The **School of Law of the University of Nicosia** is the largest School of Law in Cyprus.

- Research at the School of Law focuses on a variety of global, EU and local issues in all fields of law.
- It also focusses on **interdisciplinary research**.
- Issues of research include **cultural heritage (CH)** in general as well as more specific issues such as cultural diversity, protection of CH, repatriation, digitization of cultural subject matter, and so on.
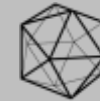
Project partners

66

ReInHerit's Mission

to disrupt the current status quo of communication, collaboration and innovation exchange between museums and cultural heritage sites

Creating a **model of sustainable Cultural Heritage Management (CHM)** that will:

❑ foster a digital dynamic European network of heritage stakeholders

❑ assist museums to respond to the challenges of this era

Visit our new Website

Our official website has been launched featuring information about ReInHerit's mission, the project's overview, the team, events, and more.
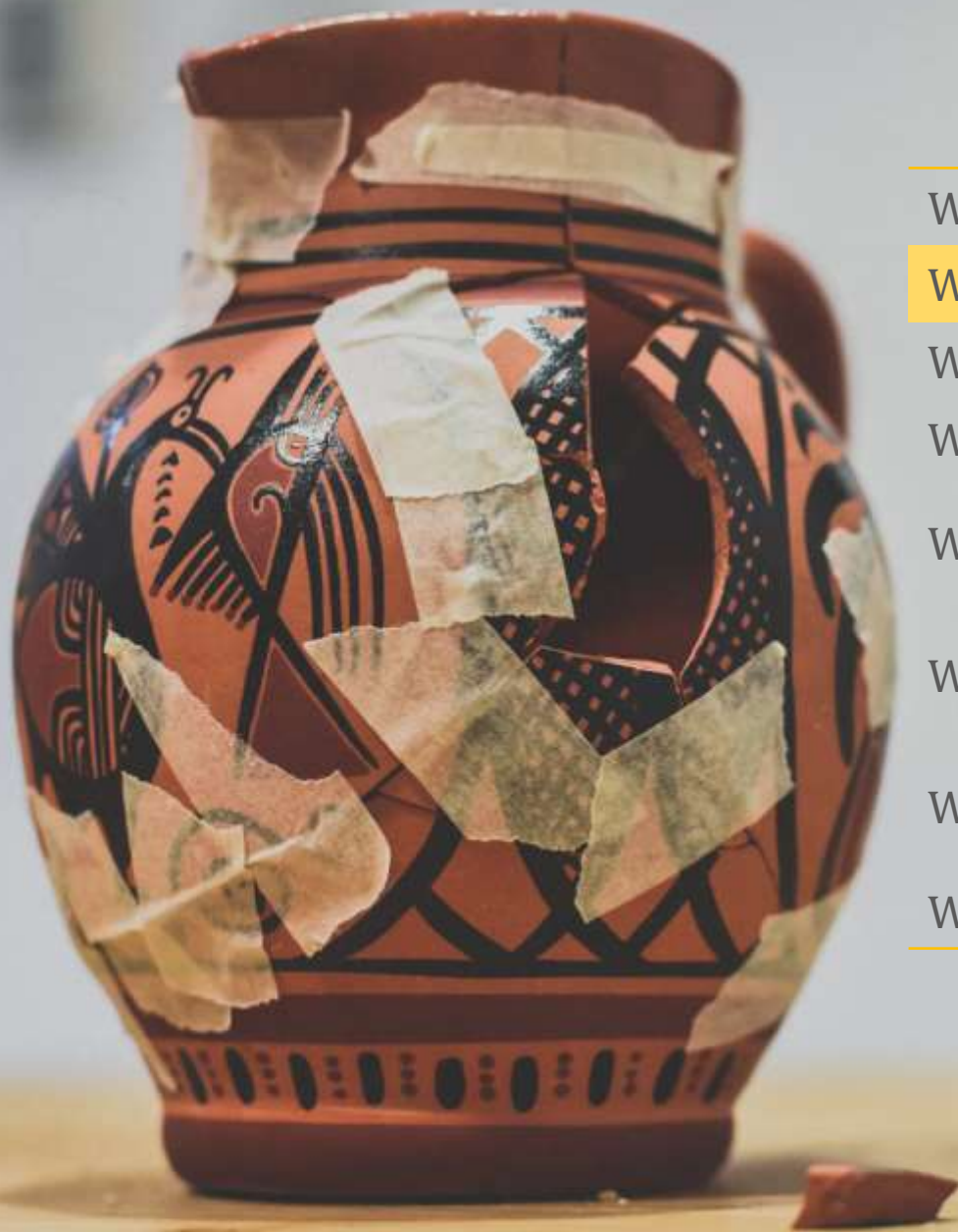
Work packages

