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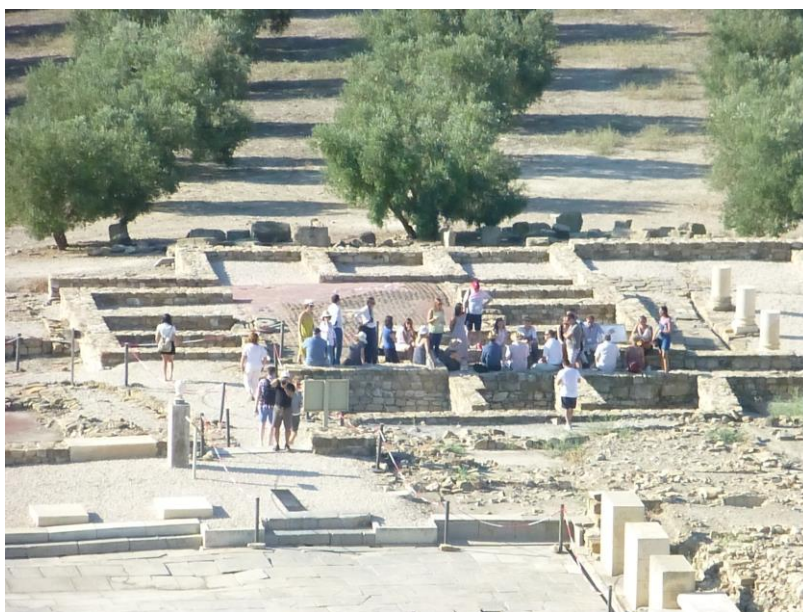
IMPLEMENTATION NETWORK OF HERITAGE STRATEGIES IN SMALL AND MEDIUM- SIZED EUROPEAN CITIES

PEER REVIEW REPORT

Torreparedones

September 2017

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

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

- 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:
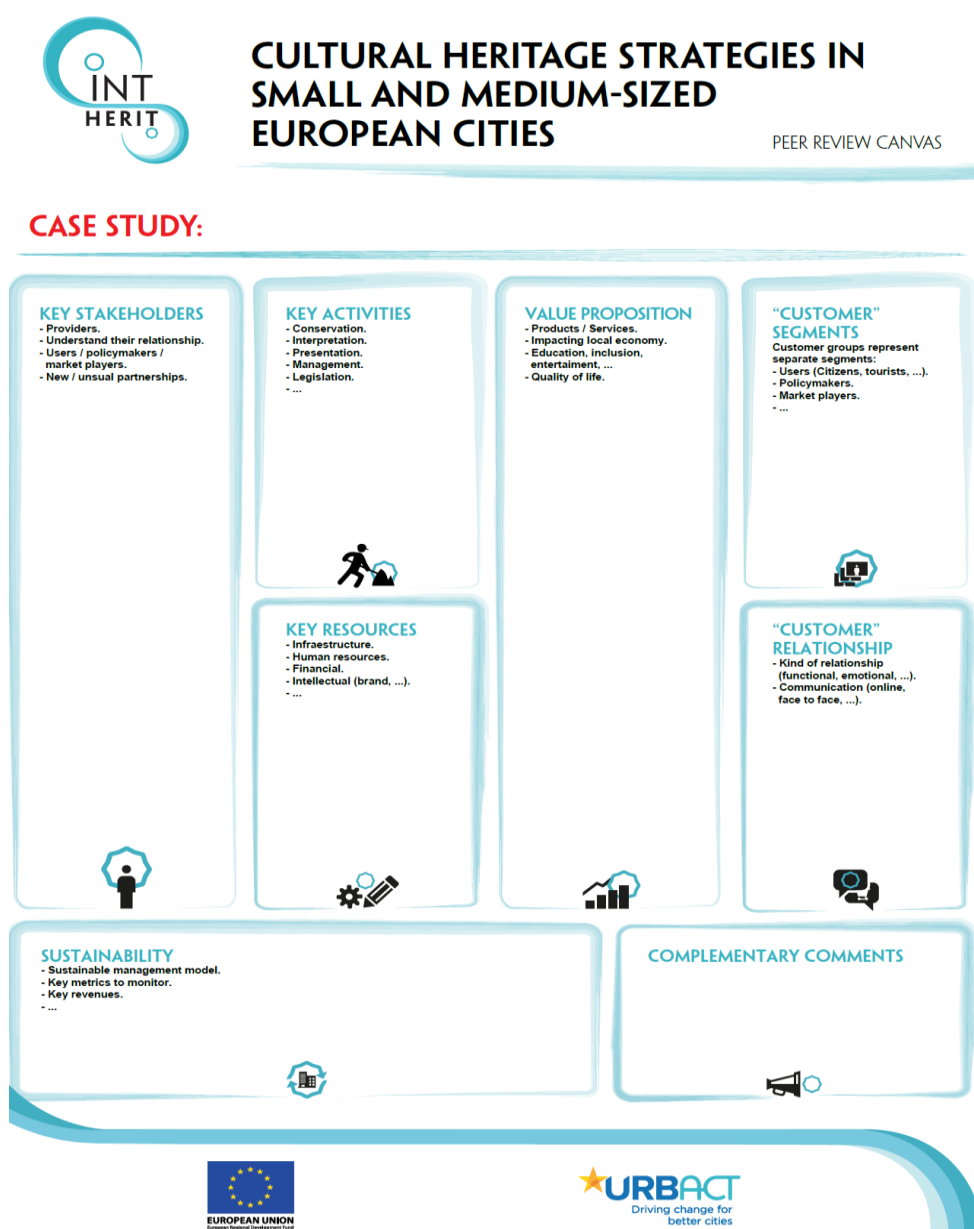
- 3 tables will be organized:

