

What We Did

Focussing on the programme's outputs and ways of working

What We Did

Who We Helped

What We Learnt

Future Needs



Introduction

Who we are and what our aims are

Rebuilding Heritage was a UK-wide support programme designed to help heritage organisations navigate the challenges presented by COVID 19. It was coordinated by **the Heritage Alliance**, funded by the **National Lottery Heritage Fund** and delivered in partnership with the **Chartered Institute of Fundraising**, **Clore Leadership**, **Creative United**, and **Media Trust**, with support from additional providers.

The project was launched in September 2020, eight months after the first UK lockdown and ongoing social restrictions had put many heritage organisations in a precarious position. The mood was characterised by nation-wide uncertainty, as many organisations struggled with unforeseen closures, staff absences and funding difficulties - not to mention rapid and radical alterations to their entire way of working.

'What we did' focuses on the programme's outputs and ways of working.

Outputs

What exactly was produced, and what we were offering

A digital programme supporting

1,018

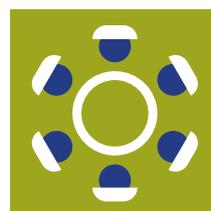
individuals from

634

organisations and businesses through:



Webinars



Group training



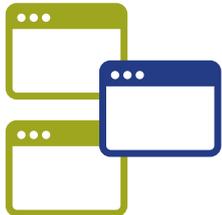
1-2-1 support



Networking

Programme Structure

1 Webinars

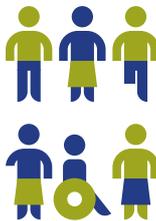


3
themes

- **'Ways out of Crisis'**
Planning in times of uncertainty
- **'Finding Time'** Increasing organisational resilience
- **'Survival to Sustainability'**
Looking to the future, positive changes and embracing challenges



1,206
unique views of
live sessions



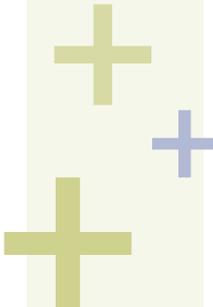
847
individuals engaged
with live sessions



18
webinars open
to everyone

The programme expanded on the initial

4 areas of support **business, communications, fundraising, leadership**



To **11** +

areas adding **wellbeing, legal, freelance marketing, applications skills, financial literacy, inclusion, storytelling**

Based on needs gathered from multiple consultation strands.

2 Group training and 1-2-1 support

Organisations applied to receive highly targeted support on a range of issues. This was delivered as both **1-2-1 coaching**, where expert consultants offered advice tailored to each participant's specific needs, and **guided group sessions**, which allowed participants to connect with other

organisations facing similar issues and engage in peer-to-peer support.

The group training was developed in response to feedback on isolation and desire for connection. Some training groups are known to have become self-supporting.

196 

heritage organisations
and businesses
supported

247 

individuals
engaging with training
or consultancy

391 

individual
packages of
support provided

Creative United	1-2-1 business planning support	43 packages 
	Financial Literacy training	29 places 
Media Trust	1-2-1 communications support	55 packages 
	Digital Marketing for Freelancers training	22 places 
	Organisational storytelling training	12 places 
Clore Leadership	Rebuilding Leadership training	44 places 
Chartered Institute of Finance	1-2-1 fundraising support	103 packages 
	Improving your applications training	19 places 
Bates Wells	1-2-1 legal support	10 packages 
Steve Wood	Managing Wellbeing for Team Leaders training	43 places 
DCN and EMBED	Inclusion in the Workplace training	11 places 

3 Additional Support

Over time, additional support options were incorporated into the programme, including check-ins and networking opportunities, responding directly to requests expressed in evaluation from early rounds.



Creative United

Offered 1-2-1 business planning checks for recipients of business planning support, helping them keep their plans up to date.



Media Trust

Offered Digital Communications Capacity Support: experts allocated 4 hours per month for 3 months to offer advice, guidance and actioning tasks for each organisation.



