

Nomination of
The **GREAT**
SPAS of Europe



for inclusion on the
World Heritage
List

5.j Staffing levels (professional, technical, maintenance)

All countries involved in *The Great Spas of Europe* project have developed their own efficient systems of education of professional staff. It concerns expert education in the field of historic building conservation, historic parks and gardens maintenance as well as specific education relating to the spa medicine and spa clients treatment (see also Chapter 5.g) above). Information in this chapter relates primarily to the staff available in the individual spa towns for providing professional and technical services, both to professional restoration and maintenance and for real on site maintenance and repairs.

1. Baden bei Wien

AUSTRIA

In *Baden bei Wien* the full range of skills and expertise for the management and maintenance of the World Heritage is available..

Institution	Technical staff	Administrative staff	Further staff	Total staff
Baudirektion	9 (technicians & architects)	7		16
Abteilung Stadtgärten	4	5	Up to 64 (seasonal employed)	Up to 73
Immobilien Baden KG	2	8		10
Bundesdenkmalamt (BDA)	10 (one responsible for the district Baden)	4		10
Tourist Information Baden	2	5		7

- i. Management of the springs: Baudirektion
- ii. Planning and Management: Baudirektion; Federal Monuments Protection Authority (Bundesdenkmalamt – BDA)
- iii. Technical / academic skills: Baudirektion; Directorate for green spaces and parks (Abteilung Stadtgärten)
- iv. Marketing, promotion, interpretation and education: Tourist Information Baden, media-unit
- v. Cures, treatment, management of individual spa establishment: this is undertaken by the (mostly private) owners.

The Regional Conservation Office for Lower Austria (part of the Monuments Protection Authority / BDA) has long-standing and intensive experience in restoration-activities.

It is able to refer to an efficient and dedicated team of specialists (e.g. architects, art historians, archaeologists, building archaeologists, folklorists, master builder, and painter) whose skills are focused on the maintenance of monuments. Furthermore, craftspeople and technicians from the private sector can be contracted for conservation work by those who require high technical skills and traditional artisanry.

The Municipality of the City of *Baden bei Wien* employs a wide range of specialists depending on the City's responsibilities. With regard to the implementation of the responsibilities as foreseen by the Federal Constitution, one can say that the staffing level regarding the City *Baden bei Wien* is adequate.

While the City of *Baden* (resp. its outsourced agencies) employ staff for operating the town's infrastructure (museums, archive, swimming areas), most of the spa infrastructure (springs, hotels, sanatoriums) are run by private owners or are not the responsibility of the City (e.g. social health insurance schemes which have their own sanatoria and spas).

The city of *Baden* operates one of the biggest directorates for green spaces and parks (Abteilung Stadtgärten) in Austria. Some 70-75 persons (depending on the season) are employed. The staffing structure is as follows:

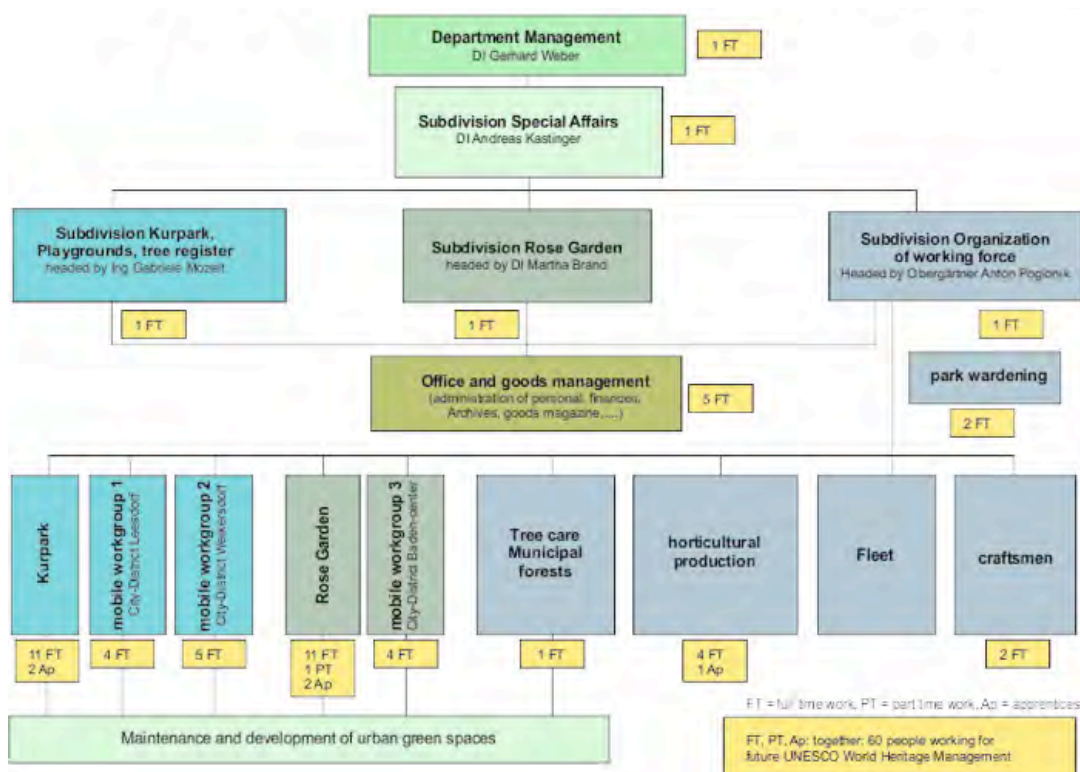


Fig 29: Organisation chart of the Directorate for Green Spaces and Parks, *Baden bei Wien*, March 2017. (Source: City of *Baden*)

Maintenance work will be undertaken by the building yard (Bauhof).

