

RESILIENT HERITAGE PROGRAMME EVALUATION

Interim Report

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DCResearch
Economics Creative Culture

Carlisle

Suite 7
Carlyle's Court
1 St Mary's Gate
Carlisle CA3 8RY
t: 01228 402 320
m: 07501 725 114
e: stephen@dcresearch.co.uk

Leicester

1 Hewett Close
Great Glen
Leicester
LE8 9DW
t: 0116 259 2390
m: 07501 725 115
e: jon@dcresearch.co.uk

www.dcresearch.co.uk

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EXECUTIVE SUMMARY

Introduction

Heritage Lottery Fund (HLF) commissioned DC Research Ltd to carry out the Resilient Heritage Programme Evaluation. The evaluation commenced in early 2018 and will continue until the end of 2019. This document is the Interim Report.

Resilient Heritage is a grants programme of between £3,000 and £250,000 to help strengthen organisations, build staff and volunteer capacity, and better manage heritage in the long term. The programme aims to support organisations to increase their capacity and capability or to undertake a significant programme of organisational change to become more resilient.

The remit of the evaluation states that *"the evaluation should seek to understand if grantees have increased organisational resilience, increased capacity or achieved significant strategic change, and the extent to which the programme outcomes have been achieved."*

The key aspects of the method included: desk-based research and analysis; a survey of heritage organisations involved in the Resilient Heritage programme – as Strength Checker users and/or applicants to the Resilient Heritage grant programme; and Resilient Heritage case studies.

Summary – Understanding and Perceptions around Resilience

In terms of the common themes emerging around what resilience means, **many of the survey responses were multi-faceted**, highlighting a **number of different aspects of resilience** within their specific explanations.

- Whilst resilience is about the ability simply to **survive** for some, a more common theme from organisations looked more positively, in terms of the ability to **survive and thrive** and be successful. Within this, the ability to **take opportunities** and to respond positively was mentioned.
- A **very common theme** was around having the **ability and the strength to respond to, and overcome, challenges** and deal with external factors and changes in context/funding. Others highlighted being able to **recognise issues and develop solutions**, and having the ability and **flexibility to adapt, respond and react positively** to any changes.
- For many, it is about **funding and resources**, achieving financial security and being financially self-sufficient. Key to being resilient is not being (over)-reliant on grants or a small number of funders as well as the ability to diversify income.
- A notable theme emerged around the importance of **good governance** and its influence on the resilience of the organisation. In addition, others made mention of the importance of other aspects of the organisation such as having appropriate **capacity, skills, knowledge, and systems** – all of which contribute to the resilience of the organisation.

Comparing HLF's explanation of resilience (<https://www.hlf.org.uk/looking-funding/difference-we-want-your-project-make>) to the range of survey responses shows that the responses map against many of the aspects of the HLF explanation, with the exception of the 'working in partnership to share services, staff and resources' aspect which did not feature much, if at all, in the responses provided.

When asked to score their organisation's level of resilience at the current time (between 0 and 10, where 0 is low and 10 is high) **the average score across all survey respondents was 5.64, with a median score of 6.**

There are **notable variations in terms of the average score by region** – with Northern Ireland, Scotland, West Midlands, East Midlands, and Yorkshire all reporting below average scores (i.e. compared to the overall average of 5.64).

The self-reported scores for resilience were assessed against a range of characteristics and it was found that:

- The **average score for those unaware of the Strength Checker is higher** (6.71) than for those that are aware of the Strength Checker (5.55). In addition, the **average score for non-users of the Strength Checker is higher** (6.1) than for those that have used it (5.5). This potentially suggests that the **Strength Checker is more commonly being used by those reporting lower levels of resilience** – with those reporting higher scores less likely to use, or even be aware of, the Strength Checker.
- **Organisations reporting a positive change in their resilience** in recent years **have higher scores** than those that report a negative change.
- The average score for those that have submitted a Resilient Heritage grant application is lower than for those organisations that have not, whilst the average score for successful applicants is higher than for unsuccessful applicants. This suggests that those applying for Resilient Heritage grants are those in greater need (in terms of their own self-assessment of their resilience), but that those with higher scores are more likely to be successful – an issue for further consideration as the evaluation progresses.
- There is also a **positive correlation between size of organisation** (in terms of number of FTE paid staff) **and average score** – with, on average, the smaller organisations reporting lower scores.

More than three-quarters of organisations report that their level of resilience has changed in recent years, and for those that reported a change, **three-quarters stated there had been a positive change in their organisation's resilience**, with just over one-tenth (12%) reporting that their organisation has become much more resilient in recent years.

Conversely, **one-quarter stated that their organisation has become less resilient in recent years**, with one in twenty (5%) reporting that their organisation has become much less resilient in recent years.

Summary – Resilient Heritage Strength Checker

To the end of February 2018, the **number of registered users of the Strength Checker** (and specifically those that have used the Strength Checker, rather than those who have simply registered but not used it), **totalled 746.**

The vast majority (91%) of survey respondents are aware of the Resilient Heritage Strength Checker, and 88% report having used the Strength Checker. Taking these results together, more than three-quarters of respondents (78%) have used the Strength Checker, 13% are aware of the Strength Checker but have not used it, and the remaining 9% report not being aware of (and therefore not using) the Strength Checker.

The survey asked organisations how they became aware of the Strength Checker and found that the most common route (by far) was through the Resilient Heritage grant application process, with more than 70% becoming aware of it via this route.

Analysis of the survey results found that those **organisations that reported a decrease in their resilience in recent years are more likely to have used the Strength Checker** than those organisations that have reported an increase.

In terms of how easy/difficult the process of using the Strength Checker was, the most common response was 'easy' (39%) followed by 'neither easy not difficult' (34%). Just over one in ten organisations (12%) reported any level of difficulty with the process of using the Strength Checker, suggesting that, for the vast majority of those that have used it, there are no major issues with the processes involved.

With regards to the usefulness of the results from the Strength Checker, the results are strongly positive with more than three-quarters reporting that they found the results useful – 29% found the results very useful, with almost half (48%) reporting the results as quite useful. Only 5% described the results as being of no use at all.

In terms of the Strength Checker providing benefits to the organisation in terms of improving resilience, the majority (60%) report that they have had benefits in this way from using the Strength Checker:

- A number of organisations mentioned that using the Strength Checker helped them **develop their Resilient Heritage grant application**.
- Others noted that it had helped them to **highlight areas for improvement** or areas where they need to take action – and for some the fact that it was an external perspective was especially useful.
- For a range of organisations, the Strength Checker helped **to focus their minds and their thinking** – and helped to inform the next steps and plans for the organisation.
- A notable number identified that using the Strength Checker had **helped them to confirm what they already knew** in terms of what they need to address to become more resilient. Some organisations **saw this as a positive aspect** of the Strength Checker, whilst **others felt it did not add any value** as it didn't tell them anything new.

There were a small minority of comments that were more negative about the Strength Checker – including some issues with understanding the results (*'the results were impossible to decipher'*), some commenting that it was *'simplistic'*, others that it was *'inappropriate to start up organisations and probably small fledgling ones as well'* and others reflected that the both terminology and the results were *'overcomplicated'*, and that it was a *'blunt tool which was really unhelpful'*.

For a proportion (more than one-quarter) of organisations, the Strength Checker has already led to, or contributed to, actual changes in the ways in which the organisations operate. Common issues mentioned as changes already made by organisations include:

- **Strengthening financial reporting and analysis**, introducing financial training, and implementing specific initiatives (e.g. Gift Aid).
- Undertaking **regular training to upgrade skills** of staff and trustees.
- Creating **additional strategies and plans** for the organisation.
- **Recruiting additional staff and/or new trustees** (with particular specialisms – e.g. CEO, trustee treasurer, finance director).
- Reviewing and improving the organisation's **governance arrangements**.
- Seeking to add (or having already added) **voluntary members** to the board of the organisation.
- Restructuring of **governance and management arrangements**.

Organisations were asked whether or not they would **recommend the Strength Checker to other organisations, and the vast majority (86%) report that they would do so**. This is a clear positive message about the Strength Checker, with this scale of organisations - almost nine out of 10 - stating that they would recommend the Strength Checker.

Summary – Resilient Heritage Grants

In total, to February 2018, **HLF had received a total of 847 enquiries about Resilient Heritage**. In terms of the specific programme that the enquiries relate to, more than two-thirds of the enquiries relate to grants over £10,000, with less than one-third relating to Resilient Heritage grants of less than £10,000.

In terms of the **number of applications for Resilient Heritage grants**, this totalled **328 applications by the end of February 2018**. Of this total, 51% were approved (i.e. active projects at that point in time); 4% of projects had already completed, 10% were pending awaiting a decision on their application, and one-third (33%) had been rejected, whilst a small number had been withdrawn pre or post-decision.

Focusing on those applications for which a decision had been made, from a total of 287 applications, 179 had been **approved/completed (62%)**, whilst the remainder **(38%) had been rejected**.

The majority (61%) of organisations that responses to the survey had submitted an application for a Resilient Heritage grant.

In terms of the level of award applied for, most applications fall within the £50,001 to £100,000 category (33%), closely followed by the £10,001 to £50,000 category (30%), and then one-quarter of respondents had submitted applications for grants of less than £10,000.

In terms of the **grant application process, more than three-quarters (78%) of organisations found the process very or fairly easy/straightforward** – with more than one-fifth describing it as very easy/straightforward (21%), and the other 57% describing it as fairly easy/straightforward.

For those applicants that were successful, **the vast majority (91%) described the progress reporting and claims/payment processes as straightforward** (75% reporting it as fairly easy/straightforward and a further 16% reporting it as very easy/straightforward).

The majority of organisations (72%) responding to the survey reported that they made use of the Strength Checker in the development of their grant application.

Better Managed...

More than one-third (38%) of organisations already report that their organisation is better managed following their Resilient Heritage grant, with a further 52% reporting that that whilst this is not yet the case, they do expect that this will occur. In total, **90% of respondents report that their organisation is already better managed or expect it to be so in the future.**

Skills Development...

More than one-third (38%) of organisations already report that their staff, trustees, board or volunteers have already developed skills following their Resilient Heritage grant. An additional 52% report that they expect this to happen, although it has not yet happened. In total, **90% of respondents report that staff, trustees, board, or volunteers have already developed skills or expect them to do so in the future as a result of their Resilient Heritage grant.**

More Resilient...

More than one-third (37%) of organisations already report that their organisation is more resilient following their Resilient Heritage grant. An additional 57% report that that whilst this is not yet the case, they expect that this will happen in the future. In total, **94% of respondents state that their organisation is already more resilient, or that they expect it to be more resilient in the future as a result of their Resilient Heritage grant.**

Issues for HLF to Consider

Based on the findings of this Interim Report, HLF could give consideration to:

- Clarifying the target 'audiences' for the Strength Checker, in the context of the positive feedback from the majority against the issues raised by a minority. Whilst it may be that the issues are commonly from those that do not represent the key audiences for the Strength Checker, it will be useful to confirm this.
- Ensuring that there is sufficient promotion/awareness raising of the Strength Checker in those areas that report lower levels of users – whilst acknowledging this may (at least in part) be due to the relative size of regions/nations.
- Ensuring that HLF staff are promoting and raising awareness of the Strength Checker in all appropriate discussions with heritage organisations.
- Clarifying and communicating the range of purposes that Resilient Heritage grants can be used for (i.e. increase awareness of all aspects of the explanation of resilience set out by HLF for potential grantees).
- The relative involvement of different types of heritage in Resilient Heritage grant applications and awards. 'Intangible heritage' has the lowest number of applications and the lowest success rate, whilst 'Community heritage' has the second lowest success rate and third lowest number of applications. It may be that particular types of heritage may need more, or different types of, support in their applications, and that more awareness raising about the programme is needed in these heritage areas.

1. INTRODUCTION

- 1.1 Heritage Lottery Fund (HLF) has commissioned DC Research Ltd to carry out the Resilient Heritage Programme Evaluation. The evaluation commenced in early 2018 and will continue until the end of 2019.
- 1.2 This document is the Interim Report (produced in June 2018), reporting on evaluation findings to date. The research phase that underpins this report was carried out between January 2018 and May 2018.

