Be.CULTOUR

Local Workshop 2

TOOLKIT

Version: 11 February 2022

To be used by Pilot Heritage Sites in conjuction with the supporting files available in the LWS2 Master Folder [LINK] and individual Pilot Files [LINK]

Please submit your reporting documentation in your PHS Teams Folder *within two weeks* of your LWS2. Notify sophia.silverton@iclei.org once complete.

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Introduction

Local Workshops constitute a core element of the Be.CULTOUR co-creation process, enabling stakeholders of the Heritage Innovation Networks (HIN) to meet, exchange and gradually co-develop Action Plans for circular cultural tourism in each Pilot Heritage Site (PHS).

The Be.CULTOUR workplan foresees the implementation of three 2-day Local Workshops (LWS) in each of the 6 Pilot Heritage Sites, over a period of 10 months (M8-M18). Using human-centered design methodologies, these LWS will enable local stakeholders to define challenges, ideate solutions, and co-develop actions for circular cultural tourism in their region.

LWS are being developed by ICLEI as events with specific modules / building blocks that can be spread over one or two days, proposing activities that can be implemented in both physical and online environments, depending on COVID-19 restrictions.

While planning and preparing for LWS2 use this Toolkit as a starting point and adjust it to your local needs and potential (e.g. already existing cultural routes which may need innovative products or services to become more attractive).

Starting from LWS2, modules can be chosen by each PHS individually to build on LWS1, to have more flexibility, and to catch-up new stakeholders if needed. At least 5 modules should be included into the programm. Module 1, related to the project objectives and actual stage, and module 7, related to the first draft of the Action Plan are mandatory. Each PHS is free to add 3 other modules of their choice. It is also possible to combine elements of different modules in one working session if the methodological approach based on human-centered design is maintained.

The Action Plans resulting from this co-creating process should create additional value for the region, its community, and your stakeholders. Each PHS is operating under different circumstances and has various outcomes and reflections after the implementation of the LWS1. Take advantage of your cooperation with the mentor, refer to the experience as well to the tacit knowledge of your team. The participants should be aware of the benefits resulting from the development of new business solutions and Action Plans strengthening the local strategies and also stimulating cultural Europeanization.

LWS2 Objectives

Be.CULTOUR Beyond cultural tourism

www.becultour.eu @BeCultour

Building on LWS1 and in preparation for LWS3 and the Action Plans, the second Local Workshop aims to achieve the following objectives:

- Localisation of "**beyond**" and "**circular**" concepts in relation to pre-selected Innovation Areas;
- Identification of gaps in terms of services, products & processes for circular cultural tourism;
- Ideation of possible innovative strategic actions;
- Co-decision of strategic priorities.

LWS2 Expected Results

The result of this workshop should be a deep knowledge of challenges in the region, and an understanding of local assets in the context of these challenges in order to clearly communicate them to stakeholders, including innovators. First ideation on strategic action ideas and business solutions is also expected. The final module of this workshop (M7) includes a session of working together in the form of a collective, community based brainstorming over Action Plans. Although the final version of Action Plans will be developed during LWS3, now it is necessary to think how to highlight the key elements for the project: circular approach, Europeanization, human-centered approach.

Toolkit Structure and MS Teams Use

This Toolkit gives an overview of LWS2 methodology to facilitate implementation at local level. For each module it outlines:

- Main questions to be addressed
- Methods, objectives and expected results
- Advance preparation instructions for facilitators
- Tools (materials) and worksheets
- Step-by-step implementation instructions
- Reporting requirements for documenter

The Toolkit is accompanied by a LWS2 Materials folder in Teams (LINK). It contains a Master Folder (with reference templates for LWS2 implementation) and Pilot Folders (copies of the Master Files for translation and adaptation by the six Pilot Heritage Sites, according to their needs).

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The Master Folder contains:	Each Pilot Folder contains:
- Toolkit (PDF to share and Word for comments/questions on Teams) - Worksheet templates (PPT) - Agenda template (Word) - Registration Form Template (Word) - Sign-in sheet (Word) - Privacy Policy (Word) - Presentation on Circular Economy, Human-centered approach and cultural Europeanization (PPT) - Sample online workspace layout for online adaptations (JAMBOARD)	- Worksheets for editing (PPT) - Reporting Folders to organise Worksheets and photos in subfolders according to Modules (M1, M2, M3 etc) - Serious game material folder - LWS2 Report form - Leaflet for poster or flyer

Each pilot has its own shared folder which can be shared with the members of your facilitation team for the LWS2 preparation, implementation and reporting:

LWS2_BAS for Basilicata ([LINK](#))	LWS2_TER for Teruel ([LINK](#))	LWS2_LAR for Larnaca ([LINK](#))
LWS2_VAS for Vastra Götaland ([LINK](#))	LWS2_VOJ for Vojvodina ([LINK](#))	LWS2_ROM&MD for NE Romania and Moldova ([LINK](#)).

The Bigger Picture - How does it all fit together?

From Local Workshop 1 to Local Workshop 2

During LWS1 the exercises were mainly related to stakeholder mapping, identifying challenges, looking for hidden, and recognized assets. We also proposed to look at the region in a new way and take on the role of various possible visitors (personas).

In LWS2, it is important to take the next steps towards designing strategic actions, solutions, deepen your knowledge of HIN's potential and look for possible partnerships that will help you design specific undertakings in **your Action Plan**. Remember also that subsequent workshops are part of the organic process of creating knowledge, sharing it, and using the synergy effect. Therefore, **it is important that LWS2 is a continuation of LWS1**, but at the same time allows new

participants to join. The LWS1 results can provide material for some of the LWS2 exercises and results of previous LWS2 modules may influence the subsequence modules. In this Toolkit you will find suggestions on what to use and how. **As the cooperation of your stakeholders progresses, you can link this workshop to the signing of a Local Pact.**

Table 1. Timeline for LWS2

JANUARY 2022	FEBRUARY 2022	MARCH 2022	APRIL 2022
LWS2 Communication HIN Stakeholder Engagement	LWS2 Toolkit shared by ICLEI LWS2 training (08.02.2022) Adaptation & Translation by PHS	LWS2 Implementation & Documentation	Submission of Reporting Forms by PHS (two weeks after LWS2) ICLEI's LWS2 Progress Report (deadline: 29.04.2022)

From Local Workshop 2 to Local Workshop 3 and to the Hackathon

Remember that the exercises in LWS2 do not have to lead to the final objective of the workshops series. Thus together with the mentor and with the facilitator you should consider what needs to be done now and what should be elaborated during the next workshop. This will help you to plan consecutive steps that illustrate the co-creation process and avoid overlapping between workshops and the Hackathon.

Table 2. Timeline for LWS3

APRIL 2022	MAY 2022	JUNE 2022	JULY 2022
LWS3 Communication HIN Stakeholder Engagement	LWS3 Toolkit Training Adaptation & Translation	LWS3 Implementation & Documentation	Submission of Reporting Forms / Action Plan (**deadline: 04.07.2022**)

Table 3. Timeline for Hackathon.

FEBRUARY 2022	MAY 2022	SEPTEMBER 2022
CfP launched in English on Be.CULTOUR website (28.02.2022)	Deadline for applications (09.05.2022) Selection of best solutions at the local level (20-30.05.2022) Jury meeting, selection of 3 solutions from each PHS (30.05.2022)	Hackathon in Brussels (07-09.09.2022)

From Local Workshops to Local Action Plans

Based on the Be.CULTOUR co-design methodology ([D 3.1. Protocol Methodology](#), [D3.4 Challenge driven innovation](#)) LWS1 will focus on **Problem Exploration**, LWS2 will focus on **Solutions Ideation**, and LWS3 will focus on **Problem Solving**, engaging stakeholders from the 6 Heritage Innovation Networks in co-developing local Action Plans for circular cultural tourism.

Upon completion of each Workshop, **Reporting Forms** are submitted by each PHS to ICLEI which produces a **Progress Report** for each Workshop Series. These Progress Reports form the basis of the deliverable D3.5. Action Plans & Concept Solutions which will include the 6 **Action Plans** as developed at Pilot level. In parallel, the methodological co-creation process presented in the three LWS Toolkits will be included in the deliverable D4.3. Peer-learning Guidebook, aiming at the replication of LWS modules and tools by the Mirror Regions / Community of Interest.

For more details on how to create your Action Plan and an indicative template, see Module 7.

