

Nomination of
**The GREAT
SPAS** *of Europe*



for inclusion on the
**World Heritage
List**

5.e Property Plan or other management system

5.e.1 Introduction

The Operational Guidelines (paras 109 – 119) set out the need for each nominated World Heritage property to have an appropriate management plan or system. This section of the Guidelines also outlines some of the basic requirements for such a plan or system which should be focused on protection of the proposed Outstanding Universal Value of the property. While recognising that each plan or system will need to be shaped according to the type, characteristics and needs of the property and to its cultural and natural context, the Guidelines also 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 and 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 a number of 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. This too needs to be 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.

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.

Serial nominations, particularly transnational ones, are recognised as potentially having great complexities in their management because of the number of stakeholders involved, the need to take account of differences between national systems for heritage protection and management combined with the need to treat properties as a single whole. States Parties are advised to establish a joint management committee or similar body to oversee the whole of such a property (OG para 135). A management system or mechanisms to ensure the coordinated management of the separate components of the property is seen as essential (OG para 114). The management system for a serial transnational property, however, does not deal just with international coordination. It needs to cover all the layers of management from the individual properties through to the international level.

The development of this nomination over many years has developed habits and institutions for joint working and coordination between the states parties, the 11 components and the various key stakeholders such as the states parties, the mayors of the cities, the site managers, and experts advising on spas (see organogram page 787). This experience has contributed greatly to the development of the proposals for coordinating the management of the nominated property. While the bodies established to develop the nomination cannot all be carried through directly to a property management system, the basic structure and roles provide good foundations on which to develop a management system.

The project, now in 2019, is moving from phase 2 of its development, with a structure that has evolved to fit the purpose at hand, and is now setting out a permanent Overall Management System (OMS) which requires the creation of a new operational structure, and of a management structure which acknowledges the continuing roles and responsibilities of the States Parties and the governance of the individual spa towns. This new Overall 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 page 788.

In developing this Overall 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 has been 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 Overall Management System, the Property Management Plan its objectives and action plan, and the Local Management Plans for each component part, 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. An important part of the proposed Outstanding Universal Value is that they are living examples of the European spa tradition which may again pose challenges of management in the future. On the other hand, all the towns and cities have considerable experience of dealing successfully with such issues which can be brought to bear on the development of an overall management system.

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*.

Whilst contemporary urban management is well defined and implemented in the seven State Parties these structures vary from the international, national, Länder, regional or provincial, and the local level, supported by rafts of matching legislation, bye-laws, guidance and best practice. There therefore remains a need to coordinate the Overall Management System for the protection and sustainable management of the OUV of the property, which is established within the framework that follows this section.

The management of *The Great Spas of Europe* is therefore presented over three different levels; international, national, regional/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.

5.e.2 Overall management and coordination

The nomination, *The Great Spas of Europe*, is proposed jointly by the States Parties, with each State Party remaining responsible for the practical preservation and protection of the component parts within its territory. Some of the States Parties are federally organised and the protection of the component sites proposed for inscription is mainly or partly within the competence of the regional authority. This comprehensive and effective Overall Management System demonstrates a full understanding of these statutory differences concerning the levels of competences. 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 participating States Parties to this serial transnational nomination are represented by:
(with official logos)

The *Ministerstvo kultura*, the Czech Republic.



The *Bundeskkanzleramt 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 for Digital, Culture, Media & Sport*, United Kingdom



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 of 11 vibrant European towns and cities. These spa towns have much to offer but the managing authorities also bear 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, is adequately resourced and managed creatively. 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:

1. develop visionary policies for urban conservation and protection,
2. demonstrate the property's OUV through the protection and presentation of the attributes and by maintaining authenticity and integrity,
3. be recognised as centres of excellence for public realm and landscape management,
4. demonstrate the benefits of public engagement, community involvement and business partnerships,
5. develop international networks and collaborative working with other global spa traditions,
6. implement sustainable tourism strategies,
7. minimise the carbon footprint of tourism through innovative green transport policies and sustainable development,
8. aspire to involve the young and all residents to appreciate the values of OUV and World Heritage,
9. work creatively, with innovative, young thinkers whose future we manage today.

To achieve this Vision, an Overall Management System (OMS) has been developed within which each of the 11 components has its own Local Management Plan (LMP).

These are further described below in section 5.e.3. To ensure that the Management System and Local Management Plans are put into effect, the partnership has established a series of international groups to coordinate activity.

The Status of the Overall Management System (OMS): the scope of this OMS 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 takes 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. (See volumes 4, 5 and 6 of the nomination dossier, 'Atlas of the plans of all component spa towns'.)

The status of the OMS is agreed, updated and approved by the *Great Spas Management Board* on a six-yearly cycle. It has been approved by the *Intergovernmental Committee* and will be binding on all participating member organisations. 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.

