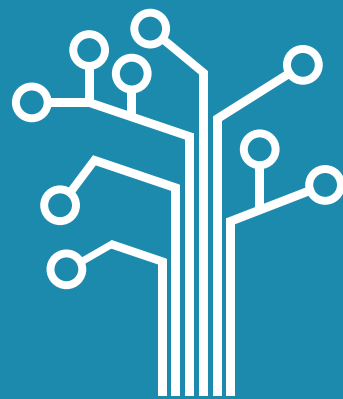


HERITAGE DIGITAL



The
Heritage
Alliance



naomi korn
ASSOCIATES



How digital skills can transform the heritage sector

July 2020



Funded by the National Lottery Heritage Fund as part of the Digital Skills for Heritage initiative

“

Technology can help organisations achieve their goals, providing low cost ways to connect to communities and involve more people in heritage. Our Digital Skills for Heritage initiative is helping power up digital confidence across the sector.”

JOSIE FRASER, HEAD OF DIGITAL POLICY
AT THE NATIONAL LOTTERY HERITAGE FUND



How digital skills can transform the heritage sector

Our heritage defines us. It tells the story of who we are, where we're from and how we've come to be who we are today. It is everywhere we look. In our towns, cities, and villages; in our historic buildings, monuments and landmarks, our beautiful landscapes and parks, in museums and libraries, places of worship and more. Heritage is integral to society.

We believe that understanding, valuing and sharing our heritage brings people together. In this digital age, it's imperative to promote the story of our global past, its importance in society and how it can shape the future. Digital capability enables us to reach more people, be more accessible, diversify our audiences and our income streams, and connect people to their heritage and inspiring pride in our communities and local areas.

Heritage Digital is a new project supported by the National Lottery Heritage Fund's Digital Skills for Heritage initiative, which aims to increase free digital skills training and support available to heritage organisations. The Heritage Alliance is leading a unique consortium, supported by Media Trust, Charity Digital, and Naomi Korn Associates, which will create bespoke training, online guides and resources to upskill the sector and build digital resilience.

The global pandemic, COVID-19, has required the temporary closure of our public heritage spaces and reduction in conservation activity. How the sector has responded by rapidly adapting to remote working and the technical challenges that brings, as well as finding innovative solutions to moving events and activities online, whilst engaging their audience through social media, has been inspiring. **Now is the time to build on those digital skills and opportunities.**



Big Bang Fair, Llandudno – engaging children with STEM subjects through heritage and archaeology.
Image: © Wessex Archaeology



The challenges we're facing

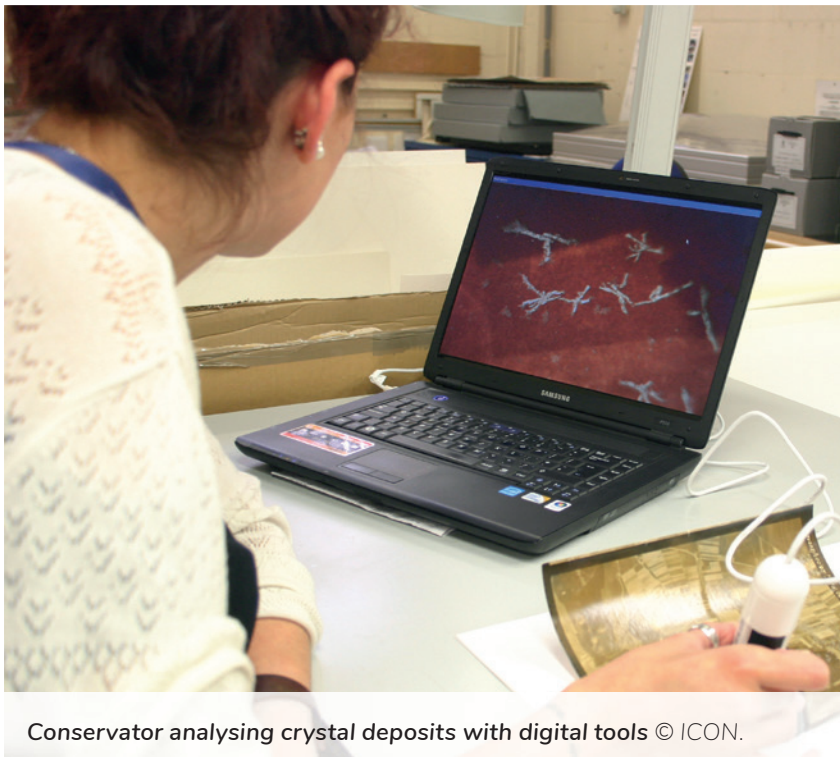
In Heritage Digital's 2019 Digital Skills Survey, 77% of respondents rated their organisation's digital skills levels as acceptable/poor/very poor. This underlined the sector's lack of digital maturity, despite most organisations having a website (96%) and at least one social media channel (88%). Being digital, however, is more than running a website and having a presence on social media.

