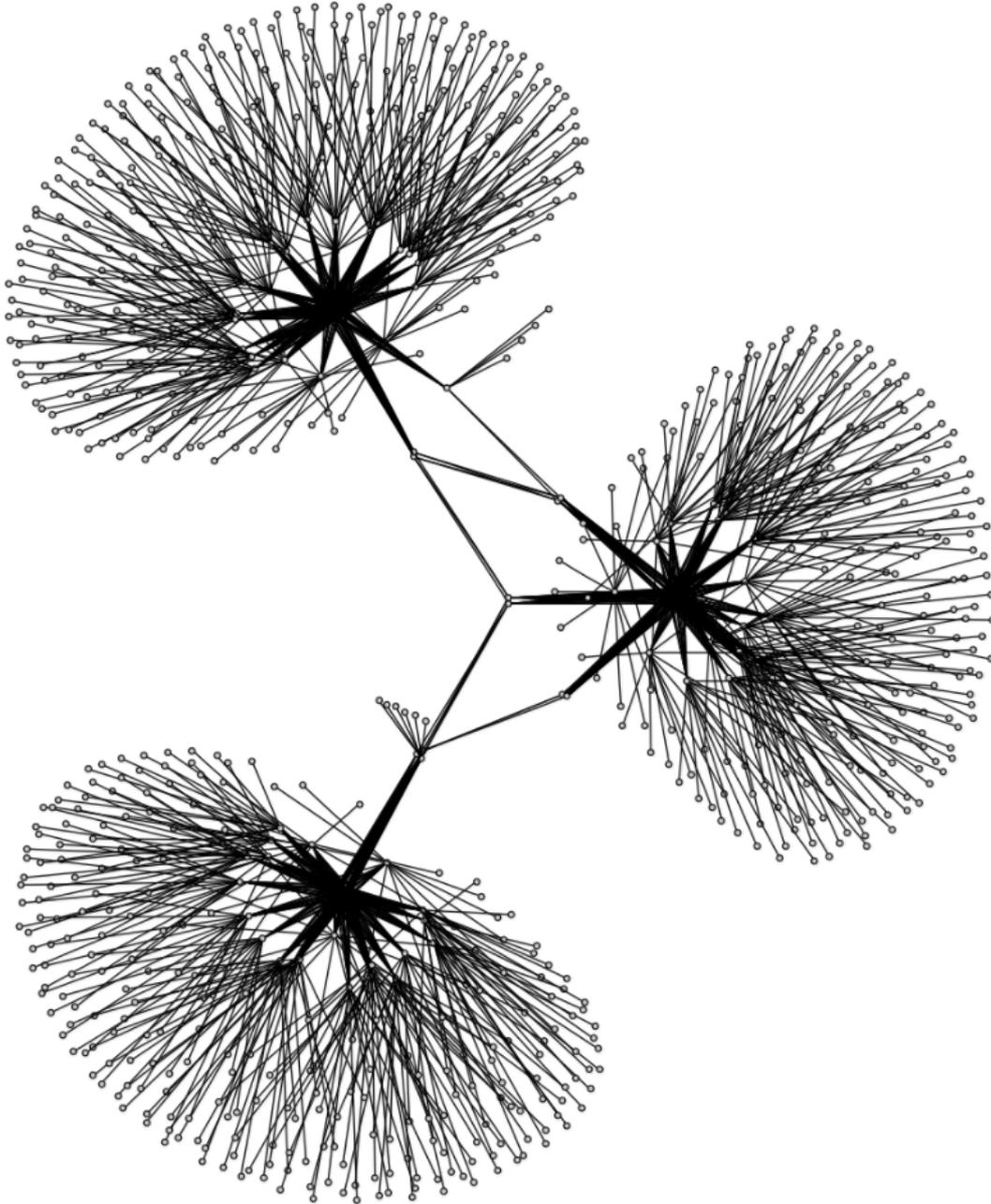


Community Heritage Scotland

Sector consultation (online survey) – analysis of findings



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Version 3 (6th July)
Ergadia Museums & Heritage

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1.0 Summary: voices, patterns and trends from the community heritage sector

	<p><u>Boats in a sea of change</u></p> <ul style="list-style-type: none">• There's a myriad of networks and forums used by 'community heritage' organisations, yet it's clear that they are unable to deliver effective solutions for common problems. Existing networks and forums often operate as localised / regional "echo-chambers" for their members, limiting the potential for collaborative working and the cross-fertilisation of ideas.• 70% of respondents stated they thought the creation of a new community heritage network would be useful. This increased to 75% if they didn't already participate in groups, forums or networks. When asked about the types of support this new network could offer, three development themes emerged; a.) 'communicating' b.) 'working together' and c.) 'creating resources'.• Connecting a variety of organisation types together under the umbrella of "community heritage" could help establish a shared vision for a future network. This could be informed by a desire to share, discuss, collaborate, solve problems and inspire new ideas.• Respondents indicated that they'd like a new network to have the ability to affect change at a regional or national level, particularly within the strategic objectives of funders and development bodies.• There was some indication towards potential models for a future network including the desire for grassroots participation embedded during its inception, development and ongoing governance. Respondents often highlighted the need for the creation of regional forums / groups with the capacity to interact at a national level, rather than a "top-down" approach.
	<p><u>Patterns of purpose</u></p> <ul style="list-style-type: none">• Through the assessment of plans for the next 2-5 years, it's become clear that the sector is driven by community and audience engagement, alongside activity / event programming, research and collections development. Many organisations are looking to develop built heritage through capital works projects.• The importance of capacity building and succession planning has emerged as core challenge for organisations to succeed in achieving their goals, indicative of a cause and effect relationship often observed by varying degrees of community participation.
	<p><u>Raising the profile</u></p> <ul style="list-style-type: none">• A large proportion of organisations wish to engage and develop their audience base and raise their profile amongst their communities. However, it's often the case that these organisations lack capacity, skills, knowledge and resources required to make this happen.• Organisations often feel disconnected from national heritage bodies and funders, and that more could be done to support what they wish to achieve within their communities.• Effective networking, collaborating with other local, regional and national organisations, access to professional advice, accessible funding streams, effective marketing and workforce / skills development would help community heritage organisations achieve their plans.

2.0 Methodology

2.1 Background

Scotland's community heritage sector is constantly evolving and represents traditional and contemporary forms of heritage groups, organisations and activities. The overarching aim for this survey was to engage with community heritage organisations and practitioners, identify their current activities and plans as well as patterns of challenges and opportunities. Support for a new community heritage network was explored, including its potential form, function and the resources it could offer. The survey also aimed to establish an initial contact database for community heritage organisations / individuals. Further details regarding the broader research of this project can be viewed within 'Community Heritage Scotland – discussion document'.

