

RSE COMMUNITY HERITAGE SCOTLAND RESEARCH WORKSHOPS (2019)

Report by

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Introduction

This report details the outcomes of 12 Community Heritage Scotland Research Workshops funded by the Royal Society of Edinburgh that took place around Scotland, and an international conference held in November 2019. The funding partners are the Museums, Galleries and Collections Institute (MGCI) of the University of St Andrews, the National Library of Scotland, and Ergadia Heritage.

What is community heritage?

The term “community heritage” encompasses a wide range of heritage-based perspectives and activities developed and run by communities themselves. It is a term widely used to describe groups of people working to preserve tangible and intangible aspects of their local culture. Despite having no overarching national policy framework, many people in Scotland are involved with community heritage in some way, independent from core funding through the state heritage system. For many of them, cultural heritage is central to their sense of identity, and they spend many voluntary working hours making it sustainable and accessible. These activities are grown by and embedded in communities rather than to be understood as “engagement” in a project determined by outside entities.

For the purpose of this community heritage project, we deployed the definition of Cultural Heritage from the Council of Europe Framework Convention on the Value of Cultural Heritage for Society – Faro, 27.X.2005 [<https://rm.coe.int/1680083746>]

Community Heritage, however, distinguishes itself from built heritage and environment and archaeology (which are the most dominant concerns nationally), to consider local archives and libraries, historical societies, social/health-facing activities, and the performative arts among other endeavours. These are the elements that constitute a “sense of place” and can bring a community together through their shared interest in and engagement with local heritage for local benefit.

Why does community heritage matter?

Community Heritage is a term increasingly used by policy makers and funders in Scotland to describe the activities of heritage groups seeking to safeguard and celebrate their local place and sense of place. It matters at a local level for a range of reasons, including feelings of identity and belonging, environmental safeguarding, natural and cultural heritage protection, and community cohesion, to name a few. The situation in Scotland is special in many ways owing to the range of national initiatives affecting community heritage that could be described as UK – or even world-leading. Therefore, as a backdrop to community heritage work are the framework initiatives of: the Development Trust Association Scotland, founded in 2003 to support community-led regeneration; the local government reorganisation in 1996 and localisation agenda of the Scottish government and in the national outcomes since 2007; Community Empowerment Act Scotland 2015 which, together

with the Scottish Land Fund have enabled a large number of asset acquisitions and transfers; creation of Historic Environment Scotland in 2015 encouraging local community asset management ; Scotland's archaeology strategy since 2015, and Archaeology Scotland initiatives (for a fuller description of each of these developments, see Community Heritage Scotland Discussion Document, 2018).

All of the above Scottish initiatives aim to empower local communities to better manage their local cultural and natural resources. However, as our workshop research findings will evidence, there exists a greater need for community consultation and networking of ideas for their full potential to be realised for Scotland, and a pathway for bridging communication between the voice of grassroots groups, and national statutory organisations and decision-making bodies.

A number of concerns raised consistently by participants in community heritage consultation workshops appear around capacity, skills, funding, and over-reliance on volunteers.

2019 RSE Community Heritage Scotland Research Workshops Project overview

The 2019 project funded by the Royal Society of Edinburgh was established to help bring about positive change for community heritage in Scotland. The overarching aim has been to scope the value of a network for collaboration within the community heritage sector in Scotland. By bringing people and organisations across the country into dialogue about cultural heritage preservation, ways may be found for Scotland to have a collective vision.

The local voice has been central to the project. Communities have been encouraged to shape their own vision for Scottish heritage preservation by means of a series of 12 workshops around Scotland, running from 15 May to 25 October 2019, which were attended by 217 people overall.

The workshops offered a grassroots participatory forum in which to share ideas about ways to safeguard community heritage in Scotland, and were facilitated in partnership with the University of St Andrews, the National Library of Scotland and Ergadia Heritage. During them, we talked about networks, shared ideas about how a new national network might look, and what it could do for community heritage. Each roadshow workshop was informal and followed a simple format outlined below with an opening speaker followed by discussion workshops and ran from 10.30am–4pm.

After the workshop series, an international conference was held in St Andrews in November 2019 aiming to share preliminary project results and to discuss strategies for the community heritage sector. This conference attracted speakers from all over the world, including Brazil, Mexico, Japan, Africa and the UK from academia and the community heritage sector itself. The St Andrews conference allowed the Scottish community heritage sector to consider their research questions in the light of international movements sustaining community heritage through a variety of means, including through international project funding, and through bottom-up initiatives and volunteering.

For example: we learnt more about the importance of networks for “breaking out of isolation” and strengthening a cause through the Network of Community Museums of the Americas based in Mexico; we also learnt about safeguarding intangible cultural heritage and community engagement through song and dance relating to UNESCO World Heritage sites in Tanzania.

The results from the RSE project, including the workshops and the conference are made public through its website, found here: <https://communityheritage.wp.st-andrews.ac.uk/outcomes/>

These outcomes will also be shared with the Scotland-wide contacts database and interested parties through social media. One of the key outcomes of the project will be an investigation into the most useful methodology of effective engagement of the community heritage sector throughout Scotland, including a Feasibility Study for a national network in consultation with the Scottish Community Heritage Alliance working group.

2018 Pilot Project – Community Heritage Scotland

Before presenting the results of the 2019 RSE Community Heritage in Scotland Workshops project, it should be noted that Community Heritage Scotland was a pilot project from 2018 which aimed to explore the ways in which people work and engage with heritage in their communities, while also aiming to bring about positive change in a sector which is not without its challenges.

