/ THE APPEAR METHOD

A practical guide for the management of enhancement projects on urban archaeological sites

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APPEAR

Accessibility Projects.
Sustainable Preservation and Enhancement of Urban Subsoil Archaeological Remains

The term "accessibility project" means all the actions undertaken to enhance archaeological remains discovered during urban excavations with a view to sustainable development of the town. This includes making these remains visible, intelligible and attractive for the largest number at the same time as ensuring their long-term preservation, their scientific use and their harmonious integration into the urban fabric.

Intellectual property rights

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For Mireille

La démarche de l'esprit se frayant un chemin à l'envers des choses
menait à coup sûr à des profondeurs sublimes.
Marguerite Yourcenar, 1968. L'œuvre au noir

La science des projets consiste à prévenir les difficultés de l'exécution.
Vauvenargues. Réflexions et maximes, Éditions du Rocher, Paris, 2003

/ HOW TO USE THE APPEAR GUIDE?

The APPEAR guide is divided into four sections:

- Putting the issue into context,
- A description of the enhancement process and the method used,
- A comprehensive review of the phases,
- A description of the key actions to be undertaken throughout the phases.

The four sections form a cohesive and coordinated whole. A synopsis and an overview are also provided to help the reader navigate easily through the guide.

/ FOUR SECTIONS

/ 1 - THE CONTEXT

Putting the issue into context, in terms of the preoccupations of the local players:

- Town planning,
- Town and country planning,
- Economic integration,
- Urban policy,
- Involvement of the citizen,
- Sustainable development.

/ 2 - THE METHOD

A description of the enhancement process and the method used. This includes introducing the general objectives, the people involved and the principles of strategic management, and describing the following areas:

- The fields of expertise involved in the process:

  - Management,
  - Financial management,
  - Archaeology,
  - Preventive conservation,
  - Urban and architectural integration,
  - Display of the site to the public,
  - Visitor management,

- The six phases making up the process:

  - Assessment,
  - Feasibility studies,
  - Definition of the options,
  - Project design,
  - Execution,
  - Operation.

/ 3 - THE PHASES

Each phase is structured in the following way:

- Scenario,
- Objectives,
- Planning stage,
- Action stage,
- Review stage,
- Output.

Each phase also includes a list of the key actions to be undertaken in each field of expertise. These key actions are briefly introduced in the main text and described in more detail in the key action cards at the end of the guide.

/ 4 - THE KEY ACTION CARDS

These are presented chronologically by phase. Each card is structured in the following way:

- General introduction,
- Objectives,
- Methods,
- Results.

The cards are designed to support the users of the guide and as such are not meant to be read in one go. The user should refer to them as and when appropriate during the course of their own project.

/ PRINTING A PAPER VERSION

The APPEAR guide has been designed so that it can easily be printed in A4 format.

/ COMPLEMENTARY RESOURCES

A series of resources complement the APPEAR guide. These will help the reader gain a more detailed theoretical and practical insight into each of the fields of expertise. The resources are of various types: case studies, descriptions of techniques and methods, tools, site inventories, documentation, bibliography, etc.

/ LINKS

All parts of the APPEAR guide are interconnected. To enable the user to find information quickly, hyperlinks have been inserted at strategic points. Click on these to access the relevant information. The links are also designed to be easily understandable in the printed version.

THE CONTEXT

The issue

The context

The benefit

The aim

/ THE ISSUE

All towns are the theatre of human activity which constantly builds, destroys and rebuilds new urban landscapes. The archaeological remains revealed during this process represent a tangible yet fragile witness to this constantly changing collective life.

Exploitation of the urban substrata is usually regulated by law. This allows for investigation of archaeological remains and imposes a number of conditions on all parties concerned. On the other hand, the enhancement of discovered sites essentially results from opportunity based on local appreciation of the situation.

For the decision maker, the issue consists in nurturing a coherent project in the face of sometimes conflicting interests, and reconciling four equally legitimate points: social and economic development, archaeological research, conservation of the remains and public access to the site.

/ THE CONTEXT

The enhancement of urban archaeological sites does not sit in isolation, divorced from reality. It falls firmly within a framework of modern policies managed on a daily basis by those involved, particularly public authorities.

These policies, described below, present a common characteristic specific to the urban context: the subjects with which they deal are interdependent and must be treated together. The enhancement of archaeological sites cannot escape the rule: its management must be closely linked with that of its surroundings and the resulting collective added value must be appreciated in relation to the town and its multiple facets and vice versa.

- **Town planning:** most of our towns and regions are progressively adopting a planning strategy to help manage urban space harmoniously and coherently. The guiding principles of this strategy must integrate the enhancement of urban archaeological sites.

- **Town and country planning:** the enhancement of archaeological sites obviously falls within a general policy of town and country planning, a major instrument in reasoned and careful space management. The legal framework regulating town and country planning can help the decision maker choose the most relevant options.

- **Economic integration:** management of the archaeological heritage must be seen as a driving force for an economic policy conscious of the legitimate interests of the people and the protection of non-renewable resources. The integration of the remains into an economic development programme has often shown its relevance in terms of direct and indirect returns.

- **Urban policy:** the enhancement of the urban archaeological heritage only has meaning if it is seamlessly integrated into the town's general development policy, including the principal elements of community life: infrastructure, environment, culture, tourism, housing, mobility, security, etc. operating in a system of mutual reinforcement.

- **Involvement of the citizen:** one sees the emergence of structural policies at local, national and European levels, which aim to associate the citizen with management of the public estate

(new governance, participative management). These policies do not replace the delegated powers of the public but represent an effective management tool favouring the prevention of conflict and the involvement of the citizen in the protection of common values.

- **Sustainable development:** all these issues come together in a perspective of sustainable development. This concept, supported by several legal instruments and standards at European and international levels, can help those involved and particularly the decision maker to formulate a dynamic and economically viable local policy which is mindful of passing down a heritage of quality to future generations.

/ THE BENEFIT

The APPEAR method suggests an effective solution to three requirements faced by those involved, especially public authorities, in the management of common assets:

- **Control of the objectives:** the method suggests a performance-based approach which, for each stage, sets objectives to be achieved together with qualitative and quantitative measures, enables the necessary resources to be deployed and evaluates the results against the objectives and measures,

- **Control of the deadlines:** the method is based on a rigorously organised and planned process which helps avoid timetabling errors which can lead to conflict and delay,

- **Control of the budgets:** the method also relies on a rational analysis of the issues, needs and methods in such a way as to avoid errors which can lead to excessive and wasteful expenditure.

/ THE AIM

The APPEAR method has been produced in the framework of European research on a particular subject: the enhancement of urban archaeological remains of any period which are to be made available to the public whilst ensuring their conservation within a new or existing architectural envelope.

It is possible, however, to adapt the method to apply it to other areas.

! A REASONED APPROACH

The APPEAR method does not advocate systematic enhancement of discovered remains. In many cases, alternative methods such as total excavation or the establishment of protected archaeological areas may be a better solution.

If, however, the option to enhance is chosen, the project may take many and varied forms. Its scope will be determined by the context and the means that are realistically available. Whether it takes place in a metropolis or a small town, a prosperous capital or a local community with a modest budget, the APPEAR method offers to its users an ethos rather than a technique.

Whatever the reality on the ground and the path taken by the principal players, the APPEAR method seeks only to help those involved make the right choices at the right time, taking

into account the resources available and that only they are capable of managing for the common good.

The process in this guide tries to be as exhaustive as possible to cover all the requirements of a large project, but it can also be adapted to suit smaller projects.

THE METHOD

What are the objectives?

Who is involved?

What is different about the APPEAR method?

How does the method work?

/ WHAT ARE THE OBJECTIVES?

The APPEAR method will help all those involved in projects for enhancing urban archaeological sites. It deals with all the issues, factors and interests likely to influence a complex process.

It has four aims:

• Balancing the preservation of the archaeological heritage with the growth of modern towns,

• Balancing the need to ensure the long-term preservation of the remains with allowing access to the largest possible number of visitors,

• Ensuring the site's harmonious integration within the town as a significant part of the shared heritage,

• Balancing all costs and benefits created by this type of project.

To reach these objectives, the method suggests ways of controlling the process by acting on the following areas:

• Reducing uncertainty by developing the ability to anticipate,

• Reducing confusion by enhancing the effectiveness of the methods in relation to the objectives,

• Reducing divergence by encouraging convergence of contradictory viewpoints,

• Involving the players in the operations they have planned.

/ WHO IS INVOLVED?

The method does not favour one participant over another in an enhancement project. Its role is to facilitate exchanges between individuals and organisations defending a legitimate interest and who are willing to enter into a dynamic process.

The players belong to the following five categories which are not necessarily mutually exclusive. The roles of each of these categories can sometimes be taken on by the same players, sometimes simultaneously. This movement between categories is a reality in most projects.

• **Political and administrative:** a public decision maker generally steers the project and makes decisions throughout, helped by specialist advisers either working for the administration or contracted by it.

• **Economic:** all individuals and organisations directly or indirectly implicated in the funding of the project and/or management of the site once opened to the public.

• **Specialists and contractors:** all those taken on to manage or carry out various tasks and actions for the project.

- **Community:** all the inhabitants and users of the town, whether or not they show an immediate interest in the enhancement project.

- **Stakeholders:** members of the community known to be involved or declaring an interest and who are capable of influencing the outcome of the project in a positive or negative way because of the interests or values they are defending.

At each stage of the process, several people participate as key players because of their special status or their specific input at a particular point in time. The identity, function and motivations of these key players will be given particular attention.

/ WHAT IS DIFFERENT ABOUT THE APPEAR METHOD?

/ STRATEGIC MANAGEMENT

The APPEAR method is based on the principles of strategic management adapted for the specific needs of the enhancement of urban archaeological sites. Its aim is to control the process through the combined efforts of the partners and planning.

This method offers a structured mechanism that enables the user to consider the issue to be addressed, the objective that needs to be reached and the methods to be used to achieve it. It is a conscious and continuous management activity – anticipating, complementing and supporting the decision making process.

The efficiency of the process relies on the proactive attitude of the players, their willingness to work together and the precision with which they define their methods of working. The process is neither fixed nor purely descriptive: it is constantly evolving.

The process rests on a cycle of synthesis, evaluation and validation of the results, including the possibility of correction and adjustment. The players, and especially the decision maker must ensure that the objectives, budgets and deadlines are respected or adapted while maintaining the flexibility required of any long-term project.

/ AN INTEGRATION OF ALL THE FIELDS OF EXPERTISE

The players are called upon to deal with a series of issues which relate to seven fields of expertise involving a number of disciplines:

- **Management:** design and implementation of the decision making and organisation processes, especially looking at the performance, appropriateness and acceptability of the decisions and the actions taken,

- **Financial management:** analysis of the economic factors of an enhancement project including its effect on urban life, on a local and regional level, with a view to setting up the financial programme and optimising the quality and quantity of investments,

- **Archaeology:** exploration and study of excavated archaeological remains and objects to gain a better understanding of the past and to assess their potential for re-use,

- **Preventive conservation:** study of the conditions and scientific and technical methods needed to ensure long-term conservation of the archaeological remains and objects,

- **Urban and architectural integration:** study of the methods for the creation or adaptation of an architectural envelope to optimise conservation of the archaeological remains, public access, continuing archaeological research and the integration of the formal and functional characteristics of the envelope into its surroundings,

- **Display of the site to the public:** study, design and implementation of systems to make the archaeological site more intelligible, to increase its power to attract and to promote its adoption by the community,

- **Visitor management:** study of the methods available for management of the cultural facility for education and information and communication programmes so as to ensure its acceptance by the community and its full integration into the existing cultural and tourist offer.

The actions undertaken in each of these fields are analysed side by side to be able to address the overall issue adequately. The matters raised and proposed solutions are compared and confronted regularly to ensure the quality and consistency of the results.

/ HOW DOES THE METHOD WORK?

/ SIX PHASES

The method uses a planned sequential process consisting of six phases, gradually developing the project and enabling the players to ask the right questions at the right moment:

- **Assessment:** initial assessment of the site and its context,

- **Feasibility studies:** evaluation of the feasibility and viability of enhancement,

- **Definition of the options:** fundamental choices for enhancement,

- **Project design:** establishing methods for formulating the final project plan,

- **Execution:** implementation of the project,

- **Operation:** management, assessment and adaptation of the site once opened to the public.

/ THREE STAGES PER PHASE

Each phase is divided into three stages which allow every aspect to be dealt with and the application of the most relevant measures in relation to the set objectives:

- **Planning:** identification of the players and their interactions; setting up the working structure so that the decision making process is seen to be performing and appropriate. This means developing a method to ensure maximum co-operation throughout the phase,

- **Action:** implementation of the tasks required to make informed decisions. This is the work programme for achievement of the objectives,

- **Review:** analysis and synthesis of the results and amendment of the decisions made. The results achieved during the planning and execution stages are assessed to help produce the most relevant decisions during each phase of the project. Assessment of the results examines their reliability, validity and usefulness (⊠).

/ KEY ACTIONS

During each of the three stages, questions are raised about the decision making process, the tasks to be undertaken to take the project forward and the evaluation of the results. These are dealt with through a series of inter-related tasks. The most important of these, called key actions, are described:

- Some key actions relate essentially to human resources management and apply to the whole phase. Depending on their specific objective, they are included either during the planning stage or the action stage,

- Key actions of an operational or technical nature designed to move the project forward are covered in the action stage.

The key actions relating to the planning stage have an impact on the coherence of the scientific and technical key actions and influence the quality of the review. Conversely, the synthesis of the results relies on the consistency of the action stage and the inter-disciplinary dynamism given by the planning stage.

The distribution of the key actions between the planning and execution stages serves no purpose other than to make the guide more user-friendly. Users must pay particular attention to the fact that the coherence of the operations requires the constant application of a transversal approach.

⊠ REVIEW

Reliability: the reliability of the results depends on the specific skills and the existence of adequate methods for their collection. Unreliable results bring error and instability.

Validity: the validity of a result depends on the relevance of the indicators chosen to measure it. Disagreement on the issue can lead to conflict about the facts which can degenerate into questioning the skill of the specialists.

Usefulness: piecemeal results, presented by discipline, are not useful to the decision maker or the other players. At the same time, the decision maker generally does not the have the expertise or the time to integrate the data.

! THREE LEVELS OF OBJECTIVE

Each phase is based on short-, medium- and long-term objectives to increase the efficiency of the management process. These three levels of objective are progressively refined throughout the phases.

These objectives are not rigid or purely descriptive. They are part of an iterative process and are there to help those involved question the relevance of their actions and to retain control of a constantly evolving process.

- **Short-term:** the desired objective to be reached at the end of the current phase.

- **Medium-term:** the anticipated objective for the next phase as prepared by the current phase.

- **Long-term:** the final objective (the site open to the public), as far as can be reasonably defined during the current phase. The choices made during each phase to refine the final objective enable the strategy to be adapted through the experience gained.

THE SIX PHASES

The method is based on a sequential process consisting of six phases:

1 - Assessment
2 - Feasibility studies
3 - Definition of the options
4 - Project design
5 - Execution
6 - Operation

Each phase is structured in the following way:

Scenario
Objectives
Stage 1: planning
Stage 2: action
Stage 3: review
Output

The following tables have been designed to help the user throughout the process:

- **A synopsis**

  This timeline shows the whole process, placing each phase in relation to the aims of the previous and following phases.

- **An overview**

  This table shows all the information useful in managing the six phases (main players, objectives, key actions, outputs).

PHASE 1 – ASSESSMENT

Should the site be enhanced?

This phase consists of understanding the site and its context and to gather, often in a very short space of time, the information essential to build a convincing argument for carrying out or not an enhancement project. This information will also help define the feasibility studies to be undertaken during the next phase, if the project goes ahead.

PHASE 2 – FEASIBILITY STUDIES

Is it possible to enhance the site?

At the end of the assessment phase the sponsor produced a summary of what is known about the site and a list of the gaps in knowledge to be filled in the event of an enhancement. This defined limits for the in-depth studies essential for continuing the project. The feasibility studies help formulate the initial direction for the project including conditions for feasibility and viability, taking into account the characteristics of the site and the context which is likely to change over time.

PHASE 3 – DEFINITION OF THE OPTIONS

What are the fundamental options for enhancement?

The feasibility studies enabled the identification and assessment of the positive and negative consequences of enhancing and opening the site to the public. The criteria for feasibility and viability form the basis for a common study leading to the definition of the guiding principles and fundamental options which will inform the programme for the rest of the process.

PHASE 4 – PROJECT DESIGN

How are the options transformed into the final project plan?

The fundamental options making up the programme must now be converted into a clearly defined project plan. All the objectives and performances stipulated by the programme must be met in an efficient, sustainable and balanced way through the most appropriate means. Every field of expertise works on refining the solutions in their area and these, when integrated, will constitute the final project plan.

PHASE 5 – EXECUTION

How is the final project plan implemented?

The final project plan is implemented under the guidance of the project team and the project manager. Executing the different works requires a pre-established method of working which allows the work to be organised, planned and timetabled, and to control its correct execution until its successful completion and handover to the project owner..

PHASE 6 – OPERATION

How can the long-term future of the cultural facility be assured?

The cultural facility is operational. It conforms absolutely to the guiding principles and the fundamental options which have inspired the design and execution phases. The steering group organises the appointment of the site manager entrusted with the task of ensuring the functioning and long-term future of the site, and provides all the necessary information during the takeover..

OVERVIEW	Phase 1 - Assessment Should the site be enhanced?	Phase 2 - Feasibility studies Is it possible to enhance the site?	Phase 3 - Definition of the options What are the fundamental options for enhancement?
Mains players	• Sponsor • Working group	• Project owner • Project manager • Core group	• Project owner • Project manager • Expanded core group • Community
Objectives	• Identifying potential players and setting up a working group • Reporting on state of knowledge about the site and its context so as to assess the general potential, limits and constraints • Testing the initial idea for enhancement	• Setting up an effective and durable organisational structure • Exhaustive analysis of all tangible and intangible aspects relating to the issue • Outline solutions for enhancement likely to answer the needs of the site and its context as well as the legitimate aspirations of all parties	• Implementing a programming process capable of integrating gradually the needs and expectations of the various parties as well as the objectives and performances to be achieved in each field of expertise • Defining the guiding principles and fundamental options, in line with the objectives and performances, which will regulate the future phases of the process
Key actions	[M] Set up a working group [M] Identify the stakeholders [DP] Understand the site [PC] Understand the state of preservation of the remains and their surroundings [UI] Analyse the urban and architectural context [VM] Understand the possibilities for visitor management [M] Understand the social, cultural, political and economic context [FM] Estimate the cost of the feasibility studies	[M] Set up the core group [M] Open the process to the community [M] Organise "working together" [DP] Identify the site's values [A] Assess the archaeological potential [PC] Identify the deterioration factors and their modes of action [PC] Analyse the state of conservation of the excavated artefacts [UI] Analyse the urban setting [VM] Identify the potential public [M] Assess the potential for partnership [M] Identify the variables of the socio-political, economic and institutional context [FM] Assess the cost of investment and potential funding [FM] Assess the economic and social impact	[M] Organise interaction between the skills areas [M] Consult and ensure the participation of the stakeholders [M] Structure the programming process [A] Draw up the options for archaeological management [PC] Define the aims of conservation [PC] Establish a conservation plan for the objects to be displayed *in situ* [UI] Formulate the architectural options [DP] Draw up the options for display [VM] Draw up the options for visitor management [VM] Draw up the evaluation for visitor management [M] Draw up the management options for the project and the cultural facility [FM] Produce a provisional budget
Product	• General and contextual information allowing an initial estimate of the importance of the site based on objective and subjective values • Appraisal of gaps in knowledge and questions that still require answers • Initial ideas for enhancement and definition of feasibility studies	• A flexible and enduring project steering system: project owner, project manager, core group, representatives of the community • Full and accurate reports for each field of expertise, catalogued and permanently available, which can be consulted throughout the enhancement process • A cross-disciplinary analysis justifying the feasibility and viability of the enhancement together with conditions for the execution of the project	• Current list of needs and expectations of the various players • Description of the options chosen in each field of expertise and summary of integrated options together with an estimate of the resources required to carry out the project and manage the cultural facility • Description of the criteria for selection of the people to work on the project design

OVERVIEW	Phase 4 - Project design	Phase 5 - Execution	Phase 6 - Operation
	How are the options transformed into the final project plan?	How is the final project plan implemented?	How can the long-term future of the cultural facility be assured?
Mains players	• Steering group • Project team	• Steering group • Project team • Contractors	• Steering group • Site manager • Users
Objectives	• Interaction between all the fields of expertise based on the objectives and performances to be achieved • Converting the programme into a coherent project plan	• Defining the operating method to enable the works to be organised, planned and controlled throughout their execution until successful completion • Executing the anticipated operations while respecting the constraints and procedures aimed at ensuring the preservation of the archaeology, the quality of the work and the optimal deployment of the resources • Preparing the commissioning of the cultural facility	• Organising the appointment of the site manager responsible for its operation and long-term future • Permanent evaluation of the relevance and resilience of all the component parts of the cultural facility • Harmoniously developing the various functions assigned to the cultural facility while ensuring its sustainable integration into the different urban policies
Key actions	[M] Set up the project team [A] Refine and apply the archaeological management plan [PC] Guarantee the preservation of the remains [PC] Draw up guidelines for the approval of materials and procedures to be used [UI] Draw up the architectural plans [DP] Draw up the museum display plan [VM] Design and test the visitor management plan [M] Draw up the evaluation plan [FM] Draw up the budget for execution and the financial timetable [FM] Forecast the economic conditions for operation	[M] Set up a stakeholder committee [M] Develop a coordination strategy [M] Monitor the execution and correct the practices [CF] Monitor the works [PC] Develop a long-term preventive conservation plan [DP] Draw up procedures for monitoring the museum display [VM] Implement and test the visitor management plan [M] Create the project archive	[M] Manage change [PC] Implement the long-term preventive conservation plan [CF] Optimise public welcome and functioning of the equipment [FM] Implement the evaluation plan for the economic conditions of operation
Product	• Detailed action plans for each field of expertise, including methodological and technical recommendations and instructions, and an inventory of useful tools • List of criteria for the selection of the contractors to undertake the work for the final project • Budgets, financial set-up and timetable	• Enhancement of the archaeological site according to the guiding principles and the fundamental options steering the design and execution of the project • Commissioning file of all the documents needed for the operation of the cultural facility • Action plans and evaluation procedures for each field of expertise, required for the development of the management plan during the next phase	• Implementation of the management plan and opening of the site to the public • Regular updates from each field of expertise and correction of practices. • Programme for insertion into urban policies and proactive management of change

FIELDS OF EXPERTISE

[M]	Management	[UI]	Urban and architectural integration
[FM]	Financial management	[DP]	Display of the site to the public
[A]	Archaeology	[VM]	Visitor management
[PC]	Preventive conservation	[CF]	Combined fields of expertise

/ PHASE 1 - ASSESSMENT
SHOULD THE SITE BE ENHANCED?

/ SCENARIO

This phase consists of understanding the site and its context and to gather, often in a very short space of time, the information essential to build a convincing argument for carrying out or not an enhancement project. This information will also help define the feasibility studies to be undertaken during the next phase, if the project goes ahead.

/ MAIN PLAYERS

- Sponsor
- Working group

/ THREE LEVELS OF OBJECTIVE

- Short-term: report on current state of knowledge and testing of initial idea
- Medium-term: identification of gaps in knowledge and definition of feasibility studies
- Long-term: eventual opening of the site to the public

/ THREE STAGES

- Planning: define the mode of operation and the way of working together
- Action: initial assessment of the value of the site in its context
- Review: decision (abandon the project or proceed with feasibility studies)

/ KEY ACTIONS

- Set up a working group
- Identify the stakeholders
- Understand the site
- Understand the state of preservation of the remains and their surroundings
- Analyse the urban and architectural context
- Understand the possibilities for visitor management
- Understand the social, cultural, political and economic context
- Estimate the cost of the feasibility studies

/ OBJECTIVES

A report on what is known and what still needs to be known has to be produced. This aims to establish the importance of the site before any major financial engagement:

- What do we know about this site at the moment when the idea to enhance it first emerges? Do we know enough about it to make a decision about enhancing it? If not, what other information do we need? Is it possible to get that information? Is it necessary, useful or desirable?

The assessment phase is done at a very general level. It depends on available skills, time and resources:

- What human, technical and financial means are readily to hand? What needs to be done to engage these? How much time is there in which to make a decision?

It also depends on how advanced the archaeological research is:

- Is the site known about and well recorded or is it a chance discovery during recent development work? Are the excavations proposed or underway? Can the site's importance already be predicted or is it still unknown?

! LIMITS OF THE PHASE

Note that although this phase enables objective assessment of certain issues, it does not have the scope to resolve all the conflicts of interest or opportunity which have sometimes been in existence for a long time and which require more in-depth study.

/ STAGE 1 - PLANNING

/ THE SPONSOR

The sponsor is the person who first suggests the idea of enhancement. Without this person making the initial proposal, there will be no project.

It might be an archaeologist, an architect, a local councillor or a resident. It can also be an organisation, a company or a public or private institution. It can even be a developer who sees the added value that might be generated by the integration of the remains into a development programme.

The identity of the sponsor is as variable as the circumstances in which s/he emerges. In some cases, the discovery of the remains comes as a total surprise. In others, it is predictable.

/ THE SPONSOR'S ROLE

The sponsor gives the project its initial impetus and plays a critical role for three related reasons:

- **Project initiation:** the sponsor's motivation depends on his/her knowledge, skills, discipline, and/or the organisation which s/he represents. These factors influence the sponsor's perception of the various issues at stake and play a part in determining the methods used to reach the set objective. The initial project framework, which will be accepted or contested by those involved, provides a somewhat irreversible positive or negative bias to the project from the outset,

- **Presentation:** the sponsor needs to present the case effectively to gather support from others with the necessary skills and resources to take the project forward. For example, the archaeologist needs to persuade the local authority to leave enough time for proper archaeological investigation; the local inhabitants, moved by the fate of an archaeological discovery, need to persuade the relevant authorities to suspend development work. Even the way the arguments are presented can irreversibly affect the outcome of the discussions,

- **Activation:** there are various methods available for the sponsor to persuade people: political negotiation, motivation of citizens, formal or informal lobbying. The method chosen is critical in as much as it uses specific techniques which are likely to have a lasting impact on those involved and the way the project develops.

The means used to motivate other players also affect their number and diversity. On the other hand, the greater the number of players and the more diversified, the more likely is the risk of destructive conflict. This does not mean that the initial concept is better developed behind closed doors. The consistency, acceptability and viability of the project depend on opening it up to others who can add to the process. The process needs to have limits set but it should not be circumscribed.

/ DECISION MAKING

At this stage, there is no developed, durable working structure. The sponsor identifies the financial, material and intellectual resources available and then allocates tasks, responsibilities and resources.

This raises three issues which recur throughout the enhancement process:

- Who decides?
- How are decisions made?
- On what issues?

The answers to these questions affect the legitimacy and acceptability of the decision made at the end of the phase. It is important to deal with these from the start of the project because experience has shown that the validity of a decision can be questioned even during the assessment phase.

Most of the actions are generally constrained by the statutory framework and organisational culture within which they are carried out. This includes the legislation and regulations governing the subject area and all the customs and practices, which are not necessarily codified but which serve as accepted standards.

➡ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 1 /

There are two management key actions, however, where the sponsor has a certain margin for manoeuvre: setting up the working group and identifying the stakeholders.

KEY ACTION

SET UP A WORKING GROUP
MANAGEMENT

Why?

The assessment phase is always critical. Setting up a working group has the advantage of reducing the margin of uncertainty as to the opportunity for enhancement, in the absence of detailed studies. By following an interdisciplinary dynamic, the working group provides a forward-thinking and shared vision of the site and its context. This vision can swing the balance in the "right" direction when the decision is made at the end of the phase.

How?

➡ KEY ACTION CARD / PHASE 1 / MANAGEMENT / 1 /

KEY ACTION

IDENTIFY THE STAKEHOLDERS
MANAGEMENT

Why?

Characterisation of the site provides expert information required to determine whether the enhancement warrants in-depth studies.

What do the non-expert stakeholders think about the enhancement? This question cannot be avoided otherwise one runs the risk of creating conflict all the more destructive in that it plays on values and emotions. The foreseeable consequences of a conflict of this nature must prompt the decision maker to avoid it by instigating a participatory approach right from the start, which at the least will consist of consulting the community.

How?

➡ KEY ACTION CARD / PHASE 1 / MANAGEMENT / 2 /

/ STAGE 2 - ACTION

/ THE SITE AND ITS CONTEXT

The idea to enhance archaeological remains emerges when their importance is recognised or sensed. This importance is based on the intrinsic qualities of the site and the benefits that may be derived by the town and its users from its display to the public. The intrinsic attributes of the site – its age, size, state of preservation – might be anticipated prior to excavation on the basis of existing knowledge (⊠) or might emerge during excavation (⊠⊠).

Besides these objective attributes, there are other qualities which derive from the opinion that different individuals and stakeholders have of the site's characteristics and their potential. These are dependent on the cultural, social, political and economic context which is constantly shifting.

⊠ ARCHAEOLOGY MANAGEMENT SYSTEMS AND URBAN PLANNING

More and more archaeological investigations are being carried out in our towns with the aim of acquiring a better knowledge of the past. They are also considered as a means for better management of urban development. Assessment of archaeological potential provides information essential for acting in a way that respects the context and for planning a town of the future which is in tune with its past.

Archaeological information management systems such as Urban Archaeological Databases, archaeological maps and GIS (Geographic Information Systems) help manage effectively the results of past excavations. They also help plan future excavations to be carried out in advance of development work.

The main objective of urban archaeology is not to preserve all archaeological remains but to document them accurately and fully regardless of their perceived importance and their ultimate fate.

⊠⊠ WORKING ASSUMPTIONS

Discovery of urban archaeological remains is usually as a result of excavations associated with property development, or, in the case of existing heritage sites as a result of a campaign of restoration. Once the idea to preserve and display the site is taken up, there are two possible options:

• Integrating and enhancing the remains within the development as originally designed, but adapted for the purpose,

• Abandoning the original development plan and designing a new building which meets the conservation and display needs of the site.

In rare cases, an enhancement project might already have been planned and excavations undertaken with this in view. The working assumption then is for the development of new cultural facilities or the modification of an existing building, or even a combination of the two.

These options do not exclude consideration also being given to the creation of archaeological reserves or further excavation.

It is vital to assess the importance of all these qualities correctly when making a decision about the future of the remains. In view of the fact that the amount of time and the resources allocated to the assessment phase are generally limited, this requires care and discernment on the part of the sponsor and the working group.

Four issues need to be explored:

- The nature of the remains,
- What is known about the remains (studies and publications),
- The state of conservation of the remains and the risks affecting their survival,
- The relationship between the site and its context.

Putting together this information highlights gaps in knowledge. Some of these gaps may have to be filled to avoid prejudicing the project at a later stage. In this case, the required investment and foreseeable pitfalls need to be assessed to determine to what extent this additional information can be collected.

KEY ACTION

UNDERSTAND THE SITE
DISPLAY OF THE SITE TO THE PUBLIC

Why?

An archaeological site may not be important enough to consider its enhancement. Understanding the significance of the remains is one of the essential elements when assessing their importance and making a decision about their future. Displaying them accurately, sensitively and attractively also relies on a good understanding of the site.

How?

➥ KEY ACTION CARD / PHASE 1 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

KEY ACTION

UNDERSTAND THE STATE OF PRESERVATION OF THE REMAINS AND THEIR SURROUNDINGS
PREVENTIVE CONSERVATION

Why?

Archaeological remains represent a fragile and non-renewable source of knowledge about the past. Understanding their state of preservation and the general characteristics of their surroundings is a key element when developing a project to ensure the long-term preservation of the site.

How?

➡ KEY ACTION CARD / PHASE 1 / PREVENTIVE CONSERVATION / 1 /

KEY ACTION

ANALYSE THE URBAN AND ARCHITECTURAL CONTEXT
URBAN AND ARCHITECTURAL INTEGRATION

Why?

The discovery of an archaeological site challenges the chronological and formal balance of the urban fabric. The town is suddenly confronted with its past and the morphology of the surrounding area is no longer in tune with that of the remains. To ensure its harmonious integration into its surrounding context, it is important to define the relationship of the site with its immediate surroundings, the adjacent area, the town and even the region; and the functions that it will be asked to fulfil and/or to generate.

How?

➡ KEY ACTION CARD / PHASE 1 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

KEY ACTION

UNDERSTAND THE POSSIBILITIES FOR VISITOR MANAGEMENT
VISITOR MANAGEMENT

Why?

Right from the assessment phase, it is useful to suggest the main lines to follow for visitor management: at whom is the project aimed? What are the possibilities for activities? What information and communication strategy should be envisaged? These broad lines will enable those responsible for promoting the project to base their work on an initial identification of the potential public, taking into account the type of site.

How?

➡ KEY ACTION CARD / PHASE 1 / VISITOR MANAGEMENT / 1 /

KEY ACTION

UNDERSTAND THE SOCIAL, CULTURAL, POLITICAL AND ECONOMIC CONTEXT
MANAGEMENT

Why?

It is difficult at this stage to identify absolutely the external factors likely to impact on the implementation of an enhancement project. Appreciating some of these factors can however help understand the main issues which motivate the town and to determine whether the socio-cultural, political and economic context is favourable or not to the development of a cultural facility and to the investments, principally financial, that this presupposes.

How?

➡ KEY ACTION CARD / PHASE 1 / MANAGEMENT / 3 /

KEY ACTION

ESTIMATE THE COST OF THE FEASIBILITY STUDIES
FINANCIAL MANAGEMENT

Why?

The cost of the feasibility studies needs to be estimated at the end of the assessment phase. The cost, which largely depends on the situation, requires setting up a provisional budget. This gives a clear indication from the outset for the need for total control of spending.

How?

➤ KEY ACTION CARD / PHASE 1 / FINANCIAL MANAGEMENT / 1 /

/ STAGE 3 - REVIEW

The sponsor, supported by the working group, now has a certain amount of information available to argue the case for continuing the project or not. At this stage, the information is usually of a general and summary nature, therefore the quality of the specialists involved provides the only guarantee of the reliability and validity of the data.

The assessment phase must allow the principal players to correctly assess the information in order to reach a balanced decision which will answer the expectations of all those involved:

- **Processing the information:** the results are jointly analysed. The sponsor must produce an integrated synthesis of the results. This is essential for the decision maker to get a rapid overall idea of the project,

- **Producing the decision:** the relevant authority then answers the following question: Should the remains be enhanced and for what reasons? The decision maker has two options: abandon the idea or undertake the feasibility studies to examine in more detail all the implications of an enhancement.

  The decision respects two conditions:

  - It takes into account the consequences of each option and ensures that as many different points of view as possible are represented,

  - The likely effects of each option have been measured in relation to the most optimistic and the most pessimistic scenario.

- **Announcing the decision:** the decision maker then informs those involved of the option chosen. This can prove delicate if it is not the outcome expected by the experts, those responsible for financial matters and/or the community. The soundness of the decision depends on the way the decision maker has integrated all the expressed points of view. The acceptability of the decision depends on the ability of the decision maker to communicate effectively and honestly.

! COMMUNICATION

The quality of the relationship between the decision maker and the other players depends on their ability to communicate in good faith and to exchange useful information.

Communication is defined as a rational process involving several players and aiming to bring out common ideas about objects or situations with a view to reaching a consensus.

Announcing the decision is one of the key moments of this process. It must be made in a manner that respects the context and the need for partnership.

RESOURCES / REFERENCES / THEMATIC BIBLIOGRAPHY / MANAGEMENT / 1 /

The decision made at the end of the assessment phase is rarely easy. It requires a subtle mix of caution and forward thinking because of the incomplete nature of the information and the potential interest of the project.