2.2 Timescale

- 23rd January: initial question scoping with project steering group.
- 28th January: draft question bank collated.
- 6th February: draft survey approved by the project steering group.
- 14th February: survey goes live.
- 26th March: survey "officially" closed but agreed to be left open for accepting new responses.
- 28th March: 1st draft of report issued.
- 21st April: presentation to 'Community Heritage Scotland: Going Forward' event.
- 2nd May 2nd version of report issued.
- 6th July 3rd version issued.

2.3 Survey design

- The initial meeting with the project's steering group resulted in a draft question bank of potential survey questions.
- Survey questions were then drafted by Ergadia Museums & Heritage and Northlight Heritage, prior to approval by the project steering group.
- Guiding principles for survey design included being as open-ended as possible to provide a snapshot of the sector and to enable respondents to "tell their own story". This resulted in a set of 19 qualitative and 4 quantitative questions.
- The survey was uploaded to the Qualtrics platform as hosted by the University of St Andrews.

2.4 Reach

- An email mailshot was distributed for steering group contacts / databases.
- Social media campaign assisted by members of the steering group.
- DTAS (Development Trust Association Scotland).
- SENS Scot (Social Enterprise Network Scotland).
- SCVO (Scottish Council for Voluntary Organisations).
- Museum forums and local / regional networks.
- 36 Third Sector Interfaces.
- 798 organisations with "Heritage" or "Museum" keywords under OSCR.
- 359 organisations listed by Culture24.
- 210 SCRAN contributors.
- 166 organisations listed by ArtUK.
- Over 1,000 organisations were crawled for keywords "development, trust, social, enterprise, heritage, Scotland".

2.5 Response & completion

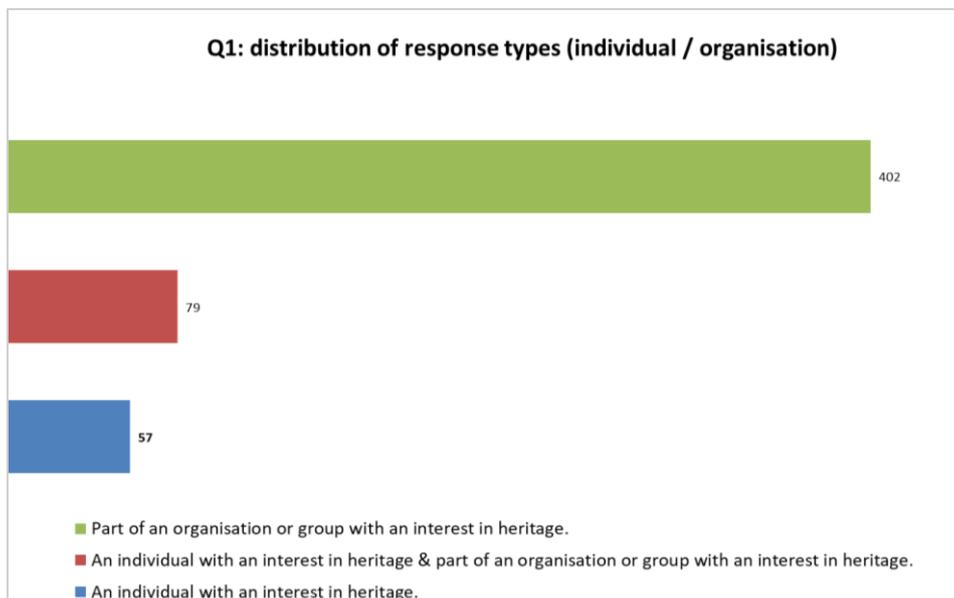
The biggest challenge for the survey was to target as many groups, organisations and individuals involved in the relatively ambiguous "community heritage" sector.

- Between 14th February – 21st June, the survey was clicked-on 991 times from an IP address. 467 of these answered one or less questions and were excluded from the data set. This resulted in a dataset of 543 responses suitable for analysis.
- Of the 543 responses, 401 made it through to the final question (resulting in a 74% 'completion rate').
- A test sample from one of the project's steering group members indicated a 'response rate' of 38% within this sample.
- As the survey primarily qualitative in nature, many respondents took their time with the survey, leaving it running in the background and returning to complete their submission.

3.0 Analysis

3.1 Q1: Survey response (individual or organisation)

538 responses were submitted to this multiple-choice question. 75% of these indicated that the respondent was “part of an organisation with an interest in heritage”. 11% of responses were from individuals with an interest in heritage including “campaigners for heritage sites / activities” and “individual collectors / researchers.”



3.2 Q2: If part of an organisation / group, what is its name?

485 responses were submitted. Of these, 445 unique organisations were identified. Duplicate entries for organisations were completed by members of staff / volunteers for the same organisation, with many being members of multiple organisations.

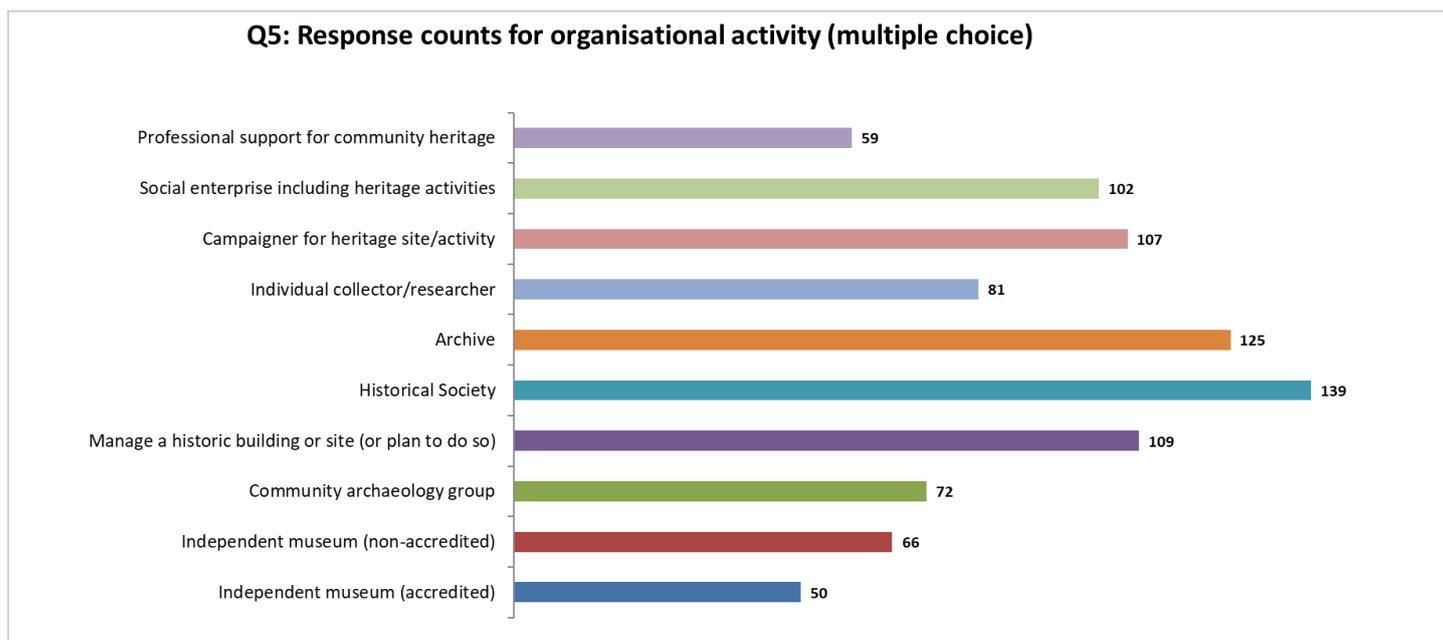
3.3 Q3: Which geographical areas do you cover?