Clore Leadership

Offered Forward Facing Conversations - a series of online networking events on various themes.



Chartered Institute of Fundraising

Offered Improving Your Application Training - a two-part course looking at techniques for improving your applications and identifying transferrable skills.

Key Opportunities

For organisations and businesses:



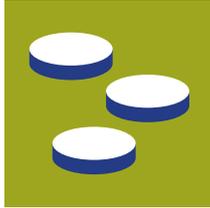
Experimentation



New skills



Addressing underlying issues



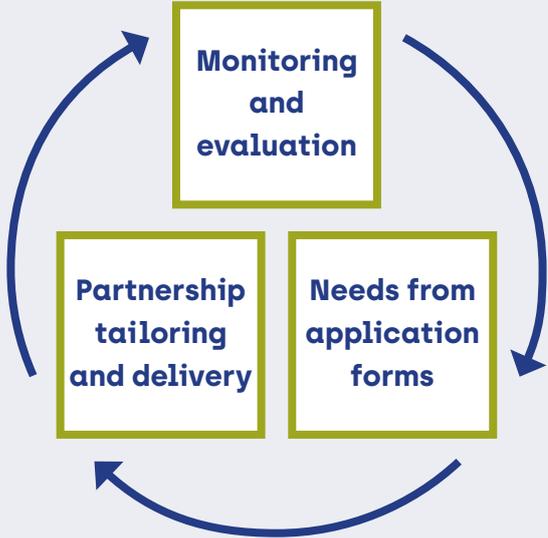
Funding

Agility

Agile Delivery Process and Consultations

Agility and flexibility were achieved through a process of constant reassessment. We asked participants what challenges they faced at various stages and tried to deliver on those things. In other words, the programme was driven by the changing needs of its participants throughout the pandemic. This is reflected in its development and expansion as time went on.

Iterative processes that contributed to the programme's agility



Initial process of data gathering:



Examples of programme agility

 <p>Addition of new forms of support. 4 areas expanded to 11.</p>	 <p>Shift of the balance of the programme. More group training to reflect participants' preferences.</p>
 <p>Follow on support for existing participants. Follow-on support offerings were developed to meet participants' requests.</p>	 <p>Formats adjusted to be more dynamic. Delivery formats of webinars and group sessions were adapted in direct response to feedback.</p>

Key Achievements

What was accomplished

<p>Increased resilience Helping organisations to help themselves.</p> 	<p>Better understanding of sector in context with covid</p> <p>See next infographic, 'What We Learnt' for a breakdown of our findings.</p> 	<p>'Levelling up Sector' Supporting development of business, planning and financial skills within Heritage Organisations.</p> 
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"Covid-19 has damaged our reserves but we remained adaptive and creative; we are aiming to develop sustainability through fundraising and partnership-building; we have adapted physical projects to deliver them online and we have learnt new ways of increasing access and geographical coverage; we are keep to adapt, survive and develop our resilience and sustainability."

Applicant for Round 4 (May-Jun)

Legacy Resources

Resources remaining available after live programme ended



Webinar recordings

All the Rebuilding Heritage webinars from the live phase are available on our website as captioned videos.



Podcasts

We developed a three-part podcast series in collaboration with EMBED on the topic of 'Equality, Diversity and Inclusion' and what it means for Heritage Organisations.



Articles based on webinars

Webinars have been adapted into a series of in-depth articles, distilling our experts' advice. They

lay out key points and case studies, and offer step-by-step guides to help heritage organisations assimilate knowledge and skills.



Knowledge Sharing about the programme

Our internal evaluation has generated useful insights into the

programme, and data gathering has helped us demonstrate the Heritage sector's current challenges, as well as assess its response to Covid. We are now sharing these findings with partners, participants and the public in order to create more self-awareness within the Heritage sector.

To find all Rebuilding Heritage resources, please visit: www.rebuildingheritage.org.uk/resources

Sign up to our mailing list to keep informed about the project's developments: <https://bit.ly/3NaykFi>