

Roundtables

Sharing with each other to improve future sector support

- What We Did
- Who We Helped
- What We Learnt
- Future Needs
- Roundtables**



Introduction

Between May and September 2022, Rebuilding Heritage focussed on enhancing knowledge-sharing of the programme's findings.

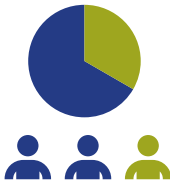
This was accomplished through the successful delivery of a series of

roundtables, incorporating learnings from the live support programme while facilitating knowledge exchange across five themes identified by our internal and external evaluations.



Peer-to-Peer Networks

Can peer-to-peer networks be self-sustaining, functional and effective in terms of increasing the resilience of heritage organisations.



Sector Stakeholders

How can we collaborate to ensure that sector support offerings make the biggest difference to the sector?



Consultants & Trainers

How can we help organisations to accurately identify their areas of need?



Past Participants

How can we make Rebuilding Heritage a better programme?



Heritage Funding Directory

How can we develop the Heritage Funding Directory into a recognised and reliable resource for the sector?

72

individuals participated in the roundtables, representing

63

organisations.



84%

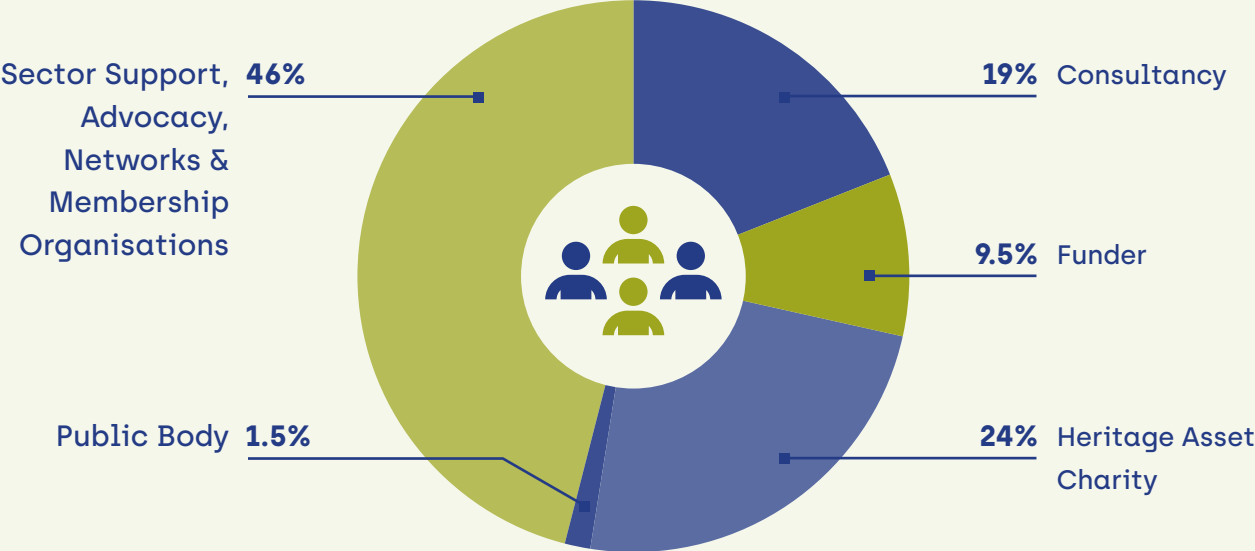
of individuals who offered feedback rated the experience as useful going forwards.