511 responses were submitted to this open-ended question, often with multiple locations listed per response. These were initially separated, cleansed and had duplicates removed, resulting in 493 unique locations (including specific locations and regions). 49 responses (9.6%) indicated that they operated across the whole of Scotland. The spread of community heritage activity can be roughly visualised by the following map;



3.5 Q5: Which of these describes what you do?

397 survey respondents indicated the types of activities they / their organisation deliver.



Activity (multiple choice)	Count of activity	% of all activities	% of overall survey responses
Historical Society	139	15%	35%
Archive	125	14%	31%
Manage a historic building or site (or plan to do so)	109	12%	27%
Campaigner for heritage site/activity	107	12%	27%
Social enterprise including heritage activities	102	11%	26%
Individual collector/researcher	81	9%	20%
Community archaeology group	72	8%	18%
Independent museum (non-accredited)	66	7%	17%
Professional support for community heritage	59	6%	15%
Independent museum (accredited)	50	5%	13%
Total	910		

The sample collected indicates an even distribution of “top-five” organisational activities, including historical societies, archives, the management of historic property, campaigning for heritage and social enterprise.

- 35% of survey responses were from Historical Societies.
- 30% of survey responses were from accredited and non-accredited museums.
- Just over a quarter (26%) of responses indicated they engage as a social enterprise with heritage activities.

Numbers of activities per organisation		
No. of activities	No. of organisations	% of sample
One	165	42%
Two	91	23%
Three	62	16%
Four	41	10%
Five	19	5%
Six	10	3%
Seven	4	1%
Eight	4	1%

59% (231) of responses indicated two or more combinations of organisational activity, demonstrating the diversity of organisational activities delivered by community heritage organisations.

Relationships between activities can be explored by identifying how often one activity was selected in combination with another activity. These frequencies have been presented as a heatmap.

		Counts of paired activity									
		A	B	C	D	E	F	G	H	I	J
A	Independent museum (accredited)	-	2	6	15	11	20	5	9	11	8
B	Independent museum (non-accredited)	2	-	15	29	23	35	14	14	17	7
C	Community archaeology group	6	15	-	26	38	29	18	29	21	16
D	Manage a historic building or site (or plan to do so)	15	29	26	-	37	52	13	40	45	11
E	Historical Society	11	23	38	37	-	58	30	48	30	10
F	Archive	20	35	29	52	58	-	27	35	47	23
G	Individual collector/researcher	5	14	18	13	30	27	-	28	19	12
H	Campaigner for heritage site/activity	9	14	29	40	48	35	28	-	41	24
I	Social enterprise including heritage activities	11	17	21	45	30	47	19	41	-	20
J	Professional support for community heritage	8	7	16	11	10	23	12	24	20	-

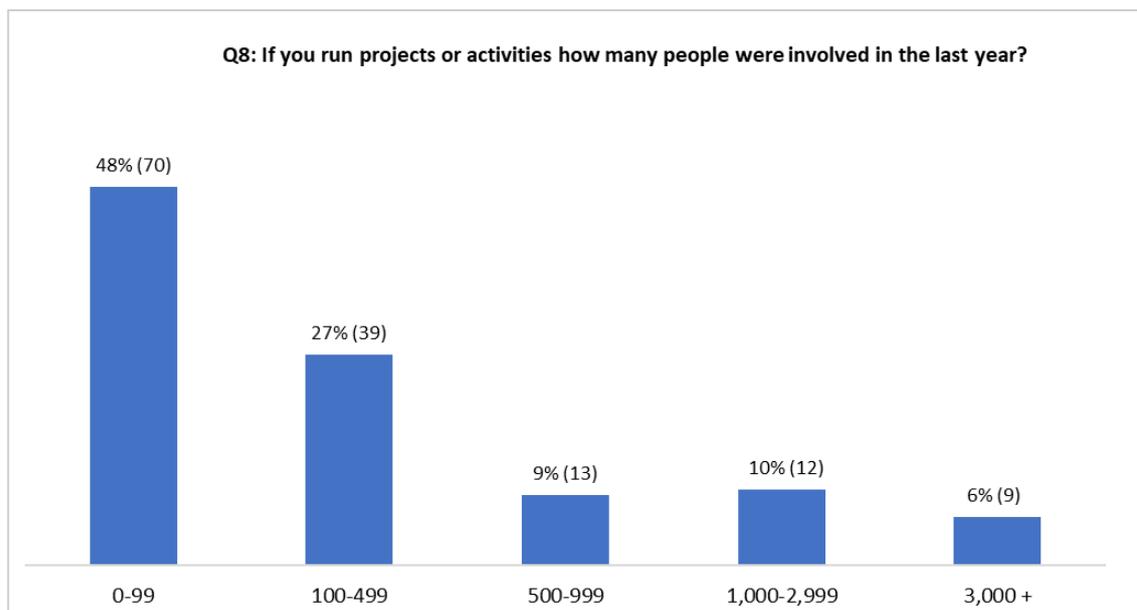
Observations

Many of these results are unsurprising, however there are some findings which help illuminate the character of community heritage groups and organisations;

- Social enterprises are commonly associated with managing a historic building / site (or have plans to do so), likely indicative of the rise of this activity across Scotland.
- Historical societies and archives appear closely connected with most of other activities within the sector. This suggests that the traditional format of community-led history societies remains at the core of the community heritage sector.
- Non-accredited museums often manage a historic building / site (or have plans to do so). This highlights the challenges associated with managing historic properties under the responsibility of museums which have less access to funding.
- Campaigners are often connected with historic buildings, historical societies and social enterprise activities.

3.8 Q8: If you run projects or activities how many people were involved in the last year?

145 responses were submitted to this open-ended question. 75% of responses fell within the 100 – 499 range, with just under half (48%) falling within the 0-99 range. The results indicate what can be expected in terms of “typical” participation figures in community heritage activities and projects.



3.9 Q9: What achievements are you most proud over the last 5 years?

358 responses were submitted to this open-ended question, resulting in a portfolio of achievement for the community heritage sector. These responses can be viewed in the survey dataset.