- o 3 city partners + host city representative + other (ex: local experts)

- o 3 city partners + host city representative + other (ex: local experts)

- o 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:

- o Recommendations for improvements

- o Observations

- o Questions

- o ….

▪ 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 – Torreparedones

Partner	Torreparedones
Municipality of Baena www.baena.es	Archaeological complex of Torreparedones. Iberian-Roman city and medieval castle located in the limit of the municipal areas of Castro and Baena. The old city had capacity for about 800 houses and more than 3,000 inhabitants. There is evidence of an intense Iberian-Roman habitat throughout the area: marble and limestone statues, reliefs, amphorae, and the famous Roman Pompeii family urns. The Iberian sanctuary stands out in the complex as well as the Eastern gate, forum and Roman market... The site has been only partially excavated and it has been open to the public since 2011.

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.
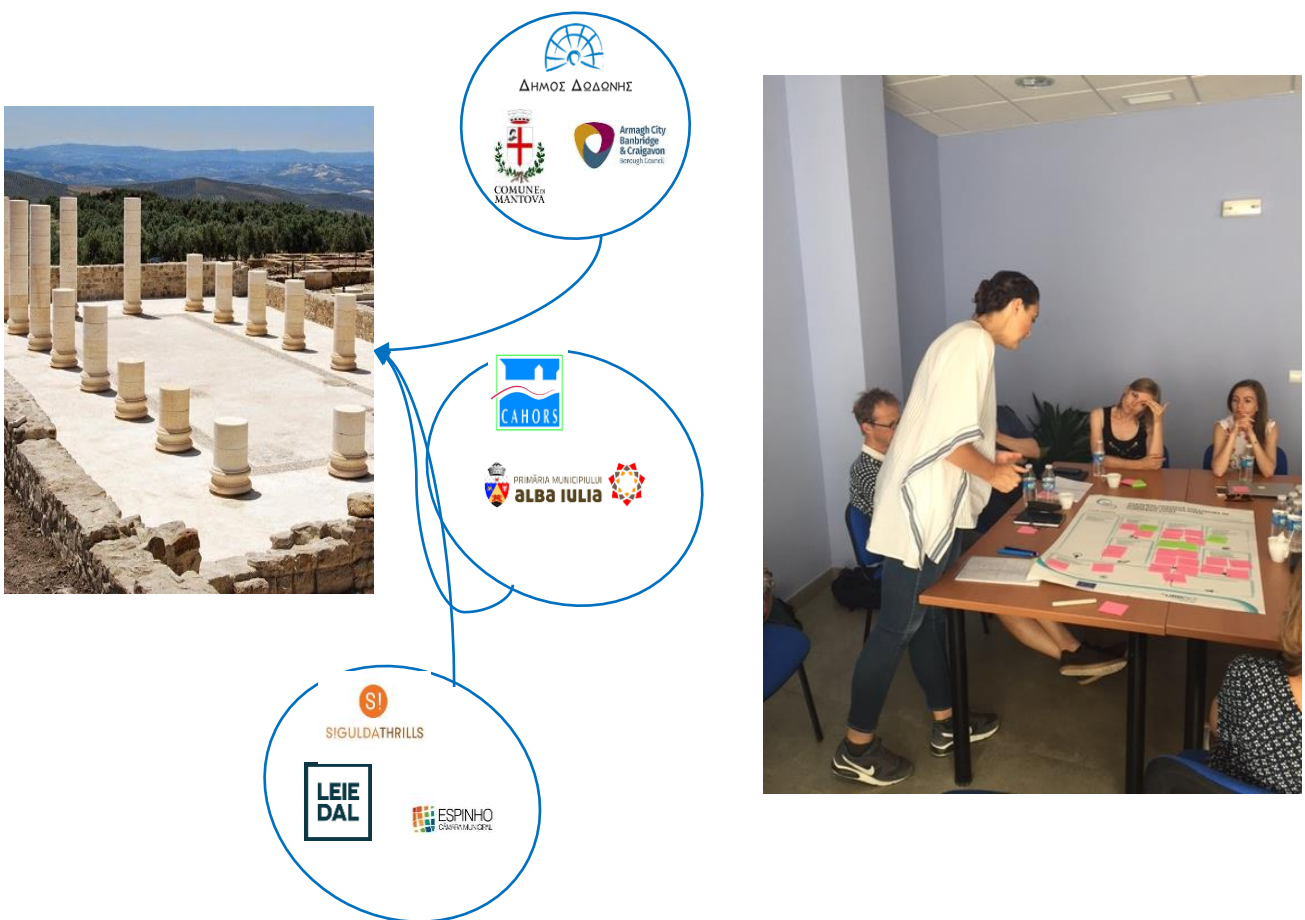
4. Peer Review Session

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

- Proposals and suggestions towards a sustainable model of public, private or mixed management model?

- Ideas on how to implement small steps in the management regarding the attraction of publics and the active social participation of the local population in the management of the site?

Key Stakeholders

- The base is olives, everything must be built on olives
- Schools
- Foreign researchers
- Volunteers program
- University, department of tourism, ministry of culture (Andalucía)
- Tourists (cultural curiosity) and unconventional visits

Key Activities

- Awareness raising – make it visible
- Energize local community
- Activities for schools
- Integrated approach with other activities in the city