Attendance

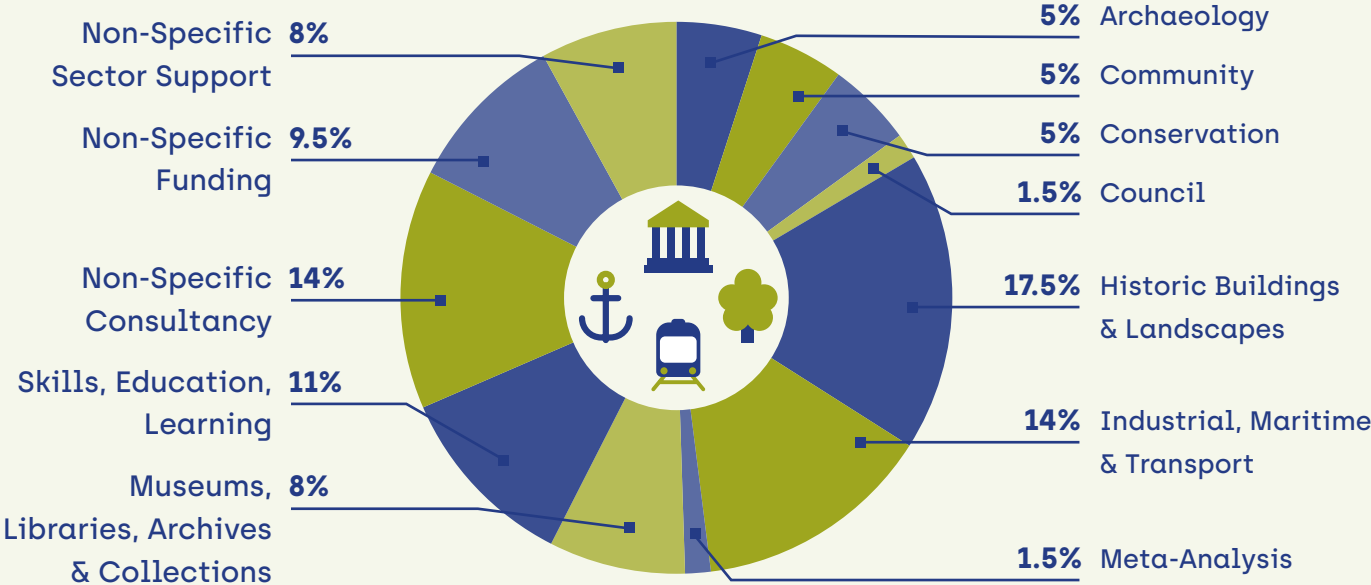
Participants included:

 <p>Subject specialists</p>	 <p>Past participants of the Rebuilding Heritage programme</p>
 <p>Organisations representing the breadth of the heritage sector</p>	 <p>Partner organisations</p>

Breakdown of Attendance by Organisation Type



Breakdown of Attendance by Sub-Sector



Roundtable 1: Peer-to-Peer Networks

15

Individuals

13


Organisations


The purpose of this roundtable was to investigate the feasibility of self-sustaining support networks within the heritage sector - helping each other through autonomous knowledge sharing.


We wanted to find out what enables peer-to-peer support groups to sustain themselves, as well as to discover best practice models, and to explore transitioning from a digital engagement model to a hybrid model.



Final Take-aways:

 Peer-to-Peer networks need a common motivating factor for the network to be self-sustaining.

 Facilitation and setting-up involves creating the right conditions for the success of the network.

 Don't be afraid to experiment and adapt in response to feedback.

“
“Nothing could be improved on in this session. I hope you are able to continue with Rebuilding Heritage.”
“It was great to hear about other approaches to developing and maintaining networks. I will now think in terms of a journey, from the support needed at set-up to a more hands-off approach once the network is established and operating with a strong sense of purpose.”
Participant feedback



Roundtable 2: Sector Stakeholders

19

Individuals

15

Organisations

The purpose of this discussion was to gather insights about creating a united and collaborative landscape of sector heritage sector support. It explored the creation of

complementary support offers and sought to identify current gaps in terms of both subject matter and reach.



Final Take-aways:



Recognise that organisations are on a journey.



Collection of useful data and evidence of organisational journeys is imperative.



Sector support needs to be agile, moving with sector needs as they develop.



“Very effective facilitation. I felt comfortable and encouraged to contribute.”
“It was very useful. The Roundtable provided an excellent networking opportunity and was *extremely* well run.”