LWS2 Preparation

Communication & Engagement Guidelines

Stakeholder Engagement: Highlighting diversity and inclusion

A successful Heritage Innovation Network building process highly depends on the **mix of participants** that attend the LWS. Each LWS is expected to actively involve between **25 and 30 participants,** hence **at least 50 targeted invitations** to different stakeholders. Apart from the number of participants, engaging a diversity of ecosystem actors (eg. Tourism sector, Local Authorities, NGOs, Cultural Institutions) is key to fostering new connections and harnessing collective intelligence. Please also consider the diversity of participants in terms of gender, age, class, religion, race and other factors that may be important due to the specificity of the region. Take into account who already participated in LWS1 and needs to be invited again and who was missing and could contribute to the co-creation process. Due to the fact that in parallel to LWS2 the open call to the Hackathon is launched, we encourage you to invite innovators who may be interested in submitting their proposals. In this way, they get to know the local needs identified by the community and the community will be kept informed about the business solutions developed in the region. You could invite them to the entire workshop or to the modules offerning overview on your local situation, challenges, needs, and visions (M1 and M7).

Invitations & Registrations

We recommend you make a round of invitations using a registration system through which your invitees will confirm participation and provide the necessary data for enhancing the Stakeholder Mapping process. Use the Be.CULTOUR Branding Guidelines and Materials provided by ERRIN to

create simple invitations. In your [folder](#) you will find a poster/invitations template. Before printing, please confirm with ERRIN that the file is correct (gaia.marotta@errin.eu).

You may also ask for a personalised invitation or poster. In this case please send the below information to gaia.marotta@errin.eu at your earliest convenience (ideally a few weeks before the workshop):

- Date, start and end time
- Venue of the event (name, address)
- Type of the event (online, hybrid, in person)
- "Second Be.CULTOUR local workshop" written in your local language
- A very short description of the workshop (up to three lines max.) in your local language
- Any logos

You may add additional information assuring that it's not necessary to take part in all workshops and new members of the HIN are welcome.

- **Registration Form:**
  - Use the online tool "[EU Survey](#)" for online registration of participants and include the link to your invitation
  - Translate the Registration Form Template (Word) [[LINK](#)] in your local language and use it to create your LWS2 Registration Form on EU Survey
  - Translate and use the Privacy Policy [[LINK](#)]

As you disseminate your invitations, keep monitoring **registrations** and follow up if needed to ensure 20-30 relevant stakeholders join the 2-day workshop. A few days before the LWS2 send a reminder attaching the **Agenda** of your LWS2.

Post LWS2 Communication

During and after the workshop, share selected snapshots of your LWS2 with the broader Be.CULTOUR Community.

- Select the best photos from your LWS2 and upload to your social media channels. Avoid close-ups on participants' faces, focus on group work and interaction with materials used and sites visited.
- You can also use the personalised workshop flyer to promote the event.
- Create a short post focusing on the outcomes of the workshop – how it can contribute to the overall Community? What are the next steps?
- Use the hashtags: #BeCultour #Community and tag the official projects social media channels (@BeCultour)

- Link the project's website when possible: www.becultour.eu
- Prepare a "thank you" e-mail to be sent to all participants after LWS2 which you can enhance with some photos, key insights and calls to action for the next steps of the HIN.

Organisational Guidelines (Physical Workshop)

Key Steps

- Select local **Facilitator** and engage him/her in the LWS2 Training
- Share adapted **Toolkit** with local hosting team and review proposed modules
- Structure your LWS2 **Agenda** integrating compulsory Modules. Be especially mindful of timing ensuring enough time for transportation, venue reorganisation where needed, and enough Breaks between Modules. Remember Breaks offer valuable informal networking between HIN members!
- **Rehearse** the Workshop with the local hosting team and the Mentor, focusing on adaptation of materials and roles distribution during Modules implementation
- Organise the Workshop taking care of all **logistical** aspects (venues, dates, transport, catering, consumables)
- Adapt, translate and print all necessary materials for LWS2 implementation
- Talk thorough **documentation of** the workshop and ensure the Reporting Forms structure is clear to all members of your facilitation team (Scanned Worksheets, Photos, Notes, Video/Audio recordings)
- Translate key insights and complete **Reporting Forms** to be submitted to ICLEI Europe two weeks after LWS2 Implementation

Roles & Responsibilities

A co-creation workshop requires a **facilitation team** with clear roles and responsibilities, to ensure the best possible outcomes. The following suggested roles can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

Table 4. Role in physical workshop.

Organiser	This role corresponds to the Local Coordinator who on behalf of the local Partner Organisation is responsible for the development of the Heritage Innovation Network at Pilot level and managing the relevant project resources. He/she is in charge of all the production needs of the workshop.
Mentor	One Mentor has been assigned to support each PHS. Mentors participate in the Training and support the local facilitation team in adapting the LWS modules to the local context, providing context-specific input, assisting with translation and cultural interpretation of key concepts or supporting local

	outreach activities. Mentors are expected to be (physically or digitally) present during the LWS and provide mentoring sessions for both the preparation and the reporting phase of each LWS. Their critical review and feedback to the LWS Reporting Forms is essential to ensure consistency in the Action Plan co-design process.
Facilitator	This role corresponds to the "frontman/woman" facilitating the workshop. It is recommended to engage an external, neutral facilitator with previous experience in co-creation workshops as well as personal understanding of local realities. The facilitator is in charge of implementing and adapting the Workshop Toolkit to local language and needs, working in close collaboration with the Local Coordinator and the respective PHS Mentor. He/she should keep discussions focused on LWS objectives and ensure all Worksheets are completed.
Documenter	The documenter is in charge of documenting the process and all outcomes of the Workshop. During the LWS, the documenter takes snapshots of the LWS experience, focusing on HIN collaboration and interaction with the selected heritage site. He/she ensures that all completed Worksheets are photographed and/or scanned in high definition in order to be digitally saved and made accessible on Be.CULTOUR Teams, together with all relevant audiovisual documentation material. The original Worksheets are saved in an office of the local partner, for future reference. Upon completion of the LWS, the documenter is in charge of compiling the Reporting Forms in English summarising the outputs of each module, gathering the necessary feedback from the facilitation team and Mentor and submitting the final Reporting Forms to ICLEI Europe by the agreed deadline. **>> Specific instructions for the Documenter can be found in each Module's Reporting section and the final LWS2 Reporting chapter of this Toolkit**
Table host	Table hosts can be staff or volunteers of the hosting organisation who are familiar with the Toolkit in order to answer questions, facilitate discussion and support documentation during group discussions. They take part in the workshop as participants supporting the organiser, facilitator and documenter, ensuring discussions at table/team level run smoothly. In case of confusion, delays or derailment of group discussions, ask for facilitators' support and be open to participants' suggestions to improve the completion of each module.

Organisational Guidelines (Digital Workshop)

While physical local workshops are preferable, digital workshops can be a suitable substitute (efficient, collaborative, and cost-effective). However, online meetings can lead to fatigue and

lower levels of participation and informal interaction. The adaptations of each Module in LWS2 to an online format strive to minimise these factors.

Transferring the LWS2 structure to an online setting requires certain adaptation of the timeframe so as to avoid "Zoom fatigue". Make sure you keep each session under 90min, provide coffee and lunch breaks and stick to the Agenda. Remember that digital *workshops* are not equivalent to standard online *meetings*. An online LWS should involve active participation in group activities and co-creation of materials. Therefore, they require more preparation than regular online meetings. Like a physical workshop, they require formally assigned roles (see Roles & Responsibilities section) and various tools and materials (see Digital Tools and Materials section).

Specific suggestions for facilitating a digital LWS2 are located within each Module description. Depending on your needs, you may split the agenda and organise some modules online (e.g. M1) and the others in person.

You may also find these two **webinars** useful to get a general idea of tools and methods for online facilitation: The five Ws of online stakeholder engagement, Co-creation methods for online stakeholder engagement webinar. In the TEAMS folder dedicated to LWS2 (LINK) you will find additional resources on how to make online sessions engaging.

Table 5. Tips for online workshops.

Event flow for online workshops:	*Rules of online engagement:*
- Follow a **script** (who does what when) - Keep sessions between **60-90min** - Provide **breaks** between sessions - Calculate 20% more time for online **transitions** (log in, break outs, speaker alterations, questions) - Try to **alternate** speaker / activity every 10-20min - Use **audiovisual** content (music, videos, recordings, graphs, photos) - Keep track of audience needs & time and **adjust** accordingly - Always start and end **on time** - Enable time for **feedback & questions**	**Express your ideas** - There are no bad ideas - Encourage thinking out of the box **Quantity over quality** - Encourage collective thinking - Capture everything **Stay focused on the topic** - One conversation at the time

Online workshop Roles & Responsibilities

The following roles are suggested, which can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

Table 6. Roles in online workshop.

|	
Organiser	Similar role as physical workshop. Special attention is given to time-keeping, sending private messages to Facilitator and speakers to ensure each Module runs within agreed timeframe.
Mentor	Similar role as with physical workshop.
Facilitator	Similar role as with physical workshop, but with added attention to the rules of online engagement, above, and modified reporting tasks as specified within each module.
Documenter	Similar role as with physical workshop, but with modified reporting tasks as specified within each module. The Documenter is in charge of recording the LWS1 plenary sessions and taking screenshots instead of photos.
Table host	Similar role as with physical workshop, but with modified digital hosting tasks as specified within each module. The Table hosts play a special role in Break-Out Rooms, as they facilitate and document group discussions in different Modules. Recording Break-Out discussions may limit the freedom of expression of participants, but keeping an audio recording (on Zoom or on a mobile) may be useful for exclusively documentation and reporting purposes. Ensure that participants are asked permission to record.
Tech host	Responsible for all technical aspects (log in, sound, light, break outs, videos). Provides technical support to speakers and participants. The tech host accepts participants in the Zoom meeting and organises Break Out rooms. The composition of each Break Out room can be pre-decided based on Registrations or can be random, as long as a Table host is assigned to each Break Out room. The Tech host is responsible for providing access to JAMBOARD Worksheets and sharing screen when needed.
Conversation assistant	Manages chat by responding to questions and alerting the facilitator of relevant points in the chat, and encourages engagement through polls and quizzes.

