

*The Swedish National Heritage Board's  
strategy for 2011–2013*

# Think in time



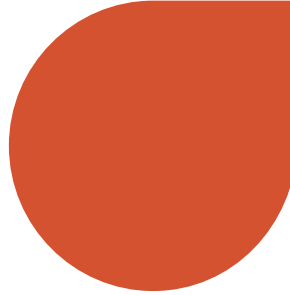


## CONTENTS

Our role .....	4
Vision .....	4
Strategic orientation .....	5
Priorities.....	6
Key concepts .....	7
This is the Swedish National Heritage Board....	7



Photos: Riksantikvarieämbetet



# Foreword



Today, the importance of cultural heritage is evident in different social contexts. Both the historical environment and its narratives are increasingly understood as significant assets in the pursuit of a sustainable society. As a leading advocate of cultural heritage, we have formulated a vision and developed an organizational strategy, to help us meet future expectations and demands on cultural heritage.

This strategy will contribute to improve the quality of our operations, as part of a reorientation in the way we work. Greater emphasis will be placed on clarity of advice, dialog, partnership, strategic engagement and involvement in a wider range of societal issues. In the long run, this will require that we become less engaged in various detailed, hands-on activities that traditionally have been associated with the Heritage Board.

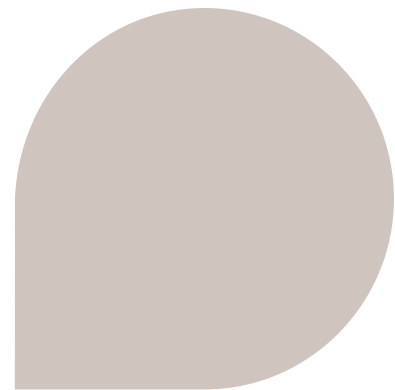
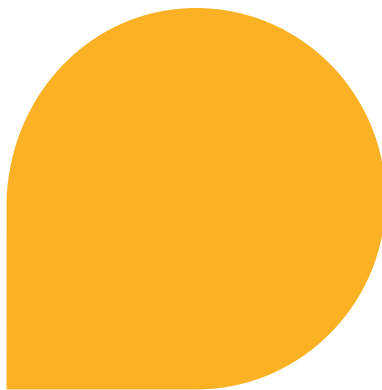
Our role is to provide expertise and knowledge concerning understanding, care, development and usage of cultural heritage. Our challenge is to help society at large see the past as a dynamic force, and an asset to a worthwhile future. To ensure this we must induce today's decision-makers to think in time, by recognizing the significance of an historical perspective in their work, and by thinking proactively when making decisions affecting cultural heritage. During the coming years, we will focus on the guidelines of this strategy as a foundation for our operations, to strengthen our contribution in the work towards a sustainable society.



Photo: Bengt A Lundberg

*Inger Liliequist*

Inger Liliequist, Director General



## Our role

As a national agency, the Swedish National Heritage Board shall support democracy, the rule of law and work efficiently in the interest of citizens. We are responsible for matters concerning cultural heritage. Our role is to take initiatives and provide expertise to enhance knowledge, and help others understand the value of cultural heritage. By this means we contribute to good practice regarding the care, development and use of cultural heritage. To carry through this, we work in accordance with our mission statement:

**We promote knowledge and understanding of cultural heritage as an important part in peoples lives and their environment, by:**

- monitoring the historic environment
- managing heritage statutes and surveying heritage efforts
- developing methods and arguments in partnership with others
- facilitating communication about cultural heritage.

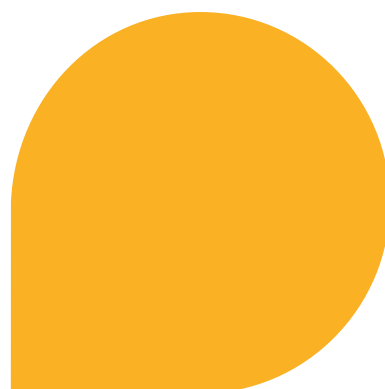
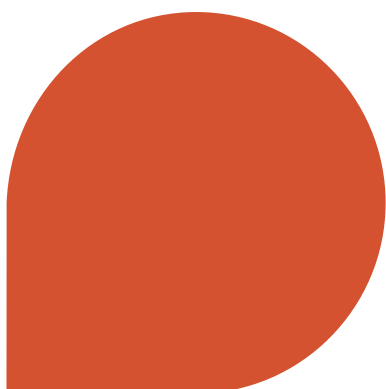
## Vision

### *Think in time*

**We envision that decision-makers understand the value of cultural heritage and incorporate this understanding in their work towards a sustainable society.**

Our vision is founded on the conviction that cultural heritage is valuable to society, because it provides historical and humanistic perspectives on social development and enriches peoples lives. In recent years, the focus of cultural heritage agencies has broadened and we now view cultural heritage as a positive resource in social development touching on many aspects of public policy. This reorientation presupposes our increased involvement and participation in various areas of public policy and in the overall move towards a sustainable society.