Aims of Resilient Heritage

- 1.3 Resilient Heritage is a grants programme of between £3,000 and £250,000 to help strengthen organisations, build staff and volunteer capacity, and better manage heritage in the long term.
- 1.4 Resilient Heritage funding is intended to increase organisational resilience by helping adapt to changing and challenging circumstances, withstand threats and respond to opportunities. HLF wants to support organisations and groups to build their capacity through adopting new ways of working, testing out ideas, increasing skills of staff, volunteers and trustees and becoming more financially sustainable.
- 1.5 The programme aims to support organisations to increase their capacity and capability or to undertake a significant programme of organisational change in order to become more resilient. This can include taking on new responsibility for heritage, reviewing current business models and implementing change, exploring alternative funding streams (including social investment) or reviewing and setting up new governance arrangements. It will also be possible to apply for some short-term revenue support whilst activity is undertaken.
- 1.6 Resilient Heritage grants are expected to deliver the following outcomes:
 - Outcomes for heritage:
 - With our support, heritage will be **better managed**
 - Outcomes for people:
 - With our support, people will have **developed skills**
 - Outcomes for communities
 - With our support: your organisation will be **more resilient**

Aims of the Evaluation

- 1.7 According to the Evaluation Brief, the aim of the evaluation is to assess the impact of Resilient Heritage funding on increasing grantees' capacity, capability and overall resilience.
- 1.8 The remit of the evaluation states that the research should address a range of key questions. The full list of questions is included in Annex 1 to this

report. Overall, *"the evaluation should seek to understand if grantees have increased organisational resilience, increased capacity or achieved significant strategic change, and the extent to which the programme outcomes have been achieved."*

Structure of Report

1.9 The structure of this Interim Report is as follows:

- The remainder of **Section 1** provides a summary of the approach and key method tasks used in this interim report.
- **Section 2** provides an overview of the **current position on resilience** and engagement with the HLF Resilient Heritage programme.
- **Section 3** reports on the **Resilient Heritage Strength Checker** – looking at awareness, use, benefits and impacts to heritage organisations from using the Strength Checker.
- **Section 4** summarises the findings around the progress so far with the projects that have been awarded **Resilient Heritage grants** – looking at feedback on the processes, the types of activities supported, and the achievements and impacts starting to emerge at this stage.
- **Annex 1** sets out the main questions that the evaluation is due to address over the lifetime of the evaluation.
- **Annex 2** presents the case studies that were carried out as part of this first interim stage of the evaluation.

Overview of Key Method Tasks for Interim Report

1.10 The key method tasks carried out for this Interim Report included:

- **Inception Meeting and Progress Discussions** – an Inception Meeting took place in December 2017, and regular progress has been reported via telephone and email discussions between the DC Research evaluation team and HLF staff.
- **Desk Based Research and Analysis** – this involved a range of tasks designed to assess the progress so far with the Resilient Heritage programme. This included analysing a range of data provided by HLF about the applications and awards for the HLF Resilient Heritage grant programme as well as about the use of the Resilient Heritage Strength Checker.
- **Resilient Heritage Survey 2018** – a survey was carried out that invited any heritage organisations that had been involved in the Resilient Heritage programme so far – either as a user of the Strength Checker and/or as an applicant to the Resilient Heritage grant programme. The survey invites were sent by email to a total of 911 individuals from heritage organisations based on information provided by HLF. A total of 198 responses were received, and once bounce-back/failure emails are discounted, this represents a response rate of almost 23%.
- In terms of the characteristics of the survey respondents, the tables below provide an indication of this in terms of heritage area (Table 1.1)

geography (Table 1.2), and size of organisation (Tables 1.3 and 1.4) – showing that respondents represent a range of heritage areas across all regions/nations of the UK, and that responses were received from heritage organisations of all sizes.

Table 1.1: Which of the following heritage areas does your organisation work in? (please tick all that apply)

Heritage Area	Percent	Number
Community heritage	57%	105
Historic buildings and monuments	52%	96
Industrial maritime and transport	14%	25
Intangible heritage	18%	33
Land and biodiversity	27%	49
Museums libraries archives and collections	39%	71

Source: DC Research, Resilient Heritage Survey 2018, n = 184

Table 1.2: Which nation/region is your organisation located within?

Region	Percent	Number
East Midlands	14%	26
East of England	10%	19
London	11%	21
North East	9%	16
North West	13%	24
Northern Ireland	45%	9
Scotland	14%	25
South East	15%	28
South West	14%	26
Wales	8%	14
West Midlands	14%	25
Yorkshire and The Humber	9%	16

Source: DC Research, Resilient Heritage Survey 2018, n = 185

Table 1.3: Number of Paid Staff in Organisation (Full Time Equivalent)

Range	Number	Percent
Less than 1	48	30%
1 to less than 5	45	28%
5 to less than 10	19	12%
10 to less than 20	13	8%
20 to less than 50	22	14%
50 or more	14	9%
Total	161	100%

Source: DC Research, Resilient Heritage Survey 2018, n = 161

Table 1.4: Total Income for Organisation - from all sources (most recent financial year)

Range	Number	Percent
Up to £5,000	17	11%
£5,001 to £10,000	7	4%
£10,001 to £20,000	8	5%
£20,001 to £50,000	21	13%
£50,001 to £100,000	18	11%
£100,001 to £250,000	20	13%
£250,001 to £500,000	21	13%
£500,001 to £1Million	16	10%
£1M to £2.5Million	15	10%
Over £2.5Million	14	9%
Total	157	100%

Source: DC Research, Resilient Heritage Survey 2018, n = 157

- **Resilient Heritage grantee Case Studies** – given that only a small number of Resilient Heritage funded projects had been completed at the commencement of this evaluation, it was agreed that a limited number of case studies would take place during this first interim stage of the evaluation. These projects were selected to provide a mix of types – in terms of: location; heritage area; size of grant awarded; and use (or not) of the Strength Checker. The list of case studies visited and the case studies themselves are included in Annex 2 to this report.

2. OVERVIEW OF CURRENT POSITION ON RESILIENCE AND ENGAGEMENT WITH HLF RESILIENT HERITAGE PROGRAMME

This section looks at the current position on resilience for those that responded to the survey – reflecting what resilience means to their organisation, summarising perceptions about how resilient their organisation is (and patterns to this), assessing changes to their resilience in recent years, as well as considering overall awareness of the Resilient Heritage Strength Checker and engagement with the Resilient Heritage grant programme.

Understandings and Perceptions around Resilience

2.1 The heritage organisations that responded to the survey were asked to explain what resilience means for their own organisation.

2.2 In terms of the common themes emerging around what resilience means, **many of the responses were multi-faceted**, highlighting a **number of different aspects of resilience** within their specific explanations.

2.3 One example of what resilience means to an individual organisation is evidenced in the response from one of the Resilient Heritage grantee case studies:

"it is an organisation that is able to deal with challenges...an organisation that is flexible...adaptable...it is about being creative and finding new ways of doing things...dealing with setbacks"

2.4 As such, the examples given below highlight the main themes that emerged when organisations were asked what resilience means for them, but many responses captured more than one of these themes and – like the case study example above - were **multi-faceted in their understanding of resilience**.

2.5 The main themes typically relate to the ability of the organisation, especially in terms of the future. More specifically, the key, common themes included:

- Resilience being about the ability simply to **survive** for some...
"...whether it is strong enough to survive, at least in the short term"
- But a more common theme of responses looked more positively, in terms of the ability to **survive and thrive** and be successful...
"Ability to survive and be successful"
"To ensure that the organisation will survive and prosper..."
- Within this, the ability to **take opportunities** and to respond positively was mentioned by organisations...
"...invest in innovation and development so that we can respond to new opportunities, trial new approaches and invest in 'intelligent failure' i.e. not be too risk averse and learn from our mistakes!"
"...capable of acting on new opportunities when they arise..."

- A **very common theme** was around having the **ability and the strength to respond to, and overcome, challenges** and deal with external factors and changes in context/funding...
"Being strong enough to deal with challenges and having the capacity to develop"
"Capacity and resources to weather challenges, absorb setbacks..."
"...To be able to cope with and respond to changes and challenges both internal and external."
- Others highlighted that resilience to them was about being able to **recognise issues and develop solutions**, having the ability and **flexibility to adapt, respond and react positively** to any changes...
"Challenges come at us all the time but we are able to deal with them without moving into a crisis situation, we can respond flexibly, calmly and effectively."
"...have the ability to recognise issues and devise solutions, to be self-organizing, self-governing, adaptive but also understand their inter-dependency..."
- For many, it is about **funding and resources** and achieving financial security and being self-sufficient (financially) – not relying or over-relying on grants or a small number of funders, and being able to diversify income...
"Resilience to us means planning for and coping with reduced public subsidy and developing our strategies to remain sustainable in the light of this."
"Having a degree of financial independence and not being solely reliant on cyclical funding rounds and grants..."
"Not being over reliant on one source of funding, working towards creating a diverse range of income sources to enable the organisation to be more independent..."
- A notable theme emerged around the importance of **good governance** and its influence on the resilience of the organisation...
"Good governance & financial strategy capable of funding our core costs"
"Resilience means having good governance in place so that the organization is primed to make the most of fundraising opportunities that come its way..."
"...Strong leadership and governance for the organisation, in particular in developing the organisation and planning for the future."
- In addition, others made mention of the importance of other aspects of the organisation such as having the **capacity, skills, knowledge and systems** – all of which contribute to the resilience of the organisation...
"Clear business strategy, proper investment in staff and resources, excellent operational capability with good embedded understanding of all required systems and processes..."

"...Fully staffed with high quality individuals, minimal turnover and the right skills and experience. Robust systems and infrastructure to support the delivery of services."

"Having a robust, professional organisational structure in place...having the capacity to expand and take on new projects, being confident we have the right skills among our staff and trustees..."

- Others noted that being **sustainable into the longer term** was a key aspect of resilience...

"An organisation able to sustain itself today and into the future..."

"Being financially sustainable so that we can fund everything we need to do and can know that this funding is available for future generations"

"Ensuring that we can look after and promote the buildings we have responsibility for in the long term..."

- 2.6 HLF does provide a 'working definition' or explanation about what HLF investment should lead to in terms of resilience within the context of the HLF Outcomes:

With our investment your organisation will be more resilient

Your organisation will have greater capacity to withstand threats and to adapt to changing circumstances to give you a secure future. You will achieve this greater resilience through stronger governance and greater local involvement in your organisation; increased management and staff skills; fresh sources of expertise and advice; and working in partnership to share services, staff and resources.

Source: <https://www.hlf.org.uk/looking-funding/difference-we-want-your-project-make>, accessed June 2018)

- 2.7 Comparing this definition to the range of explanations from survey responses outlined above, a preliminary assessment indicates that the responses (whilst bearing in mind that many of the responses were multi-faceted and dealt with more than one aspect of resilience) map against many of the aspects of the HLF explanation, with the possible exception of the 'working in partnership to share services, staff and resources' aspect which did not feature much, if at all, in the responses provided.
- 2.8 Further work on mapping grantee and Strength Checker user understandings of resilience against the above HLF explanation will occur at the later stages of this evaluation.
- 2.9 The survey asked respondents to score their organisation's level of resilience at the current time – between 0 and 10, where 0 is low and 10 is high. **The average score across all respondents was 5.64, with a median score of 6.**
- 2.10 Table 2.1 and Figure 2.1 below summarise the results by each score, showing that scores of 5 and 6 were the equally most common responses, followed by 7 and then 8. These results also show that the full range of

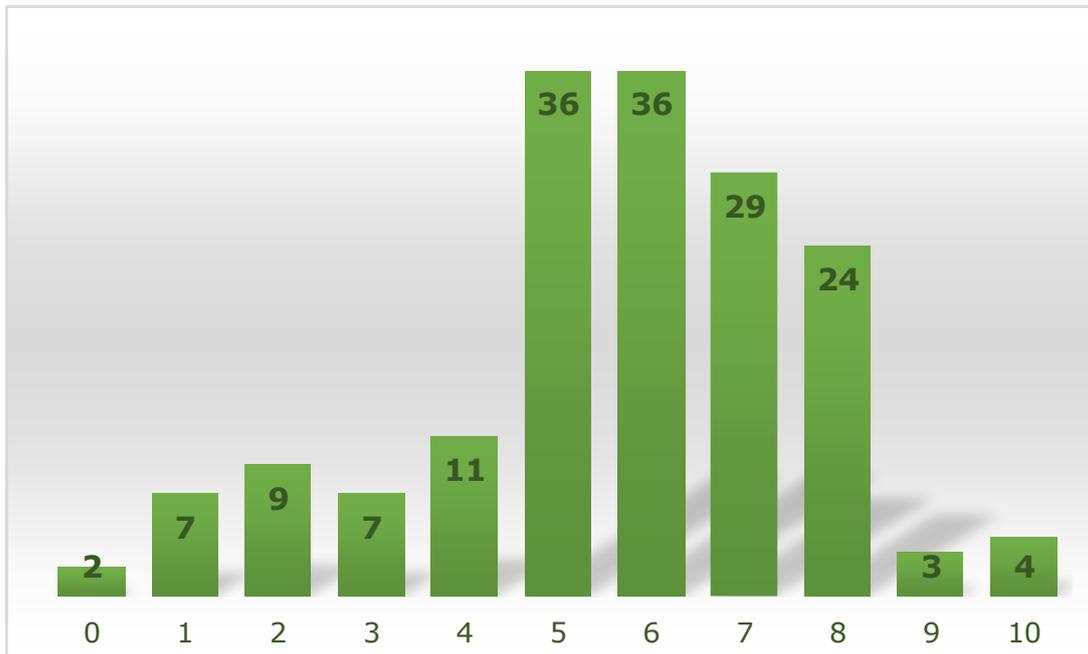
responses have been used – with a small number of respondents scoring themselves as 0 or 10.

