

EDITORIAL: THE EUROPEAN YEAR OF CULTURAL HERITAGE 2018. A LABORATORY FOR HERITAGE-BASED INNOVATION

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Abstract

Redesigning the public space of cultural heritage in Europe is perceived today as a necessity. The article outlines the process that led in the space of few years to a renewed policy framework on cultural heritage in Europe, based on the principles of a holistic, integrated and participatory approach to its care and governance. The European Year of Cultural Heritage 2018 offered the opportunity to translate those principles into action, with impressive results in terms of public participation and deliverables. Following the launch by the European Commission of the European Framework for Action, whose aim is to secure a long-term policy impact of the European Year beyond 2018, this special issue of SCIRES-IT Journal looks back into the European Year and investigates to what extent this initiative has contributed to making space to innovation, in the cultural heritage sector and beyond.

Keywords

Cultural heritage, Culture, innovation, participatory governance, European year of cultural heritage, heritage professions.

1. *Making space for Innovation*¹

“The greatest impact comes when you stop focusing on what you can create and start imagining the space you can make for others to create”

In this recent post published on her blog Museum 2.0, Nina Simon (Simon, 2019) highlights the complementary roles of risk-takers and spacemakers in fostering institutional change in public space. While risk-takers stretch the limits of the organisational routine, forging new paths by taking initiatives, creating projects and making initiatives happen, "space-makers" "provide them with the support, the creative license, and the encouragement to try new things, fail, and get up again".

Redesigning the public space of cultural heritage in Europe is perceived today as a necessity. Cultural heritage is a sector in full transition. A growing number of policymakers, experts and representatives from heritage administrations, networks, civil society and

international organisations are engaged in the arena of European cultural cooperation, sharing and comparing ideas, experiences and possible solutions to adapt the heritage sector to a fast-changing economic, environmental and social context. And in few years an unprecedented number of documents has appeared on the EU policy map, setting up a new framework of shared principles, and calling on all actors to progress towards a more holistic, integrated and participatory approach to cultural heritage care and governance.

The European Year of Cultural Heritage 2018 (EYCH) offered the opportunity to translate those principles into action. The European Commission implemented the integrated and participatory approach by facilitating cooperation and exchange of information and good practices among national heritage authorities, International organisations, heritage networks, civil society organisations and European institutions) and by launching 10 cross-sectorial European Initiatives.

To make sure the Year leaves an imprint, at the end of 2018 the European Commission has launched the first-ever European Framework for Action on Cultural Heritage, reflecting the

¹ The information and views set out in this article are those of the author and do not necessarily reflect the official opinion of the European Commission.

common set-up for heritage-related activities, primarily in EU policies and programmes.

Now that the Framework has been launched, this special issue of SCIRES-IT Journal, under the request of the Editors-in-Chief (Virginia Valzano and Michela Cigola), looks back into the European Year and investigates to what extent this initiative has contributed to making space to innovation, in the cultural heritage sector and beyond.

Has the Year supported change-makers and made space for pioneering initiatives? Has the Year encouraged communities to use their cultural heritage as a resource for their future? Has the Year stimulated heritage institutions to put people at the heart of their policies and actions? Has the Year fostered cooperation among decision-makers, professionals, researchers and citizens for the sustainable management of cultural heritage?

And what are the key lessons learnt? What are the next steps to ensure that the seeds spread during the Year will bring even more fruits and flowers in the future?

