

# Management Planning from outside of the UK

Susan Denyer, ICOMOS-UK & ICOMOS

*WHS Management Plans and Systems*

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# ICOMOS & Management Plans

- World Heritage evaluations
- Evaluate management systems and plans
- State of Conservation Reports
- Consider the effectiveness of management systems and plans
- IARs (International Assistance Requests) for MPs
- Good examples? – no!
- No formula that will work for every WHS

# MPs: Changes over past ten years

Over past ten years – many changes in management approaches

- **HUL approach** influential not just in urban areas
  - prompted reflection in other types of WHSs, too
- **Upstream** approaches for nomination are now seen as helpful for management and conservation
  - for discussion and intervention at the earliest possible opportunity e.g. Stonehenge
- **OUV** has been defined
- Emphasis on **Strategic and Dynamic** approaches

# 'Management Plans'

- Most World Heritage properties are not single monuments
  - They are not susceptible to direct management
- In the last ten years, inscriptions to the WH list characterised by their complexity, scale and often their dynamism
- If we are to support these properties as dynamic evolving structures, need to understand better the causes and consequences of change, and what is desirable and what is undesirable

- No one organisation is in charge of Edinburgh or indeed any of our WHSs
  - In terms of what might impact upon them
- Even Blenheim – in the UK
- Even Taj Mahal, India



**Burning of cow dung cakes near Taj Mahal banned,  
HINDU 14.1.15**

# What are you managing?

- SoOUV now agreed for almost all WHSs
- OUV is a value – and **cannot manage value**
- Can manage are the attributes of OUV that convey OUV
  - Tangible assets of the properties and what they add up to
  - Inherent systems and processes
- **WHAT should be managed must be clearly defined**

# What area are you managing?

- What is the area of concern?
  - Property
  - Buffer zone – if there is one
  - Wider setting
- Must define the area of concern
  - Within which change might impact on OUV
- e.g. Kew, Greenwich



# What to do you want to achieve?

- **Sustain OUV –primary obligation**
- What else?
  - Sustain national and local values?
  - Improve attributes
  - Deal with (defined) threats and vulnerabilities
- Well-oiled machinery for achieving the above?
- Improve planning procedures and legislation?
- Increase tourism?
- Optimise developmental benefits?
- **Define Where do you want to get to in next five years & Key interventions required**



# How will you get there?

Often missing

- Threats listed and Action Plan drafted

Need to:

- Define the **means** to get there
- Have **commitment** from stakeholders on way forward
  
- **Framework or management system needed**
- Outline of structural/planning framework

- Management structures – integration both horizontally and vertically

### **Horizontal:**

- Ultimately the SP has ratified the WH convention
- Management is delegated to local level
  - Plan needs to bring in all local players

### **Vertical:**

- When do local managers need national support? (and international support?)
- How will disputes will be resolved – when do issues get passed upwards?
- Aim is to resolve issues locally but sometime cannot – need to set out when such a situation arises; para 172 use sparingly
- Need for a local/national advisory panel/committee?

# How will you deal with complexity?

- Most WHSs are large, complex and often resilient places
- Wish to deliver wide range of social and economic benefits to communities, tourists, businesses, etc.
  - and be models of sustainable development

HUL approach is encouraging us to see WHSs as places shaped by people

- Complex resilient structures
- Constrained by regulations, but within which
- may be partly organised but also have other numerous relationships and systems that have their own dynamism and the capacity to evolve or adapt over time – from within as it were
- These evolutions or modifications made by these systems make use of memory, history or feedback - learn from experience
- They are Resilient – ability to adapt to changing circumstances
- **Resilient structures need to be acknowledged**

# What can be agreed?

- Most MPs cannot be adopted as a whole as legal or planning documents
- But they must have some **status**
- What is not covered by legal and planning tools?
- Stakeholders need to commit themselves to follow the main thrust of the Plan
- **Shared responsibility**
- **For Common Framework** (structure + where you want to get to + guidance)

# Who is to be involved?

- Stakeholders – who are they?
- Who do you need to commit to shared responsibility?
- Councils, Government Agencies
- Local NGOs?
- Developers?
- Residents?