Table 2.1: How resilient would you say your organisation is at the current time (0 = low, 10 = high)

Score	Number of Organisations	Percent
0	2	1%
1	7	4%
2	9	5%
3	7	4%
4	11	7%
5	36	21%
6	36	21%
7	29	17%
8	24	14%
9	3	2%
10	4	2%
Total	168	100%

Source: DC Research, Resilient Heritage Survey 2018, n = 168

Figure 2.1: How resilient would you say your organisation is at the current time (0 = low, 10 = high)



Source: DC Research, Resilient Heritage Survey 2018, n = 168

2.11 These scores can also be analysed against other characteristics, to consider if there are any patterns – e.g. by region; by engagement with the Resilient Heritage programme (i.e. awareness and use of the Resilient Heritage Strength Checker, submitting a grant application); and by size of organisation. The results of analysis by such characteristics are presented below, followed by a summary of the key findings.

Table 2.2: Average Scores by Region for: How resilient would you say your organisation is at the current time?

	Average Score	Number of Replies	Lowest Score	Highest Score
East Midlands	4.94	16	1	8
East of England	6.09	11	2	10
London	6.29	14	2	9
North East	6.11	9	4	8
North West	6.87	16	4	10
Northern Ireland	4.25	4	3	5
Scotland	4.45	20	1	8
South East	5.75	20	1	9
South West	6.21	19	4	10
Wales	6.79	9	3	10
West Midlands	4.56	16	0	8
Yorkshire	5.44	9	0	8

Source: DC Research, Resilient Heritage Survey 2018, n = 163. **Note:** multi-region organisations (i.e. those that ticked more than one region) have been excluded from analysis, reducing the total from 168 to 163 for this table only.

Table 2.3: Average Score: Awareness of the HLF Resilient Heritage Strength Checker?

	Average Score	Number of Replies
No	6.71	14
Yes	5.55	154
Total	5.64	168

Source: DC Research, Resilient Heritage Survey 2018, n = 168

Table 2.4: Average Score: Use of the HLF Resilient Heritage Strength Checker?

	Average Score	Number of Replies
No	6.11	19
Yes	5.5	134
No reply (to Strength Checker question)	6.33	15
Total	5.64	168

Source: DC Research, Resilient Heritage Survey 2018, n = 168

Table 2.5: Average Score: Change in level of resilience in recent years

	Average Score	Number of Replies
Our organisation has become much more resilient in recent years	7.13	15
Our organisation has become more resilient in recent years	5.84	82
Our organisation has become less resilient in recent years	5.35	26
Our organisation has become much less resilient in recent years	1.71	7
No reply (to change in level of resilience question)	5.55	38
Total	5.64	168

Source: DC Research, Resilient Heritage Survey 2018, n = 168

Table 2.6: Average Score: Submission of Application to HLF Resilient Heritage Programme

	Average Score	Number of Replies
No	5.75	63
Yes	5.63	104
No reply (to submission of application question)	1	1
Total	5.64	168

Source: DC Research, Resilient Heritage Survey 2018, n = 168

Table 2.7: Average Score: Was Resilient Heritage grant application successful?

	Average Score	Number of Replies
No	4.96	23
Yes	5.84	79
No reply (to success of application question)	5.65	66
Total	5.64	168

Source: DC Research, Resilient Heritage Survey 2018, n = 168

Table 2.8: Average Score: Size of Organisation (by Employment Bands - Number of FTE paid staff)

	Average Score	Number of Replies
Less than 1	5.35	45
Between 1 and 5	5.44	13
Between 5 and 10	5.60	18
Between 10 and 20	5.85	15
Between 20 and 50	6.28	43
More than 50	6.92	13
No reply (to size of organisation question)	5.24	21
Total	5.64	168

Source: DC Research, Resilient Heritage Survey 2018, n = 168

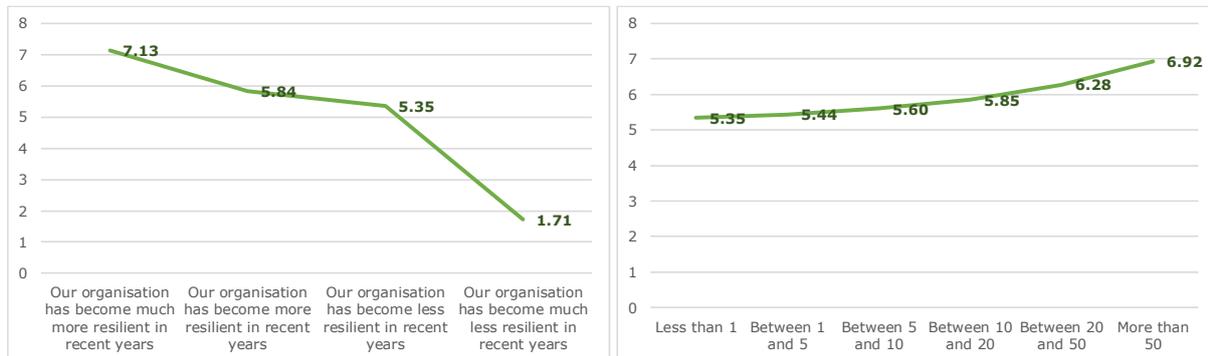
2.12 Overall, these results show¹:

- There are **notable variations in terms of the average score by region** – with Northern Ireland, Scotland, West Midlands, East Midlands, and Yorkshire all reporting below average scores (i.e. compared to the overall average of 5.64). Those regions reporting the highest averages include North West (6.87), Wales (6.79), and London (6.29).
- The **average score for those not aware of the Strength Checker is higher** (6.71) than for those that are aware of the Strength Checker (5.55). In addition, the **average score for non-users of the Strength Checker is higher** (6.1) than for those that have used it (5.5).

¹ In some instances, the number of respondents in a particular group is low – e.g. the number of respondents from Northern Ireland. As such, caution should be used when drawing any conclusions from these results.

- This potentially suggests that the **Strength Checker is more commonly being used by those reporting lower levels of resilience** – with those reporting higher scores less likely to use, or even be aware of, the Strength Checker.
- It is also worth noting that those **organisations reporting a positive change in their resilience in recent years have higher scores than those that report a negative change**. This pattern is clear, with the average scores clearly correlating to the various categories (see Figure 2.2 below).
- The average score for those that have submitted a Resilient Heritage grant application is lower than for those organisations that have not, whilst the average score for successful applicants is higher than for unsuccessful applicants. This suggests that those applying for Resilient Heritage are those in greater need (in terms of their own self-assessment of their resilience), but that those with higher scores are more likely to be successful – an issue for further consideration.
- There is also a positive correlation between size of organisation (in terms of number of FTE paid staff) and average score – with, on average, the smaller organisations reporting lower scores (see Figure 2.2 below).

Figure 2.2: Plot of Average Score Against: (a) change in level of resilience; (b) size of organisation (FTE paid staff)



Source: DC Research, Analysis of Resilient Heritage Survey 2018

2.13 Survey respondents were asked why they gave their organisation that score, and there are a number of common themes that emerged, especially when the results were assessed in relation to the scores given.

2.14 For those reporting high scores (8 or more) some of the common themes were around:

- **Security of income, good financial management,** and plans for further **diversity of income:**

"We are well run, have a broad range of income, have Arts Council (ACE) NPO funding for the next 4 years, a low-risk rating from ACE, and our risk register is regularly monitored by our Board."

"Overall, the Council is able to spend within its resources and is commercialising its assets and services, where possible."

"While we face the loss of most of our public funding, we have good support from our members, a good reputation and an endowment to secure income".

"Despite ever-dwindling revenue grant assistance we have managed to maintain our income levels and continue to operate with a small surplus."

"We are also aware of future risks to income generation...but are mitigating these by investing in the range of ways in which we raise both unrestricted and restricted income; these include working increasingly in partnership with other grantmakers, and launching new membership packages for both companies and students."

"We still have considerable local government backing and investment, and have a new fundraising strategy to help fill the gaps"

- The **skills, interest, knowledge and experience** of the people involved in the organisation:

"Although a small team our breadth of knowledge and experience is strong relative to the nature of activities at Town Council level that we become involved in."

"We have capable and experienced people in all key positions..."

- The **strong governance** arrangements and **quality of trustees**:

"Excellent forward planning. Good financial management. Strong governance"

"The Trustees have significant experience and a broad range of skill sets that ensures that the Trust is not only viable but also dynamic in all its activities."

- Having a **positive and proactive organisational culture**:

"The Trust is also a learning organisation and values the input of (and collaboration with) funders, professionals, community groups, and interested individuals."

"The organisation has become much more strategic in its policy setting and implementation, and much more in tune with its external context. There is still scope for further collaborative activity with stakeholders and the community."

2.15 For those respondents reporting low scores (3 or less), the common themes in the responses included the following, and most often, organisations reporting low scores identified that they were facing multiple issues rather than a single issue:

- Most commonly, the **lack of funding** (especially any secured or ongoing funding) or the **lack of income sources** was a challenge:

"We get no funding towards running costs and we need to develop a business solution which generates an income stream"

"Not enough funds to cover basic costs to safeguard the future."

"The income is inadequate to pay staff and maintain the asset and there is insufficient vision to generate work and revenue."

"The main issue we have is that we do not generate enough income to cover the rental payments on the building we occupy as a museum."

"We lack core funding to continue to fund our work to the level required and we will lose our project coordinator at the end of May due to our funding running out"

- Some organisations reported **issues with their governance**:
"The trustee body is tired, mainly wishing to leave and mired in negativity except two very new ones in a minority."
- Others identified that their **limited capacity** was an issue:
"Very small, little administrative capacity, which renders its experience and knowledge on heritage and community of little practical use."
- Finally, some organisations are currently going through **wider transition** which results in their current low score:
"The organisation is currently in the process of merging with another organisation and this transition period is challenging and uncertain"
"I gave the organisation a low score in the present time...undergoing a transitional time with the need to build its board around a renewed sense of purpose and recruit key volunteers and leadership to meet the needs of securing future funding"

2.16 The survey also asked organisations whether the level of resilience in their organisation had changed in recent years, and as Table 2.9 below shows, more than three-quarters report that it has changed.

Table 2.9: Has the level of resilience of your organisation changed in recent years?

	Percent	Number
Yes	76%	128
No	20%	33
Don't Know	4%	7

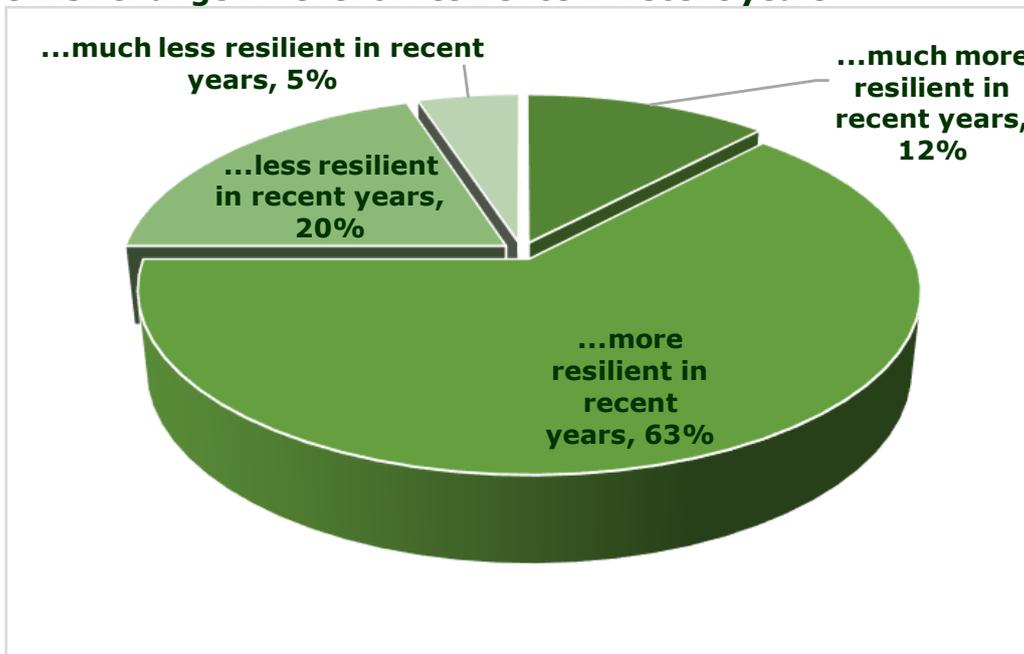
Source: DC Research, Resilient Heritage Survey 2018, n = 168

2.17 For those that reported a change, the organisations we asked what type of change has occurred and the results are included in Figure 2.3.