Existing European and national legislation, Lander, regional or provincial legislation and statutes and local bye-laws and regulations are highly developed and are comprehensively listed in Chapter 5 of this dossier. Much of the detail of management, protection and enforcement is encompassed in this raft of legislation and there is no need for the Overall Management System to attempt to duplicate what is already catered for in existing legislation and management systems existing within the States Parties and the component spa towns. The underpinning principle of this OMS is to remain holistic in approach and strategic in objectives.

Aims of the Overall Management System: these aims are embodied in the Property Management Plan (PMP) and will:

1. **establish** an *Integovernment Committee* based on transnational cooperation through which to coordinate the protection of the property which is *The Great Spas of Europe*,
2. **ensure** that the Outstanding Universal Value of the property, *The Great Spas of Europe*, is understood, protected and sustained,
3. **approve** and **deliver** a common action plan based on a six-year programme,
4. **agree** the framework for the sustainable management of the property and support mechanisms for the component parts of the site,
5. **ensure** that sufficient resources are available to enable the implementation of the action plan,
6. **improve** access, understanding and interpretation of the property and its component sites,

7. **generate** greater public awareness of, and interest in *The Great Spas of Europe*,
8. **establish** *The Great Spas of Europe* as a recognised cultural heritage brand of quality throughout Europe and beyond.

Structure of the Overall Management System: this OMS, its associated PMP, and the eleven associated Local Management Plans (LMP's) follow parallel structures that have been agreed with the *Site Managers Group* following a series of workshops held to examine the management plans of other recent successful serial and transnational nominations (in particular "*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)).

The OMS comprises six chapters covering the following topics:

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

International Framework for coordination and implementation of the Overall Management System

As signatories to this nomination the countries involved, the Czech Republic, Austria, Belgium, France, Germany, Italy and the United Kingdom, have declared 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 as described to this end. The *Intergovernmental Committee (IGC)*, with its predominantly States Parties membership, is the body 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 primarily responsible for the coordination of activities between individual towns by agreement with the *IGC* for particular areas of international cooperation as specified in this Overall Management System; in the Czech Republic and Germany, each of which has three nominated component sites within 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 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.

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.

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 common action plan and the individual *Local Management Plans*, and whose focus is the conservation, protection, promotion and presentation of the OUV of the component parts.

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.

Bundeskansleramt 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.

Previous sections of Chapter 5 of this nomination file describe the status and procedures of the individual States Parties in relation to the national 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 action plans 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 Overall Management System will be approved in future by all States Parties working within the framework of *The Great Spas of Europe Intergovernmental Committee (IGC)*. When *The Great Spas of Europe* property is inscribed on the World Heritage List the States Parties will require the *GSMB*, on their behalf, to develop the OMS, the PMP and its action plan as an evolving management

instrument 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 their obligations under the World Heritage Convention.

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

The Great Spas of Europe Intergovernmental Committee (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 Focal Points and/or an appointed representative of the highest monument or heritage protection authority.

Mission; the *IGC* has an executive function concerning the representation of the property to the *World Heritage Centre*, UNESCO and ICOMOS.

Procedure; the *IGC* works on the principle of consensus. The *Secretariat* provides administrative services as required.

Purpose; the *IGC* will:

- 1 Represent the property to the *World Heritage Centre* and the Advisory Bodies.
- 2 Guide, oversee and monitor the establishment, adoption and implementation of common rules and actions in accordance with the *World Heritage Convention*.
- 3 Responsible for guiding and overseeing the *OMS* and the *PMP* without interfering in any way with the planning powers possessed by local government.
- 4 Receive an Annual Report from the *Great Spas Management Board* including a review of the implementation of the Property Management Plan.
- 5 Guide the *Great Spas Management Board (GSMB)* on matters relating to the Property Management Plan.
- 6 Receive reports from individual State Parties concerning revisions to the Local Management Plans or any other issues pertaining to the component sites.
- 7 Be made aware by the States Parties and regional authorities of any proposed development that could threaten the OUV of the property.
- 8 Be advised of, and send observers to *GSMB*, *SMG* and other *GSE sub-groups* or specialist meetings if deemed necessary.
- 9 Call for meetings and conferences of a scientific and technical nature on aspects of the *GSE* property.
- 10 Oversee the cycle of Periodic Reporting.

- 11 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* and any hosting of official UNESCO, ICOMOS and Advisory Missions. All other costs associated with the project *The Great Spas of Europe* are financed jointly by the 11 participating spa towns' municipal authorities.

The individual States Parties and the German Länder and other regional authorities 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*. In Federal States this follows the approval of the *LMPs* by the authority or other competent official body.
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 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.
6. Utilise official channels and procedures as appropriate to the individual State Party to notify issues affecting the *Convention*, such as the state of conservation, to the *IGC*.
7. Not necessarily be committed to the obligations and rules of the *GSMB*.

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

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 trading activity in the future.

The *GSMB* promotes and supports the presentation of the inscribed properties. 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* and publishes and promotes an Annual Report concerning its activities.