If the decision to continue with the project is taken, any issues still open together with initial suggestions for enhancement help plan the feasibility phase: How will the site be made available to the public?

! If it is decided not to go ahead with the project, it is important that information relating to this decision and the reasons why it was made are retained. This can be useful to inform other similar projects or if the decision is revisited at some time in the future.

/ OUTPUT

- *General and contextual information allowing an initial estimate of the importance of the site based on objective and subjective values.*

- *Appraisal of gaps in knowledge and questions that still require answers.*

- *Initial ideas for enhancement and definition of feasibility studies.*

/ PHASE 2 - FEASIBILITY STUDIES

IS IT POSSIBLE TO ENHANCE THE SITE?

/ SCENARIO

At the end of the assessment phase the sponsor produced a summary of what is known about the site and a list of the gaps in knowledge to be filled in the event of an enhancement. This defined limits for the in-depth studies essential for continuing the project. The feasibility studies help formulate the initial direction for the project including conditions for feasibility and viability, taking into account the characteristics of the site and the context which is likely to change over time.

/ MAIN PLAYERS

- Project owner
- Project manager
- Core group

/ THREE LEVELS OF OBJECTIVE

- Short-term: analysis of feasibility and viability
- Medium-term: conditions for enhancement
- Long-term: understanding the consequences of opening to the public

/ THREE STAGES

- Planning: developing a flexible and enduring decision making structure
- Action: analysis of the strengths, weaknesses, opportunities and constraints
- Review: possibilities and conditions for implementation

/ KEY ACTIONS

- Set up the core group
- Open the process to the community
- Organise "working together"
- Identify the site's values
- Assess the archaeological potential
- Identify the deterioration factors and their modes of action
- Analyse the state of conservation of the excavated artefacts
- Analyse the urban setting
- Identify the potential public
- Assess the potential for partnership
- Identify the variables of the socio-political, economic and institutional context
- Assess the cost of investment and potential funding
- Assess the economic and social impact

/ OBJECTIVES

The feasibility studies provide an exhaustive analysis of all the tangible and intangible issues relating to enhancement including.

Examining the project in terms of how it is perceived by all the interested parties by:

• Defining and putting into context the expectations of each of these parties,
• Defining and putting into context the issues which motivate the town.

Examining all the strengths, weaknesses, opportunities and constraints relating to the site and its context by:

• Specifying and putting into context the favourable and unfavourable elements,
• Establishing the foreseeable impacts of enhancement.

Defining the constraints which will impact on all those involved by:

• Specifying exact conditions for carrying out the enhancement,
• Fixing tolerance levels for each field of expertise.

The analysis should outline appropriate enhancement solutions likely to answer the needs of the site and its context as well as satisfying the expectations of all parties involved.

! THE IMPORTANCE OF FEASIBILITY STUDIES

In rare cases, results of the feasibility studies lead to abandoning the idea of enhancement for land, legal, financial, technical, scientific, administrative or political reasons.

However, when the result does lead to agreement on the feasibility of a project, the decision maker needs to have all the information required to feed into the choices on which the project will be based. This possibility justifies the feasibility studies being carried out with the utmost care. No project should economise on the preliminary studies which are a crucial complement to the assessment phase.

/ STAGE 1 - PLANNING

The feasibility studies mobilise significant resources in terms of skills, budget and time. The first challenge consists in establishing a coherent strategy capable of uniting all players from different disciplines and/or organisations and motivated by different rationales which must be harmonised to build a collective effort.

/ THE PLAYERS

The project owner

No significant investment of resource can be made before the project owner has been formally appointed to lead the operations and set up the organisational structure.

The project owner can be public or private. The difference is significant. A public project owner has to take into account the public good and cannot divorce this aspect of their function, whereas a private project owner can. One should not prejudge the real motivations of either but the differences do have a bearing on project management, because the private owner, with the exception of certain statutory constraints, is likely to have a greater degree of latitude than the public owner.

Whether public or private, the project owner is often a corporate body and has the power to make decisions. It might have been involved since the assessment phase in which case its motivation, including the search for financial support, will match its involvement in the project from the outset.

The project manager

Management of the project is generally given to a project manager. This post can only be held by one person who normally works under the authority of the project owner on the scientific, technical, administrative, judicial and financial matters.

The core group

The project owner and project manager engage the assistance of various experts from the public sector (administrators, universities, etc.) or the private sector (specialists, consultants, etc.). These experts form a core group to help decide how to take forward the work. The project manager follows the progress of the feasibility studies and controls the project through this core group.

> **!** CONTINUITY AND FLEXIBILITY
>
> The core group must satisfy two requirements:
>
> • The team must be able to see the project through, bearing in mind that this type of project can take several years,
>
> • The team must manage in a flexible way as the general context of the project is likely to evolve over time.

The composition of the core group can change during the project to answer the needs of an evolving situation.

KEY ACTION

SET UP THE CORE GROUP
MANAGEMENT

Why?

The core group is partly formed from the working group. It also functions in an interdisciplinary way excluding any individualistic or closed approach. This makes it a particularly useful instrument for advice, support and help in the decision making process for each stage of development of the project.

How?

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 1 /

The project owner, project manager and core group together form the project steering group. This group can call upon other specialists as necessary and can also invite the participation of representatives of the community.

The specialists and contractors

It is unusual for the project owner to have all the intellectual and technical resources required for the feasibility studies. S/he generally calls upon other people for the necessary expertise.

In principle, the members of the steering group do not act as specialists or contractors themselves. Their role is to organise and control the process, a role which is not generally compatible with an operational one. Sometimes, however, it can be useful for a specialist or contractor to join the steering group to provide know-how for others to use at a later stage in a supporting role.

The specialists and contractors provide expertise on two levels. They can give advice to the steering group on a specific subject. They can also take on responsibility for the execution of certain tasks.

The community

It is not unusual for representatives of the community to force the decision maker into discussion, especially in controversial situations. It is therefore desirable for the steering group to take the initiative, preferably from the outset of the project and certainly at the latest by the feasibility studies, with the following objectives:

• Identifying the expectations of the community with regard to the enhancement project and more widely to the town,

• Answering questions about issues which concern the community.

KEY ACTION

OPEN THE PROCESS TO THE COMMUNITY
MANAGEMENT

Why?

The steering group benefits from engaging in a rigorously conceived and pragmatically applied participatory approach as soon as possible so as to integrate the legitimate expectations of the community and reduce the risk of potentially destructive conflicts.

How?

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 2 /

! CONSULTATION? YES, BUT...

Public consultation, although a great favourite of citizens and public representatives, should be used with caution. Rather than encouraging consensus it often exposes or increases any latent conflict. Using it runs the risk of compromising the chances of success of a participatory approach later in the process.

/ A FLEXIBLE AND DURABLE WORKING STRUCTURE

The feasibility studies mobilise a large number of people from various fields of expertise, disciplines and/or organisations. The system must encourage the bringing together of different viewpoints and the fluency of exchanges.

The quality of the feasibility studies is dependent on the performance of the working system put in place and on the ability of the players to work together. It is essential to set up a management system capable of providing quality expertise and supporting the enhancement project throughout. Those involved must be selected for their specialist skills and for their capacity to integrate into a system motivated by a common desire for the co-production of knowledge.

The steering strategy

A project management system relying only on expertise does not take into account the part played by the self-determination of those who might become involved, which cannot be measured. In addition, strict adherence to a study programme also requires individual and collective acceptance from its users.

Experience shows that a project is more likely to succeed if it is activated by a leader with a clear vision, supported by a coherent and watertight programme, and mindful of building an efficient and genuine consensus.

The quality of the feasibility studies, on which the success of the enhancement depends, therefore rests on the effectiveness of the "working together" element which makes the steering

group and its partners a structure capable of usefully exploiting the range of knowledge available in each of the fields of expertise.

KEY ACTION

ORGANISE "WORKING TOGETHER"
MANAGEMENT

Why?

The questions raised by the project cover every aspect and recur throughout the acquisition of knowledge. The steering group, and particularly the core group, benefits from opening itself in the short- or long-term and according to the specific needs of the project to new players bringing knowledge, know-how and experience, and to organise proactively the system of "working together" of this enlarged group. The core group maximises the chances of success of the project by subscribing to an approach which makes it a learning organisation.

How?

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 3 /

The project owner, project manager and the core group together carry out a management and decision making mission. Whatever the type and the size of the project, these three functions co-exist and must be filled throughout the process. It is not unusual, however, for them to be carried out, totally or in part, by the same people. This is especially the case in smaller projects or where the project owner is able to fulfil all the functions.

Similarly, the identity and powers of the decision maker vary. The importance of the role during the enhancement can vary from phase to phase. S/he can be asked to take on different functions successively or concurrently. The person can change part-way through a project, for example as the result of an election.

Funding the project

The project owner is alone responsible for agreeing the funding for the feasibility studies and later works. If resources are lacking s/he can call upon an investor to subsidise all or part of the costs in exchange for a share in the future benefits. Various arrangements can be contemplated:

• Mixed investment (public/private),
• Non-profit making public or private investment by endowment,
• Private funding for profit managed by a commercial company,
• Any other method put in place to best serve the needs of the project.

/ STAGE 2 - ACTION

The key actions in this phase build on those from the previous phase, the results of which are used as the basis for an initial definition of general objectives and the issues to be addressed. The results also help identify the fields of expertise required, the type and scope of the tasks that need to be carried out and their specific aims.

The issues identified in each field of expertise and the possible solutions must be compared as often as necessary to ensure the quality and consistency of the overall results.

The investigations follow two themes:

- Heritage significance of the remains,
- The site within its setting.

/ HERITAGE SIGNIFICANCE OF THE REMAINS

The heritage significance of a site is based on the objective and subjective values placed upon it by an individual or group of individuals. At the end of Phase 1, it was considered significant enough to think about the preservation of the site and its display to the public. Assessing the feasibility and viability of the project is based on a detailed analysis of these tangible and intangible values.

The values of a site depend on the different sectors of society, their perception of the archaeological heritage and their interest in it. They can generate conflicts of interest which may be prejudicial to the protection of some of them. The feasibility studies must ensure that the use to which the site is put does not sacrifice any of the values that contribute to its heritage significance.

KEY ACTION

IDENTIFY THE SITE'S VALUES
DISPLAY OF THE SITE TO THE PUBLIC

Why?

The preservation and enhancement of an archaeological site require a large number of decisions: which part of the site and which period remains should be investigated? What should be preserved and how? How should the remains be interpreted and made available to the public? These decisions require a perfect understanding of the heritage significance of the site.

How?

➡ KEY ACTION CARD / PHASE 2 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

KEY ACTION

ASSESS THE ARCHAEOLOGICAL POTENTIAL
ARCHAEOLOGY

Why?

The assessment of the archaeological potential of a site consists in understanding and characterising the archaeological resources it reveals. This is undertaken with a view to acquiring the information essential for enhancing all or part of the remains and, more generally to consider their future.

How?

� KEY ACTION CARD / PHASE 2 / ARCHAEOLOGY / 1 /

/ THE SITE WITHIN ITS SETTING

A clear definition of the issues requires an in-depth analysis of the site's physical state and all the factors relating to its context which might have a positive or negative impact on the protection of the site's values. This will establish all the strengths, weaknesses, opportunities and constraints which affect the project's feasibility. The assessment of the project's validity also requires an evaluation of likely changes to the existing context.

KEY ACTION

IDENTIFY THE DETERIORATION FACTORS AND THEIR MODES OF ACTION
PREVENTIVE CONSERVATION

Why?

Many dangers threaten the remains, even – and sometimes especially! - when they are enclosed within a structure which is not always designed specially for them. Unfortunately the nature and origin of these dangers are very varied. They can also act in isolation or together. In order to fight all these deterioration factors effectively, it is first necessary to understand them.

How?

� KEY ACTION CARD / PHASE 2 / PREVENTIVE CONSERVATION / 1 /

KEY ACTION

ANALYSE THE STATE OF CONSERVATION OF THE EXCAVATED ARTEFACTS
PREVENTIVE CONSERVATION

Why?

During the first phase, a summary report was produced to provide the decision-maker with a minimum of information on the artefacts found during excavations. To enhance the collections associated with the site, detailed data on the artefacts are required. This data will be used mainly to define the treatments that they will probably undergo depending on whether they are due to go into store or be displayed.

How?

➥ KEY ACTION CARD / PHASE 2 / PREVENTIVE CONSERVATION / 2 /

KEY ACTION

ANALYSE THE URBAN SETTING
URBAN AND ARCHITECTURAL INTEGRATION

Why?

Integration of an archaeological site within the urban system requires the provision of adequate conservation conditions and the establishment of an appropriate relationship between the traces of a distant past and a modern, constantly evolving environment. An in-depth analysis of the setting for the project will enable exploitation of the opportunities and management of the advantages and disadvantages.

How?

➥ KEY ACTION CARD / PHASE 2 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

KEY ACTION

IDENTIFY THE POTENTIAL PUBLIC
VISITOR MANAGEMENT

Why?

Careful identification of the potential public for an archaeological site must contribute to focusing the future cultural facility so as to ensure its viability. It is also used as the basis for the development of a visitor management policy which enables the site to play a real cultural role and to generate social and economic benefits.

How?

➡ KEY ACTION CARD / PHASE 2 / VISITOR MANAGEMENT / 1 /

KEY ACTION

ASSESS THE POTENTIAL FOR PARTNERSHIP
MANAGEMENT

Why?

Except for exceptional sites, ensuring satisfactory levels of visitor numbers can be difficult to guarantee without integrating the project into a network of heritage and cultural attractions. A reduction in the costs of exploitation also requires rationalising the available resources.

How?

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 4 /

KEY ACTION

IDENTIFY THE VARIABLES OF THE SOCIO-POLITICAL, ECONOMIC AND INSTITUTIONAL CONTEXT
MANAGEMENT

Why?

Unstable as they are, these variables must be understood as early as possible because they are a potential source of requirement or obstacle, or conversely of opportunity, which will restrain or increase the possibilities during the definition of the options phase.

How?

➥ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 5 /

KEY ACTION

ASSESS THE COST OF INVESTMENT AND POTENTIAL FUNDING
FINANCIAL MANAGEMENT

Why?

To inform any decision for continuing the enhancement project, it is important to give an indication of the scale of the investments required as soon as possible. At the same time, a survey of the sources of funding and their conditions for granting should be carried out. In many cases, depending on the scope of the project, it will be necessary to call upon a number of public and private sources of funding.

How?

➥ KEY ACTION CARD / PHASE 2 / FINANCIAL MANAGEMENT / 1 /

KEY ACTION

ASSESS THE ECONOMIC AND SOCIAL IMPACT
FINANCIAL MANAGEMENT

Why?

The impact of the enhancement project on the economic and social aspects of urban life, over and above the effects resulting from the investments for the enhancement of the site and its routine management, needs to be assessed. These impacts are many and varied. Whether positive or negative, they affect the conditions of urban life.

How?

➡ KEY ACTION CARD / PHASE 2 / FINANCIAL MANAGEMENT / 2 /

/ STAGE 3 - REVIEW

The project manager and the core group produce a summary of all the data relating to the site and its setting. This report describes the criteria necessary to make enhancement of the remains feasible and viable, and lists the constraints to be taken into account throughout the project.

- Given the fragile and non-renewable nature of the remains, the feasibility of the project can not be assessed solely on financial and technical criteria. It must be based on a solid appreciation of the various factors to avoid the irreversible consequences of an inappropriate intervention.

- The viability of the project depends on its being able to meet the long-term needs of the site and adapting to a constantly changing context. This adaptation means that one reserves the right to revisit certain decisions if they no longer seem to answer the current situation.

The report also provides a summary of the expectations expressed by the community during consultation.

All this information enables the relevant authority to make a decision about the future of the project.

It is then the project owner's responsibility to inform those involved of the decision. The expectations of the community are probably greater now than at the end of the previous phase because in most cases, it is during the feasibility studies that the project steering system comes into full effect. To consult the stakeholders and then ignore their concerns will almost certainly lead to destructive conflict. To avoid this, the project owner must explain the decision together with all the elements necessary to establish its relevance and validity.

The same constraints are found here as in the assessment phase. The validity of the decision and its acceptance by all parties depend on the way the relevant authority has taken into account all the points of view.

The project owner, who has invested heavily in the feasibility studies will find it difficult to abandon the project at this stage. The project will be taken forward except in exceptional circumstances. Therefore the importance of already suggesting solutions to future problems and anticipating the basic questions.

! THE PROJECT ARCHIVE

During the life of the enhancement project, records will be created that need to be preserved. Some of them represent the long-term history of the project recording the work done and decisions made throughout it. Others relate to the management and monitoring processes which are so important to the smooth running of the site and the long-term future of the remains after the site is open to the public. All these records together form the project archive.

➡ PHASE 5 / KEY ACTION / CREATE THE PROJECT ARCHIVE /

/ OUTPUT

- *A flexible and enduring project steering system: project owner, project manager, core group, representatives of the community.*

- *Full and accurate reports for each field of expertise, catalogued and permanently available, which can be consulted throughout the enhancement process.*

- *A cross-disciplinary analysis justifying the feasibility and viability of the enhancement together with conditions for the execution of the project.*

/ PHASE 3 - DEFINITION OF THE OPTIONS

WHAT ARE THE FUNDAMENTAL OPTIONS FOR ENHANCEMENT?

/ SCENARIO

The feasibility studies enabled the identification and assessment of the positive and negative consequences of enhancing and opening the site to the public. The criteria for feasibility and viability form the basis for a common study leading to the definition of the guiding principles and fundamental options which will inform the programme for the rest of the process.

/ MAIN PLAYERS

- Project owner
- Project manager
- Expanded core group
- Community

/ THREE LEVELS OF OBJECTIVE

- Short-term: choice of fundamental options and validation of the programme
- Medium-term: selection of project team for the preparation of the project design
- Long-term: definition of general characteristics of the cultural facility

/ THREE STAGES

- Planning: define the programming process
- Action: define the options for each field of expertise and across the board
- Review: agree on and adopt the programme reference document

/ KEY ACTIONS

- Organise interaction between the skills areas
- Consult and ensure the participation of the stakeholders
- Structure the programming process
- Draw up the options for archaeological management
- Define the aims of conservation
- Establish a conservation plan for the objects to be displayed in situ
- Formulate the architectural options
- Draw up the options for display
- Draw up the options for visitor management
- Draw up the evaluation for visitor management
- Draw up the management options for the project and the cultural facility
- Produce a provisional budget

/ OBJECTIVES

The guiding principles and the fundamental options constitute a reference document, clarifying the issues and helping make the decisions. The development of this document, which we have called the programme, represents an important step in itself because it allows those involved, by means of an iterative process, to compare their analyses, find the common priorities and define the fundamental options which will lead to the formulation of the final project plan during the next phase.

Definition of the fundamental options also serves to place the project in the context of the urban policies:

- **Integration within the town:** the options for enhancement must fit into the wider policy framework for the management of the urban space, as well as harmonising the various urban functions (economy, housing, mobility, culture and pastimes, security, etc.) without compromising the current balance at the local, area or global scale,

- **Acceptance by the community:** the options for enhancement must allow the community to accept the project in its development stage by respecting the various issues which drive the town (creation of partnerships between economic, tourism and cultural players; involving the town's users in making the essential choices; reinforcing community spirit and enhancing the town's image, etc.),

- **Sustainable development:** the options for enhancement must form part of an urban development project conscious of the real needs of the town's users without compromising the ability of future generations to find answers to their own needs. The developing project must therefore base itself on fundamental principles which guarantee the protection of the archaeology as a fragile and non-renewable resource in a changing environment.

The options for enhancement need to be embodied in a functional programme sufficiently defined to be able to measure its success after completion.

This programme should not be confused with the final project plan. The programme gives details of the objectives and results to be reached. The next phase, the project design phase, shows how to achieve this. The steering group must ensure that it doesn't prematurely fix the project so as to allow a constructive and dynamic dialogue with the project designers.

/ STAGE 1 - PLANNING

Defining the options cannot be done without the involvement of all the players concerned in the programme development, as this represents the reference document to be used throughout the rest of the enhancement process.

Definition of the options relies on the development of a process capable of integrating the objectives and the results to be achieved within each field of expertise, ensuring they are complementary and compatible.

/ THE PLAYERS

The steering group

The core group responsible for successfully carrying out the feasibility studies is again present to help the project owner and the project manager. This core group is now expanded to include other players with the necessary skills for carrying the project forward. These are selected on the basis of two essential criteria: their specialist skills, and their ability to work together which is the only way to guarantee the consistency of the operations and the exchange of views.

Expanding the core group means involving certain technical or administrative agents who will be asked to act during later phases and whose participation should be co-ordinated in an efficient and rational way. These are, for example, the town's technical services, water, gas, electricity and telephone distributors, as well as representatives from the economic, tourist, cultural sectors, etc. Depending on the project, these people will be involved on a one-off basis or throughout the work.

Expanding the group can also involve certain political or administrative players, who, without being necessarily qualified at this stage, will play an important role later on in the process. This is the case, for example, when the decision to enhance depends on someone at a higher level (provincial or regional): the local authorities who are directly affected by the project during development must be associated with the choice of fundamental options to ensure smooth interactions and consistent decisions.

The person who will ultimately manage the cultural facility, if known, can also be involved at this stage.

KEY ACTION

ORGANISE INTERACTION BETWEEN THE SKILLS AREAS
MANAGEMENT

Why?

The definition of the options and performances lies at the heart of this phase. The programme can only be refined by stimulating a synergy between all the fields of expertise. The skills required need to be identified then their interactions and development organised so that those involved can face the changes in context.

How?

➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 1 /

The community

Development of the programme requires the participation of the community.

Some of the community are particularly sensitive to the developing project, for example the potential users wanting to see the project develop in such a way as to meet their specific needs. This is also the case for the local inhabitants who might be subjected to disturbance during the works and/or after the opening of the site to the public, but who will certainly benefit directly or indirectly. This is also the case, in a general way, for all those declaring a personal or collective interest for whatever reason.

All these people need to be consulted or involved in the process, as and when necessary, through the most appropriate means (⊠).

Apart from those people known to be involved or those who declare an interest, this phase must also organise the participation of the community as a whole in the developing project. This proactive widening of participation enables the identification of the needs of indivi-

⊠ PARTICIPATION: "MARKETING" OR "GOVERNANCE"?

The "marketing" approach to participation identifies social demand at a given moment with the aim of answering that demand at a later stage using pre-established objectives. It does not seek to associate those interrogated in the joint development of a common project.

The "governance" approach to participation identifies current social demand and follows its evolution in order to jointly develop a common project with the help of informative or deliberative processes which encourage interactions between the participants.

Open participation as recommended by the APPEAR method is based entirely on this second approach. Only the level of detail of the approach might vary from one phase to another depending on requirements and the characteristics of each case.

duals and groups who, without being directly involved, could contribute to a general acceptance of the project.

The participation of the community is a continuation of the process undertaken during the first two phases. But it now requires more discriminating planning and methods of operating which are capable of reinforcing its quantitative and qualitative aspects.

KEY ACTION

CONSULT AND ENSURE THE PARTICIPATION OF THE STAKEHOLDERS
MANAGEMENT

Why?

The stakeholders were consulted during the previous phase. By answering their queries, the feasibility studies reduced the risk of destructive conflict. It is imperative for the steering group to ensure the choices made during the definition of the fundamental options are acceptable to these stakeholders by actively consulting them.

How?

➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 2 /

/ THE PROGRAMMING PROCESS

The programming process consists of a varying number of stages depending on the complexity of the project.

Based on the results of the feasibility studies, the strengths and opportunities to be reinforced and the weaknesses and constraints to be minimised must be established. Then the operational objectives and the levels of performance to be achieved must be defined, and finally the guiding principles and fundamental options for each field of expertise and for a cross-disciplinary view must be developed.

The programming process is dynamic in that the steering group needs to promote a two-fold integration of:

• The expectations and the needs of the various partners and potential users, within the framework of the urban policies which dictate the town's development,

• The different fields of expertise which are analysed separately but which then need to be combined into one coherent programme.

The responsibility for this integration means that the leader of the steering group must be willing to share the power of decision and recognise the right of everyone involved.

The programming process should stimulate mutual learning and the joint construction of a shared vision. This requires time and openness to reduce the risk of conflict.

The process must not be directive or hurried. To bring the players together, it must be:

- **Balanced:** the process is adapted on a case by case basis depending on the nature and scope of the projected work,

- **Participatory:** the methods used allow effective and real participation of all players potentially involved,

- **Interdisciplinary:** the process mobilises all the fields of expertise and encourages maximum integration of their products,

- **Iterative:** the process develops the ability to re-evaluate and question the experience gained so that the study and its products can be improved through gradual modification,

- **Progressive:** the process grows through the exchanges and suggestions made in each field of expertise,

- **Anticipatory:** the process is registered in the "long-term" of urban development and the "short-term" of the socio-political, technical and economic unknowns which need to be appreciated.

! MAKING THE MOST OF THE FEASIBILITY STUDIES

The programme must be based on the results of the feasibility studies. Many projects have encountered serious difficulties because they have not sufficiently taken into account scientific surveys even though these were commissioned by the project owner to inform him/her about the nature of the issue and the possible solutions.

/ STAGE 2 - ACTION

There are two constraints that need to be taken into account during this phase:

- The steering group must use a method of operating which allows those involved to compare their work regularly until an integrated programme is achieved,

- Those involved must define the elements that need to be respected until the end of the project and those that might change and that can modified later.

The key actions are divided into two themes to achieve this:

- The implementation of the programming process,
- The definition of the fundamental options.

/ THE IMPLEMENTATION OF THE PROGRAMMING PROCESS

The programming process is divided into several stages and mobilises all the players including the community. The steering group decides on a method of operating and puts it in place. The participation of those involved must be structured to get them to suggest a number of scenarios to be analysed, tested and modified until the final programme has been accepted.

KEY ACTION

STRUCTURE THE PROGRAMMING PROCESS
MANAGEMENT

Why?

The programme for enhancement must specify definite objectives in order of priority and with set deadlines. The means of achieving each of these objectives need to be defined. Finally, a selection is made of those objectives that, in combination with others, offer the enhancement scenario which best answers the criteria of relevance, feasibility and acceptability.

How?

➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 3 /

/ THE DEFINITION OF THE FUNDAMENTAL OPTIONS

Each field of expertise is required to identify guiding principles and fundamental options and list them in order of importance. These are then compared to bring out common priorities. The aim is to set objectives and performances to be achieved, together with an initial identification of the human, technical and financial resources required, not to provide detailed methods for doing it. The programme thus developed will be used in the next phase to identify the most appropriate procedures.

As much information as possible is also given about the following:

- **Methods of intervention:** What are the rules to be respected by all the players who will intervene on the site? What consultation methods need to be developed to ensure maximum efficiency as well as maximum protection for the archaeological remains?

- **Methods of evaluation:** What are the evaluation criteria and techniques to test the relevance of future interventions and, if necessary, to correct and improve practices either during the design and realisation of the project, or when the cultural facility is operating?

- **Legal, administrative and financial system:** What are the legal and administrative authorities? What or who are the corporate bodies and individuals likely to contribute to the overall budget, and under what conditions? What regulations will be imposed in these areas later in the process? What are the means of communication and procedures for consultation, existing or to be developed, to harmonise the intervention of the various authorities?

KEY ACTION

DRAW UP THE OPTIONS FOR ARCHAEOLOGICAL MANAGEMENT
ARCHAEOLOGY

Why?

On the basis of the results of the assessment of the archaeological potential of the site and together with the definition of the fundamental options resulting from the other fields of expertise, choices must be presented for the archaeological management of the remains. These choices depend on the objectives set for enhancement, research and preservation.

How?

➡ KEY ACTION CARD / PHASE 3 / ARCHAEOLOGY / 1 /

KEY ACTION

DEFINE THE AIMS OF CONSERVATION
PREVENTIVE CONSERVATION

Why?

The assessment phase enabled us to establish the state of the remains. The feasibility studies led to the identification of the deterioration factors and their modes of action. Based on these previous phases, it is now necessary to define precisely the objectives to be reached in terms of conservation.

How?

➡ KEY ACTION CARD / PHASE 3 / PREVENTIVE CONSERVATION / 1 /

KEY ACTION

ESTABLISH A CONSERVATION PLAN FOR THE OBJECTS TO BE DISPLAYED *IN SITU*
PREVENTIVE CONSERVATION

Why?

When the objects found during excavation are going to be displayed in situ, they must undergo conservation treatment which has two aims: ensuring their long-term conservation and making them intelligible to the public.

The conservation plan for this is based on the individual state of conservation reports drawn up during Phase 2.

How?

➡ KEY ACTION CARD / PHASE 3 / PREVENTIVE CONSERVATION / 2 /

KEY ACTION

FORMULATE THE ARCHITECTURAL OPTIONS
URBAN AND ARCHITECTURAL INTEGRATION

Why?

Formulating the architectural options requires thinking about the symbolic, landscape, functional and technical links that need to be created or developed between the remains and their protective envelope and between the envelope and its surroundings. This means finding a solution that respects the values given to the site and ensures its harmonious integration into its setting.

How?

➡ KEY ACTION CARD / PHASE 3 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

KEY ACTION

DRAW UP THE OPTIONS FOR DISPLAY
DISPLAY OF THE SITE TO THE PUBLIC

Why?

The two previous phases allowed us to understand the archaeological site and to identify its values. It is now necessary to define the aims of the site interpretation plan. This is centred around three major themes: the heritage significance of the site, the potential public and the type of message to be communicated, the first two of which were covered during the previous phase.

How?

➡ KEY ACTION CARD / PHASE 3 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

KEY ACTION

DRAW UP THE OPTIONS FOR VISITOR MANAGEMENT
VISITOR MANAGEMENT

Why?

This consists of formulating the guiding principles and fundamental options which will feed into the development of the public and educational programmes. Based on the results of the feasibility studies, these programmes will help the future site manager enrich the visitor experience and develop visitor loyalty. The main lines for the internal and external information and communication strategy also need to be outlined. This strategy is a major asset for the accurate dissemination of the site's values as a tool which generates an impact on visitors.

How?

➡ KEY ACTION CARD / PHASE 3 / VISITOR MANAGEMENT / 1 /

KEY ACTION

DRAW UP THE EVALUATION FOR VISITOR MANAGEMENT
VISITOR MANAGEMENT

Why?

The evaluation plan for visitor management aims to guarantee the effectiveness of the public and educational programmes on the different categories of visitor, through an iterative process. It also enables the actual impact of the internal and external information and communication strategy to be measured. It is recommended that this evaluation plan and its method of implementation are formulated during the definition of the options phase so as to optimise the performance of the visitor management strategy.

How?

➡ KEY ACTION CARD / PHASE 3 / VISITOR MANAGEMENT / 2 /

KEY ACTION

DRAW UP THE MANAGEMENT OPTIONS FOR THE PROJECT AND THE CULTURAL FACILITY
MANAGEMENT

Why?

The programme consists of guidelines for the allocation of skills and other resources required in each field of expertise to turn the fundamental options into reality. This key action provides answers about the programme feasibility. It also lays down the basis for the future management plan without which the cultural facility would not be viable.

How?

➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 4 /

KEY ACTION

PRODUCE A PROVISIONAL BUDGET
FINANCIAL MANAGEMENT

Why?

Once the programme for the enhancement project has been fixed, a provisional budget is set. This is a key point in the process because this budget represents a significant constraint for the rest of the operations. On the basis of the fundamental options retained, an estimate of the cost of the various interventions is produced. At the same time, budgetary limits are set for project design and preparation of the specification.

How?

➡ KEY ACTION CARD / PHASE 3 / FINANCIAL MANAGEMENT / 1 /

/ STAGE 3 - REVIEW

Two essential elements of the programming process are reviewed:

- **Validity of the content:** that the guiding principles and the fundamental options integrate as well as possible the constraints imposed by the site and the expectations of the project owner and the community; that the chosen option is feasible and viable and that it is effectively integrated into the framework of the various urban policies,

- **Clarity of design:** that the guiding principles and the fundamental options are presented succinctly, clearly and unambiguously; that they are accessible and intelligible to everyone, so as to bring together all the players and allow the community to be involved on a common, solid and sustainable basis.

A practical reference document must be produced detailing the issues to be addressed and the direction to be given to the project. It provides a summary of the various enhancement options and the final choices made with their justification.

All the information required to understand the project is gathered together with images, diagrams and other supporting material to inform those involved later on in the process. This includes:

- The history and context of the project,
- The general and specific aims,
- The expectations and requirements,
- The players involved and their roles,
- The main results of the feasibility studies,
- An estimate of costs and benefits,
- Sources of funding,
- A provisional timetable,
- Any constraints, especially legal, administrative and financial.

This document will form the basis of the tender put out by the project owner during the next phase to those selected to design the final project plan.

/ OUTPUT

- *Current list of needs and expectations of the various players.*

- *Description of the options chosen in each field of expertise and summary of integrated options together with an estimate of the resources required to carry out the project and manage the cultural facility.*

- *Description of the criteria for selection of the people to work on the project design.*

/ PHASE 4 - PROJECT DESIGN

HOW ARE THE OPTIONS TRANSFORMED INTO THE FINANCIAL PROJECT PLAN?

/ SCENARIO

The fundamental options making up the programme must now be converted into a clearly defined project plan. All the objectives and performances stipulated by the programme must be met in an efficient, sustainable and balanced way through the most appropriate means. Every field of expertise works on refining the solutions in their area and these, when integrated, will constitute the final project plan.

/ MAIN PLAYERS

- Steering group
- Project team

/ THREE LEVELS OF OBJECTIVE

- Short-term: definitive project design
- Medium-term: selection of the contractors to carry out the work
- Long-term: decision on structural and formal components of the cultural facility

/ THREE STAGES

- Planning: define the design process
- Action: development of the project components
- Review: adoption of all the components forming the final project plan

/ KEY ACTIONS

- Set up the project team
- Refine and apply the archaeological management plan
- Guarantee the preservation of the remains
- Draw up guidelines for the approval of materials and procedures to be used
- Draw up the architectural plans
- Draw up the museum display plan
- Design and test the visitor management plan
- Draw up the evaluation plan
- Draw up the budget for execution and the financial timetable
- Forecast the economic conditions for operation

/ OBJECTIVES

The conversion of the fundamental options into the final project plan is entrusted to a project team. The first objective therefore is to select this team then to develop a way of working with them and define the resources needed for the project.

• Select the project team: Taking into account the programme requirements, which candidates present the best guarantee of success in terms of skills and aptitude?

• Develop the design process: What course must be followed in each field of expertise and overall to end up with a sound and coherent project, assessed and validated throughout its development? What are the most appropriate methods to define all the characteristics and precise specification of the final project plan?

• Define the resources required: Taking into account the requirements of the programme and the final project selected, what resources are required for the development of the project?

/ STAGE 1 - PLANNING

/ THE PLAYERS

The steering group

The steering group continues its mission of management, control and decision making. It selects the project team through open competition. At the end of the phase, it formally accepts the final project plan and ensures its presentation to all parties concerned, including the community.

The project manager plays a more or less important role depending on whether the project team is active and represented by one of its members or whether the actions undertaken within each field of expertise are co-ordinated by the steering group. If the latter, the project manager will assume coordination of the different teams. It is also the project manager's role to ensure effective communication between the members of the project team and between the project team and the steering group. S/he will set the pace for the various stages of the project design and oversee the coherence of the operations. S/he will also keep up communication with all parties concerned, informing them regularly of the state of progress of the project and collecting useful feedback.

At the latest during this phase, the core group will benefit from integrating the local people who, although not directly involved in designing the project, will be implicated in the definitive project during its execution and/or in the routine management when the site is open to the public. This integration encourages the adoption of the project by those who can contribute to its success. One thinks particularly of local councillors, representatives of the tourist sector or, if known at this stage, the person or organisation who will be responsible for management of the site.