2. Spa

BELGIUM

Different structures help to manage, maintain, service, conserve and promote the property. All these structures have specialist skills than guarantee rational property management.

1) Town of Spa

The municipal services have a workforce of over 180 people split between various activity sectors with or without links to the property management.

Municipal staff are also available to various non-profit making associations (a.s.b.l.). They are incorporated into the presentation below.

Administrative departments

A total of 45 officials with skills encompassing general affairs, social affairs, housing, accounts, population/civil status, income and works.

The Works Department is directed by an engineer-architect and various specialist skills are found in this department: UNESCO project coordinator, land-use planning and town planning advisor, environmental advisor, energy advisor and architect. These various skills serving the town of Spa are tasked with providing specialist advice to the local authorities managing the property.

Technical departments

A total of 46 officials with skills divided between different departments: buildings, plantings, cleanliness and cemeteries directed by a chief inspector.

Other

A total of 72 officials with skills divided between different departments: receptions, crèche, out-of-school care, library/toy library, teaching, maintenance staff.

Staff made available to the “Spa History and Archaeology” a.s.b.l.

Three officials:

3/4 FTE (full-time equivalent): history of art graduate, curator of the *Spa* Museums

3/4 FTE: administration employee, assistant to the curator of the *Spa* Museums

1 FTE: graduate librarian managing the local archive funds

Note that the non-profit making association is responsible for hiring four receptionists and three students for three workstations and that 25 volunteers assist regularly with different tasks within the association.

Staff made available to the “Spa – Jalhay – Stoumont Cultural Centre” a.s.b.l.:

Eleven officials with skills split between coordination, administration, accounts, technical management and maintenance.

Four other people round out the Cultural Centre’s professional team.

Staff made available to the “Youth Centre” a.s.b.l.:

One official: One administration employee, project management.

2) Tourist Centre, Tourist Office and Autonomous Municipal Company - Pouhon Pierre-le-Grand department

These three bodies are grouped in the Pouhon Pierre-le-Grand and have the same goal - tourism.

Spa – Hautes Fagnes Tourist Centre

Two officials:

1/2 FTE: graduate with Masters in Economic Sciences, Director of the Tourist Centre

1 FTE: Bachelor’s degree in tourism, tourist reception.

Spa Tourist Office

Three officials:

- 1/2 FTE: graduate with Masters in Economic Sciences, Director of the Tourist Centre
- 1 FTE: Bachelor's degree in tourism, administrative employee (publishing, agenda, accommodation relations, events, etc.)
- 1/2 FTE: IFAPME qualifying training - communication/management and accounts, administrative employee (communication, NICT, etc.)

Autonomous municipal company – Pouhon Pierre le Grand department

Seven officials:

- 4/5 FTE: graduate of higher secondary studies, administrative employee (social aspect, salaries, miscellaneous events, checkout management, etc.)
- 1/2 FTE: qualifying training in management and accounts, accounts employee
- 1 FTE: Bachelor's degree in French, English history and tourism, tourist reception
- 1 FTE: graduate of higher secondary studies, tourist reception
- 1/2 FTE: Bachelor's degree in modern language secretariat, tourist reception
- 1/2 FTE: tour guide
- 1/2 FTE: maintenance of premises

3) Nature park

Once recognised, the Parc Naturel des Sources currently being recognised envisages splitting the technical team as follows:

- 1/4 FTE (full-time equivalent): management
- 1/2 FTE: administrative secretariat
- 1/2 FTE: search for financing
- 1/2 FTE: officer focused on protection, management and enhancement of the natural heritage
- 1/2 FTE: officer focused on landscape and development of the territory
- 1/2 FTE: officer focused on rural and economic development by encouraging sustainable development

4) Thermal bath

Although the medical thermal cure is no longer reimbursable by the National healthcare system, the thermal baths continue to provide balneological treatments alongside well-being and aesthetic treatments.

The staff members are divided as follows:

on a total of 60 people on a contract system around 30 are employees and 30 men workers

25 people provide balneological, well-being and aesthetic cares (freelance or contract system):

- 11 beauticians
- 14 physical therapists or massage therapists
- 5 balneotherapists

Identification of needs

Based on the operational goals of the *Spa* management plan, potential adjustments to the personnel working in the property management may be identified. The first need

identified was to appoint a clearly identified staff for heritage management. The first step in 2017 was the designation of an architect as the Local Project Coordinator for *The Great Spas of Europe*. Since then, one of his tasks has been to federate the stakeholders around the project and improve their involvement in managing heritage. The need to develop a Heritage Unit is crucial for the future. The skills already exist at the local level. The key challenges are to enhance qualifications of staffs, improve coordination between them and optimize collaboration between local and regional levels.

To manage, conserve, and use sustainably the three Czech components, different skills are necessary which are provided by a number of institutions at regional and local levels.

CZECH
REPUBLIC

Regional level

National Heritage Institute, Regional Office in Locket

It has 1 director, 1 deputy director, 15 specialists in heritage care and archaeology and in research of built heritage, 5 technicians and conservators, 1 secretary, 2 employees in the economic department and 1 maintenance worker. Of the 25 employees of the Locket regional office, 21 have academical education and the rest are graduates from high schools. The Office is methodologically supported by the professional staff of the NHI General Directorate. The Locket regional office has also several advisory councils composed not only of its employees but also professionals from other institutions:

Heritage Council

The Heritage Council is the top advisory body to the Director of the office, composed of experts in heritage care including university professors and specialists from the whole Czech Republic. It expresses its opinions on complex restoration works and projects, on urban interventions and new structures in the protected territories.

