

5. IMPLEMENTATION AND MAINTENANCE

5.1 Activity planning and execution of the required works

After you have decided in which direction your site will develop and what to consider in your LAP, you will need to plan in detail all activities that are necessary for the achievement of your objectives. This part of your LAP will define what you will implement in the following years, at what cost, and who will be responsible for each activity. In addition to providing a road map going forward, the planning will help you identify short-term and long-term funding and staffing needs, in order to plan your activities in accordance with your budget. It can also be used to arrange additional funding or to seek support through project applications, sponsorships, fundraising campaigns and similar.

The activity planning will be in the form of a table at the end of your LAP and it will also work as a financial plan to calculate the necessary overall budget of the implementation phase. Therefore, it has to include the following steps:

1. Define the appropriate **implementation periods** – you should divide the table into manageable time periods, e.g. if your LAP is intended to cover an overall planning period of 5 years, the activity planning can be divided into 5 main implementation periods, each represented by one year. For very detailed plans, 6-months implementation periods are more appropriate.
2. List **all planned activities** – all should be sorted by thematic sets (as described in Chapter 4), by work packages, or by priority of intervention. A short description of the activity should also be included (further explanations and the reasons for choosing particular activities should already be included in Chapter 4 of your LAP). Try to prioritise them in the order you plan to implement them in each period. Use a numerical identifier (ID), so you can specifically refer to each activity when evaluating them or reporting.
3. Assign **responsibilities** – firstly you have to identify which activities can be performed by your own staff and which by external contractors, partners, volunteers etc. If your site has plenty of personnel available to perform different tasks, you should divide the tasks among them. Describe what will be the role of each responsibility holder for each activity.
4. Estimate the **costs** of each activity - cost forecasts of your activities must be assessed before the action planning goes forward. For accurate cost estimates, the working team preparing the LAP should consult with specialists, contractors, or site staff having

experience in the respective services. You have to consider investment and operating costs, staffing needs, and whether the service will generate revenue. Also consider:

- Staff time: how much will a program cost initially, relative to other choices?
- How much will a service or investment cost to maintain?

You can further divide the estimated costs between the different responsibility holders of the activity.

5. **Source** of funding – you will have to outline the planned sources of funding for each activity.
6. Estimated **time** of implementation – you will have to define the specific or estimated time required to implement the activity. This can be a specific month or even a specific date. Be aware that some activities are one-off measures, while others are continuous.
7. Implementation **check** – the last column in the table will be used for checking whether an activity has been implemented or not. You will check this column at the end of the implementation period with yes or no and, if necessary, add additional information (e.g. changes in the original plan or why an activity failed to be performed).

The template below can be used to plan your activities:

Implementation period 1 (2022)						
ID	Activity	Responsibilities	Estimated costs	Source of funding	Planned time of implementation	Implementation check
1.1	On the archaeological site we will set up two interpretive panels. The maintenance of the panels will be minimal and included in the regular maintenance costs of the site.	An external contractor will design, produce and set up the panels.	3000 EUR	EU project funding (e.g. ArcheoDanube project)	September 2022	Yes: for the same budget 3 smaller interpretative panels have been set up in October 2022
		An external contractor, i.e. interpretation expert will develop the content of the panels	1000 EUR			
1.2	At the entrance to the site we will set up a visitor counting sensor.	An external contractor will supply and install the counter	1000 EUR	Sponsorship offered by the supplier of the counter	October 2022	No: advertising requirements claimed by the sponsor could not be fulfilled

Implementation period 2 (2023)						
ID	Activity	Responsibilities	Estimated costs	Source of funding	Planned time of implementation	Implementation check
2.1	Thematic workshops for children: 2h/week for the whole year	An external contractor will conceive and perform the workshops	6000 EUR	Municipal financing	January-December 2023	Yes: 1044 total participants aged 4-8 years

5.2 Operation, maintenance and improvement activities

Once the LAP is implemented and the archaeological park is up and running, you will have to plan its day-to-day operation, including maintenance and improvements. By that time you should have already selected the site manager and other key staff members (see subchapters 1.3 and 5.4, and relevant notes in Chapter 4), though you would most likely need to hire some more people to operate and maintain the park. It is actually recommended to already involve the site manager and other key staff members in the designing and implementation phase of the LAP, if not earlier. Another important step is to establish the operational structure of your archaeological park, which will enable its functioning throughout the year. There are also several legal and administrative factors that have to be considered, which could differ from one country to another.