The project team

Converting the fundamental options into a clear and coherent project requires the input of a specialised project team. This is usually a multi-disciplinary team under the guidance of one or more representatives responsible for co-ordinating it and liaising with the steering group. This team generally includes an architect assisted by one or more design offices selected by the project owner.

The project team is responsible for producing all the components of the final project plan, according to the guiding principles and as laid out in the fundamental options in the programme.

> **!** SELECTING THE PROJECT TEAM
>
> Cost is obviously an important element but it should not be considered in isolation. The technical and scientific skills of the candidates, their aptitude to work together in an inter-disciplinary environment, and their experience and professional sensibility towards the archaeology must be examined with the utmost care.

/ THE DESIGN PROCESS

The design process is very similar to the programming process. It differs, however, in one respect: the design stage requires a high technical level which justifies the need for the introduction of the project team. It is therefore important to go through a period of transition between the people overseeing the programming process and those involved in the more focused one of overseeing the design process.

Adjusting the programme

The programme is examined and adjusted at the beginning of the design process in light of the knowledge of the project team. This is done by the steering group and the project team together and must enable the functional and technical feasibility and viability of the fundamental options to be validated. It must enable the project team to clarify – and/or have clarified to them – all the instructions they have to carry out.

This is an initial analysis to enable a final decision on the programme components to be made, to identify remaining uncertainties, to fill potential gaps and to check compatibility between the fundamental options and resources available, especially financial resources.

Defining the project design process

The design process consists of several stages depending on the complexity of the situation and focuses on:

- What are the programme objectives? The steering group and project team must establish an exact and common understanding of the programme to ensure the fundamental options are converted into the desired project while respecting the guiding principles,

- What is the expected product? The project plan must be detailed enough in all areas to be able to prepare a specification and start the selection process for the specialists and contractors who will carry out the work,

- What are the stages to be undergone? The design must be taken forward by giving each stage of development precise and measurable objectives and by determining the criteria and procedures by which the result of each will be assessed.

Characteristics of the process

The project manager must pay particular attention to certain characteristics of the design process:

- The team mobilised in this phase is enlarged by the addition of the project team which introduces new viewpoints, new interests and new skills. The risk of challenge or significant change to the fundamental options is a real possibility. One needs to keep things on track and retain effective control by creating conditions conducive to mutual learning and the integration of the newcomers,

- Each new version of a plan – e.g. an architectural plan or an archaeological management plan – must be assessed for its relevance, acceptability, feasibility and viability against the guiding principles and the fundamental options of the programme,

- When faced with complex situations, everyone has the tendency to simplify things by focusing on those aspects that are familiar or that attract them. One of the essential roles of the project manager is to reduce resistance to change and this tendency to simplification,

- To improve the quality and social acceptability of the decision, time must be given to organising the interactions between players by adapting the process to them and the subject on which they are to interact.

KEY ACTION

SET UP THE PROJECT TEAM
MANAGEMENT

Why?

Translating the programme into the final project consists of creating a succession of plans. This requires that the fundamental options for the programme are not revised during the project design and that the project is then faithfully executed. From this point of view, a centralised and exclusively expert planning system is far from the ideal steering method. The team composition must rather satisfy several methodological and operational criteria adapted to its mode of functioning.

How?

➼ KEY ACTION CARD / PHASE 4 / MANAGEMENT / 1 /

! COMMUNICATION STRATEGY

Given the high technical content characterising the design process, encouraging participation, particularly from the community, takes on a new dimension. If the participation of all those involved was correctly organised during the previous phase, they do not need to be actively involved in the design process.

On the other hand, it is vital to use as comprehensive a communication strategy as possible, giving regular updates on the project. This allows the community to follow the gradual development of the design and to slowly accept the burgeoning project.

This communication strategy is particularly important because, for the first time, the project is going to take a tangible form during this phase. To avoid disappointment and rejection, it is strongly recommended to "prepare" the community by supplying it with successive versions of the project plan enabling it to understand its development.

/ STAGE 2 - ACTION

The project design works actively to find the best methods to meet the programme requirements in all the fields of expertise and across the board. All the components are developed and constantly checked for their complementariness and compatibility. The project team uses an interactive approach centred on the objectives and performances to be reached to formulate proposals likely to answer the main issue. It immerses itself in the characteristics of the site and its context to integrate the project fundamentally and sustainably into the policies which motivate the town.

This interactive approach requires a real inter-disciplinary empathy from all the players stimulated by a down-to-earth approach and frequent meetings on the site itself.

The key actions in this phase are divided into two themes:

• Archaeological investigations,
• Project components.

/ ARCHAEOLOGICAL INVESTIGATIONS

Depending on the site, it might be useful, even necessary, to carry out certain archaeological investigations. These can shed light on certain aspects of the archaeological remains worth particular attention. Their relevance, however, depends partly on the final project plan: some investigations can only be executed once all the project constituents are known. More generally, concern for consistency requires that these archaeological investigations are placed within a reasoned programme developed according to the objectives set for enhancement, research and preservation.

KEY ACTION

REFINE AND APPLY THE ARCHAEOLOGICAL MANAGEMENT PLAN
ARCHAEOLOGY

Why?

The fundamental options for the archaeological management were decided at the end of the previous phase. Some arrangements have already been put in place to anticipate the archaeological work required for the enhancement. This work needs to be carried out and its scope specified. The management policy for the remains and how it will be applied must be defined.

How?

➥ KEY ACTION CARD / PHASE 4 / ARCHAEOLOGY / 1 /

/ PROJECT COMPONENTS

Transforming the programme into the final project plan consists of developing a series of detailed action plans covering all structural, technical and formal aspects of the issue together with the methods of operating and the corresponding evaluation procedures.

Sufficient information must also be provided on the following:

- **Provisional budget and funding:** Taking into account the project components and the budget limit, what are the financial resources available for the enhancement?

- **Timetable:** What are the anticipated deadlines for carrying out the enhancement? What are the stages of execution? How will they be co-ordinated? How are the risks inherent to such projects built into the timetable?

- **Resources required:** What other resources are required for the project and the management of the site in the short-, medium- and long-term? What are the investments required for technical equipment, provision of information, communication and training, etc.?

! PREVENTIVE CONSERVATION

Note that having a cross-disciplinary approach during the design is particularly important in the area of preventive conservation: the project team member responsible for this field of expertise supervises the others to ensure that no potentially destructive course is adopted.

KEY ACTION

GUARANTEE THE PRESERVATION OF THE REMAINS
PREVENTIVE CONSERVATION

Why?

Preventive conservation is everywhere! As was demonstrated during the phase when the deterioration factors were identified, the risks run by the remains are linked to all areas of the project: the architectural and technical options, the choice of display method, visitor management, etc. From now on, those responsible for preventive conservation must be consulted throughout the project and involved in the tasks of monitoring and evaluating the final project design documents given to the project team.

How?

KEY ACTION CARD / PHASE 4 / PREVENTIVE CONSERVATION / 1 /

KEY ACTION

DRAW UP GUIDELINES FOR THE APPROVAL OF MATERIALS AND PROCEDURES TO BE USED
PREVENTIVE CONSERVATION

Why?

Construction materials can also become destruction materials for archaeological remains. This is the reason why the choices made by the architects and the museum display specialists, and later by the contractors, must be checked. This is also true for the procedures to be used during the works.

How?

➡ KEY ACTION CARD / PHASE 4 / PREVENTIVE CONSERVATION / 2 /

KEY ACTION

DRAW UP THE ARCHITECTURAL PLANS
URBAN AND ARCHITECTURAL INTEGRATION

Why?

The work on the architectural solution chosen and validated by the project manager and team at the end of the previous phase will enable all the architectural and urban elements required for the project design to be specified in detail. The selection of contractors and the execution of the works can then be taken forward.

How?

➡ KEY ACTION CARD / PHASE 4 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

KEY ACTION

DRAW UP THE MUSEUM DISPLAY PLAN
DISPLAY OF THE SITE TO THE PUBLIC

Why?

The detailed museum display plan must be produced during this phase, based on the summary document produced at the end of the previous phase. This will provide the overall scenario detailing the links between the message to be transmitted, the circuit, the remains, the objects and the display elements. It also provides detailed specifications for the museum display elements themselves (design, materials, position, e.)

How?

➡ KEY ACTION CARD / PHASE 4 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

KEY ACTION

DESIGN AND TEST THE VISITOR MANAGEMENT PLAN
VISITOR MANAGEMENT

Why?

The validity of the options retained for visitor management at the end of the previous phase need to be tested. The aim is to assess the relevance of the visitor management plan by comparing it against the work of the other fields of expertise and the expectations of certain target audiences, using a series of techniques laid out in the evaluation plan. The results enable this management plan to be finalised.

How?

➡ KEY ACTION CARD / PHASE 4 / VISITOR MANAGEMENT / 1 /

KEY ACTION

DRAW UP THE EVALUATION PLAN
MANAGEMENT

Why?

Executing the project and the operation of the cultural facility will be evaluated through a plan which needs to be developed during the project design phase. The project team, advised by external experts if necessary, develops this plan taking into account the other aspects of the final project plan. This forward-looking and interdisciplinary strategy aims to keep the enhancement project in line with the changing context in which it sits.

How?

➡ KEY ACTION CARD / PHASE 4 / MANAGEMENT / 2 /

KEY ACTION

DRAW UP THE BUDGET FOR EXECUTION AND THE FINANCIAL TIMETABLE
FINANCIAL MANAGEMENT

Why?

During the project design phase, it is vital to plan another round of budget forecast and control for execution of the works. Careful definition of the execution stages and the individual budgets for particular works must allow constant financial control. A timetable for the execution and a cash flow plan are produced to help keep financial control.

How?

➡ KEY ACTION CARD / PHASE 4 / FINANCIAL MANAGEMENT / 1 /

KEY ACTION

FORECAST THE ECONOMIC CONDITIONS FOR OPERATION
FINANCIAL MANAGEMENT

Why?

The economic conditions for the operation of, and the operational budget for the cultural facility must be forecast because they are likely to influence certain choices during the project design phase. They should be accompanied by an economic evaluation plan which is mainly useful for the development of the management plan to be used by the future site manager.

How?

➡ KEY ACTION CARD / PHASE 4 / FINANCIAL MANAGEMENT / 2 /

/ STAGE 3 - REVIEW

The project plan is finalised when it meets the requirements stipulated by the programme and it can be used to create the specification for the execution phase.

The review looks at the following:

- **Conformity to the programme:** Do all the components of the final project plan conform to the guiding principles and the fundamental options set out in the programme?

- **Coherence of the components:** Do all the components of the final project plan form a coherent project? Do they complement each other and are they compatible with each other?

- **Feasibility and viability of the project:** Does the final project plan answer feasibility and viability requirements, taking into account the characteristics of the site and its context? Does it take into account the risks likely to occur in the short-, medium- and long-term, and has it envisaged ways of dealing with these?

The final project plan provides all the information needed for the works and for the selection of the contractors responsible for undertaking them. It includes specific instructions about the preparation and the execution of the works. These instructions must ensure that the archaeological remains are not put at risk from inappropriate actions. They relate to the coordination of the work, the methods used, safety of people and belongings, limitation of damage and information for the local inhabitants, etc.

The nature of the archaeological remains imposes a number of specific constraints with which the contractors may not always be familiar so it is important that the final project plan should include clear explanations enabling everyone involved to understand the objectives and the reason for the restrictions.

The final project plan, on which the specification for the rest of the process will be based, commits the project team to a contractual responsibility so it must be exhaustive, clear and operational.

The steering group formally accepts the project plan at the end of the review process and presents it to everyone involved, including the community, together with all the information required to understand it and check it conforms to the programme.

/ OUTPUT

- *Detailed action plans for each field of expertise, including methodological and technical recommendations and instructions, and an inventory of useful tools.*

- *List of criteria for the selection of the contractors to undertake the work for the final project.*

- *Budgets, financial set-up and timetable.*

/ PHASE 5 - EXECUTION

HOW IS THE FINAL PROJECT PLAN IMPLEMENTED?

/ SCENARIO

The final project plan is implemented under the guidance of the project team and the project manager. Executing the different works requires a pre-established method of working which allows the work to be organised, planned and timetabled, and to control its correct execution until its successful completion and handover to the project owner.

/ MAIN PLAYERS

- Steering group
- Project team
- Contractors

/ THREE LEVELS OF OBJECTIVE

- Short-term: execution of the final project plan
- Medium-term: opening of the site to the public and initial assessment
- Long-term: management and development of the cultural facility

/ THREE STAGES

- Planning: preparation, coordination and control of works
- Action: execution of the works
- Review: conformity checks and handover

/ KEY ACTIONS

- Set up a stakeholder committee
- Develop a coordination strategy
- Monitor the execution and correct the practices
- Monitor the works
- Develop a long-term preventive conservation plan
- Draw up procedures for monitoring the museum display
- Implement and test the visitor management plan
- Create the project archive

/ OBJECTIVES

Implementation of the project requires the intervention of a number of contractors. The first objective of this phase is to select them. Then a process for the preparation, execution and assessment of the works (⊠)must be established to guarantee the smooth running of the operations:

- **Select the contractors:** Taking into account the requirements of the specification, which candidates present the best guarantee of success in terms of skills and aptitude? (Note that for ease of reference, the generic term "contractors" has been used throughout),

- **Plan the operations:** a general execution plan including all the information needed to steer the works for the different areas of expertise and cross-functionally must be developed. Which contractors are required? What are the method of execution, the timetabling, the results to be achieved and the resources to be mobilised? What are the particular constraints to take into account and the procedures to be applied to ensure preservation of the archaeological layers and optimal use of the resources?

- **Start the works:** implementation of the general execution plan. What strategies for co-ordination and methods of execution need to be deployed to reinforce the efficiency of the operations?

- **Assess the results:** the works must be regularly monitored to assess the quality of the results against the set objectives. What indicators can be used to measure the works against the general execution plan? What criteria can be used to measure their conformity to the specifications?

⊠ PRACTICAL AND INTANGIBLE WORKS

The enhancement of sites consists of two types of works: practical and intangible.

The practical works consist of tangible operations undertaken by various building trades from the construction sector, such as groundworks, masonry, electricity, etc. but also from other specialised sectors such as museum equipment, educational material, computer equipment, etc.

Intangible works basically relate to management operations such as personnel training, design and development of computer software, information and communication, promotion of the site, etc.

/ STAGE 1 - PLANNING

/ THE PLAYERS

The steering group

At the beginning of this phase, the steering group and the project team select the contractors to undertake the works. At the end of the phase, the steering group takes delivery of the completed works and organises the appointment of the site manager prior to opening the site to the public.

Throughout the enhancement, the project manager acts as the interface between the steering group and everyone else. This role is particularly important during the execution phase. The project manager closely oversees the work of the contractors co-ordinated by the project team and informs the project owner of the state of progress of the work and the state of the budget. S/he also keeps up regular communication with the community according to the strategy set up during the previous phase.

The stakeholder committee

This phase shouldn't give rise to any significant changes to the project. So it is no longer necessary to think about inviting participation in the design, but it can be useful to set up a stakeholder committee to keep up communication throughout the work between those responsible for the project and the stakeholders.

The stakeholder committee consists of representatives of the local community, responsible for relaying its concerns and grievances to the steering group and for receiving information about anticipated works in order to mitigate potential disturbance which might affect the local area.

The stakeholder committee has no decision making powers. It is primarily a communication tool used to prevent conflict and major incidents. It is particularly useful in projects of long duration and changeable character, and often allows the release of tensions through correct and timely information given in good faith.

KEY ACTION

SET UP A STAKEHOLDER COMMITTEE
MANAGEMENT

Why?

The steering group must organise the interactions between those responsible for the project and a particular set of stakeholders: the local residents. This interaction can take the form of a stakeholder committee. The various parties together try and find the least painful way of executing the works for all concerned. The quality of life of the local residents must be maintained.

How?

➡ KEY ACTION CARD / PHASE 5 / MANAGEMENT / 1 /

The project team

The project team responsible for developing the final project plan generally puts it into operation. This continuity encourages consistency.

The project team takes on the following functions:

- Development of the specification and definition of the criteria for selection of the contractors, in close collaboration with the steering group,

- Participation in the assessment of the tenders received and advising the steering group on the selection of the contractors,

- Preparing, co-ordinating and overseeing the execution of the works,

- Reporting on the state of progress of the work to the steering group and stakeholder committee,

- Maintaining constant contact with the project manager,

- Participating in the meetings with the stakeholder committee, if required.

The contractors

Execution of the works requires the involvement of a certain number of specialist contractors charged with undertaking the work on the project components in accordance with the specification.

! DISTRIBUTION OF RESPONSIBILITIES

For good organisation of the works and harmonious collaboration between those involved, it is essential to establish a clear organisation chart which is understood by everyone, showing the distribution of roles and responsibilities between the steering group and the project team.

The steering group retains overall management of, and decision making power over the project. Day-to-day management of the works is delegated to the project team.

The steering group will keep up a permanent dialogue with the project team through the project manager but will abstain from direct contact with the contractors, except in an emergency or out of absolute necessity.

/ SETTING UP THE EXECUTION OF THE WORKS

Selecting the contractors

The project team, in close consultation with the steering group develops the specification, each constituent part of which the candidates will need to satisfy. The specification spells out clearly and precisely all the requirements for the services, performances to be reached, constraints to be respected, and the skills and aptitudes needed. It is strongly recommended that experts are

consulted to help draft certain specific clauses, especially those relating to the preservation of the archaeological layers.

Any contractor likely to work on an archaeological site must demonstrate knowledge of the issues and an aptitude to reach the objectives though performance oriented procedures. They also need to demonstrate an ability to accept the particular constraints of a multidisciplinary process and to work well under the management of a project team.

The steering group, with the guidance of the project team, assesses the tenders received. Certain elements must be closely examined: specialist skills of the candidates, know-how and experience, ability to manage the constraints specific to archaeology, etc. The bid must be assessed against the budget available but also against the overall quality of the tender, its completeness and the guarantees for results given by the submitters.

The development of the specification and the analysis of the tenders received are all the more reliable in that the project team has sound experience in the management of such works and a good knowledge of the different building trades, their specific practices and their potential weak points. This experience, supported by a well-planned project, enables "errors of casting" to be avoided and to better anticipate a number of risks likely to affect the integrity of the site, to compromise the quality of the work, the deadlines and/or the budget.

Planning the works

The project team, in close collaboration with those involved, adjusts the action plans developed during the previous phase for each of the fields of expertise, to ensure their total compatibility with the resources available.

The more careful and precise the previous phases have been, the less adjustment is needed at this stage. But bear in mind that the execution phase will always bring up additional problems: therefore the need for a decision-making process capable of integrating the unforeseen and suggesting rapid and adequate solutions, while respecting the guiding principles and staying within agreed timetables and budgets.

Once the technical adjustments have been made, each contractor prepares an execution plan for all the tasks allocated to him/her, giving a detailed and exact breakdown of the operations, the techniques and the methods to be used, and the scheduling of the work.

The individual execution plans are checked and agreed by the contractors and the project team. They are then combined into a general execution plan to help the project team steer the works and give answers to the following questions:

- Who does what and with what objectives?
- In what order?
- By what deadline?
- With what resources?
- Following what procedures?
- Within what constraints?
- What are the foreseeable problems and their solutions?
- What procedure must be followed in case of unforeseen problems?
- What is the procedure for evaluation of the results?

Coordination strategy

The precision of the general execution plan makes the task of the project team easier, but it is still necessary to maintain constant communication throughout the works.

While planning the works, the project team ensures that those involved are made aware of the fragile and non-renewable nature of the archaeology. It defines the method of working and checks that the tasks are compatible with the preservation requirements.

The strategy must allow the efficient management of all the different viewpoints coming together to avoid the risk of inconsistency or excessive fragmentation. The building trades must apply their expertise with mutual respect for the constraints of each other's discipline and try to rise above them to work in partnership.

The strategy must also allow any problems to be identified as soon as possible and to provide suitable solutions, so as to reduce as much as possible the risks of error, inconsistency or post-ponement likely to affect smooth execution of the work.

KEY ACTION

DEVELOP A COORDINATION STRATEGY
MANAGEMENT

Why?

The organisations involved in the execution of the final project plan vary from place to place and in material skills. A multi-organisation environment is at the same time a source of richness and a constraint. A coordination strategy is required so that those involved understand the overall enhancement process in a coherent way.

How?

➤ KEY ACTION CARD / PHASE 5 / MANAGEMENT / 2 /

/ STAGE 2 - ACTION

This stage sees the implementation of the final project plan through the various works which will give form to the enhancement project.

The exact nature of the works varies depending on the type of project and it is neither possible nor useful to describe it here. But there are a number of key actions to which the players should pay particular attention, relating to the supervision and control of the works and preparation work to ensure the smooth running of the cultural facility.

/ MANAGING THE EXECUTION

Throughout the works, the project team ensures that the execution plan is followed to the letter. It must also manage quickly and efficiently any problems that arise. Sometimes these can only be resolved by adjusting the execution plan. In this case, it is essential to have a decision making process capable of adopting the appropriate changes, based on expert opinion and agreed by all the fields of expertise potentially affected by the adjustment.

KEY ACTION

MONITOR THE EXECUTION AND CORRECT THE PRACTICES
MANAGEMENT

Why?

Implementation of the general execution plan for the material and immaterial works can give rise to various setbacks. The development of a strategy and working methods for monitoring all the actions provides a proactive way of identifying with maximum precision and as soon as possible the reasons for the setback and correcting them before the errors become irreversible.

How?

➤ KEY ACTION CARD / PHASE 5 / MANAGEMENT / 3 /

KEY ACTION

MONITOR THE WORKS
COMBINED FIELDS OF EXPERTISE

Why?

Poor execution can ruin months, even years of effort in terms of research and coordination. This is why the monitoring of the enhancement works is crucial to ensure that each of the contractors executes the jobs allocated to them in strict adherence to the execution plan agreed during the preparation for the works.

How?

➡ KEY ACTION CARD / PHASE 5 / COMBINED FIELDS OF EXPERTISE / 1 /

/ PLANNING LATER OPERATIONS

Some of the evaluation tools required for the efficient functioning of the cultural facility after its opening to the public can be prepared during the execution of the works. Bear in mind that some of them have at least been outlined during the previous two phases. Depending on the scale of the project, these tools can relate to preventive conservation, display of the site to the public, visitor management, the information, communication and networking strategy, planning of scientific research, or financial management.

All these tools originate from the key actions undertaken in previous phases. The knowledge gained must be used to produce operational tools, action plans and evaluation procedures which will allow optimum use of the cultural facility.

At this stage, the project manager needs to pay particular attention to archiving all the data collected during the enhancement process. The archive, which should be seen as a dynamic tool, is vital for the short-, medium- and long-term management of the cultural facility.

KEY ACTION

DEVELOP A LONG-TERM PREVENTIVE CONSERVATION PLAN
PREVENTIVE CONSERVATION

Why?

Safety of the remains and respecting the choices made for the project are fundamental. But at the same time, it is important to guarantee the long-term preservation of the site. The execution phase is a good time to develop the long-term preventive conservation plan based on an in-depth knowledge of the remains gained during the preceding phases and taking into account the measures developed during the enhancement project.

How?

➡ KEY ACTION CARD / PHASE 5 / PREVENTIVE CONSERVATION / 1 /

KEY ACTION

DRAW UP PROCEDURES FOR MONITORING THE MUSEUM DISPLAY
DISPLAY OF THE SITE TO THE PUBLIC

Why?

Procedures for monitoring the correct functioning of the cultural facility once the site is open to the public are essential. They enable malfunctions to be detected and corrections to be made so as to guarantee the safety of the remains, the objects and the visitors; and to ensure the good performance of the equipment.

How?

➡ KEY ACTION CARD / PHASE 5 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

KEY ACTION

IMPLEMENT AND TEST THE VISITOR MANAGEMENT PLAN
VISITOR MANAGEMENT

Why?

At the end of the project design phase, a visitor management plan based on observation and the analysis of a certain number of characteristics is available. During the execution phase, the different elements of this plan need to be implemented. It is important to test its relevance in relation to the other fields of expertise and to adjust it if necessary.

How?

➡ KEY ACTION CARD / PHASE 5 / VISITOR MANAGEMENT / 1 /

KEY ACTION

CREATE THE PROJECT ARCHIVE
MANAGEMENT

Why?

Creating an archive for the project is important for a number of reasons, including: it provides a permanent record of the work done and the decisions made throughout the life of the project; it provides administrative and technical documentation vital to the routine management of the site; it can also be useful as an example for other enhancement projects; in the unfortunate event of litigation, it provides evidence of work required and carried out.

How?

➡ KEY ACTION CARD / PHASE 5 / MANAGEMENT / 4 /

/ STAGE 3 - REVIEW

The enhancement is now a reality. The site should be ready for opening to the public on condition that the works have been executed according to the specifications and they are signed off by the project owner. The opening depends on the findings of the signing-off process, especially in terms of visitor safety.

Sign-off is a vital stage: it is the moment when the project as delivered is compared with the description given in the plans and documents produced by the project team. To keep sources of dispute to a minimum, it is strongly recommended to detail the methods and conditions of the sign-off process in the specification. The main elements are given below (note that the legal implications vary from country to country so only a general overview is provided).

/ PROVISIONAL SIGN-OFF

At the end of the works, the cultural facility is handed over to the project owner who takes possession of it. Generally, this taking of possession has significant legal implications in that it represents a transfer of property of all the products created by the contractors to the project owner. This transfer entails a number of conditions:

- **Checking for conformity:** the results are assessed against the instructions in the general execution plan and the specification. This in done in the presence of all parties concerned or their representatives: steering group, project team, contractors, and the site manager if already known. It looks at all the technical and functional aspects of the equipment and the state of the archaeology.

- **Deadline for correction:** defects or deficiencies are systematically recorded and formally notified to the contractors responsible. A mutually convenient deadline for correction is set. Generally, this deadline is built in as a specific clause either in the specification or in the contracts between the contractors and the project owner.

- **Trial period:** depending on the complexity of the project, the parties agree a trial period (which can be months, even years) during which the resilience of the enhancement is assessed. This trial is particularly important in relation to the preservation of the remains which, by the very fact of their accessibility, are submitted to new factors of deterioration. It is also vital to ensure that the various elements are fit for purpose, that they stand up to normal use and that there are no malfunctions attributable to their creators. The trial period is also a built-in clause to the specification or the contractors' contracts.

- **Transfer of responsibility:** legal responsibility for the site and its infrastructure, especially in terms of safety of people and belongings, is transferred to the project owner at the time of the provisional sign-off in so much as s/he now has effective possession. The transfer of responsibility is limited, however, at this stage. It does not cover defects and deficiencies duly reported to the contractors, nor failures discovered during the trial period.

/ FINAL SIGN-OFF

At the end of the correction phase and the trial period the works should be fully satisfactory. If so, the project owner proceeds to the final sign-off, witnessed by all parties involved. The trans-

fer of responsibility is now complete, except for certain special responsibilities imposed on certain building trades (e.g. the architect's decennial responsibility).

At the latest by the final sign-off, the project owner must be in possession of a commissioning file of all documents relating to the operation, upkeep and maintenance of the site. These documents must be precise and complete to allow the site manager to take over in an effective way. The file should include plans of the works as executed, technical information and maintenance schedules. In addition to this, the relevant training will have been given by the contractors to people selected by the project owner and to the site manager, as necessary.

The provisional and final sign-off periods represent times of strong symbolic change for those involved in the enhancement and for the community. The project owner must ensure that sufficient time is given to a promotion campaign to encourage adoption of the finished project.

/ OUTPUT

- *Enhancement of the archaeological site according to the guiding principles and the fundamental options steering the design and execution of the project.*

- *Commissioning file of all the documents needed for the operation of the cultural facility.*

- *Action plans and evaluation procedures for each field of expertise, required for the development of the management plan during the next phase.*

/ PHASE 6 - OPERATION

HOW CAN THE LONG-TERM FUTURE OF THE CULTURAL FACILITY BE ASSURED?

/ SCENARIO

The cultural facility is operational. It conforms absolutely to the guiding principles and the fundamental options which have inspired the design and execution phases. The steering group organises the appointment of the site manager entrusted with the task of ensuring the functioning and long-term future of the site, and provides all the necessary information during the takeover.

/ MAIN PLAYERS

- Steering group
- Site manager
- Users

/ THREE LEVELS OF OBJECTIVE

- Short-term: takeover by the manager and opening of the site
- Medium-term: running in the cultural facility and evaluation
- Long-term: adaptation and improvement

/ THREE STAGES

- Planning: define the operation process
- Action: implementation of the action plans and evaluation procedures
- Review: analysis of inclusion into the different urban policies

/ KEY ACTIONS

- Manage change
- Implement the long-term preventive conservation plan
- Optimise public welcome and functioning of the equipment
- Implement the evaluation plan for the economic conditions of operation

/ OBJECTIVES

Operation (⊠) of the cultural facility is entrusted to a manager who is responsible for the implementation of the action plans and the evaluation procedures developed during the previous phase. Depending on the situation, the manager becomes involved in the enhancement at different times but s/he must be appointed at the latest at the beginning of this phase. The manager's appointment, the opening of the site to the public and its long-term development are undertaken:

- **Arrange the manager's appointment:** the manager must be given all the intellectual and practical information needed to start managing the site as soon as possible,

- **Open the site to the public:** opening the site to the public allows the testing of the relevance and resilience of all the components of the cultural facility. This is a running in period when the interactions between the site, the public and the systems developed within each field of expertise are tested and corrected as necessary,

- **Ensure the long-term future of the cultural facility:** as soon as the site is open to the public, all management plans and procedures should be put in place and regularly assessed to check they are performing effectively in the following areas: conservation of the remains, scientific research and access to the greatest number of people possible. It is also important to ensure the long-term future of the facility by ensuring it is included in the various urban policies.

⊠ DEFINITION OF OPERATION

Operation of the site relates to all the tangible and intangible components of the cultural facility. It includes all the activities necessary or useful to the long-term development of the project. These relate to the technical, administrative and financial management of the site, visitor reception, promotion, upkeep and maintenance of the infrastructure and the remains, scientific research, impact assessment and adaptation to change.

/ STAGE 1 - PLANNING

/ THE PLAYERS

The steering group

The steering group continues its role of management and decision making. This function is particularly important during the running in of the cultural facility. This consists of handing over to the manager, giving any assistance needed and undertaking all measures, some of which may be urgent, for the effective opening of the site to the public.

The project manager continues to act as liaison between the steering group and the other players. S/he hands over the commissioning documents, action plans and evaluation procedures. The project manager is on hand to help the site manager take over the cultural facility. S/he follows this period of testing, observation and analysis closely. S/he supervises the necessary corrections and adaptations involving all the relevant players: site manager, representatives from the fields of expertise, project team and contractors.

If necessary, the project manager continues to communicate with the stakeholder committee until it is disbanded, to avoid and/or to resolve any disagreement arising from the opening of the site to the public. The moment at which the stakeholder committee is disbanded varies: in some cases, it can be useful to keep this method of communication and pacification indefinitely.

On the other hand, the core group together with the local inhabitants now become a support mechanism to whom the site manager can refer for advice. The local inhabitants will be particularly useful in this role, especially in promoting the cultural facility and ensuring its adoption into urban policies.

The site manager

The site manager comes either from the public sphere and works in heritage administration, in which case s/he comes under the authority of that administration and reports to it on the assignment; or from the private sphere and is appointed by the project owner through open competition, in which case s/he undertakes that role under the terms and conditions of a contract.

Depending on the legislation in force, the identity of the property owner or the investors, or the nature of the project itself, other scenarios may occur. Whatever the structure put in place, the takeover and start-up are obviously easier if the site manager has participated in the design and implementation of the project.

The service providers

The site manager calls upon the specialist services of public or private organisations competent in heritage management. This collaboration, whether on a one-off or a regular basis is essential.

It could be useful to include the site within a network of cultural or tourist institutions providing a management infrastructure and supplying a range of services such as preventive and curative conservation, scientific research, promotion and advertising, administration, etc. Networking and public or private partnership offer the site manager access to all sorts of centralised resources at a lower cost than would be otherwise possible.

The users

Once the site is open, the users, in other words the beneficiaries or potential partners of the enhancement project come into play. They fall into three categories:

- **Visitors:** all those who manifest an immediate interest in the site, likely future visitors, and those who are not currently likely to visit the site but who could be attracted through targeted advertising campaigns,

- **The stakeholders:** members of the community who have participated in some way, whether positively or negatively, throughout the enhancement project. The site manager needs to interact with them either to moderate the impact of their reluctance or opposition or to reinforce their constructive participation in the development of the cultural facility,

- **The community:** individuals and groups representing the whole urban community in which the cultural equipment is situated and available to all. This includes the local and regional inhabitants, and those who use the town casually or on a regular basis, for professional, administrative, tourism or other reasons.

All these users, beneficiaries and/or potential partners of the cultural facility represent the target of the enhancement. They are also the ultimate objective: making a success of the enhancement through the integration of the cultural facility into the social and economic fabric.

/ THE MANAGEMENT PROCESS

Selecting the site manager

The site manager must demonstrate the capacity to meet the objectives and performance required by the assignment. S/he must therefore show a range of skills required for the management of a pluridisciplinary and multifunctional institution, including:

- Sound knowledge of the issues – conservation of the remains, scientific research, accessibility of the site to the largest number – and an efficient and balanced management style,

- In-depth knowledge of the equipment through a perfect understanding of the commissioning file,

- Effective liaison with everyone involved in the design and implementation of the project, especially through a dynamic collaboration with the project manager,

- The ability to mobilise the necessary resources required to bring the activities connected with the cultural facility to fruition,

- The ability to communicate effectively with the various private and public institutions likely to promote the site, its development and its integration into the relevant urban policies,

- Management skills to set up a network of partners and to motivate a pluridisciplinary team.

/ THE MANAGEMENT PLAN

A management plan is developed by the project manager and the site manager in line with the action plans and evaluation procedures created during the previous phase. This plan clearly states the objectives and results to be achieved in the promotion, advertising and use of the site. It describes the means available and/or to be gathered, especially in terms of personnel, and the methods for implementation. It lists the anticipated activities on the site and the specific requirements to be respected for each of them in relation to the following areas:

- Conservation of the remains,
- Public reception,
- Upkeep and maintenance of the equipment,
- Scientific research.

The management plan clearly states the obligations and responsibilities incumbent on the site manager:

- To provide resources: for example, in promotion and visitor use,
- To provide results: for example, in the conservation of the remains and visitor safety.

The development of the management plan can give rise to certain adjustments of the plans and procedures created during the previous phase. These adjustments are negotiated between the site manager and representatives from the fields of discipline concerned. They are then validated and agreed by all parties.

The management plan has been designed as a dynamic tool and should be reviewed periodically in light of the experience gained. Any anomaly emerging through routine use must be understood and exploited if it is positive, or corrected if it is potentially harmful. The management plan should also be appropriately adapted to the changing nature of the context. To this end, it anticipates the methods, conditions and schedule for its revision.

/ THE MANAGEMENT METHOD

A management method based on the definition of short-, medium- and long-term objectives and a number of qualitative and quantitative performances which can be measured by means of precise indicators is recommended.

The site manager continues the system of working together used throughout the enhancement process. S/he creates and maintains a climate within the team which encourages the taking of responsibility, autonomy and the adoption of a common assignment and ensures there are sufficient resources for ongoing staff training.

The site manager also ensures the necessary analytical tools are put in place to anticipate evolution of the context and to respond to it promptly through adaptation. Anticipation and adaptation are vital in terms of financial management: it is the manager's responsibility to keep within budget by controlling the running costs and by seeking the funding required for development of the infrastructure. These two essential qualities are also important in terms of the socio-cultural management and the integration into urban policies: the site manager must update the management plan to ensure harmony between the activities undertaken on the site and the evolving needs of the urban context.

KEY ACTION

MANAGE CHANGE
MANAGEMENT

Why?

