World Heritage property *The Great Spas of Europe*;
- Coordination of the elaboration, monitoring and review of the Local Management Plan as well as assuring the consistency between the Local Management Plan and the Management System of the property, taking into account the sustainable development goals;
- The identification of a World Heritage Manager for the component part *Montecatini Terme*, who will be a full-time employee of the Municipality of *Montecatini Terme* – Culture and Information Systems Department

Local level

The effective management of the component part of the serial transnational property will be administered, from the date of the inscription on the local level by the Municipality of Montecatini.

An office for the management of the component part has been created under the Cultural Affairs and Information System Department of the Municipality of Montecatini in July 2018. The Office members are specialists from public administration authorities and from scientific and professional workplaces and research institutions. A World Heritage Manager for the component part *Montecatini Terme*, has been identified and will become a full-time employee of the Municipality of *Montecatini Terme*. The concept underpinning this initiative is the management of the property as part of a transnational World Heritage Site, preserving and enhancing its Outstanding Universal Value and transmitting this to present and future generations.

At the local level, stakeholders are in constant contact with the Steering Committee membership.

Since 2010, an internal group of stakeholders has been periodically summoned to be updated on the process of nomination. This group is composed of:

- one component for City Council Group;
- the Presidents of the City Council Commissions on Statute and regulations, spa and tourism policy, town planning and economic development;
- the President of the City Council;
- the Mayor or his delegate;
- one to three non-municipal council members.

Other significant stakeholders to be consulted and involved both during and after the nomination process are: AVIS (Associazione volontari italiani sangue); Angeli del Bello Foundation; Cardelli family, (owner of the Padiglione Sali Tamerici), Teatro Verdi, Cascina Igea; Cardelli Family, (owner of the *Montecatini Terme* Funicular); Club for UNESCO in Montecatini (NGO); Fondazione Cassa di Risparmio di Pistoia e Pescia (banking institution); Fondazione Credito Cooperativo della Valdinievole (banking institution); Head Teacher in Montecatini; Italian Railway - Rete Ferroviaria Italiana (owner of the *Montecatini Terme* railway stations); Pro Loco of Montecatini Alto (NGO); Province of Pistoia; representative of *Montecatini Terme* Hoteliers; representative of Montecatini Business owners; University of Florence.

During the preparation of the nomination documentation a team was established to represent the component part which took part in the preparation of detailed information, research and the Local Management Plan. The team consists of representatives of the Ministry of Cultural Heritage and Activities (MiBAC), Municipality of *Montecatini Terme*, Montecatini art historian and researcher of the University of Florence and a World Heritage specialist.

10. *City of Bath.*

There is an existing Management Plan for the *City of Bath* World Heritage Site. It has developed into now its third iteration. This was approved in 2016. It was prepared by the Bath World Heritage Manager and the World Heritage Steering Group. This draft Management Plan for Bath as a spa and component of *The Great Spas of Europe* nomination follows the form, approach and structure of the existing management plan and together the structure adopted by the seven States Party who are contributing to the nomination. It carries forward and updates action adopted in the existing Management Plan. To remove the possibility of confusion between the two Management Plans this plan refers to Bath as a spa component of *The Great Spas of Europe* property and the existing Management Plan as the plan for ‘The *City of Bath* World Heritage Site’.

The Management Plan for Bath as a spa outlines the attributes that convey the Outstanding Universal Value of *Great Spas of Europe*. These are buildings and spaces in the City boundary. They include the spa ensemble, related buildings, hospitals and pump rooms. The attributes include also the major architectural ensembles that were built with parades and promenades and show the close relationship of these buildings with nature and views across the valley. Parades, pleasure grounds, parks, sports grounds and urban spaces have been identified as attributes. The city as a spa destination ensured that visitors were entertained so that the pump rooms, Assembly Rooms, churches, theatres, coffee

UNITED
KINGDOM

houses and the Guildhall have been identified for their contribution to entertainment, assemblies, balls, theatre and music. Representative buildings have been selected to represent important churches and cemeteries.