Depending on your budget and size of the site, you might be able to either hire a full operation and maintenance team or contract some external service providers for some or all of the respective activities. In either case, you will need to set up a maintenance plan containing all operational activities, tasks and procedures, to ensure a smooth running of the archaeological park (Breznik 2014). The maintenance plan should be regularly assessed to verify its efficacy and relevance, and be updated when necessary (see also subchapter 5.3). An example is provided at the end of this subchapter.

From the management perspective, the operational structure of your archaeological park consists of three key departments:

1. Administration, which ensures the day-to-day running of the archaeological park. Several services are part of this department:
 - Finances – manages the budget, including procurements and expenditures, and cash flows if paid for products and services (e.g. tickets, publications, audio-guides, guided tours, souvenirs, advertising etc) are offered;
 - Human resources – manages staff-related activities, including selection, hiring, training and counselling, not only for the permanent and temporary personnel, but also for volunteers;
 - Maintenance – tasked with maintenance and repairing of equipments, furniture and installations, as well as landscaping activities and sanitation, including waste collection and disposal;

- Security – manages security operations, including guards, surveillance equipment (if installed), safety means and fire protection;
 - Visitor reception – manages visitor access operations, including ticketing, monitoring, orientation, additional support, and offering/selling of goods and services;
 - Communications – manages the interactions with various stakeholders, including the media, maintains the institutional website/webpage and social media accounts, and runs promotional activities.
2. Conservation and presentation, which manages the preservation, conservation, restoration and presentation of the archaeological heritage. This is basically the determinant area of your entire operational structure – there is no archaeological park without these activities. Several services are part of this department:
- Conservation – coordinates the regular works required to restore and/or maintain the archaeological heritage in good conditions. You will need to consider the requirements of national legislation when planning these activities;
 - Presentation – coordinates the activities related to the interpretation and presentation of archaeological heritage, including visitor guiding and tours, and designing or updating interpretive materials and permanent or occasional educational programmes;
 - Research – coordinates research activities required to improve the conservation, presentation and interpretation of the archaeological park and its remains. You will most probably need to collaborate with research institutions for this kind of activities.
3. Additional services, which coordinates the operation of ancillary activities associated with the archaeological park. These activities are either managed directly by your own staff, or are leased to various external service providers for a fee, and could include:
- Catering;
 - Accommodation;
 - Shops;
 - Parking;
 - Events organization.

In all cases, the maintenance plan should state clearly the tasks, obligations and responsibilities of each department and service provider. Dedicated timetables should be designed for all planned activities, operations and procedures, considering that most of them have to be carried out regularly. Some are daily activities, e.g. visitor reception, administration or sanitation, while others are done weekly, monthly or just a few times during the year, e.g. tree pruning is only carried out in spring. Depending on national legislation, some of the activities are already clearly regulated (e.g. sanitation, fire protection), and these legal provisions have to be included in your management planning.

Another plan should be designed for the regular preservation and conservation works, again stating all tasks, obligations and responsibilities of the respective departments and service providers, and including a dedicated timetable. The same plan should also consider regular updates of the interpretive and communication materials, educational activities, tours and any other visitor programmes. These updates should be best carried out during the low season to minimise disruptions, unless your maintenance plan includes a scheduled period in which the park is completely closed to visitors to carry out major cleaning, repairing and/or upgrading works.

Your annual general management plans should also consider the operation, maintenance and improvements costs, and the sources covering them. In an ideal world, an archaeological park

would be self-sufficient financially, but this is very rarely the case. You will most likely receive annual financial support from the sponsoring institution(s), which will form the backbone of your operational budget, to which you could add your own revenues, other forms of sponsorship, as well as funding from grants and projects developed within the park. The amount of the latter categories of funds is variable and less predictable, depending on many external factors, like the season, cultural trends, site image and popularity, availability of grant programmes etc. Therefore we would recommend a rather conservative approach to the way in which the operation, maintenance and improvements are budgeted.