2. *The patience to do it right*

In the space of just a few years, the policy framework concerning cultural heritage has been completely overhauled. In 2009 the Lisbon Treaty added new references to cultural heritage². The Bruges declaration (2010), adopted under the Belgian Presidency of the Council, highlighted the role of the European Union in supporting cooperation and exchanges in the sector, stressing the need to better address the cross-cutting dimension of cultural heritage in its policies and programmes. The Declaration pointed out that actions undertaken in other policy areas than culture, where the European Union has wider decision-making powers, might have direct or indirect consequences for cultural

² The European Union's role in supporting cultural heritage is based on Article 3.3 of the Treaty on European Union, which states: "The Union shall respect its rich cultural and linguistic diversity, and [...] ensure that Europe's cultural heritage is safeguarded and enhanced". Although cultural policy and care for cultural heritage falls under the responsibility of EU Member States, the Treaties assign to the European Union the specific tasks of assisting and complement their actions in preserving and promoting Europe's cultural heritage, contributing to the flowering of culture in the Member States, while respecting their diversity, and bringing "the common cultural heritage to the fore".

heritage. An intense debate then took place in informal platforms such as the European Heritage Heads Forum³, the Reflection Group EU and Cultural Heritage⁴, and the European Heritage Alliance 3.3⁵. Further reflection was facilitated by two conferences organised by the Lithuanian⁶ and Greek⁷ Presidencies of the EU. These focused on the potential of cultural heritage for sustainable development and recognised its cross-sectorial relevance in EU policies and programmes. Due to its holistic nature cultural heritage is present in many Union's policies and programmes, beyond culture. Museums, sites and traditional events are factors for territorial development; the historic built environment is an asset for urban regeneration; historic landscapes are interlinked with agriculture, the environment and natural ecosystems; underwater archaeological sites relate with maritime affairs, just to name a few.

The result of the debate crystallised in the Council Conclusions, which underlined the value of cultural heritage as a strategic resource for a sustainable Europe and its potential for the achievement of EU policies' objectives. The Council called for the "mainstreaming of cultural heritage in national and European policies", and "the development of a strategic approach to cultural heritage" (Council of the European Union, 2014a).

How to put the mainstreaming principle into action? How to ensure the sustainable

³ The European Heritage Heads Forum is an informal professional and expert network for national heritage heads (built heritage, landscapes and archaeology) of the European Union and European Economic Area that provides a forum for information and exchanges about the management of the historic environment in the 21st century. <https://www.ehhf.eu/>

⁴ The Reflection Group gathers cultural heritage experts from national heritage authorities in an informal network that plays a proactive and coordinating role in cultural heritage promotion and historic environment preservation <http://www.kunstenenerfgoed.be/en/what-we-do/reflectio-n-group-eu-and-cultural-heritage>

⁵ The European Heritage Alliance 3.3 is an informal European sectoral platform composed of 49 European or international networks and organisations active in the wider field of CH. <http://europeanheritagealliance.eu/>

⁶ *Cultural heritage and the EU-2020 strategy-towards an integrated approach*. Lithuanian Presidency of the Council of the EU, Vilnius, 13-14 November 2013.

⁷ *Heritage first! Towards a common approach for a sustainable Europe*. Greek Presidency of the Council of the EU, Athens 6- 8 March 2014.

management of cultural heritage resources. How to make the best of heritage resources and generate benefits for the environment, cultural diversity, economy and society?

The European Commission replied to those questions in the Communication: "Towards an integrated approach to cultural heritage for Europe", which opened the treasure box of cross-cutting management of cultural heritage (European Commission, 2014)

The resources, programmes and policies available at EU and national level are many⁸. Each programme and action follows separate rules and procedures, but there is a potential in facilitating synergies among them. Interventions on a heritage site might, for instance, benefit from the analysis conducted in the framework of EU-funded research, or employ skilled workers trained thanks to the European social fund, thus enhancing heritage's intrinsic value and generating benefits for the economy, the environment and the society, as Gustaffson points out in this issue (p.26).

The Commission, therefore, invited all actors to make the most of the significant support for heritage available under EU instruments and progress towards a more integrated approach, at national and the EU level, to its preservation and valorisation. (European Commission, 2014).

In the same year, the Council of the EU (Council of the European Union, 2014 b), under the Italian Presidency, further investigated the nature of cultural heritage through the "commons" perspective⁹. As a common good, cultural heritage requires an evolved framework of collective (multi-level, multi-stakeholder, cross-sectorial) governance, to make the integrated approach work, unleashing its potential for sustainable development.