The 2018 project was a partnership between the consultancies of Ergadia Museums and Heritage and Northlight Heritage, in collaboration with the Museums Galleries and Collections Institute at the University of St Andrews. The project was generously supported by Historic Environment Scotland, with additional funding from Museums Galleries Scotland, Association for Independent Museums, and the University of St Andrews.

The core work of the project was a survey and discussion event, out of which have grown the key documents, found here: <https://communityheritage.wp.st-andrews.ac.uk/pilot-project/>

The pilot project provided the impetus for the RSE workshops funding application which, in turn, grew the network of people working in the community heritage sector in Scotland.

The Community Heritage Scotland online survey sector consultation led to a number of findings that set up the stall for the RSE project. In particular, it identified that:

- A substantial percentage of the population of Scotland actively engages in safeguarding community heritage, which is often intangible and/or situated outside existing state funding structures. (This conclusion was based on 440 organisations responding to the survey which, when cross-referenced to separate Highlands and Islands discrete audit, demonstrated a 38% reach across the country. This extrapolated up to around 1,320 grassroots community heritage organisations overall in Scotland.)

- Respondents indicated that they'd like a new network to have the ability to effect change at a regional or national level, particularly within the strategic objectives of funders and development bodies.
- There was some indication towards potential models for a future network including the desire for grassroots participation embedded during its inception, development and ongoing governance. Respondents often highlighted the need for the creation of regional forums / groups with the capacity to interact at a national level, rather than a "top-down" approach.
- A large proportion of organisations wish to engage and develop their audience base and raise their profile amongst their communities. However, it's often the case that these organisations lack capacity, skills, knowledge and resources required to make this happen.
- Organisations often feel disconnected from national heritage bodies and funders, and that more could be done to support what they wish to achieve within their communities.
- Effective networking, collaborating with other local, regional and national organisations, access to professional advice, accessible funding streams, effective marketing and workforce / skills development would help community heritage organisations achieve their plans.

Research during this project found that while there are multiple networks (by subject or location) there is no single network which represents the interests of the community heritage sector as a whole.

The survey asked the question: *Do you think a heritage network for the whole of Scotland would be useful?* It recorded 275 people for "yes" to just 4 for "no". "Not sure" accounted for 112 respondents, opening up a healthy route for debate about if and how this might work.

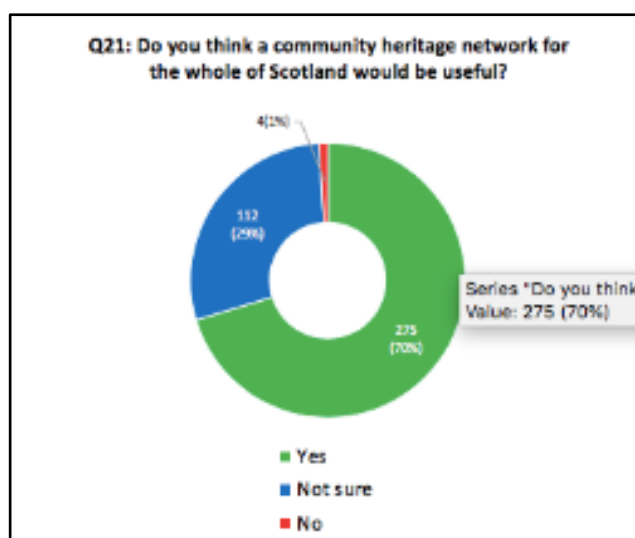


Figure 1: Survey response regarding a new network.

A new network was the core discussion area at a Going Forward event held in Birnam in 2017, with really useful conclusions – the main one of which was that further discussion is needed, and that this should take place directly in communities. Further work should also be looking at existing networks, to see if any could adapt to fulfil the function, and to look for useful models and best practice from inside and outside Scotland.

While a new network for community heritage in Scotland would clearly be welcomed, the scope and make-up for such a network would need to be thoroughly discussed through the length and breadth of Scotland's community heritage communities!

In the development phase of the RSE-funded project we have therefore :

- Gathered more information on the types of heritage activities that people are involved in and consider how these might usefully be categorised.
- Gathered information on the wider impacts of engagement in heritage-related activities.
- Continued to identify challenges facing the community heritage sector.
- Identified relevant agencies and statutory bodies and keep them informed.
- Further consider feasibility of various longer-term network options.

2019 RSE tour methodology

The most useful methodology of effective engagement of the community heritage throughout Scotland has proven to involve a combination of usual communication channels including email and social media, and also making the most of digital technologies, through the live streaming of the St Andrews conference. This conference was watched by 111 viewers from Museum Studies students in Cork in Southern Ireland and Tanzania in Africa, to community heritage professionals living on islands including Shetland and Uist. This initiative reduced the environmental impact of travel as well as improving access.

Reach

On the ground, the tour was designed to move away from the Scottish “central belt” to reach more remote parts of the country and make sure to hear from as wide a representation of communities and people as possible. Given that Scotland has 95 inhabited islands, such efforts are deemed key to successful engagement for future projects and also for networking community heritage in Scotland.

Above all of Scotland's National Outcomes, the principle of “building strong, resilient and supportive communities [...] help to promote Scotland's quality of life, attracting and retaining talented individuals and businesses”, rings true with the RSE Community Heritage Scotland project and its outcomes. Raising awareness of the relationship between communities and the heritage they safeguard will promote sustainability for our communities and increase a pride in “sense of place”.