The operation of the cultural facility is for the long-term. Multiple contextual factors and their fluctuations come together with the inevitably changeable internal characteristics of the enhancement project. The organisation in charge of the operation must therefore ensure the strategic management of change in such a way as to fill the gap between the desired level of performance and the level anticipated by analysis. This maximises the long-term future of the cultural facility.

How?

➡ KEY ACTION CARD / PHASE 6 / MANAGEMENT / 1 /

/ STAGE 2 - ACTION

On the opening of the site to the public, the site manager implements the management plan and co-ordinates the various activities. The exact nature of these activities varies depending on the project.

The action plans and the evaluation procedures aim to optimise the use of the resources, following the objectives and performances assigned to each sphere of activity. These plans and procedures have been designed with three outcomes in mind: observe the impact of opening to the public, evaluate the results and correct the practices.

They are applied dynamically, especially during the running in period. They must be tested for fitness for purpose and adjusted if necessary to give the site manager and his/her team really effective tools.

In other words, it is a case of promoting a "micro-evaluation" based on self-critical operation. Only a method using self-questioning together with appropriate indicators can reveal in time the beneficial contributions and any malfunctions and allow the operational plan to be adapted as required. The site manager must always take into account the fact that the objective conditions in which the activities take place do not remain constant: they are constantly evolving and need to be integrated into the evaluation programme. Thus the operational policy plays an essential role of regulation.

KEY ACTION

IMPLEMENT THE LONG-TERM PREVENTIVE CONSERVATION PLAN
PREVENTIVE CONSERVATION

Why?

The main aim of an enhancement project on an archaeological site is to make it accessible to the public; this action, however, carries specific risks. These must be totally controlled to stop the enhancement ultimately proving harmful to the site.

How?

➡ KEY ACTION CARD / PHASE 6 / PREVENTIVE CONSERVATION / 1 /

KEY ACTION

OPTIMISE PUBLIC WELCOME AND FUNCTIONING OF THE EQUIPMENT
COMBINED FIELDS OF EXPERTISE

Why?

The success or failure of an enhancement project is largely measured by the level of acceptability and attractiveness of the cultural facility. To achieve this, the opening of the site to the public has been prepared during the previous phases by informing the community and consulting the stakeholders. It is now time to assess on a regular basis what has been designed and produced so as to optimise the systems and procedures, ensure their long-term adequacy for the needs of the users, and enable a proactive management of change in line with the development of urban policies.

How?

➥ KEY ACTION CARD / PHASE 6 / COMBINED FIELDS OF EXPERTISE / 1 /

KEY ACTION

IMPLEMENT THE EVALUATION PLAN FOR THE ECONOMIC CONDITIONS OF OPERATION
FINANCIAL MANAGEMENT

Why?

Once the site is open to the public, monitoring the economic conditions of operation must be ensured through the evaluation plan developed previously. The terms of the management contract for the site need to be checked to ensure they are being respected and that the level of economic cost-effectiveness of the agreed investments is being reached. The review is completed by the analysis of the economic and social impact, positive or negative, on the urban community.

How?

➥ KEY ACTION CARD / PHASE 6 / FINANCIAL MANAGEMENT / 1 /

/ PHASE 3 - REVIEW

After a running in period, the activities slowly settle into their rhythm under the guidance of the site manager.

The optimal functioning of the cultural facility, its expansion and its durability must be guaranteed. To do this, it must be anchored within the urban environment and firmly linked to the various policies driving the town. Enhancement of archaeological remains is not an end in itself: it only has sense when it is part of everyday life. The management team, supported by the project owner, must harmonise with the community.

This openness is not only motivated by the wish to ensure the long-term future of the facility. It is also the only legitimate answer to the current and future needs of the urban community. A system of exchange and mutual support is the only way to forge lasting links between the site and the visitors.

The manager and partners will pay particular attention to expressed or sensed changes in cultural, tourist and socio-economic needs. They will regularly evaluate the relevance of their operation against the planning, employment, mobility, participation, etc. policies of the local or regional authorities.

The effectiveness of this evaluation depends on the capacity of those involved to use the tools produced in each of the fields of expertise. It also depends on their ability to anticipate change by using the interdisciplinary analytical tools developed throughout the enhancement process.

/ OUTPUT

- *Implementation of the management plan and opening of the site to the public.*
- *Regular updates from each field of expertise and correction of practices.*
- *Programme for insertion into urban policies and proactive management of change.*

THE KEY ACTION CARDS

Phase 1 - Assessment

Phase 2 - Feasibility studies

Phase 3 - Definition of the options

Phase 4 - Project design

Phase 5 - Execution

Phase 6 - Operation

/ PHASE 1 - ASSESSMENT

- Set up a working group
- Identify the stakeholders
- Understand the site
- Understand the state of preservation of the remains and their surroundings
- Analyse the urban and architectural context
- Understand the possibilities for visitor management
- Understand the social, cultural, political and economic context
- Estimate the cost of the feasibility studies

KEY ACTION

SET UP A WORKING GROUP
PHASE 1 / MANAGEMENT / 1 /

Setting up a working group is the first step in the realisation of the principle of "working together". The task driven by this principle is applicable to all phases of the process but does not have the same objectives or the same level of requirement in each phase.

The "working together" of the assessment phase involves a small number of people who, in the least favourable situation, have only their link with the sponsor as their common denominator. So it is a matter of creating a working group composed of these isolated players which can discuss all the issues.

Objectives

The creation and functioning of such a group relates to the efficiency of the method of assessment in the short term and the quality of the strategic management of the project as a whole in the long term.

- Assist the sponsor in organising the method of assessment

  The management of the project supposes that the sponsor identifies, with the help of the working group, the resources and skills which can and must be mobilised during the assessment phase. For example, would it be desirable to identify the expectations of the community at this early stage?

  It is this working group that will then assist the sponsor in allocating the resources and skills: have the resources been distributed as expected, are the necessary skills available?

- Ensure the sound basis for the decision made at the end of the assessment phase

  Understanding the site from an archaeological and historical perspective is undoubtedly the principal purpose of the assessment phase. It is beneficial even at this early stage to ask a number of questions relating to the opportunity for enhancement versus the social, urban, economic and cultural context of the site to determine if the idea of an enhancement makes sense.

  ➡ KEY ACTION CARD / PHASE 1 / MANAGEMENT / 3 /

  Is the social identity of the area compatible with a site open to the public? What are the access routes? Does the town have a policy of cultural tourism? Does it have the means? Who are the potential visitors? Would passers-by be interested in the excavations? etc.

  Without being able to carry out in-depth studies on these matters – that comes during the next phase – the working group provides a sound opinion on the pros and cons of each option based on the combined expertise of each of its members.

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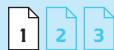
SET UP A WORKING GROUP
PHASE 1 / MANAGEMENT / 1 /

- Contribute to the quality of the strategic management

The sponsor can put the informal functioning of the working group to good use to initiate practices of co-production of knowledge. These practices contribute to make the future core group a learning organisation.

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 1 /

The management of the project will thus be able to acquire a strategic sense because it will be steered in such a way as to encourage mutual learning from the start and throughout, in contrast to the methods used by centralised bureaucracy or closed knowledge.

Methods

- Create an ad hoc group of experts, functioning in an informal way without hierarchical links or professional baggage to explore the discussion of ideas and the adoption of interdisciplinary practice.

  - Identify the experts and if necessary draw up an organogram. The margin of manoeuvre available to the sponsor in this respect is limited. The participation of certain skills and disciplines – archaeology, history, preventive conservation, etc. – is mandatory. Others may be solicited from fields where they are not formally organised, for example from the stakeholders, non-experts in the strict sense of the word, but who have a potentially useful knowledge gained from usage. The sponsor needs to identify them and interest them in participating in the assessment, possibly even integrate them into the core group which will ensure the project's progress,

  - Carefully select the experts. These must show open minds, be creative rather than unimaginative, have the ability to engage in the exchange of ideas with other members of the group, and be willing to take risks (for example be willing to express an opinion on matters outside their own discipline, etc.). The sponsor has the responsibility for "casting". At this stage, s/he can only trust intuition backed up by personal knowledge of the experts which s/he would like to form into a network.

- Mobilise the group around a strong idea, ideally based on an intuitive and charismatic vision, so that the "working together" doesn't just remain a desire but resists the passage of time.

- Develop mandatory interdisciplinary practices.

  ➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 3 /

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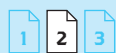
SET UP A WORKING GROUP
PHASE 1 / MANAGEMENT / 1 /

Results

- An organogram of experts. This is likely to identify the existence of players up till then unknown (stakeholders with a knowledge gained from usage, for example) who need to be better identified.

- The set up of a system for applying the principle of "working together" from which the hard core to be formed during the feasibility studies will benefit and which will be used throughout the project.

- A correct assessment of the resources available and the obstacles likely to affect the performance of the working group. This assessment is essential because this key action will be continued and expanded during the next phase.

- A joint report to inform the decision maker of the advantages and disadvantages of the possible options.

1 2 3

KEY ACTION

IDENTIFY THE STAKEHOLDERS
PHASE 1 / MANAGEMENT / 2 /

Must conflict be avoided at all costs? The sponsor no doubt aspires to a consensus. But in a rapidly evolving and diverse society, conflicts are sometimes unavoidable and necessary. Conflicts become a means of expression and management of the diversity of the players involved as long as they are resolved cooperatively and democratically – and that is where the difficulty lies. Conflict makes public projects take into account the demands of the players – adoption of the project – but also their knowledge through usage – the "technical" quality of the project.

The approach consists in identifying the expressed or sensed position of the stakeholders, individuals or organisations from non-expert backgrounds or those with knowledge from usage, likely to assert a legitimate claim.

The approach has two functions:

• Reduce the risk of conflict. Identify all the parties likely to intervene in the process together with their motivation and understand their intellectual, material and financial resources. This enables one to assess the risk of destructive conflict. After this initial evaluation, the sponsor will be able to give a verdict on the need either to extend the search for stakeholders or to involve them in a consultative or deliberative participatory process, activating if need be mechanisms of mutual learning.

• Give a better foundation to the decision made for the future of the site by also relying on the potentially useful knowledge through usage of the stakeholders.

Objectives

• Identify the individuals and organisations legally involved. One anticipates conflict of interest between these "obligated" parties. The approach, which can be complex, does not mobilise innovative practices.

• Identify the stakeholders for whom the site has value or who have knowledge through usage, and the people who can influence positively or negatively the smooth running of the decision making process. The aim is to pre-evaluate the acceptability of the options and to take steps to maximise the chances of the chosen option being accepted by the community.

  Identification of the stakeholders runs the risk of initiating a potentially destructive conflict. Two things can be done to alleviate this: identify the stakeholders as quickly as possible and don't forget anyone. It is a case of not giving anyone enough time or any reason to think they are being excluded. If conflict erupts in spite of everything, the decision making process must include a period of interactive dialogue and enough time to enable an effective dialogue to be established with a view to conciliation.

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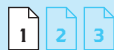
IDENTIFY THE STAKEHOLDERS
PHASE 1 / MANAGEMENT / 2 /

Methods

- Consider the following as soon as possible:

  - Who are the stakeholders?

  - What is their level of involvement?

  - What interests are they defending?

  - What are their means of action (skills and resources)?

  - What influence might they have on the process?

  - What are the mechanisms or processes by which the stakeholders try to get the proposal put on the agenda or prevent it appearing?

  - Is there a risk of destructive conflict?

    If yes, one needs to consider the other stages in the participation when the stakeholders will express opinions which might be taken into account by the decision maker when making a decision on the future of the remains.

- Answer the following questions with a minimum of information. The way they are answered differs somewhat depending on whether or not there has been past conflict relating to a cultural heritage object:

  - If there has already been conflict, the networks that were mobilised will reform rapidly. It is "sufficient" to analyse past local areas of conflict (consulting newspaper articles, interviews with key witnesses) and to update the information (see below),

  - In the absence of past conflict, the political players occupy a privileged position with the local networks or their intermediaries which enables them to assess to a greater or lesser extent the local "climate" and the people or groups who could enter into conflict,

  - A number of systems can also be used which enable those concerned to declare themselves (e.g. green telephone, petitions, setting up a discussion forum on the web, public meeting, etc.). This inclusive approach, known as "bottom up", allows one to avoid involvement indicators which are probably "objective" but often discriminatory.

IDENTIFY THE STAKEHOLDERS
PHASE 1 / MANAGEMENT / 2 /

Results

- A list of players, inclusive but not exhaustive, indicating:

  - Their identity ("experts"/"non-experts", individuals/groups, etc.),

  - Their level of involvement,

  - Their motivations or interests (scientific, economic, cultural, emotional, etc.),

  - Their skills,

  - Their resources.

- An organogram of the stakeholders depicting their level of involvement and their power of action. This basic chart can start the sponsor, and later the project manager, thinking about the relationship to establish with the stakeholders:

  - Category A (low interest and low power): to keep informed in the standard way (information of the type "top-down" or "from the top"),

  - Category B (high interest and low power): information from the top and interaction,

  - Category C (low interest and high power): vigilance and flexibility, because these are people likely to tip over into Category D at any moment,

  - Category D (high interest and high power): key players in terms of conflict, because one finds amongst them those who are very favourable or very hostile to the project.

- The identification of the people likely to become members of the future core group which will follow the project through.

1 2 **3**

KEY ACTION

UNDERSTAND THE SITE
PHASE 1 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

The decision to preserve the remains and enhance them requires a good understanding of the site. This key action aims to identify and assess the qualities which give the site its value and importance. It will also gather and analyse the information which will eventually be used to define the message to be communicated and the best way of doing this.

➥ KEY ACTION CARD / PHASE 3 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /
➥ KEY ACTION CARD / PHASE 4 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

To be able to do this, the excavations need to have been carried out in a rigorous manner and the results recorded consistently, including analysis of the artefacts. In the case of old excavations, it is important to understand the methods used and to evaluate the data within that context. The interpretation given by the previous excavators needs to be reviewed and updated.

Reality shows that this rigour in archaeology is not always applied. Although it would be desirable to have research programmes to provide a better understanding of our towns' past, archaeological investigations generally result from development work linked to urban development. They are thus often subjected to pressures from other sources. As they are carried out hurriedly, they are not always guided by valid scientific criteria.

It is also important to define the extent of the site correctly. Some old urban centres are recorded on urban archaeological databases and maps and there are many publications detailing excavation campaigns. The discoveries may be old, however and the extent of the site may be undetermined or imprecise: for various reasons, the excavators may have confined themselves to certain areas and a certain depth; the remains may have been partly or totally reburied. Without adequate investigation, defining the extent of the site can only be speculative.

Carrying out these investigations can be lengthy and costly, such is the difficulty in determining the spatial limits, particularly in older towns with extensive remains. On the other hand, a limited investigation of the area targeted for future development can be useful.

The idea for an enhancement can emerge in very different circumstances and at whatever moment the importance of the site is recognised: the remains may have been discovered years ago and their exceptional nature be well-known; their importance might be sensed at the start of excavations or not until much later. Whatever the state of progress of the excavations and the research, the key issue is to define the relevant level of knowledge required to identify the importance of the site and to be able to make the correct decision about its future.

Objectives

• Obtain a basic knowledge of the site in order to understand the events it has witnessed. Using only reliable information, answer the following questions: What type of site is it?

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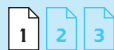
UNDERSTAND THE SITE
PHASE 1 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

What period are the remains? Who lived on the site or used it? Etc. Also identify gaps in knowledge to be filled through further excavation or by comparative studies.

- Obtain sufficient understanding of the site and its context to be able to assess its characteristics: does the site belong to a common type? Have the remains witnessed an event of particular significance? Can they be linked to wider historic events or periods? Does the site have a symbolic meaning for the community?

- Obtain sufficient understanding of the site to be able to assess its capacity for display to the public.

- Avoid human and/or natural damage which might affect the conservation of the remains.

- Define the size of the site – area and depth – to establish the volume of the archaeology and the potential extent of the enhancement.

Methods

- Work closely with the archaeologists, especially those responsible for carrying out the archaeological investigations.

- Consult the excavation and specialist reports (archaeobotany, archaeozoology, archaeoanthropology, dating evidence, etc.) together with any relevant historical documentation.

- Consult the list of excavated material.

- Establish correlations with the results of other excavations carried out in the town and further afield, to establish the site's characteristics and importance.

- Assess the nature of the remains: their size and extent, their physical and aesthetic qualities, their individuality, how easy it is to understand the remains and how easy it will be to make the site intelligible and attractive to the visitor at the same time as respecting its integrity.

  ➥ RESOURCES / TOOLS AND DOCUMENTATION / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

- Programme further archaeological investigations following recognised standards and guidelines to avoid management of the archaeological potential which might be incompatible with enhancement.

  ➥ RESOURCES/ REFERENCES / THEMATIC BIBLIOGRAPHY / ARCHAEOLOGY / 1 /

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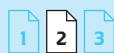
UNDERSTAND THE SITE
PHASE 1 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

• Consult with conservators and implement their recommendations to ensure the protection of the remains to be enhanced, regardless of whether further excavations have not yet begun, are in progress or have been suspended.

• Collaborate closely with these experts to determine the state of preservation of the remains and to plan relevant conservation work regardless of the state of progress of the excavations.

• Investigate the extent of the site, if necessary, through the relevant methods: surveys, core samples, geophysics, etc.

Results

• A summary report identifying the qualities which give the site its value and importance, providing: an initial idea of the potential for enhancement of the site and showing if there is the need for further research to inform the decision about the site's future.

1 2 3

KEY ACTION

UNDERSTAND THE STATE OF PRESERVATION OF THE REMAINS AND THEIR SURROUNDINGS
PHASE 1 / PREVENTIVE CONSERVATION / 1 /

It is important to prepare a report on the current state of preservation of the remains and their immediate surroundings regardless of whether an enhancement project is launched or not. This report represents a snapshot of the site at a certain point in time and becomes the reference point against which future studies and proposals for enhancement or reburial can be assessed.

The ancient and recent history of the remains and the circumstances in which they were discovered greatly influence their state of preservation. The aim is to understand these fluctuating elements so as to facilitate the interpretation of the analytical data which will be gathered. At this stage, the work consists of putting together a review of the information currently available and that still to be acquired.

Objectives

- Describe the physical, chemical and biological environment of the site on the basis of the information available. The summary of the deterioration factors provided in the resources section can be used as a guide to the attributes to be explored.

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / PREVENTIVE CONSERVATION / 1 /

- Produce a summary report on the current state of preservation of the excavated remains whether or not they are destined for *in situ* display.

Methods

- Collection of climate and hydrogeology data for the site from local weather stations, geology and mining specialist research agencies, urban and regional technical services, etc.

- Consultation of specialists (climatologists, hydrogeologists, specialist conservator).

- Use of the deterioration factors sheets.

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / PREVENTIVE CONSERVATION / 1 /

UNDERSTAND THE STATE OF PRESERVATION OF THE REMAINS AND THEIR SURROUNDINGS
PHASE 1 / PREVENTIVE CONSERVATION / 1 /

Results

- Summary report of all data gathered (statistics, list of competent specialists, addresses, etc.). Ideally this should include an opinion about the possibility of opening the site to the public from the point of view of site conservation. If reservations are expressed, the summary should also give recommendations about measures to be put in place to ensure the long-term preservation of the site.

KEY ACTION

ANALYSE THE URBAN AND ARCHITECTURAL CONTEXT
PHASE 1 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

An enhancement project for archaeological remains does not develop haphazardly in any type of town. In a large tourist town, it often helps enrich the cultural offer already available and represents a logical step in the development of the urban heritage. In a small town where the tourist element is not yet fully developed, such a project may not face the same issues. The enhancement of a site doesn't necessarily result in the creation of a museum. It can acquire a more significant cultural, social and economic role through the integration of several very different functions in a common project. Its cost might be relatively moderate thanks to the choice of more modest architectural solutions.

This key action consists of carrying out a general assessment of the urban and architectural integration of the remains to establish a general outline of the characteristics of the site and its context and the way they interact.

The urban and architectural context is examined on three levels:

• The town and the region,
• The locality,
• The immediate vicinity of the site.

One needs to understand the nature and extent of the impact of the site on the town and its users and:

• The location of the remains and the usage of the surrounding area: Are the remains close to the historic centre of the town? What use and functions do the adjacent areas serve? What activities are undertaken in the area? Are these compatible with the integration of a cultural facility?

• When the remains are to be integrated within an existing building or one under construction, the relationship between the two: what are the structural, functional and formal constraints of the building? What are its functions and uses? Are these conducive to the integration of a cultural facility?

• Access to the area and movement patterns within the vicinity: What are the access points and their characteristics? What are the means of access to the area? Are these likely to encourage visitors?

• The visibility of the remains: Are they of significance to the area? Do they represent a reference point and an attraction?

• The impact of the site on the surrounding area: Do the remains affect the urban unity and cohesion? If so, in what way? Is the morphology of the surrounding area favourable to the integration of the remains?
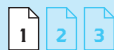
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ANALYSE THE URBAN ANDARCHITECTURAL CONTEXT
PHASE 1 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

Objectives

- Describe the type of town in which the site is situated.

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / URBAN AND ARCHITECTURAL INTEGRATION / 2 /

- Identify the type of area in which the archaeological site is located (outskirts/town centre, the activities undertaken in the area, links between the site and other heritage sites).

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / URBAN AND ARCHITECTURAL INTEGRATION / 3 /

- Consider what is known about the site and the potential of the archaeological remains in relation to the existing or projected building in which these remains are likely to be enhanced (type of supporting structure, identifying load carrying systems, potential extension of the archaeological zone, etc.).

- Identify the position of the remains in relation to public spaces (under buildings/under a public space; impact on pedestrian routes, on traffic circulation, on public transport routes; impact on the urban landscape).

Methods

- Data collection through:

  - Observation on the ground,
  - Interviews with people likely to supply relevant information.

This approach relies more on a general appreciation rather than an in-depth analysis, based mainly on sensory and visual impressions.

Results

- Summary document describing the data collected, highlighting the following:

  - The type of town and urban locality and their characteristics,

  - Whether or not enhancement of the site should be considered in such a context; an initial estimate of the potential elements to be exploited if an enhancement project is taken forward,
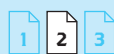
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ANALYSE THE URBAN ANDARCHITECTURAL CONTEXT
PHASE 1 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

- A list of issues to be examined in greater depth in order to draw up a detailed urban and architectural analysis if an enhancement project is considered relevant.

1 2 **3**

KEY ACTION

UNDERSTAND THE POSSIBILITIES FOR VISITOR MANAGEMENT
PHASE 1 / VISITOR MANAGEMENT / 1 /

It is advisable to think about the following aspects as soon as possible: the opportunities for visitor management and the potential public targeted; the type of programmes to be envisaged: public – aimed at all visitors, and educational – aimed at schools; and the information and communication strategy which will best enhance the site within its context.

To understand the main lines of visitor management policy, it is necessary to identify the site's general characteristics and make an initial identification of the public it might target: is the site mainly aimed at experts? Can the remains contribute towards the school curriculum? Is the site likely to attract the public? The initial trends will be examined in greater detail during the next phase.

Objectives

During the assessment phase, obviously no precise content can be defined for the public and educational programmes, nor can an information and communication strategy be developed. It is a case of understanding the potential offered by the remains within their general context and to sketch out one or more dissemination projects centred on their educational value, their intrinsic originality and the exceptional nature of the interconnected themes they address, with the following objectives:

• Outline the main lines of visitor management policy, taking into account the potential of the site and its context, the constraints it imposes, and the desires and requirements expressed by the promoters of the project. This visitor management plan will be refined at a later stage,

• Draw up the basics of an external information and communication strategy, especially a short-, medium- and long-term media policy. Would it be expedient to publicise the project right from the assessment phase? What sort of information needs to be given out? To whom? How? Who are the possible partners for publicity? What are the future trends to consider?

• Develop a provisional schedule describing the objectives to be achieved, the probable stages of realisation, and an initial idea of content and timetable for the visitor management feasibility studies,

• Assess the cost of the feasibility studies.

Methods

• General documentation: gather all useful documentation for the range of potential visitors by consulting all readily available sources, e.g. the local and regional press, but also material produced by other similar archaeological sites or neighbouring cultural and tourist institutions.

1 2

UNDERSTAND THE POSSIBILITIES FOR VISITOR MANAGEMENT
PHASE 1 / VISITOR MANAGEMENT / 1 /

- Specialised documentation: a quick trawl of bibliographic sources and scientific documentation relating to the site and/or other comparable sites.

Results

- Broad lines for a visitor management policy (potential target audience).
- Initial ideas for public and educational programmes.
- Outline information and communication strategy, including publicity policy.
- Schedule and budget for the visitor management feasibility studies.

➡ KEY ACTION CARD / PHASE 3 / VISITOR MANAGEMENT / 1 /

1 2

KEY ACTION

UNDERSTAND THE SOCIAL, CULTURAL, POLITICAL AND ECONOMIC CONTEXT
PHASE 1 / MANAGEMENT / 3 /

Among the questions that the working group must ask in order to understand the issue, some merit particular attention:

- What role do history, heritage and culture play at the local, surrounding area and global level? Do they present a potential for development? Does the town have a policy for cultural tourism? How would an enhancement project fit within this? Are there other projects, similar or different, with which this one could form a partnership?

- Is the social context compatible with the conservation of the remains and their display to the public? Does the site have a special significance for the inhabitants and the community? Who would be the potential public? What are the risks of unacceptable opposition to the investment and of rejection?

- Is the economic and political climate favourable to an enhancement project? Is it stable enough? Does the town have the resources to implement it? How do the potential costs balance with the benefits?

Objectives

Examination of the socio-cultural, political and economic context aims to identify and understand correctly the factors likely to influence:

- The decision to enhance the archaeological site,

- The direct and indirect consequences of the future cultural equipment for the locality, the town and the region.

Methods

- At this stage, most of the answers are based on common sense and knowledge of the general context. If there is enough time, they can be augmented by documentary searches and/or opinion polls (consulting the local press, informal interviews, focus groups, etc.) of the public: local inhabitants, those who use the town, cultural heritage and tourism professionals, politicians etc.

- The method of data collection can take the form of a PEST analysis. This identifies the political, economic, social and technological factors likely to influence the implementation of the project in a competitive environment. It takes the point of view of the "market"

1 2

UNDERSTAND THE SOCIAL, CULTURAL, POLITICAL AND ECONOMIC CONTEXT
PHASE 1 / MANAGEMENT / 3 /

➡ RESOURCES / REFERENCE / THEMATIC BIBLIOGRAPHY / MANAGEMENT / 3 /

This survey is only of interest, however, if it fulfils two conditions: to provide the most exhaustive information possible and then to process this through a SWOT analysis. The SWOT analysis confronts the information with the proposal to enhance the site in such a way as to identify the strengths, weaknesses, opportunities and threats present.

➡ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /
➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 4 /

Results

- A report on the survey of the historic and predictive environmental factors (macro-environment) likely to influence positively or negatively the continuation of the project. The PEST and SWOT analyses guarantee these factors are taken into account during the feasibility studies and together will answer the following questions:

  - What are the most significant factors at this point (relative significance of the key factors)?

  - What factors will be at work in some years (evolutionary key factors)?

The answers to these questions engage the thinking process towards strategic planning for scenarios which go beyond the stage of intuition and a priori by developing a long-term vision of the functioning of the project. This type of planning maximises the chances of the project's sustainability.

➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 3 /

1 2

KEY ACTION

ESTIMATE THE COST OF THE FEASIBILITY STUDIES
PHASE 1 / FINANCIAL MANAGEMENT / 1 /

As soon as the idea for an enhancement project is considered, a strategy for control of the costs should be agreed. The costs will be generated by the enhancement work to the site and the surrounding urban area. The assessment phase does not involve significant expenditure but it will be a different matter once the decision is made to carry out an enhancement project. It is therefore important to establish the budget for the feasibility studies with care, especially as the financial commitments can sometimes be substantial depending on the extent of the gaps in knowledge and the particular circumstances.

Estimating the cost of these studies can only be done at the end of the assessment phase because one needs to take into account the initial investigations assessing the importance of the site, understanding the urban context and highlighting the possibilities.

Objectives

- Estimate the cost of the various feasibility studies and their deadlines.
- Identify sources of public, private or mixed funding.

Methods

- Generally the project initiators will be able to make the relevant estimates, if necessary consulting experts in particularly complex situations.

Results

- A budget for the feasibility studies to be drawn up depending on the results of the assessment phase, together with an estimate of the deadlines.

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/ PHASE 2 - FEASIBILITY STUDIES

- Set up the core group
- Open the process to the community
- Organise "working together"
- Identify the site's values
- Assess the archaeological potential
- Identify the deterioration factors and their modes of action
- Analyse the state of conservation of the excavated artefacts
- Analyse the urban setting
- Identify the potential public
- Assess the potential for partnership
- Identify the variables of the socio-political, economic and institutional context
- Assess the cost of investment and potential funding
- Assess the economic and social impact

KEY ACTION

SET UP THE CORE GROUP
PHASE 2 / MANAGEMENT / 1 /

Strategic management of the project has two requirements relating to the operations and the relevance of the decisions:

- Operational requirement: the project manager must call upon experts who will help formulate the questions to be asked, identify the means of answering them, and control the correct execution of the necessary tasks.

- Decision making requirement: the project manager must also ensure that the structure enables him/her to steer the project effectively, through correct evaluation of the results, in such a way as to guarantee the appropriateness of the decisions.

The project manager will be able to fulfil these requirements thanks to a system which in some countries such as France can be split into an advisory committee and a steering committee. The core group here is composed of experts who carry out a managerial approach akin to steering the project. The distinctiveness of this core group is particularly marked by its mode of functioning which epitomises the principle of "working together".

Objectives

The core group is responsible for building the "scenario" of the operations and following their execution. This includes:

- Helping the project manager develop an operational and decision making process which is successful, legitimate and recognised as such,

- Organising and controlling the implementation of the action plan for each phase,

- Ensuring that the objectives, resources and deadlines are respected or modified in accordance with the work programme and with the principle of flexibility required by a long-term project.

Methods

Setting up the core group essentially uses human resources management techniques. It highlights two partly related issues: the choice of people with the right qualities and the development of their interactions.

- Select the experts

  The project manager may find him/herself facing two situations:

[1] [2]

SET UP THE CORE GROUP
PHASE 2 / MANAGEMENT / 1 /

- A certain margin of manoeuvre to choose players who are already sympathetic to the project. Ideally these would be the members of the working group formed during the assessment phase,

- All or some of the members might be imposed on him/her without any guarantee of their commitment.

• Organise the "working together"

In any case, the project manager has to motivate the group so that its members are willing to invest the necessary time and effort, especially to learn to work together and to adopt new ways of doing things.

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 3 /

Results

• A core group, representing one of the three elements of the steering system, with a mission to manage, control and assist in decision making throughout the project.

• Putting this group to work in such a way as to allow it to function as a "learning organisation" and in this way to manage change.

➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 3 /
➡ KEY ACTION CARD / PHASE 6 / MANAGEMENT / 1 /

1 2

KEY ACTION

OPEN THE PROCESS TO THE COMMUNITY
PHASE 2 / MANAGEMENT / 2 /

As soon as the need for feasibility studies is agreed, the steering group benefits from using a participatory approach with the stakeholders identified during the assessment phase. By taking into account their queries, expectations and knowledge during the identification of the potential consequences of an enhancement and in setting the direction to follow to resolve the problems presented, this approach contributes to establishing the legitimacy of the project in two ways: it improves the quality of the feasibility studies and reduces the risk of destructive conflict. Conversely, the latter is quite likely to happen when the interested stakeholders do not get answers to their questions at the end of the feasibility studies.

Objectives

- Identify individual and collective concerns about the proposed enhancement so as to be able to answer them adequately at the end of the phase.

- Define the methods of participation and modify them if necessary to prepare the next stage in the participatory process.

  ➤ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 2 /

Methods

- Step 1 - Preparing the programme for participation

  - Set the objectives

    The objective can be clarification of an issue or seeking a consensus. The distinction between the two is important. The former can be resolved by a one-way process (informing, consulting). The latter, however, requires discussion between the parties and although it is a more restrictive it leads to co-decision. The process is clearly interactive and takes time to get used to.

  - Identify and select possible methods

    There are many possible participatory methods.

    ➤ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

1 2 3

OPEN THE PROCESS TO THE COMMUNITY
PHASE 2 / MANAGEMENT / 2 /

The selection depends on:

- A certain number of preliminary choices: (Who is going to take part? What issues are to be raised? Will the process take place in a conflictual environment? What are the available resources?),

- The participatory programme to be used throughout the decision making process. Participatory tools gain from being combined but not in any old order. They need to be selected and organised in a certain sequence,

- The procedural expectations of the stakeholders. Some methods are more acceptable than others. The steering group must take this into account as well as not neglecting to develop the scenario for participation with the stakeholders themselves, if they so wish.

- Set the timetable

The timetable for participation must allow all parties to plan their involvement and to assign a set deadline for each stage. Without this, the participatory process would not provide sufficient notice (vital to ensure that everyone can organise themselves properly) and risks getting bogged down (a lack of set and accepted deadlines can cause counter-productive and never-ending discussions).

- Step 2 - Executing the programme

Start the participatory approach.

- How this is done depends on the method selected, the context in which it operates and which phase is being covered. There is a common element, however: the nature of the actions proposed by the steering group must convince all the stakeholders that practical organisation of the participation is not aiming to exclude certain people or categories of person. The programme must be carried out in good faith and be seen to be doing so.

- The steering group therefore needs to ensure those responsible for applying the chosen method/s respect the spirit as well as the letter of the method, taking particular care to ensure that programme presenters have the relevant skills.

- It is often preferable to pass over the organisation of the deliberative process to a neutral and reliable external team. This team must however ensure that the sponsor is closely linked to each stage of the programme – development, execution and evaluation – to involve them in the approach and to increase the chances of the results being effectively taken into account. If not, there is a great risk of engaging in a purely formal "participatory ritual" with the sole aim of legitimising the process.

1 2 3

OPEN THE PROCESS TO THE COMMUNITY
PHASE 2 / MANAGEMENT / 2 /

- Step 3 - Evaluating the programme

  Monitor the participatory approach.

  - Has the programme been carried out as expected?

  - The operational objectives – state of individual and collective concerns, satisfaction of the participants in relation to the quality of the feasibility studies and the participatory process – have they been reached without unexpected side effects?

Results

- Report on the state of individual and collective concerns in relation to the idea of an enhancement, including details about their:

  - Intensity (conflictual or non-conflictual expectations, etc.),
  - Boundaries (audience, type of players),
  - Novelty (predictable or not, favourable or not, exploitable or not),
  - Urgency (likely to lead to partial revision of the planning).

  This information provides an understanding of the public visibility of the idea for an enhancement.

- Report on the state of individual and collective concerns in relation to the participatory programme.

- Indication of the requirements for participation which will need to be answered during the following phases by adapting the participatory programme.

1 2 **3**

KEY ACTION

ORGANISE "WORKING TOGETHER"
PHASE 2 / MANAGEMENT / 3 /

"Working together" is justified by the cross-disciplinary nature of the questions raised by an enhancement project throughout its six phases. This key action is doubly critical. The practice of "working together" is present in all the management key actions making it a sort of general rule. It is also critical because the team responsible for an enhancement project is inevitably diverse and risks being affected by centrifugal forces. The principle of "working together" allows the participants to remain focused on the common objective: the future cultural facility.

But experience shows that "working together" doesn't come by itself. It is therefore imperative for the core group to put it on its agenda from the outset and to define clearly its method of operation so that it can be integrated into the project's management culture. The effective application of "working together" will thus be adopted by all those involved during the enhancement process.

Objectives

The core group is already familiar with an interdisciplinary system.

