

PLANNING PROCESSES FOR HERITAGE IN GENERAL

GOOD TIPS

- ▶ Planning (as with monitoring) is too often seen as an end in itself, an 'end product', rather than as one stage in a cycle of processes (OG para 111) which ensure that management systems deliver results efficiently and effectively.
- ▶ The term 'plan' suggests a lifeless, definitive document but a plan often needs to be a living document that evolves as its proposed actions are implemented and then monitored. Initial proposals for a series of actions can turn into useful working documents to negotiate changes and compromise during implementation, and then again become a set of proceedings that recounts the various events and decisions made, thus forming the basis for future monitoring. Viewed in this way, a plan does not necessarily fail if finalized only after some of its actions have already been implemented. The process can be more important than the document itself.
- ▶ Where possible and appropriate, legislative and institutional capacities from outside the cultural heritage sector can be used to reinforce heritage planning processes.
- ▶ Many tools are available to improve planning approaches and other heritage processes (see Appendices A and B). Heritage authorities and NGOs use business plans, for example: the National Trust of England, Wales and Northern Ireland has adopted the Triple Bottom Line plan to incorporate sustainable development concerns into management decision-making (see the Fountains Abbey and Studley Royal Park (UK) case study, p.22) and the benefits of such plans are being evaluated.
- ▶ Rigorous assessments should form the foundation of any planning process. Although developed for natural World Heritage application, some of the assessments proposed in the *Enhancing our Heritage Toolkit*⁶⁸ for the pre-planning and planning stages (see Appendix B) are worth examining.
- ▶ Within planning, it can be worth differentiating between the internal workings of the institutional framework and the external operations with partners, stakeholders and interest groups. Stakeholder analysis can be a useful technique in this process. In the event of organizational problems, this can facilitate quick resolution and limit damage to third parties.
- ▶ Planning should also identify opportunities that can harness reciprocal benefits for society and the property alike.

USEFUL QUESTIONS TO ASK

- ▶ Are the values of the property, including its OUV, sufficiently understood?
- ▶ Are other parties from within and outside the management system involved and, if so, at what stage?
- ▶ Is there an adequate understanding of the environment within which the organization(s) operates?
- ▶ Do management policy and the plans already produced or to be produced have institutional commitment?
- ▶ Is planning defined by the values of the site and by the needs of the end-users (visitors, future generations, etc.), wider stakeholders and also the institutional framework itself?
- ▶ Are the identification of critical objectives of the management systems considered in the planning process?
- ▶ Are the following being considered? Identification of those projects that work towards achieving the objectives of the management system by delivering specific actions (e.g. conservation works), new organizational functions (e.g. online booking for school visits) or services (e.g. new audio-guide facilities) or 'products' (e.g. site documentation, plans themselves or feedback into plans from participatory initiatives encouraging local community links).
- ▶ Are establishing priorities and setting targets for the scope of these projects, defining related procedures, roles and responsibilities, resources, timeframes, risk and other management strategies etc., are being done?

68. Hockings, M., James, R., Stolton, S., Dudley, N., Mathur, V., Makombo, J., Courrau, J. and Parrish, J. 2008. *Enhancing our Heritage Toolkit. Assessing management effectiveness of Natural World Heritage sites*. Paris, UNESCO World Heritage Centre. (World Heritage Papers 23). Tool 1: Identifying Site Values and Management Objectives p.20, Tool 2: Identifying Threats p.25, Tool 3: Relationships with Stakeholders p.29, Tool 6: Design Assessment p.40.