

## 2 Context: managing cultural heritage

its contribution to society in terms of well-being and happiness;<sup>23</sup> and on the other hand, exploring the conditions that would make heritage a powerful contributor to environmental, social and economic sustainability, with its rightful place as a priority in global and national development agendas.

Embracing initiatives that deliver mutual benefits to the property and its surroundings may not seem essential to the protection of the OUV, but may prove important in the long term because they tie the property into its context in a positive and enduring way, thus favouring its long-term survival. For example, the mutual benefits of promoting local skills to conserve the property, rather than training new talent from elsewhere, may only emerge in a long timeframe.

### CASE STUDY

#### ***Integrating sustainability: an example***

*The National Trust of England, Wales and Northern Ireland is a not-for-profit heritage organization with a remit for cultural, natural and mixed sites. It has decided to integrate sustainability concerns into its operations and decision-making processes. The tool that it has developed addresses sustainable development concerns, comprehensively integrating its use into the heritage management system for managing change (planning) and for monitoring operations. The evaluation of the impact of decisions and approaches from three perspectives – people, finance and environment – has become an important check criterion for its heritage management processes. The tool, known as the Triple Bottom Line Tool, is modelled on the idea that there needs to be a balance between economic benefit, societal gain and the environment for an organization and the heritage in its care to be sustainable in the long term and for heritage benefits to be harnessed.<sup>24</sup>*



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*Studley Royal Park including the Ruins of Fountains Abbey (United Kingdom)*

## 2.4 The need for heritage to be managed

The increasing involvement of society as a whole with heritage means that it is no longer, if indeed it ever was, the preserve of academics and antiquarians. Nowadays, communities are increasingly involved in their heritage. Cultural properties have important social and economic functions and some continue to maintain strong links with communities with added tangible and intangible expressions of value. Cultural heritage often remains in use for its original purpose. Places of worship, residential properties, cultural landscapes or institutions of various types are some examples. Many other heritage places have been adapted for new uses, providing them with a function that guarantees their continuing maintenance and relevance to society.

23. The increasing emphasis on quality of life and well-being as the ultimate goals of development in global and national development agendas suggests that aspects such as creativity, spiritual fulfilment, knowledge and beauty might find their way into official statistics on social sustainability by making 'culture' and heritage legitimate and significant constituents of sustainable development.

24. Lithgow, K. 2011. 'Sustainable decision-making: change in National Trust collections conservation', in: *Journal of the Institute of Conservation*, Vol. 34, No. 1, 2011, pp. 128-142. London, ICON.