In its broadest sense, digital is about applying the culture, practices, processes and technologies of the Internet-era to respond to people's raised expectations. For the heritage sector, this could be translated into online booking systems, multi-channel communications, efficiently run volunteer or staffed organisations, enhanced visitor experiences, innovative online fundraising or accessible digital content and training.

We need to ensure that the heritage sector is not left behind in a crowded market, where competition for public attention and resource is increasingly fierce.

The pandemic has highlighted the digital skills, resource and budget gaps across the UK heritage sector. However, it has also accelerated innovation and alternative ways of delivering services and engaging audiences online at a time when the way we work, communicate and spend leisure time has radically shifted online.

Despite the challenges, it's an exciting time for the sector as the opportunities that digital offers will help **future-proof organisations and help engage a wider and more diverse audience in caring for their heritage.**



77%

of respondents rated their organisation's digital skills levels as acceptable/poor/very poor.

HERITAGE DIGITAL'S 2019 DIGITAL SKILLS SURVEY

Conservator analysing crystal deposits with digital tools © ICON.

“

This challenging period of lockdown has highlighted the crucial role of heritage in people’s lives and wellbeing and as the bedrock of a strong economy.

Many heritage organisations have demonstrated generosity and ingenuity on making their collections and experiences available digitally over this period and they will continue to have an important role in sharing their knowledge and expertise to inspire and support a wider public to engage with and care for the historic environment in the future.



New ways of expressing the value of heritage are needed to attract new investment and audiences into the sector.

The pace of technological change is daunting to many, yet digital channels are providing new and inclusive ways of showcasing heritage. This programme will help our sector to equip ourselves to harness the opportunities ahead, whatever their starting point.”

**LIZZIE GLITHERO-WEST, CHIEF EXECUTIVE,
THE HERITAGE ALLIANCE**



English Heritage rebuilt Kenilworth Castle in Minecraft as part of the #LoveCastles campaign –
Image: © English Heritage.

62%

of time spent online by British people is through their smartphone

CULTURE IS DIGITAL REPORT JUNE 2019 - DEPARTMENT FOR DIGITAL, CULTURE, MEDIA AND SPORT



The future is bright

Digital is part of daily life for most people. The average Briton spends 24 hours a week online, [with 62% of that time on a smartphone](#). This provides the UK heritage sector with an opportunity to accelerate and adapt the way we work and engage with new and existing audiences. By embracing 'being digital', we will ensure that the heritage sector is both relevant and resilient today and in the future.

Taking full advantage of digital technology and engagement will enable heritage staff, trustees and volunteers to deliver their organisations' and their audiences' needs in the following ways:

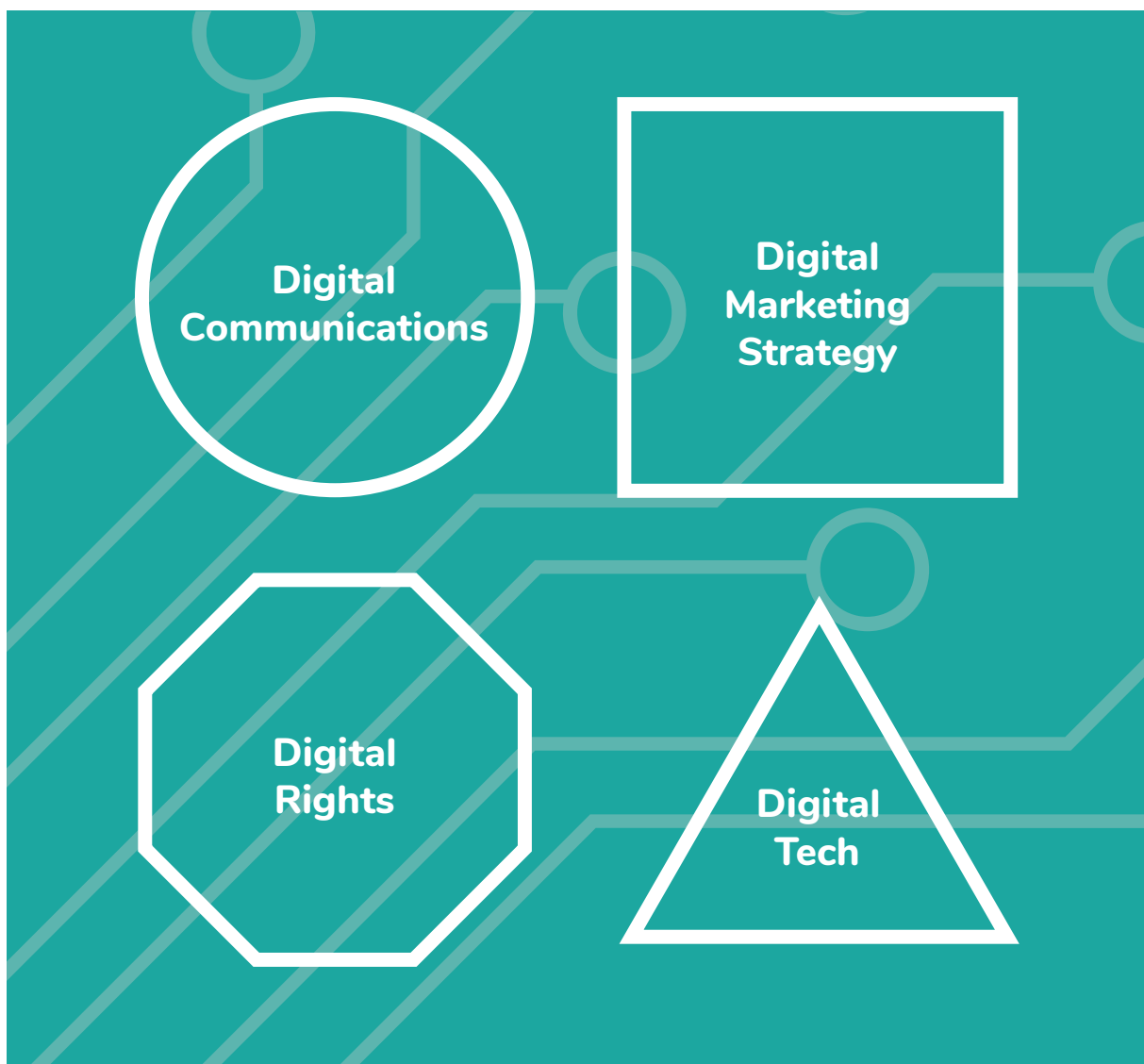
-  Championing heritage and communicating its role in bringing people together
-  Inspiring pride in communities and boosting investment in local economies
-  Connecting with younger, wider and more diverse audiences
-  Diversifying income streams and becoming financially sustainable
-  Bringing a wide range of heritage stories to more people and making them more accessible
-  Digitising collections so that more people can enjoy them, and ensuring their longevity, whilst understanding the copyright and other legal issues associated with digitisation
-  Working remotely with technology that meets their needs and enables them to do their job efficiently and effectively
-  Using digital technology (e.g. Microsoft Office, collections management software, and CRM) to improve efficiency and support their operational needs.



Four digital areas of improvement for the heritage sector

The Heritage Digital consortium has identified four digital skill development areas that are needed across the sector and have the potential to have the greatest impact.

The four areas are **Digital Marketing Strategy**, **Digital Communications**, **Digital Rights** and **Digital Tech**.



DIGITAL MARKETING STRATEGY MEDIA TRUST

A digital marketing strategy is important for delivering marketing and communications effectively, and meeting organisational aims.

A strategy includes: setting goals; identifying audiences; developing tactics to reach those goals and measuring success.

Investing time in creating a digital marketing strategy will have a significant impact on growing and reaching new and existing audiences. There are many components of a solid digital marketing strategy, and our programme will provide participants with the knowledge and tools to be confident in creating their own, unique to their organisation's aims.



DIGITAL STORIES

Digital Marketing Strategy Success –

Historic Houses

“At Historic Houses we are only too aware of the importance of effective digital communications. Our new brand image has been designed for a digital era.”

BEN COWELL, CEO OF HISTORIC HOUSES

“Historic Houses’ [Instagram presence](#) has been a highlight of our marketing strategy implementation over the last 18 months. Since October 2018, our account has grown from 3,000 followers to 57,000 without any marketing spend on gaining followers.