For the suite of Scotland-wide workshops, we recognised the need to move outside the central belt and in particular to reach communities in the Highlands and Islands. Designing a project that can be measurable and realistic within budget, the venues were, as planned, located in:

1. Maryhill – Central belt
2. Dumfries – Dumfries and Galloway
3. Strathpeffer – Inverness-shire
4. Helmsdale – Northern Highlands/Caithness
5. Inverurie – North East Scotland/ Aberdeenshire
6. Voe – Shetland
7. Kyle – Skye and Wester Ross
8. Fort William – Lochaber/West Highlands
9. Kilmartin – Argyll/Inner Hebrides
10. Blairgowrie – Perthshire/Angus/Fife
11. Eyemouth – Borders & SE Scotland
12. Leverburgh – Outer Hebrides



Although not exhaustive in reach, these RSE-funded networking events took the discussion out into communities and started placing strategic planning directly in the hands of people who work and volunteer in the independent heritage sector.

Participation

Focused discussion topics and feedback sessions were aimed at creating clear outcomes and building new working connections with and between local organisations.

The balance of participants varied considerably between areas, variously dominated by organisations and individuals involved with community heritage (Kilmartin) or sector leads and intermediary organisations (Dumfries). However it was also noticeable that people frequently wore several hats, and were involved as volunteers on projects as well as holding official roles.

Each event also served as a marketplace for local organisations and projects, with the encouragement of non-heritage organisations such as health and wellbeing to participate and explore options for partnership. It also enabled sector leads and nationally focused intermediary organisations to outline their offer and improve their reach in communities.

These “intermediary” organisations come from a level between the sector leads and communities, with key responsibilities to both in their disciplines, and some provided considerable ballast to the programme of workshops with the potential to provide practical support as facilitators at sessions, as well as supplying a wide breadth of knowledge which will support the research, delivering real benefit for the community heritage participants with new contacts and advice. Their input added rigour to the research process, with fewer unanswered questions and insights into thinking at sector lead level.

Strategically placed attendees at the workshops included:

- Statutory bodies and sector leads
 - Historic Environment Scotland
 - National Library of Scotland
 - National Archives of Scotland
 - National Trust for Scotland
- Government bodies and cultural trusts
 - Dumfries and Galloway Council
 - Inverclyde City Council
 - Falkirk Community Trust
 - East Lothian Council
 - Highlife Highland
 - Aberdeenshire Council
 - Aberdeen City Council
 - Live Borders

The intermediary organisations included:

- Archaeology Scotland
- Scottish Council on Archives
- LocScot (local studies librarians)
- Council for British Archaeology
- Development Trust Association Scotland
- Solway Firth Partnership
- Skye and Lochalsh Council for Voluntary Organisations
- Scottish Civic Trust
- Euan's Guide
- Bòrd na Gàidhlig
- Shetland Amenity Trust
- Scottish Crofting Federation
- Highlands and Islands Enterprise
- Royal Zoological Society of Scotland
- Woodland Trust
- Heritage Trust Network

Community Trusts included:

- Falkirk Community Trust
- Tain Development Trust
- Carluke Development Trust
- Kyle of Sutherland Development Trust

There was also strong attendance from other networks including:

- Scottish Local History Forum
- Arch Highland
- Argyll and Bute Museums and Heritage Forum
- Highland Museums Forum
- Outer Hebrides Heritage Forum
- Shetland Heritage Association

Speakers included:

- Sarah Cameron, Senscot
- Susan Kruse, Archaeology in the Highlands (ARCH Highland)
- Isla McCulloch, Development Trust Association Scotland
- Angus Hardie, Scottish Community Alliance
- Ken Roddy MacKay, Outer Hebrides Heritage Forum

Format

The primary aim for each workshop day was to achieve optimum discussion amongst community heritage participants, with any speakers either warming up discussion or injecting new insights into the flow.

The format for workshop discussion days was:

- Partner/co-host with a relevant local organisation to gain maximum reach and local buy-in
- Short introductory series of speakers (10 minutes each) outlining the project and useful initiatives
- Morning discussion with notetakers
- Pre-lunch keynote speaker (local, external or from one of the participating intermediaries)
- Networking lunch
- Afternoon discussion with notetakers
- Round-up session and conclusions

Outcomes of each workshop:

- Evaluation of the workshop by participants
- Collation of notes
- Feedback directly to participants
- Invitation to participants to join GDPR-compliant email group
- Feedback via newsletter to email group
- Social media and heritage networks exposure supporting next workshop and remaining series.

Research questions and process

After two pilot sessions in 2018 the format for questions was slimmed down to absolute simplicity, with effectively two questions, one for each session.

The day was designed to explore need and challenges being experienced by people in community heritage.

- The morning session, *If or why do we need a network?*, invited the identification of gaps and tension in the current system, and identified what actual needs are.
- The afternoon session, *What might a network look like?*, encouraged participants to nail down format, function and detail.

The workshops were divided into groups of roughly 6 per table, with a facilitator/note taker. Each discussion session (morning and afternoon) lasted approximately 1 hour, followed by a round-up session when each table summarised their discussions, and this was collated onto flip chart sheets. The workshop was concluded with a general discussion and observations.

Feedback

Feedback was generally “very good” or “excellent”, with people commenting on how nice it was to have time to discuss properly. By and large participants found the experience inspiring.