Digital Tools and Materials

Specific digital tools have been presented in the toolkit for LWS1.

For LWS2 most materials are the same for physical and digital implementation. Printed Worksheets are replaced by JAMBOARD Worksheets. Sample online workspace layout for online adaptations (JAMBOARD) are available in the LWS2 Master Folder (LINK) and online (LINK).

If you decide to organise an online workshop you may need to copy or duplicate the worksheets.

You need to make a copy of the whole JAMBOARD by each PHS providing an online workshop!

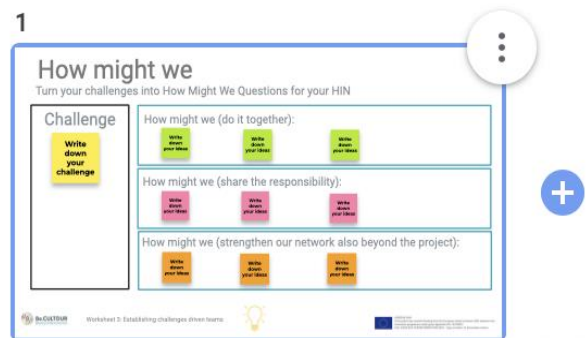**Making copy of the whole JAMBOARD:**
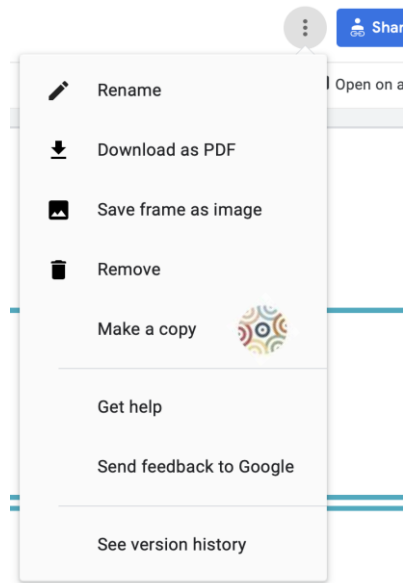
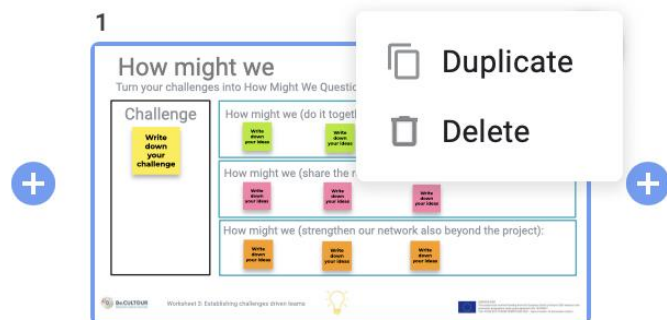
Duplicating one worksheet:

1. Go to the top of the board and click "Expand frame bar".

2. Go to the right top corner of the worksheet in the frame bar and click.

3. Duplicate!

If you have problems with the copies or the template, please send an email to malgorzata.cwikla@iclei.org.

LWS2 Implementation

In addition to the mandatory Module 1 and module 7, you are free to choose and adapt **three** modules that work best for your situation:

- M1, M2 and M3 assist with deepening knowledge of local challenges linked to assets.
- M2, M4, M5, M6, M7 are more forward-looking, they assist with solution creation and action plans.

Table 7. Overview of Modules.

Module	Physical Workshop	Online Workshop	Format
M1 - Introduction *(MANDATORY)* OBJECTIVE - To reflect on the results of LWS1, strengthen the HIN based on the potential of the community and possibilities of connecting with local/regional actors. RESULT - Integration of new participants, explanation of the key elements of the project in relation to the specificity of the region. *YOU MAY INVITE INNOVATORS!	60 min	60 min	Plenary
M2 - Serious game for interactive community and idea building	120 min	n\a	Small groups (2-4ppl) and plenary

OBJECTIVE - To encourage collaboration and action idea creation for local challenges. RESULT - Set of time-defined action ideas. Reflection about value and difficulties with multi-stakeholder collaboration.			
M3 - Establishing challenges driven teams OBJECTIVE - To deepen cooperation in the context of the challenges, assets and potential in the region. RESULT - Potential teams that can turn challenges into opportunities and trigger affirmative, inclusive development.	60 min	60 min	Mid-size group (10 ppl) and plenary
M4 - Closing loops in cultural tourism and beyond OBJECTIVE - To understand the process of change from linear to circular model in terms of cultural tourism and beyond. RESULT - Stakeholders prepared for the implementation of new solutions promoting a circular approach.	90 min	90 min	Small groups (5-7 ppl) and plenary
M5 - Ideas for solutions and actions in our innovation areas	60 min	60 min	Plenary and couples

OBJECTIVE - To analyse ideas and to address challenges linked to assets that may be of importance for the region. RESULT - Setting action priorities..			
M6 - Signposts for the Future OBJECTIVE - To identify activities that may contribute to the achievement of the project's objectives. RESULT - Reconstruction of possible actions related to circular cultural tourism in the short and long term.	120 min	90 min	Small groups (5-7 ppl) and plenary
M7 - Our Action Plan *(MANDATORY)* OBJECTIVE - To co-create a summary of challenges linked to local assets in the context of designing strategic actions/ideas and developing business solutions. RESULT - To make the first steps towards writing Action Plans that complement the existing strategies and combine bottom up ideas with the priorities of local governments. *YOU MAY INVITE INNOVATORS!	60 min	60 min	Plenary

Some combination possibilities are outlined on the next page. Or you find your own path and adapt the modules! Keeping in mind the overall LWS2 objectives and how the workshop will

contribute to your Action Plan. You may also change the timeframe for each module if this will better correspond with the local needs.

Example 1.

M1 - introduction	M2 - Serious game	M4 - Closing loops	M6 - Signposts for the Future	M7 - Our Action Plan
60 min	120 min	90 min	120 min	60 min
Plenary	Plenary & small groups	Small groups and plenary	Small groups	Plenary

Example 2.

M1 - introduction	M3 - Establishing challenges driven teams	M5 - Ideas for solutions and actions in our innovation areas	M6 - Signposts for the Future	M7 - Our Action Plan
60 min	60 min	60 min	120 min	60 min
Plenary	Mid-size group and plenary	Plenary and couples	Small groups	Plenary

Example 3.

M1 - introduction	M4 - Closing loops	M5 - Establishing challenge driven teams	M6 - Signposts for the Future	M7 - Our Action Plan
60 min	90 min	60 min	120 min	60 min
Plenary	Small groups and plenary	Plenary and couples	Small groups	Plenary

Other options are possible as well!

Module 1. Introduction (60 min)

KEY QUESTION: *"Where are we now with the Be.CULTOUR project?"*

LWS2 is the key event during which ideas for the Action Plan are further explored. It makes use of the LWS1 report and the most important project elements related to circular cultural tourism (and beyond). Depending on what topics were raised during LWS1 and whether the group of participants has changed, please introduce an appropriate adjustment of the presentations. They can relate to the basics of circular economy, specific case studies of implementing its elements or the preparation of strategies and Action Plans in a given region. This opportunity can be used to invite local experts, share knowledge and strengthen partnerships. The reports after LWS1 show that it is crucial to present numerous practical examples and pay direct attention to local circumstances. The local HIN can also be broadened by taking into account the actors identified during the stakeholder mapping process. It is worth paying special attention to under-represented groups and taking into account the diversity of individuals and organisations involved in the project.

Broaden the topics related to the project, based on the results of LWS1 and your specific needs. **Make sure that the participants avoid re-discussing aspects already agreed / fixed in LWS1.**

Preparation

1. Have a summary of the results of the LWS1 showing challenges, assets, and map of stakeholder. You may also display this information on the wall or make a poster/infographic. Try to present the results in a simple way.