At the request of a State Party to the *World Heritage Convention*, the *GSMB* will examine the possibility of adding to the serial inscription. It will give its opinion on any proposal to extend the transnational serial inscription and assist with any inscription procedure if a State Party bringing forward a new inscription so wishes, having in all cases taken advice from the *World Heritage Centre* and the *IGC* prior to proceeding.

The *Great Spas Management Board* implements and regularly updates the common 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*'s common actions and projects and these will be revised and approved on an annual basis. The *GSMB* must be consulted on the development of the local action plans contained in the Local Management Plans that member spa towns will report on annually and submit changes and additions to on a regular basis, with the revision of the LMPs being formalised on a six-yearly cycle. The LMP's action plans must always fit within the framework and objectives of the common strategy and action plan within the Overall Management System framework. This harmonisation is a responsibility of the *Secretariat* and *SMG* as is the delivery of the LMP's.

The *GSMB* will support States Parties and the *IGC* to establish the regulatory *Periodic Reporting* procedures. Through its members it will coordinate all matters of evaluation of the serial property and its component parts relating to World Heritage issues and ensure that all requests for information, reports and arranging meetings or visits are carried out in a timely manner.

The regulations concerning the *GSMB* and its role in the international 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*. In signing the nomination file, the States Parties are committed to support as appropriate the obligations and rules of the *Great Spas Management Board* which the States Parties have approved. The *GSMB* cannot override national practice.

The *Great Spas Management Board* will:

1. Have ownership of the OMS, the PMP and its action plan and be responsible for its implementation, resourcing, monitoring and review by mutual consent of the *IGC*.
2. Meet at least twice per year, one meeting being at the presentation of the Annual Report.
3. Maintain appropriate governance measures
4. Approve the *Property Management Plan*.
5. Approve the Annual Report
6. 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 and the cycle of budget approval processes in each component spa town.

7. Oversee the management of a project bank account under the control of an appointed Finance Manager or Treasurer.
8. Monitor and review the *Property Action Plan* in close consultation the *SMG*.
9. Approve the sustainable tourism strategy
10. Approve the marketing and communications strategy.
11. Initiate the development of external partnerships.
12. Maintain a list of factors affecting the property.
13. Adjudicate in cases of dispute.
14. Employ the staff of the Secretariat.
15. ensure that each member spa town appoints a competent and qualified representative to attend the *Site Managers' Group*.
16. Provide political direction and guidance as necessary.

The *Site Managers Group*.

The participating spa towns and cities have each developed their Local Management Plans under the leadership of a coordinator/site manager, currently either a permanent, temporary or part-time appointment or a consultant. It is a requirement of the *GSMB* 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.

Composition; the *SMG* will consist of the principal site managers or coordinators 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*.
4. Coordinate local and joint monitoring and the preparation of the State of Conservation reporting procedures.

5. Prepare the ground and information for the Periodic Reporting procedure.
6. Review the list of factors affecting the properties.
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 channels of the States Parties at the earliest possible moment.
8. Establish, following consultation with the *GSMB*, such sub-groups as 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.
9. Create local steering or advisory groups representing all stakeholders and coordinate links at a local level between the component sites.

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* within the rules and regulations of the OMS.
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. Oversee the production of monitoring data as requested.
10. Liaise with States Parties following requests for information, reviews and missions.

11. Ensure regular contact with and between the component sites and encourage and enable cross-site working.
12. Prepare presentations and represent the *GSE* at external meetings and events as agreed by the Chair of the *GSMB*.

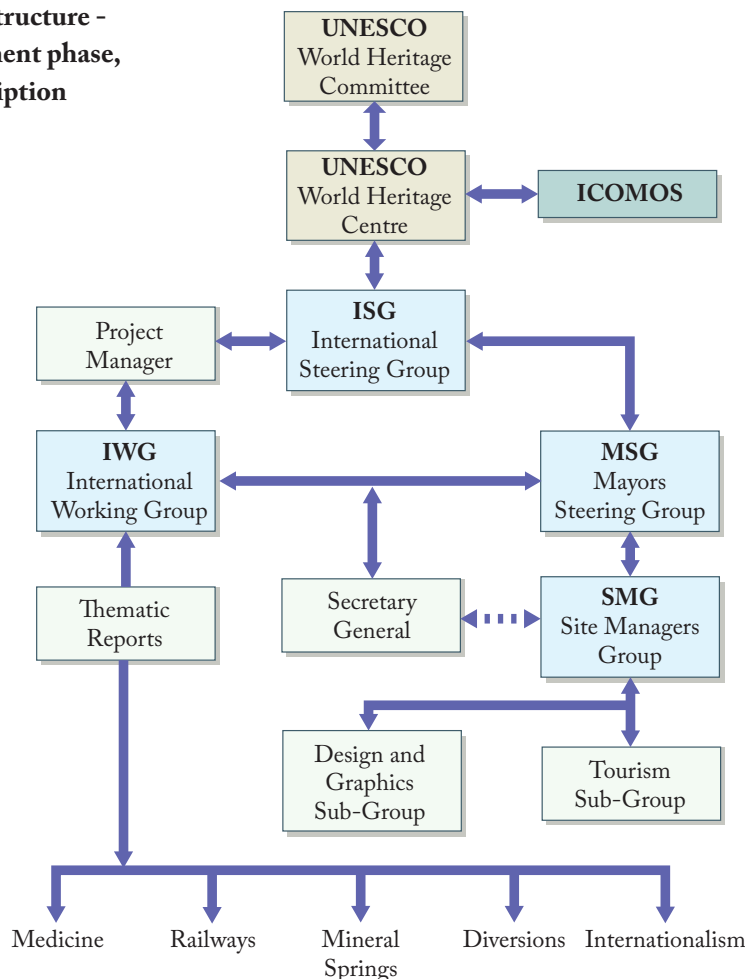
The Great Spas International Conference (GSIC) It is the intention of the *GSMB* to hold an occasional thematic conference on one of the many diverse subjects with relevance to the understanding and presentation of the OUV of the property. Subjects in future could include conservation programmes and 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 as agreed between the IGC and the *GSMB*.