WP1	Project Management
WP2	**CH Needs Analysis & Guidelines**
WP3	ReInHerit Toolkit
WP4	Digital Hub
WP5	ReInHerit Best Practices on CH Management
WP6	Pilot Phase tested through Digital & Travelling Exhibition
WP7	Dissemination, Exploitation & Communication
WP8	Ethics requirements

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Work Package 2: Main objectives

❑ Provide an overview on the current state-of-affairs of professional practice in the CH sector across Europe.

❑ Offer clear and concise information on the CH sector needs, challenges and bottlenecks.

❑ Provide measures in the form of practical recommendations that need to be taken into account so as to develop long-term cultural policies and strategies within the digital transformation and innovation context.

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Primary research

ARCADA

- ❑ Qualitative and quantitative research methods (focus groups, individual interviews, and questionnaires survey).

- ❑ A large bulk of data on the current methodologies and practices used in the CH sector, for communication, collaboration, and exchange of good practices was collected.

Secondary research

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- ❑ Outline the relevant scientific literature on CHM and positioned this project within it.
- ❑ The Literature Review is rich in references offering an in-depth and actual analysis of needs, challenges, opportunities, and innovative trends in the CH sector.

The aim of this webinar:

❑ Provide information on how to establish a state-of-the-art management plan for museums, which takes into account the latest developments in the field

❑ bring forward the main issues and principles that need to be taken into account during the drafting procedure of a CHM plan

Let's start by discussing some basic concepts:

❑ Cultural Heritage Management (CHM)

❑ Management planning and Cultural Heritage Management Plan (CHM Plan)

Cultural Heritage Management

❑ Refers to a **complex and changeable process** through which we can manage the diverse aspects of CH, using a wide set of tools and practices, including:

- identification
- excavation
- recording
- documentation
- protection
- conservation
- restoration
- interpretation
- enhancement
- promotion
- presentation
- law
- ICT

- dissemination of CH production
- distribution
- exhibition
- education
- communication
- economics
- strategic management
- risk management
- monitoring
- marketing, etc.

Cultural Heritage Management

The overall objectives of CHM are to:

❑ ensure short-term and long-term protection of CH with a view to make the utmost of its benefits for the public while considering its sustainability