Implementation

Be.CULTOUR Presentation - key aspects of the project and results of LWS1

Use the **Presentation of the LWS1 Report** [LINK] (and if still needed the Project Presentation [LINK] and Project Presentation Script [LINK] in case there are a lot of new participants) to provide a short introduction to the Be.CULTOUR project. This can be delivered by the Organiser/Consultants or the Mentor of each PHS. After this presentation, give a chance to participants to ask burning questions or seek clarifications. Make sure that you don't jump into topics/details that will be covered in the following Modules. You may also send appropriate information prior to the LWS2 for new participants and ask them to read about previous steps.

This is your chance to present what has been already done in LWS1. This can/ should be done by the PHS representatives, their consultants and their mentors.

Here come some guiding questions that can help you prepare your Presentation in collaboration with your Mentor:

- What was done so far in the Be.CULTOUR project at OUR PHS?
    - - You can show timeline past, present, future
- Where are we now in the process?
- What is the information/knowledge from where we start the current LWS2?
    - -info accumulated during the LWS1 and the meeting after it **(use the LWS1 report as a base)**
    - -what are the "fixed / unchangeable" aspects / milestones (You don't go back before this point.)
- What are recognised and hidden assets in the region?
- What challenges have been identified?
- What are the initial steps proposed for the Action Plan?
- What are your Niche Innovation Areas?
- Who is involved in the HIN? And who is still missing?

Keynote Speaker

When inviting a keynote speaker, be careful not to duplicate the topics from LWS1. Also remember that LWS3 will allow you to invite guests and discuss specific topics. So try to view this element as a process that gradually develops. While LWS1 had an introductory character, and LWS3 will be tied to a specific refinement of the Action Plan, now you have the opportunity to

delve into the stakeholder network as well as get to know better what sustainable, circular tourism is and what is understood as "beyond" at the regional level.

Here come some guiding questions that can be covered by the Keynote Speaker:

- What are the case studies on circular economy in cultural tourism?
- What are the examples of circular approaches in the region?
- What to be careful about when introducing circular solutions ?
- What are the differences between products and services in a circular economy?
- How is Europeanization understood in the region?
- What is the local strategy concerning existing and planned cultural routes?
- How is human-centered approach implemented in sustainable tourism strategies in the region?

ATTENTION: Invite a key speaker **just if** she/he will bring additional valuable knowledge necessary for participants to contribute to the next activities in LWS2. First, define what additional knowledge is needed and then, look for a speaker that can present well. Discuss with her/him the content to make sure it will fit well in the LWS2 activities. Avoid general presentations that are not clearly needed in the LWS2. Invite only speakers who will contribute to the co-creation process.

After this presentation, give a chance to participants to ask burning questions or seek clarifications. Make sure you don't jump into topics/details that will be covered in the following Modules.

Q&A session

Depending on the available time, open the floor for a discussion to answer questions and share reflections on the introductory presentations. Give max 2min for individual inputs and try to alternate between female and male participants during the sharing of feedback.

Reporting

If relevant to your Action Plan, use your M1 Reporting Form to summarise (in English) important points from the presentations.

Feel free to save presentation slides and any pictures/screenshots in your PHS Module 1 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

Little adaptation is needed. Presentations are made using "share screen" and Q&A occur in virtual plenary. Tech host can "spotlight" the speaker so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications.

Module 2. 'Serious game' for interactive community and idea building (120 min, break included)

KEY QUESTION: "How can breaking free of reality help us understand the necessity of collaboration and trade-offs while addressing our region's tourism-related challenges?"

Method: Serious Game

Serious games help us think about and address real-life issues in an abstract, playful way.

This serious game is set in the region of **Cultouria**, and it places participants in the shoes of different regional stakeholders (fictional roles, e.g.municipal Department of Infrastructure, Cultural Heritage Association...). Players are guided through rounds of brainstorming, negotiation, and community meetings to collaboratively come up with ideas for regional challenges over different time frames (1 and 5 years).

The game can be an ice-breaker and a community-building activity to integrate new actors into the HIN. It can foster cross-sector collaboration and systemic thinking while brainstorming and negotiating with other participants. Also, since the game challenges are based on those indicated in the first Be.CULTOUR local workshop, this serious game gives a chance to generate useful ideas for future local Action Plans.

We highly recommend playing this game with workshop participants, as it was inspired by the well-received RURITANIA game for rural development. However, if desired, this module may be replaced by M4 - *Ideas for solutions and actions in our innovation areas* or M5 - *Establishing challenges driven team.*

Preparation

1. Determine if your confirmed workshop participants meet the required number of players (13 - 38 people).
2. Assign a game moderator who will learn and lead the game.
3. Select game roles depending on group size and fill in name tags (See Role sheet)
4. Print game materials
5. Set up the physical game space
   a. Small tables with chairs interspersed throughout the room for the role groups
   b. A large whiteboard/flipchart in a visible place, challenge cards pinned on it
   c. Display the printed game flow visibly on a wall or a projector

Tools

- Printed game materials (See Master folder Draft materials - and contact sophia.silverton@iclei.org to receive customised materials in your PHS folder)
  - Game flow - one large-printed copy or displayed on a projector
  - Game script - one copy for moderator
  - Game worksheet - one copy per role
  - Challenge cards - one copy of each card
  - Role sheet - one copy per role
- Pens and name tag stickers (pre-filled with a given role) for all participants
- One whiteboard or flip-chart paper and stand, tape or magnets, marker
- Bell or noise maker to get the group's attention (optional if you have a loud voice!)

Implementation

Step	Time	Facilitator (game moderator)	Participants
Step 1: Game introduction	15 min	Follow the game script to explain game rules, challenges, randomly assign participant roles and budget. Distribute role sheets and game sheets. Conduct a Q&A if necessary.	n/a
Step 2: Round 1 - Internal Planning	20 min	Follow the game script. Ask role teams to find their own space in the room.	Participants in the same role-team select a challenge they wish to address and come up with a related action idea. The action idea's implementation should be broken down into

Be.CULTOUR Beyond cultural tourism

www.becultour.eu (twitter) (facebook) (instagram) @BeCultour

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627 Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action: IA (Innovation action)

			concrete steps to be achieved within two time frames (1 year and 5 years, indicated on the game worksheet). They also decide on desirable collaborations with other teams (to combine budget). Take notes on their game worksheet.
Step 3: Round 1 - Negotiation	20 min	Follow the game script to give instructions for the first negotiation round. If teams partner and create an idea that addresses two challenges, the cost is that of the more expensive challenge plus half of the cost of the less expensive challenge. (e.g. If challenge A costs 4 and challenge B costs 8, it would cost 10 to address them both together OR if A costs 8 and B costs 8, then AB costs 8+4=12) In general, partnerships should allow role teams to have sufficient budget to address their challenge. But this will require collaboration and compromise, by combining or adapting each role team's initial ideas.	Role teams walk around the room and discuss their action ideas and implementation steps, forming partnerships where desired. Partnerships may occur between role teams working on the same or different challenges. Each team should update their game worksheet accordingly.
Step 4: First community meeting and event	15 min	Follow the game script to lead a community meeting. In the last 5 minutes, use script to announce and explain an "event": "New funding (4 budget points) for actions that include a circular economy perspective." *Shhh! This event should be kept a secret from participants beforehand.*	Each team concisely presents their ideas and partnerships. The Observer shares their impressions of the group collaboration process so far. Listen carefully to see if they want to join other partnerships or leave current ones.
Step 5: Active break	10 min	n/a	Try to remain in game mindsets, informal chatting and negotiation is allowed (mimics real-life informal networking)!

Step 6: Round 2 - Internal Planning	15 min	Follow the game script to introduce round two of planning and negotiations.	Teams discuss whether/how they want to take advantage of the new funding. This could involve adapting their idea to include circular economy concepts, considering remaining in their current partnership, entering a new partnership or deciding to work on a new idea by themselves. Take notes on their game worksheet.
Step 7: Round 2 - Negotiation	15 min	n/a	Same as first round negotiations. Ideas and partnerships can change, but keep in mind that this is the last negotiation round. Each team should update their game worksheet accordingly.
Step 8: Second community meeting	10 min	Follow game script to lead meeting.	Each team presents the final results of their planning and negotiation. Observer shares impressions.
Step 9: Debrief	10 min	Follow game script to guide debrief on the game. Save all documents in Module 2 reporting folder.	Participants 'step out' of their game roles for the discussion.

Reporting

Summarise the proposed action ideas linked with each challenge in the M2 Reporting Form. (Participants' game worksheets contain this information). **Alternatively,** skip this reporting task if you think that the results are sufficiently captured in your draft Action Plan (Module 7).

If relevant to your Action Plan, add general notes from the community meetings and debrief.