The audience could include Ministerial representation, UNESCO and ICOMOS representatives, national and Länder authorities, regional heritage agencies, heritage professionals, EU delegates, tourism officers, specialist tour operators, local steering groups, students, private sector players and potential investors.

Organograms: the first organisational chart below represents the structure of *The Great Spas of Europe UNESCO project* “Present Structure; development phase, pre-inscription.” This is the structure that evolved between 2011 up to the point of the presentation of the nomination dossier in 2019.

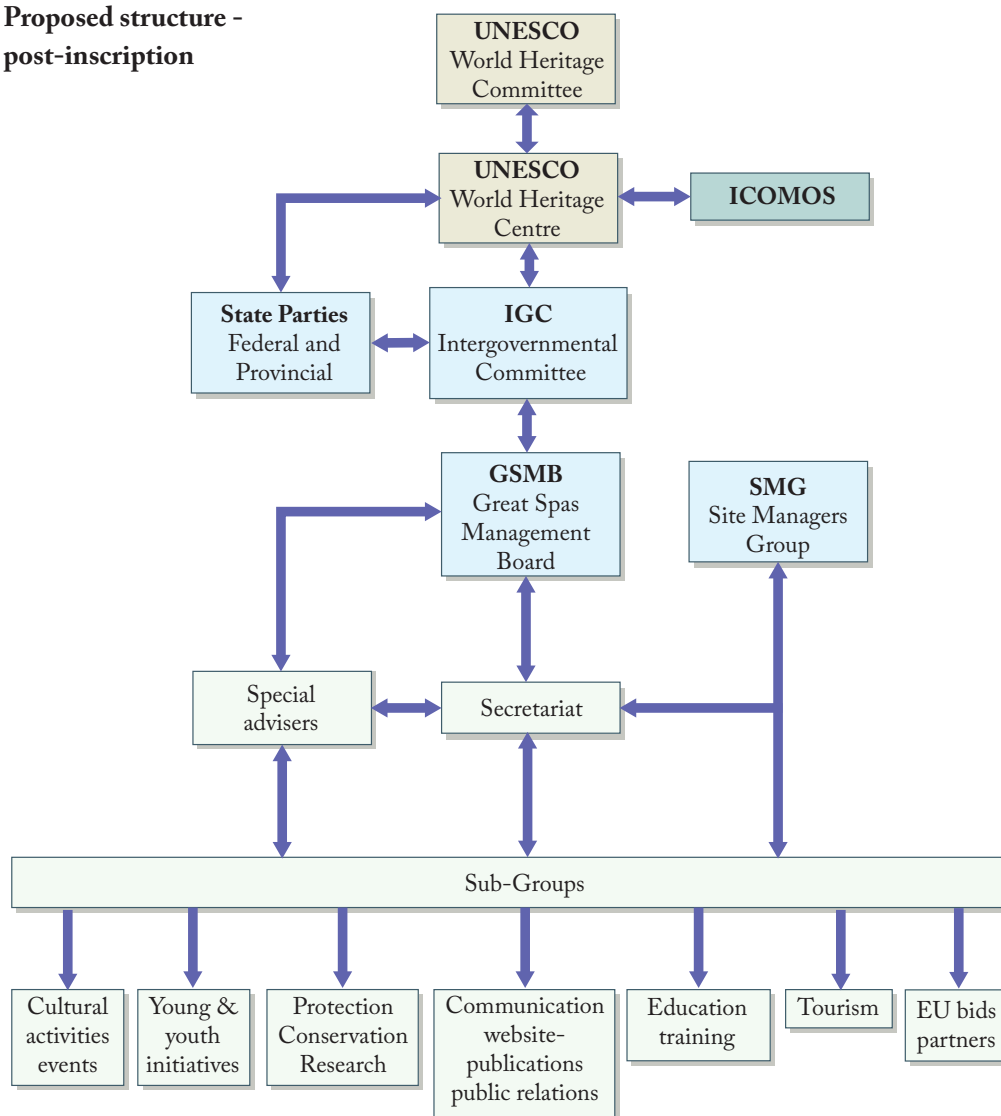
The second organisational chart “Proposed structure; post-inscription” represents the structure that will be developed and put in place from 2019 until the time of inscription.