The tragic escalation of destructions of cultural heritage sites in the Middle East contributed putting heritage under the political spotlight. Concerned about the destruction of cultural heritage in Iran, Syria and Yemen, in

2015 the European Parliament called for international cooperation and protection of the sites.

This huge debate facilitated building consensus on considering the tangible, tangible and digital aspects of cultural heritage as interconnected and interrelated, and on looking at creation and conservation as elements of the same cycle. Another step towards breaking traditional silos and encouraging new synergies and cooperation among respective stakeholders.

This approach, which is in line with the Council of Europe Framework Convention on the Value of Cultural Heritage for Society (Council of Europe, 2005), was soon supported by the Committee of the Regions (2015) and the European Parliament (2015).

The European Year offered the opportunity to translate principles into action. Starting from its implementation, designed in a participatory way, with policy initiatives, projects and events happening at European, national, regional and local levels¹⁰. In the 37 participating countries¹¹, the Year was managed by National coordinators, who met regularly in meetings facilitated by the Commission, exchanging good practices and enhancing synergies. Furthermore, The Commission set up a Stakeholders' Committee, engaging 38 stakeholders, including heritage networks, civil society and international organisations (Council of Europe, Unesco and ICCROM, ICOMOS, ICOM and Europa Nostra, just to name a few). The European Parliament, the Committee of the Regions, the European Economic and Social Committee, Committee, and different services of the Commission contributed to this innovative multi-layered governance system organising events and initiatives¹².

Moreover, the Commission set up 10 cross-sectoral initiatives, implementing the integrated approach to cultural heritage management and care. The novelty of the scheme lies essentially in the idea to connect activities that belong to different policy areas, managed by different

⁸ The Communication was backed by the first Mapping of Cultural Heritage actions in European Union policies, programmes and activities (European Commission, 2014b).

⁹ Heritage Commons. Towards a participative heritage governance in the third millennium, Turin, 23 -24 September 2014. http://www.beniculturali.it/mibac/multimedia/MiBAC/documents/1411369385639_Heritage_Commons_Conference_Turin_23-24.09.2014.pdf

¹⁰ At EU level, the implementation of the European Year was coordinated by the European Commission.

¹¹ The 28 EU Member States and 9 associated countries: Albania, Bosnia and Herzegovina, Republic of North Macedonia, Iceland, Montenegro, Norway, Switzerland, Georgia and Serbia.

¹² The full list of the members of the Stakeholders' Committee can be found at pp. 9-10.

stakeholders, along one policy cycle, through a shared narrative, referring to the objectives of the European Year. The narrative, articulated along 5 pillars: Engagement, Sustainability, Protection, Innovation and International dimension (Sciacchitano, 2018), and described with a non-specialist language, allowed stakeholders from different policy areas to contribute to common goals.

This approach is not simple, nor straightforward. Anyway, there is no shortcut to managing the intrinsic complexity of Europe's unique and fragile cultural heritage. A shared resource, and shared responsibility for all of us, whose care requires to base every decision on ethical and practical parameters. Decisions that require wisdom, expertise, skill, engagement, financial commitment and, most of all, the patience to do it right (this Issue, Corr et al, p. 48).

3. Stepping outside the comfort zone. Innovating for conservation

Why heritage professionals should leave their comfort zone and enter into the “unknowable space” (this Issue, Gustaffson p.27), adding layers of complexity in the current difficult context? Why broaden the spectrum of cultural heritage resources to the tangible, intangible and digital dimension, when budget cuts and blocks of recruitment in the public sectors restraint day-to-day operations in cultural institutions? Why engage in complex governance models, adding consultations and negotiation meetings to heavy schedules? Why interact with people who have different objectives, resources, needs, policies, networks and regulations, vocabularies and mind-sets? (this Issue, Gustaffson, p. 27)

Innovation in the heritage sector is not a choice, is a need. Cultural heritage and the way we preserve and valorise it is a major factor in defining Europe's place in the world and its attractiveness as a place to live, work, and visit. And cultural heritage matters for Europeans: more than 80 per cent feel that it is important to them personally, to their local community, to their region and to their country. Almost three-quarters of Europeans think public authorities should allocate more resources to Europe's cultural heritage, and a large number think that national authorities, the EU, and local and regional authorities should do more to protect Europe's cultural heritage (Eurobarometer, 2017).