2.18 Three-quarters (75%) of respondents stated a positive change in their organisation’s resilience, with just over one-tenth (12%) reporting that their organisation has become much more resilient in recent years.

2.19 Conversely, one-quarter stated that their organisation has become less resilient in recent years, with one in twenty (5%) reporting that their organisation has become much less resilient in recent years.

Figure 2.3: Change in level of resilience in recent years



Source: DC Research, Resilient Heritage Survey 2018, n = 130

2.20 Overall, this is a generally positive picture in terms of increasing resilience, however, one-quarter do report a worsening position. In addition, it should be noted that the organisations responding to the survey are those engaged in some way with resilience through either registering/using the Strength Checker and/or applying for a Resilient Heritage grant, and as such, it could be anticipated that many would already have taken steps to, or would be currently taking steps to, increase their own resilience.

2.21 In terms of increasing resilience, organisations were asked what type of changes they would expect to see if their organisation was to become more resilient in the future. The most common issues are similar to the issues identified earlier in this section around explanations of what resilience means, and the reasons behind the self-reported current score for resilience, and were around:

- **Income and funding** – and increases in core funding and income in particular, as well as positive steps around diversification of income sources, to reduce reliance on small number of funding sources.
- Development of **trustees and governing body arrangements** – increasingly around attracting trustees with specific skills and capabilities and in some cases restructuring or improving current governance arrangements.
- **Increased staff capacity and capability** – i.e. having more staff, and in particular more skilled and experienced staff. Increasing volunteer capacity was also mentioned as a route to increase capacity and therefore help to improve resilience.

- Developing more of a **strategic focus on income generation and fundraising**, including the development and implementation of fundraising strategies and business plans.
- Taking steps to **further audience development, diversification of audiences, as well as increasing membership** (where relevant) and the boosting the wider support base for the organisation – including enhancing the profile of the organisation with audiences, key stakeholders, and potential funders.
- Introducing, or **improving the systems and processes** and infrastructure within the organisation to make the organisation more effective and better managed.

Awareness of, and Engagement with, HLF Resilient Heritage Programme

2.22 Data provided by HLF (which covers the period from the start of Resilient Heritage to the end of February 2018) can be used to assess the scale of engagement with Resilient Heritage in various ways. Data was provided about the number of Resilient Heritage enquiries, registered users of the Resilient Heritage Strength Checker, and applications for Resilient Heritage grants, and the findings from this data are presented below.

2.23 In total, to the end of February 2018, **HLF had received a total of 847 enquiries about Resilient Heritage**. In terms of the regional breakdown of these enquiries, Table 2.10 below presents this breakdown and shows that the greatest proportion of enquiries are from Scotland (12.4%) followed by the North West (12.3%), and the South East (11.1%). The lowest number of enquiries are from Northern Ireland (2.1%), Wales (5.3%), and the North East (5.8%).

Table 2.10: Number of Enquiries to HLF about Resilient Heritage – by region

Region	Percent	Number of Enquiries
East Midlands	7.0%	59
East of England	8.0%	68
London	10.3%	87
North East	5.8%	49
North West	12.3%	104
Northern Ireland	2.1%	18
Scotland	12.4%	105
South East	11.1%	94
South West	9.4%	80
Wales	5.3%	45
West Midlands	9.3%	79
Yorkshire and The Humber	6.6%	56
(No Region)	0.4%	3
Total	100.0%	847

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018)

Table 2.11: Number of Enquiries to HLF about Resilient Heritage – by Programme

Programme	Percent	Number of Enquiries
Resilient Heritage – Over £10,000	69.5%	589
Resilient Heritage – Under £10,000	30.5%	258
Total	100.0%	847

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018)

2.24 In terms of the specific programme that the enquiries relate to, Table 2.11 shows that more than two-thirds of the enquiries relate to grants over £10,000, with less than one-third relating to Resilient Heritage grants of less than £10,000.

2.25 Turning to the number of registered users of the Strength Checker (and specifically those that have used the Strength Checker, rather than those who have simply registered but not used it), to the end of February 2018, there were a total of 746 registered users².

2.26 The regional breakdown of these users is presented in Table 2.12 below – and shows that (as with the number of enquiries) the regions/nations with the largest proportion of users are Scotland (11.1%) and the North West (10.6%) alongside the South West (10.6%).

Table 2.12: Registered Users of the Resilient Heritage Strength Checker – by primary region or country of service delivery

Region	Percent	Number of Registered Users
East Midlands	6.3%	38
East of England	6.3%	38
England Wide	1.3%	8
London	9.4%	57
North East	4.8%	29
North West	10.6%	64
Northern Ireland	2.5%	15
Scotland	11.1%	67
South East	9.9%	60
South West	10.6%	64
UK Wide	6.1%	37
Wales	5.1%	31
West Midlands	9.1%	55
Yorkshire and the Humber	6.8%	41
Total	100%	604

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018)

2.27 Excluding England-wide, the regions/nations representing the lowest proportion of Strength Checker users are Northern Ireland (2.5%), North

² This is the number of registered users that have run a diagnostic or report from the Strength Checker, rather than just those that have registered but not used the Strength Checker to this extent thus far.

East (4.8%) and Wales (5.1%). HLF could look to ensure that there is sufficient awareness about, and promotion of, the availability of the Strength Checker in these areas, although it should be noted that the lower proportions here may simply reflect the relative size of these geographic areas.

2.28 Part of the process of the Strength Checker includes asking users if they are looking to apply for a Resilient Heritage grant (all users said that this was the case), and if so, how much they intend to apply for. Table 2.13 summarises the responses and shows that most Strength Checker users intended to apply for a grant of between £50,000 and £100,000 (29%) closely followed by grants of between £10,000 and £50,000.

Table 2.13: Value of Resilient Heritage grant registered users of the Strength Checker intend to apply for

	Percent	Number of Registered Users
Under £10,000	19%	110
£10,000 to £50,000	28%	156
£50,000 to £100,000	29%	165
£100,000 to £250,000	24%	136
Total	100%	567

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018)

2.29 In terms of the actual number of applications for Resilient Heritage grants, this totalled 328 applications by the end of February 2018. Of this total, 51% were approved (i.e. active projects at that point in time); 4% of projects had already completed, 10% were pending awaiting a decision on their application, and one-third (33%) had been rejected, whilst a small number had been withdrawn pre or post-decision – see Table 2.14.

Table 2.14: Applications for Resilient Heritage grants to February 2018

Project Status	Percent	Number of Applications
Approved	51%	166
Complete	4%	13
Live	10%	34
Rejected	33%	108
Withdrawn post-decision	0%	1
Withdrawn pre-decision	2%	6
Grand Total	100%	328

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018)

2.30 Focusing on those applications for which a decision had been made (i.e. excluding both the live (i.e. in assessment and decision pending) and the withdrawn applications), out of a total of 287 applications, 179 had been approved/completed (62%), whilst the remainder (38%) had been rejected. This shows that the majority of applications to this point (end of February 2018) had been successful grant applications.

- 2.31 The total number of applications (of all types) can be assessed relative to the level of enquiries (presented above in Table 2.10) to assess the scale of initial enquiries relative to the number of grant applications submitted for each region/nation.
- 2.32 Table 2.15 below shows that the regions/nations with the greatest proportion of grant applications relative to enquiries are East Midlands (56%), Yorkshire and the Humber (52%) and the North East (51%). Conversely, the regions/nations with the lowest proportion of applications relative to enquiries are East of England (19%), the South West (29%), and the South East (30%).

Table 2.15: Number of Resilient Heritage grant applications relative to number of Resilient Heritage Enquiries to HLF

	Applications - Total	Enquiries - Total	Percent (Applic/Eng)
East Midlands	33	59	56%
East of England	13	68	19%
London	34	87	39%
North East	25	49	51%
North West	38	104	37%
Northern Ireland	8	18	44%
Scotland	43	105	41%
South East	28	94	30%
South West	23	80	29%
Wales	19	45	42%
West Midlands	35	79	44%
Yorkshire and The Humber	29	56	52%
Total	328	844	39%

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018). **Note:** all types of applications included (approved, completed, rejected, live and withdrawn); three enquiries do not specify a region and have been excluded.

Table 2.16: Success Rates for Resilient Heritage grant applications – by size of grant requested

	Approved/ Completed	Rejected	Number of Applications
Up to £10,000	66%	34%	103
£10,001 to £50,000	69%	31%	62
£50,001 to £100,000	55%	45%	87
£100,001 to £250,000	58%	42%	36
Average	62%	38%	287
Total	179	108	

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018). **Note:** this excludes 'live' or 'withdrawn' applications as at February 2018

2.33 The level of success for applications by size of grant requested was assessed – and the results are presented in Table 2.16. This shows that the success rates for the smaller awards (up to £10,000 and £10,000 to £50,000) are above average, whilst the success rates for the larger awards (£50,000 to £100,000 and £100,000 to £250,000) are below average.

2.34 Table 2.17 below presents the success rate by region/nation – showing that applications from Wales (88%), Northern Ireland (83%), and East Midlands (77%), have the highest success rates. Conversely, Yorkshire and the Humber (39%), West Midlands (44%) and Scotland (50%) have the lowest success rates.

Table 2.17: Summary of Success Rates for Resilient Heritage grant applications – by region/nation

	Approved/ Completed	Rejected	Number of Applications
East Midlands	77%	23%	31
East of England	54%	46%	13
London	58%	42%	31
North East	70%	30%	23
North West	68%	32%	37
Northern Ireland	83%	17%	6
Scotland	50%	50%	38
South East	71%	29%	21
South West	71%	29%	21
Wales	88%	13%	16
West Midlands	44%	56%	27
Yorkshire and The Humber	39%	61%	23
Grand Total	62%	38%	287

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018). **Note:** this excludes 'live' or 'withdrawn' applications as at February 2018

2.35 Looking at success rates for grant applications by type of heritage, Table 2.18 shows that Museums, libraries, archives and collections has the highest success rate (70%), followed by Historic buildings and monuments (67%) – both of which also have the highest number of applications.

Table 2.18: Summary of Success Rates for Resilient Heritage grant applications – by type of heritage

	Approved/ Completed	Rejected	Number of Applications
Community heritage	52%	48%	23
Historic buildings and monuments	67%	33%	128
Industrial maritime and transport	55%	45%	22
Intangible heritage	36%	64%	11
Land and biodiversity	53%	47%	43
Museums libraries archives and collections	70%	30%	60
Grand Total	62%	38%	287

Source: DC Research, analysis of data from HLF Resilient Heritage Data (to end February 2018). **Note:** excludes 'live' or 'withdrawn' applications

3. RESILIENT HERITAGE STRENGTH CHECKER

This section focuses on the Resilient Heritage Strength Checker and looks at the level of awareness and use of the Strength Checker, as well as issues around the process of using the Strength Checker, the benefits to organisations from using it, as well as the types of changes made by organisations as a result of using and applying the Strength Checker.

Awareness and Use of the Resilient Heritage Strength Checker

- 3.1 As introduced in the latter part of Section 2 of this report, the survey results show that survey respondents have a high awareness of, and high levels of use of, the Resilient Heritage Strength Checker.
- 3.2 Table 3.1 below shows that the vast majority (91%) of respondents are aware of the Resilient Heritage Strength Checker, with the subsequent table (Table 3.2) showing that 88% have used the Strength Checker.
- 3.3 Taking these results together, more than three-quarters of respondents (78%) have used the Strength Checker, 13% are aware of the Strength Checker but have not used it, and the remaining 9% report not being aware of (and therefore not using) the Strength Checker.

Table 3.1: Are you aware of the HLF Resilient Heritage Strength Checker?

	Percent	Number
Yes	91%	164
No	9%	16

Source: DC Research, Resilient Heritage Survey 2018, n = 180

Table 3.2: Have you used the Resilient Heritage Strength Checker?

	Percent	Number
Yes	88%	141
No	12%	20

Source: DC Research, Resilient Heritage Survey 2018, n = 161

- 3.4 Those that are aware of, but have chosen not to use the Strength Checker, were asked to explain why they had not used it. This question was asked of only a small number of organisations (given the scale of usage) and the common themes that emerged included: not having the time to do so; organisations reporting that the Strength Checker was not appropriate to them at this stage; organisations stating that they did not believe the Strength Checker was relevant to them as an organisation, or to the project they were developing (which in some instances was not organisation specific, but had a wider remit – making the Strength Checker irrelevant).
- 3.5 As such, there were no reasons or explanations offered about lack of use that relate back to any issues with the Strength Checker itself from those that have chosen not to use it thus far.

