



MONOGRAPHIC PUBLICATION OF ICOMOS SLOVENIA

03

Management of Cultural Heritage Sites

Upravljanje območij
kulturne dediščine

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EDITORS

Sonja Ifko, Jelka Pirkovič

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Mojca Vilfan

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Ajda Bevc

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Editorial

The topic of the third volume in the Monographic Publications series of ICOMOS Slovenia is the management of cultural heritage sites. This monograph is a way to commemorate the European Year of Cultural Heritage (EYCH), which was celebrated in 2018, and to relate to the central EYCH starting-points that underlined the significance of awareness-raising about cultural heritage belonging to all of us and the necessity to promote cultural innovation and collaboration of people and communities, while fostering commitment to responsible and sustainable tourism with cultural heritage.

The central thought when selecting the articles was borrowed from Donald Insall: “Good planning is only good management.” Insall underlines that successful conservation and active life of cultural heritage sites are a consequence of a careful and interdisciplinary planning of development activities, taking into account the features of heritage to develop its potentials in a balanced way, including the economic and tourist opportunities of these sites. This book presents the management processes and also insight into the diverse set of approaches and successful practices, particularly in Southeast Europe.

There are eight chapters in this book. The introductory article was prepared by Jelka Pirkovič, where she presents contemporary concepts of heritage management. This is followed by four articles on the challenges of managing and governing heritage sites in Slovenia. Špela Spanžel discusses the implementation of UNESCO cultural heritage in Slovenia, and Nataša Kolenc talks about the challenges of private-public partnership in built heritage restoration. Tomaž Golob’s article provides a theoretical overview of participatory management of urban areas of cultural heritage, using several Slovenian cases as examples, while Vlasta Vodeb reports about best practices related to the use of historic building information modelling (HBIM) methods in managing and monitoring historic building areas.

The next four articles illustrate cases of heritage site management beyond Slovenian borders. The tone of this part is set by Helen Kendrick's article on the exceptional success of heritage-led regeneration of Glasgow, Scotland. Over the past three decades Glasgow has managed to turn its fortunes around and emerged from its industrial past to become a centre of cultural tourism. The case of Mostar and its connections with cultural tourism, boosted by its inscription on the World Heritage List, are presented in the article by Aida Idrizbegović Zgonić and Jasenka Čakarić. This monograph is rounded off with an interesting case of the mining town of Almadén in Spain – the twin city of Slovenian Idrija in its inscription on the World Heritage List. Each year Almadén's enthusiasts put on a show of re-enacting its history and raise awareness among the local community and the visitors regarding the significance of heritage values as the best way to promote future development of the city and the region.

ICOMOS Slovenia believes that this publication is a significant contribution to shedding light on the issues of cultural heritage management in a modern society. Finally, we look forward to inviting you to read the future volumes in the Monographic Publications series as well.

From the Reviews

The articles are interesting both thematically and methodologically, as well as informative, appropriate for publication, and particularly innovative in terms of socially highly topical cultural heritage management. They are consistent from the viewpoint of structure, i.e. the presentation of the problem domain, while their analysis and interpretation are clear. They meet the requirements of professional comprehensibility and terminology.

DR. ZVEZDA KOŽELJ

The topic of cultural heritage management in Slovenia has sparked interest among experts for decades, while the examples and guidelines have largely come from abroad.

The terminological, conceptual, as well as legislative gap in the management, going back several years, was filled in 2008 by the Cultural Heritage Protection Act, which imposed the duty of managing monuments and sites on owners or managers, based on management plans. After 2013, many studies have been conducted in Slovenia, which address the field of management from perspectives of various scientific fields.

Similarly, the papers in this monograph reveal various perspectives on cultural heritage management. The reader is offered theoretical insight, with new models of participatory management and holistic approaches, based on empirical experience.

Examples from European countries and abroad, but from Slovenia as well, prove that through a vision, planning, integrated approaches, involvement of the general society, by taking into account the relevant social change and development, and supported by the cultural policy and professional interdisciplinarity, it is possible to allow for successful cultural heritage management and thus its sustainable preservation.