Below is an example of maintenance planning, which can also be adapted to other types of operational planning:

1. Equipment, installations and furniture				
ID	Activity	Responsibilities	Planned time of implementation	Implementation check
1.1	Turnstiles maintenance	Internal technical service	Monthly	
1.2	Lighting equipment maintenance	Internal technical service	Weekly	
1.3	Touchscreens maintenance	External service provider	Monthly	
			
2. Landscaping				
2.1	Mowing	Internal landscaping service	Every two weeks / high season; Monthly / low season	
2.2	Tree and shrub pruning	Internal landscaping service	Spring	
2.3	Relaying surfaces of paths and trails	External service provider	Annually	
			
3. Sanitation				
3.1	Waste collection	Internal sanitation service	Daily	
3.2	Waste removal	External service provider	Daily	
3.3	Restroom cleaning	Internal sanitation service	Twice per day	
			

5.3 Monitoring process and periodical evaluation

Monitoring process

The purpose of monitoring is to assess how the values of your archaeological park are being maintained over time and to measure whether the objectives of the LAP are being achieved. Measuring progress is essential to be able to adapt and improve the management and enhancement of the site. Monitoring must not simply be the collection of raw data, but a process that involves data analysis to provide insights into, for example, the condition of the site or the effectiveness of the management system (Wijesuriya et al. 2013). Therefore, monitoring is about finding whether your LAP is working, whether the state of the archaeological heritage is getting better or worse, and whether heritage benefits are being utilised by and for the local community.

Monitoring can be done in multiple ways and using different methods. The suggested template is based on the methodology used to monitor World Heritage Sites, which was adapted to suit the suggested LAP structure.

You should indicate your monitoring **objectives** while designing your LAP. They can be the same as the objectives you have defined at the beginning of your LAP (see subchapter 1.1), though you could also add new ones:

- Protection and conservation of the site;
- Impact (positive or negative) on the local community;
- Economic value of tourism to the local area;
- Presentation and interpretation of the site;
- Archaeological research and fieldwork on site.

These are only suggestions, so you can add other objectives that are specific to your site and your LAP.

The monitoring of your objectives will be done using predefined **indicators** that are specific, measurable and quantifiable. These indicators will show if your objectives are being achieved effectively and efficiently by measuring the success of your activities. Indicators can also be used to observe existing trends or to identify the emergence of new ones in relation to your site. They will be specific to your site, but there is some general advice to follow (adapted after Wijesuriya et al. 2013):

- They should be sensitive to change and thus able to indicate whether management actions are having effect.
- They have a clear and measurable relationship to the trend being monitored (if the objective is the economic stability of the local community, the indicators should monitor, for example, employment levels and average earnings).
- They should reflect long-term changes, rather than short-term or local variations (e.g. monitoring long-term deterioration effects on the displayed archaeological remains).
- They should be associated with clear thresholds which, when reached, trigger an action in the management system (e.g. deterioration of displayed archaeological remains immediately causes the closure of that part of the site to visitors).

If, for example, one of your objectives is the presentation and interpretation of your site, you can monitor the following indicators: satisfaction of the visitors, total number of visitors, number of your app users or reviews on your app, number of guidebooks that were distributed, positive

reviews on social media and tourist sites, length of an average visit etc.

Statistical data needs to be gathered and analysed to measure progress on your indicators and objectives. You can do this yourself, though relevant information can also be collected from other stakeholders or partners of your park. The **responsibility** of gathering and analysing data for monitoring purpose should be defined in your LAP.

Data can be gathered in different ways (see the methods for periodical evaluation below), but the selected methods will depend on the indicators you have set. The results of data analysis should reveal the status of your indicators. Have the objectives been achieved? Are there problems? What means are needed to solve the identified problems?

You should also define the **time interval** at which you will monitor certain indicators. You can monitor them annually or once every few years, it will depend on the specific indicator.

Lastly, you will need to define which monitoring processes are already in place when the park is up and running and which will be implemented at a later date.

