



Paul Belford

*Cultural heritage, archaeology, museums and heritage tourism*

More than 30 years' experience managing cultural heritage and archaeology projects and organisations – for governments, NGOs and private sector organisations in several countries

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### Summary of experience

- Founder and CEO of Heritage Innovation – an international cultural heritage consultancy committed to breaking down barriers between heritage expertise and real-world communities – building on decades of work at the interface of public heritage and regeneration.
- Proven track record in the leadership of cultural heritage organisations, including 10 years as CEO of a UK-based regional archaeological NGO and 5 years as Chair of one of the UK's leading independent museums; extensive experience of international fieldwork and project management.
- Worldwide expertise in public heritage and archaeology, museums, planning and infrastructure, heritage-led regeneration, landscapes and buildings; managing complex international partnership projects in several countries in Europe and the Americas.
- Extensive experience working with multi-agency landscape-scale projects, including urban regeneration, National Parks and World Heritage Sites.
- Highly regarded thought leader and academic contributor – author of seven books and over 70 international peer-reviewed publications in the areas of archaeology, cultural heritage management, heritage interpretation, museums and public heritage.

### Current roles

- Heritage Innovation (2022-date). Conservation management plans, business plans, museum management plans and heritage impact assessments; development of AR/XR data management and visualisation solutions for businesses and the public.
- Black Country Living Museum (2020-date). Award-winning independent open-air museum, educational charity and heritage attraction. With over 380,000 visitors every year, and 300 staff, the museum's annual turnover is around US\$30 million. Completing a five-year US\$40 million development project, with funding from public and private donors.
- National Trust Advisory Group (2024-date). Advisory role in the UK's oldest conservation organisation – a non-government charity which owns over 500 places of historic interest and natural beauty. It has over 24 million visitors to sites every year, and an income of more than US\$860million. Working with architecture, landscape and cultural heritage colleagues to develop high-level policy and strategy.



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### Functional focus

- *Heritage management*
- *Cultural heritage conservation*
- *Organisational leadership and governance*
- *Project management*
- *Ethics*
- *Tourism and sustainability*
- *International development*
- *Heritage-led regeneration*
- *Heritage and spatial planning*
- *3D visualisation and heritage interpretation*
- *Interdisciplinary*

### Sectoral focus

- *Urban archaeology and urban regeneration*
- *Heritage tourism and the resilience of heritage organisations*
- *Historic building analysis*
- *Archaeology*
- *Cultural landscapes*
- *Museums*
- *Archiving and documentation*

### Relevant project experience

- Sustainability and resilience of industrial heritage visitor attractions. Review of 683 museums and other cultural heritage attractions across England, for Historic England (government heritage agency).
- Cultural heritage management plans, business plans, disaster risk management plans, and review of pricing and visitor management for 29 cultural heritage sites in Albania for EU, UN and MEKI (government heritage agency).
- Archaeology and heritage management in the historic towns of Wales. Review of 30 years delivery of cultural heritage outcomes through spatial planning frameworks in 150 places, for Cadw (government heritage agency).
- Heritage-led regeneration in Ironbridge Gorge World Heritage site. Preparation and implementation of four Conservation Management Plans; delivery of cultural heritage conservation during hydrological, geological and urban landscaping projects across 550ha landscape, for Telford and Wrekin Council (local authority).
- Conservation management and archaeological interpretation in Bermuda. Research, excavation and public engagement on six sites over three-year project, on behalf of the Bermuda National Trust (NGO).

### Previous experience

- 10 years as CEO of UK cultural heritage NGO providing services to public and private sector clients.
- 10 years leading cultural heritage/archaeology team within one of the UK's leading independent museums.
- 10 years managing archaeological collections and monuments in a World Heritage Site, leading multi-agency heritage-led conservation and research projects.
- Over 20 years as non-executive director for heritage organisations, visitor attractions and professional bodies.
- Extensive university teaching experience, including delivering international collaborative research projects.

### Education and Accreditation

- PhD Archaeology (2016), MA Historical Archaeology (1998), BSc Archaeological Science (1992)
- Affiliate of the Institute for Environmental Management and Assessment, Member of the Chartered Institute for Archaeologists, Fellow of the Society of Antiquaries of London

English first language, French CEFR B1