**Present structure -
development phase,
pre-inscription**



The following chart “Proposed structure; post-inscription”, represents the organisational structure that is currently under development and will be in place by the time the nomination comes before the *World Heritage Committee*.

Proposed structure - post-inscription



Thematic sub-groups have been established to cover;

- i) tourism, promotion 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.

5.e.3 National and local management of components parts

A short description of the management on the national level and on the level of individual component parts is given below. More detail can be found in the *Local Management Plans*.

The national, Länder and regional/local management instruments and structures are determined by each State Party's political and legal structures. As a result of this a common action plan is proposed within the Property Management Plan on the one hand, and, on the other individual action plans for each component part at national, Länder and other regional/local levels. Each component part of this nomination therefore has its own Local Management Plan.

Each State Party representative appointed to the *IGC* will retain a coordinating role on behalf of the series at the national level to ensure that the links between the international and national objectives and action plans remain coherent and disseminated. These individuals will continue to act as *National Coordinators*, which will ensure that consistent liaison, the cascading of information and requests for information from the international to the national and local levels, and vice-versa, will continue. This will ensure that the two-way flow of information and effective communication developed during the nomination process will continue.

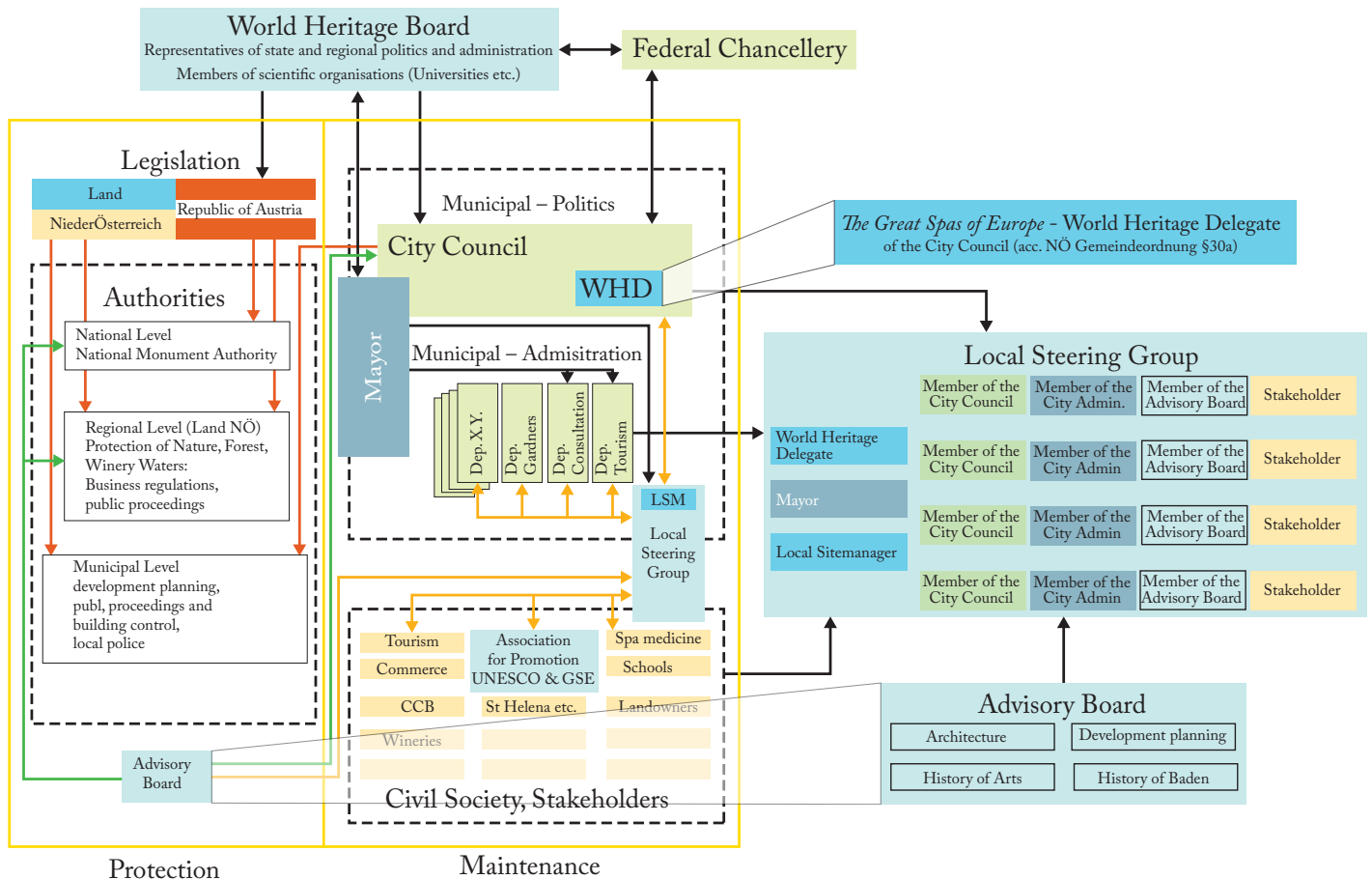
In this serial transnational nomination priority has been given to ensure that adequate protection and management for each component site is in place and is working effectively. The Local Management Plans for the eleven component sites in the series have been developed within the planning and protection frameworks that exist within international, national, Länder, regional and local legislative frameworks. There is much in common when considering the mechanisms in place for spatial planning, infrastructure development and cultural and nature protection across the seven States Parties whilst acknowledging the diversity of national, Länder and regional priorities. The legislative frameworks within which the protection and conservation of the historic environment are providing for are fully documented in Chapter 7.b.