❑ transmit CH values to the next generations

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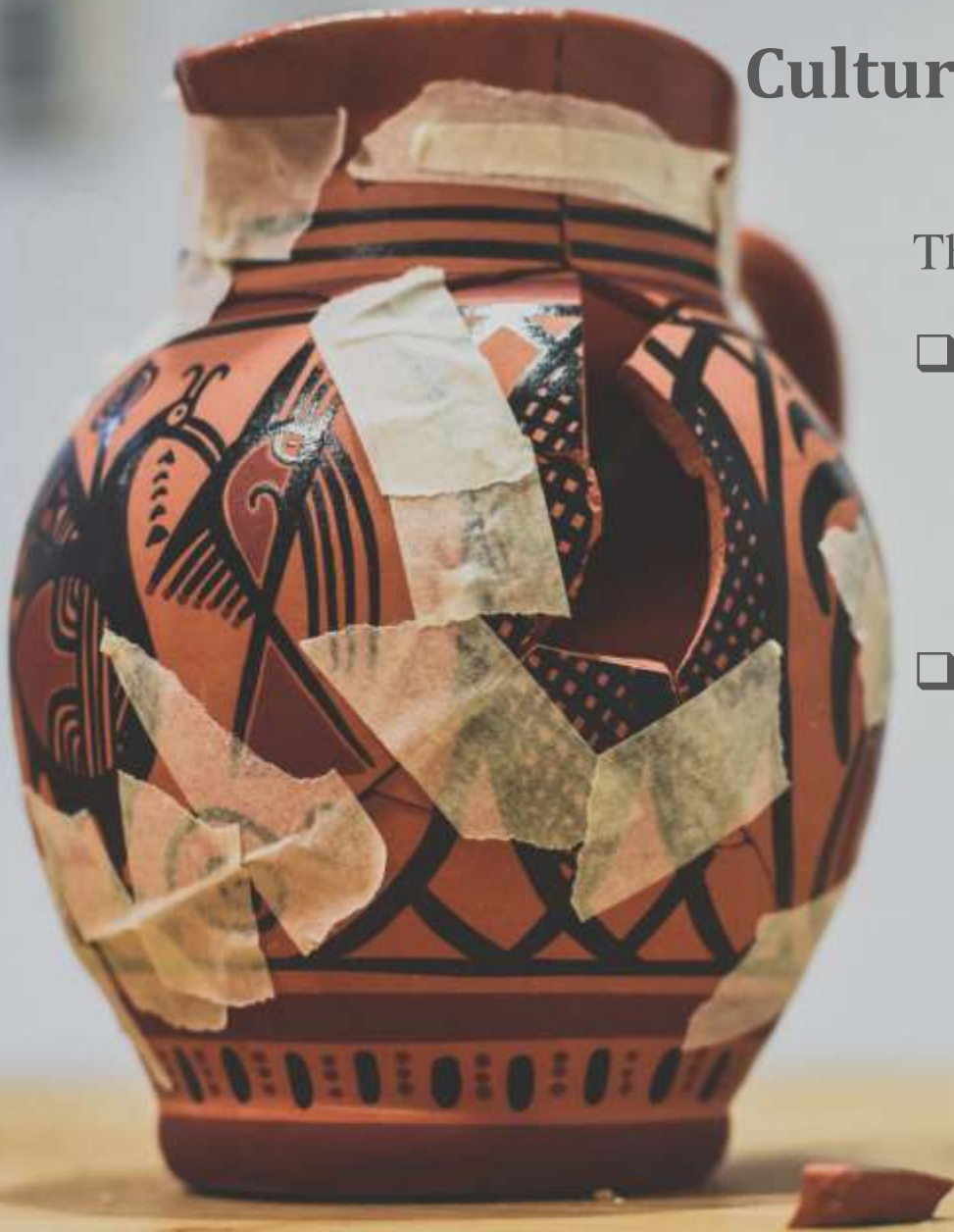
Cultural Heritage Management

❑ Dealing with the inclusive and extensive concept of CH, the field of CHM became itself very broad.

❑ It also became interdisciplinary since it crosses the boundaries of many disciplines and fields:
  ➢ social sciences
  ➢ humanities
  ➢ architecture
  ➢ law
  ➢ management
  ➢ marketing
  ➢ economics
  ➢ restoration,
  ➢ conservation
  ➢ curatorship
  ➢ ICT
  ➢ museology, etc.

Cultural Heritage Management

1. **Planning / Programming**

2. **Organizing / Coordinating**

3. **Guiding / Leading**

4. **Evaluating / Controlling**

Management Planning....

is about:

❑ setting up museum's mission and vision

❑ converting the strategic vision and mission into measurable objectives and performance targets

❑ developing and testing strategies to achieve the desired results

❑ understanding the big picture and placing the organisation within it

The starting point is in the future, not the past or the present.

Management Planning

- ❑ Management planning, and the management plans that it produces, is increasingly gaining recognition throughout the world as a strategic and operative tool concerning the protection and enhancement of CH.

- ❑ It is a crucial process that must be properly **integrated into a sustainable model of CHM**.

- ❑ In this respect, it is important for each museum to create **a realistic and detailed CHM plan.**

What is a CHM plan?

❑ A document that explains management issues, approaches and requirements relating to museums and sets a framework for decision making over a given period of time.

❑ It is a clear and coherent plan for action, **a guide to the future**.

❑ Overall, it is a **management tool for museums to use in planning their future activities and operations**.

What are the main objectives of a CHM plan?

❑ protect the values of CH for present and future generations

❑ promote effective sustainability practices

❑ improve museums' operation

❑ help museums reposition themselves in an ever-changing world, in order to be more relevant and better serve society

Some basics for a CHM plan

❑ A CHM plan should be sufficiently clear, simple, management oriented and easily understood.

❑ It is the main means of ensuring that everyone in the organisation is on the same page.

❑ It identifies areas of strength to build on, weaknesses to be addressed and opportunities to be exploited.

❑ It can improve the image and visibility of museums, which is important for attracting more people to CH.

Some basics for a CHM plan

❑ Flexibility and adaptability:
  - The overall museum behavior is influenced by unpredictable external factors and adaptation to changes.
  - This is more relevant than ever, as the COVID-19 pandemic and the current energy and cost of living crisis due to the war in Ukraine have compounded the challenges already faced by the CH sector and created new ones.
  - Therefore, a CHM plan should be seen as a "dynamic" internal document, that will be revised and updated on a regular basis (between 1 and 5 years), in order to help museums adapt to changes in the economic, political, social and physical environment.