➡ KEY ACTION CARD / PHASE 1 / MANAGEMENT / 1 /

It is now going to take on two further objectives with more specific aims:

• Enriching the interdisciplinary dynamic of other aspects of "working together" (see below). Making people work together means organising their interactions so as to:

- Share knowledge rather than hoard it: encourage openness and circulation of knowledge,

- Integrate knowledge by co-producing it rather than dividing it: encourage an interdisciplinary approach,

- Allow knowledge to grow through processes encouraging continuous learning based on feedback and audit: promote a contemplative approach,

- Retain the knowledge acquired and do not erase it: analyse and systematically exploit past experience, positive or negative,

- Put the knowledge into practice: to be useful, co-produced knowledge must rise above theory,

- Transfer knowledge: take it in (learn from others), circulate it round the organisation (comparing ideas, experiences, knowledge, etc.) and disseminate it externally at the same time remaining open to criticism.

1 2 3 4 5

ORGANISE "WORKING TOGETHER"
PHASE 2 / MANAGEMENT / 3 /

- "Enshrine" this method of working so that it becomes an integral part of the organisational culture of the steering group.

  The diversity of disciplines and knowledge multiplies the restraints and obstacles facing "working together". To overcome these, the core group must be absolutely convinced of the importance of its actions and the added value that can be brought by its cross-disciplinary approach. It is on this condition that it will manage the resources and skills which will enable it to initiate "working together" in a proactive way, implement it, ensure its monitoring and learn from it. These are the characteristics of a learning organisation always ready to change its way of thinking and its routines to adapt to an internal and external context which is constantly changing.

Methods

A learning organisation builds itself on a case by case basis. There is however a number of recurring elements which characterise this key action.

Generally, building a learning organisation encounters restraints, barriers and obstacles which can bring some of its members to see it as nothing but "another problem which we would willingly do without". The key moments or stages which traditionally mark the resolution of a problem can equally be applied to this construction: analysis, possible solutions, decision, implementation and evaluation/adjustment. The core group cannot avoid any of these stages without risking a superficial and inefficient result.

Other recurring elements relate to the nature of the restraints, barriers and obstacles themselves which are inherent in the construction of a learning organisation and the means of removing these. These methods consist of sharing the meaning – the why and the how – of "working together", organising and measuring it.

- Share the meaning

  "Working together" is the product of the will of those people one wants to work together and not of a superior authority. Applying this principle rests on the commitment of those involved to a learning process which leads them to take on new practices.

  This commitment depends on their understanding of issues and their ability to invest themselves. The methods to be used depend on two conditions which can mutually reinforce each other:

1 2 3 4 5
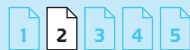
ORGANISE "WORKING TOGETHER"
PHASE 2 / MANAGEMENT / 3 /

- The core group uses educational and communication tools to make them understand and share the meaning of the learning organisation and the methods used to achieve it. This approach is typically "downwards". It comes from a style of directive behaviour which can work if a leader is accepted or called upon This is what one sees in times of crisis – the project is under threat – or when a leader motivates through charisma, strength of conviction or the energies of those who follow him/her towards the strategy which s/he has clearly defined,

- The core group can also adopt a style based on collaboration/participation. This encourages an understanding of "working together" by involving people in identifying problems and making suggestions. Those involved in this way have more chance of understanding the nature and significance of the issues and ultimately of supporting them (development of commitment),

- Where it has a margin of manoeuvre and the competencies to do it, the core group chooses people who bring an ad hoc spirit (team spirit, ability to listen, ability to question themselves, etc.), availability and sufficient motivation to engage in a learning process.

• Organise "working together":

  - Compensate for the counter-productive effect of a bureaucratic structure.

    The members of the core group generally operate within one or more hierarchical structures. This type of organisation, compartmentalised vertically (hierarchy) and horizontally (fields of expertise) represents a considerable obstruction to changes in the practices of apprenticeship characteristic of a learning organisation. The core group does not have the means of destroying such a structure, but it is in its power to mitigate its counter-productive effects on the mechanisms for transfer of knowledge, its openness and contemplative nature etc. It does this by creating networks and encouraging informal

  - Set the scene for a learning organisation in a proactive way

    - Create the methodological and practical conditions for a laboratory of ideas.

    - Allow enough time, a place to meet and encouragement so that those involved exchange ideas and compare thoughts between colleagues, outside any hierarchical bonds.

    - Give the laboratory of ideas the chance to function in reality rather than on paper by encouraging mutual trust, a cooperative spirit favouring an approach centred on the resolution of a problem rather than on competition, by removing the fear of personal consequences when speaking out. Such a climate is progressively built for newcomers, led by the example of those who already belong to the core group.
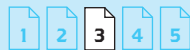
ORGANISE "WORKING TOGETHER"
PHASE 2 / MANAGEMENT / 3 /

- Gather together individuals from all roles and all levels to exchange new ideas/suggestions on an equal footing in strategic workshops. The most effective workshops, particularly in terms of working method, are based on discussion and debate drawing out experiences, interests and opinions.

- Set up project teams consisting of people from different disciplines but working towards a common objective. These help remove the mental and physical barriers to the circulation of knowledge at the same time as encouraging learning through action.

  The core group thus ensures the consistency of the suggestions and retains the big picture of the development of a learning organisation at the same time as involving its members in the coordination or supervision of its implementation.

- Improve the training of experts by including actual interdisciplinary experience (the success stories of the learning structure.

- Use coaching. A more experienced partner or the project manager helps others develop new skills, new knowledge and improved performance. The aim is to develop specific skills answering precise needs in a given situation.

• Measure the progress made by the learning organisation

  This progress is measured in three overlapping stages:

- Does the steering group envisage working in any other way? What is its aptitude in the face of changes to practice and routine?

- Do its members work in another way in reality? What are the changes in behaviour?

- What are the effects on performance?

Results

• More relevant and useful feasibility studies which can be better exploited during the following phases because they better take into account the complexity and changing nature of the project.

ORGANISE "WORKING TOGETHER"
PHASE 2 / MANAGEMENT / 3 /

• A structure tending towards becoming a learning organisation, capable of creating, acquiring and transferring knowledge and modifying its method of operating in such a way as to reflect its new knowledge.

1 2 3 4 **5**

KEY ACTION

IDENTIFY THE SITE'S VALUES
PHASE 2 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

The aim of this key action is to understand the heritage significance of the site through a study of its values. This should provide the answer to the question: why is the site important and for whom? Identifying and assessing the different values assigned to the remains help give justification for their preservation. They also provide indications of how the site might be preserved and displayed to the public.

Two important points mentioned in the Burra Charter need to be taken into account before determining the values of the site:

➥ RESOURCES / REFERENCE / THEMATIC BIBLIOGRAPHY / INTERNATIONAL CONVENTIONS / 1 /

• Every heritage management project must always be based on the values of the site and be closely linked with its context.

• The term value has two meanings here: one refers to the ethical principles and the ideas that regulate people's actions. The other refers to the intrinsic value and importance of objects. In this sense, the word value can be used to describe the qualities of a heritage site, whether economic, symbolic or aesthetic.

  Using these two definitions together, the value of an archaeological site relates to its essential characteristics, the significance and importance of which are recognised; they therefore justify the remains being preserved for future generations. This definition has two implications which need to be highlighted: value is not an intrinsic characteristic of a site, but is given by those who appreciate it and use it; every site can have more than one value depending on the nature of the site and the people looking at it. So it is important to link each value with the specific physical remains to which it relates, as this will help define the message to be transmitted.

  ➥ KEY ACTION CARD / PHASE 3 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

The values given to archaeological sites vary depending on the scientific, social and cultural groups conferring them. It is therefore important to identify these interest groups and their opinions to know for whom the site is being preserved and for what reasons. The involvement of the various groups in the enhancement is also vital. In addition to the decisions made about conservation, interpretation and use of the remains, the participation of people with social or cultural responsibility for the site and/or who have a close link to the site must be included. It is in this way that the values depend on the context of the site.

Objectives

• Assess the cultural significance of the site, answering the following: why is the site important and for whom does it have value?

1 2

IDENTIFY THE SITE'S VALUES
PHASE 2 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Methods

- Consult the list of values to identify those that can be attributed to the remains, by whom and why. The list includes historical, scientific, aesthetic, social, symbolic, economic and educational values.

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / DISPLAY OF THE SITE TO THE PUBLIC / 2 /

- Encourage the participation of different interest groups in defining the values.

  ➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 2 /

- Amalgamate the results with the results of the previous phase on the archaeological, historical and scientific knowledge to produce a summary of the site's values.

Results

- The report produced at the end of this phase consists of a declaration of values, providing a descriptive inventory of all the values given to the archaeological site. It must be clear, concise, and inclusive and provide proof in support of the values listed, such as: analytical studies, comparative studies, external expert opinion, etc.

1 2

KEY ACTION

ASSESS THE ARCHAEOLOGICAL POTENTIAL
PHASE 2 / ARCHAEOLOGY / 1 /

During the first phase, the archaeological knowledge required to make a decision for or against enhancement was put together.

➥ KEY ACTION CARD / PHASE 1 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

It is now time to fill the gaps in knowledge for a more precise assessment of the site's archaeological potential, a must for any enhancement project.

At the time when the idea of enhancement emerges, the amount of this archaeological knowledge is often quite fragmentary. Areas explored by archaeologists can be relatively limited compared with those being considered for enhancement. At this stage, the scope of the project can be fairly vague.

In some cases, rescue excavations in advance of development work are in progress. In fact it is the discoveries made by these that have initiated the idea for an enhancement. In other cases, the excavations are old and the available information insufficient or obsolete. When the possibility of enhancement arises, it is necessary to decide the line to take in terms of future excavations.

Drawing up a list of the potential of the archaeological resources and the state of knowledge about them enables a decision about the best use of these resources. The need for as exhaustive an analysis as possible is all the more important as it will significantly influence the choices made during the next phase. It will be a case of deciding which parts of the site to enhance, excavate and/or preserve for future use.

Objectives

- Locate and draw up a list of the available archaeological resources. The features – including natural features associated with human activity such as the surrounding landscape – and the objects need to be taken into consideration. Uncovering unsuspected or under-estimated archaeological potential can lead to the idea behind an enhancement project being reassessed or re-aligned. The inventory of the products of excavation is useful to determine those that are likely to be displayed and more generally to decide on their future.

- Consider the scientific interest of continuing or restarting excavations. The survey of a site's potential enables archaeologists to make decisions about the opportunities for continued investigation of the site and what direction they should take. These can develop within the framework of archaeology itself, or in related fields of pure, human and natural sciences. They enable the testing of existing knowledge and the acquisition of new knowledge.

- Identify those parts of the site that need to be protected. The use of archaeological sites for whatever reason – research and/or enhancement – must be managed with care because it

1 2

ASSESS THE ARCHAEOLOGICAL POTENTIAL
PHASE 2 / ARCHAEOLOGY / 1 /

leads to gradual destruction of this heritage. The relevance of a methodical and long-term preservation of whole parts of the site so as to make them available to all those – researchers or members of the public – who need to consult them needs to be established. Besides the possibility of testing and acquiring knowledge, the site offers conditions suitable for the experimentation and implementation of increasingly efficient investigation methods and techniques. The passage of time can only contribute to improve the quality of the use to which the archaeological resources thus protected are put.

Methods

- Mobilise a team of specialists working in an inter-disciplinary way. The archaeologists will surround themselves with partners operating around their field of expertise. Together they will define the quantitative and qualitative importance of existing or anticipated elements (fragments of landscape, built structures, layers, geological layers, etc.) and their principal characteristics, and will specify the interest they present in a regional and supraregional context.

- Apply the relevant exploration and survey methods and techniques. These are many and varied. They cannot be chosen without first taking into account the context. The size of the site, its components, its complexity, its accessibility, the state of knowledge, deadlines and budgets etc. are factors which influence the choice between one or the other.

- Survey and analyse all the available documentation.

Results

- A reference document presenting the archaeological potential of the site and plans showing the position of the resources identified. The information must be objective, complete and precise; it will provide chronological and cultural landmarks and indications of the "precious" nature of these resources and a hierarchy of their importance.

KEY ACTION

IDENTIFY THE DETERIORATION FACTORS AND THEIR MODES OF ACTION
PHASE 2 / PREVENTIVE CONSERVATION / 1 /

Conservation is a constant battle against all the factors which contribute to the deterioration of heritage objects. The fight will be all the more effective if the enemies have been clearly identified and the methods used to combat them have been thoroughly established.

Before establishing these methods, the deterioration factors threatening the site must be identified, starting with the visitors! The various physical, chemical and biological processes and their potential interactions through which the deterioration factors represent a threat to the remains need to be described. Carrying out an analysis of the state of preservation of the site represents a useful starting point as it allows an initial assessment of the "factor-risk-impact" causal chains which need to be explained.

Every deterioration factor poses a potential threat to the remains. A threat can be defined as that which threatens or compromises the safety or existence of someone or something in a tangible way. A threat is also the situation that results from it. A "risk" is defined as a more or less foreseeable possible threat. In other words a risk constitutes the potential that the threat represented by the deterioration factor materialises. If the risk is realised, one talks of impact. Risk is therefore a potential threat, whereas impact is an actual deterioration.

Characterisation of a risk tied to each deterioration factor is based on two main study areas:

- Identification of the potential threat or, in other words, of its consequences translated in terms of impacts,

- Determining the probability of the threat being realised. For certain risks, this is independent of the enhancement project (earthquakes or flooding, for example). In other cases, the probability is closely linked to the project. The risk assessment then leads to setting limits to be respected by the project. In that sense, this determination produces constraints to be integrated during the definition of the options phase.

Taken from the point of view of the conservation of the remains, the analysis must establish links with other areas of the proposed enhancement project to allow an overview of the different issues involved. We have mentioned the paradoxical issue of visitors for whom the site has been opened, but who, by coming, represent a danger to the conservation of the remains. There are also other contradictory situations that exist and which the feasibility studies must attempt to identify.

The feasibility studies will produce a statement of all the deterioration factors which threaten the remains and the interactions between these factors.

1 2

IDENTIFY THE DETERIORATION FACTORS AND THEIR MODES OF ACTION
PHASE 2 / PREVENTIVE CONSERVATION / 1 /

Objectives

- Produce an analysis of the state of preservation of the remains in the following areas: structural (including hydrogeological attributes), climatic (including urban pollution attributes) and biological.

- Identify the deterioration factors, their mode of operation and their interactions.

Methods

- Set up a multidisciplinary panel of specialists each responsible for an analytical survey within their own specialism.

- Carry out a campaign of data collection, at least for the climatic, hydrogeological, chemical (gaseous pollutants) and biological attributes.

- Internal seminars for bringing together all the information gathered during the analyses.

Results

- Production of analytical reports by the specialists responsible for the feasibility studies.

- Production of multidisciplinary summaries including recommendations enabling a clear definition of the project options to be decided during the next phase.

- Set up a database available to all project partners containing all the specialist reports and multidisciplinary summaries as well as all the date stamped information from the various monitoring campaigns.

1 2

KEY ACTION

ANALYSE THE STATE OF CONSERVATION OF THE EXCAVATED ARTEFACTS
PHASE 2 / PREVENTIVE CONSERVATION / 2 /

Recovered after centuries if not thousands of years, the objects found during archaeological excavations have most of the time undergone significant physicochemical transformations which result from the slow but constant action of the context in which they were buried. Their short-term survival depends largely on the rescue measures taken by the archaeologists assisted if need be by conservators. Whether these artefacts are destined to be kept in store or chosen to be displayed, they must undergo a detailed assessment by a specialist.

Objectives

- Prepare a report on the state of the individual artefacts (or classes of artefact if they are fragmentary).

Methods

- Select the specialists (this will generally be according to material: stone, ceramic, glass, metal, human or faunal remains, etc.).

Results

- Prepare the conservation reports for individual artefacts including an illustrated description and recommendations for conservation treatment.

🗎 1

KEY ACTION

ANALYSE THE URBAN SETTING
PHASE 2 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

The principal issues of the architectural and urban integration relate to finding a happy medium between the enhancement project and the characteristics of its setting.

Such a project can require the modification of an existing protective building or the construction of a new one. The role of the envelope is not necessarily purely to house a site museum but may serve other functions as well. A number of remains in an urban context are discovered through excavation carried out prior to development work. It is not unusual for the latter to be modified to reconcile its original purpose with a simple display of the remains to the public without any attached museum service. Whatever the situation, the enhancement leads to changes which affect the functional and structural aspects of the immediate vicinity of the site, possibly even of the locality and the town.

In particular, the presence of the remains needs to be reconciled with the subterranean and above ground infrastructures so that the site is compatible with existing urban functions. The search for a link between the functions of the subterranean and above ground spaces can lead to the creation of new layouts which create new functions. The aim is to identify the complementary nature which can be established between existing and new functions.

Firstly, all available information in the areas relating to urban and architectural integration are analysed to identify the factors likely to impact on, and be affected by, the enhancement and to assess the short-, medium- and long-term consequences. Secondly, the results are compared with the initial ideas for enhancement formulated at the end of the assessment phase. The aim is to be able to make a statement about the feasibility and viability of the idea and to determine conditions for its realisation.

The scale and type of feasibility studies to be undertaken need to be adapted to the type of town. A small town closely focused on cultural tourism will not require the same depth of study as a medium-sized, multifunctional town undergoing industrial development.

Objectives

- Collect the historical, geographical, technical, environmental, architectural and urban landscape data required to analyse the architectural and urban context.

- Identify the urban and architectural factors likely to impact on the feasibility of the enhancement and the architectural and urban constraints to be taken into account during the project.

1 2

ANALYSE THE URBAN SETTING
PHASE 2 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

Methods

- Mobilise those with the necessary skills and knowledge to carry out an analysis of the site's characteristics in relation to the various aspects of the town.

- Consult the indicators in the resources section.

➡ RESOURCES / TOOLS AND DOCUMENTATION / URBAN AND ARCHITECTURAL INTEGRATION / 4 /

Results

- A full report highlighting the basic advantages and disadvantages in terms of:

  - The physical and historic properties of the site (morphology, access, changes in use, function, relationships with other heritage sites, etc.),

  - Land status (fragmented, boundaries between private and public spaces, property, etc.),

  - The architectural, urban and landscape integration (morphology, footprint, materials, views, ambiance, perception of the site, etc.) in the built environment,

  - The integration of the remains into the existing building or that under development (functions and uses of the building, potential access to the remains, vertical clearance to be maintained, visual intrusion of the structural elements, etc.),

  - The technical and environmental conditions (impediments, ground stability, climate, water table, disturbances, equipment, etc.),

  - How the town functions and its uses (movements, circuits, zones of influence, activities, functions, utilities, etc.),

  - The legal and regulatory context (security, disabled access, urban statutes, etc.).

1 2

KEY ACTION

IDENTIFY THE POTENTIAL PUBLIC
PHASE 2 / VISITOR MANAGEMENT / 1 /

Planning a visitor management policy by identifying the potential visitors to the future cultural facility enables the issue of public and educational programmes and the information and communication strategy likely to attract different types of visitor to be considered at a very early stage in the enhancement process. This also enables potential partnerships for implementing the policy to be explored.

The relevance of the policy largely depends on the ability of the different people responsible for the feasibility studies to forecast not only the demands of the targeted visitors and the potential for enhancement of the site and collections, but also the requirements to be met by the architectural envelope and the method of functioning of the cultural facility.

The feasibility studies should identify the potential visitors likely to manifest an interest in the site. This enables one to understand what motivates this interest through a detailed analysis of the characteristics, needs and opinions of the different visitor types.

Identifying the "non-visitor", in other words those who at first glance appear to be unlikely to visit the cultural facility, and finding out about preconceived ideas on archaeology in general and on the site in particular, can also be instructive.

Objectives

• Determine the potential visitors depending on the type of enhancement project. This means carrying out a survey of the potential visitors to identify their general and specific characteristics (profiles, tastes and preferences, expectations etc.), to be able to respond adequately to the demand in identified areas.

• Identify the "non-visitor" groups.

• Assess the possibilities for public and educational programmes.

Methods

The feasibility studies for visitor management use a number of investigation techniques which provide a clear idea of the potential visitors and an analysis of their needs which need to be answered during the rest of the enhancement process through the development of relevant programmes:

IDENTIFY THE POTENTIAL PUBLIC
PHASE 2 / VISITOR MANAGEMENT / 1 /

- Opinion polls:

  - Questionnaires and interviews,
  - Focus groups and discussion panels,
  - Expert panels.

- Comparative studies:

  - Studies of good practice used by benchmark organisations,
  - SWOT analysis of proposed programmes carried out on similar sites.

➡ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 1 /
➡ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 2 /
➡ RESOURCES / REFERENCE / THEMATIC BIBLIOGRAPHY / VISITOR MANAGEMENT /
➡ KEY ACTION CARD / PHASE 2 / PREVENTIVE CONSERVATION / 1 /
➡ KEY ACTION CARD / PHASE 2 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Results

- A report on good practice to be used as the basis for a more detailed SWOT analysis during the project design phase.

- A report on the potential visitors and the implications for visitor management: types of visitor likely to visit the site depending on the public and educational programmes and the information and communication strategies deployed.

KEY ACTION

ASSESS THE POTENTIAL FOR PARTNERSHIP
PHASE 2 / MANAGEMENT / 4 /

The success of an enhancement project partly depends on establishing a partnership within the local or regional heritage, cultural and tourist framework. To assess the potential for partnership, it is useful to carry out a survey of the factors likely to support the networking of the future cultural equipment within the existing structures.

A network offers choice and encourages discovery of all the sites within it. As long as the infrastructures for welcoming the public and a variety of activities in the neighbouring area are available, it encourages longer stays and contributes to the development of sustainable cultural tourism.

A system of shared management and centralised coordination of the financial, technical and human resources essential for the daily running of the various heritage and cultural sites can also reduce the costs of exploitation, possibly even of certain investments, thanks to a reduction in space and equipment required, for example. A centralised structure responsible for a global strategy for administration, preventive conservation, restoration, scientific research, promotion and activities for all these places allows the mobilisation of skills and resources which would otherwise be impossible.

Considering the potential for partnership during the feasibility studies enables the identification of a number of determining choices both for the intrinsic attractiveness of the cultural equipment and the costs of production and exploitation.

Objectives

The aim is to ascertain the elements likely to influence the type of facility envisaged, its position within the surrounding cultural offer and its future management with a view to integrated development.

This assessment should bring out the opportunities and constraints to be taken into account when establishing the partnership. It will help answer the following questions:

- Can a complementary relationship be established between the site and existing heritage, cultural and tourist attractions?

- Is the projected facility likely to fill a gap in what is currently on offer, or will it create competition?

- Is there an existing overall policy for signage, information, promotion and activities? If so, how could the site be incorporated into this structure?

1 2

ASSESS THE POTENTIAL FOR PARTNERSHIP
PHASE 2 / MANAGEMENT / 4 /

- Is the existing scientific and administrative management run as a centralised system, to be taken into account when working out the method of functioning of the projected cultural facility?

Methods

- Survey of heritage, cultural and tourist sites, including type of attraction, what they offer the public and how they operate; this survey must include the essential elements for understanding the relative position of the projected cultural facility.

- Identify the different categories of tourists who visit the town and the region.

Results

- An organogram of local and regional heritage, cultural and tourist sites with the strong and weak points of each together with the opportunities offered by the sector and the gaps to be filled.

1 2

KEY ACTION

IDENTIFY THE VARIABLES OF THE SOCIO-POLITICAL, ECONOMIC AND INSTITUTIONAL CONTEXT
PHASE 2 / MANAGEMENT / 5 /

Each of the key actions in this phase requires a systematic study of a wide range of internal and external factors likely to influence the feasibility and viability of the project. This study is based on the initial observations made by the working group during the assessment phase in the key action aiming to understand the social, cultural, political and economic context and assesses the stability or instability of the context.

It is recommended that an exhaustive analysis of certain factors be undertaken during the feasibility studies and reported on to all those involved, to feed into the investigations and to inform the different disciplines involved.

This analysis must also look at the future. Examining only the current relationship between project and resources without allowing the possibility of adjustment or extension must be avoided. A dynamic and proactive vision constitutes the main ingredient of a robust project resistant to the hazards of the context and the institutions which belong to it.

Objectives

- Analyse and integrate known or predicted changes which will affect the development of the project within its setting.

  These changes reveal the positive and negative tensions between the forces interacting throughout the town and which give it its identity. They mainly relate to three areas:

  - The socio-political context

    The distribution of power: What is the degree of autonomy enjoyed by the local authorities? Does it encourage heritage management compatible with the local socio-economic characteristics? Or does it pose problems with consistency?

    The schedule of priorities: Are the priorities based on "qualitative keys" mainly developed by supranational bodies (Council of Europe and/or European Commission) for preventive, even proactive protection?

    The legal framework: Does the legal framework allow integration of heritage into the larger whole of all the collective goods to be protected, and into the urban fabric, by exchanging the culture of prohibition for that of negotiation? Is there a community development plan or other urban planning system? If not, is the evolution of the context predictable?
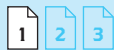
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IDENTIFY THE VARIABLES OF THE SOCIO-POLITICAL, ECONOMIC AND INSTITUTIONAL CONTEXT
PHASE 2 / MANAGEMENT / 5 /

The functioning of networks: How are the relevant political networks organised? Are they fixed at the political, geographic, social, cultural or professional level? What are the links between politicians and administrators?

The public/private synergies: How do private players and public authorities collaborate on the protection and enhancement of the archaeological heritage? Is the action undertaken primarily private or public?

- The institutional context

What formal or informal institutions and organisations are involved with the project? What resources do they have within each field of expertise, taking into account the opportunities, requirements and constraints linked to the project?
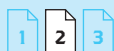
- The economic context

What are the short-, medium- and long-term predicted budgets? Is there a risk of creating an urban blight if insufficient funds are made available to finish the project and ensure management of the site once opened to the public?

Methods

- All these issues mobilise a multidisciplinary group – lawyer, political scientist, economist – who will "work together".

- They can resort to numerous tools such as the Delphi method or the Future Search Conference (planning and conflict resolution method).

These tools can be put to good use to set up a SWOT analysis – strengths, weaknesses, opportunities and threats – of the external (the context) and the internal (the organisation/s involved) environment. The SWOT analysis is a specialised, rapid but subjective method. It benefits from making use of the techniques of group work (Futur Search Conference, atelier scenario).

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IDENTIFY THE VARIABLES OF THE SOCIO-POLITICAL, ECONOMIC AND INSTITUTIONAL CONTEXT
PHASE 2 / MANAGEMENT / 5 /

Results

- A list of key factors and variables.

- An assessment of the complexity and dynamics of the system in which the project is to run.

1 2 3

KEY ACTION

ASSESS THE COST OF INVESTMENT AND POTENTIAL FUNDING
PHASE 2 / FINANCIAL MANAGEMENT / 1 /

Estimating the likely expenditure is one of the tasks that needs to be undertaken as part of the feasibility studies. Apart from the investment directly linked to the enhancement, that associated with work required on the surrounding urban area also needs to be taken into account. Priority should certainly be given to the scientific and socio-cultural issues but one must always bear in mind that the finances available will also affect the decisions.

Budget estimates will be set at the end of this phase which will enable the results of the feasibility studies to be incorporated. It is important that the analysis resulting from these studies outlines various solutions likely to answer the needs of the site, its context and the different people involved.

Various scenarios for financial outlay can be drawn up on the basis of these initial estimates. These need to take into account any anticipated variations and to be compared against the conditions imposed by the sources of funding. This will help clarify the definition of the fundamental options, which will often have to arbitrate between the scientific and socio-cultural priorities on the one hand, and the financial and administrative constraints on the other.

Objectives

- Determine the scale of investments required for the enhancement of the site, in terms of the various funds needed for designing and implementing the project.

- Provide an initial estimate of the cost of urban works associated with the enhancement, especially its opening to the public.

Note that at this stage, only a general, initial estimate of the scale of investment is being provided to inform the decision for continuing the project. Precise figures will need to be supplied in later phases on the basis of more detailed information. It would be wise to include a percentage margin for unexpected costs.

- Have a list of possible sources of funding and conditions for their receipt ready to use during the next phase when the choice of enhancement option is made.

Methods

- Generally, the project owner's organisation can produce the relevant estimates. This should be done, where possible, in liaison with those responsible for the various feasibility studies and taking note of lessons learned from similar experiences. It should also be done in association with the department responsible for urban management.

1 2 3

ASSESS THE COST OF INVESTMENT AND POTENTIAL FUNDING
PHASE 2 / FINANCIAL MANAGEMENT / 1 /

- The organisation will take expert advice if necessary, and particularly for a large project, ensuring the characteristics of the site and its context and the costs of the possible options are highlighted.

- On the basis of the estimates of the investments needed and an assessment of the economic and social interest of the project, a detailed breakdown of expenditure is produced in order to identify the corresponding sources of funding for:

  - Enhancement of the site: archaeological interventions, documentary research, preventive conservation, artefact conservation, architectural envelope, technical equipment, museum display elements, public facilities, etc.,

  - Urban integration: development of the surrounding area and signage for the site, adaptation of the streets and parking spaces, assistance with practical matters (help with funding for example) and intangible matters (advice, management, etc,) for the tourist sector designed to raise interest and the positive participation of hotel owners, restaurants, shopkeepers, etc.

- List the possible sources of funding, according to the breakdown of expenditure, at the local, regional, national or European (in areas eligible for the various European Union programmes) level, and taking into consideration the range of funding and their terms:

  - Public funding: grants or subsidies from the local authority or a higher authority for the enhancement of the site and/or its urban integration (regeneration work), tax rebates, unemployment programmes

    ➥ RESOURCES / CASE STUDIES / 4 /

  - Private funding: support from the sector (joint development programme) and use of financial incentives: subsidies, loans with interest bonuses, tax exemption, etc.

- The municipal services, in association with other authorities and private investors, are usually in a position to carry out these investigations.

Results

- An estimate of the amount of funding required for the various options suggested at the conclusion of the feasibility studies including all the anticipated works for the enhancement and the urban integration.

1 2 3

ASSESS THE COST OF INVESTMENT AND POTENTIAL FUNDING
PHASE 2 / FINANCIAL MANAGEMENT / 1 /

• A breakdown of predicted expenditure for each field of expertise and the various options envisaged for enhancement, together with a list of possible sources of funding and their granting conditions.

This will result in an overall financial statement and a cash flow forecast with repayment plan. It is sometimes necessary to take into account the conditions associated with credit arrangement at the time when a choice between the different enhancement options is made.

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KEY ACTION

ASSESS THE ECONOMIC AND SOCIAL IMPACT

PHASE 2 / FINANCIAL MANAGEMENT / 2 /

The town is a living organism and its players are constantly interrelating. Its archaeological heritage can contribute to its development, not only from a cultural point of view, but also a social and economic one, particularly thanks to the activities linked to cultural tourism. The enhancement of the site and its opening to the public affect urban life. When these effects are positive, they are to be encouraged. But they can also be negative: they must then be neutralised or reduced.

Objectives

- Identify the multiple values given to the site by the community through an economic analysis to determine if, and under what conditions, the project is likely to contribute, through increased funding, to the local community's well-being, notably through an increase in activity and employment.

➤ KEY ACTION CARD / PHASE 2 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Methods

There are various analytical methods useful for highlighting the economic and social interest of an enhancement project, methods inspired by the exploitation of natural parks. They aim to identify the direct and indirect costs, and the direct and indirect positive effects for town and country planning:

- Budgetary assessments take into account public spending (security, mobility, hygiene, etc.) and possible tax rebates,

- The cost/benefit analyses widen the field of investigation to consider the involvement of various economic players, especially in the tourism sector (hotels, restaurants, souvenir shops, craft or regional goods, etc.) by trying to be as exhaustive as possible,

- Multi-criteria analyses provide a deeper level by trying to quantify, through indicators, the material and immaterial values of the project. These are presented as an overview to be consulted when making decisions.

It is important to adjust these general methods to the specific situation and to check their relevance on a case by case basis, especially in relation to town and country planning. Even if use can be made of similar examples, the calculation of the investment multiplier must take into account local realities such as:

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ASSESS THE ECONOMIC AND SOCIAL IMPACT
PHASE 2 / FINANCIAL MANAGEMENT / 2 /

- The importance of the site and the town,

  ➡ KEY ACTION CARD / PHASE 2 / ARCHITECTURAL AND URBAN INTEGRATION / 1 /

- The possibility of combining the visit of several sites in such a way as to encourage visitors to lengthen their stay, or stay the night, which is a determining factor for the support of the local economy, etc.).

  ➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 4 /

The local people, public and private, are usually in a position to collect the necessary data (current situation, statistics, human and material resources, etc.) as long as they are willing to cooperate. It is often appropriate to entrust the global analysis to a specialist.

Results

- A clear statement of the positive and negative economic and social effects of the enhancement of the site on the local economy and of the conditions to be fulfilled to get the best balance. These guidelines should not be the only method used to determine future selection: it is also important to take note of scientific, cultural and educational considerations.

1 2

/ PHASE 3 - DEFINITION OF THE OPTIONS

- Organise interaction between the skills areas
- Consult and ensure the participation of the stakeholders
- Structure the programming process
- Draw up the options for archaeological management
- Define the aims of conservation
- Establish a conservation plan for the objects to be displayed *in situ*
- Formulate the architectural options
- Draw up the options for display
- Draw up the options for visitor management
- Draw up the evaluation for visitor management
- Draw up the management options for the project and the cultural facility
- Produce a provisional budget

KEY ACTION

ORGANISE INTERACTION BETWEEN THE SKILLS AREAS
PHASE 3 / MANAGEMENT / 1 /

Having identified the skills required for defining the enhancement project programme, the steering group organises the interactions between these skills areas, in other words the ability to mobilise resources. Management of this phase depends on this key action, because the definition of the fundamental options mobilises increasingly diverse knowledge.

Management of the increasingly complex nature of the enhancement process can make use of two complementary strategies:

• Enlarge the steering group by diversifying it. As seen previously, this strategy makes the "working together" more difficult to implement. To make it truly creative in terms of skills, it requires more organisation and resources: time, methods of communication, support for circulation of information etc. As the steering group cannot stretch itself indefinitely, at the risk of becoming unmanageable, this enlargement strategy involves the selection of new players on the basis of objective criteria corresponding to the specific needs of the project (for example, the contractors who remain on the periphery of the steering group),

• Give the steering group the necessary means to manage external participants. This strategy implies an interactive communication between the steering group and the external players. So that this system plays its role effectively, its members must have or acquire the necessary skills to steer the external tasks, so as to interact efficiently and advisedly with the contractors; the latter use techniques that the steering group does not always master at first. Its members must therefore develop the skills to enable them at least to ask the right questions and to assess the quality of the externally executed tasks, without being cheated by strength of argument (through expertise).

Objectives

• Identify requirements in terms of skills, the skills available and those to be acquired.

  These requirements are identified through the SWOT analysis and according to the objectives and performances to be achieved in defining the enhancement project programme.

• Select the people to be included in the steering group.

  This consists of integrating the players who will contribute most towards exploiting the strengths and opportunities and minimising the weaknesses and threats. These players are those who already have the specialised skills available and display a real capacity to "work together". But these players should also have the aptitude to enter into a process of increasing or modifying skills, which means a real willingness to submit themselves permanently to the constraint of renewal. Ideally proactive, they must at least take on and react to any modification in the technological, economic, social, etc. context.

1 2 3

ORGANISE INTERACTION BETWEEN THE SKILLS AREAS
PHASE 3 / MANAGEMENT / 1 /

- Organise the interactions within the enlarged group and with all others who are not members of the steering group.

  To maintain the capacity of the steering group members to mutually "recognise" the expertise of the others, this group must not become too large. It also benefits from keeping the same membership as far as possible to ensure continuity of interaction. To these two prerequisites to "working together" must be added interactive communication for mutual learning between the steering group and the external players. The aim is that each of the players knows enough about the "good practices" of the others, their constraints, skills and resources to participate in the development of the programme and its implementation.

Methods

Skills take various forms which are increased, divided, or translated into action, reaction and feedback, depending on the processes, by means of methods and in specific places which vary depending on the identity of those involved: experts or non-experts.