- 3.6 The survey also asked organisations how they became aware of the Strength Checker, and Table 3.3 below shows that the most common route (by far) has been through the Resilient Heritage grant application process, with more than 70% becoming aware via this route.
- 3.7 The next most common routes were via HLF – either from the HLF website or email communications from HLF (22%), or via direct discussions with HLF staff (17%). HLF could look to increase the proportion of Strength Checker users that became aware via direct discussions with HLF staff by making sure staff are promoting the Strength Checker in all appropriate discussions.
- 3.8 Those that indicated they found out via other routes identified these as via consultants they were working with, via their own networks, or via Museum Development Officers.

Table 3.3: How did you become aware of the Resilient Heritage Strength Checker?

	Percent	Number
Through the Resilient Heritage grant application process	71%	111
From the HLF website or email communications from HLF	22%	34
From another website	1%	1
Via direct discussions with HLF staff	17%	26
Via social media	0%	0
Word of mouth	4%	7
Other (please specify)	3%	5

Source: DC Research, Resilient Heritage Survey 2018, n = 156. **Note:** respondents could tick more than one option, so total does not add to 100%.

- 3.9 Use of the Strength Checker can also be considered against other characteristics – for example, size of organisation (to see if use is more common amongst particular sizes of organisation), and also resilience of the organisations (to see if organisation’s reporting improved resilience are more or less likely to use the Strength Checker).
- 3.10 In terms of size of organisation, Table 3.4 shows a mixed picture, with the most common scale of organisation not using the Strength Checker are larger organisations (more than 50 FTE paid staff), but the second most common scale of organisation not using the Strength Checker are the smallest organisations (those with less than 1 FTE paid staff). This seems to suggest there is no clear pattern of use by size of organisation.
- 3.11 In terms of the resilience of the organisation and the use of the Strength Checker, Table 3.5 shows the results for this comparison, grouping the change in resilience into two overarching groups (those reporting a positive change in resilience and those reporting a negative change in resilience).
- 3.12 These results show that those **organisations that reported a decrease in their resilience in recent years are more likely to have used the Strength Checker** than those organisations that have reported an increase in resilience.

Table 3.4: Use of Resilient Heritage Strength Checker by Size of Org (number of FTE paid staff)

Range	No	Yes	Total Number
Less than 1	18%	83%	40
Between 1 and 5	5%	95%	41
Between 5 and 10	14%	86%	14
Between 10 and 20	0%	100%	11
Between 20 and 50	6%	94%	17
More than 50	36%	64%	11
(blank)	15%	85%	27
Total Number	20	141	161

Source: DC Research, Resilient Heritage Survey 2018, n = 161

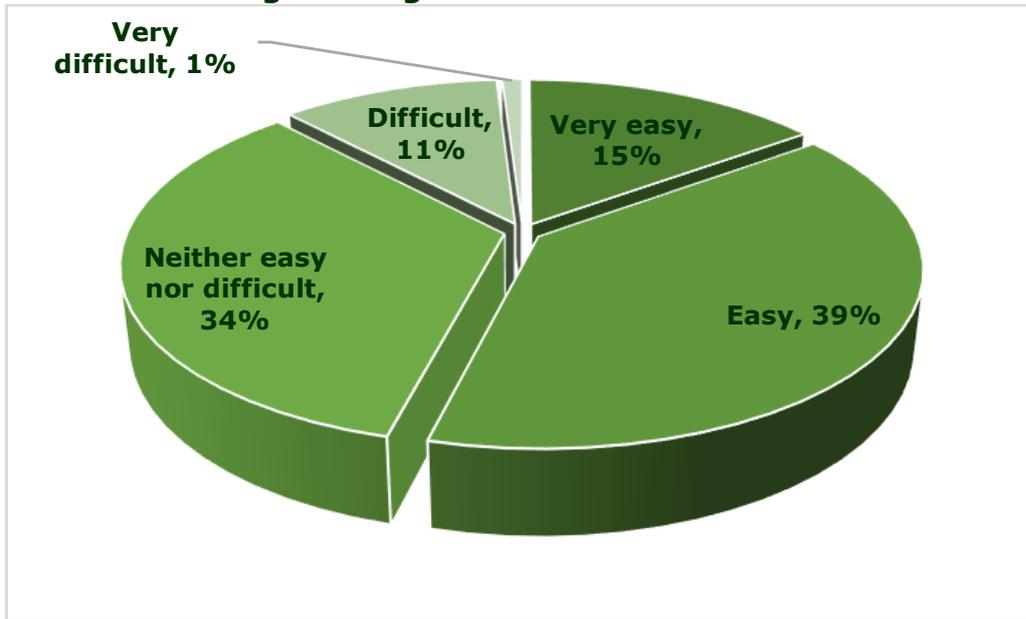
Table 3.5: Use of Resilient Heritage Strength Checker by Change in Resilience of Organisations

	No – (not used Strength Checker)	Yes (used Strength Checker)	Number of Replies
Our organisation has become less/much less resilient in recent years	6%	94%	32
Our organisation has become more/much more resilient in recent years	13%	87%	87
Total	13	106	119

Source: DC Research, Resilient Heritage Survey 2018, n = 119

3.13 In terms of the process of using the Strength Checker, Figure 3.1 shows that the most common response was 'easy' (39%) followed by 'neither easy not difficult' (34%). Just over one in ten organisations (12%) reported any level of difficulty with the process of using the Strength Checker, suggesting that, for those that have used it, there are no major issues with the processes involved.

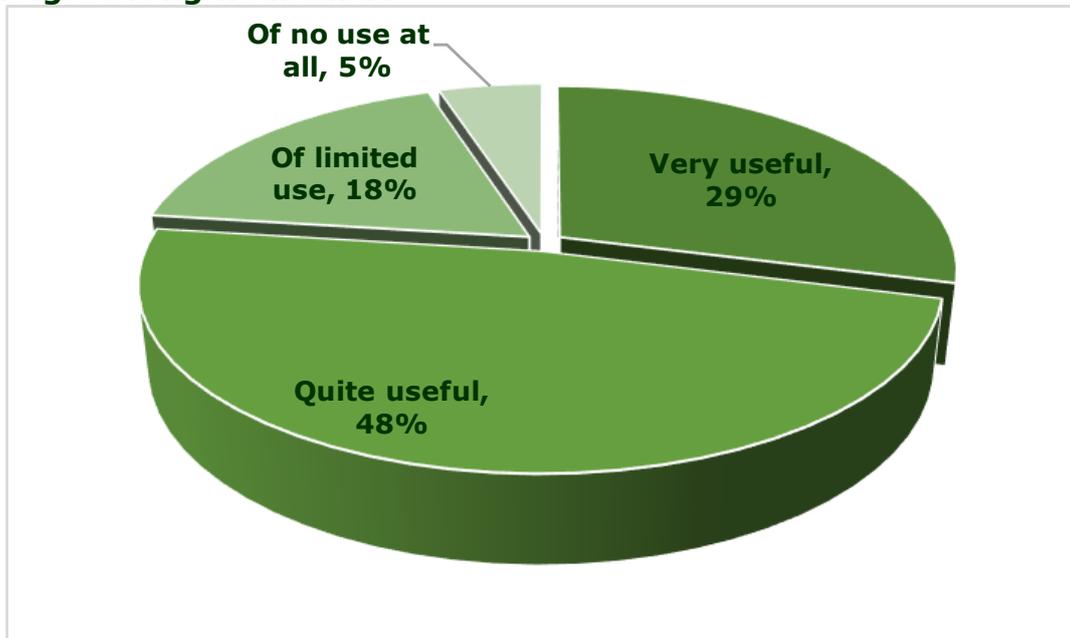
Figure 3.1: How easy or difficult did you find the process of using the Resilient Heritage Strength Checker?



Source: DC Research, Resilient Heritage Survey 2018, n = 136

3.14 The survey asked organisations about the usefulness of the results from the Strength Checker, and the results are strongly positive with more than three-quarters reporting that they found the results useful – 29% found the results very useful, with almost half (48%) reporting the results as quite useful. Only 5% described the results as being of no use at all.

Figure 3.2: How useful did you find the results from the Resilient Heritage Strength Checker?



Source: DC Research, Resilient Heritage Survey 2018, n = 136

Benefits and Impacts of the Resilient Heritage Strength Checker

3.15 Those organisations that reported having used the Strength Checker were asked about the benefits and impacts from having done so.

3.16 In terms of the Strength Checker providing benefits to the organisation in terms of improving resilience, the majority (60%) report that they have had benefits in this way from using the Strength Checker – see Table 3.6.

Table 3.6: Has using the Resilient Heritage Strength Checker provided any benefits to your organisation in terms of improving your organisation’s resilience?

	Percent	Number
Yes	60%	81
No	40%	54

Source: DC Research, Resilient Heritage Survey 2018, n = 135

3.17 Organisations were asked what the main benefits of using the Strength Checker had been for them. A number of common themes emerged in the responses.

3.18 First, a number of organisations mentioned that using the Strength Checker helped them **develop their Resilient Heritage grant application:**

"Helped us think about how to focus our Resilient Heritage application and what to prioritise in our planning to make organisational changes"

"We used the strength checker report to develop our Resilient Heritage application - it directed us to areas that we might not have considered to be as important."

"It supported our application to HLF Resilient heritage. It highlighted and confirmed what we already understood about our areas of relative weakness so that we know what to focus on."

"It helped us get a resilience grant"

3.19 Second, others noted that it had helped them to **highlight areas for improvement** or areas where they need to take action – and for some the fact that it was an external perspective was especially useful:

"the strength checker highlighted those areas where improvements should or could be made. It acted as an unpartisan view of the state of the organisation."

"Helped to attain an independent assessment of our situation in tandem with other reviews."

"This was a useful process in terms of reinforcing areas that need development within the organisation."

3.20 For a range of organisations, the Strength Checker helped **to focus their minds and their thinking** – and helped to inform the next steps and plans for the organisation:

"Basis to discuss whether and what managerial and organisational improvements should be considered"

"We worked on it as a management team, which has helped us to prioritise and has informed our strategic planning processes"

"The main benefit was that it allowed us to focus on the questions, discuss differing opinions and come to clear answers, giving us clarity on our position"

3.21 Finally, a notable number identified that using the Strength Checker had **helped them to confirm what they already knew** in terms of what they need to address to become more resilient.

3.22 Some organisations **saw this as a positive aspect** of the Strength Checker...

"...confirmed our own analysis so it supported making a stronger case for the changes that had been put forward by staff but not trusted by others."

"It highlighted our areas of weakness and things that we could be doing better"

"It covered aspects we are already highly aware of and highlighted weakness we are already working hard to address"

"It allowed us to confirm the key areas that needed to be developed and also identify our strengths."

3.23 Whilst **others felt it did not add any value** as it didn't tell them anything new...

"Limited benefit in confirming our understanding of our own organisation."

"It was an exercise we didn't need to be made to do as we already have high levels of awareness about what we need to do re extending resilience."

"It really just confirmed what we already understood in terms of our strengths and weaknesses, but it was useful as a benchmarking exercise."

"It only confirmed what we already knew"

3.24 There were also a number (a small minority) of comments that were more negative about the Strength Checker – including some issues with understanding the results (*'the results were impossible to decipher'*), some commenting that it was *'simplistic'*, others that it was *'inappropriate to start up organisations and probably small fledgling ones as well'* and others reflected that the both terminology and the results were *'overcomplicated'*, and that it was a *'blunt tool which was really unhelpful'*.

3.25 Organisations were asked whether they had made any changes to how they operate due to using the Strength Checker, and more than one-quarter (26%) of organisations report that they have made changes to how they operate – see Table 3.7.

Table 3.7: Have you made any changes to how your organisation operates due to using the Resilient Heritage Strength Checker?

	Percent	Number
Yes	26%	34
No	74%	97

Source: DC Research, Resilient Heritage Survey 2018, n = 131

3.26 The most common response to the follow-on question about what changes had (or had not) been made, was an overall reflection that no changes had been made yet as it was too soon to have done so. Many other organisations that responded to this question noted that to be able to make any of the changes would require additional funding to implement, and that they have not yet been able to do so due to lack of funding.

3.27 Those that did report a change referred back to the benefits of using the Strength Checker as outlined above - i.e. supporting an application for the Resilient Heritage grant.

3.28 Other aspects mentioned as changes already made by organisations include:

- **Strengthening financial reporting and analysis**, introducing financial training, and implementing specific initiatives (e.g. Gift Aid).
- Undertaking **regular training to upgrade skills** of staff and trustees.
- Creating **additional strategies and plans** for the organisation.
- **Recruiting additional staff and/or new trustees** (with particular specialisms – e.g. CEO, trustee treasurer, finance director).
- Reviewing and improving the organisation’s **governance arrangements**.
- Seeking to add (or having already added) **voluntary members** to the board of the organisation.
- Restructuring of **governance and management arrangements**.