- Personalize – you walk through the site as one person from the history – around it set a lot of info and everyday details around it
- Limit excavations up to 20% - think about the maintenance afterwards
- More communication about the site
- To link visits of each site – Torreparedones, the museum, the castle, …
- Festivals and roman cooking
- Aggressive marketing

Key Resources

- Guided tour APP
- Power supply
- Money – intensive investment project
- Expertise on branding Baena
- Accessibility – roads
- Water supply, power supply, walking tracks, shadows
- Replace metal panels to last longer
- Accessibility
- Branding – top 10 in Spain, top 3 in Andalucía – networking to other sites in the region

Value Proposition

- "Baena Best View"
- Make it part of Baena tour
- Link to education and build synergies with schools from the region
- Job creation for disadvantage people
- SROI
- Create a cultural integrated package for Baena
- Astronomy observatory – the best place to see the stars "Stargaze"
- Build an experience for the visitors
- More experiences than just the archaeology
- Augmented reality (super, genuine)
- House style for the interventions (architecture, paths, benches,…) would upgrade the site
- Digital reconstruction is more important than more excavations
- Make the visitor feel like a Roman
- Shadow places, access to water, throughout the site
- Transportation link between, the site, museum and castle
- Offer a tranquillity place between Granada and Cordoba
- Valorisation heritage - cultural and natural
- Oasis – must stop! (3)
- Special historic activities recreation – ex: Food
- Organize stargazing (4)
- pop restaurant in the summer
- Archaeological camping/picnic
- Trough the olive gardens – olive experience
- Open to companies' events – they can have the site special occasions

"Customer" Segments

- School trips market
- Malaga is just 1:30h way
- Tourists, guides, print guides
- Citizens
- Tourists
- Investors