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Some basics for a CHM plan

❑ It is worth noting that there are considerable variations in the context and character of a management plan, depending on the type of property.

❑ For example, drafting a management plan for an archaeological site, a major museum or an urban center, would be definitely a complex procedure.

❑ Instead, drafting a management plan for a single historic building or a small museum can be simpler, but not less important.

❑ However, there are some major issues that almost every management plan should address.

What are the main steps for a successful CHM plan?

Preparing a CHM plan

The first step a museum must take in order to prepare a successful management plan is to **look outside the organization and understand how the external environment is changing**.

❑ In other words, it is crucial to understand **the needs, challenges and opportunities** of this era.

❑ This will help museums to stay relevant, to deliver their mission more effectively, to identify important threats that need to be addressed and to act as a major resource for resilience, connection, recovery, and positive change, contributing to the creation of inclusive, peaceful, and sustainable societies in this ever-changing environment.

What are the main steps for a successful CHM plan?

Understanding current needs, challenges and opportunities is the basis for an effective CHM plan.

❑ In the context of the ReInHerit project we mapped the current *status quo* of the CH sector in Europe in order to provide an overview of the current needs, challenges and opportunities.

Secondary research

Primary research

SEE THE BIG PICTURE

Need for interdisciplinary collaboration so as to avoid fragmentations

The CH sector is characterized by fragmentation at multiple levels, which creates serious gaps and obstacles to the sustainable management of CH. This has resulted in difficulties in communication and collaboration between different professional experts. As such, there are many adversities in terms of how these experts engage with CH and how they can work together.

Need to redefine the relationship between museums and their various audiences

Museums are facing adversities in sustaining and inspiring actual audiences as well as in attracting potential audiences. Technological achievements and the recent crises changed audience behavior, and this change requires new policies that meet these needs. CH professionals are facing difficulties in reaching specific target groups, such as **young people, locals, and tourists**, making CH relevant to them.

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Need to redefine the management of collections based on evolving ethical standards and new trends

Collections management is an absolute essential process for museums of all sizes and types regardless of whether their collection is small or large, public or private. Museums need to redefine the way they manage their collections, taking into account high legal, ethical and professional standards as well as using digital and emerging technologies.

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Need for sustainable business models resilient to changes and crises

Budget and funding are decreasing in the CH sector. The museum sector currently faces the challenge to reassess its underlying business models. Innovative approaches to funding and sustainability are needed for museums to be resilient to changes and crises, to promote and diversify the cultural offer, and to see opportunities where crises lay.

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Need for environmentally friendly museums

Climate change and environmental issues play a key role on how museums should be engaged with society as part of the sector's commitment towards it. Museums are expected to operate as change makers in order to better respond to the environmental challenges that the world faces today. This is more relevant than ever, as the current energy and cost of living crisis has forced museums to find **sustainable ways to operate**.

What are the main steps for a successful CHM plan?

Designing a CHM plan

Taking into account the needs and challenges of this era, as well as the potential opportunities, museums should take **the second step**, which is to design a CHM plan.

The design of a CHM plan should be based on:

- **a people centered and environmentally friendly approach**
- **a clear orientation towards the concepts of inclusivity, innovation, accessibility, relevance, democratisation, sustainability, resilience, ethics, diversity, professionalism, cooperation, and community participation**
- **strategies accompanied by clear policies, guidelines, and a road map on strategies implementation and resource allocation in order to facilitate the success of the process**
- **a clear knowledge of the application of digital and emerging technologies, which are of relevance to museums**

What are the major issues that almost every CHM plan should address?