Our challenge is therefore to help society at large see the past as a dynamic force and an asset to a worthwhile future. To ensure this, we must induce today's decision-makers to think in time, by recognizing the significance of an historical perspective and by thinking proactively when making decisions affecting cultural heritage. The vision highlights the importance of our role in this process.



# Strategic orientation

**Our strategy to make decision-makers think in time, focuses on developing our work according to three strategic guidelines.**

## Be aware and informed

to have a comprehensive overview and knowledge of the state of the cultural environment and the conditions for working with cultural heritage.

This means that we will have good knowledge of changes in the historical environment, of decision-makers potential to work for the benefit of the cultural heritage and of the implementation of heritage legislation. In order to meet social changes in society, we will scan the wider world and identify knowledge that cultural heritage efforts require. We will support research and the development of methods based on identified needs.

## Be seen and recognised

to have relevant information and messages that are known and reflect topical issues and long-term trends in society.

This means that we will promote knowledge as a trustworthy partner, both in the area of cultural heritage and externally. Our position and arguments will be well known by our target groups. By developing our arguments, we will meet the need for humanistic and historical perspectives in society. We will provide useful information by adapting systems and services to needs and demands.

## Be attentive and active

to be sensitive to the needs of others, take initiatives and promote collaboration to strengthen work towards sustainable social development.

This means that we will take initiatives to collaborate in a correct manner with other decision-makers who can help us reach our goals. Our interplay with other areas of society will be developed from a broader view of cultural heritage efforts. An attentive and active approach will assist us in consciously understanding and responding to the needs of others.

# Priorities

Special priority is given to the following six development projects and strategic goals, to be reached by 2013:

## 1

### Environmental scanning

We will practise systematic scanning and analysis of the wider world, to maintain a good general view of the social changes important to cultural heritage management.

## 2

### Historic environment monitoring

We will have a system for historical environment monitoring in place, that responds to decision-makers need for knowledge about the state of the historical environment.

## 3

### Evaluation

Support, expertise and practices will be developed as a basis for more systematic and effective evaluation within the Heritage Board.

## 4

### Valuing and selecting

Our methods and approaches will be developed to support our value base and enable a conscious valuation and selection of cultural heritage.

## 5

### Knowledge management

Our informationsystems will be fully adapted to internal and external needs and posses a relevant and accessible body of knowledge.

## 6

### Orientation towards social issues

Our operations will be adapted to an integrated working method for collaborating with and influencing decision-makers acting on key societal issues.





# Key concepts

**Cultural heritage** refers to tangible and intangible expressions which includes traditions, languages, artistic works, historic relics, collections of archives and artefacts, as well as cultural environments and cultural landscapes that have been handed down from generation to generation. What is regarded as cultural heritage changes over time and is an expression of society's changing values.

**Historic environment** refers to the humanly-influenced environment, which range from individual artefacts and buildings to gardens and landscapes. The historical environment is part of the cultural heritage.

**Sustainable development** refers to changes in society, which include three different dimensions, i.e. economic, social and environmental. The cultural heritage concerns and is contingent on all three. Sustainable development is basically the fact that society shall plan for and satisfy current needs, without compromising the ability of future generations to satisfy theirs.

# This is the Swedish National Heritage Board

**The Department for Sustainable Management** works with aspects of heritage legislation by means of decisions and recommendations, and promotes the cultural heritage as a resource in other areas of society.

**The Department for Conservation** develops methods and gives advice concerning the care and conservation of buildings, ancient monuments, artefacts, objects and materials.

**The Department for Heritage Resources** facilitates communication about cultural heritage and develops services and systems for information management.

**The Department for Properties and Public Visitor Sites** manages the Heritage Board's cultural heritage sites and properties as well as organises exhibitions and guided tours.

**The Contract Archaeological Service** carries out surveys, documentation and investigations of ancient monuments and cultural landscapes.

**The Department for Administration** and **The Department for Strategic Planning** provide management support and coordination.

*Read more about the Heritage Board at:* [www.raa.se](http://www.raa.se)

*See also* | [www.platsr.se](http://www.platsr.se)  
[www.flickr.com/photos/swedish\\_heritage\\_board/](https://www.flickr.com/photos/swedish_heritage_board/)

SWEDISH NATIONAL HERITAGE BOARD  
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