Feel free to save any pictures in your PHS Module 2 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

This game does not lend itself well to online adaptations, however one option is: Divide participants randomly into breakout rooms. Assign each room a regional stakeholder role. In their rooms they pick a challenge and collaboratively generate ideas for addressing it. They reconvene in plenary to share their ideas. Please save all materials from this session in Module 2 reporting folder.

Additional training on how to host the serious game will be provided in February for interested PHS.

Module 3. Establishing challenges driven teams (60 min)

KEY QUESTIONS: "How can we translate our challenges into opportunities? How to use our capabilities and split responsibilities"

Method: How Might We

To develop a strategy for change as a network or as a community, it is helpful to reflect what challenges you want to address, what needs to be improved, and how you can do it together. In this single questionnaire the participants can work on the previously identified problems and challenges.

This module aims at identifying potential paths for collaboration. How Might We is not a tool to suggest particular solutions. It should provide a framework for the measures you may include in your Action Plan. Now it's time to rethink your ideas and look for opportunities. The participants should know and understand that changes are possible and that they may contribute to them.

In this exercise, it is also worth highlighting the diversity of the stakeholders involved and the fact that it is needed to work together in order to achieve goals. At this stage you may also try to establish teams interested in particular actions.

This exercise directly relates to the outcomes of the LWS1. Sub-questions for this module helping the PHS and HIN to design the Action Plan are included in the implementation table, below.
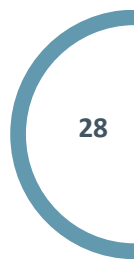
Preparation

1. Translate and adapt the M3 Worksheet in your PHS folder (LINK), to be used in printed or online format.
2. Have a summary of the results of the LWS1 showing challenges. You may also display this information on the wall or make a poster.
3. Workshop venue organised in working places for small plenary sessions (10 participants).
4. Plan how to split the group in order to strengthen networking and contribute to the possible cooperation at the same time. Here more concrete steps could be designed.

Tools

- How Might We Worksheet (See your individual LWS2 PHS folder)
- Pens
- Results of the Stakeholder mapping and list of challenges from LWS1.
- Flipchart.

Implementation

Step	Timeframe	Facilitator	Participants
Step 1	5 minutes	Introduce Module 3. Distribute multiple copies of the Worksheet "How might we" to each group. Distribute pens and printed results from LWS1.	Seated in groups of 10 in a small plenary.
Step 2	5 minutes		Groups start by taking a look at the challenges, opportunities, and assets identified in LWS1. You may also discuss new challenges and assets or the results of the other modules.
Step 3	30 minutes	Ask the group to focus on one challenge per worksheet, and focus on answering the main questions:	Brainstorm and fill out worksheets in the small groups. Participants can take notes on the back of their worksheet.

		How might we work together?	
		How might we share the responsibility?	
		How might we strengthen our network also beyond the project?	
		Also encourage them to critically think about the following additional questions:	
		Is the circular approach included?	
		Are diverse, also marginalised groups, minority cultures involved?	
		How long will this network last?	
Step 4	10 minutes	Back to the plenary.	Return to plenary. Participants report back on their discussions and share insights on how to translate challenges into opportunities.
Step 5	10 minutes	Prompt participants to establish challenge driven teams - on flipchart paper, note down who wants to take part in which challenge-team. Participants do not have to choose the team from their original group. Documenter makes pictures of all materials. Please save them in the Module 3 reporting folder.	Participants individually indicate which challenge-team they would like to join.

Reporting

In the M3 Reporting Form, note down main points and who is interested in working together on particular challenges. The 'How might we' worksheets and plenary discussions can provide this information. **Alternatively,** skip this reporting task if you think that the results are sufficiently captured in your draft Action Plan (Module 7).
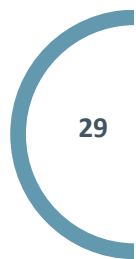
Feel free to save any pictures in your PHS Module 3 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

Sample structure for online adaptation: 60 minutes

Step	Activity	Timing	Role	Notes
1	Introduction	5 min	Facilitator	Facilitator welcomes participants in a virtual plenary and explains the activity. Please mention the challenges from LWS1.
2	Work in smaller groups	5 min	Facilitator + Tech host	Ask the group to focus on one challenge per worksheet/group. Tech host randomly sorts participants into small breakout rooms (10 ppl). Tech host shares a link to JAMBOARD with the worksheet. One worksheet for each group (please make in advance as many copies as you need based on the number of registrations).

3		30 min	Facilitator + Tech host	Tech host sends to each group a message and asks to focus on answering the main questions: *How might we work together?* *How might we share the responsibility?* *How might we strengthen our network also beyond the project?* Facilitators visits breakout rooms and encourage participants to critically think about the following additional questions: *Is the circular approach included?* *Are diverse, also marginalised groups, minority cultures involved?* *How long will this network last?*
4	Back to plenary	10 min	Facilitator + Tech host	Participants report back on their discussions and share insights on how to translate challenges into opportunities. Tech host makes notes on the JAMBOARD **for the facilitator** and groups the challenges.
5		10 min	Facilitator + Tech host +	Participants express who wants to take part in which challenge-team.

			Documenter	Participants do not have to choose the team from their original group.
				Tech host edits the JAMBOARD accordingly.
				Documenter saves all files used in this exercise. Please save them in the Module 3 reporting folder.

Module 4. Closing loops in cultural tourism and beyond (90 min)

KEY QUESTION: "How to move from linear to circular tourism?"

Method: Theory of Change

Theory of Change helps to map out the necessary steps a group needs to take to achieve a particular goal or design a plan for future activities. In this exercise we will mainly focus on the **shift from traditional tourism to circular tourism**.

Change is always worrying. At the same time, it is a great opportunity. Here the group should focus on the specific problems identified in the region, including the needs of a given PHS and its stakeholders, using the assets and available resources, and consider how the circular approach can help. The proposals do not have to be comprehensive, but they should be an inspiration for formulating further solutions during the M7, LWS3, and in the final Action Plan.

Developing a Theory of Change is a good way to reflect on how your HIN may work together towards the expected outcomes and also identify what may be still missing. If you include the circular aspects, maybe new partners need to be onboarded. At the end you should be able to discuss in more detail which possible solutions may work in your region. Try also to consider in which way a change may be **linked to the issue of "beyond" cultural tourism in your area and Europeanisation.** Also keep in mind that you may use existing solutions and adapt them to the

circular approach. For example you may think about energy and water consumption in relation to established cultural routes. What can be changed? In which way can you use this shift for new branding of local assets?

The purpose of this exercise is to raise awareness about the transition from a linear approach to a circular approach. It is important to underline the issue of values as well as the difference between circular products and circular services. You can also use the translated presentation on the circular approach. Keep the circular principles in mind: **Refuse** - **Replace** - **Repurpose/repair** - **Redesign/rethink** - **Reduce** - **Recycle** - **Relocate** - **Reuse**- **Restore/regenerate**.

Need examples of circular tourism?

Check out these handbooks: https://circulartourism.eu/resources/handbooks/

* This exercise may be directly based on the outcomes of the LWS1 or additionally include other examples of moving from linear to circular tourism. Sub-questions for this module helping the PHS and HIN to design the Action Plan are included in the implementation table, below.
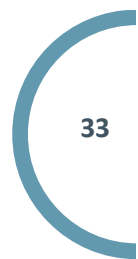

Preparation

1. Translate and adapt the Worksheet, to be used in printed or online format.
2. Translate and adapt the presentation on the circular approach (LINK)or some case studies, preferably from the region or country. Depending on the format you may display some images on the wall, print them or send them to the participants via email.
3. Have a summary of the results of the LWS1 showing challenges, assets, map of stakeholders. You may also display this information on the wall or make a poster.
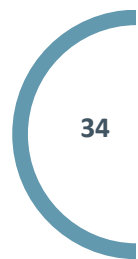4. Workshop venue organised in the discussion tables.