Taking into consideration the "big picture", among other things, every CHM plan should include strategies for the following issues:

- **Collections Management**
- **Audience and local communities' engagement**
- **Communication**
- **Energy and environmental Management**
- **Intellectual Property (IP) Management**
- **New 'Business' Models and Financing**

Collections Management

- Collections Management is the core activity of any museum.
- Setting a Collections Management plan helps museums to:
  - ✓ outline the scope of their collection
  - ✓ explains how they care for it, and make collections available to the public
  - ✓ specify themes and priorities for future collecting as well as what types of cultural objects they intend to collect
  - ✓ increase focus and interest on museums' collections

Collections Management

Some priorities:

- Digitising the museum collections
    - ✓ technologies have changed the way the modern humanity experience museums
    - ✓ engage people with collections ensuring that collections can be accessible to everyone in a meaningful way
    - ✓ Objects that are not displayed in museums' exhibitions and are in storage can have at least digital presence

Collections Management

Some priorities:

- Combating illicit trafficking of cultural goods and dealing with return and restitution claims

  - ✓ museums should adjust their Collections Management plan in such a way that they can successfully meet the challenge of combating illicit trafficking of cultural goods and dealing with return and restitution claims

  - ✓ They should sensitise the general public

  - ✓ They should convey the message to both local and global audiences that illicit trade in cultural goods is a serious crime

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Audience and local communities' engagement

- It is important for any CHM plan to overcome the obstacles in reaching CH audience and set an **audience development strategy**
- **Goal:** engage more people with CH
- Museums should begin by successfully targeting the types of audiences that have been overlooked, such as **young people and local communities**
- At the same time, they should refresh the cultural offer for existing audiences, by developing new experiences and deepening their relationships with them

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Audience and local communities' engagement

Some recommendations for reaching young audience:

- **Understand young audience** in order to determine their specific needs as well as to better understand how they perceive CH, how they want to engage with it, and what is important to them
- **Promote real-time dialogue between young people and the CH professional** (e.g. forums in websites, social media etc.)
- **Train CH professionals in audience research, marketing, and communication**

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Audience and local communities' engagement

Some recommendations for reaching young audience:

- **Introduce seminars, games, and digital tools:**

    As evidenced by the visitors' survey conducted by the ReInHerit project, young museum visitors (18-29 as well as 30-44) are more likely to use digital tools in a museum environment.

    Younger people in general have a strong tendency to be interested in technology related experiences and in gamification approaches.

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ReInHerit
WEBINAR

"How emerging technologies enhance visitors' experiences of cultural heritage sites"

13 January 2023 | 3:00-4:00 pm (CET)

Audience and local communities' engagement

Some recommendations for reaching young audience:

- **Design and implement outreach work/activities to schools, universities, and youth organizations**
- **Promote dialogue and collaboration between CH professionals, school teachers and university professors**
- **Involve people who are working with music, sound and acting to create new language for communicating with digital natives**

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Communication

- Communication between museums and their various audiences has been identified as a strategic issue for a sustainable CHM

- Specifically social media policies, must be agreed and adopted

- Various communication tools, some of them borrowed from other sectors, can facilitate the effective implementation of the CHM plan

- According to ReInHerit's primary research, **young people get information about the service offerings of museums through recommendations from friends via social media channels**

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Energy and environmental Management

- It is crucial in order to
  - ✓ revisit and adapt environmental plans
  - ✓ reduce energy consumption
  - ✓ improve sustainability of buildings
  - ✓ find alternative energy sources
  - ✓ have guidance on how to address the energy and cost of living crisis

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Energy and environmental Management

- It is crucial in order to
  - ✓ raise awareness
  - ✓ inspire climate action
  - ✓ build and share knowledge about human impacts on environment and climate as well as teach skills
  - ✓ co-create positive responses
  - ✓ help local communities plan to become more climate-resilient

Intellectual Property (IP) Management plan

An Intellectual Property strategy, with an emphasis on copyright, reinforces CH as an asset, ensures that no third-party IP assets are infringed, and contributes towards the effectiveness of the management plan.

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New 'Business' Models and Financing

- New ideas, concepts, and innovative tools related to **digital business models** will help museums to respond to the new financial reality and facilitate CH professionals to create new value and deliver it to visitors and other stakeholders, as well as to turn this value into economic, social, and cultural outcomes.

New 'Business' Models and Financing

- In this sense, in parallel to their core services (e.g., exhibitions) museums should include added digital services, such as **e-shops**:
  - ➢ sell museum-related products that represent creative ways for audiences to engage with their collections beyond their walls
  - ➢ promote digital content, stories and experiences, drawing attention to digital storytelling techniques that moves to more dynamic forms of digital creation for which visitors are willing to pay (narrative-driven content, bespoke curator tours, live events like virtual escape rooms, virtual exhibitions, etc.).

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#make it
your own

ReInHerit Digital Hub

eShop

Collection of digital objects from the ReInHerit museums

All the digital objects in the ReInHerit eShop are free to download.

