



## INT-HERIT

IMPLEMENTATION NETWORK OF HERITAGE STRATEGIES IN SMALL  
AND MEDIUM- SIZED EUROPEAN CITIES

# PEER REVIEW REPORT



**Baena Castle**

# 1. Peer Review Methodology

Within the frames of INT-HERIT project there will be organized Peer Reviews aiming to review the site visits performed during the transnational meetings. Outputs and conclusions will be derived to present in benchmarking format the Peer Reviews and will help all partners to learn with each other. It will result in useful recommendations that will act as inputs for the project deliverables.

## 1.1. The Peer Review Process

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Peer review is the evaluation of a task, a project, a policy by one or more people of similar competence to the producers of the task/project/policy (peers). It constitutes a form of self-regulation and self-assessment by qualified members of a profession within the relevant field. Peer review approaches are employed to maintain standards of quality, improve performance, and provide credibility.

The European Union has been using peer review in the 'Open Method of Co-ordination' of policies in the fields of active labour market policy since 1999. A peer review is a process where dedicated representatives exchange information and experiences on a specific topic for an effective policy or practice. The Peer Review process comprises a range of presentations and interactive working groups there are included visits to local sites where the policy can be seen in operation.

## 1.2. Peer Review Implementation

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- Peer review will be organized after each site visit in all transnational meetings;
- An open innovation approach will be followed in the peer review process. That means peers as well as interviewers (host city) are put together in round tables to review the site:
- 3 tables will be organized:

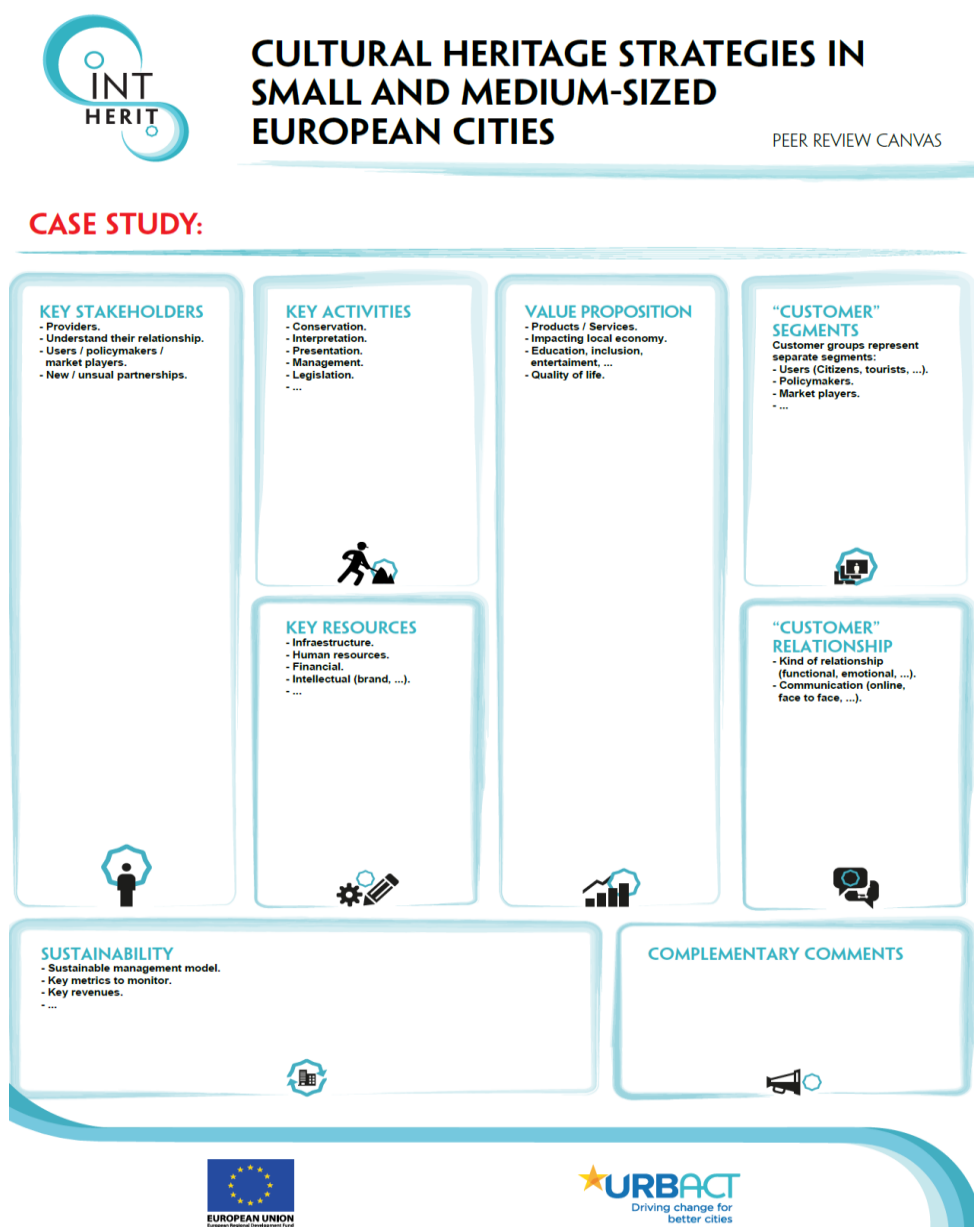


- 3 city partners + host city representative + other (ex: local experts)
- 3 city partners + host city representative + other (ex: local experts)
- 2 city partners + host city representative + other (ex: local experts)
- A good preparation of the “host city representative” taking part in the review is essential to ensure an effective and fruitful peer review;
- The LG should be invited for the peer review
- The peer review process is implemented using a tailor made Canvas tool for INT-HERIT;
- The peer review comments that goes to the Canvas tool are based on the group discussion;
- Comments could be:
  - Recommendations for improvements
  - Observations
  - Questions
  - ....
- The peer review session should have a minimum duration of 1 hour and 15 minutes;
- In the end of the session, the host city representative makes a 5 minutes presentation about the work developed in each table;
- After the peer review, the Ad-hoc make a report compiling the outcomes of each round table.




### 1.3. INT-HERIT Peer Review CANVAS

INT-HERIT PEER REVIEW CANVAS is a simple, relevant, and intuitively understandable model that allows the cities to implement a peer review activity using a shared language. The eight basic building blocks cover the main areas of analysis: Key stakeholders, key activities, key resources, value proposition, “customer” segments and “customer” relationship, sustainability and complementary comments. INT-HERIT PEER REVIEW CANVAS like a blueprint for a strategy to be implemented through organizational structures, processes, and systems, forming the basis for a handy tool.

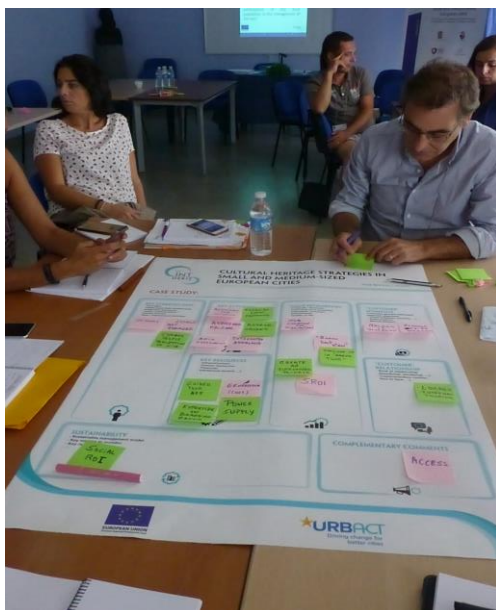


## 2. The Site – Baena Castle

Partner	Baena Castle
 <p><b>Municipality of Baena</b></p> <p><a href="http://www.baena.es">www.baena.es</a></p>	<p>Restoration and contemporary architecture are present in the intervention carried out between 2006 and 2015 in the Castle of Baena, an action that considers both the conservation work on the historic structures and their ability to integrate into new architectural and urban developments that are capable of revitalizing the surrounding environment.</p> <p>The process of restoring the historic masonry has been carried out based on a rigorous archaeological and stratigraphic analysis that has revealed the different construction stages of the building: a structure of Islamic origin transformed into a Christian fortress in the mid fourteenth century, which was transformed into a palace in the sixteenth century, and whose courtyard was occupied by five reservoirs in the second half of the twentieth century.</p> <p>The architectural intervention performed is part of the recognition of the ruin and its historical design, partially restoring the skyline of the towers, of whose original form graphic and written records have been kept. The castle's new walls are constructed using reinforced masonry made from sandstone and stainless steel ribs, which are structurally linked to reinforced concrete cores located in the towers. The recovery of volume and the creation of new interior spaces creates new possibilities for the old castle's use for cultural and heritage purposes.</p>

### 3. Working Groups

The network members were organized in 3 groups, accordingly to the image below, together with Baena Local Group members, which joined the tables and actively participated in the peer review session. Each table had moderator with a deep understanding of the site in order to guarantee a good flow of the discussion and to act as rapporteur.