Negative feedback focused mainly on lack of information beforehand, although this was not in the majority. It certainly could have been improved.

A few participants would have liked to know who the other attendees were. However this was partially intentional, to avoid people being pigeonholed or judged by what they do. As it was, people’s roles and interests emerged through discussion.

There were a few additional critical comments on facilitators not being tough enough on people who dominated discussions.

“Lots of useful input from attendees. Great to meet people from other groups and look at how we can work together” *Inverurie*

Most useful: “Conversation on what current issues are across Scotland” *Kyle*

“Appreciated the simple, focussed structure of the day with plenty of time to discuss and think” *Glasgow*

“Inspiring input, thought-provoking, educational” *Kilmartin*

“Interesting discussion re community problems and how to pull together to discuss and solve them.” *Fort William*

Methodology of data collation

There was no attempt to collate or edit data content during the tour; for example where comments replicated others previously made they were also recorded to ensure correct weighting overall. In this way the data remains consistent throughout the locations – with the caveat that discussions veered in multiple directions, and hence allowed regional issues and variation to emerge.

In addition, where themes appeared to be emerging overall they were introduced into discussions – in particular, where community belongs in the third sector pantheon. In the second half of the tour this question was tested, in some places eliciting a strong response (Blairgowrie, Leverburgh) and in others only limited interest (Eyemouth).

The data from the master spreadsheet has been collated in the Appendix to this report, eliminating duplicate comments but including all ideas. The inevitable repetition should serve to channel ideas into action points. The word clouds are useful as basic indicators of the weighting of words and issues.

The following sections are collations of the seven headings on the spreadsheet representing the morning and afternoon sessions:

A. If or why do we need a network?

1. Information and Resource Sharing
2. Advocacy and Partnerships
3. Funding and Resources

B. What would a network look like?

4. Content and activities
5. Process, structure and participation
6. Forum/project/website examples

7. Concerns/queries/barriers/comments (all sections combined)

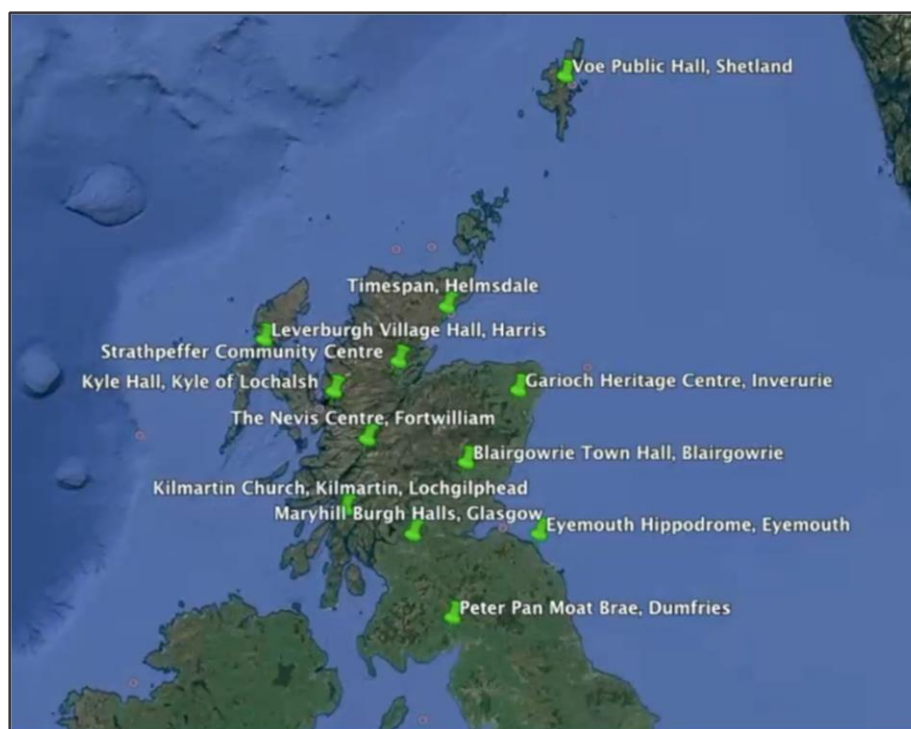


Figure 2: Map of RSE tour.

Beyond the workshop research data presented in this report, as coordinators of the workshops, we have also become acutely aware over the past year of the lack of central knowledge about who is doing what where, leading to missed opportunities for community heritage groups to share knowledge and lessons learnt between each other (for example between island communities). Another interesting observation has also been the demographics of workshop participants – while in the pilot project the survey respondents and participants in the Going Forward event held in Birnam had an average age of 60 (reflecting the retired population who generally safeguard heritage as volunteers), by going out into more remote communities in the roadshows we noted a more active engagement of the 30–50 year-old demographic who brought fresh ideas and energy to the table linked to a desire to forge better lives for their futures and those of their families in Scotland. This is explored in more detail at the end of the report.

RSE tour data

In what follows, we present the research evidence from the 12 workshops, written up from notes made by dedicated scribes in each sessions, who wrote up group discussions onto PostIt notes and flip charts.



Figure 3: Pictures from RSE workshops.

Workshop question 1: If or why do we need a network?

For the morning workshop sessions, we encouraged participants to focus solely on the question WHY Scotland might need a community heritage network, leaving the question of HOW (the practicalities and logistics surrounding the creation and sustainability of such a network), to the afternoon session.