The European Heritage Strategy for the 21st Century identifies 24 societal, development and knowledge challenges for the heritage sector (Council of Europe, 2017). The decrease of public budgets and participation in traditional cultural activities, growth of social inequalities, urbanisation, globalisation, technological change and digitisation, trafficking of cultural artefacts or climate change, demand revising strategies, management and business models, and updating professional skills. But the institutional framework of heritage care is still anchored to policies shaped in the 19th century. Moreover, many heritage experts working in public institutions are reaching the age of retirement, without passing to young professionals their precious knowledge and experience, due to blocks of recruitment. A time-bomb that needs to be promptly addressed (OMC Heritage professions, 2018).

Europe, therefore, needs a more systemic and long-term approach to cultural heritage to ensure its sustainability.

What do we mean for innovation in this context? A group of experts who investigated the Participatory governance of cultural heritage in 2016-2017, pointed out that social and cultural innovations are complex processes, and it is challenging to identify completely new approaches, new ideas or methods not having been thought of or used before in this context. They rather suggest looking at innovation as a creative process, which includes experimenting, exploring and testing old and new ideas and options in different contexts. “Being innovative means, in the end, to be open-minded, bold, daring and testing the limits” (OMC Participatory governance, 2018).

Innovators are risk-takers and change-makers. But to make change happen in a complex system is equally important to open new ways, to make space for others and to fill the space that others offer to innovate.

Facilitating innovation ecosystems (this Issue, Lykourantzou & Antoniou p.93) is essential to germinate the seeds of innovation and make them grow. Besides new ideas, there is a need to fill gaps, break isolation, transfer innovative solutions from research to the field of practices and vice-versa. And better use digital platforms, which provide a virtual space for interaction and shared forms of creation (this Issue, Forbes and Colella p.73).

European cooperation can help, nurturing innovative ideas, supporting exchanges between operators, supporting networking or peer-learning. This is why the Commission invited the Member States and stakeholders to make Europe a laboratory for heritage-based innovation (European Commission, 2014).

4. *The difference we made.*

In a Declaration adopted in Bucharest on 16 April 2019 the EU Ministers of Culture recognised that “the success of the European Year of Cultural Heritage 2018 was based on an appropriate multi-stakeholder governance framework, a clear thematic focus, the engagement of different parts of our societies and cross-border cooperation” (Council of the EU, 2019). The European Year offered the opportunity to help trigger a change in the way we enjoy, protect and promote heritage in Europe. This special issue of SCIRES-IT targets a few points of observation: change in strategic management, participatory governance, heritage professions, evidence-based policymaking.

The European Framework for Action on Cultural Heritage (European Commission, 2018m) outlines the preliminary results of the Year¹³. The innovative approach set up by the Commission to implement the European Year was a success, as testified by the impressive results of the European Year: over 12 million people took part in more than 23.000 events organised across 37 countries. More than 14.000 initiatives and projects were granted with the EYCH label. Cultural heritage has been mainstreamed at least in 14 policy areas at EU level, (European Commission, 2018n), contributing to place cultural heritage higher on the European agenda, and leading to an impressive number of deliverables and policy outcomes: Just to give a few examples:

The Engagement pillar raised awareness on the value of cultural heritage among young people. It has produced guidelines, materials and educational games for teachers and operators engaged in the European Heritage Days (Council of Europe, 2018) and e-Twinning activities, which involved thousands of teachers and pupils (European Commission, 2018i). It unveiled the

support given by the Erasmus+ programme to cultural heritage in education (European Commission, 2018i). Some activities engaged the young generation in rediscovering Europe’s heritage (European Heritage Makers Week, DiscoverEU) and taking an active role for its protection (Solidarity Corps, Unesco European Young Heritage Professionals Forum). As part of the Access City Awards 2019, a special prize rewarded two cities Viborg (DK) and Monteverde (IT), for making their heritage accessible to all, including those with disabilities¹⁴.