Regional commission for the assessment of proposals for the declaration of heritage assets as listed cultural monuments of the Czech Republic

The Commission considers whether the proposals will be referred for approval by the Ministry of Culture of the Czech Republic.

Regional Authority of the *Karlovy Vary* Region

The Regional Authority of the *Karlovy Vary* Region is the executive authority for state conservation care of national cultural monuments of the Imperial Spa and the Virgin Mary Church in *Karlovy Vary* and the main colonnade in *Mariánské Lázně*. The Department of Culture, Heritage Care, Spas and Tourism carries out this work. It has a sufficient staff level (2 employees with academical education in heritage care who regularly take part in postgraduate trainings needed for their work (legislation, heritage care, etc.).

In 2016, the Regional Authority of the *Karlovy Vary* Region established a specialized commission which coordinates and supports the activities connected with nomination of the region's properties for inscription on the World Heritage List. The commission is headed by the representative of the Regional Authority, and has one part-time employee.

3. *Františkovy Lázně*

The following staff takes part in historic building conservation, town planning, protection and maintenance of mineral springs, maintenance of parks and public greenery, public relations and marketing as well as education relating to the spas.

Maintenance of the mineral springs

The natural mineral healing sources are according to the Spa Law administered and monitored by the Czech Spa Inspectorate which is a Prague-based funded organization of the Ministry of Health; the maintenance of mineral springs has to secure the operator of the source which has the right to use it.

The Department of Facility Management of the Municipal Office of *Františkovy Lázně* is responsible for the maintenance of the headwater area and colonnades (2 specialists). The town of *Františkovy Lázně* also cooperates with the Research Institute of Balneology which has its office in the town.

The main spa provider in the town, Lázně Františkovy Lázně a.s. has 1 specialist responsible for administration of mineral springs.

Heritage care

Apart from the execution of the heritage care and expertise in conservation and restoration of built heritage on a regional level through the Regional Authority of the *Karlovy Vary* Region and the Regional Office of the National Heritage Institute (see above), the care of listed built heritage is the responsibility of the Department of Heritage Care of the Building office of the town of Cheb (2 specialists) and the Building office in *Františkovy Lázně* (1 specialist)

Custody

The Department of the Facility Management of the Municipal Office of *Františkovy Lázně* (3 specialists) takes care of the buildings and other assets owned by the town and town's organisations including the museum, library and theatre as well as spa colonnades)

Urban/spatial planning

Municipality of the town of Cheb (1 specialist in spatial planning)

Maintenance of parks and public greenery

The maintenance of public greenery is provided by the company AVE or other local suppliers which are commissioned by the town's representatives.

Tourist information centre

Destination agency and information centre – 3 trained employees

Marketing and promotion

Marketing and promotion activities are carried out by the Destination agency and information centre, by the Municipal Office of *Františkovy Lázně*, Municipal Cultural Centre, Municipal Museum as well as by private spa providers.

Municipal Cultural Centre – 6 employees

Municipal Museum – 20 employees including 6 specialists

Library – 4 employees

4. *Karlovy Vary*

Maintenance of the mineral springs

The natural mineral healing sources are administered and monitored by the Czech Spa Inspectorate which is a Prague-based funded organization of the Ministry of Health; the maintenance of mineral springs has to carry out the operator of the source

which has the right to use it. In *Karlovy Vary* this is mainly the town itself which for the maintenance of mineral springs has established a 100% daughter company, *Správa přírodních léčivých zdrojů a kolonád, p. o.* (Administration of natural healing sources and colonnades). This company has 24 employees (1 director, 1 accredited expert in balneotechnology, 22 skilled specialists). The statutory town of *Karlovy Vary* also cooperates with the Balneological Institute *Karlovy Vary*.

Heritage care

Apart from the execution of the heritage care and expertise in conservation and restoration of built heritage on a regional level provided by the Regional Authority of the *Karlovy Vary* Region and the Regional office of the National Heritage Institute, the care of listed built heritage is the responsibility of the Department of Heritage Care of the Municipality of *Karlovy Vary* which employs 5 specialists (2 with an academic background).

Maintenance of built heritage

Maintenance of built heritage is carried out by part of the Facility Management Department of the Municipality of *Karlovy Vary* (11 people, 3 with an academic background, 8 trained specialists)



Urban/spatial planning

The Department of Spatial Planning of the Magistrate of *Karlovy Vary* employs 6 people of which 5 have an academic background. At the Magistrate there is also a Department of Town's Architect with 4 people of which 3 have an academic background.

Maintenance and cleaning of communications

These activities are carried out by the Technical Department of the Magistrate of *Karlovy Vary* which employs 12 people (4 with an academic background, 8 technicians).

Maintenance of parks and public greenery

Since 1992, the parks in *Karlovy Vary* have been maintained by the company, *Správa lázeňských parků, p. o.* (Administration of spa parks), a funded organisation of the statutory town of *Karlovy Vary*. The company cares after the lawns, flower beds and trees in the spa parks but also in other public areas of the town and cemeteries, it secures waste disposal management and maintenance of roads and walking paths. It employs more than 100 people: 6 managers with academic background in horticulture, agriculture, economy and management, 8 specialists skilled in forestry, horticulture, agriculture and economy, 10 skilled gardeners, further 31 employees with high school education (machine operators, woodcutters, masons, joiners, carpenters, etc.) and 30 workers and cleaners. The company is seeking further employees in order to manage the increased amount of workload.