Participant feedback

Roundtable 3: Trainers and Consultants

[Perceived Need vs. Actual Need]

Throughout the Rebuilding Heritage programme, a common issue in applications was a discrepancy between the self-identified and the ‘actual’ needs of participating organisations.

The purpose of this roundtable was to examine this issue, looking at how best to allocate tailored support when participants often do not know exactly what it is they require.

11

Individuals

9

Organisations



For example: an organisation might have applied for fundraising support, only for it to become apparent later on that the underlying issue would have been better remedied by communications support, or business planning advice.

Key Learnings

- Early 1-2-1 engagement is the most effective way of supporting organisations to clarify actual needs and recognise the changes they are trying to effect.
- Ways of assessing 'actual need' through the through an application process:
 - Be clear about the support on offer.
 - Explore whole-organisation challenges and opportunities as part of the application process.
 - Use a two-stage application process.
- The support should be flexible: it should always be possible for applicants to switch to another support topic if it becomes evident that this is a better fit.

Discussion Points

Effective methodologies in managing perceived need vs actual need.

Central Question



How do we allocated tailored support effectively when participants often do not know exactly what they need?

Discussion Points

Communicating an offer that is both clear, and flexible to needs.

Discussion Points

Enabling smooth delivery of support.

Key Learnings

- Provide regular check-ins to support organisational growth and long-term journeys.
- Programme pace should reflect the depth of evaluation needed to allocate support effectively.
- Make sure the tools and learnings are suitable for the level at which each organisation operates.

Key Learnings

- Embed an agile and user-centred approach to programme design tailoring support as new needs emerge.
- Provide case studies and testimonials to help prospective applicants make connections to the support on offer.
- Human interface - facilitate meetings between prospective applicants and past participants to help them understand the nature of the support.
- Webinars or group sessions can be useful at pre-application stage.

Final Take-aways:

There is no simple answer nor guarantee of getting support right first time for 100% of participants, however a variety of processes and programme elements can be combined to:

- Improve successful first-time matches, and
- Ensure a smooth transition to more appropriate streams of support where required.



Built-in agility and flexibility must be balanced with clarity and certainty surrounding the support on offer, particularly in external communications.



“A very useful and well-run session with a strong cross-section of participants. I would value another opportunity [to] build on learnings.”

“[It was] useful to hear from others about the pressures in their organisations.”