In common through all of the workshops was a voiced concern to maintain the funds, time and skills required to sustain the Scottish community heritage that participants cared about. Maintaining volunteers, balancing finances, and keeping enthusiasm going are perennial concerns. At the same time, a sense of immense pride in Scottish community heritage overshadowed voiced fears for the future, as participants spoke out loudly and clearly about the value of the heritage they care about, and what it means to their communities as well as to international visitors.



Figure 4: Word cloud from all transcribed data.

Through the different locations around Scotland were noted regional differences, levels of support, and understandings about what a network could do for communities. Uniting the workshops, however, was an expressed desire that if a new network were to be formed, it would remain governed from the roots-up, with decision-making remaining with community heritage representatives at a local level.



Figure 5: RSE tour research workshop photos.

Morning session data summary

This morning session sought to tease out questions of need and perceived shortfall or challenges within the community heritage sector. The key responses are given in the bullet points below.

1. Information and resource sharing

- **Support**

- Forum
- Advice
- Connecting up
- Mutual support
- Tackling isolation in the community heritage sector
- Mentoring
- Tackling problems:
 - Funding, capacity and sustainability – **key challenge overall**
 - Shortage of volunteers
 - Curatorial and documentation tasks
 - Digital safety and management
- Training courses / skills – online and face-to-face
 - Funding
 - Succession planning
 - Governance & HR
 - Community engagement
 - Interpretation & exhibitions
 - Collections management
 - Sustainability
 - Technology
 - Effective use of technology
 - Support for Gaelic
 - Collecting oral histories
- Tailored services for community heritage sector
- Involving young people

"First point of call for the grass-roots community" *Dumfries*

"We need an alliance to knot together lots of individual local groups, learning from others efficiently and not reinventing the wheel!" *Kilmartin*

"As a volunteer you are the ones who hang the clothes on the skeleton and give the extra experience. Needs to be a balance between staff and volunteers" *Eyemouth*

- **Gathering and sharing**

- Information & knowledge
- Best practice
- Tasks
- Peer-to-peer /learning from each other
- Nurturing young talent
- Multi-disciplinary working
- Events calendar

"There is always something in every part of Scotland which we can benefit from"
Dumfries

- **Signposting**

- Existing resources
- Other forums
- Case studies
- Toolkits
- Funding sources and resources
- Expertise

- **Building awareness and understanding**

- Successes and failures
- Challenges of sustainability
- Different approaches
- Celebrate diversity of sector
- Find out what local folk want to do
- Research

- **Resources**

- One-stop shop/"go-to" place
- Training materials
- Professional advice on statutory/requirements
– including at bespoke level for community heritage organisations
- Directory of organisations
- Central and local resource of contacts
- Pooling resources (including volunteers and training)
- Climate change and environment
- Bespoke services (i.e. insurance)

"Investment and people are the things that community projects need" *Dumfries*

"We have great ideas but we don't have the resources to follow them through so we never get past the point" *Glasgow*

- **Connecting**

- With established networks
- Joining up projects
- Local organisations
- Sharing problems and skills
- Face-to-face (national, regional) meet ups

"There are already plenty of networks but they are not achieving what is needed"
Dumfries

- **Strategic**

- National perspective
- Advocacy/lobbying – strong voice for community heritage at national and regional level
- Grassroots driven
- Strong partnership with mainstream heritage sector
- Collective strength
- Gathering and using data
- Raising awareness
- Recognition
- Potential for new narrative for community heritage

"Communities know the communities best"
Kilmartin

"Think nationally on issues affecting small communities"
Fort William

Potential outcomes from this section:

- ▶ Network would encompass all community heritage
- ▶ Reducing "reinvention of the wheel"
- ▶ Improved skills
- ▶ Lightening the load
- ▶ Supporting generation of income streams
- ▶ Build capacity
- ▶ Tackling isolation within community heritage sector
- ▶ Attracting new members
- ▶ Improving succession planning
- ▶ Improving sense of worth in communities
- ▶ Confidence and pride in what they do among community heritage staff/volunteers

"In time a community heritage group will have a role in holding statutory bodies to account over disputed heritage ownership and management"
Blairgowrie

2. Advocacy and partnerships

- **Advocacy**

- Grassroots sector represented at national level
- Strategic voice and raising awareness
- Strong united voice
- Advocacy/mediation in situations of conflict of interest at local or national level
- Backstop organisation/network to step in when other avenues fail

"Authentic, distinctive, diverse representation at national level" *Leverburgh*

"Power and presence. A national network could do much to promote place and belonging.

In fact, this government needs this network with the new focus. The timing is excellent" *Eyemouth*

- **Lobbying and raising awareness**

- Identify issues and pursue them
- Raising awareness of fragility of the sector
- Canvas support from politicians (all levels)

"A communicator, close to government. A voice. People need to know they are being represented" *Shetland*

- **Partnerships**

- Increase partnership working
- Build partnerships between community heritage and range of organisations/people at national, regional and local level
- Interface with existing networks
- Improve communications with national bodies
- Collaboration and more joined up thinking
- Work across boundaries
- Work inclusively and share ideas
 - collaboration not competition

"We need a national community heritage networker with status so we can go ask for funds for a programme of work not being served by current bodies" *Blairgowrie*

- **Visibility and value**

- Raise profile of local history groups
- Demonstrate social and economic impact
- Gather and use statistics
- Parity of esteem: value local heritage, and local people as heritage practitioners
- Recognition for sector