DR. TANJA HOHNEC



JELKA PIRKOVIČ

Beyond Rules and Regulations: Exploring Innovative Horizons of Cultural Heritage Management

SUMMARY

The paper deals with the role of cultural heritage management and the challenges that management poses in modern complex societies. International standards on heritage management started to appear at the turn of the 20th and 21st centuries: UNESCO World Heritage Operational Guidelines in 1999, Council of Europe Framework Convention in 2005, and European Union Conclusions on Participatory Governance in 2014. Tools for adapting a heritage management system to the needs of modern society that go beyond legal provisions are the central research theme. This paper discusses theoretical considerations about the importance of heritage management from the perspective of philosophical understanding aspects of reality, from identifying what roles management should play and which social arenas managers should consider. The paper clarifies some basic terms, such as management versus governance, authoritarian versus participative approach, and heritage legal provisions versus strategies. The central part of the paper analyses parameters that influence the heritage management system. From this, innovative solutions that benefit heritage and society at large are constructed. The theory of social systems gives the platform for the analysis, and from it, the paper builds a new heritage management paradigm which combines participatory governance and a holistic approach to heritage policy, strategies, and interventions. By comparing the new paradigm to conventional heritage management the paper ascertains the validity of the new paradigm. In the end, the paper provides some recommendations regarding the goals that legal instruments need to fulfil to give reliable support to heritage management.

Preseganje pravil in predpisov: Raziskovanje inovativnih horizontov upravljanja kulturne dediščine

POVZETEK

Članek obravnava vloge upravljanja kulturne dediščine in izzive upravljanja v sodobnih kompleksnih družbah. Prvi mednarodni standardi za upravljanje dediščine so bili sprejeti na prehodu iz 20. v 21. stoletje: Unesco Operativne smernice za svetovno dediščino iz leta 1999, Okvirna konvencija Sveta Evrope iz leta 2005 in Sklepi Sveta o participativnem upravljanju kulturne dediščine iz leta 2014. Ključna raziskovalna tema so orodja za prilagajanje sistema upravljanja dediščine potrebam sodobne družbe, ki presegajo pravne določbe. Prispevek obravnava teoretične premisleke o pomenu upravljanja dediščine z vidika filozofskih vidikov razumevanja realnosti, od prepoznavanja, kakšno vlogo ima upravljanje, do ugotavljanja, katera družbena področja naj bi upoštevali upravljalci. V članku pojasnimo nekaj osnovnih pojmov, kot sta vodenje (angl. management) in upravljanje (angl. governance), avtoritativni in participativni pristop ter pravne določbe in strategije dediščine. V osrednjem delu prispevka analiziramo parametre, ki vplivajo na sistem upravljanja dediščine. Iz tega izhajajo izhajajo inovativne rešitve, ki so v korist dediščini in družbi na splošno. Teorija družbenih sistemov zagotavlja podlago za analizo in – na tej podlagi – novo paradigmo upravljanja dediščine, ki združuje participativno upravljanje in holistični pristop k politiki, strategijam in posegom v zvezi z dediščino. S primerjavo nove paradigme in klasičnega upravljanja dediščine v prispevku preverimo veljavnost nove paradigme. Na koncu podamo nekaj priporočil glede ciljev, ki jih morajo pravni instrumenti dosegati, da ustrezno podpirajo upravljanje dediščine.

1 Introduction

The principal hypothesis of this paper is that tools for transformation of a heritage management system and their adaptation to the needs of modern society lie beyond the rules and regulations imposed by international legal standards and national legislation. I am going to give arguments as to why such a claim is reasonable and what are the ways to arrive at more viable solutions even though heritage management today faces complex and demanding challenges. If heritage experts want to cope with normative issues of heritage management, some conceptualisation is needed, and this paper aims to sketch out some of the theoretical premises about why heritage and its management are important and what directions heritage experts better take in enacting theoretical considerations.

The paper builds on the development heritage management has taken from the turn of the centuries on when the vision for prospects in the heritage field started to gain solid grounds at international scene. An interested reader can deduct the progress achieved in the last two decades by comparing the theoretical considerations published around 2000 and the present challenges put forward in this paper.¹

Without a doubt, humans have always used to live in complex societies. In the modern era, societies developed complexity beyond limits and today's world of ours has become a cacophonous mixture of localised and often conflicting interests of different networks, such as market forces, social trends, cultures, and worldviews, to name only some of the factors that influence the living environment.

Humans need distinctive links to the past, and these links become more vital when individuals feel alienated from their roots. The importance of heritage for modern societies revolves around heritage values as a crucial source of personal and shared identities. Heritage values are multiple and often conflicting, and so are identities of modern individuals, groups, and societies. Heritage may reflect the negative sides of human identities when it is contradictory, ethnocentric, and generating hostility towards others. "Societies confront one another ar-

¹ See for example the programmatic considerations prepared by a group of European heritage experts gathered by the Council of Europe. Clark, K., Drury, P. et al. (2000) Forward Planning: The Function of Cultural Heritage in a Changing Europe. Council of Europe: Strasbourg. Available online: https://www.academia.edu/3639675/From_regulation_to_participation_cultural_heritage_sustainable_development_and_citizenship. The publication gives an overview of scholarly references and other sources that influenced the positions of heritage experts at that time. The results were instrumental as a theoretical basis for the elaboration of the European Framework Convention on the Value of Cultural Heritage for Society (2005).