The Sustainability pillar produced two important documents: the Leeuwarden Declaration (Architects’ Council of Europe, 2018) on the adaptive re-use of built heritage and the Barcelona Declaration (NECSTOUR, 2018) on tourism and cultural heritage, plus a set of recommendations for from a group of experts from member states on Sustainable cultural tourism (OMC Sustainable Cultural Tourism, 2018) and a report on the connections between heritage and the Natura 2000 network (European Commission, 2018o).

The Protection pillar produced Quality principles for EU-funded interventions on cultural heritage, in cooperation with ICOMOS (ICOMOS Cherishing Heritage, 2019).

The fight against the illicit trafficking of cultural property was reinforced through the adoption of a new legal framework on import of cultural goods, training modules and a toolkit targeting European judiciary and law enforcement officials and the art market, produced in cooperation with UNESCO, and a study contributing to a better understanding of the illicit trade in cultural goods in Europe (European Commission, 2019). The Year also produced the first comprehensive overview on the situation at member states, European and International level on Risk management for cultural heritage (Bonazza et al., 2018) and an overview of the European Union’s research and innovation strategies for a more resilient cultural heritage (European Commission, 2018h)

Finally, the Innovation pillar produced two reports with good practices and recommendations of experts from Member states on skills, training and knowledge transfer in

¹³ The complete list will be available in the evaluation report of the Year.

¹⁴ <https://ec.europa.eu/social/main.jsp?langId=en&catId=88&eventsId=1375&furtherEvents=yes#navItem-3>

cultural heritage professions (2019), and on participatory governance of cultural heritage (2018). The Joint European Union / Council of Europe project The Faro Way was also launched, to promote the ratification of the Faro Convention.

The Commission published a report on innovation in cultural heritage research (Sonkoly & Vahtikari, 2018), and launched the Community of Innovators in Cultural Heritage (European Commission, 2018f) at the Fair of the European Innovators in Cultural Heritage. The purpose is to disseminate Research & Innovation, results, create new synergies among key stakeholders and bridge the gap between research, market and society, connecting innovators and researchers, investors and business, municipalities, public bodies, cultural institutions, etc. (European Commission, 2018f). Interesting results are also expected from the on-going project Heritage Houses for Europe. Exchange & Innovate, which is facilitating innovative thinking and building the capacity to ensure the sustainability of Family-owned heritage houses, an important component of Europe's cultural heritage¹⁵.

Many contributors underline that putting into practice the principles of participatory governance was the key of the success of the European Year, both in the collective construction of meaning that led to its adoption and in its implementation. The involvement of all EU institutions, authorities in charge of heritage policies, experts and civil society has been a main element of innovation, together with the transversal and integrated approach (this Issue, Costa p.17). The participatory platform set up by the Commission allowed stakeholders to meet, exchange ideas and find inspiration for their work (this Issue, Quaedvlieg-Mihailovic & Aldana p. 44). Indeed, this approach multiplied the capacity to get closer to citizens, thanks to the network of stakeholders and the many activities they put in place.

There is no doubt that these results are also due to the strong commitment and mobilisation of heritage networks and civil society, as Quaedvlieg-Mihailovic and Aldana point out in their contribution (this Issue p.42). The Berlin Call for Action "Cultural Heritage for the Future of

Europe", signed by thousands of stakeholders, and the Culture Action Europe Statement for CH "Fast Forward Heritage" are two concrete examples.