The LMPs for the spa towns have benefited from the creation of and consultation with stakeholder steering groups or advisory boards made up of all those community and business groups with an interest or investment in the future of the spa town destination in question. The wide-ranging interests represented in such groups provides for a diversity of opinions and concerns brought together under the aegis of the objectives of the *World Heritage Convention*.

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 Steering Group. This consist of a local site manager, the World Heritage Delegate and further members of the city council, heads of municipal administration, members of the Advisory Board consisting of World heritage experts and of major private stakeholders, 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 Board consults the municipal politics, authorities and administration on all topics relevant on UNESCO World Heritage. The board consist of heritage experts like architects, art historians, spatial planers and historians.

The World Heritage advisory council consisting of two 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;

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

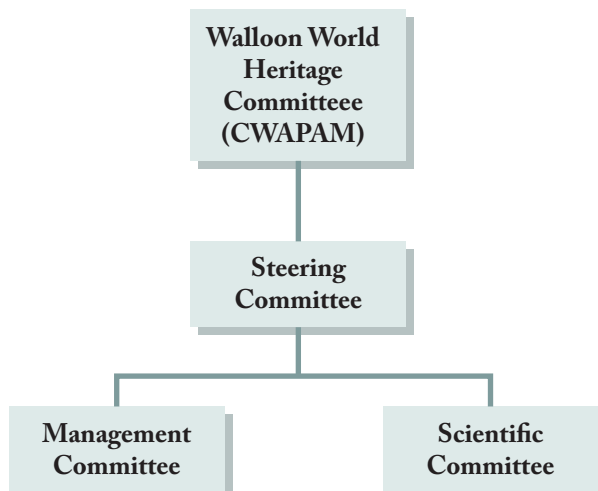
BELGIUM

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 (OUV)
- Develop a territorial project around the OUV.
- 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*, a team was established during the 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 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 *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 Lohotky, 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 *The 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 buildings 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.

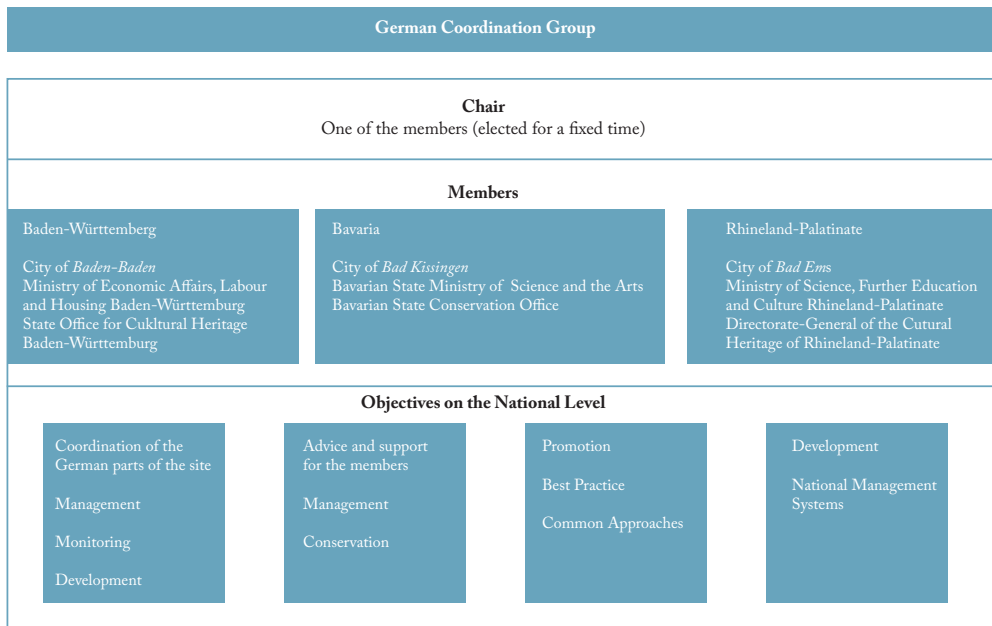
In order to facilitate perfect coordination in the implementation of the decisions or notices of the local commission, a technical management committee, taking the form of a "World Heritage Mission", will also be officially instituted. This committee has in fact already been created in the framework 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 the 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 Plan 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. This cooperation will be continued in the German Coordination Group. The group