Suggested template for planning monitoring activities:

Objective	Indicator	Method and responsible person for collecting and analysing data	Time period	Implemented
Presentation and interpretation on site	Visitor satisfaction	Exit questionnaire conducted by the site operator	Every 2 years	✓
	Appreciation of the values of the site	Exit questionnaire conducted by the site operator	Every 2 years	✓
Conservation	Condition of the displayed archaeological remains	Inspection conducted by the heritage protection institution	Every 3 years	✓
Tourism activity	Visitor numbers; foreign visitor numbers	Counting done at the entrance by the operator	Every year	
	Tourism benefits for local accommodations providers	Report from the local tourist office and accommodation agencies	Every 2 years	

Periodical evaluation of your LAP activities

While monitoring is done annually or once every few years and is focused on long-term objectives, some of your planned activities will need to be evaluated more frequently. The evaluation is needed to find out if your planned activities (see subchapter 5.1) are successful or need improvement, especially if you plan on implementing presentation and interpretation on

site. To get accurate results, you will need to evaluate your activities constantly.

The evaluation is done through gathering feedback from all categories of visitors. Information on the level of satisfaction and enjoyment, and the overall impression of the visit will help you change and improve your visitor-oriented activities.

Two types of information are needed for the evaluation:

- Quantitative data, for example statistics about the number of visitors and their level of interest in your presentation and interpretation displays.
- Qualitative data, for example opinions, attitudes, perceptions and feelings expressed by your visitors.

You can collect relevant information in two ways:

- Indirectly, by observing visitors behaviour without their knowledge. This will produce both quantitative and qualitative data.
- Directly, using interviews or questionnaires. Listening to your visitors can give you clues about the way in which they experienced what is offered in the park.

	Quantitative data	Qualitative data
Indirect	<ul style="list-style-type: none"> • Observation (recording how visitors react to presentation and interpretation at your site); • Counting (generate raw data about numbers and types of visitors. Useful for recording attendance trends, but will not reveal the impact of your activities). 	<ul style="list-style-type: none"> • Questionnaire survey (provide data about visitors' opinions through completing written surveys at the end of the visit); • Online survey (provide data about visitors' opinions through completing online surveys); • Apps (comments and reviews on your app are also good for gathering feedback. You can also add a user survey inside the app).
Direct	n/a	<ul style="list-style-type: none"> • Interview (includes in-depth face-to-face questionnaires about visitors' opinions); • Telephone survey (includes in-depth questioning about visitors' opinions, conducted over the phone); • Focus group (informal interactive discussions led by a trained moderator; good for exploring opinions, perceptions and attitudes, or testing interpretation).

The evaluation will help you to find out if an activity works, its objectives are achieved and the feedback is positive. The results of your evaluation may not necessarily lead to changes in your activity (e.g. you may not be able to completely change the content of the interpretive panels every year), but can help you in planning future improvements (e.g. supplementing interpretive panels with guided tours and audiobooks).

Suggested template for planning the evaluation process:

Activity	Evaluation method	Responsible person	Time period	Implemented
Interpretive panels	Interviews with the visitors	Operator of the site	Every 3 months	✗
Archaeological tour through the city	Interviews with the participants	Tour guides	Every 6 months	✓
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5.4 Staff (and volunteers) recruiting and training

Thoughtful division of tasks, working processes and continuous personnel training play an essential part in every successful organisation, and archaeological parks are no exception. Therefore, to ensure a sustainable management of the park (see subchapter 5.2 above), it is pivotal to recruit key personnel, though this is largely depending on access to the respective expertise at local or national level, the availability of financial resources, as well as the existing infrastructure. Ideally, the staff should be composed of individuals with expertise in relevant areas (archaeology, economy, tourism, architecture, conservation and restoration, law, politics, urbanism etc). The staffing structure can be divided into the core part of the organisation (key personnel) and its support services (ancillary personnel).

A carefully prepared **staffing plan** is decisive for identifying people with relevant qualifications for all required positions. This should take into account the long-term strategy and other needs of your park. Its design should include not only staff recruitment, but also provisions for position succession, training and staff satisfaction, as well as options for the future development of the park. It is almost impossible to retain all your staff over a longer period, especially if you plan to hire some seasonal personnel, so a succession plan is recommended. Another step is to forecast optimal staffing levels based on the available budget and the number of people required for your activities. If you want your staff to share your vision for the site and have a clear understanding of their assigned roles and responsibilities, you will have to let them know your strategy and objectives. Lastly, you will have to set up a mechanism to identify eventual gaps in your operational structure, which could be solved by either recruiting more staff or providing additional training for your current staff (McCandless 2021).

