

## 4 Defining, assessing and improving heritage management systems

*This dramatic change in circumstances has been in part due to a public-private partnership known as the Herculaneum Conservation Project<sup>79</sup> which has been supporting the conservation and management of Herculaneum since 2001. Multiple factors have contributed to the success of the initiative, which was able to build on positive steps already being taken by the local heritage authority. Choices made responded to precise inadequacies in the existing management system, with contributions to all nine components aiming to secure lasting improvements in management efficiency and effectiveness. Here are some examples:*

- *The imaginative use of a legal framework intended for commercial sponsorship (laws no. 42/2004 art. 120 & 30/2004 art.2) which finally allowed private partners (in this case philanthropic) to offer operational support – actions and improved organizational flexibility – not just financial help – donations – to the public partner. The heritage authority was under capacity in organizational not financial terms.*
- *A collaboration that unfolded ‘within’ the host organization, the local heritage authority, ensuring genuine partnership and an opening up of the existing management system to new ways of working, and a greater sense of ownership for those who would take the approaches forward.*
- *The creation of a series of responsive and flexible partnerships (rather than a dedicated legal entity), thereby responding well to new phases of the project as the needs of the site and the host management system evolved. In over ten years the project has shifted from ambitious works in areas of the site at risk to planning new museum facilities, urban regeneration initiatives for residential areas adjoining the site and capacity-building activities for the other Vesuvian sites with a view to gradual project withdrawal.*
- *The creation of an interdisciplinary team of national heritage specialists and specialist contractors (many local) to reinforce heritage staff and archaeological conservation activity.*
- *The creation of a network of local and international research partners to reinforce intellectual resources, but also contribute to advocacy for the site and deliver a multiplier effect for the other sites in this serial World Heritage property.*
- *A project management approach which introduced an objectives-based work culture and strong emphasis on efficient heritage processes.*
- *Importance given to activities that would enable the existing management system to sustain site management with public resources beyond the project’s lifetime into the future. Examples are infrastructure and conservation measures to reduce long-term costs and simplify site management, testing and refining approaches for programmed maintenance cycles and securing long-term research partnerships.*
- *Recognition of the need for the site to re-establish a role and identity in the life of the modern town and harness the reciprocal heritage benefits which emerge. A sister initiative, the Herculaneum Centre, was created to build bridges with the local civic authority and other stakeholders and improve the relationship of the ancient and modern towns long into the future.*



Archaeological Areas of Pompei, Herculaneum and Torre Annunziata (Italy)

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79. A Packard Humanities Institute initiative in partnership with the Soprintendenza Speciale per i Beni Archeologici di Napoli e Pompei (the local semi-autonomous heritage authority) and the British School in Rome.