Potential outcomes from this section:

- ▶ Improved communication
- ▶ Positive role in influencing policy and funding
- ▶ Bring about change in the sector
- ▶ The sector feels represented
- ▶ Wider voice
- ▶ Work more effectively with media
- ▶ Sector leads gain better access, information and communication with community heritage sector

"Enables bigger and joined up action; a voice for taking action and challenging developments" *Kyle of Lochalsh*

3. Funding and resources

• Funding

- Advocate/campaign for simpler process and better access to funding for community heritage
- Broaden, streamline and target funding offer
- Network as source of funding information
- Offer targeted service of advice and training
- Include funders in the discussion
- Network as funding forum specific to community heritage

"Funding is the biggest problem without a doubt" *Helsmdale*

"We must change the word 'funding' to 'investing': investing in our heritage, investing in our community" *Dumfries*

• Sustainability and capacity

- Bring sustainable model to community heritage
- Address tipping points of sustainability
- Over-reliance on volunteers
- Over-reliance on goodwill of volunteers
- Some/more paid staff needed

"It's difficult to keep raising money just to keep going – i.e. just website annual costs" *Blairgowrie*

• Practical resources

- Travel budget
- Training expenses
- "Freebies"
- Newsletter
- Legal advice
- Advertising/marketing
- Kit (physical resources)

- **Sustainability of a new network**

- Paid co-ordinator/staff essential
- % of total heritage funding to support network/organisation
- Potential community sector funding
- Self generated funding (membership fees)

Potential outcomes from this section:

- ▶ Avoid reinventing the wheel
- ▶ One-stop-shop funding advice
- ▶ Ameliorate erosion of local services, including loss of grants/heritage/community officers
- ▶ Enhanced skills and better bids
- ▶ Improved confidence
- ▶ Improved transparency over funding
- ▶ Improved local knowledge and collaboration around funding
- ▶ More partnership funding bids
- ▶ Improved sustainability

"Councils could invest for economic terms
and community cohesion – great rewards"
Shetland

Workshop question 2: What form might a new network take?

The afternoon session sought to draw out more practical aspects of a community heritage network, with solutions for the needs expressed in the morning session leading to lists of content and tasks for a network or organisation, and exploring ideas for models and potential structure. Inevitably these mirror the morning discussions, with additional ideas coming out of the more structured thought process. Therefore this section of the report is heavily redacted in order to avoid repetition, particularly in the areas of content, activities and advocacy. The full data can be found in the Appendix report.

In general one can visualise a weighted gradient for what the experienced participants could see actually working on the ground: from a light-touch “Mumsnet”-style online sharing platform, to a fully blown new organisation with legal status. It was also noted that both of these outcomes could co-exist.

Along this gradient was the question of funding support to make it sustainable, as well as levels of bureaucracy that could run the risk of taking away the spirit of grassroots agility and responsiveness to local needs. Moreover, most workshops maintained that a new network would need to have different levels including local, regional and national, in order to fit with Scotland’s reality on the ground.

To maintain the focus on community development and empowerment while also benefiting from government-supported infrastructure, the question was raised in five workshops as to whether it would make sense to align with an existing effective outfit, such as the Development Trust Association Scotland (DTAS), which works on a decentralised level for local development and could potentially share back-end resources? This represented an active decision to test out the idea based on observations of two emerging themes in the first seven workshops:

- Repeated mention of DTAS and social enterprises as relevant to the sector
- A tendency towards blockage in discussions about where community heritage fits in the existing heritage sector

Through the 12 workshops, regional differences in were also notable in terms of effective planning and delivery, and also self-confidence. Both this, and the question about “nesting” for the sector, are considered in more depth below the data report that follows.

Afternoon session data summary

1. Aims and aspirations

- Shared vision
 - Light touch and informal
 - National and regional focus
 - Expand focus to wider community sector
 - Tie in with national strategy
 - Deliver valuable statistics and data
 - Provide safe supportive place
 - Inclusive – no hierarchy of heritage
 - Focus on positive outcomes from volunteering/working in community heritage:
mental health, wellbeing, identity, environment
 - Focus on quality: leadership, training, best practice, good facilitation
 - Champions for community heritage in regions
- "It may be more community than heritage. It is more a place than heritage" *Kilmartin*

"It may be more community distinctiveness than heritage. It is more about community than heritage" *Kilmartin*

2. Content and activities

This reflected a response to the *need* question from the first session:

- **Function**
 - Enable networking and collective working
 - Provide support, information and services
 - Advocate and lobby for change
 - Research and data gathering
- **Activities**
 - Networking and knowledge exchange
 - Connecting up community heritage and wider heritage sector organisations
 - Training
 - Events and meet ups



- **Tasks**

- Strategic plan
- Case studies
- Research – “pieces of work” potentially delivered collaboratively with/by universities
 - Mapping community heritage sector
 - Social and economic impact of sector (including health and wellbeing, inclusion)
 - Rural isolation, poverty of resources and role of community heritage
 - Gap analysis of regional capacity and need
 - Legacy of implementation of new network/organisation
 - Independent evaluation of research to date
- Proactive initiatives, i.e. focus on young people

“Be a leading edge into something new”
Blairgowrie

“Strong public identity for community heritage – badge linking organisations and sites” *Inverurie*

“Government don’t realise what we are doing and we are hitting all the top targets. Need to get this to the top table.”
Leverburgh

3. Process, structure and participation

- **Community Heritage Charter**

- Innovative set of principles and cultural statement drafted by grassroots sector and signed up to by sector leads. Early stage activity.