## 4. Peer Review Session

To kick off the peer review session 2 trigger questions were launched by the Mayor of Baena:

- What technical and legal tool can be used (tender, financial aid, public-private partnership) to carry out a project aimed at completing the pending adaptation in infrastructure and equipment (interior of water tanks) together with a concession for the subsequent exploitation of cultural & tourist activity projected (spa, restaurant, crafts ...)?
- What ideas can contribute to a regulation of management of public use of the site, regulating the activities to be carried out inside the Castle such as visits, events, cultural activities, etc ?





<div><i>Key Stakeholders</i></div> <div><ul style="list-style-type: none"><li>- Get the people to know the castle</li><li>- Survey to Baena habitants about their expectations for the castle</li><li>- Participation with the citizens</li><li>- Engagement with potential investors and events organizers</li><li>- Tax payers</li><li>- Involve the habitants in the discussion</li><li>- Olive oil producer's – PPPs</li><li>- Citizens associations</li><li>- Olive oil museum</li><li>- Travel agencies, hotels, restaurants and olive industry</li></ul></div>	<div><i>Key Activities</i></div> <div><ul style="list-style-type: none"><li>- Services and entertainment</li><li>- Two levels integrated, two different kind of activities</li><li>- Pop-up could help the people of Baena to reclaim the castle</li><li>- Wedding (space, special and unique)</li><li>- Roman baths</li><li>- A story to tell between different architectures – link to use of the castle</li><li>- Organize an idea contest</li><li>- Olive oil festival in the Castle</li><li>- Link to other existing assets in the city</li></ul></div>	<div><i>Value Proposition</i></div> <div><ul style="list-style-type: none"><li>- Free/cheap public function</li><li>- Spa – talk to spa operators to know the answer of the viability of these use</li><li>- Link public use to private use</li><li>- High end “private” function in line with high-end architecture</li><li>- Working in network with other cities around</li><li>- Olive oil museum moving to the castle</li><li>- Conference place</li><li>- Informal talks with private sector to know what they are interested</li><li>- Unusual activities in an unusual place (inside the tanks)</li><li>- Create events with Baena assets (gastronomy,...)</li><li>- 3 starts Michelin restaurant</li><li>- The best olive oil of the world</li><li>- First organic producer</li><li>- SPA, Bing Investment, big risk</li><li>- The value proposition should be built for locals and tourists will love it</li><li>- SPA connect to olive oil</li><li>- Creative temporary uses</li><li>- Casino + SPA</li><li>- OASIS of Andalusia – link water and green spaces in a unique place for locals and tourists</li></ul></div>	<div><i>“Customer” Segments</i></div> <div><ul style="list-style-type: none"><li>- Special price for people from Baena village</li><li>- Only for cultural use</li><li>- Flexibility is good to attract tourist</li><li>- Links with other cultural activities</li><li>- Tourists (local and foreigners)</li><li>- At the present the majority of tourists are from France – explore this segment</li><li>- Tour operators</li></ul></div>
	<div><i>Key Resources</i></div> <div><ul style="list-style-type: none"><li>- Remarkable architecture</li><li>- Cool spaces</li><li>- Olive oil</li><li>- Make provisional floors in the tanks and start to use them</li><li>- Olive oil heritage</li><li>- Explore the holly week</li><li>- Cultural routes</li><li>- Qualified staff and a strong communication department</li></ul></div>		<div><i>“Customer” Relationship</i></div> <div><ul style="list-style-type: none"><li>- Create house rules! Keep it simple!</li><li>- Special venue</li><li>- Light and popular culture</li><li>- Build an emotional relation between users and the castle</li><li>- Giant olive tree in the highway</li><li>- Branding the castle 1 – 5 Olives</li><li>- Branding the castle 2 – the Oasis</li><li>- Build a story “Olive+Castel”</li></ul></div>
<div><i>Sustainability</i></div> <div><ul style="list-style-type: none"><li>- High public investment can ensure a minimum of public use</li><li>- Olive oil as fuel</li><li>- Bikes rentals from olive industry to Almedina</li><li>- Retain the region tourists at least 1 night</li><li>- One ticket for all cultural sites at a special Price</li></ul></div>		<div><i>Complementary Comments</i></div> <div><ul style="list-style-type: none"><li>- Suggestion of a good practice → Airport of Tempelhof</li></ul></div>	



