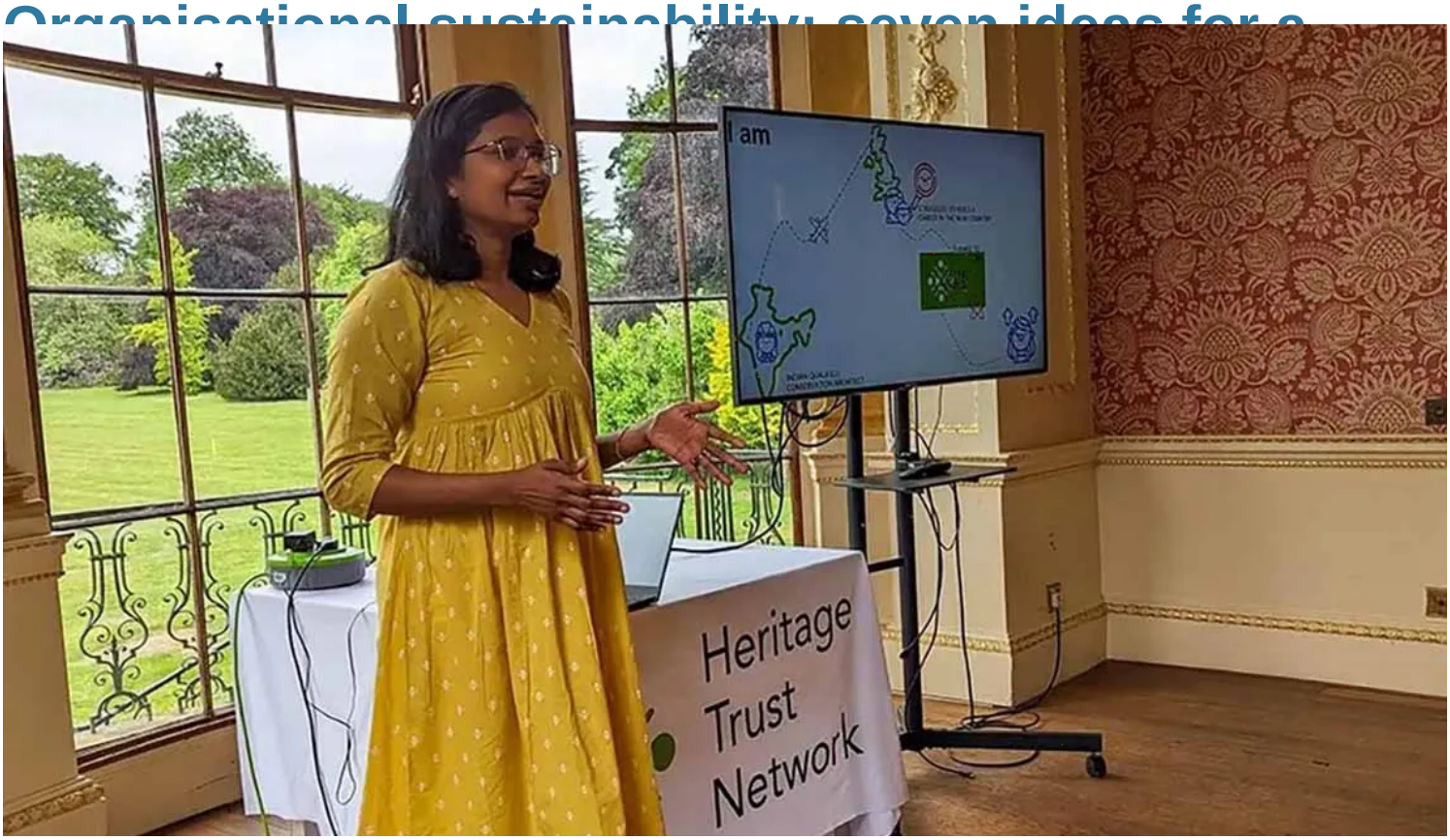
Organisational sustainability: seven ideas for a



Gopika Jayasree, who took part in Digital Heroes, talking at an event called Heritage Unleashed – Wider Engagement Through Digital.