3.29 **As such, for this proportion (more than one-quarter) of organisations, the Strength Checker has already led to, or contributed to, actual changes in the ways in which the organisations operate.**

3.30 Organisations were asked (Table 3.8) whether or not they would recommend the Strength Checker to other organisations, and the vast majority (86%) report that they would do so. This is a clear positive message about the Strength Checker, with this scale of organisations (almost nine out of 10) stating that they would recommend the Strength Checker.

Table 3.8: Would you recommend the Resilient Heritage Strength Checker to other organisations?

	Percent	Number
Yes	86%	114
No	14%	19

Source: DC Research, Resilient Heritage Survey 2018, n = 133

- 3.31 Finally, organisations were offered the opportunity to provide specific feedback about their experiences of using the Strength Checker.
- 3.32 The comments provided reinforced the issues and feedback already highlighted in this section – with some of the frustrations about particular aspects of the Strength Checker (e.g. it not being appropriate to particular organisations, it not telling the organisation anything new, it being difficult to use for some, and difficult to interpret the results for others) being well outweighed by the more positive comments about the usefulness and benefits from using the Strength Checker for the majority of organisations.

4. RESILIENT HERITAGE GRANTS – PROGRESS SO FAR

This section focuses on those organisations that have been involved in the Resilient Heritage grant programme – and looks at the feedback on the application process and progress reporting, the types of activities and projects that have been funded, and the achievements and impacts so far.

Overview of Resilient Heritage Grant Applications

4.1 Table 4.1 below shows that the majority (61%) of organisations that responses to the survey had submitted an application for a Resilient Heritage grant.

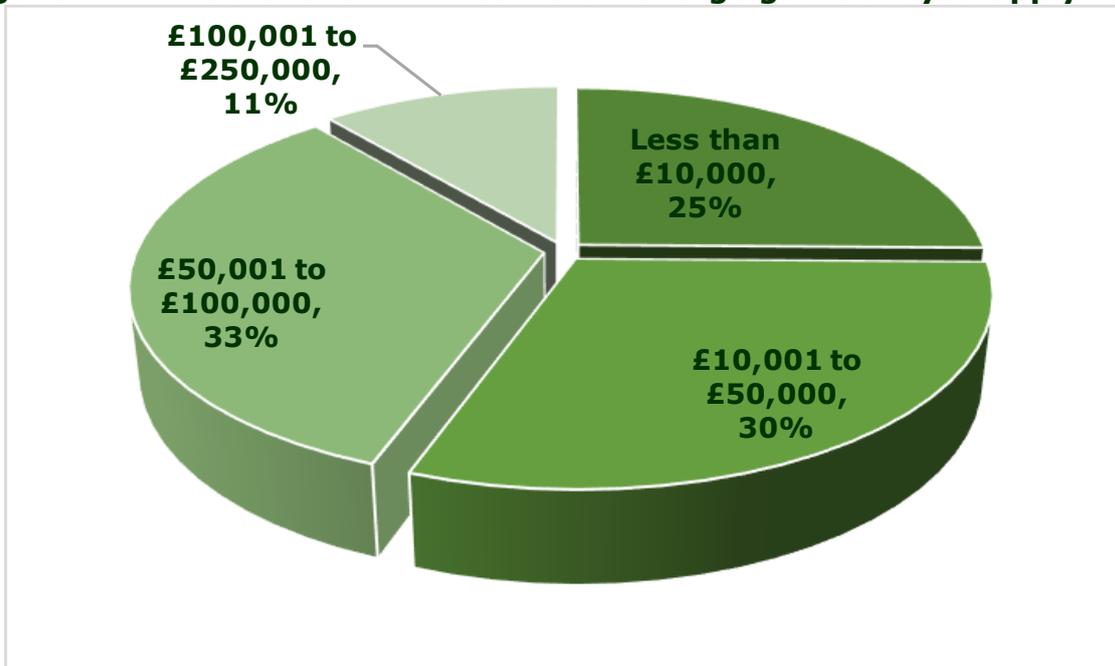
4.2 In terms of the level of award applied for, Figure 4.1 shows that there has been a mix of award scale, with most applications falling within the £50,001 to £100,000 category (33%), closely followed by the £10,001 to £50,000 category (30%), and then one-quarter of respondents had submitted applications for grants of less than £10,000.

Table 4.1: Has your organisation submitted an application to the Heritage Lottery Fund Resilient Heritage Programme?

	Percent	Number
Yes	61%	107
No	39%	69

Source: DC Research, Resilient Heritage Survey 2018, n = 176

Figure 4.1: What level of HLF Resilient Heritage grant did you apply for?



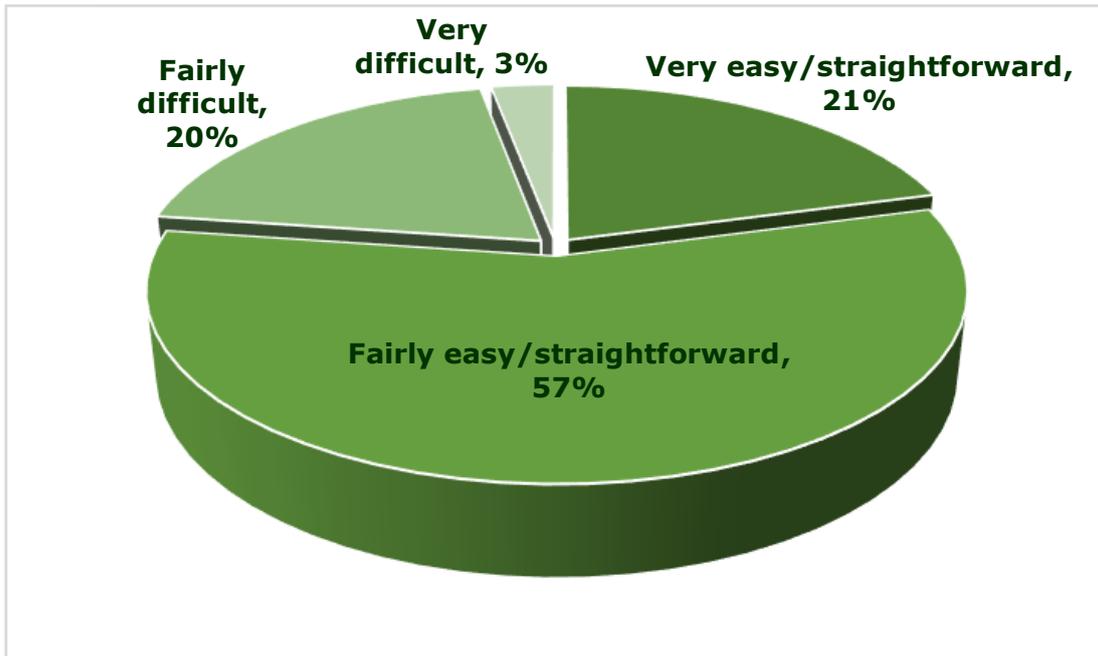
Source: DC Research, Resilient Heritage Survey 2018, n = 102

4.3 This shows a similar proportionate split as set out in Section 2 (see Table 2.16) when the actual application data is presented. Whilst the survey respondents are slightly more likely to have submitted an application for an

award between £10,000 and £50,000, and slightly less likely to have submitted an award for up to £10,000 compared to the actual application data results, the mix is sufficiently close to suggest that survey respondents do provide a good representation of actual applicants by size of application.

4.4 In terms of the grant application process, more than three-quarters (78%) of organisations found the process very or fairly easy/straightforward – with more than one-fifth describing it as very easy/straightforward (21%), and the other 57% describing it as fairly easy/straightforward – see Figure 4.2.

Figure 4.2: How did you find the Resilient Heritage grant application process?



Source: DC Research, Resilient Heritage Survey 2018, n = 102

4.5 Comparison was made between the level of ease/difficulty reported about the application process and the size of award applied for – to assess if applicants for larger awards reported different levels of difficulty. The results are in Table 4.2 and show that there is some variance in the level of difficulty reported, with those applying for awards of more than £100,000 more likely to describe the process as difficult, although there is no clear pattern across the other categories of awards (e.g. those applying for awards of up to £10,000 are not the most likely to describe the process as very or fairly easy).

4.6 Comparisons in terms of size of organisation and the level of difficulty reported showed no obvious patterns.

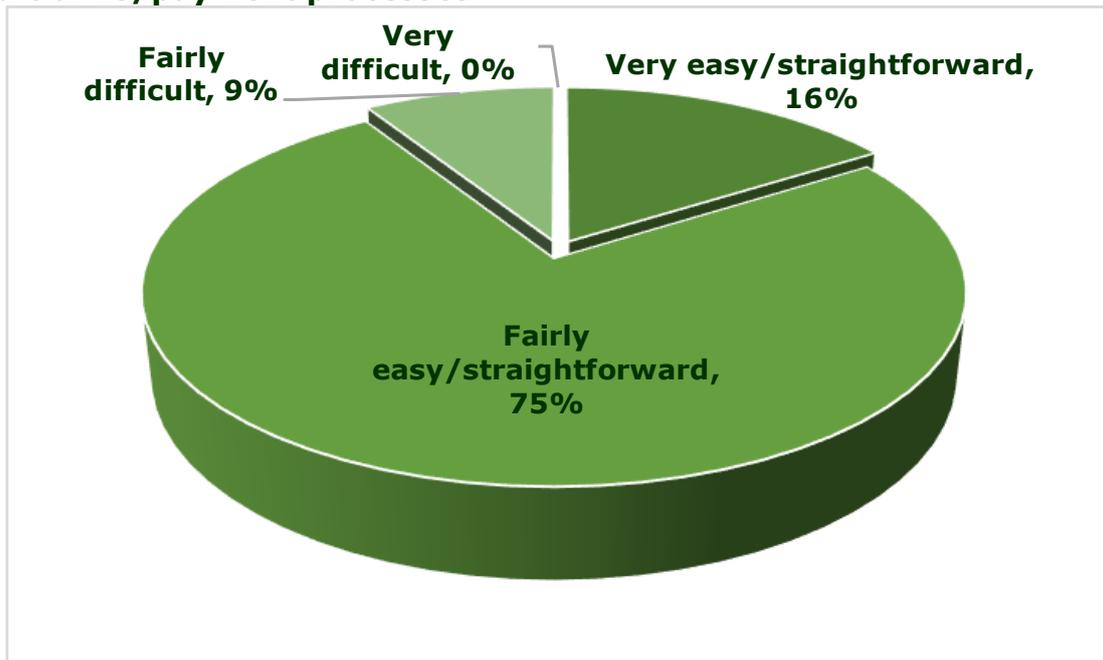
Table 4.2: Size of Grant Applied for and level of ease/difficulty of application process

Level of grant applied for	Very or fairly easy/ straightforward	Very or fairly difficult	Number of Replies
Less than £10,000	77%	23%	26
£10,001 to £50,000	71%	29%	31
£50,001 to £100,000	88%	12%	34
£100,001 to £250,000	64%	36%	11
Average	77%	23%	-
Total Replies	79	23	102

Source: DC Research, Resilient Heritage Survey 2018, n = 102

4.7 For those applicants that were successful, Figure 4.3 shows that the vast majority (91%) described the progress reporting and claims/payment processes as straightforward – with three-quarters reporting it as fairly easy/straightforward and a further 16% reporting it as very easy/straightforward. 9% reported it to be fairly difficult and no applicants found it very difficult.

Figure 4.3: How do you find the Resilient Heritage progress reporting and claims/payment processes?



Source: DC Research, Resilient Heritage Survey 2018, n = 81

4.8 On this occasion, comparisons made between the level of difficulty reported, and either the level of grant received or the size of organisation showed no discernible patterns – suggesting that the level of ease or difficulty reported in terms of progress reporting and claims/payment processes does not vary relative to size of award or size of organisation.

4.9 Table 4.3 shows that the majority of organisations (72%) that responded to the survey reported that they did make use of the Strength Checker in the development of their grant application.

4.10 For those organisations that did not make use of the Strength Checker, the reasons for not doing so are very similar to the reasons offered more generally (see Section 3) about not using the Strength Checker – i.e. a lack of awareness of the Strength Checker, or the Strength Checker not being appropriate or relevant to the organisation (or the specific project for which funding was being sought).

Table 4.3: Did you make use of the Resilient Heritage Strength Checker in the development/planning of your HLF Resilient Heritage grant application?

	Percent	Number
Yes	72%	72
No	28%	28

Source: DC Research, Resilient Heritage Survey 2018, n = 100

Resilient Heritage Projects – Activity and Progress

4.11 In terms of success rates for those that responded to the survey, Table 4.4 below shows that more than three-quarters (78%) of organisations that submitted a grant application report that their application was successful.

4.12 This scale of success is higher than that reported overall for the Resilient Heritage programme (see results in Section 2, which found a 62% success rate). This variance is likely to be caused by those applications that were rejected or withdrawn being less likely to respond to the evaluation survey, resulting in the higher percentage reported in Table 4.4.