Participant feedback



Roundtable 4: Past Participants

14

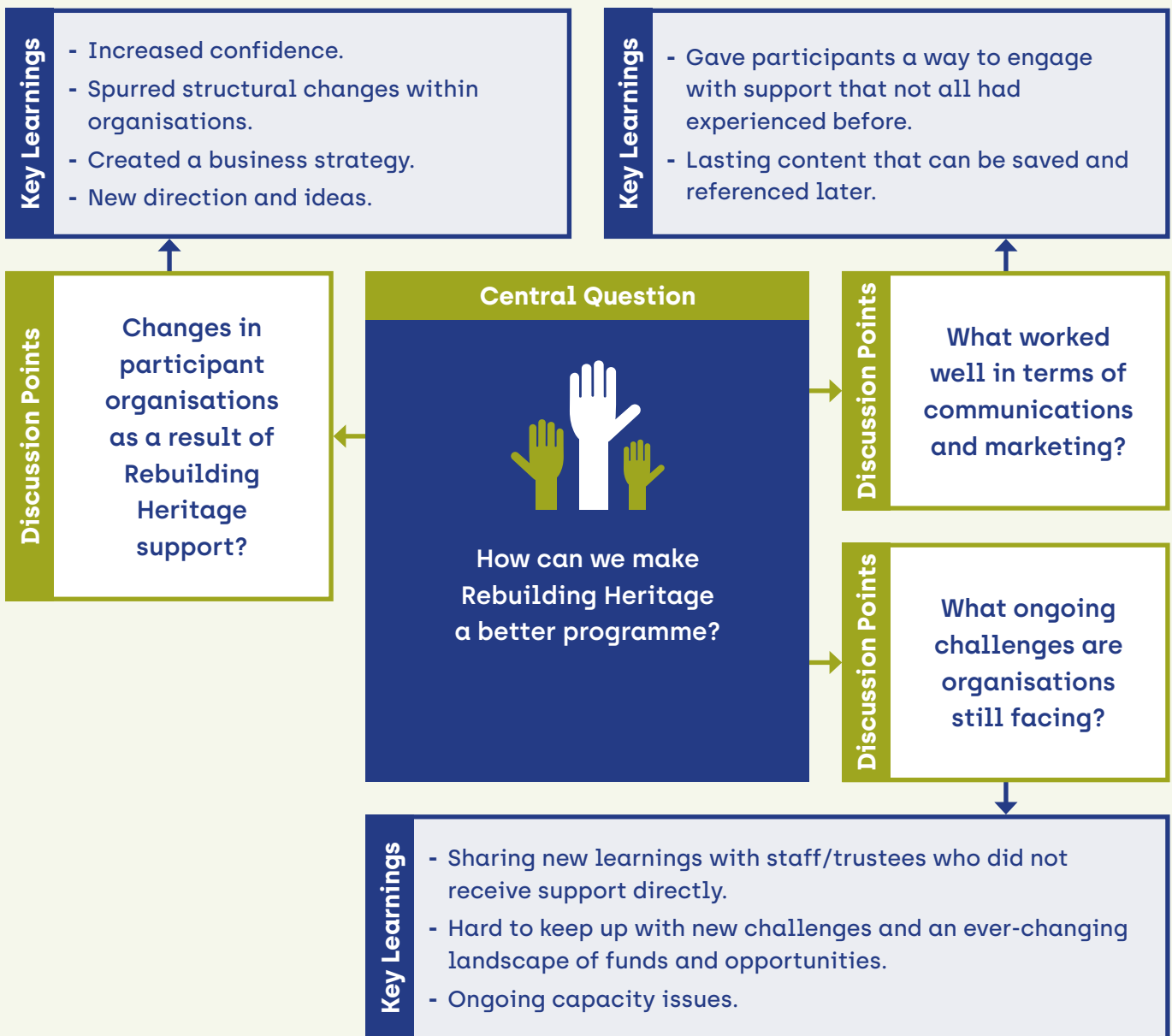
Individuals

11

Organisations

The purpose of this roundtable was to gain a better understanding of the impact Rebuilding Heritage has had on past participants. We asked them what has

changed in their organisation since taking part, as well as what they thought worked well about the programme and where it might be improved.



Final Take-aways:



Rebuilding Heritage continues to have a positive impact on past participants.



Capacity continues to be a major limitation for heritage organisations.



“These shared events are invaluable - we’re usually working in small or understaffed organisations were there is little opportunity to share or discuss issues. These ‘get togethers’ are insightful and really encouraging in the tough world of heritage.”

