



Diagram 12: Reduced costs through earlier action: the 'Influence / Cost of change' curve during the life cycle of a project. *Source: Burke (2003).*

Key considerations for planning processes

Planning processes need to respond and adapt to the many interdependent factors at work on heritage properties. Planning at a macro level (e.g. national) should create a framework for systematic and holistic decision-making which leads to micro-level planning (e.g. for a property or group of properties) and then actions. Indeed, it is important to work with other authorities and agencies to identify planning processes that could have an impact on the plans for the property and its setting (the buffer zone and wider area of influence) and then adjust them accordingly.

The following considerations apply in making planning processes for heritage effective:

Stakeholder consensus and values

Management objectives at a property level must be rooted in an understanding of the values of the property. The values of cultural properties and conservation options should be assessed with all possible stakeholders participating to ensure a shared understanding of the property and their direct involvement. An adequate range of professionals needs to contribute to all phases of the planning process. Only an interdisciplinary approach to planning will ensure that needs are anticipated and met effectively as they arise.

An inclusive approach, when successful, leads to plans embraced by all parties in reconciling the needs and expectations of those linked to the property with the need to sustain its heritage values (see Part 2 and Appendix A).

Plans are effective only if they have gained a consensus at the right level(s) that is officially recognized. Recognition may take the form of approvals and the first step is through local community consultation mechanisms. Thereafter approvals must be sought at a senior level within the relevant organization(s) or even parliamentary approval that makes the plan itself a legal instrument. Approval could take the form of links between the plan and other significant national or regional plans that influence management of the property.

Broad stakeholder approval (the local community in particular) of a plan is important and can be difficult to achieve.