Tools

- Pens.
- Post-its.
- Stakeholder map, list of challenges and hidden assets from LWS1
- Flipchart or board
- Pins
- Colored threads
- Projector (if you want to show pictures or presentations)

Implementation

Step	Timeframe	Facilitator, Documenter	Participants
Step 1	15 min	Give the presentation on circular economy, or show examples of circular economy, preferably related to the region or to cultural tourism. Connect this to the assets and challenges indicated earlier in the workshop or in LWS1. Write down the key challenges and assets on the whiteboard.	
Step 2	10 min	Distribute the Theory of Change worksheet (additionally display it on a wall if you wish). Before explaining the worksheet, lead a short discussion: *What is linear tourism?* *What is circular tourism?* Take notes on the flipchart. Optionally, use Post-it for additional notes. Use green Post-it for notes related to circular economy and pink Post-it for notes related to "traditional"/ linear tourism.	Discuss together in plenary.
Step 3	5 min	Explain the exercise and the worksheet, then divide participants into small groups (5-8 people). *Try to build diverse groups with*	Find a space to sit with your group.

		participants in different backgrounds.	
Step 4	30 min	Ask participants to start working in their groups. First the group reflects on the local challenge(s) trying to identify if they are rooted in linear tourism. Encourage the group to think about the difference between products and services (what generates more waste, what resources are needed). Next the groups discuss what can be done differently in order to implement a circular approach. They should think about how regional assets can be used in a more circular way to address the previous challenges. Halfway through the exercise, ask participants to pause and check if their ideas are in line with circular logic: "Closing a loop" means when you move forward with developing an action, you need to be able to trace it back. *Are the steps linked?* *What barriers do you see?* *What risk do you see in becoming circular?* *Try to give the group an additional push.* The circular economy principles in the worksheet can help prompt ideas.	Participants discuss and fill out the worksheet in groups.
Step 5	20 min	In plenary, discuss the results from each group. The worksheets can be shown on the flipchart.	Representative of each group describes the challenge / assets / other change that has been addressed. The way toward the goal highlighting the circular approach is explained.
Step 6	10 min	Try to take a look at the results in a big picture mode.	Participants may add additional notes and

			comments to other Worksheets. Please use blue Post-it.
		Are there new partnerships needed? *Are the circular loops from each group somehow linked to each other?* *What do you see beyond circular tourism?*	If the Worksheets are connected you may use colored threads and pins to connect them. Use the same colours as Post-it: green - circular, red - traditional tourism. Save all materials in the Module 4 reporting folder!

Reporting

In the M4 Reporting Form, summarise main points on the transition to circular tourism which are relevant to your Action Plan (e.g. any concrete suggestions linking assets and challenges with circular principles). The worksheets and plenary discussions can provide this information.

Feel free to save any pictures in your PHS Module 4 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

Sample structure for online adaptation: 90 min

Step	Timing	Role	Notes
1	15 min	Organiser + Facilitator	Introduce this module. Share your screen and give the presentation on circular economy, or show examples of circular economy, preferably related to the region or to cultural tourism. Connect this to the assets and challenges indicated earlier in the workshop or in LWS1.

			Have a list of assets and challenges.
2	10 min	Facilitator + Tech host	Lead a short discussion: *What is linear tourism?* *What is circular tourism?* Distribute the link to the worksheets on JAMBOARD and explain it.
3	5 min	Facilitator + Tech host	Facilitator asks participants to start working in their groups. Tech host randomly sorts participants into breakout rooms (5-8 ppl). One worksheet for each group (please make in advance as many copies as you need based on the number of registrations).
4	30 min	Facilitator	In breakout rooms, the groups discuss what can be done differently in order to implement a circular approach. They should think about how regional assets can be used in a more circular way to address the previous challenges. Halfway through the exercise, broadcast a message into the breakout rooms or visit them to ask participants to pause and check if their ideas are in line with circular logic: "Closing a loop" means when you move forward with developing an action, you need to be able to trace it back. *Are the steps linked?* *What barriers do you see?* *What risk do you see in becoming circular?* *Try to give the group an additional push.*

			The circular economy principles in the worksheet can help prompt ideas.
5	20 min	Facilitator + Tech host + Presenter	Back in plenary, a representative of each group describes the challenge / assets / other change that has been addressed. The way toward the goal highlighting the circular approach is explained. Each group may share a screen.
6	10 min	Organiser + Facilitator + Tech host + Documenter	Try to moderate a discussion. *Are there new partnerships needed?* *Are the circular loops from each group somehow linked to each other?* *What do you see beyond circular tourism?* *How is circular cultural tourism understood by the participants?* Documenter saves all files used in this exercise. Please save them in the Module 4 reporting folder.

Module 5. Ideas for solutions and actions in our innovation areas (60 min)

KEY QUESTIONS: "What challenges are our priorities? What solutions do we need? What actions could we develop further (for the Action Plan)?"

Method: Top five

Solution ideation and prioritisation is challenging. Top Five is an easy exercise allowing the participants to dive into local challenges and simply ask what should happen, both soon and in a long-term perspective. Use this exercise to highlight key ideas, and identify undertakings which will be the foundation of your Action Plan.

The objective of this module is to spark discussions or new thinking about the real problems and needs in your region. Here you may also include your time perspective for strategic changes - from short-term to long-term. The exact definition of what could be a short and a long term change resulting from implementation of your Action Plan should be made locally. Take into account the existing plans or strategies and try not to overlap.

* This exercise directly relates to the outcomes of the LWS1. Sub-questions for this module helping the PHS and HIN to design the Action Plan are included in the implementation table below.

Preparation

- Translate and adapt the Worksheets, to be used in printed or online format.
- Prepare two flipchart, or one with two sections (labelled: short term, long term). NOTE - you may adapt the time perspectives to your needs. We would propose: short term - within the remainder of the project (e.g. 1 year), long term - after the project (e.g. 3 years). In Module 6 we will address the future, thus avoid overlapping.
- Have a summary of the results of the LWS1 showing challenges. You may also display this information on the wall or make a poster.

- Workshop venue organised in small working places for couples. At the end in the plenary.
- Plan how to split the group in order to strengthen networking. Ideally in each pair at least one participant took part in LWS1.

Tools

1. Printed worksheets (LINK)
2. Pens
3. Post-its (green and yellow).
4. Flipcharts, board or worksheet printed as a poster.
5. List of challenges and (hidden) assets from LWS1

Implementation

Step	Timeframe	Facilitator	Participants
Step 1	15 min	Present the outcomes from LWS1 concerning identified challenges. Introduce Module 5. Distribute the Worksheets and set of green/yellow Post-its to each table. One worksheet for each pair. Outline the guiding questions for the exercise: *What challenges are our priority? What solutions do we need? What actions could we take?* Explain the two time perspectives and how they are understood at the local level: short term (green), long term (yellow).	Seated in pairs.

Step 2	20 min	Facilitator and table host moving between working pairs. Consulting ideas and giving feedback.	Participants pick a challenge, write it on their worksheet and then brainstorm their Top Five actions or business solution ideas - either for the short or long term.
			Write short-term ideas down on green Post-its and place them on the worksheet.
			Write long-term ideas down on yellow Post-its and place them on the worksheet.
Step 3	10 min	Ask participants to stand up and move to different tables, in order to take a look at different Top Fives for two time perspectives.	Discuss the other groups' results and ideas, looking at several Top Fives worksheets.
Step 4	15 min	Ask the group to come back to the plenary and discuss the results. *What are the most common Top Fives for every time perspective?* *Is it possible to merge them and have Top Five for the coming years for the whole group?*	

		What changed compared to LWS1? Do some ideas stand out?	
		On the flipcharts, the facilitator tries to group separately the ideas for short-term and long-term actions/solutions and highlight some common directions.	
		Facilitation team may comment on challenges prioritised in relation to feasibility within time, budget and thematic limits of Be.CULTOUR project. Try to keep in mind the main questions for this module as guidelines: *What are our priorities? What solutions do we need? What actions could we take? What are THE top fives we want?*	
		Colour contest! Count the Post-its in different colours from every couple. Which colours dominate? Discuss shortly the time perspective that mostly attracted the participants in terms of your Action Plan. Reflect on what should be implemented during the project and what after.	
		Documenter makes a picture of all documents. Please save them in the Module 5 reporting folder.	

Reporting

In the M5 Reporting Form, summarise the group's Top action ideas or business solutions, preferably in relation to the PHS challenge(s) they address. Indicate whether these ideas are

suggested for the short or long term. **Alternatively,** skip this reporting task only *if* you think that the results are sufficiently captured in your draft Action Plan (Module 7).
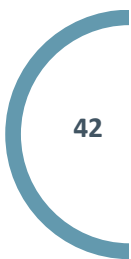
Feel free to save any pictures in your PHS Module 5 Reporting Folder.

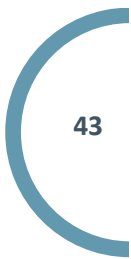Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

Sample structure for online adaptation: 60 min

Step	Timing	Role	Notes
1	10 min	Facilitator	Present the outcomes from LWS1 concerning identified challenges. Introduce Module 5. Show the Worksheets on JAMBOARD and explain the short-term and long-term perspectives. How are they understood in your PHS? Try to be specific (e.g. short-term - 1 year, long-term-5 years). The participants will post 5 sticky notes in total, short term (green), long term (yellow). Outline the guiding questions for the exercise: *What challenges are our priority? What solutions do we need? What actions could we take?*
2	5 min	Tech host	Tech host randomly sorts participants into breakout rooms (2 ppl).