Maintenance of spa forests

The extensive spa forests (ca. 1,870 ha) are maintained by the company *Lázeňské lesy*

Karlovy Vary, p. o., a funded organisation of the statutory town of *Karlovy Vary* which has 57 employees: 1 director, 12 technicians, 44 workers; 6 employees have academic background. The company is holder of a certificate in forest management issued by the Association of forest owners of the Czech Republic.

Tourist information centre

The Tourist information centre provides a wide range of services for the spa clients and visitors to the town as well as marketing and promotion activities. Currently it employs 14 people who attend regular trainings and courses (marketing communication, language courses, B2C communication, town's history and attractions, etc.). The number of employees is sufficient and corresponds to the current needs; in the case of inscription of *The Great Spas of Europe* on the World Heritage List, their number will be increased.

- 1 director with an academic education in marketing
- 1 deputy director with an academic education
- 1 administrative employee
- 1 project manager with an academic education in marketing
- 2 marketing employees
- 8 employees of tourist centre: high school or academic education

Municipal library

Apart from the Regional library, the town of *Karlovy Vary* operates 1 municipal library with 6 branches with altogether 11 skilled employees (4 academic background, 7 high school education).

5. *Mariánské Lázně*

Maintenance of the mineral springs

The natural mineral healing sources are administered and monitored by the Czech Spa Inspectorate which is a Prague-based funded organization of the Ministry of Health; the maintenance of mineral springs has to secure the operator of the source which has the right to use it. The maintenance of springs in *Mariánské Lázně* is provided by the Department of Environmental Affairs of the Municipal office of *Mariánské Lázně* in cooperation with the Regional office of the Administration of the Slavkovský les Protected Landscape Area under the supervision of the Czech Spa Inspectorate.

Heritage care

Regional Authority of the *Karlovy Vary* Region, National Heritage Institute – Regional Office in Loket (see above)

Building Office of the town of *Mariánské Lázně*: 1 specialist with an academic background.

Custody

Department of Facility Management of the Municipal Office of *Mariánské Lázně* (buildings owned by the town): 5 employees

Building office of the town of *Mariánské Lázně* (other buildings): 5 employees

Urban/spatial planning

Department of Spatial Planning of the Municipal Office of *Mariánské Lázně* issues binding opinions on new structures, is also responsible for creating spatial plans. It has 1

director, 3 specialists, all with an academic background and trained in the field of spatial planning.

Maintenance of buildings, communications and parks

These activities are provided by the company Technický a dopravní servis, s.r.o. (Technical and Transport Service), which is 100% owned by the town of *Mariánské Lázně*. The company (1 director and variable number of employees) administers maintenance of buildings which are listed cultural monuments or national cultural monuments, maintenance of the town's park, public lighting, and roads and other communications including paths in the park, and secures municipal waste management.

Maintenance of public greenery

Department of Environmental Affairs of the Municipal Office of *Mariánské Lázně* (Administration of public greenery): 7 employees

Maintenance of spa forests

Care of the spa forests which are owned by the town of *Mariánské Lázně* is provided by the company, Lázeňské lesy spol. s r.o. (Spa Forests.), a 100% daughter company of the town. Its staff includes: 1 director, 1 accountant, 3 forest keepers, 1 tractor driver.

Maintenance of state forests

The care of the extensive state forests in the vicinity of *Mariánské Lázně* (in the nominated property and its buffer zone) is provided by the state enterprise, Lesy České republiky, s.p. (State Forests of the Czech Republic) through its branch in Toužim.

Tourist information centre

7 skilled employees who regularly attend courses of foreign languages and specialized trainings organised by the Association of Tourist Information Centres (ATIC).

Marketing and promotion

For marketing, PR and promotion are responsible the Department of Development, Spas and Tourism of the Municipal Office of *Mariánské Lázně* (3 employees) and the Tourist information centre (7 employees)

Municipal museum: 5 skilled specialists

Municipal library: 5 skilled specialists

6. Vichy

FRANCE

Municipality of Vichy

All the municipal authority's departments contribute to the management, maintenance, upkeep and surveillance of the property nominated for inscription. Since 1 January 2016, several of these departments have been mutualised with the Community of Greater *Vichy*, thus giving access to a wealth of skills and resources for the management of the property.

For the Municipality of *Vichy*, staff numbers total 438 operatives as of 31 October 2018. The table overleaf presents the different municipal departments closely involved in the management of the property.

The table below shows the principal community departments whose missions and actions will interact closely with the management of the property.