The number of required personnel varies according to the size of the park and the number and extent of the activities that are planned. You should first recruit people for key positions, before deciding whether additional support is needed. The total number of qualified staff must also be commensurate with the available resources. You will have to decide whether to hire staff for full-time, part-time or contractual work, or to also involve students and volunteers to reduce staff costs. From the financial perspective, full-time employment is less popular because it represents fixed costs. If the park is open seasonally (for example from spring to autumn), then you can hire mostly seasonal staff for support services. However, it will be difficult to retain them, since they will have to find alternative sources of income during the off-season (Breznik 2014, 74-84; Feilden, Jokilehto 1998, 48). Another disadvantage is that seasonal staff also needs to be trained more regularly due to frequent changes and the often limited information about

their real competencies. Their loyalty also tends to be lower in comparison with that of full-time staff (for example, if the work situation requires additional efforts, they could easily resign).

Involving volunteers – opportunities and risks

For a sustainable management of the archaeological park, it is pivotal that the **local community** is also involved in a participatory way. One of the possibilities is to be actively involved in **volunteer work**, which can create a more secure support base and provide a sense of local ownership of the archaeological park in the local community. If the park is a non-profit organisation, volunteers will more likely be involved in running site activities which you would otherwise not be able to carry out. Having a large group of permanent volunteers will also reduce the workload of paid staff (Hendry 2017).

There are several **different forms of volunteering** which you can implement on your site. For instance, volunteers can be meet-and-greeters or guides, or can contribute to archaeological fieldwork, conservation works, organizing of events and festivals, or information centres; another quite common form of support is the so-called voluntourism. Depending on the amount of time (ongoing, seasonal or episodic) that volunteers are willing to devote to your park, you can involve them in almost all daily operations, from front-of-house roles (e.g. visitor reception) to behind-the-scenes roles (e.g. administration). Volunteers can be valuable contributors to the archaeological park, so it is essential to develop a good volunteer programme, which will also include volunteer recruitment, training, reward system and retention policy (Holmes, Smith 2009).

Working with volunteers – expectations on both sides

People interested in volunteering at an archaeological park usually have a **positive attitude** towards the site. However, their mindset needs some consideration. The involvement of volunteers in your work depends first and foremost on your legal form, so if the park is organised as an association or social enterprise, you will certainly be working with volunteers. Their commitment to your work and objectives deserves just as much appreciation.

Working with volunteers can be a very valuable and satisfying part of your **strategy**, but it is different from working with paid employees (Gill et al. 2020). First of all, volunteers have a very different motivation to get involved, which does not necessarily have to be synonymous with your strategy. The **motivations and expectations** of the volunteers have changed in recent years. The classical motives “helping” and “sense of duty” are complemented now by “creative will” and “self-design”. The demands on voluntary activity have also grown. Volunteers of today mostly expect to:

- Have fun and enjoy their commitment;
- Do something meaningful for the community;
- Bring their competencies into the engagement, assume responsibility, design tasks themselves, get involved and actively participate in the development of the site;
- Have opportunities for project-related, entertaining engagements;
- Not be asked to commit to the site immediately and permanently.

Contractual agreements

Whoever works voluntarily, or volunteers (charitable) work, or gets involved in civic activities, is taking on **tasks, responsibilities and practical activities** in the interest of the common

good and recognised idealistic purposes. These activities do not constitute an employment relationship in the legal sense. Voluntary work is therefore not subject to the provisions of labour laws (e.g. protection against dismissal). Voluntary work, as a relatively freely agreed (verbally or in writing) contractual relationship, is based predominantly on idealistic motives on the part of the volunteers and the “**culture of recognition**” from your institution.