			Tech host shares a link to JAMBOARD with the worksheet. One worksheet for each group (please make in advance as many copies as you need based on the number of registrations).
3	20 min		Participants pick a challenge, write it on their worksheet and then brainstorm their Top Five actions or business solution ideas - either for the short or long term. Write short-term ideas down on green sticky notes and place them on the worksheet. Write long-term ideas down on yellow sticky notes and place them on the worksheet.
4	20 min	Facilitator + PHS team (organiser)	Facilitator asks the group to come back to the plenary and discuss the results. *What are the most common Top Fives for every time perspective?* *Is it possible to merge them and have Top Five for the coming years for the whole group?* *What changed compared to LWS1? Do some ideas stand out?* On the facilitator JAMBOARD, the facilitator tries to group separately the ideas for short-term and long-term actions/solutions and highlight some common directions.

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			Facilitation team may comment on challenges prioritised in relation to feasibility within time, budget and thematic limits of Be.CULTOUR project. Try to keep in mind the main questions for this module as guidelines: *What are our priorities? What solutions do we need? What actions could we take? What are THE top fives we want?*
5	5 min	Tech host + Documenter	Colour contest! Tech host counts the Post-its in different colours from every couple. Which colour dominates? Discuss shortly the time perspective that mostly attracted the participants in terms of your Action Plan. Reflect on what should be implemented during the project and what after. Documenter saves all files used in this exercise. Please save them in the Module 5 reporting folder.

Module 6. Signposts for the Future (120 min)

KEY QUESTION: *"How did PHS become a great example of circular cultural tourism?"*
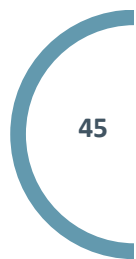
Method: Future Newspaper

The aim of this module is to identify potential paths of development for the future. The focus on the future and retrospective look at the activities that contributed to the achievement of the assumed goals should help to change perspective. It creates a link to LWS3 and to your Action Plan. Group work on press articles presenting PHS as leader in circular cultural tourism will help to analyse alternative directions of reaching the goal.

During the exercise, you can use as many elements as possible to link future descriptions with local conditions. For example, <u>photos of objects, names of people related to the region, local legends, specific places</u>. You don't have to look far ahead. An article presenting the future may refer to the final stage of the project implementation or shortly after its completion. Several activities may still be in progress, but try to name them. Make sure not to repeat the M5 if you decide to include both in your workshop.

The exercise consists of four basic phases that end with a joint discussion of the newspapers developed by the different groups.

1. **Preparatory phase**. Participants clearly define the time orientation. Various approaches are possible, for example during the Be.CULTOUR project (e.g. in one year) or after (e.g. in 5 years). Please remember to set a date in the latter case and do not look too far into the future. The whole exercise, although based on fantasy, is supposed to bring the group closer to the formulation of a real Action Plan.

2. **Reflection phase**. Participants express their worries related to circular cultural tourism and possible changes. All participants should equally interact and contribute to the discussion. All comments are written down by the table host. The brainstorming aims at indicating which obstacles may occur on the way to becoming a circular PHS. The problems are discussed and grouped together. The whole team prioritises the possible problems.

3. **Fantasy phase.** Participants generate creative ideas. At the beginning no boundaries are needed, however at the end of this phase the team should keep in mind the problems discussed in the previous phase. Storytelling, role playing, meditation may be used here. The ideas are noted, they should result from "out of the box" thinking but they need to be rooted as well. The ideas are prioritised and clustered. At the end three to five complementary steps should be chosen. Please remember, the whole exercise shows a way toward a specific final result. Here you may ideate solutions and actions but they should be connected and contribute to the same objective.

4. **Creation phase**. Participants choose the most important cluster of ideas from the previous phase. They should be now adapted to the real circumstances in the region. A story for the newspaper should be created, including the key aspects on what, how, and where contributed to the implementation to the Action Plan. Lay out of the Future Newspaper is designed.

The outcome of this module would show a creative and rooted in the local circumstances way towards circular cultural tourism.

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Preparation
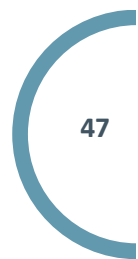
1. Translate and adapt the Future Newspaper worksheet, to be used in printed or online format.
2. Set up the space with enough chaires (5-8 chairs) organised around small tables.
3. Define a space where the Future Newspaper can be placed at the end and shown to all participants.
4. Prepare all tools.
5. Arrange the chairs around tables. Put all needed materials on the tables.

Tools

- Future Newspaper worksheet.
- Post-it notes.
- Markers or colour pens.
- Sticker dots.
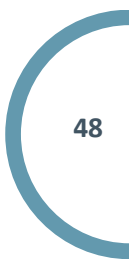- Pictures from local newspapers, postcards.
- Glue and scissors.

Implementation

Step	Timeframe	Facilitator	Participants	
Step 1	10 min	Introduce Module 6. **Divide the group in small teams of five to seven.** Give each team a Future Newspaper Worksheet, Post-it notes, pens in different colours, pictures, glue, and scissors.	Seated in the teams of five to seven with one table host each.	
Step 2	10 min	Ask participants to define headlines which reflect the desired future - being an example of circular cultural tourism. If you see that in your region other questions need to be addressed, please adapt the exercise and create an appropriate headline (e. g. on "beyond" cultural tourism).	Brainstorming on the headline.	
Step 3	20 min	*When will we reach our goal?* *(i.e. When is this newspaper being written?)* *Who should be involved?* *Do we write for the local community or at the national or international level?*	**Preparatory phase.** Defining the framework. Table host keeps notes if needed.	

Step 4	20 min	*What can stop us?* *What can go wrong?* A short coffee break can be added here if needed.	**Reflection phase**. Defining possible obstacles and local challenges. Table host keeps notes if needed.
Step 5	20 min	*What resources do we have?* *What challenges do we need to address in the coming months / years?*	**Fantasy phase.** Brainstorming on future solutions and actions. Take into account strengths, opportunities and assets from LWS1. Refer also to the previous exercises from this workshop. Discuss the links between possible steps, resources and don't forget your worries in order to make the story more convincing. Table host keeps notes if needed.
Step 6	20 min		**Creation phase**. Design your newspaper! Use provided materials like newspapers, postcard. Write down your story. Highlight some elements with colours or with post-its.
Step 7	20 min	Invite groups to share their newspapers. **Discussion** on different visions. Newspapers visible to all participants. Participants don't have to sit, just	All newspapers are presented and shortly described by one participant of each team. A round of sticker-dot voting finished the exercise. At the

		watch the different examples. Make sure they have access to voting dots and post-its. Just like in a poster session. Participants may vote with dots for the most interesting vision and add comments on post-its. Documenter make a picture of all documents. Please save them in the Module 6 reporting folder.	end the most appropriate planes toward the future are discussed.

Reporting

In the M6 Reporting Form, summarise key points which are relevant to your Action Plan from the plenary sharing session on the way toward circular cultural tourism as described in the Future Newspapers.

Take pictures of a few Future Newspapers and save them in your PHS Module 6 Reporting Folder. Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

Preparatory work: "Module 6 – Signposts for the Future" worksheet (Future Newspaper Canvas) is already prepared on JAMBOARD. Please prepare as many copies as needed based on the number of participants.

Sample structure for online adaptation

Step	Activity	Timing	Role	Notes

1	Introduction	5 min	Facilitator + Tech host	Facilitator welcomes participants in virtual plenary and explains the activity. Conversation assistant shares link to JAMBOARD Worksheet "Module 6 – Signposts for the Future". Tech host sorts one table host and participants into groups of five to seven. Random selection is suggested.
2	Brainstorming on the headline	10 min	Table host + Tech host	Brainstorming on the headline in the breakout rooms. The participants chose one headline that reflects the desired future - being an example of circular cultural tourism. If you see that in your region other questions need to be addressed, please adapt the exercise and create an appropriate headline (e. g. on "beyond" cultural tourism).
3	Preparatory phase	15 min	Table host + Tech host	Defining the framework. Table host keeps notes if needed and asks additional questions: *When will we reach our goal?* *Who should be involved?* *Do we write to the local community or at the national or international level?*

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4	**Reflection phase**	15 min	Table host + Tech host	Defining possible obstacles and local challenges. Table host keeps notes if needed. Table host guides the group with additional questions?
				What can stop us?
				What's going to be the hardest?What can go wrong?
				A short coffee break can be added here if needed.
5	Fantasy phase	15 min	Tech host + facilitator	Brainstorming on future solutions and actions. **Take into account strengths, opportunities and assets from LWS1**. Refer also to the previous exercises from this workshop. Discuss the links between possible steps, resources and don't forget your worries in order to make the story more convincing. Table host keeps notes if needed and guides the group with questions:
				What resources do we have?
				What challenges do we need to address in the coming months / years?
				Facilitators hops into each group and asks if clarification is needed.