# Examples of MPs

- Val de Loire, France
- Historic City of Vienna, Austria
- Historic Cairo, Egypt
- Historic Areas of Istanbul, Turkey
- Bordeaux: Port of the Moon, France
- Cultural Landscape of Bali Province, Indonesia
  
- **To illustrate some of the key points**
- **Not overall models**

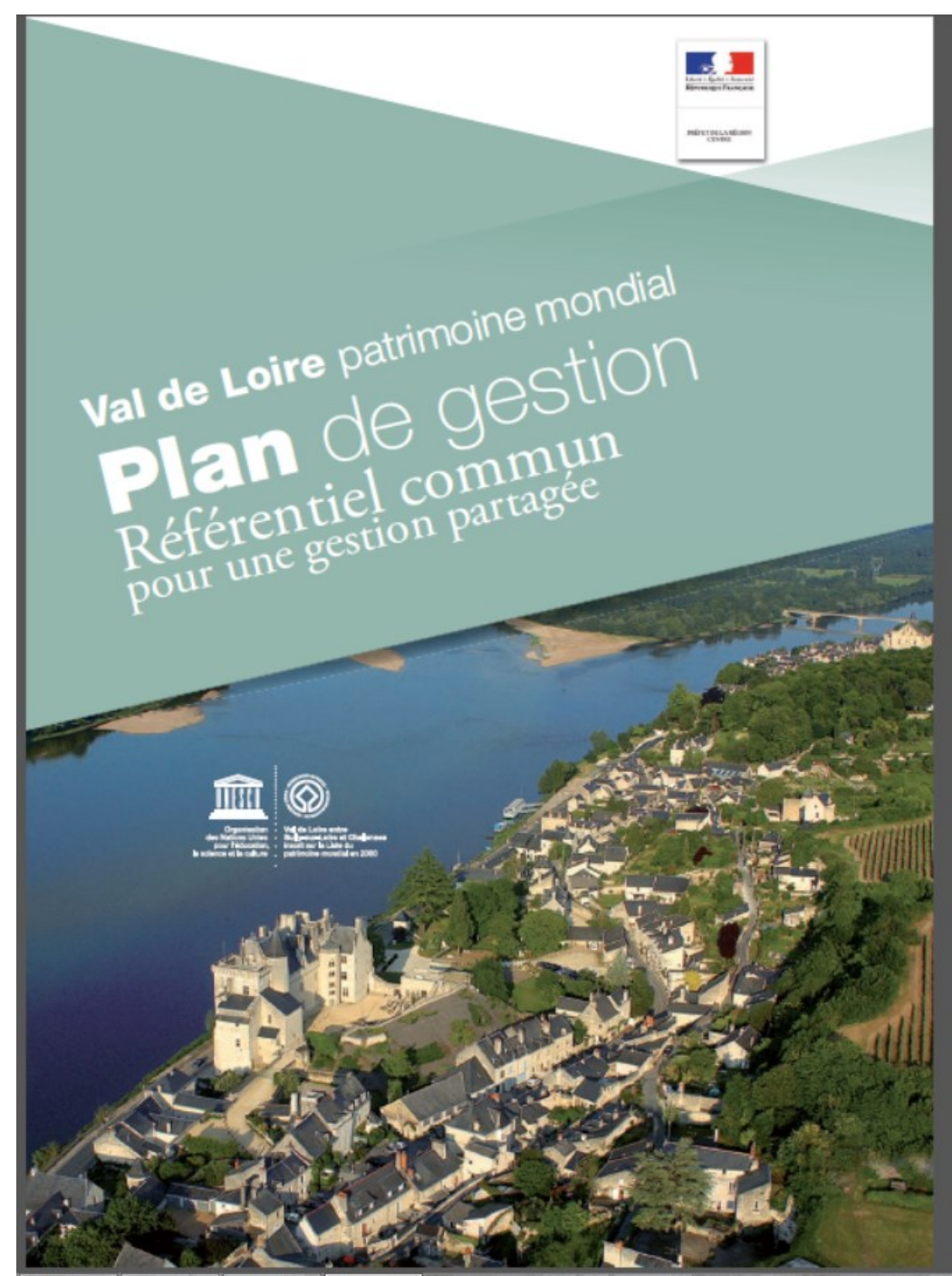
# The Loire Valley between Sully-sur-Loire and Chalonnnes, France

- Inscribed 2000:
- Very large property of 745 sq.km
  - buffer zone of 400 sq.km