Get inspired by projects that are strengthening heritage to be adaptive and financially sustainable, contributing to communities and economies.

In a challenging economic environment, organisational resilience can help heritage and the communities it serves survive and thrive. From innovative approaches to budgeting to boosting digital skills, these projects highlight some of the ways organisations are preparing for the future.

Planning ahead

Clear strategy and long-term planning can help projects assess their needs, address gaps and adapt to and embrace change.

Newbridge Memo's The Way Forward project is safeguarding the future of the historic miners' institute. After a review of the organisation's governance and discussions with the local community about what they wanted from the space, the venue developed new business, marketing and fundraising strategies and a revamped programme of events.



A pay-what-you-can performing arts group has helped Newbridge Memo welcome more children and young people into the building. Credit: Newbridge Memo.

Another project is transforming **Leicester Cathedral** to respond to increased interest following the reburial of Richard III in 2015. Realising that work needed to be done to prepare for greater footfall and provide for a more diverse audience, the project developed a carefully planned programme of restoration work, capacity building and engagement activities.

Simon Bentley, Project Director for Leicester Cathedral Revealed, says: “The project is renewing the cathedral so it can be its very best as a place of worship, heritage, pilgrimage, hospitality, learning, sanctuary and celebration, ensuring a sustainable and resilient future.”

Building skills and capability

By investing in skills and training, these projects are empowering people and communities to achieve their goals and support heritage into the future.

Alongside repairing **Uist Wool Mill’s** historic machinery, Calanas – transforming textile traditions has developed traineeships in wool spinning and mill engineering. The placements are creating viable long-term employment opportunities on the islands and supporting the sustainability of the industrial heritage sector.



Uist Wool now has a skilled group of people, living locally in Uist.

Heritage Trust Network's Digital Heroes connected individuals aged 18–30 looking for career opportunities in heritage with organisations across the UK. Supported by our Digital Skills for Heritage initiative, the project provided 61 volunteers with key digital skills. From devising digital fundraising strategies to creating social media campaigns, Digital Heroes helped organisations engage wider audiences and secure the future of their heritage sites.

Iconic events venue, **St Columb's Hall** has reopened thanks to a programme of skills development and environmentally sustainable building repairs. Opportunities included apprenticeships in production management and building restoration, training in historical research and new jobs addressing skills gaps in the organisation.

Finances and fundraising

Taking advantage of new opportunities and approaches can help heritage organisations strengthen their own financial resilience and their contribution to economies.

The Knowsley Golden Thread project is developing a sector-led community of practice and an innovative participatory budgeting approach to involve local communities in deciding how money is spent.

Derelict since a fire in 2001, **Sheerness Dockyard Church** has risen from the ashes as a community hub. A café and events space are ensuring a sustainable future for the building, while an enterprise centre is helping local people build thriving new businesses of their own.

Will Palin, Chair of the Sheerness Dockyard Preservation Trust, says: "The epic project has done much more than simply revive a beautiful historic landmark, it has brought to life a long dormant asset at the heart of the community. Its successful revitalisation as a mixed-use public space for events, meetings and co-working has proved that investment in neglected heritage can have major economic as well as cultural and social benefits."



The new co-working space at Sheerness Dockyard Church. Image: Dirk Linder.

Do you have an idea for a project?

- Explore our organisational sustainability and resilience guidance.
- Discover how projects are protecting the environment – another one of our four investment principles.



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The Birmingham Allotment Project participants enjoying their plot. Credit: The Birmingham Allotment Project.



lt heritage and community projects



Supporting diversity, equity and inclusion in the great outdoors. Photo: Wayfinding project.



ys to improve your project’s reach and impact

A woodworking workshop at Abney Park.

Saving heritage: nine ways projects are protecting the past