6	Creation phase	15 min	Table host	Design your newspaper! Use provided materials like newspapers, postcard. Write down your story. Highlight some elements with colours or with post-its. Use the tools provided by MIRO to make your newspaper attractive and colourful.
7	Discussion	15	Presenter + Facilitator + Tech host + Documenter	Back to the virtual plenary. All newspapers are presented and shortly described by one participant of each team. A vote finishes the exercise. At the end the most appropriate planes toward the future are discussed. Documenter saves all files used in this exercise. Please save them in the Module 6 reporting folder.

Module 7. Our Action Plan (60 min)

KEY QUESTION: *"What can we do to establish circular cultural tourism, promote Europeanization and to use a human centred approach?"*

Method: Co-Creation Brainstorming Session

The aim of this module is to *start drafting* Action Plans based on the results of LWS1 and LWS2.

Note: LWS3 will be entirely devoted to the development of the Action Plans based on the results of

LWS1 and LWS2.

What is a local Action Plan?

Each Local Action plan developed within the Be.CULTOUR Pilot Heritage Sites is expected to:

- Directly link to PHS partners' **mandate** (it's YOUR action plan!)
- Contribute to the existing **regional development** strategies/plans
- Localise the "**Circular Economy**" concept
- Demonstrate implementation of **human-centred design** principles
- Include **Europeanization** dimensions
- Focus on at least 3 **Innovation Areas**
- Valorise concrete **Heritage Sites** & Cultural Assets
- Define a timeline for implementation of Actions, identifying short term targets that can be achieved in the framework of the Be.CULTOUR project and long-term targets that go beyond the project timeframe.
- Define primarily Actions that the project partner organisations can implement based on their mandate and capacity, as well as optional Actions that can be recommended for external stakeholders at regional level

Each Local Action Plan should contribute to improving regional development through cultural tourism. They therefore need to create continuity of existing work and not duplicate work already done or create new silos. The Action Plan should have its roots inside the existing local policies, programs, strategies and plans and contribute to achieving their objectives.

The Action Plan should: (1) identify (parts of) strategic objectives to which it will contribute to and if existing (2) other Action Plans/ Projects that are under implementation. (E.g. The existing RIS3, Regional development strategy, Circular economy strategy/ plan, etc and the existing CLIC Action plan for Västra Götaland and the Draft touristic route in North-East Romania and Moldova.)

The Action Plan will need to include a limited but well-selected number of clear actions (ideally between 3 and 7). Each action can have several interrelated sub-actions. These actions/sub-actions will include business solutions proposed for the Hackathon. Before finalising the Action Plan during LWS3, PHS will contribute to the selection of solutions for the Hackathon. The implementation of the actions, sub-actions and the business solutions will contribute to the regional strategic objectives, other existing Action Plans and therefore bring the local reality closer to the desired vision.

STEP BY STEP

- Building Heritage Innovation Networks in Pilot Heritage Sites

- Organising the Local Workshops
- Defining the initial collaboration pact (not mandatory);
- Defining the Innovation Areas, transversal innovation approaches adopted and emerging trends to be considered
- Identifying best innovative solutions in line with the Innovation Areas
- Adopting the Action Plan, monitoring progress and beyond project sustainability

Need inspiration?

Here you may find examples of Action Plans developed within the framework of other H2020 projects:

CLIC

Eu-Celac

ROCK

Need examples of actions?

Let's assume your asset is River Vero Cultural Park. Related actions could be: Raising the public awareness about the potential of the river and its waterfront through social economy approaches (voluntary works, donations, etc.) and fundraising; Creating safe and usable areas along the river banks (e.g. new regulation); Connecting existing pedestrian and cycling lanes in the park.

And other options. In your region there is an **unused heritage building/site**. Related actions could be: Encouraging leisure and service activities in the available vacant buildings/premises; Organising family-friendly events; Creating a series of Community Led debates-stories on local authenticity and needs, Fostering employment opportunities in the heritage retrofitting (introducing green roofs, photovoltaic, solar panels, re-greening), engage young people to develop leisure activities corresponding to their interests or AR based games designed together with local innovators.

Arts & craft? What about strategic actions like: Fostering development and rehabilitation of local traditional skills (preparation of building materials, masonry and woodworking skills, restoration skills….) with tourists; Providing infrastructure or funding for local intangible heritage traditions, practises and rituals (music, storytelling, carnivals, …) and artist programs…

Need more on the co-creation methodology in designing Action Plans in Be.CULTOUR project?

> You may find inspiration in D.3.1. - Protocol / methodology for HC innovation in sustainable cultural tourism (v1).

Preparation

1. Translate and adapt the template of the Action Plan, to be used in printed or online format.

> NOTE: For simplification, some elements of this structure were removed from the version shared in the LWS1 toolkit (LINK, pg.9). Feel free to include these elements (e.g. SWOT and PESTEL analysis), as you see fit. Alternatively you may use a doc file with an Action Plan template.
>
> AND: To better-structure the action or solution brainstorming in this module, PHS may wish to **pre-fill in** some sections of the Action Plan template (e.g. Innovation areas, challenges, assets, regional strategies).

2. For the workshop in person print the template in a poster format (preferably A0) - participants can view the indicative structure for reference, but focus on completing the matrix (second page).
3. Workshop venue organised for plenary sessions (10 participants).

Tools

- Have a summary of the results of the LWS1 showing challenges and assets. You may also display this information on the wall or make a poster. Have also the results and notes from the previous modules from LWS2.
- Print the Action Plan template (in case the group is large you may need 2 or 3 copies).
- Post-it, pens, glue.

Implementation

Step	Timeframe	Facilitator	Participants	
1.	10 min	Introduce Module 7. Explain the objectives of the Action Plans in your region and its proposed structure. Summarise the results of LWS1 and your first impressions from LWS2.	Seated in plenary.	
2.	5 min	Direct participants' attention to the Action Plan matrix. Share the brainstorming rules before you start: everyone may create an idea that responds to the LWS1/2 results, but at this stage they should already be concrete.		
3.	20 min	Ask participants to generate as many ideas as possible BUT in relation to the challenges and assets as well as key elements of the project.	Participants note their ideas on post-it.	
4.	20 min	Facilitator puts post-it on the Action plan matrix poster - clustered according to challenge or asset (ideally both together). Final discussion on LWS2 results and first ideas for the Action Plans. Organiser or/and facilitator summarises the ideas. Documenter sticks the post-its with glue on the poster and takes pictures. Please save them in the Module 7 reporting folder.		
5.	5 min	**Closing of the workshop.** PHS staff member presents the Next Steps in terms of HIN engagement in next Local Workshop and co-design of Action Plan and Hackathon. Optional: Participants are asked to fill in a post-workshop survey.		

Reporting

This is the most important reporting task. In the M7 Reporting Form, translate the completed Action Plan poster into English. Remember that this is just a draft Action Plan, so it does not need

to be perfectly done! If suitable, complement the draft Action Plan with results from previous LWS2 modules (e.g. challenge driven teams).

Take pictures of the completed Action Plan poster and save them in your PHS Module 7 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Online adaptation

Preparatory work: "Module 7 – Our Action Plan" worksheet (Action Plan template) is already prepared on JAMBOARD.

Sample structure for online adaptation.

Step	Activity	Timing	Role	Notes
1.	Introduction	10 min	Facilitator + tech host	Introducing Module 7. Explain the objectives of the Action Plans in your region and its indicative structure. Summarise the results of LWS1 and your first impression from LWS2.
2.	Rules	5 min	Facilitator + tech host	Share the brainstorming rules before you start: everyone may create an idea but at this stage they should be already concret.
3.	Brainstorming	20 min	Ask participants to generate as many ideas as possible BUT in relation to the challenges and assets as well as key elements of the project. Inspirational music in the background.	Participants note their ideas on virtual post-it and put them on the poster template on JAMBOARD.
4.		20 min	Final discussion on LWS2 results and first ideas for the Action Plans.	

			Organiser or/and facilitator summarises the ideas. Documenter download the worksheet and makes screen shots. Please save them in the Module 7 reporting folder.	
5.	Closing	5 min	PHS staff member presents the Next Steps in terms of HIN engagement in next Local Workshop and co-design of Action Plan and Hackathon.	Participants are asked to fill in surveys about the workshop and share their experience.

LWS2 Reporting

Reporting from LWS2 should be focused on building your Action Plan. The LWS2 report is intentionally less elaborate than that from LWS1 so that your effort can be dedicated to the Action Plan. Please focus your attention there, and think about how other LWS2 modules can contribute to it.

Furthermore, photos are optional (unless stated otherwise) but encouraged! Save them in your PHS LWS2 Module folders like last time.

Reporting form and Reporting folders are in your LWS2 Pilot file (LINK).

Glossary

Take a look at the Toolkit for LWS1.

All images in this toolkit, including worksheets were created with help of AutoDraw https://www.autodraw.com/. Free licence: Attribution 4.0 International (CC BY 4.0). Human-centered design is visual. Maybe you would like to draw with the participants too?