

Key considerations for improvements to management systems

Management planning is a widely adopted tool for World Heritage, placing as it does great importance on identifying gaps for improving the management system (see Appendix A). Even in the absence of a management plan, a management system benefits from assessing progress against targets (outputs) and broader objectives (outcomes), and then analysing discrepancies and their causes. Improving a management system depends on rigorously evaluating it: whether the three elements are supporting the three heritage processes, and delivering target outputs and achieving all desired outcomes.

The information derived from monitoring outputs and outcomes by means of indicators helps to define and prioritize future processes of the management system. It can also be the basis for making substantial improvements to some or all of the nine components of the management system. The next section, Part 4.5, proposes a template for documenting and assessing heritage management systems. In the template, the ninth component, 'Improvements to management systems', brings together all the gaps or opportunities that have been identified under the other eight components. It then proposes changes to either overcome or embrace them, identifying, where appropriate, suitable management tools.

IMPROVEMENTS TO MANAGEMENT SYSTEMS

GOOD TIPS

- ▶ Improvements are sometimes referred to as 'inputs', but this can lead to confusion with human, financial and intellectual resources which are also referred to as 'inputs'.
- ▶ Ensuring the upward spiral of continuous improvement that is central to good management depends on skills to identify gaps and applying them appropriately. Such skills can be developed by means of simple capacity-building initiatives (see Part 3.8)
- ▶ As a result of its isolation, the cultural heritage sector has a greater shortage of critical skills in practical project and stakeholder management than some other sectors⁸⁰. This weakens the heritage management system for a property while also holding back the system from evolving.
- ▶ Isolation also requires a better understanding of other sectors and improvements to the primary management system.⁸¹
- ▶ Increasing pressures on cultural heritage and the new demands that society places on it (see Part 2) often requires new disciplines to be involved: economists, sociologists and environmentalists, for example.

IMPROVEMENTS TO MANAGEMENT SYSTEMS IN THE WORLD HERITAGE CONTEXT

Key considerations

Identifying gaps and trying to address them is part of improving the management system for a property in terms of productivity, efficiency and ability to achieve principal outcomes (the protection of OUV) and other objectives. The need for compliance places additional pressures on inscribed sites. Appendix A explores how management planning contributes to achieving these goals.

80. Deputy Prime Minister's Office. 2004. *Skills for Sustainable Communities*. London, RIBA. http://dera.ioe.ac.uk/11854/1/Egan_Review.pdf

81. Brundtland, G.H. 1987. *Report of the World Commission on Environment and Development: Our Common Future*. Oxford, UK, Oxford University Press, Incorporated. Chapter 7. 'Merging Environment and Economics in Decision Making', paragraph No.75.