Digital Skills for Heritage Tranche 4 Leading the Sector: Promoting and Building Senior Digital Leadership across the Heritage Sector Clarification questions

# What user needs have informed the aims of this brief?

In designing the Digital Skills for Heritage initiative it was vital to listen to the experiences and aspirations of a variety of different voices within the heritage sector. We gathered extensive feedback and carried out over two dozen semi-structured interviews with people from a variety of organisations. In addition to the interview analysis, we held two workshops, one in London and Stirling. The outputs of those workshops, including recommendations that emerged in the rooms from participants, were factored into our programming.

In February 2020 we commissioned Timmus Ltd to deliver the Digital Attitudes and Skills for Heritage (DASH) survey. Working with the research team, we made use of the sign-up stage of the survey to consult with 523 heritage organisations across the UK. These organisations ranged in size from one staff member to over 30,000 staff and volunteers and represented the breadth of the sector. This group identified 1,350 ways they would like to make better use of digital during lockdown and beyond. 13% of these responses related to strategic and digital leadership support.

The outcomes and experience of our yearlong digital leadership course led by Culture24 has also informed the design of this commission, along with wider research findings relating to the impact of the pandemic on the sector.

# What are the desired outcomes (in priority order) from the programme?

This commission represents one among a number of Digital Skills for Heritage projects designed to deliver on The National Lottery Heritage Fund’s commitment to ensuring the sector gets the most out of digital. Our funding helps organisations build the digital skills and confidence needed for an innovative, resilient future. All of the following outcomes are important to the success of this project:

* Good practice in digital leadership across the UK heritage sector will have been highlighted, promoted and developed.
* Discussion and networking opportunities relating to digital leadership across the UK heritage sector will have been facilitated.
* The work will have supported our commitment to equality, diversity and inclusion.
* The work will have promoted and amplified other relevant Digital Skills for Heritage activities and resources.

# Could you provide us with one thing you would love event participants to say about the event series at the end of this programme?

We would want participants to find attending inspiring and informative. They should gain a clear understanding of the some of the ways in which digital can and is helping organisations better deliver on their strategic aims, and support a more innovative, resilient future.

# We recognise there is a trade-off between depth of engagement (fewer participants engaged in smaller, more interactive group activities) and breadth of engagement (more participants engaged in large group activities which have fewer opportunities for interaction). What are the minimum and optimum number of participants you anticipate to see from this programme?

The specific approach will be determined by the successful bidder and the minimum and optimum number of participants will need to relate to the approach taken. Participant numbers will vary by the type of event provided. This commission is not for a formal training programme, but an event series promoting and sharing good practice, and that should inform the approach taken.

# We are considering grouping leaders into cohorts for the programme, and have identified 3 potential groupings.

## Leaders who are further on in their digital journey, who would benefit from an experience learning approach (e.g having the opportunity to reflect and discuss active projects/challenges)

## Leaders at the start of their digital journey, who would benefit from an expert learning approach (e.g having the opportunity to connect and learn from experts)

## Both leaders further on in their digital journey and those at the start, who would benefit from a relational learning approach (e.g having the opportunity to share knowledge and experience in peer settings)

**Ideally, we would like to incorporate all learning approaches, but this wouldn’t be possible with the current contract value. Which of these cohort grouping/approaches would be preferable to prioritise?**

The specific approach will be determined by the successful bidder. The focus of this commission are executive teams and board members of medium and large sized heritage organisations. This commission is not for a formal training programme, but an event series promoting and sharing good practice, and that should inform the approach taken.

# What is the expectation for events and any follow-on articles/resources to be provided or translated into Welsh?

Events or activities that take place in Wales need to be in both English and Welsh, and accompanying resources need to be available to attendees in both languages. In addition to this, we ask all projects within the Digital Skills for Heritage initiative to consider how online activities and related resources can best support the diverse UK heritage sector as a whole, including considering how Welsh speakers can be supported.