# Val de Loire, France

- Ownership varied and wide:
  - all levels of government bodies to private individuals
- Protection is similarly very diverse
- No SOC reports
- Plan for shared management





# Val de Loire, France

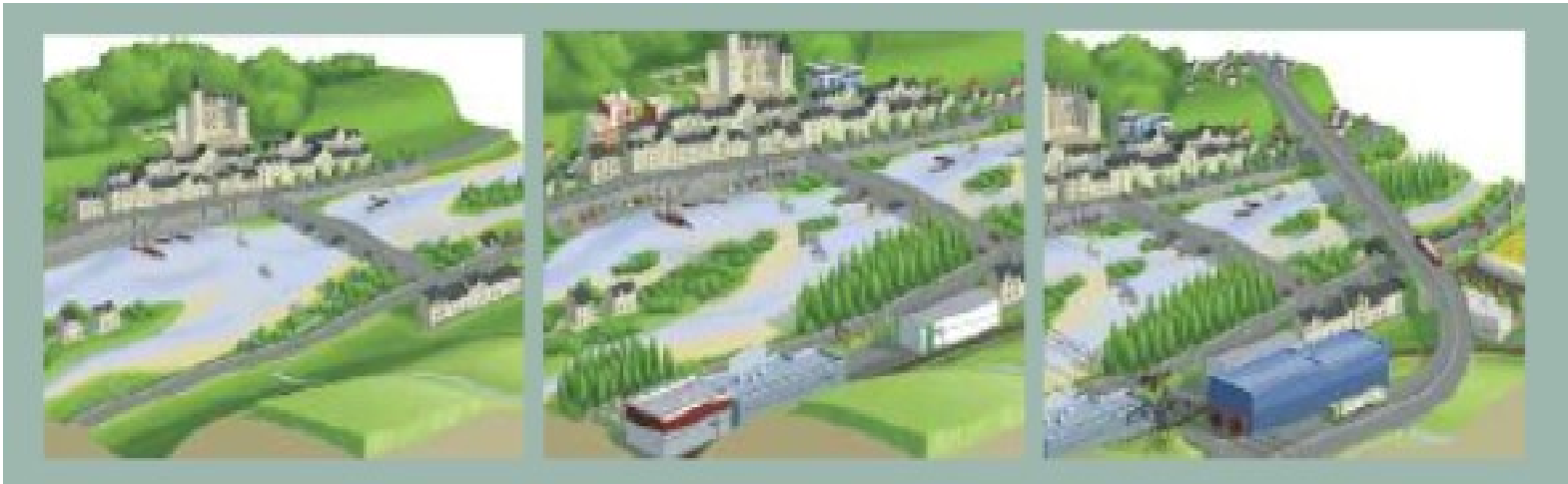
MP in four parts:

1. Formalization of OUV
2. Analysis of threats, risks that may impact on OUV
3. **Common framework for non-prescriptive guidelines for all players, for land management based on shared responsibility that respect guidelines**
4. **Presentation of commitments**