- **Establish core purposes of network/organisation**

- Aims and mission statement
- Priority objectives
- Function as collective resource/umbrella for local networks, organisations and individuals (*Note: varying views on potential structure, no clear frontrunner*)
- Accountability to and representation of members



Community heritage is “the guardian of where we are living and the curator of the future” *Helmsdale*

- **Growth of network or organisation**

- Grassroots/community-driven and led
- National overview with regional focus
- Funded and staffed
- Sustainable business model

"A network of networks – 'caidreachas'"

Definition – people and organisations that have mutually associated towards a common goal. *Leverburgh*

- **Management and sustainability**

- Management:
 - Paid member(s) of staff (co-ordinator)
 - Voluntary input
 - Board/steering group
 - Involve people at local level
- Potential funding
 - Public sector funding
 - NLHF grant
 - Funding from sector leads
 - Membership subscription
- Membership
 - Clarity on eligibility to join
 - Respect diversity in network
 - Value for money
 - Prospectus for members

"Make sure the voice is local and up, not from national dictating down." *Shetland*

"Should be a constituted body, respected and recognised as an equal partner" *Glasgow*

"We are important enough and have potential to deliver across a range of government policies, and it is in the government's interest to say this is part of heritage." *Leverburgh*

"If we can show we have members from all over the place people have to notice. Clout through membership" *Leverburgh*

- **Communication**

- Comms strategy
- People and resources
 - People you can speak to
 - Physical meet ups
 - Annual conference (possibly join existing one)
 - Established points of contact, i.e. libraries
- Digital
 - Social media
 - Website
 - Remote networking – live streaming, Skype, etc.

"'Phone a friend' – where there is no local provision, really feel the lack of someone to talk to." *Blairgowrie*

- **Participation and partnerships**

- Membership
- Engage with regional forums or help facilitate where they don't exist
- Links/partnerships across heritage sector and with other sectors
- Existing networks
- Cross-border partnerships with England
- Ambassadors/champions of community heritage

"We need to talk to each other. Going out, seeing what others are doing opens horizons dramatically." *Leverburgh*

4. Concerns and barriers for a network or new organisation

Each session during the workshops was attuned to gathering concerns and queries alongside the ideas. The original plan was for structured comments alongside discussions, but in the event it was free range, and therefore the comments and concerns were gathered as a single group of data. They have been collated into sections retrospectively and are listed in detail in the Appendix (p. 42).

- **Defining the network**

Key concerns were risks of losing the way early on from lack of clarity of purpose and structure:

- What is community heritage or indeed community?
- Who and what is a network for?
- How can it find common national identity in face of so much diversity locally?
- Is it a network or just a resource?

"Not another network! Be an alliance for advocacy for community heritage sector." *Dumfries*

- **Setting up a network**

Key risks were regarded as:

- Lack of resource (funding, people, time) to do it properly
- Expectation (by sector leads) that it could be volunteer-run
- Setting up too fast without due care and process
- Over-expectation from community heritage sector leading to disillusionment and non-engagement

"Is there a danger of creating a new organisation rather than facilitating a coming together?" *Eyemouth*

- **Challenges of sustaining the network/organisation**

- Maintaining momentum and keeping it going
- Resourcing the network
- Getting the right governance structure and team
- Coping with volume of organisations, information
- Keeping it fresh and relevant
- Mission creep

"It's a passion project so keep that energy to get it off the ground, and then see who's running with it in 2 years."
Blairgowrie

- **Participation issues**

Participation is the core purpose of the proposed network, and participants identified it as a key area of risk alongside funding and sustainability

- Has to stay grassroots
- How to involve people?
- Risks of exclusion
 - Digital excludes sectors of the population
 - Too closely linked to one sector lead organisation
 - Will local organisations recognise this is for them?
 - Cost of membership
- Difficult to meet up, but essential to do so.
- Overload for busy local organisations – "yet another thing to keep track of"
 - Too many networks/bodies anyway
 - Difficult for local organisations to know what to engage with or if is of value
- Challenges of representation
- Members may become passive

"It's not worth doing it if it doesn't get down to grass roots level – if it generates into a talking shop, leads to more bureaucracy or is too authoritarian. It must be regional as well" *Strathpeffer*

"A network is only likely to be sustainable while it is adding value for its members" *Eyemouth*

"The structure depends on the value to those who are going to benefit from it – how willing people are to engage with it, or it becomes a lame duck. It has to do what the community wants" *Inverurie*

- **Actions and activities**

Maintaining the network, and keeping it up to date and secure on digital platforms was seen as the key risk

"Would people be confident dealing with a national organisation? Maybe local/regional easier to approach."
Blairgowrie

- **Reach**

The risk of drift to the central belt and losing the regional and local dimension was a universal concern

- **Strategic concerns**

- Too much already being expected of communities – would a network persuade national bodies that they could step back even further?
- Danger of being overtaken by paid-bodies agenda and changing priorities at national level
- How would community heritage network fit in with current organisations, i.e. HES, Museums Galleries Scotland?