Museum

☐ Bank of Cyprus Cultural
  Foundation
☐ Graz Museum

Activity book (Cycladic)

Go through mazes, complete half-
drawings, spot differences
between similar pictures, and

Colouring book (BoCCF)

Colours are fun, drawing is fun,
and learning is fun – so triple the
fun with this amazing colouring

Activity book (BoCCF)

Go through mazes, complete half-
drawings, spot differences
between similar pictures, and

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Factsheets for Cultural Heritage Management

Factsheets emerging from the primary and secondary research conducted in the ReInHerit project.

The primary and secondary research conducted in WP2 informed all the subsequent work and development within the ReInHerit project. Here you will find key take-aways.

Bridging Museums/Heritage Sites and Local Communities

Museums and local communities The engagement of local communities with cultural heritage (CH) has been identified in the context of the...

Cultural Heritage Management Plan

Introduction Management planning (including the management plans produced in this respect) is increasingly gaining recognition throughout...

Climate and Energy Responsible Museums

Introduction Modern world is currently facing multiple crises and challenges, which are radically altering human lifeways and ecosystems...

Reaching Young People: youth friendly museums

Museums and their young audience Although young people are an age group that is included in many categories of audiences, such as tourists...

The Basics of Cultural Heritage Management

Cultural heritage as a dynamic, diverse, and evolving concept According to UNESCO, cultural heritage (CH) refers to: a) Tangible CH – i.e...

Digital Transition, Emerging Technologies and the Cultural Heritage Sector

Introduction Beyond any doubt, the implementation of digital and emerging technologies, which is one of the EU's priorities, presents...

IP Management

What is Intellectual Property? Intellectual Property (IP) refers to the legal rights recognized by a State with the aim to protect the...

The Cultural Heritage Sector: current needs, challenges, and opportunities

Introduction Rapid societal changes in conjunction with economic, environmental, energy, humanitarian and health crises have deeply impacted...

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Cultural Heritage Management Plan

Factsheet

Cultural Heritage Management (CHM) has been recognized worldwide as a strategic process that guarantees the long-term protection of cultural heritage considering its sustainability and taking into account the current needs of the public. However, many museums and heritage sites, especially smaller ones, continue to suffer from inefficient management due to lack of funding and support, as well as the pressures of ongoing crises. In this respect, it is crucial for each museum and heritage site to create a realistic and detailed plan that explains management issues, approaches and requirements and sets a framework for decision making over a given period of time. This factsheet emphasizes the critical role of CHM planning for museums and heritage sites and provides some recommendations on issues to be included in a CHM plan within the digital transformation and innovation context.

Download PDF

Introduction

Management planning (including the management plans produced in this respect) is increasingly gaining recognition throughout the world as a strategic and operative tool concerning the protection and enhancement of cultural heritage. Given the fact that many museums and heritage sites, especially smaller ones, continue to suffer from inefficient management due to lack of funding and support, as well as the pressures of ongoing crises, it is crucial for them to set up a CHM plan. In doing so, they should take into account a wide range of aspects and processes, such as: legislation, identification, assessment, statutory protection, conservation (preservation, restoration, reconstruction, adaptation), rehabilitation and revitalization, use, maintenance, guarding, interpretation, presentation, monitoring, control, and research. It is worth noting, that there are considerable variations in the context and character of a CHM plan, depending on the type of property. For example, drafting a management plan for an archaeological site, a major museum or an urban center, would be definitely a complex procedure. Instead, drafting a management plan for a single historic building or a small museum can be simpler

What is a CHM plan for museums and heritage sites?

A CHM plan is a succinct document that explains management issues, approaches and requirements relating to museums and heritage sites and sets a framework for decision making over a given period of time. It should be sufficiently flexible, clear, simple, management oriented and easily understood.

What are the main objectives of a CHM plan?

The overall objectives of a CHM plan are to:

- protect the values of the cultural heritage for present and future generations
- promote effective sustainability practices
- balance and coordinate cultural heritage needs against those of cultural heritage 'users'

What are the major issues that almost every CHM plan should address?

The first step a museum or a heritage site must take in order to develop and implement a successful management plan is to understand the needs, challenges and bottlenecks of this era. Having fully understood the needs and challenges of this era, as well as the potential opportunities, museums and heritage sites should create management plans which, among other things, must

To conclude....

✓ Museums that develop a CHM plan, implement it effectively and plan for their future are much more likely to fulfill their mission and vision

than

museums, which continue to follow traditional operating methods that do not respond to the needs of an ever-changing environment

Thank you for your attention!

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