Management / Department	Total staff	Specialities
Engineering – Maintenance – Servicing of the Property		
City Project	4	Implementation and management of town planning; contracting authority for urban projects; UNESCO coordination mission; architectural and heritage consultancy to private project holders; city-centre management (commercial, animation...)
Town planning* *Department partly mutualized with Community of Greater Vichy for aspects relating to examination and management of land-use rights	2	Examination and management of land-use rights for Vichy
Green spaces* *Department partly mutualized with Community of Greater Vichy	76	Design and construction of municipal green spaces; maintenance of parks and green spaces; maintenance of pools and water sources; Management of arboreal heritage (avenues of trees, parks, etc.) ; creation of floral decorations; horticultural production for floral decorations; management of the plant heritage. - 5 people working solely in the management of the Allier parks - Confirmation of the 4 Flowers label + special prize for the arrangement of the beaches and walks along the right bank
Roads and assorted networks* *Department partly mutualized with Community of Greater Vichy	6	Roads and works of art – new creations and renovation; accessibility of public spaces; traffic, parking and road markings; environmentally friendly transport (safety installations, cycle, pedestrian and bus lanes), etc.
Management and technical maintenance of municipal buildings* *Department partly mutualized with Community of Greater Vichy	8	Technical management of the municipal built heritage with a view to maintaining and/or improving safety, convenience, enjoyment functionality, accessibility and building energy efficiency.
Centre technique municipal (CTM) (municipal technical centre)	101	Supplier of services to all the municipal and para-municipal departments (Tourist Office), the CTM is responsible in particular for: - new works and maintenance on buildings and roads - Civil engineering and road works in parks and gardens - Maintenance of road signage and street furniture - Street cleaning – Removal of graffiti and unauthorized bill posting - Installations for events, conferences and colloquiums
Monitoring of the property and protection – Health and Hygiene		
Public security and municipal police	46	Keeping a watch on respect for public order, health, safety, keeping the peace.
Safety – Health – Hygiene	4	Implementation of procedures relating to buildings at risk of collapse and management of records; Health - Hygiene.
Interpretation of the Heritage – Cultural Events – Communication		
Valery Larbaud multimedia library	25	Hosting of the Centre international de ressources sur le Patrimoine thermal (International spa heritage resource centre) (2014); organization of heritage-related events and exhibitions; responsibility for groups (play groups, schools, CAVILAM, adult education, seniors, etc.) for presentations of authors, collections, musical works, specialized collections, exhibitions, etc.
Communication	4	Publication of the Municipality of Vichy newspaper; definition and implementation of internet strategy; public relations; calendar of events; management of the municipal advertising hoardings.
Official events – associations and districts	6	Relations with district associations; presentation of the town's brand image in relation to the sector of associations and the public, etc.

Community of Greater *Vichy*

Apart from the departments mutualised with the Municipality of *Vichy*, several of the departments and skill centres of the community are concerned with matters relating to the property, and are already partners in the presentation of this nomination. Generally speaking, the Municipality of *Vichy* can have recourse to the many skills of the Community of Greater *Vichy*, which had a staff of of 353 operatives as of 31 October 2017

Centres / Department	Total staff	Specialities
Environment centre	7	In charge of street cleaning and domestic and other refuse; in charge of sustainable transport; natural river environment mission, prevention of natural and technological risks; sustainable development mission; energy transition; Service Information Géographique (geographical information department).
Sustainable planning and housing, urban projects and rurality Including Town Planning for <i>Vichy</i>	15	in charge of development, housing and town planning; mutualized town planning department; architectural advisory mission; territorial diversified development mission

State services allocated to the management of the site

In the framework of the management of listed and registered monuments and the management of the Outstanding Heritage Site, the following act on behalf of the services of the State:

- the Regional curator of historic monuments (Frédéric Henriot);
- the head architect for historic monuments (Richard Duplat);
- The architect of Bâtiments de France delegated to the municipality of *Vichy* and director of the Unité Départementale de l'Architecture et du Patrimoine (Departmental architecture and heritage unit) (Jean-Marie Russias).

The Compagnie de *Vichy*: Spa Establishment, Parc des Sources

For the management of the spa heritage in its charge, the Compagnie de *Vichy* has a maintenance team consisting of 14 people practising the following trades: management, building trades, electricians, plumbers, electromechanical engineers.

It also has recourse to external companies: for routine park maintenance (ID Verde), more irregularly for one-off operations in such areas as ironwork, carpentry, roofing, stone carving, mosaics, painting, etc.

Vichy Tourist and Spa Office

Total staff of the office: 89 people (2016)

Number of part-time guides: 6 guides led visits in 2015 and 10 guides in 2016.

Centres / Department	Total staff	Specialities
Reception and information centre	2	Tourist reception and information on the territory; tourism promotion; publication of tourist documentation
Marketing centre	3	Sale of individual accommodation; sale of group excursions; shop; individual guided tours; press tours; guided group tours joyment functionality, accessibility and building energy efficiency.
Promotion of the resort	2	Tourist promotion of the resort; actions in support of the commercial economy; definition and implementation of a programme of resort events.
Opera	11	Guided tours of the Opera, educational events and workshops with schoolchildren Programming and organization of shows
Valery Larbaud cultural centre	6	Programming and organization of shows
Exhibition department	1	Organization of participative photographic competitions, exhibitions and workshops for children, organization of the PORTRAIT(S) photography festival, reception of local and artistic organizations. - 1 multitask employee (the manager of the CCVL (Valery Larbaud cultural centre) works at the CCVL and the Exhibition department)

7. *Bad Ems*

GERMANY

The range of skills and experiences on monument protection as well as on other relevant fields are available either on the local level or on the supra local level.

The Staatsbad *Bad Ems* GmbH employs one master gardener and two workers for the Kurpark, four staff for the medicinal springs, and three for the Kursaal building. Staff for special expertises concerning the springs is bought in as necessary.

Within the administration of the association of municipalities of *Bad Ems*, the department chiefly responsible is “Natürliche Lebensgrundlagen und Bauen“. It employs four public officials for management, land-use planning, civil engineering and building permits, and property management, as well as one structural engineer, one civil engineer, one climate protection commissioner, and three more staff. Staff for expertises in town planning etc. is bought in as necessary. The building yard is a municipal institution; 3-4 workers spend part of their working time on maintaining the core zone of the Property. The Lower Monument Protection Authority is a department of the local government administration, and staffed with an expert curator of monuments.