GERMANY

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

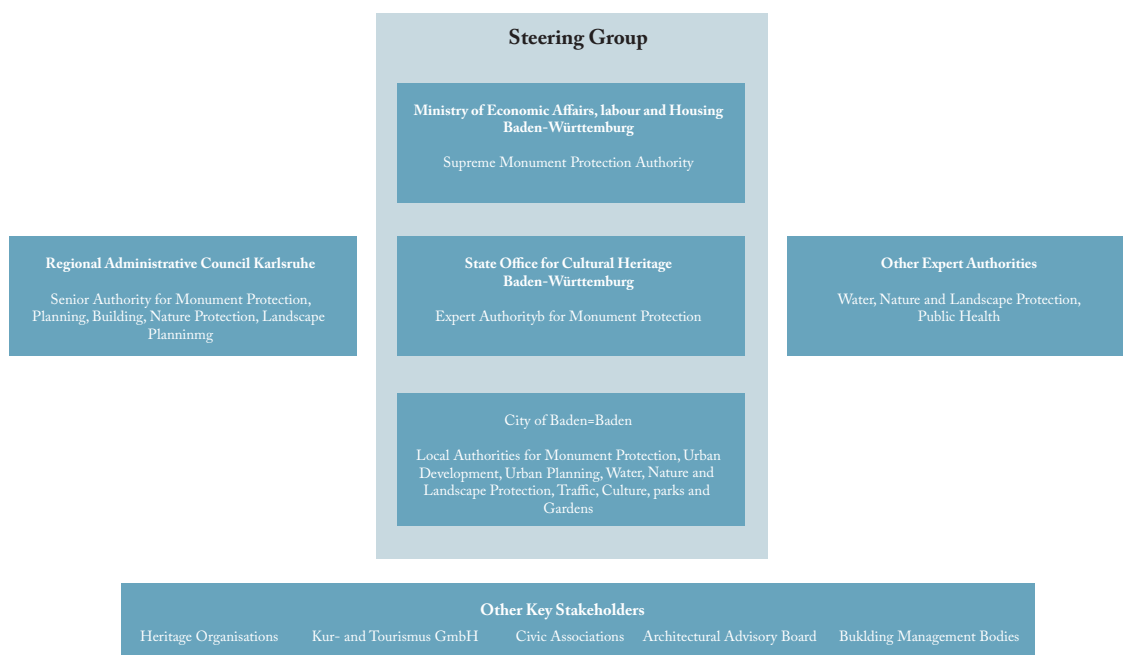
municipality as well as the citizens, several relevant associations and key stakeholders by workshops, events, talks, and guided tours.

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 Welterbepewerbung 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.