This portfolio encompasses a combination of traditional and often-innovative projects many of which have had positive impacts on local communities. Capital works and the development of visitor attractions can be regularly observed, as well as projects which have aimed to preserve or restore buildings and landmarks. Community and audience engagement was often developed as a vehicle to reveal new knowledge and understanding of local heritage. Many projects started small before transitioning into something larger, indicative of the grassroots culture of community heritage organisations and their ability to continuously develop projects. Smaller discreet projects often lifted the profile of the organisation in the same way as larger more ambitious projects. Being able to survive external financial pressure and continuing with activities was often highlighted. The contribution and dedication of volunteers was also often stated, in addition to efforts to manage funding applications required to get projects underway.

“The museum's outreach to young people, educational work, local participation in excavation projects.”

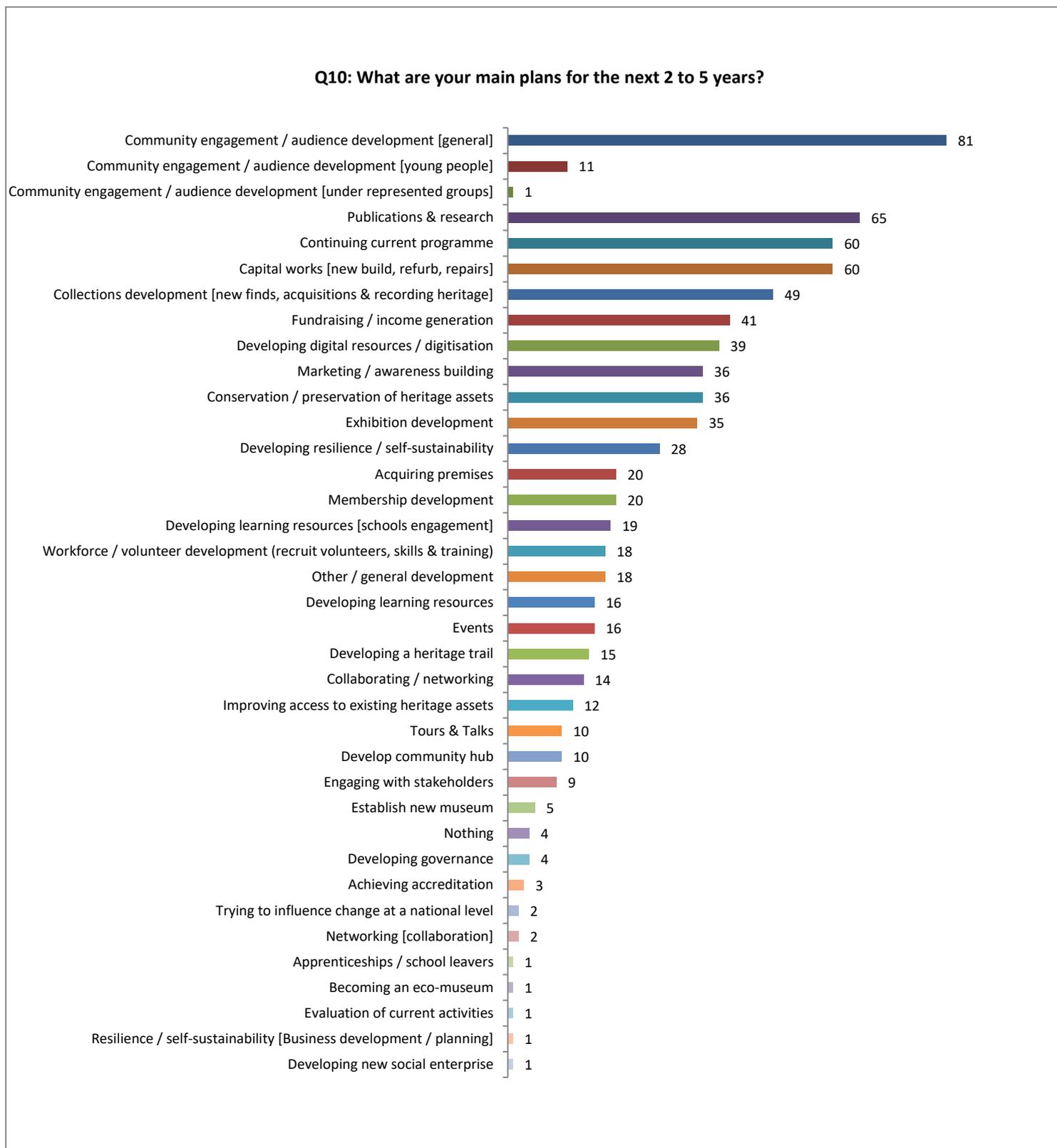
“We are only able to do this because we have a base of good volunteers who keep the project going.”

“connecting people and supporting others to discover new things about their area.”

3.10 Q10: What are your main plans for the next 2 – 5 years?

388 responses were submitted to this open-ended question. Respondents had the opportunity to describe or list their plans. These responses were broken down into 37 categories, with a total of 764 occurrences of these categories.

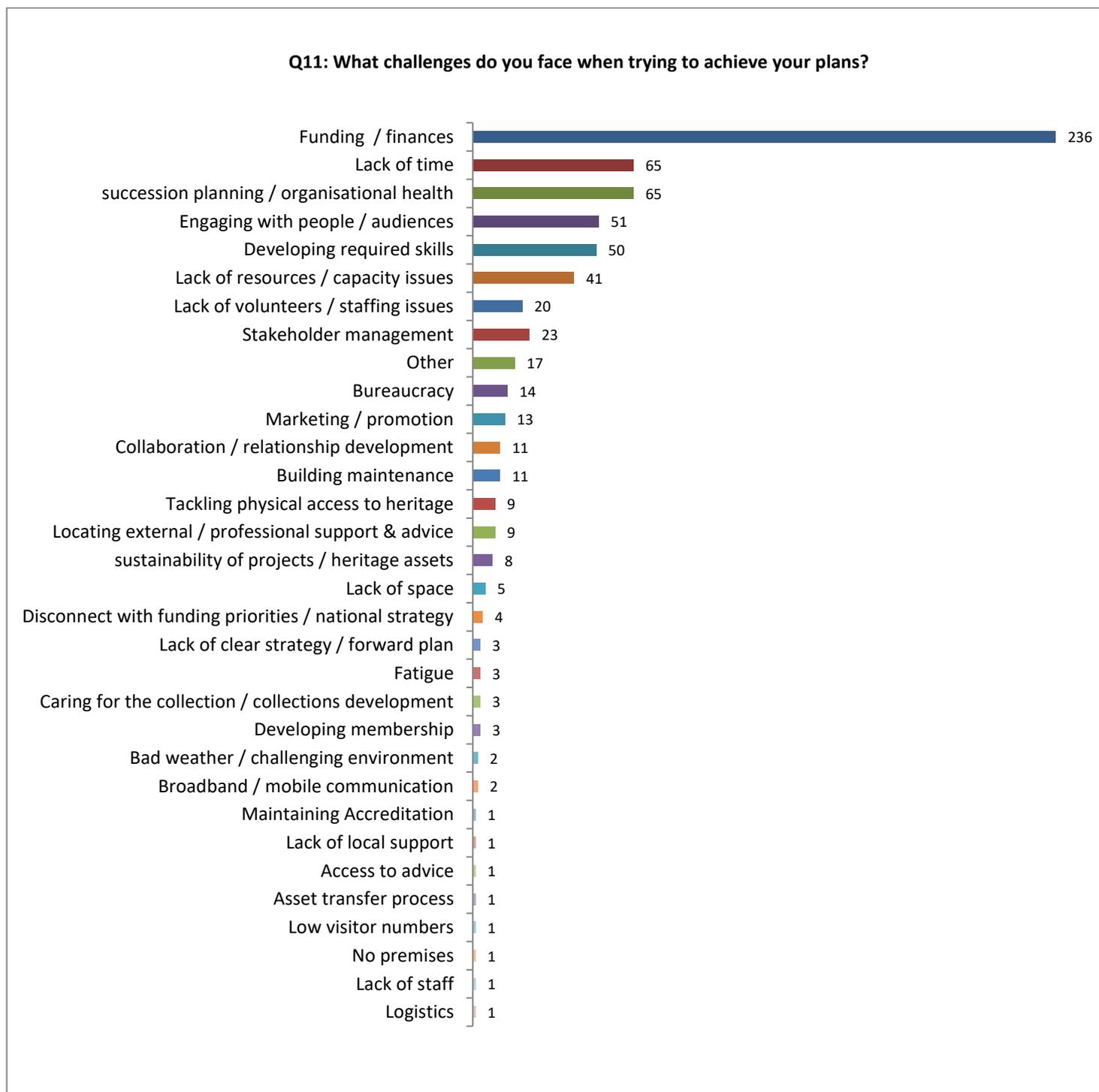
Engaging with the community and developing audiences emerged as main priority for community heritage groups over the next 2 -5 years. Following this (as part of the top 5), included publications & research, continuing current programme activities, capital works (with a focus on built heritage) and collections development. The current trend for community heritage planning appears to focus on engaging people with collections, acquiring knowledge and developing property / built heritage. A second of cluster of plans emerged around exhibition development, digital resources / digitisation, conservation of heritage assets, marketing and fundraising.