Identifying the best roles for different volunteers

The expectations of the volunteers may not necessarily have to be compatible with your **site management strategy**. The following recommendations will help you in dealing with volunteers:

- The management and staff of your archaeological site will make a basic decision to work with volunteers.
- They will create structures for cooperation with volunteers and provide the necessary contact persons, space and financial resources.
- Volunteers are given tasks that suit them. Personal wishes, interests, knowledge and skills should be considered.
- The placement is open to suggestions from volunteers in the context of their commitment.
- You should have a clear definition of the task(s) for which you are recruiting potential volunteers. Content and time allocation should be appropriate for a voluntary activity.

Coping with the under-performance and over-performance of the volunteers

You should be aware of the fact that volunteers are not necessarily professionals in the fields in which they are deployed, and their cooperation requires thoughtfulness and often more time for instructions. While volunteers are not paid or only receive a small allowance, they still expect **recognition**, as well as an **understanding** attitude from your part in special circumstances.

The basic prerequisite for a successful cooperation is the precise **definition of the tasks performed by volunteers and their areas of competence**. Providing precise descriptions protects both sides from misunderstandings, or from over- and under-achieving, and counteracts a possible lack of clarity about roles and expectations. Task descriptions may change over time, so it is important that you discuss this with the volunteers and agree on changes together.

Creating an atmosphere of appreciation

Volunteers are well aware of their roles and sensitive to their tasks. They are not interested in an earned income, but in the recognition of their voluntary performance and in exchanges with like-minded people, in **compensation** for their gainful involvement. Their **commitment** should therefore be presented not as a self-evident support, but as a valuable contribution to the preservation of cultural heritage.

It is also very important to remember that volunteer work should usually not incur any costs for them. Therefore, any costs incurred (materials, travel, postage, telephone etc) should be covered by your institution. In order to protect your site and the volunteers, you should also consider taking out liability and accident insurance.

Conflict management

Conflicts cannot always be avoided; the occasion may sometimes seem banal. They often arise from expectations that cannot be fulfilled, both on your part and on the part of your staff and volunteers. The best conflict management strategy can be summed up as follows:

- Make your strategy for the preservation and presentation of your archaeological park known to both paid staff and volunteers – your strategy is the vade mecum of your work, on which all decisions are based.
- Involve your employees in decision-making processes so that decisions affecting them are supported.
- Always explain your decisions.
- Communicate face-to-face – one honest conversation can eliminate the need for dozens emails.

Guidelines for cooperation with volunteers

There are **guidelines** and other essential documents on volunteering in your country that provide organisational and legal information. Since these are different in each European country, only basic reference is provided here. At the same time, you should trust your professional networks and colleagues who already gained experience in this field. Exchanging tips and experiences with them may bring more success than browsing the internet for solutions!

The importance of training

Because archaeological parks are mainly visitor-oriented, it is important that your visitors have a high-quality experience which in turn can lead to a higher number of visitors and higher economic growth. Therefore, your staff and volunteers, who play a valuable role in the operation of your site, should be **regularly trained**. This is mostly about **professional development**, not about gaining subject-related qualifications in the sense of initial education or studies. Vocational training is a **central requirement** for the successful achievement of your goals and the continuous safeguarding of your park. For example, professional development could improve work methods and activities or the way in which your park operates. It will have a direct impact on your audience and the wider community, and also on the way the archaeological heritage is protected and presented. Especially when working directly with visitors, your staff must be well trained on security and emergency procedures (such as evacuation procedures and providing first aid).

Planning of training

Vocational training can be planned, especially if it is **mandatory** for all staff and volunteers. You can organise training in-house, by inviting one or more experts to provide courses. For example, if you plan to offer guided tours, short practical courses can be organised for both seasonal staff and volunteers to work as park guides. You can also enlist your personnel in courses organised by other institutions, though this could be more expensive. At the same time, there are many useful training courses offered online and free of charge.

Irrespective of your option, the most important thing is to **identify the training needs** and **make a plan** with your staff and volunteers on when and how to meet those needs. You should also make sure that the selected training courses **meet quality standards** and are certified. This can be achieved, for example, through only offering certified courses or using specialised training providers. Confirmations of participation and certificates make training attractive for employees and volunteers alike because they broaden their qualification profile in this way. Lastly, continuous training should be compulsory for all employees and volunteers and it should neither be seen as an incentive nor as a recurring burden.