Draft in 2009

Approved in 2011

Inf & Exchange days for each LA



# Historic City of Vienna, Austria



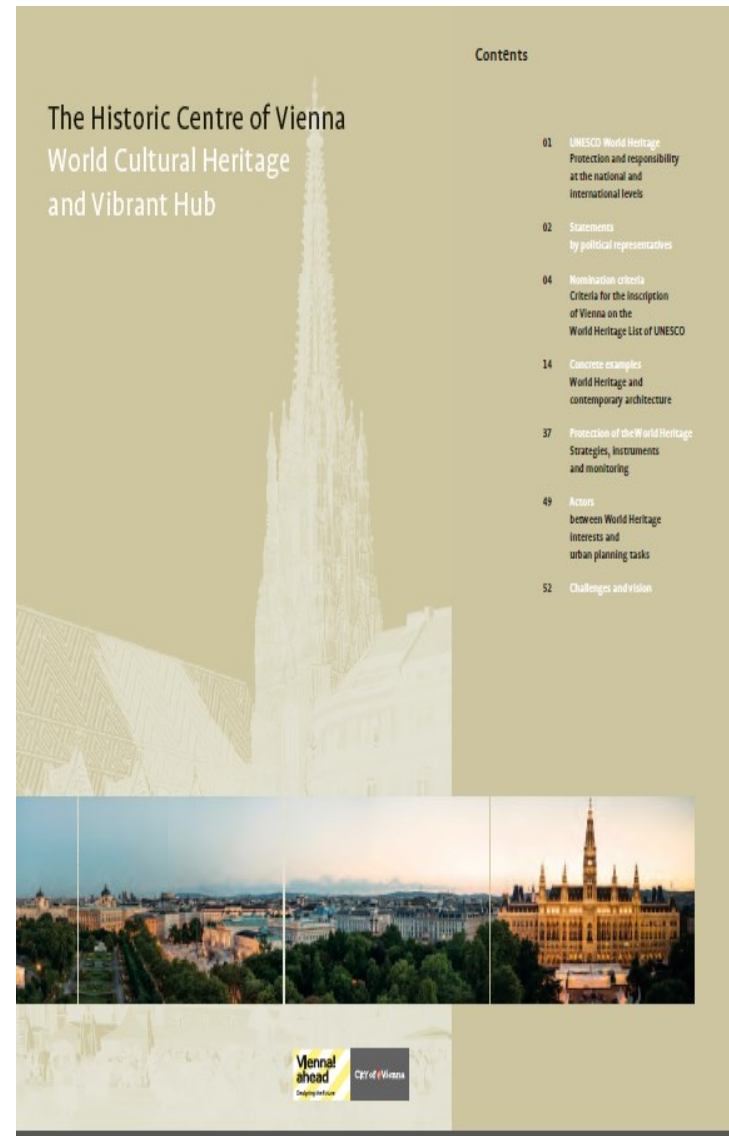
- Inscribed 2002
- 2003, “Wien-Mitte“ railway station project came to the attention of the Committee
- 2005 Vienna Memorandum





# Historic City of Vienna, Austria

- Revised MP for
- **World Heritage City and Vibrant Hub, 2014**
- Inadequate agreed framework
  - Laws and planning framework
  - adequate
  - But case by case basis for impact
  - assessments



# Historic Cairo, Egypt

Inscribed 1979

OUV: the last remaining city in the Middle East that still retains its complex medieval urban grain



# Historic Cairo, Egypt

It needs everything – legal protection, planning policies,  
management plan conserving plans etc.

Advisory mission, 2014:

Even if one accomplished all of those,  
Historic Cairo would still be under threat  
– because the internal dynamism that has kept it  
together is beginning to be weekend to such a  
degree that it no longer drives the city.

Young people are leaving; prosperity is draining  
away.

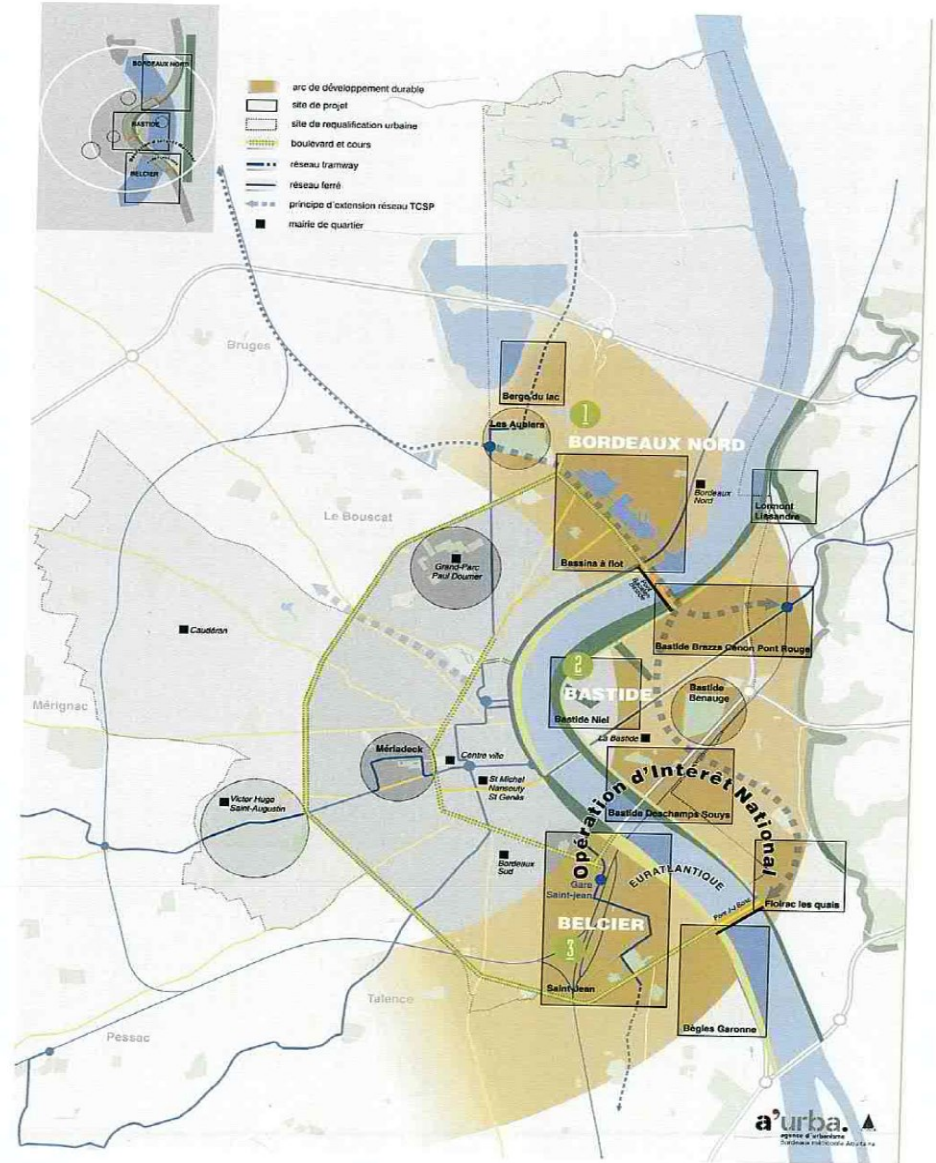
How to sustain resilience of its urban communities  
– must be primary aim