The museum and archive are municipal authorities; both are headed by a qualified historian supported in his work by a team of volunteers from the historical society, Verein für Geschichte, Denkmal- und Landschaftspflege e.V: The public library, too, is an institution run by the municipality.

For the task of coordinating the World Heritage nomination, a post will be created at the municipality of *Bad Ems*; the requisite resources will be made available.

Marketing: Six staff and one trainee, as well as part-time staffers, are employed by the registered association, Stadt- und Tourismus-Marketing.

As the Emser Therme and the clinics are private, no information about their staff is available.

8. *Baden-Baden*

Staffing levels and expertise (professional, technical, maintenance)

The skills and qualifications needed for good management of the property are described at the beginning of this section. The staffing level and the skills of the administrative authorities and institutions for monument-, nature-, water- and landscape in Baden-Württemberg is adequate for the management of the component part. The majority of the experts possess an appropriate university or college degree or a technical college qualification corresponding to their area of responsibility and extensive working experience in these fields.

Monument-, nature-, water- and landscape protection authorities on supra-local level.

In Baden-Württemberg the cultural heritage (including six World Heritage Sites) is managed by the Ministry of Economic Affairs, Labour and Housing Baden-Württemberg as the supreme cultural monument protection authority. The public officials and employees of the Ministry have university degrees in law or other disciplines relevant to their areas of activity. The Unit responsible for monument protection and World Heritage Sites has extensive experience in this field. The official in charge of World Heritage has an university degree in art history and archaeology (PhD). Senior Monument-, nature-, water- and landscape protection authorities for *Baden-Baden* are the Regional Administrative Council in Karlsruhe and the State Office for Cultural Heritage Baden-Württemberg as state wide competent expert authority. They have expert staff in the field of monument, nature-, water- and landscape protection, architectural and urban conservation, related disciplines and the Management of World Heritage Sites. Technical personnel possess special qualifications and multi-year experience in the field of management and preservation.

Monument-, nature-, water- and landscape protection and urban planning authorities on local level

The lower monument protection authorities represent the lowest official level, usually the lower planning law authorities in the district administrations, larger municipalities and administrative bodies. The lower monument protection authority of *Baden-Baden* is taken by a trained architect and curator of monuments, who is in close contact to the State Office for Cultural Heritage Baden-Württemberg. The Department of World Heritage Nomination and Urban Design is staffed with two architects/urban planners and one scientific employee. The Urban Planning Department in the city of *Baden-Baden* has five urban planners to deal with the development of the town of *Baden-Baden* and its spatial and social structures. The Department of Parks and Gardens is responsible for maintaining, drafting, planning, and realising the extensive green spaces of *Baden-Baden*. With a professional landscape architect in charge, the department employs numerous highly qualified staff, among them three more landscapers, a master gardener and twenty gardeners. The authority responsible for the expert maintenance and management of the thermal springs and the landscape is the Department for environment and employment protection (the Lower Water and Lower Nature Protection authorities), which is professional supported by the Nature conservation and landscape management. The Department for forestry and nature is in charge of 7,378 hectares, the largest municipal forest in Baden-Württemberg. The Municipal Museum and Archive are headed by a cultural scientist. The town's history is researched and documented at the

Museum and Archive by the historian in charge, assisted by a qualified archivist.

State Office for Cultural Heritage Baden-Württemberg

(staff directly involved in preservation questions concerning *Baden-Baden*)

1 conservation officer
1 inventory officer
1 expert on planning issues
1 expert on World Heritage
1 expert on garden conservation
2 experts on building techniques
1 expert on industrial heritage
2 librarians
Several conservators and archaeologists
Staff for public relations and communication

City of *Baden-Baden*: Municipal Museum and Municipal Archive

2 qualified archivist
2 administrative employees
2 cultural scholars
4 supervisory / sales staff

City of *Baden-Baden*: Department World Heritage Nomination and Urban Design

2 town planners / architects
1 scientific employee
1 administrative employee
1 technician

City of *Baden-Baden*: Department Urban planning

5 town planners
1 administrative employee
1 technician
13.5 trading employees
6 technicians
1 skilled worker
5.5 caretakers

City of *Baden-Baden*: Department of Parks and Gardens

2 landscape architects
2 specialist engineers
2 administrative employees
1 master gardener
20 gardeners
3 workshop employees

City of *Baden-Baden*: Department for environment and employment protection

1 engineer
10 engineers (protection of water / soil protection / nature protection)
1 administrative employee

City of *Baden-Baden*: Nature conservation and landscape management

- 1 biologist / Higher service
- 2 administrative employees (1 higher service, 1 upper grade service)
- 1 workshop employee

City of *Baden-Baden*: Department for forestry and nature

- 1 Forestry (higher service)
- 1 administrative employee (upper grade service)
- 5 chief of forest districts (upper grade service)
- 1 chief of forest districts (employee)
- 1 special functions (elevated service)
- 1 forest ranger / forest education (employee)
- 2 nature protection (employee)
- 7 administrative employee (employee)
- 1 maintenance and storage facility (upper grade service)
- 20 maintenance and storage facility (workmen)
- 8 forest workmen

City of *Baden-Baden*: Facility Management

- 3 site engineers
- 1 qualified technician (heating/ventilation/plumbing)
- 3 administrative employees
- 1 architect
- 4 civil engineer

Baths and Spa Administration Baden-Württemberg (BKV)

