

The Heritage Compass Programme

Who we were



Where we're from

27% North

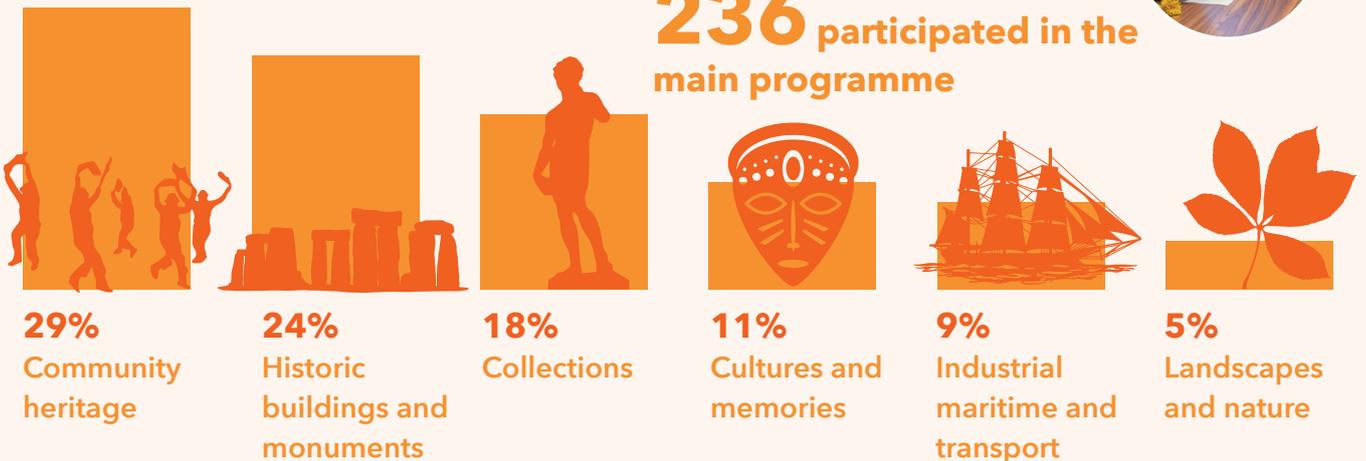
33% Midlands and East

39% London and South

The Heritage we're involved in



236 participated in the main programme



108 organisations participated in parts of the programme, including networks, learning lunches and roadshows; **a total of 344 organisations** in some part of the programme.

Kind of organisations

Community projects/start-ups with no FTE members of staff

31%



1-5 FTE members of staff

50%



Size of our organisations

Over £100,000 a year

39%

Less than £10,000 a year

18%



Our leaders

Some young/female/ LGBT+/
Black or minority-ethnic/disabled.



What we needed

Support on



Other challenges we faced

Other 'wants'



What we took part in



What we thought of the programme

Relevant
70% net agreed

70%

Pitched at right level
53% net agreed

53%

Well-organised sessions
91% net agreed

91%

High training standard
94% net agreed

94%

Interesting speakers who communicated well
94% net agreed

94%

Enjoyed networking and hearing from other participants
98% people at in-person symposia

98%

Opportunity to engage meaningfully with other participants
51% net agreed

51%



What difference has the programme made to us

The coaching...has been invaluable in helping my colleague and I navigate a restructure, our new roles and helping to deal with some difficult management issues.

I have come away from each session having learnt at least one new thing, which I have been able to immediately implement.

I am confident in taking away what I have learnt to my organisation, and doing things differently: **81% agreed**

I have personally learnt new things: **65% agreed**

75%

of participants who completed end of programme Learning Journals reported working on specific organisational plans for:

New income strategies/streams	✓
New business plans	✓
Audience development	✓
Approaches to governance and financial planning	✓
Bringing about internal culture change	
Benchmarking for decision making	
Improved networks & confidence	



What stopped us fully engaging with the programme?	What has stopped us applying what we learned?
Poor technical facilities or knowledge	Governance challenges <i>(lack of board/trustee support)</i>
Lack of time/capacity	Financial challenges
Change takes time	Lack of staff capacity



Wider learning from the programme



I now have a schedule of work rather than a chaotic rolling programme and am already reaping the benefits.

The course so far has us 'thinking' more like a heritage org and has given us more confidence that what we really want to do is heritage focused.



We have used useful HC (Heritage Compass) templates and Powerpoints in order to start compiling the audience development plan.

..all of what we have done with our Critical Friend and Mentor has been instrumental in giving us focus and clear goals for our future.

It has been incredibly valuable to be involved with the Heritage Compass programme as we experienced many benchmarks for a successful business and, from this I was able to analyse the museum's strengths and weaknesses.



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My understanding has deepened in relation to broad areas like opportunities to commercialise.

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The Heritage Compass Programme was funded by the National Heritage Lottery to support heritage organisations emerging from financial and operational disruption caused by the Covid 19 pandemic. Delivered by social enterprise, Cause 4, over 2021 and 2023, it worked with participants from more than 230 organisations, helping them nurture new relationships and build new knowledge and skills. This summary based on programme evaluation presents the perspective of the people who took part.



The Heritage Compass programme was evaluated using a mixed methods approach (analysis of application data, feedback surveys for individual training modules, organisational case studies and a survey of critical friends and mentors). Participating organisations were asked to complete a learning journal at key stages of the programme.