There is as well no doubt that the number of change-makers in the cultural heritage sector is increasing, well beyond the circle of the stakeholders engaged in the governance platform. This emerges clearly from the contribution of Forbes & Colella, Stanojev and Lykourentzou & Antoniou in this Issue, who have analysed a significant number and variety of good practices, projects, events and reports issued in the last years. They engage in pioneering experiences in museums, cultural institutions, cities, regions or rural areas. Opening new paths, testing and experimenting new approaches, focusing on social innovation and testing people-centred and community-oriented solutions.

The Year has also opened the door of the European dimensions enshrined in cultural heritage. Europe's cultural heritage indeed constitutes a shared source of remembrance, understanding, identity, dialogue, cohesion and creativity, which has the characteristic to bridge our identity to the sense of belonging to a community and the common European space. One example is the Sharing Heritage initiative, that in Germany has activated a reflection on cultural heritage as a watermark of Europe's identity, shaped and enriched through cultural exchanges generating its rich cultural diversity (this Issue, Koch p. 33).

Finally, the Year has been a massive step towards a collaborative approach between arts and heritage, helping all stakeholders to better understand that art and heritage, conservation and creativity, belong to the same cycle. This is also thanks to a dedicated Call for proposal, launched in the framework of the European Year, under the Creative Europe Programme, focusing on reinforcing a sense of belonging to a common European space and promoting cultural heritage as a source of inspiration for contemporary artistic creation. The 29 cooperation projects selected are showcasing and promoting the European dimension of cultural heritage in all its forms, but also encouraging the interaction between cultural heritage and contemporary artistic creation (European Commission, 2018b).

By giving clear pointers to support cooperation between heritage professionals, artists and cultural operators, such as: exploring

¹⁵ <https://www.europeanlandowners.org/heritage-houses-for-europe/>

cultural heritage through contemporary perspectives, the Year has therefore created “space to breath” (this Issue, Ormston p.61).

5. *Conclusions. Nessun dorma*

The Year is a success story. It achieved results “that seemed years ago unimaginable” (this Issue, Quaedvlieg-Mihailovic & Aldana p. 45), but Costa warns against the risk of falling back to the old positions and stresses the need to consolidate the results (this Issue, Costa p.15). How to capitalise these achievements?

The wind is favourable.

The new strategic agenda 2019-2024 of the European Council includes among its priorities investments in culture and cultural heritage, “which are at the heart of our European identity” (European Council, 2019).

The European Framework for Action on Cultural Heritage (European Commission, 2018m) will ensure continuity to the integrated approach at EU level in 2019 and 2020. It contains 60 concrete actions in 5 main areas (European Commission, 2018n). And the principles, tested during the European Year, are its backbone¹⁶.

The Work Plan for Culture 2019-2022 includes among its objectives the sustainability of cultural heritage (This Issue, Costa, p.18). Thanks to the Year, it will benefit more from the work done at international level; for instance, the recent ICOMOS report on cultural heritage and climate change prepares the ground for the group of experts that will work on this topic (Council of the EU, 2018b).

The Creative Europe Programme keeps on supporting the European dimension of cultural heritage, in particular throughout transnational projects, and important actions, like the European Heritage Label, European Heritage Days and the European Heritage Awards.

Finally, the Cultural Heritage Forum will provide an arena to bring together the manifold and diverse actors and networks operating in the field in a coordinated and continuous way (this

Issue, Mihailovic and Aldana p. 46).

Still, there are many gaps to fill and a lot to do to get “Cultural heritage work for Europe”.

Addressing today’s societal, environmental, cultural and economic challenges implies a further rethinking of how we conceive and manage cultural heritage, from heritage documentation to risk management, conservation, education or presentation of heritage sites to visitors (ICOMOS CCCHWG, 2019).

Progressing towards a more participatory, multi-disciplinary and integrated approach requires a revision of the role and skills of the heritage professionals. Their capacity to adapt to the time and acquire new skills and competencies will be crucial. (Ateca Amestoy et al., 2017).