Like all channels, this simply comes down to creating something that people enjoy and want to follow and then offering more of this. The next steps with the Historic Houses account are to introduce a concerted campaign of video stories with the aim to increase traffic directly from our Instagram account to the website and other channels.”

DOMINIC HEAD, DIGITAL & MARKETING OFFICER AT HISTORIC HOUSES



GET STARTED

- Digital Marketing Strategy webinar series
- Digital Objective Builder template
- Digital Marketing Strategy Toolkit



Hindringham Hall is the face of the Historic Houses re-openings website page, as well as a Garden of the Year nominee 2020. Image © Historic Houses.

DIGITAL COMMUNICATIONS MEDIA TRUST

At the core of a digital marketing strategy is the engaging, inspiring and compelling content and storytelling that heritage organisations offer. By understanding the needs of different audiences, their engagement styles, and the different channels and tactics available, great content can bring a unique heritage offering to life in a meaningful and sustainable way.

Heritage Digital will help build the confidence and ability of heritage organisations in creating amazing digital content with which audiences will want to engage.



DIGITAL STORIES

Lockdown Social Media
Spring Blossom Festival –
The National Trust

During the Coronavirus lockdown in Spring 2020, The National Trust took to social media to encourage those under lockdown to experience springtime in the spirit of Hanami, the Japanese

custom of enjoying the fleeting presence of spring blossom. Andy Beer, nature expert at the National Trust, said, “Celebrating blossom is a pivotal, seasonal moment that can often be all too fleeting”.

The Trust suggested that adults and children actively share their images on social media for those who cannot see it for themselves by using the hashtag [#BlossomWatch](#). In the first two weeks of the campaign there were [over 4 million views](#) of the images on social media. The Trust intends to develop the project further in 2021, tracking blossom across the UK.



GET STARTED

- Fundamentals of Facebook eLearning pathway
- Twitter Content Strategy playbook
- A Charity Guide to Social Media



South London in bloom; one of the National Trust #BlossomWatch campaign entries during the COVID-19 lockdown. Image: © Hannah Shimko.

DIGITAL RIGHTS NAOMI KORN ASSOCIATES

An understanding of copyright law is essential for heritage organisations reproducing, creating, sharing, publishing and commissioning content. In addition, the Data Protection Act 2018 and GDPR has increased the need for all organisations to process personal data safely and lawfully.

Digital Rights will provide simple advice and tools for heritage organisations to use and implement so they can ensure that they comply with current legislation. It will also build confidence and skills in copyright and data protection that will help organisations engage with the data and content they own.

This support will help organisations work more efficiently in terms of rights management, diminish risk, seize more opportunities to make their collections and content more accessible, build new audiences and potentially explore commercial resilience strategies.



DIGITAL STORIES

Digital Rights
Considerations in

Collecting Contemporary Culture
– 14-18 NOW Project, IWM

“14-18 NOW was the UK’s arts programme for the First World War centenary, based at the Imperial War Museum in London (IWM). Since 2017, project archivists have been cataloguing 10,000s of contemporary digital records, including photographs, film and administrative files. Digital rights management has played a key part in the archiving process, as much of the content is not 14-18 NOW copyright.

This programme is also one of the first to use the Webrecorder tool to capture the website and social media engagement with the project. This process came with many challenges, not least because it would prove impossible to obtain copyright permissions from every user on Twitter sharing their thoughts about 14-18 NOW commissions. We have therefore set in

place protocols for cataloguing records, for identifying copyright status, for record closure, and for on-site access for researchers. This ensures that IWM will continue to adhere to its digital rights obligations going forward.”

**DR. ELLIE PRIDGEON, CONSULTANT
ARCHIVIST, 14-18 NOW PROJECT**



GET STARTED

- Data protection FAQs
- Working from home: top tips for legal compliance
- Sources of authoritative free content
- Copyright Agreement Template



Image featured on 14-18 NOW project website: monochrome photograph showing a group of wounded Indian soldiers and British passers-by outside of the Kitchener Indian Hospital, 1915.

Credit: Royal Pavilion & Museums, Brighton & Hove. Released for re-use under a BY-NC-SA 4.0 Creative Commons licence.

DIGITAL TECH CHARITY DIGITAL

Fundamental to a successful strategy is having the right foundations in place. Digital Tech ensures that heritage organisations have an infrastructure that enables their employees and volunteers to do their work quickly and easily.