- Scientific or "expert" knowledge is a formal or explicit knowledge, transmitted through standardised processes which consist of opening the "black box" of the subject in question, in one way or another. In this case, the exchange is done through the network, the workshop, the meeting, etc.

  The chances of success of such exchange depend largely on the existence of common reference points and objectives which mark the production of this formal knowledge. The most "difficult" case is that where the players come from backgrounds of social sciences and natural sciences. Interaction between these two scientific fields is often difficult. It can be helped in various ways, for example through the intervention of a third party, the training and/or the pluridisciplinary experience of which are recognised by all. One can also use peer assistance, a technique based on brainstorming and with the aim of resolving problems, for example: how to find the resources required to share knowledge?

- Knowledge derived from usage is generally tacit, personal, incidental, and difficult to formalise and communicate. But sharing this type of knowledge with the experts can be significant for the feasibility or viability of the project.

  The chances of success of such exchange increase through the use of deliberative methods where interaction is stimulated by obliging the non-experts to produce a final report containing practical recommendations on the basis of ad hoc information which the experts must supply in due course.

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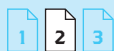
ORGANISE INTERACTION BETWEEN THE SKILLS AREAS
PHASE 3 / MANAGEMENT / 1 /

Specific case studies are also a way of passing on knowledge gained through usage and facilitate the transfer of formal knowledge as long as they are used as a complementary tool during formal periods of exchange – such as small meetings, group discussions, workshops, etc. – which help put specific cases into perspective through an analytical process.

• The knowledge of experts can be shared through various methods: peer assistance, mentoring (shadowing), coaching, stories and accounts. The exchange mechanism is by means of small group (brainstorming in the case of peer assistance), network, workshop, etc.

Results

• The steering group functions as a learning organisation paying particular attention to the management of feedback.

• A strategic approach to the management of skills: an approach which is planned but flexible to take into account the ability for commitment of the players who are strongly encouraged by increased knowledge.

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KEY ACTION

CONSULT AND ENSURE THE PARTICIPATION OF THE STAKEHOLDERS
PHASE 3 / MANAGEMENT / 2 /

The programme for participation is based on a combination of participation techniques used in a logical, chronological sequence. It benefits from being started as early as possible and continuing throughout the process. The participation techniques on offer are numerous and they all have their advantages and limits. They are not all applied in the same way in different phases. Most of the deliberative techniques are useful during the second and third phases. This focus aptly demonstrates that when resources are limited the project manager must give priority to the participation element during these two phases. The level of detail is adapted to the importance of the participation issue: develop a more relevant, feasible and acceptable programme; avoid destructive conflict by explaining the project plan underpinning the compromises which are sometimes necessary between technical quality and social acceptability.

Objectives

- Clarify an issue for the steering group, the stakeholders or the general public. This objective has different levels of participation, from information conceived as flowing in one direction (clarification for the stakeholders or the public without taking into account their reactions) to consultation (the approach is then essentially "upwards", the aim being to inform the decision maker).

- Build a consensus around the programme. The search for a consensus of necessity passes through a deliberation process based on mutual learning. This approach is typically intuitive.

Methods

Participation techniques taken in isolation or combined need to be adapted to the specific needs of each phase. Appropriately chosen and implemented, they enable constructive participation of the stakeholders in the programming process.

- What are the goals of the enhancement programme?

  Taking into account the results of the feasibility studies when defining the fundamental options is a mandatory step for this first stage of the programming process but it can be a source of destructive conflict. The most frequently observed cases – which sometimes occur together – are:

  - The stakeholders asked questions during the feasibility studies (e.g. through public survey), but the way they and the results were treated is not clear,

  - The results of the feasibility studies do not match their expectations in spite of being faithfully translated during the definition of fundamental options.

1 2 3 4

CONSULT AND ENSURE THE PARTICIPATION OF THE STAKEHOLDERS
PHASE 3 / MANAGEMENT / 2 /

- The definition of the fundamental options does not faithfully translate the results of the feasibility studies although it does meet their expectations.

The stakeholders, having asked questions and made comments during the previous phase, at the least expect to be kept informed, firstly about the way their opinions have been integrated into the results of the feasibility studies, secondly about how these results have been taken into consideration during the definition of the fundamental options (clarification by downwards information).

In all cases, to prevent conflict, it can be useful to open a process of "political" translation to the stakeholders through deliberation techniques also calling upon the experts (building a consensus by interactive information). It is a case of making them understand how such results were reached at the end of the feasibility studies or why the definition of the options includes other information aside from these results.

- What are the potential programmes?

    Opening the steering group to this second stage of the programming process can be considered for certain fields of expertise (urban and architectural integration, display of the site to the public and visitor management).

    The stakeholders might have untapped knowledge which can be exploited to develop relevant and feasible strategic scenarios – the potential programmes with the paths to follow and the actions to be undertaken.

    ➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 3 /

    They might have a clear vision of how the enhanced site will fit into the town (acceptability).

    The steering group can collect information on this untapped knowledge and any society projects being carried out by the stakeholders (consultation and integration of feedback by the group into the scenarios it is developing).

    This stage lends itself to a more ambitious participatory approach consisting of integrating the stakeholders in the process of building the scenarios. Various techniques can be used: scenario workshop, Future Search Conference, *Laboratoire du Futur*.

    ➡ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

    Applying these forward looking and deliberative techniques also brings creativity. A programme which has been built with the stakeholders has more chance of being accepted by them.

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CONSULT AND ENSURE THE PARTICIPATION OF THE STAKEHOLDERS
PHASE 3 / MANAGEMENT / 2 /

But these techniques cannot be improvised. They require a certain professionalism otherwise they risk being reduced to a pretence of openness, at best ineffective and at worst counter-productive, the consequences of which the project owner will have to deal with.

- What scenarios remain in play?

The potential strategic scenarios are assessed for their relevance, their feasibility and their acceptability. Only one remains at the end of this process.

Opening the steering group to the stakeholders has two objectives:

- To clarify what the stakeholders think about the relevance and acceptability of the scenarios. The consultation can be carried out through surveys, focus groups, through a stakeholder committee, consultation committee, etc.; the final choice of scenario lies with the project owner.

  ➤ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

- To make the stakeholders participate in the choice of the definitive scenario. Building a consensus makes use of techniques which enable the stakeholders to choose between alternative scenarios whether or not they have helped develop them. The participation can be organised on the basis of a referendum, a questionnaire, a jury of citizens, planning cells, etc.

  ➤ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

Some techniques lend themselves to the three stages of the programming process. According to the adage "who wants most can do least" it is the techniques giving the participants a creative role in the second step of the process (scenario workshop, Laboratoire du Futur, etc.) and placing them at the centre of the arbitrations which are sometimes necessary between relevance, feasibility and acceptability, which satisfy most of the stakeholders, on condition that they agree to put in the effort required by these very demanding techniques.

Results

The results vary depending on the stage of the key action: organising the consultation/participation, implementing it, reviewing the results.

- A detailed participation programme (objectives, methods, timetable), and the resources and skills required to apply it.

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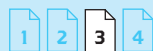
CONSULT AND ENSURE THE PARTICIPATION OF THE STAKEHOLDERS
PHASE 3 / MANAGEMENT / 2 /

- A report for monitoring the implementation of the participatory programme.

- A definition of the fundamental options acceptable to the stakeholders, or even better, adopted by them because they helped develop it.

- The programme for the enhancement project, listing the guiding principles and fundamental options marking the rest of the process, validated by the stakeholders.

1 2 3 **4**

KEY ACTION

STRUCTURE THE PROGRAMMING PROCESS
PHASE 3 / MANAGEMENT / 3 /

The main aim of this key action is to organise the programming process so as to formulate the strategic scenario for enhancement by the end of the phase. The strategic scenario is the programme for the project set out as a countdown of the courses to follow and the actions to be undertaken to reach time-bound predefined objectives measured by a series of indicators. This countdown uses the initial situation for each of the fields of expertise as a baseline.

Building the strategic scenario is done in several stages. These stages follow a logical sequence including iterations because the product of each stage comes as the result of questioning which can go backwards and forwards to the field of expertise. Once the point is reached where additional questioning no longer adds useful information the product of that stage becomes the starting point for the next stage. The conception of an enhancement project therefore evolves until it becomes a programme. It is this programme which in turn becomes the final project plan during the next phase.

Objectives

These objectives are specific to each of the three main stages in the programming:

- From the concept for an enhancement to the definition of the general project objectives

  This first stage is developed taking the following as a baseline:

  - The idea for an enhancement which set in train the decision making process,

  - The results of the feasibility studies (including the SWOT analysis).

    What strengths and opportunities, including the organisations involved, need to be developed as a priority to bring the project to a successful conclusion? What weaknesses and threats are to be minimised as a priority?

    The integration of the results of the feasibility studies with the definition of the general objectives acquires openness and legitimacy if participatory tools are used. The aim is to enable the stakeholders to follow the extent and the way the results of the feasibility studies are taken into account by the project designers. This approach is all the more legitimate in that the group of experts in charge of carrying out the feasibility studies will have been open to the stakeholders, thus offering them the opportunity to ask the questions they consider relevant.

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STRUCTURE THE PROGRAMMING PROCESS
PHASE 3 / MANAGEMENT / 3 /

- From the definition of the general objectives to the fundamental options

  This second stage has two aspects:

  - Specifying the operational objectives to be achieved during the following phases in order of priority in the different fields of expertise. These objectives are fixed in each field of expertise by taking into account those of the other fields of expertise,

  - This requires working closely with the steering group. It sometimes involves a negotiation or arbitration stage when the operational objectives specific to each field of expertise are not compatible. This stage can prove delicate for the consistency and long-term future of the project if it is not carried out by a leader with a clear, strong, successfully transmitted vision,

  - Developing the strategic scenarios. Taking into account the operational objectives and the timescale, what are the courses to be followed, the actions to be considered, with what means and in what order?

- From the fundamental options to the programme

  This third stage also has two aspects:

  - Evaluation of the possible strategic scenarios, based on a series of performance criteria relating to their relevance, feasibility and acceptability.
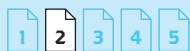
    Relevance

    Performance criteria are established for relevance, based on the results of the SWOT analysis. The scenario is a "good idea" if it:

    - Exploits opportunities,
    - Capitalises on strengths,
    - Counteracts weaknesses,
    - Fits in a coherent way into the social, cultural, political and economic context.

    Feasibility

    Answer the following questions:

    - Can the required skills be gathered together?
    - Have adequate performance levels been set?

STRUCTURE THE PROGRAMMING PROCESS
PHASE 3 / MANAGEMENT / 3 /

- Are the fundamental skills immediately available?
- Are the resources needed to reach the relevant performance levels (in relation to the fixed operational objectives) available?

Acceptability

- What are the overall costs and benefits (tangible and intangible) for each scenario?
- Are these costs acceptable in relation to the benefits with which they are associated?
- For whom are they acceptable or not?

- Selection of the fundamental options and adoption of the programme

The project owner selects the fundamental options based on the results of the evaluation of the various strategic scenarios available. With the help of the steering group, they are combined into as complete a programme as possible, but one which is still reversible. This programme gives clear instructions on financial management, archaeology, preventive conservation and restoration, urban and architectural integration, display of the site to the public, visitor management, consultation/participation of the community and those who consider themselves implicated in the programme development, and is validated by all those involved.

Methods

The methods available for this key action can be organised into three broad categories:

- Processes for developing the programme. Developing, evaluating and selecting the fundamental options, i.e. the programme, rely on very different processes:

  - A rational and strongly centralised process relying on a top down approach, concentrating maximum influence in the hands of the project owner or the project manager and the core group (strategic planning),

  - An planned, centralised process, in the hands of an individual or a small group which develops the strategy without going through a formal process (project carried by a charismatic leader),

  - A process of gradual adjustment based on intuition, learning through action and the sensitivity of the project manager and the core group facing the fluctuations in context.

- Tools to facilitate decision making and the openness of the steering group. These tools can maximise the "plus" and minimise the "minus" of each of these processes.

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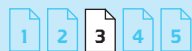
STRUCTURE THE PROGRAMMING PROCESS
PHASE 3 / MANAGEMENT / 3 /

These are forward-looking techniques in that they need to be projected into the future, into a complex and changing environment.

The use of forward-looking techniques combines well with deliberative processes. These processes can also offer more as long as they encourage the creativity of the participants, by giving them the possibility of "inventing" the scenarios (e.g. Laboratoire du Futur, scenario workshop).

Other techniques available include Future Search Conference, Multicriteria Mapping, Concept Mapping for Strategic Options development and Analysis (SODA).

➥ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

- Participatory tools applicable to a specific stage of the key action. For example, some more or less sophisticated and expensive tools can be used to assess the scenarios for acceptability.

➥ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 2 /

Results

- An enhancement programme consisting of five components:

  - Operational objectives: the desired outcome for each field of expertise together with performance indicators (relating to the effects of the programme). The more specific the objectives (easily measurable and understandable indicators) the easier it is to assess whether (or not) they have been achieved,

  - Evaluation elements: instructions about the information to be collected to determine the level of achievement of the objectives during a certain period and the scientific techniques (natural, social, economic sciences, etc.) to be used to collect this data,

  - Operational elements: methods of intervention or measures to be taken to reach the operational objectives. The choice of methods largely depends on the chosen mode of operation. For enhancement projects, this means direct delivery of goods and services. One should not forget to anticipate the mode of execution of the works and the operation of the cultural facility (prohibitions and obligations for visitors, incentive – entry price – or persuasion strategies – talks given to target groups to encourage them to visit the site, etc.),

  - The political and administrative structure and the resources available: an organogram of the competent administrative authorities and services together with all the institutional

STRUCTURE THE PROGRAMMING PROCESS
PHASE 3 / MANAGEMENT / 3 /

regulations relating to implementing the programme, the types of resources required and their location,

- Procedural elements: regulations specifying the mode of interaction between the various decision makers (internal and external exchanges), and the interactions between public authorities, target groups and stakeholders.

1 2 3 4 **5**

KEY ACTION

DRAW UP THE OPTIONS FOR ARCHAEOLOGICAL MANAGEMENT
PHASE 3 / ARCHAEOLOGY / 1 /

The fundamental options to be decided for the overall management of the site must be based on the results of the assessment of the potential of the archaeological remains. The choices in terms of archaeological management are also dependent on imperatives dictated by the enhancement of the remains, and vice versa.

Answering these imperatives inevitably necessitates sometimes delicate choices, the relevance of which rest on sound knowledge of the potential of the archaeological resources and the level of that knowledge. It might be that the information provided during the assessment of this potential is only sufficient to present the most basic options in each field of expertise. The assessment might have highlighted the existence of apparently distinguishable structures which are particularly relevant in relation to the options but which are not sufficiently documented. Further study is then required; this will follow on from that undertaken previously and will contribute to a better understanding of the anticipated values and to reinforce the relevance of the choices selected.

Objectives

To define the fundamental options for archaeological management, decisions need to be made on the following:

• The remains to be enhanced. It is possible for these choices to lead to further archaeological investigations. Some remains can be "sacrificed" to make way for others which conform better to the enhancement objectives. These investigations should be undertaken immediately.

• Those areas requiring preventive archaeological investigation. Although it is desirable to keep this to a minimum, depending on the enhancement options retained (provision of visitor welcome facilities, circuit for the site visit, etc.), excavation will almost certainly have to be undertaken before realisation of the enhancement project. If it is not possible at this stage to set a definitive programme of investigations – it will only be possible to do this at the end of the next phase, once the final project plan is established – it is nevertheless useful to identify those that appear essential in order to be able to undertake them as soon as possible.

• Continuing the archaeological investigations. The scientific interest of certain areas might have been demonstrated during the assessment of the archaeological potential. These areas are likely to be dedicated to the development of programmes of research to be carried out once the site is open to the public.

• The archaeological resources which merit protection in the medium- and long-term. The very nature of some resources can justify putting them aside for future generations. The protection of certain parts of the site allows the possibilities for exploitation to be extended and the quality of that exploitation to be optimised by leaving it for the future when methods and techniques will have evolved.

1 2

DRAW UP THE OPTIONS FOR ARCHAEOLOGICAL MANAGEMENT
PHASE 3 / ARCHAEOLOGY / 1 /

Methods

- Involve the archaeologists responsible for the assessment of the archaeological potential, and those who carried out the excavations, in the definition of the fundamental options. The success of the project partly depends on the scientific quality of their work and their commitment to the enhancement process.

- Carry out periodic appraisals to provide additional archaeological information, if required. It is a case of opening "windows" at precise moments to better define the scope, the value and the state of conservation of the insufficiently understood archaeological resources.

- Undertake the investigations essential for the enhancement. The results of these investigations are likely to feed into the project at any time. They enable the fundamental options to be refined; they will also feed into the project design. The permanent involvement of the archaeologists in charge of this work is a must in defining the enhancement.

- Gather the information essential for carrying out preventive archaeological work. This work must be undertaken as soon as possible and will probably continue during the next two phases. It should be rigorously programmed so that it is carried out under optimum conditions and to avoid interfering with the design and implementation of the project. The methods to be used and the time it will take must be planned (workforce, lighting, handling of materials, disposal of materials, security, organising interfaces with other people working on the site, etc.) and the relevant budgets must be estimated. The archaeologists will supply this information.

Results

- A report stating options retained for archaeological management together with justification. This report can present the anticipated future of different parts of the site:

  - Those to be enhanced,
  - Those to be excavated immediately,
  - Those to be given over to programmes of research,
  - Those to be preserved for future generations.

  This is accompanied by a series of recommendations for short-, medium- and long-term management of the various parts according to the status given to them.

- A specification for preventive archaeological work.

- A report on the archaeological potential of the site.

KEY ACTION

DEFINE THE AIMS OF CONSERVATION

PHASE 3 / PREVENTIVE CONSERVATION / 1 /

Defining the aims of conservation plays two important roles: firstly it will give the project team a precise framework so that the architectural, construction and technical proposals it makes are compatible with the conservation objectives. Secondly, it provides a reference document against which the project team's proposals can be checked and assessed.

This task will be undertaken in a performance oriented way. This approach favours the definition of the results to be achieved rather than what methods should be used. This gives the project team full responsibility for design of the task. Some exceptions to this approach can be permitted to facilitate the future work of the task creator. Thus a list of "prohibited" materials can be drawn up and added to the reference document produced at the conclusion of the phase.

Objectives

- Define the performance to be achieved in the climate control of the remains' environment.
- Define the performance to be achieved in the biological control of the remains' environment.
- Define the performance to be achieved in the chemical control of the remains' environment.

Methods

- Consult the scientific documents needed to develop the list of required performances (specialist reports, reference works, articles in specialist journals, conference proceedings, etc.).

- Work with the other players on defining the project options so as to limit repetition, inconsistencies and contradictions. So, for example, the level of requirement for climate control must be compatible both with the budget allocated for the works and that envisaged for routine maintenance.

Results

- Preparation of a reference document summarising the conservation requirements of the project owner. This document can include various annexes useful for the task designers: specific conservation data, climatic data, material properties, etc.

1

KEY ACTION

ESTABLISH A CONSERVATION PLAN FOR THE OBJECTS TO BE DISPLAYED *IN SITU*
PHASE 3 / PREVENTIVE CONSERVATION / 2 /

It is often difficult to distinguish between work carried out on the objects for long-term conservation and that done to make them intelligible to the public. Certain treatments to which the artefacts are submitted satisfy both requirements. Thus removing corrosion layers from a metal object ensures both its conservation and undoubtedly makes it more intelligible.

Whatever the case, specifying the aims of a conservation plan for the objects to be displayed in situ requires close cooperation between the site manager (if s/he has been appointed at this stage, which is desirable), the archaeologists and the various specialists responsible for formulating the other elements of the project options especially those for the museum display.

The criteria for selecting the objects are many and not always compatible:

• Importance of the object in relation to the proposed display,
• Physical properties of the object: nature, state of conservation, size, mass, etc.,
• Special environmental requirements.

Once the choice is made, the objects need to be prepared for display to the public. Based on a condition report for each item, the conservator will need to produce a proposal for treatment, cost estimates and a timetable.

Objectives

• Produce a list of objects to be displayed *in situ* together with the person responsible for the museum display.

• Produce a report on current condition and recommendations for treatment for each object.

• Give estimates for the cost of conservation.

• Prepare a general timetable for conservation.

Methods

• Condition reports for each item to be produced by conservators specialising in the various materials: wood, metal, stone, ceramic, etc.

• Regular coordination meetings with people involved in the definition of options phase.

ESTABLISH A CONSERVATION PLAN FOR THE OBJECTS TO BE DISPLAYED *IN SITU*
PHASE 3 / PREVENTIVE CONSERVATION / 2 /

Results

- Production of a list of objects to be displayed *in situ*.

- Specification for conservation on the basis of recommendations contained in the condition reports.

- Estimates for the costs of conservation work.

- Integration of the conservation timetable into the general timetable.

1 | **2**

KEY ACTION

FORMULATE THE ARCHITECTURAL OPTIONS
PHASE 3 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

The formulation of the architectural options is based on the previous analysis and prioritisation of the identified issues. It uses the properties of the site and integrates elements relating to the urban and architectural, historic, geographic, technical and functional landscape. It also takes into account the natural and human environmental factors which impact on the exterior and subterranean spaces: climate, the water table, erosion, vibration, pollution, etc. and their permanent transformation.

Other factors, such as social, individual or collective practices or even the perception users have of the town also need to be taken into account. The perception one has of an area, the open spaces, the views or the links varies depending on whether one is a pedestrian, a cyclist or a driver. The way in which the former are treated has an impact on the behaviour of the latter within a certain radius. For example, the way in which the site and its surroundings are treated will undoubtedly have an impact on visitor numbers.

Any intervention on the urban space must reconcile the needs of the different categories of user of the town (shopkeepers, residents and tourists etc.), to address them appropriately and in line with the issues to be resolved. This means controlling the principal constraints inherent to the site and its context so as to enable existing and future functions and uses to co-exist.

The formulation of the architectural options is based on the results of the feasibility studies as well as on the analysis of the urban and architectural context. One needs to define the general architectural and urban objectives, measure the impact on the town of the various possible solutions and suggest more specific objectives for the functionality to be provided, at the same time as identifying which requirements need to be addressed first. The architectural envelope plays a decisive role in the efficient functioning of the cultural facility by placing the remains back into their context, and by conserving and displaying them.

Regardless of the scope and nature of the project – to create a new envelope, to adapt an existing envelope, to develop a dedicated museum or a multi-functional envelope –, the choices in terms of architectural and urban integration can only be finalised when they meet the requirements identified by the other fields of expertise and vice versa. In other words, one needs to undertake an iterative process to find a final coherent architectural solution which answers the specific objectives of each of the fields of expertise. Note that this approach can lead to the adoption of extremely varied solutions. For example, it might be decided to integrate certain functions essential to the routine management of the site into existing structures for technical, human and/or financial reasons.

➥ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 4 /

It is incumbent upon those responsible to define and explain their choices clearly so as to make sure they do not become undervalued against the agreed guiding principles and fundamental options during the next phase and lead to priority being given to the architectural development.

1 2 3 4

FORMULATE THE ARCHITECTURAL OPTIONS
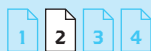PHASE 3 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

The risk is of reaching a situation where the way the space is designed gives little or no possibility of fulfilling the functions for which it was intended; the remains can get relegated to the background and lose their power of evocation, for example. This can lead to a lack of real cultural contribution, if one is nor careful.

Objectives

- Define the general objectives:

  - The issues to be addressed by the project,

  - The identity that will distinguish the cultural facility, taking into account the potential of the site and its context,

  - The various options for enhancement and their potential impact – positive and negative – on the urban system at different levels.

- Define more specific objectives for future use of the cultural facility by providing details of the functional and technical options at the same time as respecting the general objectives and addressing the identified constraints.

This approach aims to specify the results to be achieved on an architectural and urban level taking into account those proposed by the other fields of expertise

- The architectural project:

  - Type of functions to be provided and their organisation. Depending on the project, these can consist simply in displaying the remains to the public or can constitute a complex museum presentation (areas for permanent and temporary displays and conservation work, shop, conference facilities, documentation centre, research laboratory, etc.),

  - Type and use of space. Surface area and volume needs to be defined for each according to its use,

  - Access to, and organisation of the functions to be developed, or to be avoided when the cultural equipment is being integrated into an existing building or one that is under development,

  - Type of technical equipment. The technical equipment required for efficient functioning of the site (systems for ventilation, acclimatisation, hygiene, lighting, etc.) needs to be defined together with the levels of performance to be reached,

1 2 3 4

FORMULATE THE ARCHITECTURAL OPTIONS
PHASE 3 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

- Type of envelope. The envelope can be open or closed or a mixture of both,

- Type of construction materials. These materials cannot be chosen without thought. Besides their aesthetic qualities, they must also address constraints inherent to preventive conservation

 ➡ KEY ACTION CARD / PHASE 3 / PREVENTIVE CONSERVATION / 1 /

- Characteristics of the envelope and its relationship with the site. It can provide an uninterrupted view or an interrupted line of sight; its design might have to make reference to the remains,

- Access to the various functions and on-site circulation. The visit circuit can go through or around the remains for technical, conservation or display reasons,

- Maintenance and upkeep of the infrastructure. It is recommended that maintenance and upkeep requirements are specified as soon as possible.

• The urban project:

- Type of functions to be provided in the public space (commerce, parking, housing, offices, leisure, etc.),

- Nature and characteristics of the desired public spaces (status, shape, access, street furniture, ambiance, etc.),

- Interface between the public space and the cultural facility (circulation, access from the public space, "image" and visibility of the site, etc.).

Methods

• Consult the database avaible in the resources section of the guide

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

• Work with the other fields of expertise.
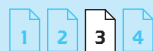
FORMULATE THE ARCHITECTURAL OPTIONS
PHASE 3 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

Results

- A reference document presenting the elements essential for understanding the architectural and urban objectives and for producing the final project design during the next phase. The functional, dimensional, technical and symbolic aspects of these elements are described as well as any requirements and constraints. The only detailed information provided relates to the scope to be respected and levels of performance to be achieved; no set formal or technical solution is suggested as this will be provided during the project design phase. The project manager's objectives can, however, be presented graphically to give an initial impression of possible design.

1 | 2 | 3 | **4**

KEY ACTION

DRAW UP THE OPTIONS FOR DISPLAY
PHASE 3 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Opening an archaeological site to the public means not only equipping the site to allow visitors access to view it and walk around it, but particularly providing an explanation of the remains so that a non-specialist can also understand what is displayed. Understanding the site is indeed the key concept here. Even with explanatory panels or commentaries, visitors too often do not understand what they are visiting.

Interpretation in archaeology is a communication method aiming to give knowledge about the significance of objects, sites and people of the past in order to better appreciate them. This knowledge allows better understanding and participation in today's world. Understanding a site does not depend on the amount of information given, but on the quality of that information and the way it is presented. There are various strategies for communication available (texts, handling the objects, interactive, etc.) which can be adapted to put across the required message. Deciding on the relevant strategy helps define the product to be delivered: a passive, active or empathetic visit.

➤ RESOURCES / TOOLS AND DOCUMENTATION / DISPLAY OF THE SITE TO THE PUBLIC / 3 /

The interpretation plan is a document outlining the message to be transmitted – the information one would like the visitor to have understood having visited the site – the method of communication and the type of visitor targeted. The message to be transmitted is derived from the information on the archaeological, historical and scientific aspects and the heritage significance of the site. It will usually not be possible to transmit all the information, so a choice will need to be made.

It is vital to reach agreement with the other disciplines involved in an enhancement before deciding what methods to use in the display of the site. No decision should be taken in isolation as it is likely to affect other areas. For example, a decision to allow visitors to walk around the site has implications for: preventive conservation (the remains should not be affected by the passage of visitors); the architecture (the solution must be technically possible); the narrative (if it not possible to access a particularly interesting part of the site, one needs to find alternative ways of explaining it), etc.

At this stage, the objective is not to decide on the detail of the display, but to recommend the most appropriates methods of display and communication, taking into account the potential of the site and the constraints imposed by the other disciplines involved. It also allows the requirements of the interpretation plan, which will be addressed by the operational programme for the future cultural facility, to be defined. If the general principles have been defined in consultation with others, this minimises the risk of conflict during the next phase, when all the details of the display will be worked out.

1 2 3

DRAW UP THE OPTIONS FOR DISPLAY
PHASE 3 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Objectives

- Produce an interpretation plan defining the message to be transmitted, the type of public to be reached and the communication method to be used.

- Prepare the outline scenario: this is part of the interpretation plan which provides details of the link between the narrative and the remains. It should include:

  - A short description giving the essence of the message to be transmitted. For example, the Crypta Balbi site – which tells about the growth of an area of Rome – is presented as "Crypta Balbi - Roman National Museum: archaeology and history of an urban landscape",

    ➡ RESOURCES / CASE STUDIES / 8 /

  - A description of the themes to be developed throughout the narrative; the exact part of the site where each theme will be presented,

  - An initial selection of excavated objects which might be useful to illustrate the history of the site,

  - Suggestions for the most appropriate display elements (panels, audiovisual, virtual reality, etc.) depending on the message to be communicated, the type of remains, technical practicalities and budgetary constraints. Outline potential problems and make recommendations to inform the final choice of display elements during the next phase.

- Define the requirements of the interpretation plan which will need to be taken into account by the designers when fitting out the cultural facility.

  ➡ RESOURCES / TOOLS AND DOCUMENTATION / DISPLAY OF THE SITE TO THE PUBLIC / 4 /
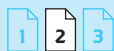
Methods

- Consult the archaeological, historical and scientific documents including those assessing the archaeological potential of the site, the declaration of values and reports relating to visitor management.

  ➡ KEY ACTION CARD / PHASE 2 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /
  ➡ KEY ACTION CARD / PHASE 2 /ARCHAEOLOGY / 1 /
  ➡ KEY ACTION CARD / PHASE 2 / VISITOR MANAGEMENT / 1 /

[1] [2] [3]

DRAW UP THE OPTIONS FOR DISPLAY
PHASE 3 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

- Work regularly on the site itself, to understand correctly all its characteristics.

- Work with the specialists from the other fields of expertise – archaeologists, museum specialists, educationalists, architects, etc. – to define the interpretation and functional programmes and to avoid repetition, inconsistencies and contradictions.

- Consult the tools suggested for communication strategy and functional programme development.

Results

- A reference document summarising the choices and requirements for museum display.

1 2 **3**

KEY ACTION

DRAW UP THE OPTIONS FOR VISITOR MANAGEMENT
PHASE 3 / VISITOR MANAGEMENT / 1 /

On the basis of information gathered during the feasibility studies (identification of the potential public and analysis of their needs), the definition of options phase concentrates on formulating the objectives and performances to be achieved to adequately address the expressed or perceived expectations.

It basically relates to two areas:

- Visitor management in the strict sense: the different categories of the public targeted, their characteristics, their general and specific expectations, the principles to be respected when formulating the messages likely to reach the targeted recipients, and the options for public and educational programmes to be prioritised,

- Visitor management in a wider sense: the internal and external information and communication strategy intended to regulate as much as possible the relationship between those responsible for the project and the public, the media, the organisations and the partners involved in the project.

Depending on the scope of the project, the formulation of the options for visitor management can benefit from the use of a market survey, the results of which will help the promoters situate the site, its objective and subjective values and its cultural, touristic and socio-economic purpose within the panorama of the existing offer.

Objectives

- Select, prioritise and present a provisional outline visitor management plan to facilitate the design of specific products (for example the design of educational workshops, the creation of an auditorium) during the next phase.

- Define the main lines of an internal and external information and communication strategy, including a publicity policy to be developed, if appropriate, during the enhancement process and just before the opening of the site to the public.

- Produce a schedule of objectives, general contents, stages, timetable and provisional budget for all actions relating to visitor management.

Methods

The specialists in charge of visitor management obviously make use of the data produced by the other fields of expertise, especially archaeology, preventive conservation and museum display, so as to create a synergy between these different subjects and to propose perfectly adapted programmes.

1 2

DRAW UP THE OPTIONS FOR VISITOR MANAGEMENT
PHASE 3 / VISITOR MANAGEMENT / 1 /

Several recently used techniques can help with more detailed investigations:

• Use of general and specialised documentation which helps define the specific needs of the project in development in relation to the constant data observed on other sites and the changing data highlighted by the context,

• Comparative analysis of good and not so good practices used by benchmark institutions active in related cultural and tourist sectors.

The definition of the options also uses a planning technique based on segmented analysis, which consists in measuring desired visitor management objectives and performances in isolation, identifying the constraints relating to each of them, then finding a balance which will lead to an effective solution. For example, if access to the site needs to be limited for conservation reasons, an audiovisual introducing the visit can be used to regulate the flow of visitors.

These techniques are applied with the constant aim of enhancing the site and the project, taking into account the significant elements brought out by the other fields of expertise.

Results

• Guiding principles and fundamental options for a visitor management plan.

• Guiding principles and fundamental options for an information and communication strategy including the main lines for a publicity policy.

KEY ACTION

DRAW UP THE EVALUATION FOR VISITOR MANAGEMENT
PHASE 3 / VISITOR MANAGEMENT / 2 /

At the end of the feasibility studies, detailed information about the site and its context was made available for each field of expertise. This information enables the potential public to be identified and the guiding principles and fundamental options for visitor management to be formulated.

➡ KEY ACTION CARD / PHASE 3 / VISITOR MANAGEMENT / 1 /

On this basis, it is desirable to develop a plan to evaluate the effectiveness of the visitor management strategy in relation to the general development of the enhancement project in all the fields of expertise, and specifically the display of the site to the public. This plan will provide a useful control, monitoring and correction tool during the next three phases; it will be supported by the internal and external observation and analysis of practices.

Objectives

An evaluation plan for visitor management and presentation of the site to the public (content and museum display elements) therefore needs to be developed. It should include evaluation criteria adapted for each of the next three phases of the enhancement project:

- Phase 4 (project design): the evaluation plan should enable the relevance of any choices in terms of public and educational programmes, information and communication strategy and display of the site to be understood by the designers, before any design work, to ensure that they address the needs of the potential visitors. If necessary, the evaluation plan must enable these systems to be adjusted to enhance their attractiveness and intelligibility.

- Phase 5 (execution): the evaluation plan must allow material problems brought up by the execution of the options for visitor management and museum display to be detected as soon as possible. The evaluation plan will particularly focus on the physical, visual and auditory accessibility of the various systems and more generally on the intellectual effectiveness of the circuit and the display elements, so as to be able to adjust, during the works, those choices that prove to be inadequate in relation to the target audience.

- Phase 6 (operation of the cultural facility): the evaluation plan must allow all the impacts on the public and educational programmes, the information and communication strategy and the display of the site to be measured. At this stage, the analysis basically relates to the reactions of the real public.

Methods

The development of the evaluation plan makes use of evaluation techniques likely to be implemented during each of the next three phases. These techniques are based on analytical testing.

[1] [2]

DRAW UP THE EVALUATION FOR VISITOR MANAGEMENT
PHASE 3 / VISITOR MANAGEMENT / 2 /

They relate to the general environment ("macro" analysis) and more focused elements ("micro" analysis).

This evaluation plan will be adjusted and refined during its implementation so as to take into account the latest developments in the discipline.

➥ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 1 /
➥ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 2 /

Results

- An evaluation plan for visitor management and display of the site to the public including evaluation criteria, techniques and methods of applying them, adapted to the specific objectives of each phase.

1 2

KEY ACTION

DRAW UP THE MANAGEMENT OPTIONS FOR THE PROJECT AND THE CULTURAL FACILITY

PHASE 3 / MANAGEMENT / 4 /

Formulating the options for management of the project, in other words allocating the resources and skills to realise the operational objectives of the enhancement project, represents a guarantee of the feasibility of the programme and the viability of the cultural facility. This key action must be carried out in an integrated way. In fact all the choices are interdependent and by making them together the steering group:

- Maximises the internal consistency of the programme,

- Shows pragmatism in the distribution of the limited resources and skills required to carry out the programme,

- Explains the compromises which will no doubt have to be negotiated between competing operational objectives.