A common point of convergence among the authors of this issue is that heritage must bring benefit to the inhabitants and the local communities for it to be sustainable. Studies like Cultural heritage counts for Europe (CHCFE Consortium, 2015) not only provide compelling evidence of the positive impact of cultural heritage on the economy, society, culture and environment but call for a more holistic, balanced and people-centred policy-making, producing benefits on all pillars of sustainable development.

This is also at the basis of the Quality principles for EU-funded interventions on cultural heritage, drafted by ICOMOS, under the mandate of the Commission. In line with the Faro Convention (2005) and the Davos Declaration (2018), the road to quality of interventions on cultural heritage has progressed beyond architectural and technical matters at the level of single buildings to broader environmental, cultural, social and economic considerations about sites and their setting. There is need to develop capacity throughout the wide range of stakeholders involved, providing guidance on quality principles for all those directly or indirectly engaged in EU-funded heritage conservation and management¹⁷, during the entire life cycle of the project, from programming to evaluation (ICOMOS Cherishing Heritage, 2019).

¹⁶ A holistic approach, looking at cultural heritage as a resource for the future and putting people at its heart; Mainstreaming and integrated approach across different EU policies; Evidence-based policy-making, including through cultural statistics; Multi-stakeholder cooperation, encouraging the dialogue and exchange among a wide range of actors when designing and implementing cultural heritage policies and programmes.

¹⁷ From European institutions to managing authorities, from international organisations to civil society and local communities, from the private sector to heritage professionals.

The contribution of cultural heritage to sustainable development still needs to be fully acknowledged. Few Regions are highlighting cultural heritage in their Smart Specialisation Strategies (this Issue, Gustaffson p. 23). Moreover, culture-based development strategies are not yet backed by robust indicators capable to capture and monitor those holistic impacts. There is a need to improve cultural heritage statistics, which for the time being are not representing the complexity and richness of the sector, as Cicerchia well explains in her contribution to this Issue.

Ormston in this issue warns as well on the risk of reinforcing the public perception that heritage will always prioritise sites and buildings, or to put an excessive emphasis on tourism revenues and less on regeneration and co-creation. He also warns against the risks linked to a vision of cultural heritage out of sync with people's needs, strengthening forms of elitism and exclusivity. Cultural heritage has indeed the power to unite, but if not shared openly and with an inclusive approach can divide, exclude and alienate (this Issue, Corr et al. p.50). And to defend cultural heritage value as essential to our wellbeing, might become a difficult task when competing with the social realities of homelessness, unequal access to healthcare and education as they are (this Issue, Corr et al p. 49).

Ormston in this issue highlights as well that more collaboration and joint advocacy between arts and heritage, rather than pursuing separate agendas, could better help to address inequalities and exclusivity.

The journey into the European dimension is just at the beginning and deserves further reflection and discussion. Koch, for instance, suggests keeping investigating the relationship between cultural heritage and the sense of belonging to European, local and regional identity. Better exploit heritage potential for the education of the "open-air textbook of Europe's history" (this Issue, Koch p. 35). Better exploit the potential of the European Heritage Label Sites to help Europeans to meet their past and walk to the future, presenting the European values of human dignity, freedom, equality, solidarity, and the principles of democracy and the rule of law (European Heritage Label Panel, 2017).

To conclude, the road towards the future of Europe's past should be inclusive and open, so, there is a lot of space to make along the path.

In the end, cultural heritage is about managing change. A dynamic process powered by movement, adaptation, negotiation of values and re-interpretation. (this Issue, Gustaffson p.29; Koch p. 33; Corr et al. p. 50). A change which, might involve many components of the society.

In the future, we will need to make space for change and innovation. We will need to engage more people around the meaning, values and significance of cultural heritage. We will need to open new channels of communication with other actors, from the private sector to investors. We will need to encourage dialogue between experts in technology and social humanities, heritage professionals and climate scientists, risk managers and educators, citizens and communities. We will need to make collective intelligence work for a precious and unique treasure for Europe

Make all work for cultural heritage, to make cultural heritage work for all.

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