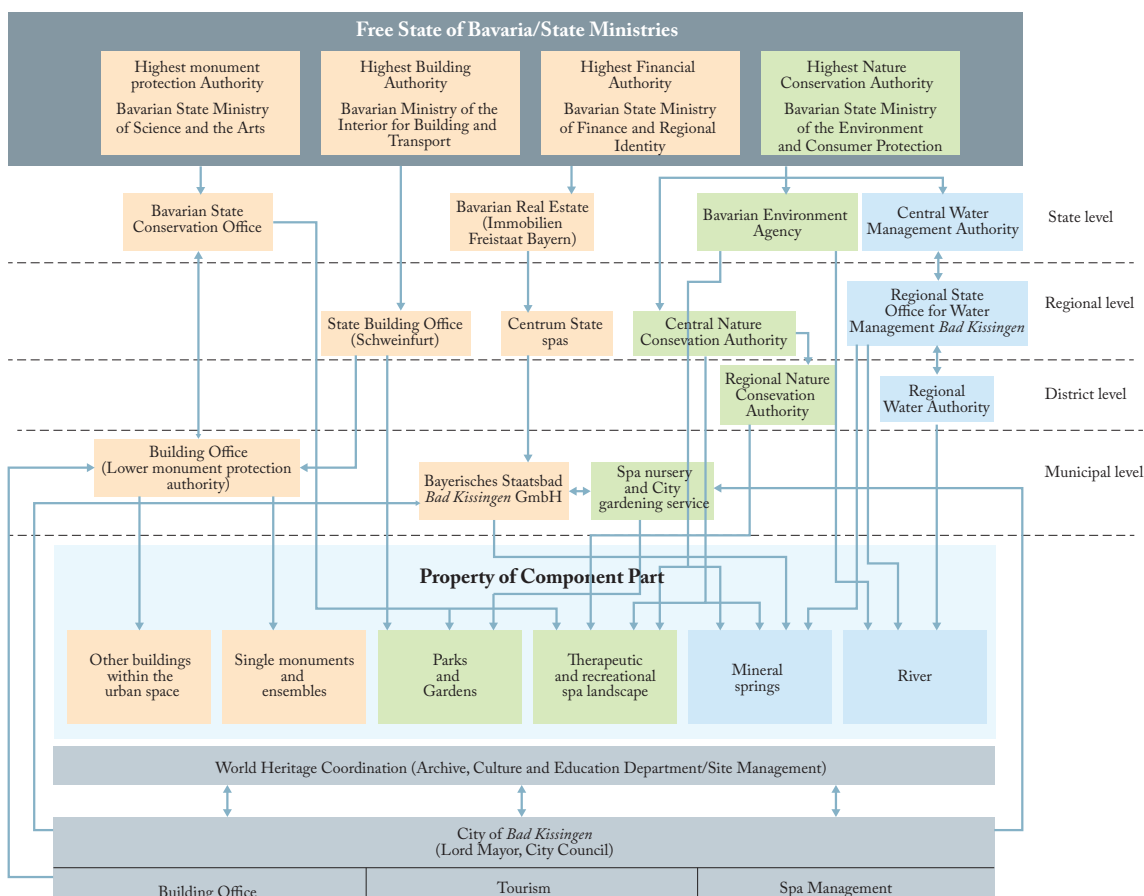
The city's department for public relations is responsible for public relations, while Tourism Management, Tourism Marketing, Tourism Promotion and the Management of the Spa as a whole are conducted by the Bayerisches Staatsbad *Bad Kissingen* GmbH.

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 *The 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 *The 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 *The 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

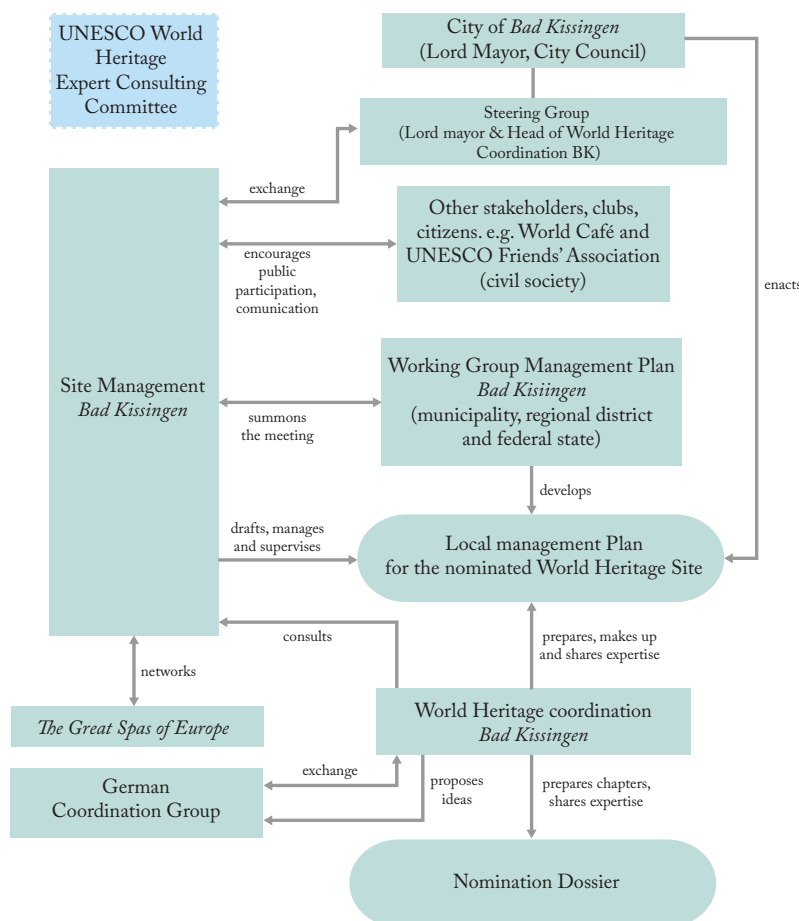
information platform on the current state of the application for all involved parties and their government agencies. Should the application be accepted, the working group will be expanded to include additional members, such as the city’s local heritage conservator, a representative of the environmental 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 will meet 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* has been foreseen to be 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 for Cultural Heritage and Activities (MiBAC), Municipality of *Montecatini Terme*, Montecatini art historian and researcher of the University of Florence and a World Heritage specialist.

11. *City of Bath*

UNITED
KINGDOM

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 *The 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 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;
- 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.

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.

Independent organisations contribute also to the management of the City Centre. The management and promotion of the city and tourism is undertaken by Bath Tourism Plus. The Bath Business Improvement District contributes to the maintenance and improvement of spaces in the city centre.