# Bordeaux: Port of the Moon, France



Inscribed 2008



L'arc de développement durable du projet urbain Bordeaux 2009-2030

# Bordeaux: Port of the Moon, France





The Management Plan is based on four main aspects:

- preserving the historic and heritage character
- allowing the controlled evolution of the historic centre
- unifying the various planning rules
- contributing to the international significance of metropolitan Bordeaux

To achieve those objectives, six main actions have been implemented:

- measures for the preservation and enhancement of heritage,
- promotion of ambitious, good quality architecture for new construction
- strategies to improve public spaces,
- landscape and greenery as basic elements of the urban project,
- implementation of policies of communication
- reliable institutional partnerships

# Historic Areas of Istanbul, Turkey

Inscribed 1985

Since then:

20 SOC reports to the  
WH Committee



# Historic Areas of Istanbul, Turkey



Fig 5 Rail, metro and tram routes through the Historic Peninsula; proposed Yenikapi Meeting Area added

The Haliç bridge

# Historic Areas of Istanbul, Turkey

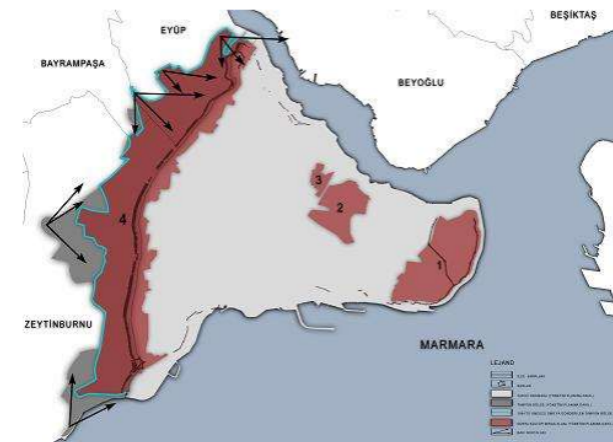
- Development of a new Management Plan for Historic Peninsula in 2011
- Project Team of 18 people, with the advice of 12 specialists (including a transport specialist, lawyer, art historians and an architecture specialist)

## Istanbul Site Management Directorate

The aim of the İstanbul Site Management Directorate is to provide a sustainable management plan for the archaeological sites, conservation areas and buffer zones by coordinating non-governmental and governmental organizations.