3.11 Q11: What challenges do you face when trying to achieve your plans?

394 responses were submitted to this open-ended question. Respondents were able to identify the challenges they face when trying to achieve plans. These responses were broken into 32 categories, with 676 occurrences of these categories.

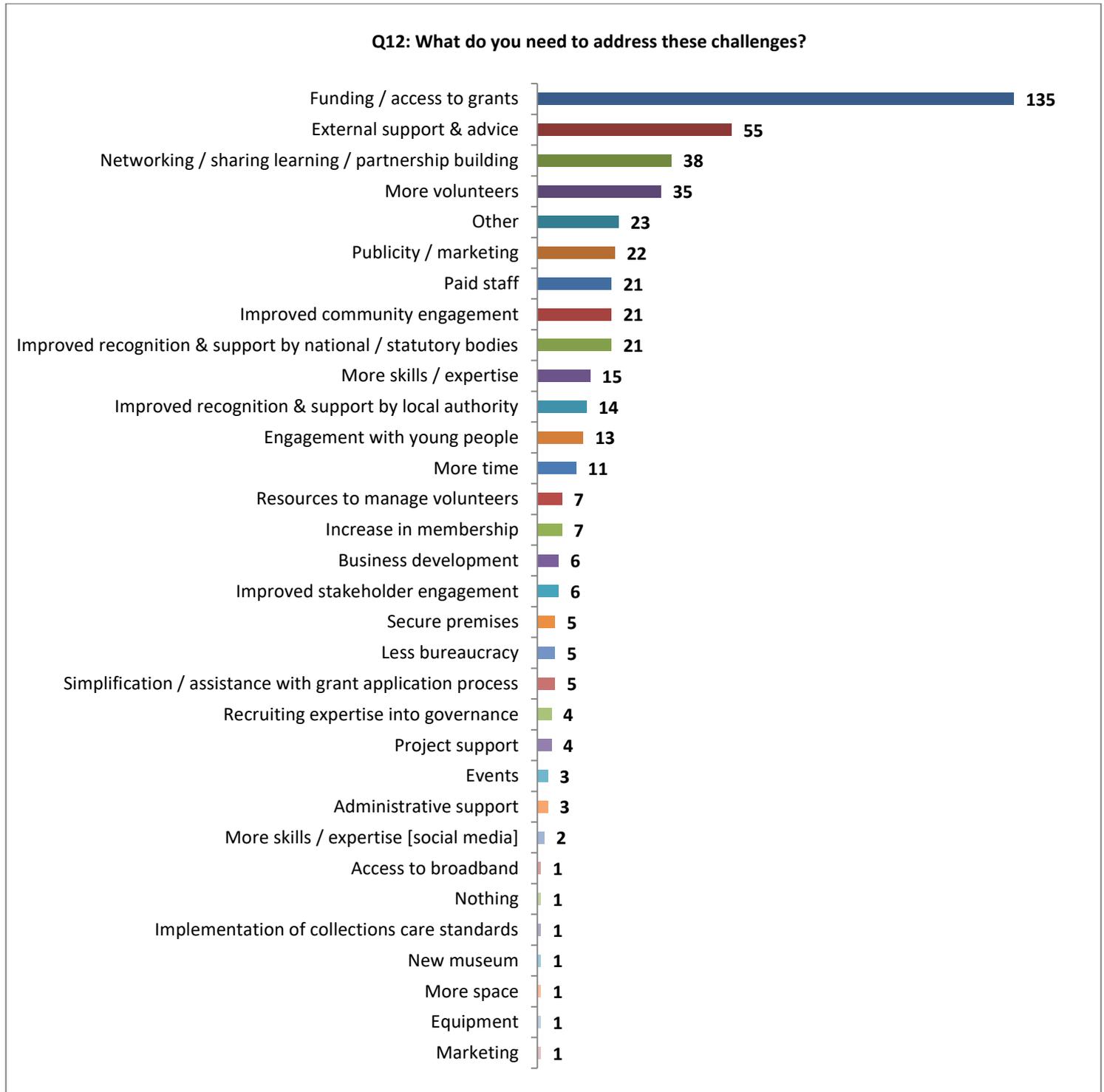
Funding and financial pressure was the most frequent challenge for community heritage organisations. This was followed by lack of time, succession / organisational health issues and engaging with people / audiences. These challenges reflective of plans for community engagement (see Q10). Lack of skills, capacity and workforce shortages was also regularly cited. Many of these challenges are intertwined resulting in capacity and the means to improve capacity (funding and workforce development) being of critical importance to achieving plans.