For example, back office systems in HR and finance can automate and simplify routine administrative tasks and cyber security systems ensure the safety of information, which can also include the management of large online collections and assets.

To support audience engagement, there are systems that can collect and manage data about visitors and supporters (Customer Relationship Management databases) so that organisations can tailor their communications to them and keep track of behaviour and spot trends. At the other end of the spectrum, technologies such as virtual reality and augmented reality can also help to enhance visitor experience and engage a younger audience.



DIGITAL STORIES

Midland & Great Northern Joint Railway Society CRM and Data

“Once we had the first phase of our CRM system in place, we started to utilise functionality we had not imagined. From sending membership reminders via email, then post, through to being able to email people local to any railway that our locomotives were visiting.”

In 2012 Midland & Great Northern Joint Railway Society decided to move from its legacy members database, stored on an old computer in the corner of an office, to a more modern CRM solution. The aim was to have an affordable, online, and expandable solution. One of the biggest issues was the existing membership lists not being in a single format,

so the data had to be manually keyed and checked. In addition, the Society also had to revisit all the data due to GDPR and check that they had the permissions set correctly to allow them to contact people. They are now beginning a second phase of this project to upgrade the original CRM, as technology and their trustees' digital skills have moved forward.

GRAEME WRIGGLESWORTH, TRUSTEE, MIDLAND & GREAT NORTHERN JOINT RAILWAY SOCIETY



GET STARTED

- Operations and efficiency resources
- Risk and compliance resources, including GDPR and Cyber Security
- Data and analytics resources



Midland & Great Northern Joint Railway Society



How can I take part?

The programme is open to any heritage organisation in the UK looking to improve their digital skills. This includes private, voluntary, independent or local authority owned organisations and the full breadth of heritage types:

- Areas, buildings and monuments;
- Community heritage;
- Industrial, maritime and transport;
- Landscapes, parks and natural heritage;
- Museums, archives and libraries;
- Culture and memories.

The Heritage Digital programme runs from July 2020 to August 2021 and will provide free virtual and face to face training, online guides and events covering the four digital themes including:

- Webinars;
- Online Digital Guides;
- Digital Strategy Masterclasses;
- Specialist Masterclasses;
- Digital Days – a mini conference introducing the four key digital themes with talks, workshops and networking.



To be kept up to date with the programme and key dates, please sign up [here](#).

NB: during the lockdown period, training will be delivered virtually.



Alexandra Palace worked with Fracture to create innovative Augmented Reality experiences around their site and collections. Image: © Lloyd Winters/Alexandra Palace.



Who is in the Heritage Digital consortium?

The Heritage Alliance

THE HERITAGE ALLIANCE

The Heritage Alliance unites nearly 150 independent heritage organisations in England as a powerful, effective and independent advocate for heritage. It seeks to inspire, catalyse and support action to enhance the sustainability, resilience and capabilities of independent heritage organisations to achieve their full potential.



MEDIA TRUST

Media Trust works in partnership with the media and creative industry to give charities, under-represented communities and young people a stronger voice, through training and access to free resources and matching them with communications and digital expert volunteers. Digital skills are embedded in and are a crucial element of all of these areas.



NAOMI KORN ASSOCIATES

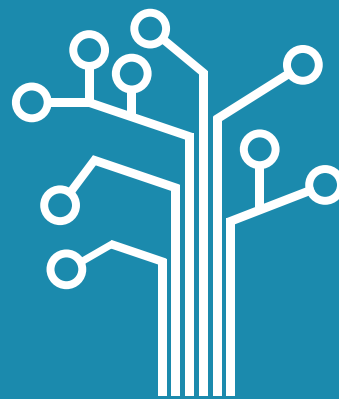
Naomi Korn Associates is one of the UK's leading information management consultancies specialising in intellectual property rights, data protection and licensing, providing support to the heritage and arts sectors. Naomi Korn Associates supports their clients develop better rights and privacy policies and awareness through training and consultancy services.



CHARITY DIGITAL

Charity Digital helps organisations #BeMoreDigital through daily content, weekly events and the UK's only discounted and donated software platform. We have helped over 50,000 charities, including heritage organisations, save nearly £260 million on software purchases and supported thousands more on their digital journey with inspiring and educational articles, webinars, podcasts, videos and events.

HERITAGE DIGITAL



The
Heritage
Alliance



naomi korn
ASSOCIATES



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