The issue of project feasibility must not overshadow the equally important one of the viability of the cultural facility. Formulating the options for the management of this facility enables one to look forward by laying down the basis of the management plan and the resources required for operation of the site. The plan's content will have to be clarified during the project design phase. To guarantee the viability of the cultural facility it is vital to plan for ongoing resources and skills. This largely depends on a proactive management of change once the site is open to the public.

➡ KEY ACTION CARD / PHASE 6 / MANAGEMENT / 1 /

This proactive management is planned during the next phase.

➡ KEY ACTION CARD / PHASE 4 / MANAGEMENT / 2 /

Objectives

- Define the options for management of the resources and skills to be used for realisation of the enhancement programme and for future operation of the cultural facility.

- Identify the necessary funds.

  ➡ KEY ACTION CARD / PHASE 3 / FINANCIAL MANAGEMENT / 1 /

- Define the options for evaluation of the works and the routine functioning of the cultural facility, including procedures for adjustment/correction. These options determine the course to follow for the development of an evaluation plan.

DRAW UP THE MANAGEMENT OPTIONS FOR THE PROJECT AND THE CULTURAL FACILITY
PHASE 3 / MANAGEMENT / 4 /

➥ KEY ACTION CARD / PHASE 4 / MANAGEMENT / 2 /

Methods

- Carry out an audit of the positive (strengths/opportunities) and negative (weaknesses/threats) resources and an initial evaluation of their trends in the same way as the analysis of skills was carried out during the feasibility studies. This information enables the formulation of the options for management of resources and skills, interacting with the options in the various fields of expertise. These management options are translated into an action plan to ensure the feasibility and viability of the project during the next phase.

- The relevance of the management options depends on the capacity of the project to anticipate and integrate change and to develop and implement a strategy for adaptation, for the final design and execution of the project and the operation of the cultural facility.

  This capacity is based on the possibility of an extension of resources, which implies a proactive and dynamic management of the skills and resources; they are the key to success, rather than the resources themselves.

  Resources and skills are not an everlasting capital. They vary, they develop, they change over time, through experience and the changing context.

  Proactive and dynamic management of the resources and skills consists of:

  - Identifying the mechanisms which ensure distribution of knowledge and skills in the organisation. These can include:

    - Sharing knowledge and experience between individuals through permanent contact (e.g. shadowing),

    - Gathering knowledge. This is the primary function of meetings to develop common documents,

    - Converting implied knowledge into explicit concepts. Models, analogies and metaphors are developed to facilitate interdisciplinary exchanges,

    - Transforming explicit but abstract knowledge into tacit and definite knowledge. This process depends on learning through action or feedback (clarifying experience).
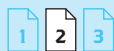
| 1 | 2 | 3 |

DRAW UP THE MANAGEMENT OPTIONS FOR THE PROJECT AND THE CULTURAL FACILITY
PHASE 3 / MANAGEMENT / 4 /

- Identifying the weaknesses of improvement mechanisms, i.e. those through which skills are renewed, transferred and transformed. The skills are constantly subjected to a renewal process if only to register and react to changes in their technological, social and economic environment,

- Questioning the capacity of the organisation to recognise, sort and use external knowledge. This capacity depends on control of fundamental knowledge and the flow of exchanges,

- Determining the mechanisms for selection of knowledge and the moment at which these mechanisms operate,

- Identifying particular circumstances where the erosion of skills is stronger and the necessity for renewal is greater.

Results

• Analysis of the requirements (resources and skills) for implementation.

1 2 **3**

KEY ACTION

PRODUCE A PROVISIONAL BUDGET
PHASE 3 / FINANCIAL MANAGEMENT / 1 /

At the end of this phase, more precise budgetary forecasts need to be provided than previously. The fundamental options can be decided by taking into account the results of the feasibility studies, the scale of the funding required for the enhancement and the initial estimate of the cost of works on the surrounding urban area. In light of these choices, information on the budget is refined.

Objectives

- Convert the fundamental options chosen into budgetary statements which provide the financial framework to be respected during the project design. This framework can only be increased on the basis of a detailed justification and on a decision made by the project owner, so that s/he retains control of the project's financial management.

Methods

- Refer to the estimate of costs given in the previous phase for the enhancement and associated urban works. These are refined following guidelines arising from the various feasibility studies.

- The identified sources of funding also constitute a reference especially in terms of the conditions for their use which can influence the choice.

Results

- Definition of a global budget and individual budgets for the areas of intervention to be used as a framework for the project design. The conditions and procedures under which these budgets can be revised during the next phase are clearly indicated to allow financial control of the operations.

1

/ PHASE 4 - PROJECT DESIGN

- Set up the project team
- Refine and apply the archaeological management plan
- Guarantee the preservation of the remains
- Draw up guidelines for the approval of materials and procedures to be used
- Draw up the architectural plans
- Draw up the museum display plan
- Design and test the visitor management plan
- Draw up the evaluation plan
- Draw up the budget for execution and the financial timetable
- Forecast the economic conditions for operation

KEY ACTION

SET UP THE PROJECT TEAM
PHASE 4 / MANAGEMENT / 1 /

Expansion of the team responsible for the project has the following objectives:

- To exploit the implied knowledge and know-how of a series of people, including the project team, in the execution of this phase and also during the following phases, especially the urban technical services likely to participate in the works, the future site manager, those interested in the success of the project such as local representatives, representatives from the tourist sector, etc. All these can contribute to the design of a quality final project plan,

- To reinforce the chances of the final project being effectively executed,

- To sensitise the players to the evaluation approach by introducing them to monitoring tools right from the planning stage so as to lay down the foundations of a learning organisation,

- To prevent future conflicts which might result from a divergence of viewpoints on the conversion of the programme into the final project plan.

Objectives

- Put the design team in place:

  - Identify and select the project team and other people likely to be involved,

  - Convince the steering group that this expansion of the team is worth the "wasted" time. Everyone will gain from it for the sake of the project.

- Make the team function:

  - Identify the resources required for the efficient functioning of the team,

  - Put in place methods for mutual learning adapted to those involved.

- Integrate the results of the team's work as and when the project develops.

Methods

- These are similar to the methods used for the key actions "Set up a working group" and "Organise working together".

  ➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 3 /
  ➡ KEY ACTION CARD / PHASE 1 / MANAGEMENT / 1 /

1 2

SET UP THE PROJECT TEAM
PHASE 4 / MANAGEMENT / 1 /

Results

- A quality final project plan faithfully based on the programme.

- Greater likelihood of success for the project as long as those involved:

  - Have invested themselves in the project by helping design it (collective appropriation),

  - Have the skills to implement it (the project takes into account their real skills),

  - Are capable of identifying the skills essential for the project's success and those which might be lacking. They can then be acquired in good time so as to be available when needed.

1 2

KEY ACTION

REFINE AND APPLY THE ARCHAEOLOGICAL MANAGEMENT PLAN
PHASE 4 / ARCHAEOLOGY / 1 /

The future of the archaeological remains has been decided in one of three ways: enhancement, research and/or preservation. The options retained either lead to archaeological research with a view to enhancement or the deferment of this research until later (programmes of research and/or archaeological reserves).

During the design process, all the choices are open to revision. The development of the project components allows the scope and implications of these revisions to be clarified. It might be necessary to realign the anticipated archaeological work. On the other hand, the research leads to further discoveries, new interpretations and reassessment which are likely to influence the project design.

At the same time, the medium- and long-term archaeological management plan, the main orientations of which were laid out during the previous phase, needs to be refined. The policy for the exploitation of the archaeology must be specified, preferably during this phase and certainly no later than the next phase. Continuation of the archaeological work depends on the scientific interest of the excavation, on the establishment of archaeological reserves, but also on the possibility of carrying out this work after the site is open to the public. The means to enable programmed research and adequate conservation of the resources to be placed in reserve must be determined.

Do not underestimate the impact of this work on the success or failure of the enhancement project. Once the research is underway, as long as the excavation team imparts the information regularly and the guides are sufficiently trained to relay it, it is possible to enhance the museum narrative and renew interest from the visitors.

Sensibility about the importance of conserving the archaeological resources can also contribute to make everyone aware of their responsibility for the preservation. This helps engender and increase the loyalty of the public at the same time as conferring a cultural and educational capacity to the archaeological heritage equivalent to the amount invested.

Objectives

- Carry out any preventive archaeological work required for finalising the project design.

- Adjust, if necessary, the previously drawn up programme and methods for undertaking this work taking into account new constraints resulting from the project design.

- Study the ways of exploiting the archaeology once the site is open to the public and plan the methods for carrying out the research programmes and the conservation of the archaeological reserves.

1 2

REFINE AND APPLY THE ARCHAEOLOGICAL MANAGEMENT PLAN
PHASE 4 / ARCHAEOLOGY / 1 /

Methods

- Involve the archaeologists in the project design so that the medium- and long-term archaeological management programme is taken into account. The aim is to guarantee the availability of a properly conserved site which is easily accessible to researchers.

- Mobilise one or more teams – depending on the scope of the archaeological work and the time available – of archaeologists, technicians and designers.

- Plan the future collaboration of the specialists from the pure, human and natural sciences likely to be involved during the excavations.

- Use the results of the feasibility studies and the current state of knowledge to draw up a plan for archaeological and scientific work.

Results

- Interim reports on the archaeological investigations.

- An up-to-date account of the archaeological resources.

- A specification for implementation of the archaeological management once the cultural facility is in operation.

KEY ACTION

GUARANTEE THE PRESERVATION OF THE REMAINS
PHASE 4 / PREVENTIVE CONSERVATION / 1 /

In contrast with the fields of architecture, museum display and the various engineering disciplines, preventive conservation does not exist as a discipline as such. The preventive conservator is not seen as a full member of the project team of a construction project as currently structured. His/her role is crucial, however, to guarantee that the finished work does not represent a latent threat to the remains and the archaeological objects displayed in situ.

The difficulty of this key action lies in defining the correct level of involvement so that the concept of preventive conservation is included in the project design without interfering with the creative freedom of the project team.

The role of the person responsible is essentially to check that the options adopted for preventive conservation are well integrated into the project design, and if necessary, to remind people of the set objectives and the reason for them.

S/he must also develop with the project team a plan for the protection of the remains and monitoring of the materials and procedures approved for use during the works.

➥ KEY ACTION CARD / PHASE 4 / PREVENTIVE CONSERVATION / 2 /

Objectives

- Checking the project specification meets the needs of preventive conservation.
- Developing a plan for the protection of the remains during the works.

Methods

- Choose a specialist for the monitoring programme. S/he must have complete understanding of the scientific disciplines associated with the various aspects of preventive conservation.

- The specialist will develop a method to allow systematic checking of design choices made by the project team in relation to the objectives set out by the steering group.

- Coordination meetings with the steering group.

Results

- Written account for each stage in the development of the final project plan.

1

KEY ACTION

DRAW UP GUIDELINES FOR THE APPROVAL OF MATERIALS AND PROCEDURES TO BE USED
PHASE 4 / PREVENTIVE CONSERVATION / 2 /

In practice, implementing the guidelines for the approval of materials and procedures is done in three stages:

- Identification,
- Approval,
- Confirmation.

At this stage in the project, one needs to produce the documents required for the implementation of the guidelines. These documents are essentially forms giving a full description of a material or a procedure, together with rules explaining the process of approval for the materials and procedures for their use.

➥ RESOURCES / TOOLS AND DOCUMENTATION / PREVENTIVE CONSERVATION / 2 /

The guidelines must be integrated into the specification given to the contractors responsible for the works so that they can be integrated in their planning and cost estimates.

Objectives

- Prepare implementation of the guidelines for approval of materials and procedures.

Methods

- Consult specialist literature.

- Consult the examples of identification forms of materials or procedure provided in the resources section of the guide.

- Coordination meetings between the steering group and the project owner.

Results

- Set of forms describing the materials and procedures permitted during the execution phase.
- Set of rules to be included in the specification given to contractors.

1

KEY ACTION

DRAW UP THE ARCHITECTURAL PLANS
PHASE 4 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

This phase leads to the production of the project design including all the symbolic, landscape, functional and technical elements, and the methods to be used for its implementation. All these documents together will enable production of the specification to be given to contractors to help them prepare their tenders.

The efficient functioning of the future cultural facility partly depends on the capacity of the designers to create an architectural envelope which rigorously respects the instructions formulated in the programme and which is perfectly suited to its role.
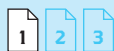
- The architectural envelope

  The creation of controlled environmental conditions, the reinsertion of the remains into the town and their adoption, the physical and intellectual access of the public, and the resources available for their maintenance and upkeep largely depend on the characteristics of the architectural envelope.

  Depending on the nature of the project and its context, the criteria for assessing these qualities are inevitably varied.

  If a new envelope needs to be designed within an area, it must answer the visual and formal integration requirements of the urban landscape surrounding it. The site needs to be inserted into the contemporary framework, in other words it must blend in with the other structures in the town – through adequate landscaping, significant architecture and effective signage – at the same time as combining criteria of authenticity and "distinguishability" and ensuring a clear sense of the heritage significance of the remains. The choice of access and circulation routes must also be compatible with the subterranean and above ground infrastructures. The technical difficulty lies mainly in designing an envelope which does not compromise the stability of these infrastructures or the integrity of the remains, and whose characteristics address all the requirements of the programme.

  In the case of an existing envelope, it is rarely adapted to the needs required by the enhancement of the site. One of the issues consists of managing the organisation and layout of the space as well as possible so as to meet the objectives and performances set. One of the main technical difficulties to be overcome is the adaptation and fitting out of areas respecting the constraints imposed by preventive conservation. Another issue relates to the visibility of the future cultural facility. The presence of the remains needs to be made obvious from the public space to encourage users of the town to visit the site. There is a close link between the envelope and the remains it protects; this needs to be exploited in such a way as to make clear the existence of the archaeology and its values while remaining aware that the freedom of action over this building remains relatively limited, all the more so when it has a heritage role.

1 2 3

DRAW UP THE ARCHITECTURAL PLANS
PHASE 4 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

- The archaeology

The nature of the archaeological levels imposes specific constraints which the designers of the architectural envelope must fully take into account. Because the site is often rugged and uneven it poses access and circulation problems, particularly when trying to conform to standards for security and disabled access. Because of their fragile nature, the remains require adapted methods of working during the enhancement works. These need to be decided on at the design stage, because they often have implications for the costs and deadlines of interventions. These constraints must be detailed in the specification given to the contractors so that they can take them into account in their tenders.

The architectural and technical choices should operate in such a way as to minimise the impact on the archaeology. Where infrastructures must inevitably come into contact with the archaeology, they should be placed in areas of least archaeological potential. The results of the assessment of this potential should be used here.

Archaeological interventions should be programmed prior to the construction of these infrastructures and should be carried out as soon as possible.

Objectives

- Draw up plans to:

  - Address the different functions and uses,

  - Take into account all constraints:

    - Archaeology: preservation of "precious" archaeological resources, planning rescue excavations, etc.,

    - Preventive conservation: choice of substances and materials, and methods of operating, creation of appropriate environmental conditions, visitor management, etc.,

    - Display of the site to the public and visitor management: respect for the values of the site, integration of the museum itinerary, design, organisation and fitting out of the internal spaces in accordance with their use, etc.,

1 2 3
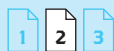
DRAW UP THE ARCHITECTURAL PLANS
PHASE 4 / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

- Urban and architectural integration: creation of access and circulation routes, layout and fitting out of external spaces, choice of colours for the materials, etc.,

- Budget and deadlines: adherence to provisional budget and timetable,

- Respect the standards for security and disabled access imposed by the context (nature and location of welcome facilities for the site, circuit through or around the remains, etc.),

- Integrate all specialist technical equipment required for efficient running of the cultural facility (ventilation, acclimatisation, hygiene, lighting, etc.),

- Plan methods of maintenance and upkeep of the infrastructures and their technical equipment.

Methods

• Use the multidisciplinary analysis and the programme developed during the previous phases.

• Work together with the experts from other fields of expertise – especially the conservators and museum specialists – and with the town's technical services responsible for fitting out the public spaces.

• Consult the current standards for security and disabled access.

• Consult the database available in the resources section of the guide.

➤ RESOURCES / TOOLS AND DOCUMENTATION / URBAN AND ARCHITECTURAL INTEGRATION / 1 /

Results

• Plans and documents giving detailed descriptions of technical and dimensional specifications for the final and complete architectural and urban plan.

• Arrangements for maintenance, upkeep and general use of the infrastructures and their equipment.

• Recommendations for implementation of the works.

1 2 3

KEY ACTION

DRAW UP THE MUSEUM DISPLAY PLAN
PHASE 4 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

The museum display scenario is a working document which provides answers to the questions: "what and how?" by defining the links between the significance of the archaeological site (scientific interpretation of the archaeological data and the values attributed to the remains) and the way of putting across the required message to the target audience. Its purpose is to provide the detailed narrative for each part of the site and to describe the supporting elements for the communication of the message: display elements (showcases, models, lighting, etc.), positioning and design.

The museum display design helps make the link between the various elements involved in the museum display, by arranging the materials and contents of the display to make it visually and spatially informative and pleasurable for the visitor and to meet their needs and interests. The choices made must follow the project owner's specification and must be carefully thought through because errors made now can have negative repercussions on the final enhancement.

The museum display scenario and design are used as the basis for the development of the museum display plan, which includes all the information required for implementation of the work.

There are different ways of presenting the information to be communicated to the visitors: texts, images, reconstructions, dramatisations, guided talks etc. Choosing the relevant methods depends on the type of public targeted; the type of information; the amount and quality of the scientific information and the archaeological objects available; the requirements of the design plan (which depends on available space and the requirement of preventive conservation); the budget and the resources available for upkeep and maintenance of the equipment.

This is one of the critical moments in the project because the choices made now must not result in harmful consequences for the remains or come into conflict with the architectural plans. The museum display scenario cannot therefore be developed without the participation of the experts from the other fields of expertise.

Objectives

- The museum display scenario, which shows the relationship between the various display elements, must provide links between a number of actions:

  - Write the texts to be used on the site (panels, labels, guides, brochures, etc.),

  - Select the objects to be displayed,

  - Decide on the circuit round the site,

  - Prepare the images and graphic material to support the narrative,
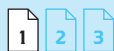
DRAW UP THE MUSEUM DISPLAY PLAN
PHASE 4 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

- Specify the type, materials, size and position of all the display elements (panels, labels, showcases, audiovisuals, reconstructions, dioramas, models, interactive elements, etc.),

- Specify the requirements for ambient elements such as lighting and sound,

- Ensure that the content of the educational and cultural activities are compatible with the message to be transmitted,

- Specify the internal signage to guide the visitor during the visit (direction to follow, rest areas, facilities, etc.) and the external signage to enable visitors to find the site easily.

Methods

- Ensure that all the information to be presented to the public has been meticulously recorded. Research should be carried out on the scientific reports or comparative studies to ensure that the information is correct and not based on theory.

- Consult the specialists required to help with the museum display plan: designer, graphic artist, draughtsman, educationalist, lighting and sound engineers, photographer, etc.

- Keep up a constant dialogue with the other fields of expertise to ensure all the requirements are taken into account: this must include at least:

  - The archaeologists who understand the significance of the site,

  - The conservators who know the limits that must be respected to avoid deterioration of the remains,

  - The architects responsible for the architectural plans,

  - The educationalists who suggest the best ways of transmitting the information.

- Test the relevance of the contents and museum display elements, the public and educational programmes and the information and communications strategy on certain target groups.

  ➡ KEY ACTION CARD / PHASE 4 / VISITOR MANAGEMENT / 1 /

- Consult the technical information documents for the various museum display elements.

  ➡ RESOURCES/ TOOLS AND DOCUMENTATION / DISPLAY OF THE SITE TO THE PUBLIC / 5 /

1 2 3
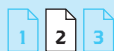
DRAW UP THE MUSEUM DISPLAY PLAN
PHASE 4 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Results

- The museum display plan must answer the requirements for the display of the site based on a central theme and a logical scenario, capable of making the remains intelligible and of capturing the audience's attention.

KEY ACTION

DESIGN AND TEST THE VISITOR MANAGEMENT PLAN
PHASE 4 / VISITOR MANAGEMENT / 1 /

The assessment and feasibility studies provided fairly detailed information about potential visitors. This information was useful for defining the guiding principles and fundamental options to be used to steer the visitor management policy in close association with the other fields of expertise.

The outline visitor management plan now needs to be fleshed out using the data collected and testing the relevance of the options retained. The studies to be undertaken follow on from the evaluation of the potential visitors carried out during the feasibility studies but are no longer based on survey work. At this stage the enhancement project has been defined; certain specific questions about the validity of the choices spring to mind. These studies enable one to assess the knowledge, the expectations, the false ideas and the reactions of different types of visitor when faced with the systems designed by the project team for visitor management (public and educational programmes and information and communication strategy) and the display of the site to the public (content and museum display elements).

At this stage, it can be useful to carry out further visitor studies to complement those undertaken previously. Certain gaps in the information available to the project designers may have been identified, for example the interest of the targeted public for certain information specific to archaeology. The better one knows the public one wishes to address, the greater the chances of developing adequate systems.

The results of the evaluation process help the project designers to better understand the public likely to visit the site and to develop more relevant systems in tune with the purpose of the future cultural facility and truly adapted to the different categories of public targeted. It also enables the development of a detailed and adaptable visitor management plan to guide the future site manager.

Objectives

The evaluation plan is implemented to:

- Determine the types of visitor,

- Test the validity of the systems for visitor management and display of the site to the public during the design process,

- Define the project's position in relation to the existing offer.

  ➡ KEY ACTION CARD / PHASE 2 / MANAGEMENT / 4 /

1 2

DESIGN AND TEST THE VISITOR MANGEMENT PLAN
PHASE 4 / VISITOR MANAGEMENT / 1 /

Methods

- Opinion polls:

    - Questionnaires and interviews,
    - Focus group and discussion panels.

- Contents studies:

    - Experimental tasks,
    - Conceptual and significance networks.

- Attitude studies:

    - Attitude scales,
    - Dilemmas,
    - Differential semantics.

- Institutional surveys:

    - Survey of good practices and SWOT analysis (executive phase),
    - Analysis of direct competition (pricing policies and resource harnessing).

    ➡ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 1 /
    ➡ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 2 /

Results

- An evaluation report for the public and educational programmes, the information and communication strategy and the contents and museum display elements.

- A report on good practices used by benchmark organisations.

- A report on the state of the competition.

The synthesis of these different reports forms the basis of the visitor management plan.

1 2

KEY ACTION

DRAW UP THE EVALUATION PLAN
PHASE 4 / MANAGEMENT / 2 /

The options for management of the project and the cultural facility through evaluation/adjustment/correction were formulated during the previous phase. This report on the requirements and possibilities forms the basis of the evaluation plan.

The evaluation plan is a tool intended to optimise the implementation of the next two phases. Its development requires the following:

• The engagement of as many people as possible involved in the execution of the project and the operation of the cultural facility to identify the evaluation needs, the necessary resources to carry them out, and the way of exploiting them for the project's benefit,

• Ensuring the consistency, effectiveness and validity of the evaluation method,

• Assessing and adding the provisional costs of the evaluation plan to the budget, without which it risks never being implemented.

The variables in the context which need to be taken into account when developing the evaluation plan are many. Two of them are highlighted here:

• Changes in the priorities of those involved

  The policy makers as well of the other people involved can change identity or affiliation during the process. This change can affect the continuity of the evaluation method, with the consequence that the sources of information dry up because the players have not been involved in the evaluation process from its inception and therefore have not had the opportunity to accept it.

• The conditions for implementation of the programme

  Whatever the amount of preparation and anticipation, many pitfalls can occur during implementation of the programme, sometimes to the point of requiring partial modification of the project and its evaluation plan.

Identifying the variables in the context and analysing them carefully requires sufficient commitment of two precious resources: time and cross-disciplinary know-how.

Objectives

The evaluation plan must answer the following questions:

• What activities need to be evaluated?

| 1 | 2 | 3 |

DRAW UP THE EVALUATION PLAN
PHASE 4 / MANAGEMENT / 2 /

- According to which criteria?

- With what methods?

- How can the results of the evaluation be used?

Methods

The evaluation allows effective monitoring of the implementation of each stage and its impact in the short-, medium- and long-term. The precise needs in terms of evaluation need to be identified as the project design advances.

The development of the evaluation plan and its implementation require at least the following elements:

- Allowing for the financial resources essential for successful execution of the evaluation in the general budget. Without these, there is a high risk – as is often the case – of the evaluation being neglected or sacrificed which puts the preservation of the remains and the financial and long-term future of the cultural facility at risk.

- Planning an evaluation system run by specialists offering a number of abilities:

  - They must be familiar with an interdisciplinary approach, which is the only way of encouraging a reasoned and negotiated evaluation,

  - They must be capable of using an inclusive approach open to other people involved in the evaluation and in the exploitation of the results. This implies that the people charged with the evaluation are willing to enter into a process of mutual learning which invites them to "hear" the real needs of the various people involved and to "translate" their own expertise in a pragmatic, effective and intelligible way,

  - They must be ready to adapt the evaluation plan in the face of any constraints which emerge without abandoning the methodological requirements which form the basis of their specific expertise. The evaluation process in this way reflects the essential compromise between the various issues of an enhancement project (scientific, cultural, social, political, economic, etc.).

DRAW UP THE EVALUATION PLAN
PHASE 4 / MANAGEMENT / 2 /

Results

- An evaluation plan describing what needs to be evaluated, according to which criteria and with which tools, for each field of expertise.

- A monitoring system for the evaluation.

1 2 3

KEY ACTION

DRAW UP THE BUDGET FOR EXECUTION AND THE FINANCIAL TIMETABLE
PHASE 4 / FINANCIAL MANAGEMENT / 1 /

The plans developed during the project design and the description of the work are used to refine the estimates for funding which were established during previous phases. A budget road map giving details of the work packages and phases for execution must define the limits of the implementation as closely as possible.

Objectives

• Determine the budget and the timetable to be respected for the final project plan and each of its components so as to keep financial control and ensure the general economy of the enhancement project.

Methods

• The project team defines the logical sequence of operations, the deadlines and the corresponding budgets for the enhancement. Those responsible for each field of expertise try to anticipate any unexpected risks and they prepare the specifications for use by the contractors.

• The local authority decides on the stages of implementation and the corresponding budgets for the urban integration of the site – both the works to be carried out and the economic and social interventions, calling on the services of its own departments or external contractors.

• It is important to take into account unexpected risks which can result in fortuitous archaeological discoveries during the works and to set aside a contingency fund for these. It is also important to stipulate the conditions and procedures under which these funds can be used, at the decision of the project owner.

Results

• Specifications giving clear instructions for the following:

- Definition of the budgets and their relationships,
- The execution stages, their sequence and timetable,
- The budgets to be respected.

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1

KEY ACTION

FORECAST THE ECONOMIC CONDITIONS FOR OPERATION
PHASE 4 / FINANCIAL MANAGEMENT / 2 /

The economic conditions for the operation of, and financial stability of the cultural facility are important success factors. It happens all too often that they are only defined late in the process, after completion of the works, resulting in grievances or disappointments. It is strongly recommended to anticipate these pitfalls in order to avoid them.

Both the method and the budget for the operation need to be examined in light of the options chosen for the management of the cultural facility. The questions asked during the project design must be answered in light of the chosen level of management autonomy and the imperatives inherent in the envisaged method of operation.

An operational budget needs to be established as soon as possible, taking into account the chosen management options at the same time as reserving the possibility of changes to these options if necessary. It can happen that a review of the management requirements and the predicted costs result in a revision of certain work or equipment to ensure a better level of performance.

The same attention must be paid to the preparation of the economic evaluation plan to be implemented once the cultural facility is operational. The criteria and procedures on which future evaluations will be carried out must be decided before the opening of the site to the public and finalised during the project design phase.

Objectives

- Forecast the economic conditions of the operation of the cultural facility.

- Establish the terms for the economic management and a budget for routine operation.

- Define the economic results to be achieved once the site is open to the public.

Methods

- The options retained for enhancement can now be converted into a precise budget forecast. As in the analysis of the possible sources of funding during the feasibility studies, a breakdown of costs is carried out to identify the potential corresponding income.

- Questions should be asked about the management conditions because a great diversity can be found in real-life situations. What will be the level of autonomy of the site manager in relation to the project owner? Should depreciation of all or part of the equipment be taken into account? What budget has been allocated for upkeep and maintenance? Does the project owner have a say in its use? Will the site manager be responsible – in total or in part –

FORECAST THE ECONOMIC CONDITIONS FOR OPERATION
PHASE 4 / FINANCIAL MANAGEMENT / 2 /

for expenses incurred by the functioning of the cultural facility (personnel, premises, activities, etc.)? In all cases, all the costs should be quantified and an attempt made to minimise them, and a decision made as to who has responsibility for each of them. It can be useful to refer to other examples of management contracts. If the site manager is appointed through open competition, this management contract can be modelled on the job description.

- All possible sources of income should be explored, whether generated by operation of the cultural facility or coming from potential external grants (e.g. through various subsidies).

- To establish the routine functioning of the budget, comparisons can be made with other similar cultural facilities, bearing in mind that the operating conditions are always different and largely depend on the fundamental options adopted for site management.

  ➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT /4 /

- Examples of the economic evaluation procedures for cultural facilities exist elsewhere and can be applied without modification.

Results

- A detailed operational budget plan providing information on all categories of costs and receipts.

- A lessons learned report which can lead, during the project design stage and through the interdisciplinary contacts, to a modification of the fundamental options retained to ensure a better cost-effectiveness, or at the least to ensure financial stability of the cultural facility.

- A management contract and a job description for the post of site manager of the cultural facility.

- A detailed procedure for the evaluation of the economic results of operation.

/ PHASE 5 - EXECUTION

- Set up a stakeholder committee
- Develop a coordination strategy
- Monitor the execution and correct the practices
- Monitor the works
- Develop a long-term preventive conservation plan
- Draw up procedures for monitoring the museum display
- Implement and test the visitor management plan
- Create the project archive

KEY ACTION

SET UP A STAKEHOLDER COMMITTEE
PHASE 5 / MANAGEMENT / 1 /

A good time to set up a stakeholder committee is during the planning stage of the phase. This committee will enable the local residents to participate in the development of the execution plans for the project and later the monitoring of the cultural facility.

If they haven't done so previously, the local residents will now question or worry about the disturbances they face during the works or during the operation of the cultural facility once opened.

In the absence of positive impacts from this facility which might be of direct benefit to them, the local residents will identify a more or less significant imbalance between the general disturbance affecting them and the general benefits for the population at large.

This imbalance is the germ of a potential conflict with those responsible for the site if it is perceived as an injustice. If they doubt the accuracy of the facts presented to them, if they feel a certain distrust towards those responsible for the site or if they are not convinced of the soundness of the project itself, the local residents will probably try to oppose it with a sometimes formidable effectiveness.

One recognises the three classic ingredients of implantation conflict known as NIMBY (Not In My Back Yard): this type of conflict relates to facts, confidence and/or values.

The risk of conflict is minimal if, from the feasibility studies phase on, the local residents have been able to ask the questions which preoccupy them and they have received convincing answers. The risk of conflict will also be much reduced if the local residents have been able to adopt the project by participating in the choice of fundamental options.

But even if these conditions are present, the risk of destructive conflict erupting during the execution of the works cannot be ignored. Questions about the disturbance should therefore be treated in a cooperative and transparent way through a participatory method such as the stakeholder committee.

The local residents have knowledge about the area which those responsible for the site don't necessarily have and the way the works are executed will benefit from this in terms of relevance, feasibility and acceptability.

By including the interactions between the local residents and the other parties for the duration, the chances of them getting to know and trust each other are maximised.

Enabling the local residents to participate in the discussion on the methods of execution of the project continues the process of opening the steering group to the community. Waiting until this stage to use openness doubtless has a reduced impact on the adoption of the project. It is unavoidable, however because trust is still fragile. In addition to this, partial changes to the population can be significant and rapid in an urban context. The stakeholder committee represents the first opportunity for some local residents to participate in the decision making process.

| 1 | 2 | 3 |

SET UP A STAKEHOLDER COMMITTEE
PHASE 5 / MANAGEMENT / 1 /

Objectives

- Jointly identify the issues:

  - The nature of the disturbances from the execution of the works and the operation of the cultural facility (quality of life, economic activities of the local residents, etc.),

  - The seriousness of the disturbance: reversibility/irreversibility, number of households affected, duration, individual or collective impact, etc.,

  - The source of disturbance: machine noise, antisocial hours, etc.,

  - The variables in the context aggravating/alleviating the impact of the disturbance: socially and economically sensitive area, residential area, social practices for use of the space, residential stability, etc.,

  - The means available for reducing disturbances or their impact,

  - The necessary resources,

  - The possible compensations to be considered (with care and diplomacy) when the remaining disturbances are still unacceptable (e.g. tax rebates for traders).

- Develop an action plan with the local residents to counter the disturbances.

- Ensure a system of monitoring for this action plan is put in place.

- Jointly decide the measures to be taken in case the action plan is not carried out (information, enforcements, additional compensation).

Methods

- Identify the local residents implicated by referring to a larger area of the targeted population (avoid giving the impression of wanting to exclude certain residents who nevertheless feel affected).

- Organise the interest group (the participants are by definition voluntary).

- If there are more volunteers than places (the stakeholder committee should be of limited size), select the participants through objective and clear criteria which will allow satisfactory and balanced representation of all categories of resident.

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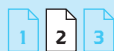
SET UP A STAKEHOLDER COMMITTEE
PHASE 5 / MANAGEMENT / 1 /

- Define the work programme and its mode of operation (objectives, methods, timetable) for the stakeholder committee together with the participants.

- Make the committee work.

- Ensure the monitoring, the evaluation of its impact and any necessary correction.

➤ RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

Results

- An agreed action plan to deal with the disturbances.

- A tool to monitor the correct execution of the action plan.

- Cooperative resolution of conflicts which might arise from the remaining disturbances (after the plan's application).

1 2 3

KEY ACTION

DEVELOP A COORDINATION STRATEGY
PHASE 5 / MANAGEMENT / 2 /

An effective coordination strategy is essential to avoid the break-up of the enhancement process. It aims to optimise internal and external consistency of the execution plans and their constituent actions in the different fields of expertise. It is developed by identifying the organisational structure which is best adapted to the performance objectives, putting in order the implementation of the actions, the skills and the resources available. It is based on coordination mechanisms in phase with this organisational structure.

Objectives

Developing the coordination strategy consists of organising the interactions within and between:

- The fields of expertise to avoid fragmentation of the implementation process and to obtain global solutions to complex problems,

- The various people involved: the project team, project manager, core group, the contractors and the stakeholders (in this case the local residents) because of the potential conflicts of interest,

- Professional practices which are not necessarily in tune with the specific object – the archaeological remains – to which they are being applied,

- The local skills levels (public sector organisations). Each level of intervention has corresponding specific issues and resources – especially legal. The institutional environment of the enhancement project becomes complex, with the risk that the project manager no longer has a global view of the solutions.

Methods

The interactions between the organisations are organised around four themes:

- The relationship between the centre (the steering group) and the periphery (the contractors). This can vary between centralisation and autonomy of the periphery in relation to the centre,

- The "top-down" or hierarchical and the "bottom-up" approach where the impetus comes from the operational units (the contractors),

- The amount of intervention or laisser-faire of the centre,

- The type of control of the operational units. Its object can be more or less extensive and detailed.

1 2 3

DEVELOP A COORDINATION STRATEGY
PHASE 5 / MANAGEMENT / 2 /

The coordination strategy consists of developing a model structuring the interactions in the direction of coordination and putting in place mechanisms which are in tune with this model.

The combination of the four themes gives rise to different "theoretical" models which are more or less adapted to the context of an enhancement project and to the project itself. The issue consists in selecting or creating the optimal model from the following examples:

• Centralised strategic planning

An omnipotent centre provides planning of the "top-down" type, interventionist and applying detailed controls. This very common model is that of a bureaucratic organisation.