- 1 secretary
- 7.5 administrative employees
- 2 marketing employees
- 3.75 event managers
- 4 technicians – events
- 6 technicians building services
- 13.5 caretakers
- 5.75 employees cloak room and cleaning
- 2 apprentices
- 11 temporary employees (caretakers and cloak room)

***Baden-Baden* Spa und Tourism (Kur & Tourismus GmbH)**

- 1 General secretary
- 2.5 administrative employees
- 4.5 event managers
- 4.75 marketing employees
- 1 Employee film commission
- 5.5 employees + 7 temporary employees Tourist Info
- 31 guides
- 1 apprentice
- 1-2 interns per anno

9. *Bad Kissingen*

Required thematic skills	Staffing number	Authority/Stakeholder
Mineral Water Springs	1 environmental engineer 2 civil engineers 1 hydrogeologist	Regional State Office for Water Management <i>Bad Kissingen</i> (Wasserwirtschaftsamt <i>Bad Kissingen</i>)
	2 technicians	Bayerisches Staatsbad <i>Bad Kissingen</i> GmbH
Heritage and monument management, Conservation	1 senior curator / deputy head of subject department documentation of settlements and cultural landscape 1 head of section for regional matters 1 art historian for consulting on World Heritage matters and European Heritage (Built heritage)	Bavarian State Conservation Office (Bayerisches Landesamt für Denkmalpflege)
Spatial Planning/Architecture	2 architects and urban planning specialist 1 qualified graduate engineer for regional and urban planning 1 specialist for constructional drawing	Department for Urban Development and construction supervision (Stadt- und Verkehrsplanung Stadtplanung und Bauaufsicht, Stadt <i>Bad Kissingen</i>)
	2 architects 1 technician	Technical supervision of construction and Lower monument protection authority (Bauaufsicht und Untere Denkmalschutzbehörde)
Architecture/Infrastructure	4 administrative specialists of the II. and III. level of professional qualification Field of studies "General Internal Administration"	Bavarian Real Estate (Immobilien Freistaat Bayern)
	2 architects 2 civil engineers 1 specialist for constructional drawing	State Building Office (Staatliches Bauamt)
	2 civil engineers 4.5 technical specialists 1 administrative assistant Project team Restoration of the New old part of town:	Civil engineering (Tiefbau)
	1 civil engineer 1 technical specialists 2 administrative assistants	
	1 administrative assistant 1 street inspector by walking along the streets	

Required thematic skills	Staffing number	Authority/Stakeholder
	1 tree inspector 1 children's playground inspector	Municipal Service- Management (Service-Management)
	1 administrative assistant/director service operations	Municipal Service operations (Servicebetrieb)
	1 engineer for building construction 1 facility manager 2.5 construction specialists 2.5 administrative assistants 1 administrative assistant/director service operations	
	1 engineer for building construction 1 facility manager 2.5 construction specialists 2.5 administrative assistants	Municipal Facility management (Gebäudemanagement)
Gardening, tree surgeon, Park- and Landscape Preservation	1 administrative assistant 17 employees / workers	Municipal building/construction service (Bauhof)
	1 administrative assistant 1 master / trained specialist in agriculture 9 gardeners 15 auxiliary workers Garage / car repair shop 1 administrative assistant 6 employees 4 apprentices in car mechatronics	Municipal gardening service (Stadtgärtnerei)
	Approx. 10 gardeners and arborists	Spa nursery (Kurgärtnerei) of the Bayerisches Staatsbad <i>Bad Kissingen GmbH</i>
Cure and treatment ¹	2 ladies serving the water of the mineral springs to the guests (also available for guest service and included again in the numbers given for "Guest services")	Bayerisches Staatsbad <i>Bad Kissingen GmbH</i>
Medical facilities	1 licensed physiotherapist / licensed massage therapist / balneotherapist / non-medical practitioner for physiotherapy 1 physiotherapist 2 massage therapists / balneotherapists	Practice for physical therapy and physiotherapy Norbert Vogel (at the Kurhotel Villa Thea)
	1 physiotherapist	Practice for physiotherapy VitalFit Jürgen Lerch
	2 physiotherapists (full-time) 2 physiotherapists (part-time)	KissSalis Therme

¹ Further medical and therapeutic staff of the clinics of *Bad Kissingen* are not covered by the listing

Required thematic skills	Staffing number	Authority/Stakeholder
	2 trained massage therapists and balneotherapists (full-time) – one in training 6 trained treatment staff (part-time – for various mud treatments)	
	3 physiotherapists 1 qualified sports instructor 3 massage therapists 3 spa therapists 8 therapy assistants	Sanatorium Uibelesen
	1 physiotherapist 2 balneotherapy assistants (trained)	Vital-Hotel Erika (= Sanatorium Rhönblick)
	1 balneology assistant (trained) 1 in-house doctor 1 physiotherapist 2 trained massage therapists and balneotherapists (full-time) – one in training	Hotel Kaiserhof Victoria Westpark Hotel & Sanatorium Werlich-Barié
	3 trained massage therapists and balneotherapists (full-time) – one in training 3 balneotherapy assistants (trained)	Reha-Klinik am Kurpark
	4 specifically trained medical doctors in balneology and cure medicine	3 medical practices/medical offices
	“Balneologie und Medizinische Klimatologie” or “Physikalische Therapie und Balneologie”	
	13 musicians of the spa orchestra (Staatsbad Philharmonie Kissingen)	Bayerisches Staatsbad <i>Bad Kissingen</i> GmbH
	1 administer assistants 1 management assistant in event	City Marketing (Stadtmarketing)
	3 specialists in the field of marketing and/or press / public relations, 1 trainee management assistant for office communication, 1 head of department	Bayerisches Staatsbad <i>Bad Kissingen</i> GmbH
Event management	1 x head of department, approx. 15 specialists in the field of events and employees in the field of stage/technology	Bayerisches Staatsbad <i>Bad Kissingen</i> GmbH