Table 4.4: Was your Resilient Heritage grant application successful?

	Percent	Number
Yes	78%	80
No	22%	23

Source: DC Research, Resilient Heritage Survey 2018, n = 103

4.13 For those organisations that were not successful in their grant application, the survey asked what had happened to the project for which they had sought Resilient Heritage funding:

- A small number of organisations reported that they have **plans to resubmit** an application to HLF, based on the feedback they received to their unsuccessful application.
- A number reported that **did not know if they had been successful** yet - they were (at the time of the survey) awaiting the outcome of the application.
- One of the most common types of response was that the **project is on hold, or has stalled**, or that the organisation is not in a position to progress it at this time via any other means.
- Another common theme was the **use of other funds** – either the organisation’s own funds, or from another funder – to take forward parts of the planned project – but with changes commonly having occurred in the scale or range of activity being reduced as a result of the application being unsuccessful.

- A small number expressed **frustration with the processes** involved – either because they report being encouraged to apply and feel the process was a distraction from the organisation’s core activities, or because they feel that the programme is not aimed at their type of organisation.
- 4.14 For those organisation’s that were successful in their grant application, they were asked to summarise the main activities that the organisation has carried out as a result of the Resilient Heritage grant.
- Many organisations are using the grant to carry out **organisational reviews** of various kinds – common amongst this are governance reviews, and reviews of various, specific aspects of their operation.
 - The production of **a wide range of plans and strategies are being produced as part of such reviews** – this includes business plans, but also a wide range of other plans, strategies and supporting documents for example: audience development plans, fundraising strategies, viability appraisals, museum interpretation plans, feasibility studies, condition surveys, management plans, masterplans, review of Memorandum and Articles of Association, income generation plans, learning strategies and research reports.
 - **Training** is a key part of many of the projects – and this includes both providing training to (as well as carrying out skills assessments and audits of) trustees, staff and volunteers. This includes areas such as marketing, audience analysis, fundraising, donations, and governance and management.
 - As well as providing training for trustees, a number of projects include taking steps to **recruit new trustees** and changing their practices around trustee recruitment.
 - A number of the projects include a focus on **volunteer activity** – most notably engaging and recruiting more volunteers, as well as providing training for new and existing volunteers.
 - For a number of projects some of the grant is being used to **recruit staff** (this includes in roles such as corporate development, operations management, fundraising and development, fundraising and campaigns, visitor assistants) or **create additional capacity through use of external consultants**.
 - A number of organisations note that they are using their Resilient Heritage grant (through a range of the means mentioned above) to **support the development of a larger application to HLF for funding in the future**.
- 4.15 In terms of the achievements so far (and noting that the vast majority of projects were ongoing at the time of the survey, with only a small number having completed), organisations were asked about the impact the grant has had on their organisation in relation to the three main HLF outcomes – heritage will be better managed; people will have developed skills; and organisations will be more resilient.

Better Managed...

4.16 Table 4.5 shows that more than one-third (38%) of organisations already report that their organisation is better managed following their Resilient Heritage grant, with a further 52% reporting that that whilst this is not yet the case, they do expect that this will occur. In total, **90% of respondents report that their organisation is already better managed or expect it to be so in the future.**

Table 4.5: Would you say your organisation is now (or will be) better managed following your HLF Resilient Heritage grant?

	Percent	Number
Yes	38%	30
Not yet – but expect it will be	52%	41
No – and don’t expect it to be	4%	3
Don’t know – unsure whether or not it will be	6%	5

Source: DC Research, Resilient Heritage Survey 2018, n = 79

4.17 Looking at the responses in more detail, the most common examples of the improved management that has already been achieved relate to:

- **Introducing or implementing** new, better, stronger, **improved systems (and strategies):**

"we will have stronger systems to underpin effective management and improved skills for the long term"

"Better management of resources and long-term planning, better management of capacity by more skilled staff, able to manage and plan finances better through understanding of different income streams available."

"Design and roll-out of comprehensive business management system - comprising all key processes"

"Improved strategies, structures and systems in place"

"Proper process, procedures. Improved planning."

"The accountancy package we purchased allows us to track spending for individual grants, ensuring that expenditure is controlled fully."

- **Improvements around governance** (board and trustees) in terms of development work, restructures, reviews, and recruitment. In addition, for many, this is in conjunction with **changes to staff/management structures:**

"Energised Trustees. New vision, values and mission statements. New Trustees filling skill gaps."

"...better governance through recruitment and training.. "

"A stronger more experienced Board and greater knowledge"

"we now have a board of Directors (soon to be Trustees) who are wholly engaged and enthusiastic about the site and project"

"Some new Trustees and volunteers"

"Board restructure, management and staffing restructure, agreed vision, over 50 recommendations to address"

"Stronger group of trustees (but still with some weaknesses); More experienced and competent General Manager than previously; Better staffing structure"

"Management will be appropriately structured and sized."

- Organisations also report having an **improved, more strategic approach** and/or a more joined-up approach within the organisation:

"business plans and strategies to provide direction for the trust"

"More strategic perspective. Greater staff awareness of business plan. Greater ownership of future funding plans..."

"Organising staff and volunteers to encourage donations is important, and getting them all singing from the same song sheet, so to speak, is positive."

"Our employees are constantly in communication with each other. We have shared data bases and we are all more aware of what's happening."

"Trustees have been involved in this full review with the senior management team and staff and therefore there is clearer vision and detailed action plans for all to follow."

"We communicate better, listen and come to better decisions."

"Working together better as a team and filling in any gaps in skills that may be lacking."

- Finally, for some organisations, it has been the **appointment of staff** that brings **increased capacity and capability** and resultantly improved management:

"The appointment of a professionally qualified Keeper will bring a step-change to the organization's management."

"The key commercial posts which are now in place daily deliver financial benefits seeing us grow income by a significant percentage across the last 6 months."

"We received funding to employ a CEO and Finance Manager"

Skills Development...

- 4.18 Table 4.6 shows that more than one-third (38%) of organisations already report that their staff, trustees, board or volunteers have already developed skills following their Resilient Heritage grant. An additional 52% report that that they expect this to happen, although it has not yet happened. In total, **90% of respondents report that staff, trustees, board, or volunteers have already developed skills or expect them to do so in the future as a result of their Resilient Heritage grant.**

Table 4.6: Would you say the staff/trustees/board/volunteers in your organisation have already developed (or will develop) skills following your HLF Resilient Heritage grant?

	Percent	Number
Yes	38%	30
Not yet – but expect it will happen	52%	41
No – and don’t expect it to happen	6%	5
Don’t know – unsure whether or not it will happen	4%	3

Source: DC Research, Resilient Heritage Survey 2018, n = 79

4.19 Looking at the individual responses in more detail, it is clear that **training opportunities have been provided**, and **skills have been or are being developed for trustees/governing body representatives, staff** of various levels, and in some cases (although less commonly) for volunteers.

4.20 Organisations report that there is **better awareness** and **better understanding from trustees and staff** across a **range of areas** due to the Resilient Heritage project. This skills development covers a **wide range of subjects** – including strategic and high-level management skills, operational skills, practical skills and specific professional development skills (and in a small number of cases this has included formal accredited training qualifications).

4.21 The list below summarises the main areas where skills development has been reported, and exemplifies the range of aspects of skills development that have been reported:

- Audience development
- Governance
- Bid writing
- Health and safety
- Business development
- Impact measurement
- Collection care and cataloguing
- Management and leadership
- Commercial training
- Managing and working with consultants, external experts
- Communication skills
- Marketing
- Corporate support & sponsorship
- Organisational skills
- Data collection, monitoring & evaluation
- Project management
- Data protection
- Publicity
- Finance
- Research
- First aid
- Social media
- Fundraising
- Systems and admin

- The building or heritage asset(s) the organisation is responsible for

More Resilient...

4.22 Table 4.7 shows that more than one-third (37%) of organisations already report that their organisation is more resilient following their Resilient Heritage grant. An additional 57% report that that whilst this is not yet the case, they expect that this will happen in the future. In total, **94% of respondents state that their organisation is already more resilient, or that they expect it to be more resilient in the future as a result of their Resilient Heritage grant.**

Table 4.7: Would you say your organisation is now (or will be) more resilient following your HLF Resilient Heritage grant?

	Percent	Number
Yes	37%	29
Not yet – but expect it will be	57%	45
No – and don’t expect it to be	4%	3
Don’t know – unsure whether or not it will be	3%	2

Source: DC Research, Resilient Heritage Survey 2018, n = 79

4.23 For a number of organisations, their responses about ‘better managed’ and ‘skills development’ are the very aspects that have made their organisation more resilient, and they referred back to these previous responses in their answers to this question.

4.24 Looking at main themes that emerged in the responses, there are a range of issues that organisations report has already led to, or will lead to, increased resilience for their organisation:

- The **improved business practices and management** that have resulted from the project:
 - "Clear recommendations for change, some of which have been implemented already; costed action plan of recommendations by external specialists"*
 - "Better back office systems"*
 - "With procedures in place we will be more resilient to threats and have processes in place to deal with issues that arise. Succession planning will ensure when someone leaves there is not a skills gap left as we will have defined roles and recruitment procedures to replace key roles."*
- The **improving financial position** for the organisation, due to increases in visitors, increased membership etc. all contributing to increases in income:
 - "Works undertaken to make the entrance more attractive so increasing visitor numbers and income"*
 - "The increase in support and expertise that we gain through individuals joining 'Friends of [organisation]'. "*
 - "More diverse fundraising streams"*

"Increase non-restricted funding and increased volunteer and supporter numbers."

"Fully costed 5-year financial plan with assured medium-term funding package."

- **Improved knowledge about fundraising, income diversification, and income generation** within the organisations:

"Have a clear idea of the income and expenditure the organisation will be faced with in future"

"Cost efficiency will be increased, accompanied by a broader and higher range of income generation."

"Will possess greater awareness and understanding of alternative sources of funding, and will have developed more capacity to fundraise."

"Our development manager along with trustees have written a development plan with targets that will increase our revenue and use of the cottages and function room."

"Corporate support and sponsorship"

- Improvements in both the **capacity and capability of staff**:

"Members of the project team are more aware of what they can offer to the project and where they need extra support/training."

"People will be better informed and more aware of the strengths and weaknesses of the organisation and better able to contribute to its medium term success and its long-term development."

"There will also be upskilling of staff and the involvement of more volunteers to strengthen the support base."

"We have now senior staff to work in the Trust"

- The improvements in the **capacity and capability (and skills) of trustees** and governing body representatives:

"We have a board of Business people who understand how we can make [the organisation] work"

"The project will have captured the experience and skillsets of the existing Board to inform and strengthen the recruitment strategy for new Board members..."

"Stronger involvement of trustees in business planning and strategy for partnership"

"Having been closely involved with the processes of achieving the Audience Development Planning, the Research Framework and the Business Planning, Directors are now fully engaged"

"Energised Trustees. New vision, values and mission statements. New Trustees filling skill gaps."

- Finally, others referred back to the **improved skills** that are now part of the organisation (linking back to the achievements in the previous Resilient Heritage outcome):

"We will have developed skills, understanding and have a greater confidence when addressing issues we will face in the near and long term futures."

"Better management and engagement with donors, the collections will be in a better condition and better managed and staff will have developed skills."

ANNEX 1: KEY QUESTIONS FOR THE EVALUATION

The Evaluation Brief for the Resilient Heritage Programme Evaluation states that the evaluation should address the following overarching questions across the course of the evaluation (i.e. between early 2018 and the end of 2019):

1. How did overall management capacities (governance, leadership, management, fundraising, financial management, communications etc.) improve as a result of capacity building engagement?
2. In what ways have the quality of grantees activities improved?
3. In what ways have grantees capacity increased (scale, reach or extent of impact)?
4. For those looking to take on the management of heritage, to what extent has the Resilient Heritage grant prepared them for this?
5. Is there evidence that the change Resilient Heritage enables grantees to achieve leads to long term sustainability?
6. How effective was the mentor support element?
7. How effective was the Resilient Heritage Strength Checker in identifying needs and priorities for project planning and improving organisational strength?

ANNEX 2: RESILIENT HERITAGE CASE STUDIES

This annex lists the Resilient Heritage grantee case studies that were visited during this interim phase of the evaluation in early 2018. Each of the cases are completed projects and they provide examples of the types of activities supported by Resilient Heritage as well as the emerging impacts, achievements and lessons resulting from Resilient Heritage grant support.

The table below lists the case studies that were visited during the Interim Reporting phases of the evaluation, and is followed by a case study write-up of each of the projects.