It undoubtedly facilitates coordination but in a rather theoretical way. It has two downsides: a strategy which is divorced from those on the ground and people on the ground who do not understand the strategic choices they have to implement.

It favours the following coordination mechanisms:

- Direct supervision by the hierarchy,

- Standardisation of procedures (standards defining how to carry out the operations),

- Standardisation of skills (in the context where professional "good practices" are possibly not good enough in terms of the requirements for the preservation of the remains),

- Control of accuracy (the application of standards).

• Financial control

This model is structured around financial management. The centre, as the source of funding, pursues financial objectives, decides on the allocation of financial resources and practices financial controls (account auditing). The strategic choices are left to those responsible for putting them into action. The operational units have maximum autonomy.

This encourages a reactive approach of the decision making process when facing upheavals in the context. On the other hand, the centre gives no direction and creates no shared values. This model therefore does not meet the project culture required to keep a project on track in the long-term.

1 2 3

DEVELOP A COORDINATION STRATEGY
PHASE 5 / MANAGEMENT / 2 /

- Strategic control

  The centre (steering group) plays the role of "strategic architect". It sets the strategic and financial objectives but involves the players on the periphery (the contractors) in the process. This model encourages complementarity between centre and periphery, the capacity for coordination of the centre and the motivation of the periphery. This is at the cost of much bargaining (the "spirit of cooperation" is lost), cultural changes (at organisation level), and a risk of bureaucratisation.

  The coordination mechanism it favours is control through performance objectives (e.g. a service contract detailing what is expected of everyone).

- Networking

  All the people involved are placed on a level footing in this model. Ideally, the network is formed and maintained on a voluntary basis. It is founded on shared values, trust, solidarity and consensus. The type of intervention it favours is that of negotiation or bargaining. It is recommended when those involved have conflicts of interest because the equality of the parties facilitates a cooperative resolution.

  If the network model can be successfully applied to certain NGOs working for a cause, it only ensures coordination of an enhancement project on the condition of re-injecting a semi-hierarchy to control the results and apply the sanctions. Bargaining can still have counter-productive effects on the realisation of an ideal of shared values, trust and solidarity.

  This model resorts to:

  - Mutual adjustment (it must encourage informal contacts),

  - Standardisation of cultural standards (a very powerful mechanism in NGOs),

  - Self-control and personal motivation to "respect" not only the letter – the specification – but also the "spirit" of the project.

Results

- A coordination strategy optimising the chances of the implementation of the final project conforming to the specification through a subtle mix of strategic control and networking.

KEY ACTION

MONITOR THE EXECUTION AND CORRECT THE PRACTICES
PHASE 5 / MANAGEMENT / 3 /

Implementing the general execution plan consists of the following stages:

- Gather and allocate the resources to the organisations involved,
- Specify the actions for each field of expertise,
- Assess the predicted and unforeseen effects of the actions,
- Manage the potential changes of the execution plan and the final project plan (possible resistance).

Each of these stages is the subject of monitoring designed to avoid setbacks likely to result in the failure to reach performance objectives and unforeseen impacts more or less damaging for the project. The monitoring enables the setbacks to be corrected before they become irreversible or too expensive to remedy.

This correction relates to practices, tangible actions and modifications to execution or final project plans when the context has significantly changed since the end of the previous phase.

Monitoring the implementation of the general execution plan is thus an integral part of the project. It must be rigorously organised and carried out throughout the works according to the methods defined.

Objectives

- Steer the implementation ensuring its effectiveness by monitoring its impact and applying the necessary corrections.

  - Is it indeed the adopted general execution plan which is implemented?

  - What corrective measures need to be taken if that is not the case?

  - At what stage of the plan?

  - Do the corrective measures involve changes in practices, modifications/precisions to the execution plan or the final project plan?

  - Have the corrections been properly carried out? Are they effective?

- Prepare the evaluation on the impact of the implementation.

  - Is the implementation producing the desired effects and only those?

  - To what can undesirable effects be attributed?

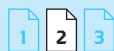## MONITOR THE EXECUTION AND CORRECT THE PRACTICES
PHASE 5 / MANAGEMENT / 3 /

- Be transparent, for example by answering the citizens' questions on the use of public funds.

Methods

Routes to follow

- Monitor the allocation of resources:

  - Are all the expected resources available?
  - Do the resources conform to expectations?
  - Have the resources been given to the correct recipients?
  - According to the correct allocation?

- Monitor the use of resources:

  - Have all the resources been used as stipulated?
  - Are the skills gathered together?
  - Are they translated into "good practices"?

- Assess the results:

  - Do the results of the various stages of the works conform to the plans (performance objectives)?

- Assess the impacts:

  - Has the execution of the works had direct or indirect unforeseen effects?
  - Are the unforeseen effects positive or negative, reversible or not?

- Analyse the corrections to be made to the general execution plan and the final project plan and any required integration into practices.

Methods to use

- Control of regularity and conformity (allocation of resources, assessment of the works)

- Self-determination and benchmarking (reflective controls on the use of resources). The organisation adopting benchmarking starts by identifying those organisations which use good practices in this area, comparing them with its own practices, drawing lessons from them and applying them.

1 2 3

MONITOR THE EXECUTION AND CORRECT THE PRACTICES
PHASE 5 / MANAGEMENT / 3 /

- The qualitative approach (non participatory observation, focus group for monitoring the allocation and use of resources, and for the evaluation of the impacts of implementation).

  RESOURCES / TOOLS AND DOCUMENTATION / MANAGEMENT / 2 /

- A learning organisation, the only one capable of effective correction.

Results

Steering of the final project implementation.

- The data collected at each critical stage of the implementation of the general execution plan provide information on:

  - The deviations of the project in relation to the specification,
  - The cause of these deviations,
  - The potential corrective measures.

- The information is taken into account by those involved so as to apply the required corrections.

1 2 **3**

KEY ACTION

MONITOR THE WORKS
PHASE 5 / COMBINED FIELDS OF EXPERTISE / 1 /

Once the contractors are working, the project team and the project manager follow the works to guarantee they conform to the strategy and procedures previously agreed and they are correctly executed, respecting deadlines and budgets.

➡ KEY ACTION CARD / PHASE 5 / MANAGEMENT / 3 /

All the operations implemented during the execution phase must be rigorously monitored:

• The archaeological excavations,
• The architectural and urban infrastructures,
• The museum display equipment,
• The systems for visitor management,
• The systems for management of the cultural facility.

The project team will ensure that the remains for which and around which the works are being carried out are not damaged. It will ensure the correct behaviour of the workers for this and for safety reasons. It will also check that the technical instructions drawn up during the development of the project are being followed. To achieve this, it will take advice from the preventive conservator, who developed a series of guidelines during the previous phase for validating the work against the choices made for conservation as stipulated by the project owner. This monitoring process will be carried out throughout the works.

At the same time, the project team might need to carry out an evaluation of the systems in place for the display of the site to the public and for visitor management to test their attractiveness and intelligibility to target groups.

➡ KEY ACTION CARD / PHASE 5 / VISITOR MANAGEMENT / 1 /

Objectives

• Regular, thorough checks to ensure conformity of the works to the execution plans. Any adjustments required must be notified as soon as possible and their implications understood.

• Regular, thorough checks that the materials and technical equipment used and the procedures being followed by the contractors conform in all respects to the stipulations and requirements laid down by the preventive conservator.

• Ensure the deadlines and the budgets are respected at the same time as keeping a certain amount of flexibility to be able to deal with the unexpected – especially, on this type of site, fortuitous archaeological discoveries – and the adjustments to budget and timetable that this entails.

MONITOR THE WORKS
PHASE 5 / COMBINED FIELDS OF EXPERTISE / 1 /

- Ensure the safety and well-being of the workers on the site, especially in uneven and confined areas, while ensuring the preservation of the archaeology.

Methods

- Produce a time chart of the works to have a global vision of the tasks to be carried out and the scheduling of their implementation.

- Implement the guidelines developed during the previous phase by the preventive conservator on all the physical works including the placing of the collections to be presented *in situ*.

- Correct installation of protection for the remains before any intervention and suitable cleaning of the site during and after the works are precautions which can greatly reduce the impact of these operations on the archaeology.

- Establish a set of clear regulations detailing what is not allowed and the obligations to be respected by all.

- Organise information sessions aimed at sensitising the workers to the fragile and non-renewable character of the archaeological remains.

- Participate in the works meetings. Held on a regular basis, these meetings are extremely important for monitoring the works. They help forecast the risk of slippage and make the necessary adjustments during the works. Each meeting should result in carefully compiled minutes which constitute a reference archive to which it might be useful to refer in various circumstances.

- Make decisions about deadlines and budgets as necessary. Any adjustment required to the individual execution plans which results in exceeding the budgets must be calculated and be given formal endorsement. The adjustment must be compared with the spend to date and must not in any way compromise the project nor its economic balance or deadlines.

Results

- Reports of the works meetings highlighting difficulties encountered and adjustments required.

- Confirmation of conformity of the operations to the execution plans, reviewed and corrected where necessary.

- Reduction in the risk of accidents.

KEY ACTION

DEVELOP A LONG-TERM PREVENTIVE CONSERVATION PLAN
PHASE 5 / PREVENTIVE CONSERVATION / 1 /

During the previous phases, the deterioration factors were identified and their modes of action assessed. The enhancement project has been specified and is being implemented. All measures have been taken so that the choice of architecture, museum display and techniques does not foster the deterioration factors but minimises them, or if possible, eradicates them. It still remains to ensure that the measures put in place remain effective over the long-term. A long-term preventive conservation plan must be developed which allows all conservation aspects of the site to be treated. This plan must be ready for operation the moment the enhancement project is finished.

Numerous issues need to be addressed. Listed below are some of the key chapters that must be included in this plan:

- Site access:

  - Specification for controlling access,
  - Access maintenance.

- Cultural facility:

  - Definition of on-site regulations including visitor movements and supervision,
  - Definition of a maintenance plan (which can include access routes),
  - Development of procedures in case of works on site.

- Safety and security:

  - Fire control programme.
  - Water damage control programme.
  - Theft and vandalism control programme,
  - Natural disasters (storm, earthquakes, flooding, etc.) control programme.

- Control of environmental factors:

  - Internal climate condition monitoring plan,
  - Chemical stability monitoring plan,
  - Biological infestation monitoring plan.

This is a very long task that needs to be undertaken as early as possible. It can only be finalised with the team in charge of site management and requires close cooperation with them. During the execution phase, the person responsible for this key action lays the foundations of the long-term preventive conservation plan, collates vital information and produces a first draft of the document after consulting with the relevant people.

DEVELOP A LONG-TERM PREVENTIVE CONSERVATION PLAN
PHASE 5 / PREVENTIVE CONSERVATION / 1 /

Objectives

• Produce a first draft of the specification for procedures for the cultural facility, targeting the fundamental issue of good conservation of the remains and the collections.

Methods

• Summary of information collected during the previous phases.

• Meeting with selected external representatives (urban technical services, those responsible for municipal safety and security, etc.) and internal contacts mentioned above.

Results

• First draft of specification.

1 2

KEY ACTION

DRAW UP PROCEDURES FOR MONITORING THE MUSEUM DISPLAY
PHASE 5 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Once the site is open to the public, it is necessary to ensure that the museum display meets expectations. There are two elements to be monitored:

- The correct technical functioning of the equipment (lighting, audiovisuals, conditioned display cases, etc.) and that it is safe to use,

- The capacity of the museum display systems to explain the significance of the site to different visitors and to meet their needs and expectations.

A simple way to monitor the correct technical functioning of the equipment is to produce a reference document listing all the equipment to be tested and a schedule for regular checks.

To monitor the fitness for purpose of the museum display systems installed, it might be useful to produce a reference document giving details of the information that the designers of the equipment have anticipated putting across to the targeted public. This information is compared against the results of the visitor surveys. It is a case of finding the weaknesses of the systems for display of the site when used by the public to be able to correct them.

➥ KEY ACTION CARD / PHASE 6 / COMBINED FIELDS OF EXPERTISE / 1 /

Objectives

- Develop tools and procedures for understanding the impact of the display on the visitors so as to be able to assess whether it meets their needs and to what extent.

- Draw up the procedure for adjustments.

- Prepare the list of equipment to be tested, evaluation criteria and the schedule for checks.

Methods

- Draw up checklists for the various display elements to be monitored using the template provided.

  ➥ RESOURCES/ TOOLS AND DOCUMENTATION / DISPLAY OF THE SITE TO THE PUBLIC / 6 /

- Consult the visitor survey questionnaires.

  ➥ RESOURCES/ TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 1 /
  ➥ RESOURCES/ TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 2 /

DRAW UP PROCEDURES FOR MONITORING THE MUSEUM DISPLAY
PHASE 5 / DISPLAY OF THE SITE TO THE PUBLIC / 1 /

Results

• Tools, procedures and criteria to ensure maintenance and safety of the display, assess their performance and implement necessary corrections.

1 2

KEY ACTION

IMPLEMENT AND TEST THE VISITOR MANAGEMENT PLAN
PHASE 5 / VISITOR MANAGEMENT / 1 /

During the execution phase, the visitor management plan developed during the previous phase is put into operation. The tools and activities needed for the public and educational programmes and the information and communication strategy are implemented.

The implementation of the visitor management plan must be carried out with care. The relevance of the various elements must be tested in close cooperation with the other fields of expertise generally, and be compared against the technical and museum display elements in particular, so as to be able to correct any observed defects.

Together with the contents and the museum display elements, some of these elements can be evaluated to test their attractiveness and intelligibility. While still in the mock-up or draft stage, they are presented to a range of target visitors. Although relatively costly and time consuming, this type of evaluation is particularly recommended for the principal systems, for those which represent a significant financial investment, and for those where their innovatory nature has a potentially high risk of failure.

Objectives

- Create the mock-ups, test and validate the contents and the museum display elements.

- Create the drafts, test and validate the public and educational programmes and the information and communication strategy.

Methods

The implementation of the visitor management and museum display plans proceeds through a series of test, adjustment and validation stages, as necessary. Mock-ups and other experimentation and validation techniques are the most frequently used.

The process follows a classic iterative approach:

- Prepare the mock-ups and drafts to be tested on a sample of visitors,

   ➡ KEY ACTION CARD / PHASE 3 / VISITOR MANAGEMENT / 2 /

- Analyse the reactions of the sample and compare against the set objectives,

- Adjust the mock-ups,

- Test the modified mock-ups,

IMPLEMENT AND TEST THE VISITOR MANAGEMENT PLAN
PHASE 5 / VISITOR MANAGEMENT / 1 /

- Incorporate the modifications into the final product.

One can also use other techniques used previously (interview, focus group, discussion panels, etc.). These discussion techniques are particularly relevant for certain types of visitor. It is useful, for example, to interview teachers about systems for use by schoolchildren.

Results

- A report on the evaluation of the visitor management and museum display systems.

- Public and educational programmes and an information and communication strategy together with the tools necessary for their use.

1 2

KEY ACTION

CREATE THE PROJECT ARCHIVE
PHASE 5 / MANAGEMENT / 4 /

An enhancement project will generate two main categories of records which together form the project archive:

- The archive: reports and other material relating to the project as a whole, including such things as the feasibility studies reports, project designs, summary reports produced at the conclusion of each phase, plans and drawings, etc. These form the core of the archive, representing the history of the project, and should be retained permanently,

- The management records: contracts and agreements with contractors, maintenance plans, technical information, equipment manuals, data and statistics collected in the course of analytical work carried out for conservation or other purposes, results of surveys, correspondence, etc. These constitute the management records and are essential for the routine management of the site. This part of the archive is a dynamic tool. It can be expanded to include the results of further visitor surveys, conservation actions undertaken, and other management information.

Putting together the project archive needs to be done in a systematic way and must be planned from the point at which the decision is made to undertake the enhancement project.

The project owner should take overall responsibility for ensuring the archive is assembled in the correct way. All specifications for work and project designs should include clear statements detailing exactly what finished product must be submitted for the archive (e.g. the final report for each feasibility study, the final as-built construction plans).

Once the site is open to the public, the site manager will take over responsibility for management of the archive, including: ensuring the correct, up-to-date versions of all documentation (e.g. plans and technical data) are held; arranging periodic transfer of records that are no longer required on a regular basis but should be retained to the long-term archive; overseeing disposal of records that are out of date and/or no longer relevant (but note that certain records (e.g. contracts, guarantees) may need to be retained for a set time and this may vary from country to country).

The records must be sorted and filed in a logical order to facilitate retrieval. Some form of listing, indexing or cataloguing can be undertaken if required. The records should then be stored in an appropriate location: the archive records can be stored off-site in a secure location as they are not likely to be consulted on a regular basis. The management records, however, need be stored either on-site or in a location nearby as they will be required on a regular basis.

Objectives

- To create a permanent record of the enhancement project.
- To create a well-ordered, up-to-date filing system for management records.

CREATE THE PROJECT ARCHIVE
PHASE 5 / MANAGEMENT / 4 /

Methods

- Collect all relevant documents (see above). Note that the records will come in various formats and on different media (e.g. paper, negatives, digital).

- Organise the archive and the management records (e.g. by date, by subject matter or by contractor). Listing or indexing the material (preferably on a spreadsheet or database) is an aid to quick retrieval of the information.

  ➤ RESOURCES / REFERENCES / THEMATIC BIBLIOGRAPHY / ARCHIVES /

- The archive should be stored in suitable conditions. Plans and drawings should if possible be stored flat, otherwise rolled-up in tubes. Photographs should be stored flat. Negatives and digital material held on CDs or disks should be stored separately. The following conditions should be avoided for all types of material: damp, dirt, dust, excessive heat, direct sunlight, possible rodent or insect damage.

  ➤ RESOURCES / REFERENCES / THEMATIC BIBLIOGRAPHY / ARCHIVES /

- Care should be taken to monitor use of the archive. Any loan should be recorded and original material should not be removed from the building.

Results

- A complete project archive preserved for the long-term in suitable conditions.

- A records management system which is up-to-date and in good order, fully available and easily consultable.

1 2

/ PHASE 6 - OPERATION

- Manage change
- Implement the long-term preventive conservation plan
- Optimise public welcome and functioning of the equipment
- Implement the evaluation plan for the economic conditions of operation

KEY ACTION

MANAGE CHANGE
PHASE 6 / MANAGEMENT / 1 /

The need for change has various causes and objectives. It manifests itself in different fields of expertise. In the absence of being properly taken into account, its consequences can lead to the closure of the cultural facility, even the destruction of the site.

The organisation in charge of operating the cultural facility manages change by:

- Mobilising appropriate procedures for the identified problem,

- Retaining a global vision of the objectives to be achieved, their order of priority and their inter-dependency,

- Seeking the required resources and skills in a proactive way.

Objectives

Change comes in the form of an incremental evolution, in other words always present on the periphery, or as a radical transformation. Incremental evolution can be the result of a reactive (adaptation) or proactive (adjustment) strategy. A radical transformation can also result from a reactive strategy (change through crisis, change imposed by an external player) or proactive strategy (organised or planned management).

These approaches to change respectively encourage learning, constraint or planning. These three mechanisms are not mutually exclusive, nor are they interchangeable in practice because each requires specific resources and skills. As to the approaches themselves, their relative effectiveness depends on the context of their application.

In the first instance, the operational objective of the change manager consists in developing, implementing and evaluating his/her way of proceeding after having identified the need for change – its nature and scope – the position s/he can reasonably adopt taking into account the resources and skills available.

If an approach has shown itself less effective than anticipated – the classic case is that of an organisational change destined to modify practices without this change resulting in the desired effect – the manager will develop a long-term strategy for change which will be integrated into, and be in line with the organisation's culture. The strategy for change involves planned management of the resources and skills necessary to "do better" or otherwise.

Methods

Strategy for change is usually developed in one of two ways, incremental change based on "continuous" learning or change organised through planning.

Types of change

- Incremental change

  Changes are gradual, on the periphery, hence the idea of an evolving trajectory rather than brutal transformations.

  Incremental change is the result of a reactive strategy. It carries the risk of a lack of vigilance and creativity and a lack of permanent adaptability which exposes it to potential drifting. Actual performances are more and more removed from anticipated performances because the change never questions the existing model – the fundamental beliefs at the heart of the organisation – or the organisational routines which are no longer adapted to the pressures of the environment and require more drastic changes. The aim of incremental change is to obtain a realignment of the strategy which remains based on the existing model rather than a radical change of orientation which corrects the more flagrant inconsistencies.

  These stumbling blocks can be controlled if one manages to reconcile the reactive and proactive elements of change. This is done through the transformation of the organisation in charge of the operation of the cultural facility into a learning organisation. Such an organisation enables permanent and continuous adaptability.

- Organised change

  For some, the organisation of change by means of a radical change followed by a "settling" of the new balance represents a more realistic approach than perpetual adaptability.

  Strategic management of change

  The manager of the cultural facility structures the approach as follows:

  - Explains the organisation strategy: to activate or reactivate a real project culture at the heart of the team and in all the partners,

  - Analyses the need for change (nature, scope, timing, etc.),

  - Identifies the forces which might block or facilitate change (the model, power structures, control systems, routine aspects of everyday life such as rite, routine, etc.),
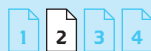
MANAGE CHANGE
PHASE 6 / MANAGEMENT / 1 /

- Builds the programme for change (objectives, methods, phases),

- Implements the programme for change, which generally means modifying organisational routines, in other words the normal way of doing things of the organisation which tend to perpetuate and orientate the behaviour of individuals,

- Ensures the monitoring and the evaluation of the impact and identifies the corrections to be made to the programme. It is this iterative character which gives a strategic quality to the management of change.
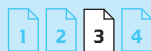
Means of change

- A learning organisation, in other words one that is capable of creating, acquiring and transferring knowledge and of effectively modifying its behaviour to reflect its new knowledge.

  The learning organisation performs in five areas:

  - It systematically resolves problems (referring to ad hoc techniques and sensitisation to the needs of an "exact" and precise knowledge of the problems and its causes),

  - It tests the newly-acquired knowledge by confronting it with observable reality,

  - It learns from past experience – the successes and failures are analysed – on condition that the organisational practices have been audited and the effects of the operational programme for the cultural facility have been assessed,

  - It learns from others without shame (informal networks, benchmarking, carefully listening to public comments, questionnaires, visitors' comments),

    ➡ KEY ACTION CARD / PHASE 3 / MANAGEMENT / 4 /

  - It transfers its newly-acquired knowledge rapidly and efficiently to all parts of the organisation by putting the relevant encouragements in place to counter the tendency for status quo which is always more comfortable (the players must understand that it is in their interest to acquire and apply this knowledge).

- Many of the objectives (overcoming the organisational obstacles and those linked to resources and skills), techniques (strategic workshops, project teams), and processes (learning, interactive communication, planning) used are those which describe the development and functioning of the learning organisation.

1 2 3 4

MANAGE CHANGE
PHASE 6 / MANAGEMENT / 1 /

Results

- Puts in place a monitoring system to watch for favourable or unfavourable factors of change which might affect the long-term future of the project.

- Avoids placing the manager in a reactive position which will leave no choice but to manage a crisis or unexpected change imposed by an external agent.

- Maintains continuous improvement of services by renewing the resources and skills needed for the long-term future and development of the site.

1 2 3 **4**

KEY ACTION

IMPLEMENT THE LONG-TERM PREVENTIVE CONSERVATION PLAN
PHASE 6 / PREVENTIVE CONSERVATION / 1 /

During the execution phase, the preventive conservator produced an initial draft of the preventive conservation plan for the site and the remains it protects. This plan must now be amended and finalised with the site manager. Some of the proposed measures need to be "negotiated" with the other people involved. The manager will always want to increase visitor numbers whereas the conservator will see this as an increase in potential harm to the site. Negotiation will need to mitigate these contradictory interests and be recorded in the long-term conservation plan.

The preventive conservation plan provides guidelines for action to be taken during routine management. In exceptional circumstances (disasters, accidents) it gives information about immediate actions to take to safeguard lives and belongings. It provides a complete set of procedures dealing with all sensitive issues. A typical example might be laid out as follows:

- General principles,
- Required skills,
- Precautions,
- List of tasks and methods specific to that procedure,
- Materials and equipment required.

The preventive conservation plan consists of a collection of common good practices. But it must remain a dynamic plan and be regularly updated from experience gained. Its fundamental principle is: "Record what one does. Do as one has recorded."

Objectives

- Create and implement good practices for the long-term preservation of the site.

Methods

- Put in place the procedures defined in the conservation plan.
- Hold regular meetings to keep the procedures up-to-date.

Results

- Long-term preservation of the remains and the collections.

🗎 **1**

KEY ACTION

OPTIMISE PUBLIC WELCOME AND FUNCTIONING OF THE EQUIPMENT
PHASE 6 / COMBINED FIELDS OF EXPERTISE / 1 /

Even when adequately prepared, opening the cultural facility and making sure it functions can always lead to unexpected results. An unhoped-for interest can lead to a greater frequentation of the site than expected. Conversely, disillusion and misunderstanding can stir up aversion from the public; unexpected behaviour can reveal inadequacies between certain parts of the display and the real needs of the users.

An evaluation procedure planned in advance to cover all the fields of expertise, developed in close co-operation and carefully budgeted, helps understand this type of manifestation and react so as to maximise its positive impact and minimise its negative impact. It also provides data which, together with the commissioning file, are required for the upkeep and maintenance of the facilities.

➡ KEY ACTION CARD / PHASE 5 / MANAGEMENT / 4 /

Three fields of expertise jointly develop this evaluation procedure for optimising public welcome and the functioning of the equipment in the short-, medium-, and long-term:

• Urban and architectural integration,
• Display of the site to the public,
• Visitor management.

Observing patterns of behaviour is required to adjust certain tangible and intangible elements which are shown not to function adequately. Monitoring the equipment is essential to remedy any deterioration and malfunction caused by manufacturing defaults, wear and tear, environmental conditions, vandalism, etc. Any intervention aiming to correct defaults must be compared against the essentials dictated by preventive conservation and financial management before being programmed and executed.

➡ KEY ACTION CARD / PHASE 6 / PREVENTIVE CONSERVATION / 1 /
➡ KEY ACTION CARD / PHASE 6 / FINANCIAL MANAGEMENT / 1 /

Objectives

• Assess the impact of the cultural facility on urban functions to bring out favourable or unfavourable tendencies for the attractiveness of the area (quality of space, itineraries, functions, security, etc.) and the development of activities around the site (effect on traders, restaurant owners, hotel-keepers, other heritage, cultural or tourist sites, etc.).

• Assess the effectiveness of the equipment to identify those elements that are not responding adequately to the real needs of the users, whether visitors or those operating the site.
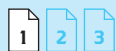
| 1 | 2 | 3 |

OPTIMISE PUBLIC WELCOME AND FUNCTIONING OF THE EQUIPMENT
PHASE 6 / COMBINED FIELDS OF EXPERTISE / 1 /

- Observe the interactions between the different categories of visitors and the systems in place for discovering the site to appreciate the performances and deficiencies of the contents and museum aids, the public and education programmes, and the information and communication strategy (levels of frequentation, anomalous effects and trends, effective response to the message, etc.) in a real life situation.

- Assess the state of the equipment to decide the upkeep and maintenance work required for its successful long-term functioning.

- Identify all faults and corrections and/or improvements required so as to programme the necessary interventions.

Methods

- Implement the action plans, evaluation procedures and the relevant analysis and interpretation techniques developed during the previous phases.

  The level of analysis depends on the level of precision in the procedures. The results are used to undertake an iterative process of correction and/or improvement by providing clear guidelines for implementing this process. They must also enable the definition of options to help guarantee or increase the performance of the systems and their longevity.

  Investigation techniques already used previously are still relevant, especially for visitor management:

  - Opinion polls (questionnaires and interviews; focus groups and discussion panels),
  - Contents studies (experimental tasks, conceptual and significance networks),
  - Attitude studies (attitude scales; dilemmas; differential semantics),
  - Behaviour studies (watching visitors).

    ➡ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 1 /
    ➡ RESOURCES / TOOLS AND DOCUMENTATION / VISITOR MANAGEMENT / 2 /

  Updating the message to be transmitted to the public can benefit from the results of new excavation work undertaken as a result of a research programme put in place before the opening of the site

    ➡ KEY ACTION CARD / PHASE 4 / ARCHAEOLOGY / 1 /

By contributing to the museum narrative, the public and education programmes can help improve the quality of the visitor experience.

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OPTIMISE PUBLIC WELCOME AND FUNCTIONING OF THE EQUIPMENT
PHASE 6 / COMBINED FIELDS OF EXPERTISE / 1 /

Results

- The evaluation process produces an evaluation report and a structured and planned programme of corrections/improvement for the fields of urban and architectural integration, preventive conservation and visitor management.

1 2 3

KEY ACTION

IMPLEMENT THE EVALUATION PLAN FOR THE ECONOMIC CONDITIONS OF OPERATION
PHASE 6 / FINANCIAL MANAGEMENT / 1 /

Once the site is open to the public, the evaluation procedures for regular monitoring of the economic conditions of operation need to be implemented.

Objectives

• Ensure the terms of the management contract are respected and evaluate the economic benefits.

Methods

• Regular comparison between the management contract and the operational budget on the one hand, and the information derived from operation and the accounts and reports on the other, enables management of the monitoring process. Several systems can be used, depending on the size of the cultural facility and local practice, from direct control through guardianship to more specialised control by an administrator or a monitoring committee.

• A system of collective review, with an expert's report if necessary, can sometimes be more useful, as long as the final responsibility for the decision is clearly defined.

• Modern management methods allow for a regular review of personnel in a constructive dialogue approach.

• Mutual agreements can be made with similar cultural facilities.

• Produce an annual report.

• The economic evaluation of management must ensure the social objective of the cultural facility is taken into account.

Results

• Regular management reports and reviews.

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THE RESEARCH CONSORTIUM

In Situ - Centre de recherche archéologique, Belgium
Scientific co-ordinator

Anne WARNOTTE, Mireille FOHN (†), Marianne TINANT, Pierre HUPET

In Situ is a non-profit making association founded in November 2001. For a number of years, its researchers have been developing activities relating to archaeological heritage in order to guarantee its study, conservation and dissemination. It concentrates on developing and implementing effective and innovative resources for the improvement of practices in these fields. In Situ intends to play a central role in gathering open-minded and impartial experts from various disciplines. It aims to provide a focus for dialogue and exchange where knowledge and experiences are shared without hindrance and widely disseminated.

c/o Service de l'Archéologie du Ministère de la Région wallonne

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Université de Liège - Center for Urban Governance Studies (CUGS), Belgium
Financial and administrative co-ordinator

Catherine ZWETKOFF, Jacques TELLER, Sophie LEFERT, Tatiana HACHIMI

The Centre for Urban Governance Studies was created as an association of two research laboratories of the University of Liège, LEMA and SPIRAL. LEMA is a research centre from the Department of Architecture and Urban Design specialised in the development of decision-making tools for the management of sustainable urban projects. SPIRAL is conducting research on how to set up tools to facilitate knowledge transfer within the scientific community and to final users (administrators and citizens) in the field of risk management. The association of these two centres within CUGS provides the required interdisciplinary basis for the development of research work concerning urban governance with a view to helping municipalities and local authorities assess the suitability of new urban developments promoting the sustainable exploitation of urban and architectural cultural heritage.

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Institut de Cultura de Barcelona - Museu d'Historia de la Ciutat de Barcelona (ICUB-MHCB), Spain

Antoni NICOLAU I MARTÍ, Noèlia SANZ, Laia COLOMER

The City History Museum of Barcelona was opened in 1943 and its objectives are the conservation, integration, documentation, presentation and promotion of the urban heritage of Barcelona. It can be considered as a "Museum of museums", as it is at the heart of a network of museums, interpretation centres and archaeological sites that illustrate the history of the city. The museum works in an interdisciplinary way to enhance the various sites within the network, the remains covering the Roman through to the industrial periods.

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Réseau Alliance de Villes Européennes de Culture (AVEC), Hungary

Eszter SARKADI, Leona PÁLL

The AVEC network was created in 1997 following the initiative of five European cities and is now made up of 25 members (cities, countries, provinces/départements, regions) in 9 different countries (Spain, France, Italy, Portugal, Croatia, Hungary, the Czech Republic, Romania, Russia). It aims to gradually cover the whole European territory (+/- 30 countries), with the partners (1 to 5 per country) highly motivated by the cultural, social and economic enhancement of their heritage within the framework of sustainable development. The AVEC status is called French Association (1901 association law). Its members are territorial communities. Its head office is located in the Tours City Hall (France) and the general coordination is carried out in Pécs (Hungary), where the Presidency is also held. AVEC works in partnership with international organizations (Council of Europe, UNESCO, ICOMOS, etc.), governments and specialized private and public bodies.

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International Council of Monuments and Sites (ICOMOS)

Jean-Louis LUXEN, Consuelo LÉON LOZANO

The International Council of Monuments and Sites was founded in 1964 as an NGO as a result of the adoption of the Venice Charter. This international forum brings together people working in the field of cultural heritage conservation and is active through 120 National Committees and 22 International Scientific Committees. The World Heritage Convention has nominated ICOMOS as the advisory body for the UNESCO World Heritage Committee.

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Regione Autonoma Valle d'Aosta - Dipartimento Soprintendenza per I Beni e le Attività' Culturali (RAVA), Italy

Gianfranco ZIDDA, Francesca MARTINET

The Surintendence of the Cultural Goods and Activities Department in the Autonomous Region of Aosta Valley is responsible for managing cultural heritage. The work group connected to this Institution, along with its public and private partners, carries out interdisciplinary operations on national and international levels relevant to preserving and enhancing archaeological sites in the urban setting. Besides strictly archaeological operations, it has acquired significant experience in areas regarding the active management of archaeological heritage for public dissemination.

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English Heritage (Historic Buildings and Monuments Commission for England), United Kingdom

David MILES, Valerie WILSON

English Heritage is the Government's statutory adviser on the historic environment. Working in partnership with the central government departments, local authorities, voluntary bodies and the private sector it aims to conserve and enhance the historic environment, broaden public access to the heritage and increase people's understanding of the past. It does this through such initiatives as giving conservation grants and providing advisory and education services; identifying buildings, monuments and landscapes for protection; and caring for over 400 historic properties.

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In Extenso, Préservation de Biens culturels, France

Pierre DIAZ PEDREGAL, Sandrine LE BOUËTTÉ

Based in Paris, In Extenso is an agency specialising in the preservation of cultural heritage. It uses the expertise of people working in the field of preventive conservation (an architect and a restorer) and scientists (a physician and a microbiologist). The research undertaken by In Extenso relates to the physical, chemical and biological environment of collections and sites. The agency carries out analyses on collections as well as detailed studies of buildings and monuments. It also participates in studies relating to the development of new cultural facilities. In response to requests from its customers (mainly public heritage institutions in France and abroad), In Extenso has developed a number of training modules ("Environnement des Collections", "Connaissance matérielle des oeuvres", Procédures de conservation préventive", etc.) aimed at those responsible for collections and sites.

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Universidad Autónoma de Madrid - Psicología Basica, Facultad de Psicología (UAM), Spain

Mikel ASENSIO, Jorge RUIZ-JIMENEZ

The UAM research team works in the visitor management field. It carries out numerous projects looking into the study of learning processes of the public when faced with different methods of presentation of exhibitions (procedural, conceptual and attitude contents). Visitor studies, exhibition evaluations, and the development of public and educational programmes and communication are the methods through which the team works towards its objective: visitor management for heritage sites. These complementary fields use a wide set of techniques and methodologies which provide a sociological approach to visitor profiles/characteristics and aid in the study of

problems of understanding, misconception, and conceptual change; they serve as the basis for the redevelopment of the message to be communicated through exhibitions by providing solutions to the problems identified and new ideas for public and communication programmes, in order to achieve optimal management.

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