Required thematic skills	Staffing number	Authority/Stakeholder
Guest services	1 x trainee for leisure and tourism, 1 x healthcare specialist (Gesundheitslotsin), 1 x head of department, approx. 15 x specialists for the field of guest services (admission, tourist information, serving spring water, coordinating guest tours) and cloakroom attendants	Bayerisches Staatsbad <i>Bad Kissingen</i> GmbH
Interpretation, Education and Raising Awareness	1 director of administration 1 editor full-time working 2 editors part-time working (Web., social media, public relations) 1 academic director 3 academic experts 1 expert for archives 1 librarian 6 administer assistants (half-time / part-time working) 1 editor (half-time working) 1 assistant „Volunteer cultural work for 1 year“ Freelance academic contributors, being active in related projects	Municipal Department Public Relations (Öffentlichkeitsarbeit) Archive, Culture and Education Department of the city of <i>Bad Kissingen</i> : Stadtarchiv, Museum Obere Saline, Städtische Volkshochschule (Adult education programme), University for senior persons, Municipal public library.

10. Montecatini Terme

ITALY

The State Party has suitable staffing levels and expertise, mainly leading the central bodies of the State (Ministry for Cultural Activities and Heritage), and its branch Offices (see Chapter 5.g). They boast professional, post-graduate architects amongst its staff, as well as qualified restorers, archaeologists, art historians, experts in cultural heritage management as well as qualified officials in the administrative, economic and legal areas. These offices, regulated by Legislative Decree 22 January 2004 n. 42, on Code of Cultural Heritage and Landscape, have the tasks of monitoring cultural heritage, landscape, museum, archives. The activities of superintendents are conducted to identify assets, as well as in the protection of assets, or control, through specific permits. It also deals with the heritage, namely the promotion and development of cultural activities necessary to spread the values of assets. Furthermore, the council administration has suitable competent professional figures working in the management and protection of the cultural heritage and the territory, though they differ greatly in terms of number of employees and professionalism available, depending on the specific administrative reality.

The Municipality of *Montecatini Terme* has employed a wide range of specialists depending on the City's responsibilities, which deal with the following theme area: Sports and Tourism Area; Legal Area; General Affairs, Culture and Information Systems Area; Financial Economic Area; Technical area; Government of the Territory Area; Educational and Social Policies Area and Municipal Police Area.

The number of employees of the Municipality of Montecatini is 190.

Role	Area	
Lawyer	Administrative Area	1
Civil engineers	Technical Area	2
IT engineer	IT Area	1
Environmental engineer	Environmental Area	1
Geologist	Technical Area	
Architects	Technical Area	2
Accountants	Economic Area	13
Administrative staff	Administrative Area.	28
Surveyors	Technical Area	9
Educators	Educational Area	8
Security staff	Police	26
Employees	Administrative Area	68
Labourers and similar	Technical staff	28
Operators	Administrative Area	2
Total		190

While the Municipality of *Montecatini Terme* employ staff for operating the town's infrastructures, the spa establishments are run by the Terme Montecatini S.p.A, a subsidiary company of the Tuscan Regional Authority and the Municipality of *Montecatini Terme*, responsible for the utilisation and enhancement of all existing – or to be discovered – thermal and mineral waters within the spa complex.

The Terme di Montecatini consists of 49 (internal staff); 22 external staff/collaborations and 1 Centre Administrator:

- Centre Administrator 1
- Centre Administrator Staff 2 (1 internal staff and 1 external staff/collaborations)
- Directorate of Thermal Healthcare 2 (external staff/collaborations)
- Thermal doctors 6 (external staff/collaborations)
- Otorhinolaryngology specialists 2 (external staff/collaborations)
- Biologist 1 (external staff/collaborations)
- Marketing consultants 3 (external staff/collaborations)
- Directorate of the Rehabilitation Healthcare 1 (external staff/collaborations)
- Physical therapy staff 2 (external staff/collaborations)
- Orthopaedics staff 1 (external staff/collaborations)
- Security 3 (internal staff)

- Administrative staff 7 (5 internal staff and 2 external staff/collaborations)
- Technical Office 1
- Maintenance 5 (internal staff)
- Greenhouses and gardens 2 (internal staff)
- Human Resources Office 2 (internal staff)
- Staff of the Thermal Establishments 29 (internal staff)
- Holistic Thermal Centre 1 (external staff/collaborations)
- Trade Office 1 (internal staff).

11. *City of Bath*

UNITED
KINGDOM

The *City of Bath* World Heritage Site office is the base for the World Heritage Coordinator for the property, who has many years experience. Many other staff working for Bath & North-East Somerset Council have input to the management of the World Heritage property. These include:

Heritage Services (managing attractions belonging to the Council): 135 permanent staff (plus temporary (seasonal) Visitor Services Assistants). Approximate temporary staff:

summer 63, 'shoulder months' 42, winter 35.

Planning: 32 (includes enforcement team)

Building Control: 16

Conservation Team: 6

Archaeology: 2

Wildlife / trees: 5 (includes landscape x2)

Policy Planning Team: 8

Monitoring Hot springs: 1

Bath Tourism Plus: 27

The Bath Business Improvement District: 6