## 5. Main Findings

The Main Findings intends to highlight the strong ideas developed during the peer review activity and should be used as a working document for the city local group. Those are organized accordingly to the 5 project dimensions, namely:

### ***Culture4Development:***

MF1: Public vs Privates for investment: *“Engagement with potential investors”; “Olive oil producers”* - Promote a process of attracting investments, support and a private- public procurement system. In this sense, public use must be ensured compatible with potential private uses.

MF2: Public vs Privates for operation: *“Travel agencies, hotels, restaurants and olive industry”; “Bikes rentals from olive industry to Almedina”* – Promote synergies with privates business from the city to increase attraction of the castle.

MF3: Cultural integrated approach: *“Link to other existing assets in the city”; “Olive oil festival”; “explore the holly week”* – Promote interconnectivity between the site and other facilities and cultural resources of Baena (Museums, archaeological site of Torreparedones, olive oil, salt mines ...), for the development of shared proposals, inspiration and complementarity in the uses, etc.

MF4: Keep it in the loop: *“Pop-up could help the people of Baena to reclaim the castle”; “wedding (space, special and unique); “Roman baths”* - It is very important not to show feeling of abandonment of the site. While permanent solutions are found, it is a priority to implement small scale and short-term activities to keep the castle in the loop of city discussion.

### ***Culture4Engagement:***

MF5: Locals vs Tourists: *“Get the people to know the castle”; “Survey to Baena habitants”; “Special price for people from Baena village”* – Build an offer at the Castle for locals with potential to attract tourists. The space is a very suitable place to promote the connection

between local people, tourists and other interested parties. Search for the right balance between locals and tourists.

MF6: Open to hands and brains: *“Volunteers”; “Ambassadors”; “Citizens associations”* – The Int-Herit local group can be the suitable mechanism to bring hands and brains to the castle.

MF7: Networking: *“Working in network with other cities around”* – link the Castle to other cultural assets in the region. A cultural route where the Castle of Baena is at the centre.

#### **Culture4Value:**

MF8: Identity, branding and communication: *“Build a story (Olive+Castle)”*; *“Link olive oil and the castle”* *“Almedina stories”*; *“Build an emotional relation between users and the castle”*; *“5 Olives”*; *“Oasis”* – A good story helps to “sell” the product. A good story telling will make locals proud of the Castle and will raise curiosity for visitors. The uniqueness of the place should translated to the branding and communication strategy.

MF9 Ideas for new uses: *“Pop-up events”*; *“SPA – talk with spa operators”*; *“Oasis – cool and green spaces”*; *“conference place”*; *“Gastronomy events”*; *“Casino+SPA”*; *“City market”*; *“Local creative industries”*; *“Summer cinema”*; *“Light and popular culture”* - It is recommended to promote flexible solutions based on complementary activities (two levels, two cultures ("high & popular"). The unusual character of the site (large water tanks inside the castle) invites the development of unusual activities in its interior.

#### **Culture4Measures:**

MF10 Sustainability: *“Retain the region tourists at least 1 night”*; *“One ticket for all cultural sites at a special Price”* – Sustainability of the operation should be the aim of public authority. To achieve such goals, other kind of infrastructure and services should be considered in an integrated way, such for example: beds, food, mobility, etc.

#### **Culture4Policies:**

MF11: Legal framework: *“Create house rules! Keep it simple”* - it is also a priority to create norms that regulate the temporary and flexible use of the site for different types of social and

cultural activities. Find the legal mechanisms and the specific know-how to give shape to the proposal for an adequate procurement and management.

MF12: Public investment: “SPA – *big investment, big risk*”- a reliable analysis should be made of the return on investment (RoI) for the SPA, together with private operators of SPAs facilities.

The whole group recognizes the high level of investment and professional quality in the rehabilitation carried out. That is why it is very necessary to develop an efficient plan of uses.