Cultural values most closely related to medicine, nascent sciences, art and literature are invariably associated with people. However, their homes, workshops and surgeries of the doctors, scientists and authors are known and survive. These are testimony to many of the achievements of the Enlightenment made in Bath. A selection of women authors has been put forward because of the special circumstance of a group of these authors associated with the city during the eighteenth century. They represent a larger number of authors with close association with the city. Similarly, a group of doctors working in the Royal Mineral Water hospital in the eighteenth century and who made significant advances in medicine must represent a larger group of doctors associated with Bath. The intellectual heritage of Bath is sustained by the Bath Royal Scientific and Literary Institution and its importance has been identified with its premises in Queen Square and is an attribute.

All the attributes are in the existing World Heritage Site and in the *City of Bath* Conservation Area and are listed buildings or scheduled ancient monuments or on the Historic England Register of Parks and Gardens. The Management Plan sustains policies of the Development Plan to protect the character of these buildings and their settings by coordinating strategies and initiatives to enhance and present these assets. It brings forward and coordinates new initiatives to present and manage the World Heritage Site and its setting in the surrounding countryside. Actions in the Management Plan outline presentation and education initiatives associated with the OUV of *The Great Spas of Europe*. The proposed actions are set out within a programme with budgets and identifying the partner responsible for carrying the initiative forward. The plan will be reviewed from time to time and in due course, it is likely that there will be elision of the two Management Plans.

Management systems in the city are well established and the state of good conservation of the City confirms they are working well. The *City of Bath* World Heritage Site Management Plan has been prepared by the World Heritage Site Steering Group. This group includes representatives of the principal stakeholders in the city. These include:

- The University of Bath;
- Bath Tourism Plus;¹
- Bath Business Improvement District;²
- Bath Preservation Trust;
- National Trust;
- Owners of private houses and businesses are represented by the Bath Resident's Association.

Principal landowners in the city have their own management plans. These organisations include Bath and North East Somerset Council, The National Trust, Bath University, the Royal United Hospitals NHS Foundation Trust, St John Foundation and private schools such as Prior Park, the Royal High and Kingswood Schools.

¹ an independent organisation promoting tourism and marketing the City

² an independent organisation employed to maintain the business and retail centre of the City and promote events in the open spaces;

Principal parks and gardens including Sydney Gardens, Royal Victoria Park, Beckford's Tower and Widcombe Manor are maintained and improved with dedicated management plans. Many are the responsibility of Bath and North East Somerset Council. It is also the highway authority and has adopted the Transport Strategy for Bath that seeks to manage traffic in the city to be more sustainable.

Management System: Annex 2

World Heritage Site Manager; generic duties. included as a guidance note only and which can be adapted as necessary by any other participating spa town for the role of World Heritage Site Manger.

City of Bath, World Heritage Manager; an example.

Summary of main duties:

1. General

- 1.1 To provide expert advice.** To the Council and others on the relationship with UNESCO and other key bodies concerned with World Heritage status. Respond to emerging government legislation or guidance as required.
- 1.2 To be the first point of contact for the Council and public on World Heritage matters.** Also to be the point of contact between the *City of Bath* and the UK 'State Party' and with other bodies such as UNESCO and ICOMOS. This contact comes from 2x work email accounts (50+ emails daily), Facebook & Twitter social media accounts, telephone and personal contact.
- 1.3 To be a champion for Bath World Heritage.** Giving public talks, attending events, contributing to press stories, providing a visible presence and high profile for Bath as a World Heritage Site, maintaining local, national and international networks.
- 1.4 To organise and run a Steering Group.** Duties to involve recruiting an independent chairperson, maintaining an active group with appropriate partners, arranging regular meetings and providing agendas, minutes, etc. 4 meetings per year.
- 1.5 To undertake general management duties.** As a senior member of the Heritage Services Management Team to take part in duties including recruitment of staff/ consultants, complaint handling, forward planning, budget handling, development days, etc.
- 1.6 To identify funding opportunities.** To work with external bodies such as the Heritage Lottery Fund to ensure good relations between these bodies and the Council, and to identify potential new funding opportunities.