3.12 Q12: What do you need to address these challenges?

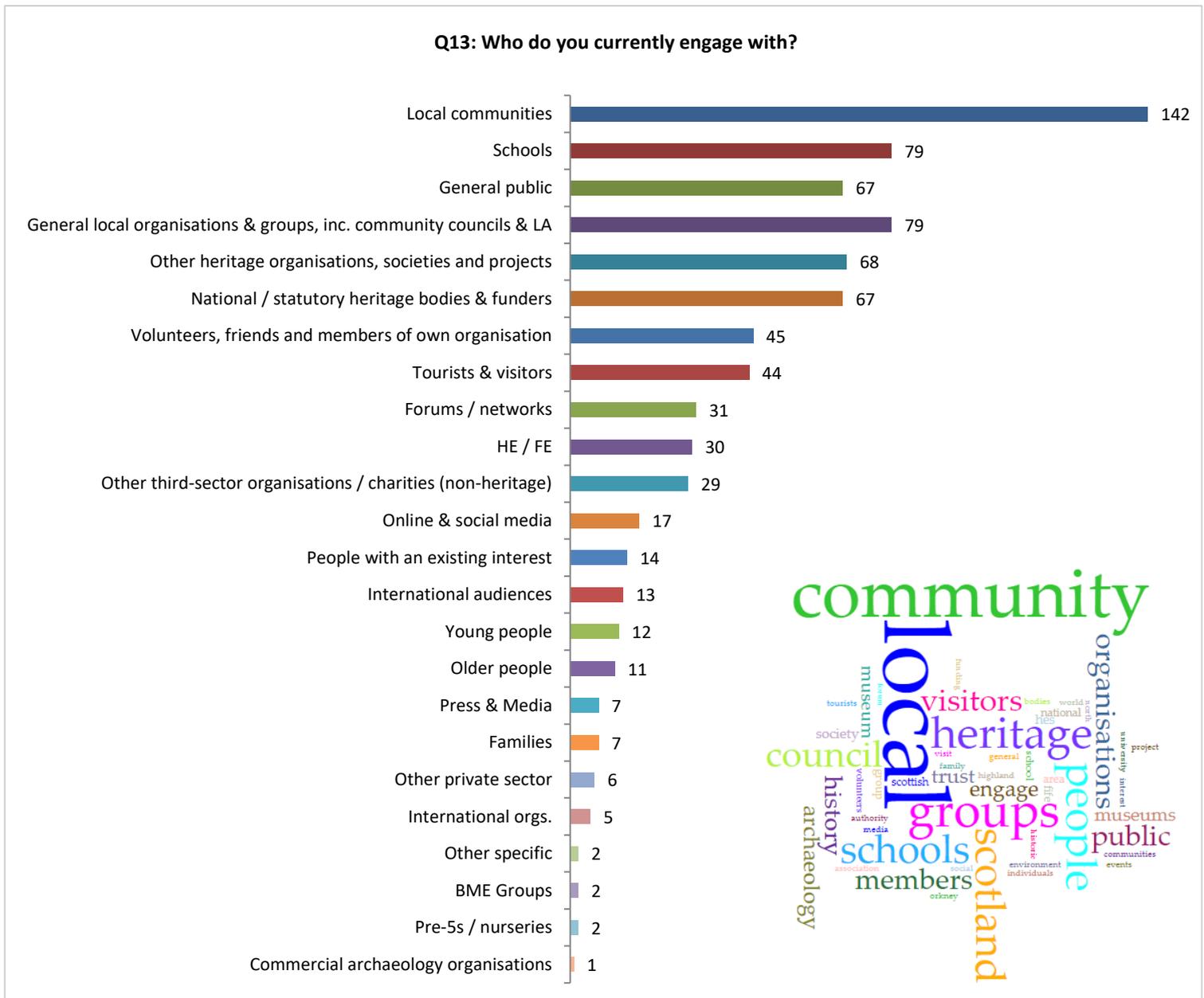
373 responses were submitted to this open-ended question. Respondents were able to identify the resources they need to address challenges the face when trying to achieve their plans. These responses were broken down into 32 categories, with 488 occurrences of these categories.

Funding / access to grants was identified the most frequently identified resource required to address challenges. Respondents also indicated that they would like more effective access to external support and advice. Related to this, respondents highlighted their desire for a collaborative approach to problem solving, sharing insights / learning and generating new ideas. This would be achieved by connecting with other local and regional organisations, including national / statutory heritage bodies. These findings reflect the willingness of community heritage organisations to develop their capacity through enhanced engagement with communities and by connecting with other organisations in order collectively tackle challenges and drive positive change.



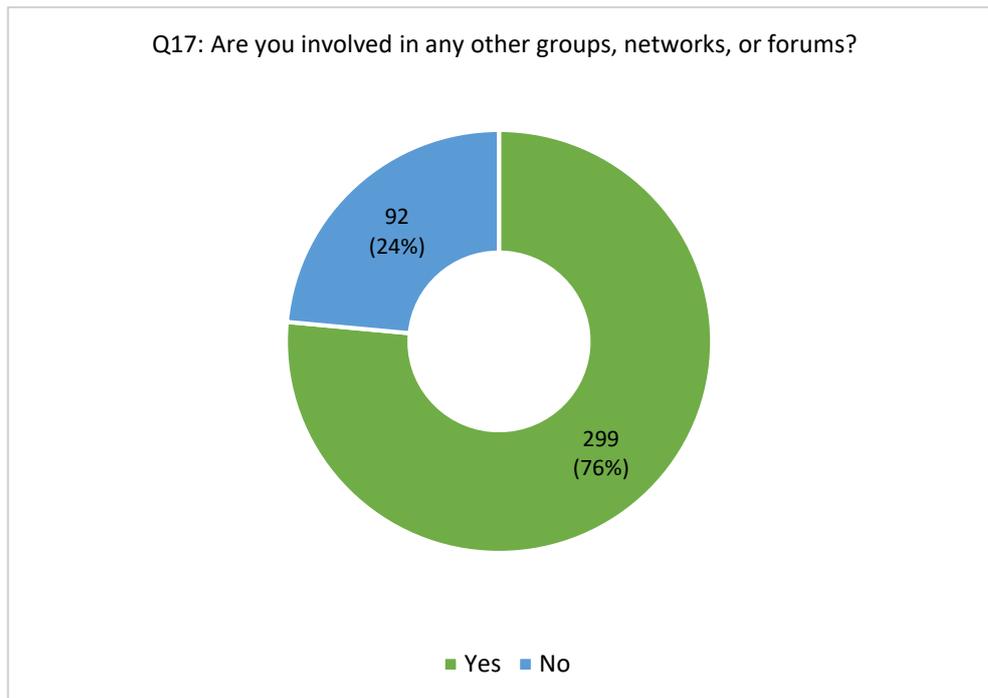
3.13 Q13: Who do you currently engage with?

368 responses were submitted to this open-ended question. These were broken down into 24 categories, with 780 occurrences of these categories. The “top five” most engaged audiences included local communities, schools, local and other heritage organisations. The results demonstrate that heritage organisations are well connected with the local communities in which they are based.