Table A3.1: Resilient Heritage Case Studies for Interim Report 2018

Applicant	Project title	Region	Heritage Area	Grant	Strength Checker
The Modernist Society	Increasing resilience and improving sustainability of The Modernist Society	North West	Intangible heritage	£9,900	YES
Museum of Homelessness	Building a resilient future for the Museum of Homelessness	London	Museums libraries archives and collections	£9,900	NO
St John's Hoxton	Strengthening St John's Hoxton	London	Historic buildings and monuments	£49,500	YES

MUSEUM OF HOMELESSNESS

Building a Resilient Future for the Museum of Homelessness

The Museum of Homelessness was constituted in 2015 to collect, preserve and share the art, culture and history of homelessness and housing to make a difference to society today.

The Museum received a Resilient Heritage Grant of just less than £10,000 in early 2017, and the project had the following goals (approved purposes):

- Recruit three new Trustees with legal, fundraising or homelessness sector leadership/policy experience.
- Employ an archive/collections consultant to support the drafting of collections management policies.
- Establish a quarterly volunteer collections panel to review acquisitions, collections and oral histories.
- Recruit and train minimum 5 new collections and archival volunteers.
- Recruit a new Patron.
- Work with Trustees and volunteers to develop a theory of change evaluation model.

With the exception of the recruitment of a new Patron – which is still in progress, **all other project goals were met** (or exceeded) within the timescale of the project. The project's **impact has been** (according to the co-founders of the Museum) **'over and above what was expected'**. The Museum's own end of project report notes:

"The investment has enabled us to; recruit experts to the board; bring together a panel of significantly knowledgeable heritage and cultural professionals to guide our collections work; create a new community of heritage volunteers and equip them with new skills; develop collections policies and practice; explore and secure partnerships in the heritage and homelessness sectors and create a robust Theory of Change."

As such, the key goals of the project have been met – which has led to the achievement of all three HLF outcomes for Resilient Heritage for the Museum. In particular, the recruitment of three new trustees (a new Chair, a new Treasurer and a new Trustee – a homelessness expert) has contributed towards **better management**; various aspects of **skills development** have occurred – most notably around collections and archive management; and the **Museum is now more resilient** – including through the stronger governance mentioned above, as well as the development of the volunteer collections panel (which now includes experts from across the UK) and the recruitment and training of collection and archive volunteers – which has achieved a better than expected level of retention, helping to strengthen the Museum's resilience.

The use of a **public engagement event** (which was not part of the original project plan) is thought to have been an **important aspect of engaging and retaining the new volunteers**.

Over and above the achievement of the project goals and contributions to the three HLF Resilient Heritage outcomes, the Museum also notes that:

*"In addition to the outputs and outcomes listed above, that we set out from the beginning, the **project was fruitful in other ways**. Our Theory of Change kick started a strategic planning process that has resulted in an **ambitious and exciting 3 year plan for 2018-20**. This work was underpinned and inspired by the forward looking tone set by the outcomes of this grant, specifically the recruitment of a new Chair of Trustees and the process of thinking through the Theory of Change."*

In addition, there are examples of other benefits and outcomes over and above the funding itself and what it enabled the Museum to achieve – including the **Resilient Heritage project giving an enhanced visibility to the Museum** in the wider museum sector and beyond, as well as the fact that having a 'live project' gave an **added momentum to the organisation**.

*"In terms of capacity building, development of in house knowledge and skills for people and strategic development, this grant has **far exceeded the initial ambitions**. We are very pleased with the increased resilience that the project has offered the charity for the next phase of our journey."*

The Museum reports that it is now well positioned for the next phase of its journey – highlighting that the Theory of Change and the Strategic Plan are important aspects that have come out of the project, and also that the Museum now has **both a stronger identity and a stronger direction**, as well as a **strengthened and enhanced collections practice and processes**.

In terms of lessons, the Museum emphasises that it is important not to underestimate what it takes to deliver a Resilient Heritage project – even if it is a relatively small value of grant that has been received.

In addition, an important supporting factor for the project was the flexibility of HLF – which enabled the project to take sufficient time to achieve the project goals. Finally, the importance of achieving a balance in terms of both being ambitious in the scope of the project whilst also being realistic about what can be achieved is an important consideration.

ST JOHN'S HOXTON

Strengthening St John's Hoxton

St John's Hoxton (the Ecclesiastical Parish of St John the Baptist with Christ Church Hoxton) describes itself as a vibrant, growing Anglican Church in the centre of London, whose vision is 'to be a beacon of hope for Hoxton'.

In early 2017 St John's Hoxton completed a Resilient Heritage Strength Checker report which highlighted that, whilst the church provided many high-quality services, there were a number of weaknesses in the church's organisational resilience - including a lack of critical business skills on the board, an over-reliance on one or two people, and heritage assets in poor condition and not fit for purpose.

The use of the Strength Checker helped to both codify what the issues were (confirming what was expected/already known by the organisation) as well as giving external confirmation of areas of strength. Importantly, using the Strength Checker **provided an external and objective perspective on these issues.**

Following this, St John's Hoxton applied for and received a Resilient Heritage Grant of just less than £50,000 for the 'Strengthening St John's Hoxton' project, which was designed to address the identified weaknesses – improving the operations of the church in the short to medium term whilst also fully equipping it for a proposed significant capital works project that aims to ensure the church is maintained fit for purpose for the future. The project aimed to deliver 6 integrated elements:

1. Community Consultation
2. Organisational Reliance
3. Outline Business Plan
4. Fundraising
5. Environmental Study
6. Capital Works Scheme Heritage Impact Assessment

The church appointed a **project manager** to oversee the project – which was an important aspect given the lack of time core staff at the church would have had to manage such a project. Adopting this approach worked well in terms of creating enough capacity for the project to be well managed, as well as providing additional planning and thinking capability at a level of detail that the church staff would not have been able to provide themselves.

In addition to the project management role a paid (London Living Wage) **intern role** was created, which added further capacity to the project as well as providing an excellent training and skills development opportunity for the intern.

Having both the **motivation and the capacity to deliver** are identified by St John's Hoxton as key elements to the success of the project. Whilst the project management and intern roles were vital, the project still required a greater time contribution from the Vicar than capacity allowed – a learning point for others.

Overall, the project team felt each of the commissions successfully met their intended objectives. In this sense the team feel the project can be described as a **clear success** that has provided St John's Hoxton with **firm direction in each of the commissions** that ultimately are **equipping the church to be better managed in the short to medium term and better prepared for the proposed major capital building project to come.**

During the course of the project there were 3 key changes that required the contingency budget to be drawn down: the need for additional work for engaging activity partners in stakeholder meetings; updates to architectural proposals; and a 2.5-month project programme extension from September to November 2017.

Whilst changes can be expected in such projects, the key learning points identified by the project that they regard as useful considerations for other projects are:

- Ensure the consultant briefs clearly articulate what needs to be delivered paying attention to the detail that lists the key deliverables.
- Development of architectural plans to respond to the project findings should be factored in from the beginning.
- Being generous in the programme - allowing sufficient time for making appointments and allowing periods for architectural proposals to be updated in response to findings from other aspects of the project.

Furthermore, another lesson/reflection related to consideration about using a more locally based provider to deliver the community consultation element of the project – on reflection, the project team think this would have been beneficial.

An additional lesson learned through the project is about the **importance of clear planning guidance and support in relation to heritage conservation**. This has turned out to be an enormously significant factor in considering how heritage might be conserved/expanded, and St John's Hoxton now reflect that they should probably have gained some more expert guidance on this earlier in the process.

Linked to the HLF outcomes for Resilient Heritage, there are a number of project outcomes that are seen by the church as being particularly successful (and the project team think these might be useful for other similar projects to consider):

- The project provided the knowledge, experience and capacity to deliver a full and comprehensive review of several areas of the church's operations simultaneously ensuring a coordinated set of proposals – **contributing to heritage being better managed**.
- The project has delivered valuable insight that has linked various processes and has informed important decision making (e.g. business plan market research on local competitors informing the project that higher charge rates are advisable and providing guidance on what those rates should be) – **contributing to the 'organisation being more resilient'**.
- The organisational resilience work has helped the church understand how to use existing roles more effectively and identify what new roles are needed in order to deliver a successful capital project. This has influenced decisions on staff team changes that are already taking place – **contributing to 'heritage being better managed' and the 'organisation being more resilient'**.
- The fundraising strategy has provided a clear pathway for how the church can raise sufficient finance to deliver the capital project and unblock this key potential barrier to delivery – **contributing to the 'organisation being more resilient'**.
- The project intern role was a great success, providing valuable input to the project team whilst creating an exciting paid role for a young graduate seeking experience in the sector – **contributing to 'people will have developed skills'**.

THE MODERNIST SOCIETY

Increasing resilience and improving sustainability of The Modernist Society

Founded as The Manchester Modernist Society in 2009, The Modernist Society is a creative project dedicated to celebrating and engaging with twentieth century architecture and design, through publishing, events, exhibitions and creative collaborations.

The Modernist Society received a Resilient Heritage Grant of just less than £10,000 in late 2016, for the 'Increasing resilience and improving sustainability of The Modernist Society' project, which had the following approved purposes:

- to undertake a skills, knowledge, and resources audit;
- to review funding and income generation opportunities; and
- to produce an organisational development plan and feasibility study.

The Modernist Society is a Community Interest Company and relies exclusively on the combined efforts of the two directors (who fulfil these roles on a voluntary basis) in terms of the organisation of the Society's activities and publications.

This **reliance on the core team is a key challenge for the Society** and was identified as such in the feasibility study produced as part of the Resilient Heritage project. This reliance is acknowledged as a key risk, and whilst the Society could continue operating as they do currently into the future, such a reliance presents a challenge to the sustainability of the organisation.

As part of the project, the Society used the Resilient Heritage Strength Checker, which they found to be straightforward and very easy to use. However, whilst it provided a neat illustration of the issues facing the organisation, the directors feel that it was quite generic and did not affect what the Society wanted to achieve from, or the detail of, their application to Resilient Heritage.

The project itself gave 'breathing space' to the directors that enabled the Society to create some thinking time (to have 'long conversations') about addressing the sustainability challenge and reliance on the two directors. The directors feel that the **two key aspects that the Resilient Heritage project supported was the research carried out** (as well as commissioning the options appraisal & feasibility study this also involved the directors carrying out a number of research visits and interviews with peer organisations) and **creating the thinking time**.

The directors acknowledge that the Society has not yet solved the problems identified – the project did help to identify and clarify the issues that need to be addressed, but a solution to these issues has not yet been reached.

However, there are a range of potential ways in which the Society could be sustained and able to move beyond the current reliance on the two directors. The feasibility study identified a preferred model for the Society to pursue at the current time (a building based or 'shop front' gallery organisation) and made eight recommendations about developing such a model:

- Establish a core resource of paid staff
- Place Chapter growth at the centre of audience development
- Formalise support to the Chapters

- Take a programme-centred approach to sustainability
- Explore options for a public-facing venue
- Increase commercial income through publication and product sales
- Addressing skills and knowledge gaps
- Implement governance policies

The **findings of the review have made the directors more confident about the sustainability of the Society** (for example, in terms of the scale of sales that can be achieved), and there was a **substantial level of self-validation** in the process for the directors, and a reassurance that they were doing things correctly.

However, the review did highlight that:

"...as a young organisation led by individuals with a unique combination of skills, it would be almost impossible for the Organisation to continue in its current form if either one or both of the directors left the organisation. The skill sets, relationships and the level of voluntary commitment that they embody would be difficult to replicate; the company does not have a sellable share value; and there would be very little capacity for the Organisation to fund or recruit staff to continue operations. In essence, currently, The Modernist Society is Jack and Eddy.

Therefore it has been assessed that 'like-for-like' succession planning at this stage would be very challenging and further development investment is essential before this can happen."

The directors are **now seeking to take positive steps towards securing this development investment** - and are currently working on a bid for a larger Resilient Heritage project. However, given the ongoing capacity and reliance on core staff issues for the Society, creating the time to develop such an application is proving to be challenging. Whilst the plan for the next stage of development is still to be finalised, it would look to expand the capacity of the core team, bringing in additional capacity and capability in key areas to move the Society away from reliance on the current directors and towards a more sustainable position based on various strands of commercialisation and income generation.

However, the directors acknowledge that to be able to progress to the next stage of development for the Society, additional funding/investment will be required.

Whilst the Society has gained a lot from the initial Resilient Heritage grant, the directors do acknowledge that the **organisation is not yet in a position where it has increased its resilience – this will be reliant on moving to the next stage of development**. However, the directors are **more confident and more ambitious** about the next stage as a result of the Resilient Heritage project.

Some key lessons identified by the directors about their project include:

- Working with the right people is key.
- Networking being key to establishing the correct contacts.
- Leaning as much, if not more, about 'what not to do' as about 'what to do' from the research visits and interviews.

- Even with the support received so far, it is still a daunting process to move on to the next stage of development and seek the larger investment/funding required – it is a big ask for a small core team, with no spare capacity.