2. Projects

- 2.1 Local Management Plan.** To draft the World Heritage Site Management Plan, to manage the adoption of the plan through public consultation and formal council approvals, and to review the plan on a regular basis.
- 2.2 Implementation and monitoring of the Plan.** To work to ensure the 47 actions within the Plan are delivered. To regularly monitor the performance of the Plan and to ensure UNESCO Periodic Monitoring is undertaken.
- 2.3 WH Enhancement Grant Fund.** To be the Council's lead officer on this group, attend monthly meetings and progress funding projects. To produce an annual newsletter for the Fund.
- 2.4 Great Spas of Europe.** To provide the Council lead on the UNESCO bid, which involves European meetings (approximately x 5 per year), to ensure the production of a Local Management Plan, management of consultants and managing the associated budget. To chair the Site Manager's Group.
- 2.5 European Historic Thermal Towns Association.** To act as lead officer for the Council with regard to membership of EHTTA, including management of the budget. To attend meetings as necessary.
- 2.6 Major Funding projects.** To act as Council Liaison, often sitting as a board member, on strategic funding projects. These currently include Cleveland Pools, Sydney Gardens, Bath Abbey and Bathscape. The combined value of these projects is in excess of £30m.
- 2.7 The 'Archway Project' to deliver a new World Heritage Interpretation Centre'.** To work with a small team to oversee the delivery of the new centre, involving items such as new interpretation, visitor experiences, retail sales etc.
- 2.8 Strategic Planning Documents.** To engage with and provide expert advice to planning colleagues in the preparation of planning documents including the Local Plan, Placemaking Plan, World Heritage Setting Study, Tall Buildings Strategy, etc.
- 2.9 Public Realm Steering Group.** To sit on the Project Board (approximately 4 meetings per year).
- 2.10 Branding.** Commission new branding for Bath WHS.

3. Outreach, promotion and training

- 3.1 Provide training for members & others.** Periodic training as necessary, especially for new councillors.

3.2 Website. Maintain the Council World Heritage web pages (x 22). Update as necessary.

3.3 World Heritage Day. Project plan and stage the annual public event.

3.4 Organise/host visits, conduct tours. As necessary, for professional, student, civic guests. Approximately 6 civic visits per year +15 student interviews.

3.5 University guest lectures. Visiting lecturer at Bath Spa and Birmingham Universities. 2 lectures per year.

4. Other

4.1 Media interest. Respond on behalf of Council as required. Approximately 5 television or radio interviews per year.

4.2 Outside bodies. Attend World Heritage UK meetings (x 4 Board Meetings at various UK locations) as Chairman of that organisation. Engage with the Organisation of World Heritage Cities and the Historic Towns Forum as appropriate.

4.3 Expert witness on large/controversial Bath planning inquiries (Recreation Ground, Bath Package Park & Ride, rail electrification, etc).

4.4 Civic Trust Award judge. To co-ordinate judging panel for the district, undertake site visits and provide assessment reports.

4.5 Professional Training. To undertake training as required to meet the requirements of two professional bodies.

5. The primary purposes of this post are:

5.1 To be the Council's lead adviser, and to provide expert professional advice to members, senior officers, the Planning & Development Group Service Managers and Heritage Services Managers, on World Heritage matters, in partnership with local, regional, national and international stakeholders; and to provide this service to Council-supported bodies, for example; Gateway Group, The Urban Regeneration Panel and Future Bath Plus.

5.2 To write, update, develop and manage the production of the World Heritage Site Management Plan and co-ordinate its implementation ensuring it reflects best practice and is relevant to the Council's Vision and Values; and to contribute to the development of policy for the management of the World Heritage Site.

5.3 To ensure that the World Heritage status of the City is maintained and the benefits of this are maximised for the Council and wider community, and to inform and inspire Bath's future development and regeneration in meeting growth targets set in the Regional Spatial Strategy and elsewhere.

- 5.4 This is a high-profile role where the post holder will be the Council's lead on all of the aspects associated with World Heritage. The post holder will be required to influence and negotiate with key stakeholders, including central and regional government and international stakeholders to deliver the Council's key objectives. As the only entire city covered by World Heritage Status the writing and implementation of a Management Plan and the role in general have few precedents and considerable initiative is required.
- 5.5 With the other Operational Managers, the postholder will lead, manage and co-ordinate the full range of operational requirements for the Planning Service in order to ensure continuity in Operational Management for the Service.