"Customer" Relationship

- Locals and internal tourism
- Change people perception of the site
- Locals not engaged
- Combine site guide with transport – book a guide in the museum and guide drives you there and back
- Use of social media and specialized apps
- Increase self esteem – defining product and selling strategy
- Increase self-esteem of local citizens

Sustainability

- Integrated ticket for all cultural sites in Baena
- New attractions does not mean more visits
- Social ROI (return on investment)
- Cafeteria and shop on the site
- Olive oil from Torreparedones to be sold to visitors
- Free access to citizens when they bring a visitor

Complementary Comments

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: Awareness raising: *"make it visible"; "Aggressive marketing"; "Expertise on branding Baena"; "Top 10 in Spain, top 3 in Andalusia – networking to other sites in the region"; "More communication about the site"* – the design and implementation of a communication plan for Torreparedones can bring visibility to the site and increase the number visitors from the city of Baena and tourists.

MF2: Cultural integrated approach: *"Integrated approach with other activities in the city"; "to link visits of each site"; "Make it part of Baena tour"; "Create a cultural integrated package for Baena"; "Transportation link between, the site, museum and castle"* – Promote interconnectivity between the site and other facilities and cultural resources of Baena;

Culture4Engagement:

MF3: The right stakeholders: *"Schools"; "Foreign researchers"; "Volunteers program"; "University – departments"* – Looking to the different profile of the stakeholders identified, a segmentation of stakeholders in the local group of Torreparedones should be made. The Volunteers program, can be the common element between different profiles of stakeholders, they can come from schools (students and professors), universities (students, professors and researchers) and from international researchers.

MF4: Local community: *"Energize local communities"; "Change people perception of the site"; "increase self-esteem of local citizens"* – conditions for an active participation of Baena community should be created. Promoting activities at the site with the citizens of Baena can increase the feeling of ownership.

Culture4Value:

MF5: Digitalization: *"Guided tour APP"; "Augmented reality (super, genuine)"; "Digital reconstruction is more important than more excavations"*- digitalization of cultural heritage it's a current trend. A very close collaboration between archeologists, engineers and computer graphic designers allowed the 3D reconstruction of these remains and trough augmented reality put it available to visitors.

MF6: Key infrastructures*: "Power Supply"; "accessibility – roads"; "water supply, power supply, walking tracks, shadows"; "house style for the interventions (architecture, paths, benches,…) would upgrade the site"* – the peer review highlighted the urgency of an improvement of basic infrastructures at the site.

MF7: Valorization Heritage*: "Personalize – you walk through the site as one person from the history – around it set a lot of info and everyday details around it"; "cultural and natural"; "make the visitor feel like a Roman"; "Oasis – must stop between Granada and Cordoba"; "Trough the Olive gardens – olive experience"* – search for the uniqueness of the site and build an experience for the visitors are the 2 strong ideas expressed in partners inputs.

MF8: Ideas for complementary uses: *"Festival and roman cooking"; "Baena Best View"; "Astronomy observatory – the best place to see stars – Stargaze"; "Pop-up restaurant in the summer"; "archeologic camping/picnic"; "Open to companies' events – they can have the site in special occasions"; "School trips market"* – the ideas presented explore 2 main drivers, "best place to be" and "food". An option for Baena is to work on top of those 2 drivers to promote attrativeness and sustainability of the site.

Culture4Measures:

MF9: Social Return on investment: *"Job creation for disadvantage people"; "SROI"* – the city of Baena is making a significant public investment on Torreparedones. Socially motivated investment may also generate financial returns and financially motivated investment may generate social returns. Measuring SROI is about measuring the benefits for the city of Baena and for a wider society in terms of social value, which is not necessarily captured in traditional

financial flows. This means that SROI could be a good way to measure the impact of the city investment in Torreparedones.

MF10: Sustainability: *"Integrated ticket for all cultural sites in Baena"; "Cafeteria and shop on the site"; "Olive oil from Torreparedones to be sold to visitors"; "Free access to citizens when they bring a visitor"-* 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: Public Investment*: "limit excavations up to 20% - think about the maintenance afterwards"; "Money – intensive investment project"* – define the borders of the investment is a way to avoid lobby movements from academics, local investors, and other kind of organizations.