### Management Plan

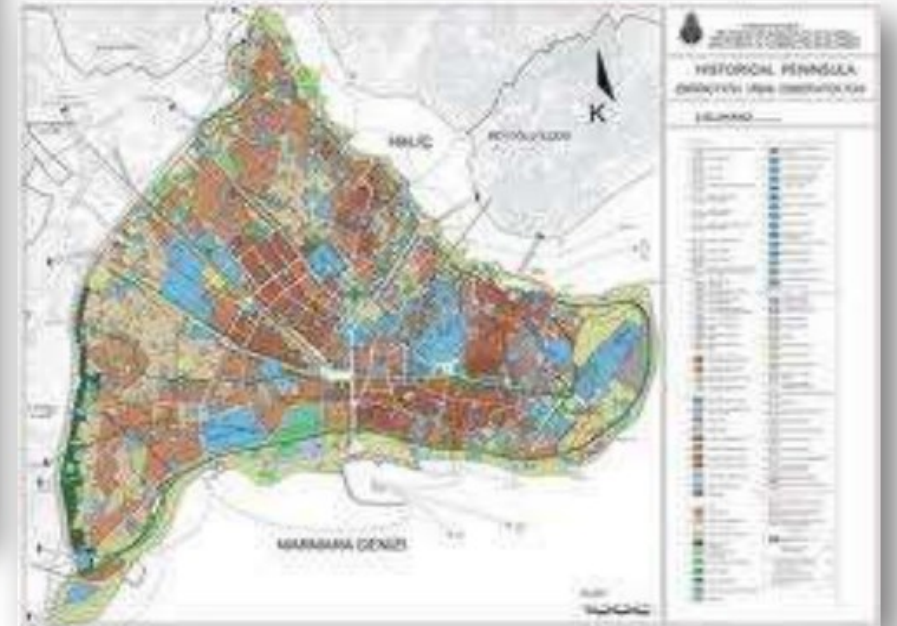
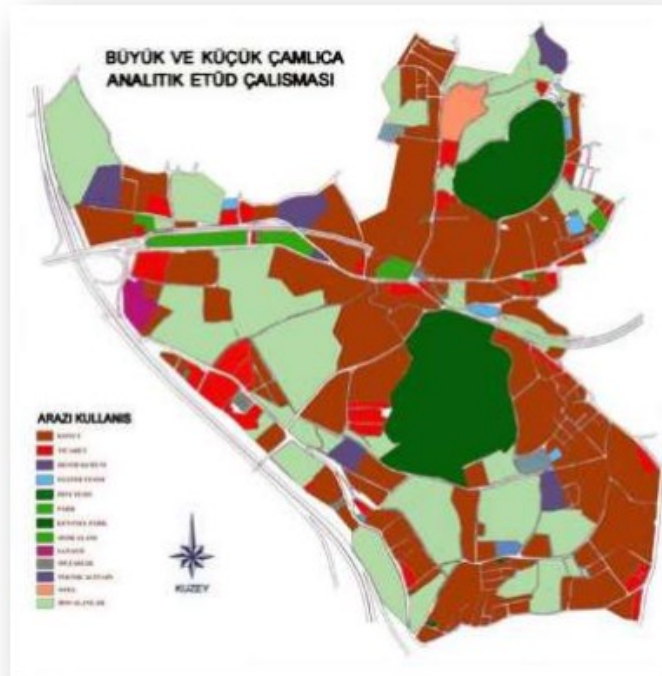
Management Plan is a road map to protect the World Heritage Assets and Candidates with the stakeholders in a reasonable, sustainable and integrated way while staying loyal to its original design. In addition to the outstanding universal value of the assets, it also aims to preserve their vividness and development, and transmit them to the future generations by creating a balance between them.



# Historic Areas of Istanbul, Turkey

- 2012 ICOMOS commented in detail on MP
- 2013 Advisory Mission to Istanbul
- 2015 Workshop in Paris
- 2016 Revised MP submitted January
- 2016 Further workshop requested by SP

Strategic plans determine the goals and objectives in the conservation areas/sites. in the conservation areas/sites 1/5000 scaled Conservation Master Plans are prepared.



# Summary

Define:

- What you are managing?
- Who is involved?
- What do you want to achieve?
  - Strategic view? level of intervention required?
- How will you get there?
  - structures – horizontal and vertical
  - strategies, how will you manage evolution and change? acknowledge resilience and dynamism? set out guidance?
- What can be agreed?
  - Shared framework – commitments from all stakeholders

Thank you