6. Principal Duties and Responsibilities

- 6.1 To be **responsible** for, and **champion** the World Heritage status of the *City Of Bath* on behalf of the Council, using effective and accessible communication with staff, Member Heritage Champion, elected members, service users, the general public, and others as appropriate to ensure widespread understanding and appreciation of World Heritage issues.
- 6.2 To **promote** the World Heritage Site, by various means including public speaking and events, and contact with the media where appropriate, and organisation/co-ordination of training programmes and events.
- 6.3 To be the principal **point of contact** for World Heritage matters. Regular liaison will be required with a range of stakeholders including DCMS, English Heritage, UNESCO, WH-UK and other strategic bodies to create good and effective working networks to allow resolution of potentially complex issues often unique to Bath as the country's sole entire city with world heritage status.
- 6.4 To **advise** the Council on all aspects of World Heritage, including specialist advice on emerging planning policy and commenting on planning applications where appropriate including appearing as the Council's witness at planning inquiries, and upon the marketing of the site.
- 6.5 To be fully aware of all **legislation** and guidance relating to the site and to network effectively with relevant contacts nationally and internationally to keep abreast of this. To seek to influence and contribute to the drafting of the new legislation which might impact upon World Heritage matters. To coordinate the Council's responses to emerging consultations in relation to World Heritage matters.
- 6.6 To identify and advise the Council on **threats and risks** to the World Heritage Site and its status, and actions to address these.
- 6.7 To **co-ordinate** all aspects of World Heritage work within the Council. This will involve ensuring effective working arrangements between

Council directorates, being aware of and understanding work streams across a wide range of Council services, and ensuring these works are complimentary and co-ordinated providing joined up service delivery.

- 6.8 To set up and develop appropriate **monitoring** systems relevant to the organisation of the Management Plan and on-going management of the World Heritage Site, including periodic reporting to Department of Digital, Culture, Media & Sport (DCMS) as required under their published Operating Guidelines.
- 6.9 To develop and manage appropriate **reporting** and management systems for World Heritage including a revised Steering Group comprising of representatives from government departments and national bodies, and a World Heritage City Board of internal stakeholders. To co-ordinate the business and regular meetings of these groups and any sub-groups, where requested chairing and administering those meetings including responsibility for scheduling, producing minutes and agendas, arranging venues and other necessary actions.
- 6.10 To instigate, co-ordinate and where necessary **undertake projects** for protecting and enhancing the World Heritage Site. These projects to include complex and technical planning policy work contributing to the Local Development Framework such as Buffer Zone identification and supplementary planning documents, and to see such projects through from initial stages to implementation including public consultation where necessary.
- 6.11 To engage in the **resolution** of tensions concerning World Heritage and the Council's policy and development agenda in terms of the Future for Bath, the Major Transport Projects, the Core Strategy/Local Development Framework and the Regeneration Delivery Plan, working closely with Development and Major Projects and other service areas as necessary.
- 6.12 To contribute to formulation of **policy** and corporate strategy, for example the Sustainable Communities Strategy, The Cultural Strategy, Regeneration Strategy, Tourism and Destination Management, and Communications.
- 6.13 To identify and pursue possible **funding** sources including S106 and including international funding opportunities, sponsorship and any other external sources to invest in the works identified in the management plan and any appropriate conservation, interpretation or development programmes.
- 6.14 To manage and co-ordinate all those officers including, where appropriate, external consultants, involved in contributing information and advice required for the proper functioning of the World Heritage Site. To manage and co-ordinate such professionals to ensure the delivery of information and advice of a high professional standard within agreed timescales.

- 6.15** To contribute to the overall professional skills of the Heritage & Planning Service, and to its newsletter and website, ensuring that all work is to the highest professional standard.
- 6.16** To deliver a **customer-focused** and dynamic service, responsive to client requirements, accessible to all areas of the community and providing value for money, in accordance with the values and standards of the Planning & Development Group, Heritage Services and the Customer Services Directorate.
- 6.17** Where appropriate, and in conjunction with other service providers, including the City Centre Manager, undertake joint planning of service delivery and closer integration of service provision.
- 6.18** To be an active member of the Planning Services Management Team, contributing to the general running of the service in terms of production of procedures, discipline and grievance, recruitment and selection and other management duties commensurate with the level of the post.
- 6.19** To deputise for the Group Manager as and when necessary.