3.17 Q17: Are you involved in any other groups, networks, or forums?

391 responses were submitted to this question. The results demonstrate a high level of engagement with existing groups, networks and forums amongst community heritage organisations.



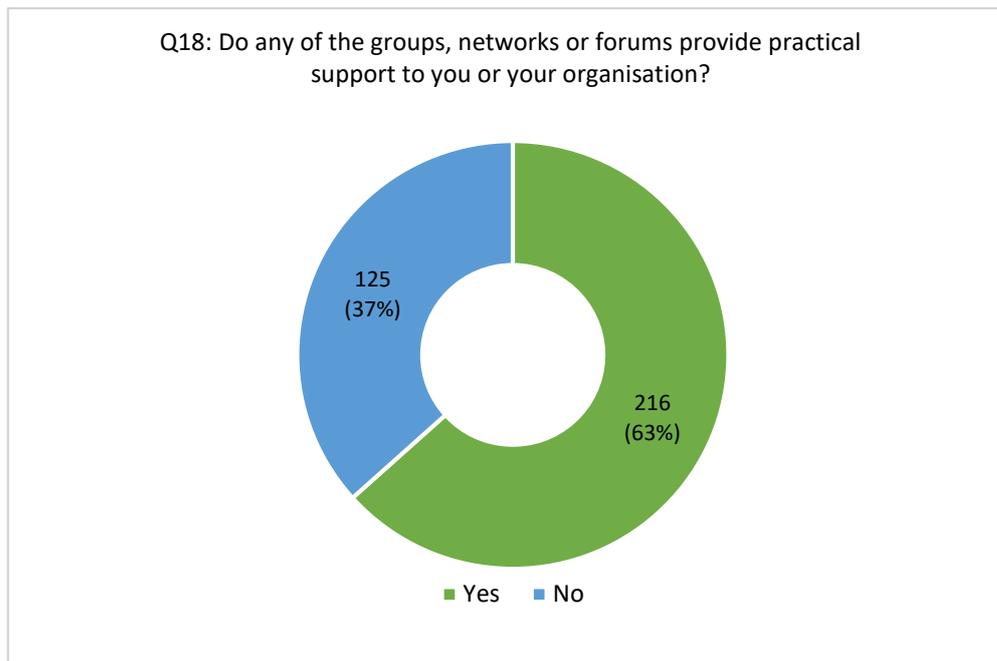
Answer	%	Count
Yes	76%	299
No	24%	92
Total	100%	391

There was some variation observed towards the involvement within groups, networks and forums according to organisational activity. Non-accredited museums were less likely to be involved compared to accredited museums or community archaeology groups.

Are you involved in any other groups, networks, or forums?		
Organisational activity	Yes	No
Independent museum (accredited)	40 (91%)	4 (9%)
Independent museum (non-accredited)	47 (80%)	12 (20%)
Community archaeology group	54 (89%)	7 (11%)
Manage a historic building or site (or plan to do so)	69 (77%)	21 (23%)
Historical Society	96 (80%)	24 (20%)
Archive	91 (81%)	21 (19%)
Individual collector/researcher	56 (76%)	18 (24%)
Campaigner for heritage site/activity	71 (76%)	23 (24%)
Social enterprise including heritage activities	64 (73%)	24 (27%)
Professional support for community heritage	41 (87%)	6 (13%)

3.18 Q18: Do any of the groups, networks or forums provide practical support to you or your organisation?

341 responses were submitted to this question. 63% stated that the groups, networks and forums they participate in provide practical support. Given the range of capacity / practical needs articulated by respondents throughout the survey it's clear that existing provision can't necessarily address these needs to their full extent.



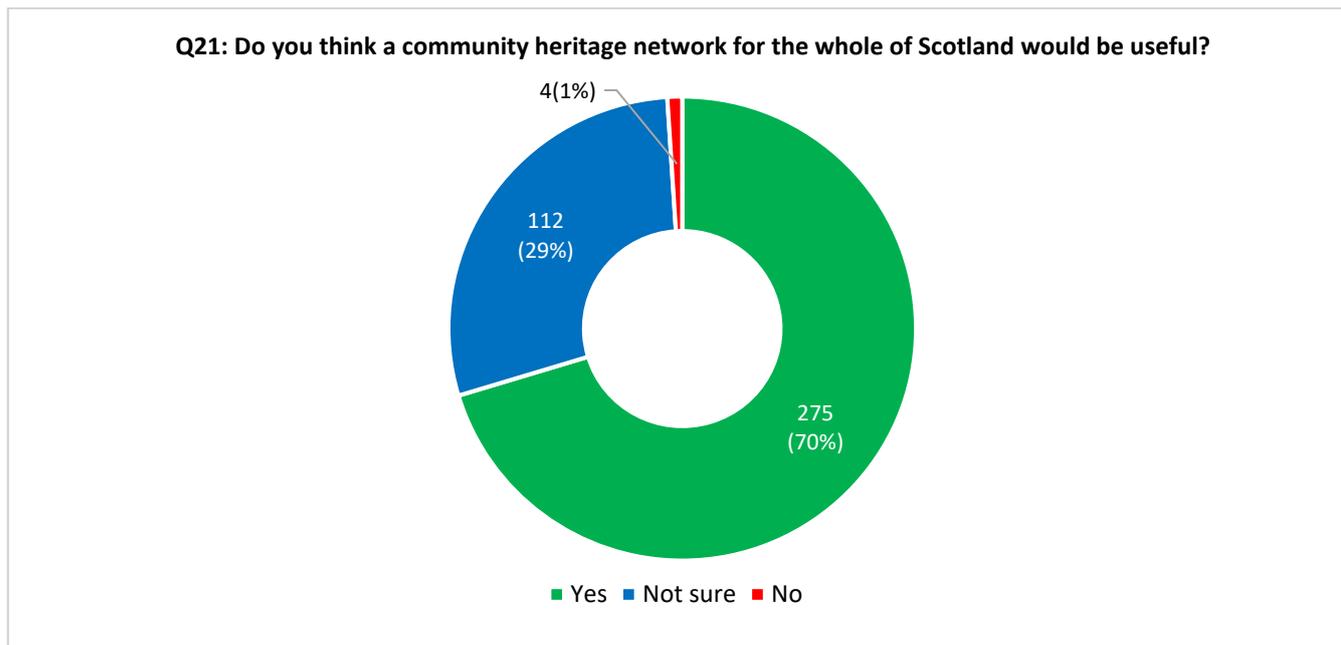
Answer	%	Count
Yes	63%	216
No	37%	125
Total	100%	341

3.19 Q19: if yes, tell us which one(s)

550 unique groups, organisations, networks and partnerships as providing practical support were identified by respondents. These range from local interest groups and societies, to regional and national sector-wide networks.

Assessment of the resulting list has revealed a sector which engages with groups, networks and forums lacking in diversity and participation from other sectors (e.g. health, social wellbeing, arts & culture, business or tourism). Exceptions can be found through the engagement with other national networks including Development Trusts Association Scotland (DTAS) and Third Sector Interfaces (TSI).