Participant feedback

Roundtable 5: Heritage Funding Directory

23

Individuals,
including:
9 Directory Users
3 Non-Users
7 Funders

20

Organisations

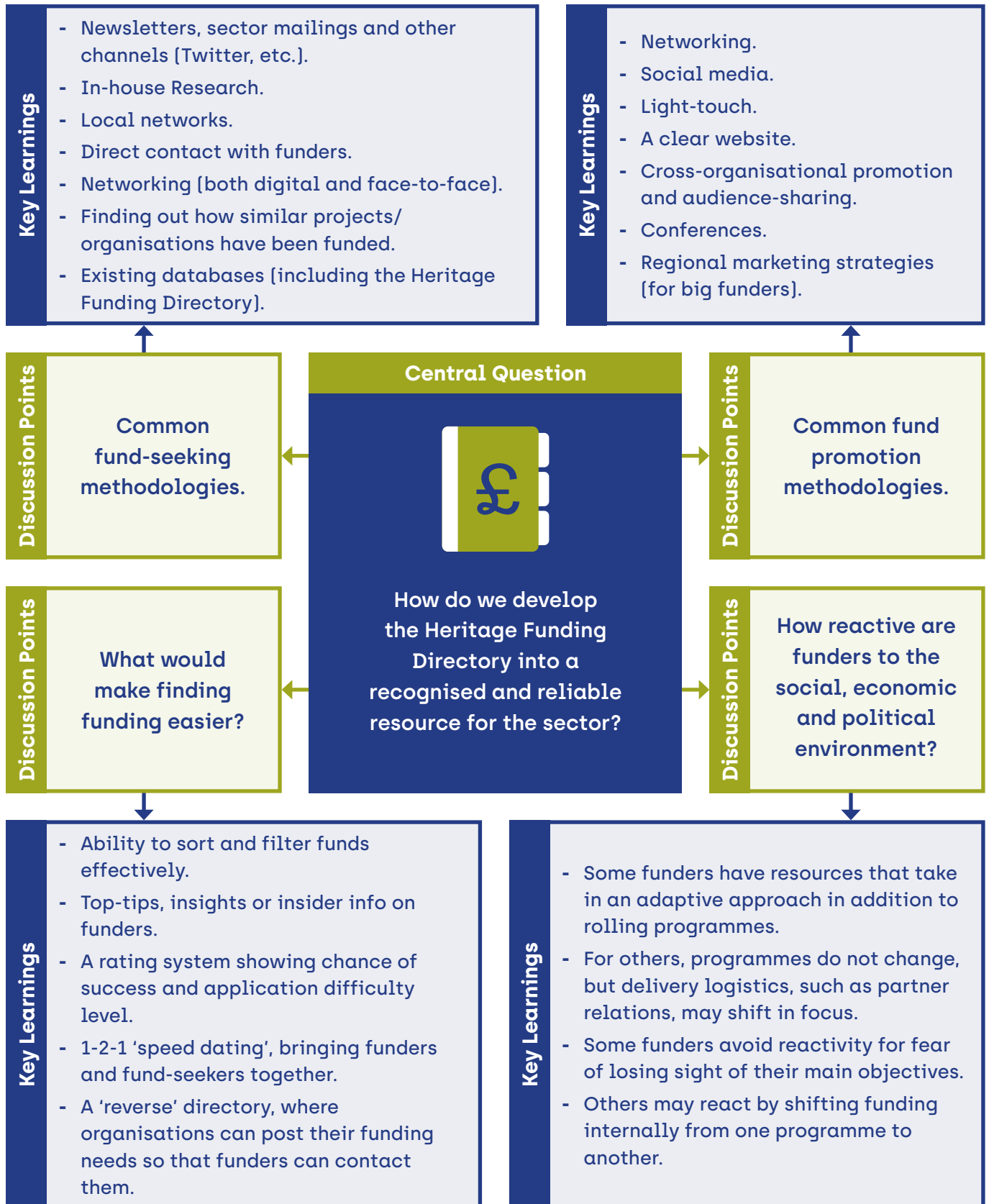
The Heritage Funding Directory - containing almost 400 funds and opportunities for heritage organisations - is a recognized and reliable resource for the sector, benefiting funders, fundraisers and consultants.

The purpose of this roundtable was to help inform a plan for the development of the directory for the next 2 to 5 years. We aimed to gain a clearer understanding of heritage organisations' needs with regard to the fund-seeking process.



**Heritage Funding
Directory**

www.HeritageFundingDirectoryuk.org



Final Take-aways:

There is room for improvement in the provision of services that facilitate fundraising.



Funders have differing strategies when it comes to reacting to change.



Fund-seekers have more to gain through collaboration and knowledge-sharing.

“

“The opportunity to make connections across the sector and with funders was really helpful and I will be following up conversations with some of the funders present.”

“Honestly, it was incredibly reassuring to understand that other organisations source their funder information in much the same way we do.”

Participant feedback

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>