3.21 Q21: Do you think a community heritage network for the whole of Scotland would be useful?



Answer	%	Count
Yes	70%	275
No	1%	4
Not sure	29%	112

If respondents indicated they didn't already participate in existing groups, forums or networks (Q17), the results change with 75% answering "yes" towards supporting a new national network.

There was some variation observed towards support for a new national network according to organisational activity, particularly when comparing accredited and non-accredited museums. This could be attributed to access / uptake or perception towards existing groups, forums and networks, or differences in the types of needs between accredited and non-accredited museums.

Do you think a community heritage network for the whole of Scotland would be useful?				
Organisational activity	Yes	No	Not sure	Total
Independent museum (accredited)	26 (59%)	2 (5%)	16 (36%)	44
Independent museum (non-accredited)	44 (75%)	0 (0%)	15 (25%)	59
Community archaeology group	41 (67%)	0 (0%)	20 (33%)	61
Manage a historic building or site (or plan to do so)	73 (80%)	1 (1%)	17 (19%)	91
Historical Society	85 (71%)	0 (0%)	35 (29%)	120
Archive	82 (74%)	2 (2%)	27 (24%)	111
Individual collector/researcher	44 (59%)	2 (3%)	28 (38%)	74
Campaigner for heritage site/activity	75 (82%)	0 (0%)	17 (18%)	92
Social enterprise including heritage activities	70 (81%)	1 (1%)	15 (17%)	86
Professional support for community heritage	35 (74%)	0 (0%)	12 (26%)	47

Identifying possible development themes

The categories of comments submitted by respondents have been grouped into three broad themes; 'communicating', 'working together' and 'creating resources'. These themes could be explored further as part of further consultation or development for a future community heritage network.

"Advice, sense of not being on our own, examples of good practice, innovative ideas, and a national body that could lobby for the sector"

Communicating

- Discussing issues with each other
- Exchanging information
- Fostering mutual respect
- Inspiring new ideas / solutions
- Publicity and raising the profile of community heritage organisations
- Sharing successes and learning from projects

Working together

- Ability to lobby government / "make voice heard"
- Advice, mentoring & support
- Collective problem solving
- Joint funding initiatives
- Peer learning, training & knowledge exchange
- Sharing contacts

"Sharing of experience, information about projects, funders etc. New ideas. Help with problems. More clout when dealing with other agencies. Just moral support from being connected with people doing similar things and facing similar problems."

"The cross fertilisation of ideas and initiatives."

"Registers of relevant organisations and individuals to help with making appropriate contacts."

"Publicity for any projects we are running and a chance to share information."

Creating resources

- Calendar of events, activities, sector consultation etc.
- Enhancing membership of participating organisations
- Providing simplified access to national bodies / funders
- Raising awareness / mapping existing resources
- Searching for grants and funding opportunities
- Training initiatives / courses (online delivery)

"Opportunity to meet and share experience with other practitioners; share ideas about how to address challenges facing heritage organisations based in remote rural locations with variable visitor numbers"

"Being able to envisage topic-based projects which would involve people with a wide range of interests and affiliations who could be identified by the network - ie joined-up approaches."

Further observations – kinds of support

A range of comments submitted by respondents highlighted observations made from other networks and comments / suggested approaches if a new network was to be created. These included concerns regarding the distillation of voices if the network model is too large, how it could be resourced, staffed and funded and making sure that its development is led by the sector, rather than a “top down” approach.

“My experience of this type of network is that, the bigger they get, the more the commonalities are diluted.”

“If such an organisation was national then perhaps a unified approach to problems solving would be of benefit.”

“The problems faced by independent museums are different depending on which District Council [local authority] area they are situated. Covering the whole of Scotland is perhaps too big an area to cope with locally based problem.”

“It could be, but a lot of work is required beforehand. It requires working from the 'bottom up' and not from 'the Top down.’”

“Only if it is staffed with people who are well trained and have access to resources, information and expertise in our national institutions and can really help get projects funded and up and running.”

“I am hesitant about this idea - in the end the bulk of the funding would be spent in the central belt and mainly on expensive promotion and advertising.”

“I would like to bring museums and partners together so that we can look resources and work towards shared goals. We often work in silos.”

“We also already engage with a number of food industry and community food organisations and are keen to work beyond the traditional siloed realms of this sector.”

“I think it would be too large for the whole of Scotland”

“...centralised bodies come with a number of risks, namely the potential to push out local voices, so a grassroots network of equal partners would be better than a top-down approach.”

“As long as in our location we would feel included, but maybe having smaller areas networks would help.”

3.23 Q23: Please tell us anything else you think might be relevant or helpful

148 responses were submitted to this open-ended question. Comments mainly focused on the form and function of a potential network. To summarise these comments included;

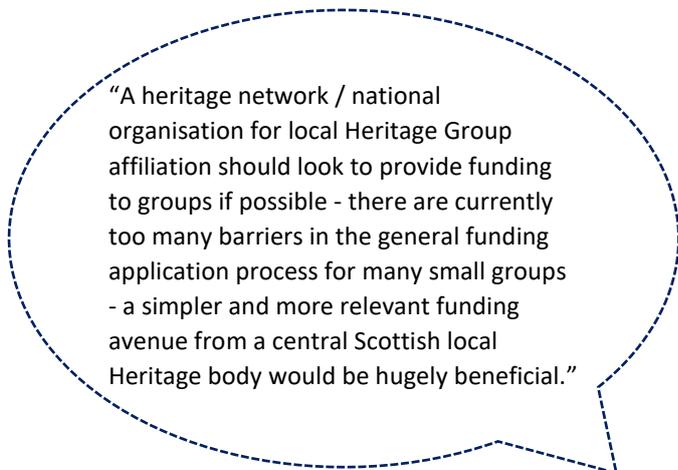
- The distribution of funding amongst membership, a funding directory and advice regarding application processes.
- Ensuring multiple points of access to the network, including a calendar of meetups / events.
- The creation of an online advisory group to answer questions and provide guidance.
- The ability to search for commercial heritage resources according to needs of projects.

There were some concerns regarding the overall “vision” for a future network, including the risk of duplicating existing initiatives and ensuring information is kept up-to-date.

Sharing and “raising the profile” of community heritage was also highlighted, including opportunities to share projects / initiatives within and beyond the sector.



“This sort of initiative has been a long time coming.”



“A heritage network / national organisation for local Heritage Group affiliation should look to provide funding to groups if possible - there are currently too many barriers in the general funding application process for many small groups - a simpler and more relevant funding avenue from a central Scottish local Heritage body would be hugely beneficial.”



“There is a great deal of expertise in the voluntary sector, but it is under co-ordinated. Conferences to exchange ideas and report on good practice would be a good idea.”



“Promoting an independent voice of community heritage is an important step forward, as long as it is undertaken in a way that respects and works in partnership with the professional cultural heritage sector.”