"What if a network became a false comfort blanket that things were being done? *Eyemouth*"

"Its just creating another tier – we already have Archaeology Scotland and HES. It might create a divide." *Strathpeffer*

- **Key risks/ potential points of failure**

- Does a network already exist? Duplication of existing networks/research/ effort
- Becoming "yet another organisation"
- Becoming a top-heavy and bureaucratic talking shop
- Losing connection at local level
- Losing accountability and relevance
- How to speak with one voice and represent all organisations equally regardless of size
- Value for money
- Conflicts of interest (especially in advocacy)

"A concern would be the breadth of topic on so many areas – will it talk about things relevant to enough people?" *Fort William*

"How can a large national body holding so much information be 'light touch'?" *Blairgowrie*

Forum/project/website examples

See Appendix, p. 60.

Brief summary – strategic outcomes from the workshops

By the close of the research workshops it was clear that the findings split into three distinct sections with support for actions going forward:

1. Network as a practical resource

- Delivering a service tailored to and for the community heritage sector
- Driven and managed by the grassroots
- Staffed and sustainably funded

2. Advocacy

- Delivering a strong voice from, and on behalf, of the community heritage sector
- Communicating directly with government and sector leads
- Achieving recognition for community heritage as a distinct and valuable sector

3. Research and scoping

- Continuing to scope and research the community heritage sector
- Delivering data for the use and benefit of the community heritage sector, government, and national sector leads

While these action-based outcomes are relatively clear and straightforward, the debate as a whole was much more nuanced and contained important – and often strongly held – views on the “state of being” in the community heritage sector. These are given more space in the following section.

In-depth focus on discussions

Some areas of discussion developed strongly as the workshops progressed, and seem likely to influence strategic direction; notably where community heritage fits within the cultural and third sectors. In order to add information and enable people to understand the range of views, these are explored in more detail here.

Some participants also suggested models or ideas which particularly took root. The Community Heritage Charter was suggested as a specific action in Fort William and is outlined under *Process, Structure and Participation*, and seems to bring together more loosely expressed ideas in many of the workshops. Meanwhile a discussion around the 3 Horizons framework, which was proposed as an indicator model, is explored in this section below.

In addition, observations of the workshops revealed interesting and sometimes surprising patterns when seen as a whole. Both of the following observations would have potential for further enquiry and are explored here.

Where does community heritage belong?

Two parallel discussions looked at where community heritage fits within the cultural and third sectors.

While community heritage has traditionally been allied with the heritage sector, during workshops it became apparent that many organisations and individuals felt more connected to the general community sector.

The second discussion focused on whether a community heritage network should seek to be nested within a larger organisation or simply go it alone.

Clearly these are linked: if “nesting” was the preferred option, where would the nest be, and who would be the potential partners? This will be at the heart of strategic planning for a network or organisation, and therefore this expanded section seeks to identify both positive ideas and cautionary comments raised during the workshops.

Note: Some comments are presented as direct quotes. No attempt has been made to reduce the points made to avoid drawing conclusions.

“Sometimes you don’t feel you are fish or fowl. I don’t feel I am owned by anybody – my feet are in different pools of water”
Eyemouth

“Nesting in another organisation? If really buzzing could be good. If right constitution was set up it could be win-win for big institutions and network” *Inverurie*

“Autonomy is fundamental to the existence of the network. Be confident to be the grassroots and be the body to articulate”
Helmsdale

“Need to disrupt where community heritage is nested. Existing infrastructure not working so could we have heritage animateurs who live in community? Decentralised structure, new energies”
Blairgowrie

Pros and cons: *nesting in a large organisation or being wholly independent?*

- Pro nesting – existing secretariat in place with large organisation giving initial ballast.
- Don’t reinvent the wheel.
- Nest under community/social enterprise, i.e. DTAS.
- Could be a subset of larger organisation with own name.
- Could be nested initially and then become fully independent.
- Model/partner affiliation rather than new organisation?
- Mentors could be seconded from other organisations.
- Host organisation could be distraction, or might be partisan.
- Potential conflicts around funding with host organisation.
- Change of personnel at top might affect community heritage network/org.
- Can’t advocate effectively if nested in larger organisation.
- Big institutions could take over before network got going and end up owning it.

“If it was grassroots-led it would stay in the grass roots. If taken over by a larger organisation would lose sense of ownership” *Eyemouth*

“HES is not the right nest. DTAS could give conduit route while we are growing. We need to make the case before lining up with either sector” *Leverburgh*

Or:

- Making something new would be more resilient; can be flexible as it grows and “doesn’t go down with the parent”.
- “You cannot be independent if you have to answer to your funder”.
- “You can’t be an advocate if you are tied to pleasing the boss”.
- Standalone organisation with facilitator.
- National independent constituted organisation modelled on successful grassroots example.
- New organisation, not resource-heavy, setting standard.
- Current system not working, create something new and flexible.

“Attractive as it might be to be to be part of another organisation I would be fearful. Statutory bodies have legal structure and targets.

One of the nice things about being in community museums is you can forget about targets.” *Inverurie*

“It should be a separate entity, not eaten up by other organisations. Otherwise they will have their own agenda.” *Fort William*

“Think more community sector working with heritage. Do we want to stay within heritage or do we want to collaborate with other sectors and social enterprises?” *Dumfries*

Two organisations were mentioned by participants as having a particularly important role to play within the heritage and community sectors, and as potential hosts for future community heritage networks, respectively Historic Environment Scotland (HES) as the primary national heritage body and Development Trust Association Scotland (DTAS). The following comments and those in speech bubbles represent the majority of views in the feedback that was given when this was raised by the groups.

HES:

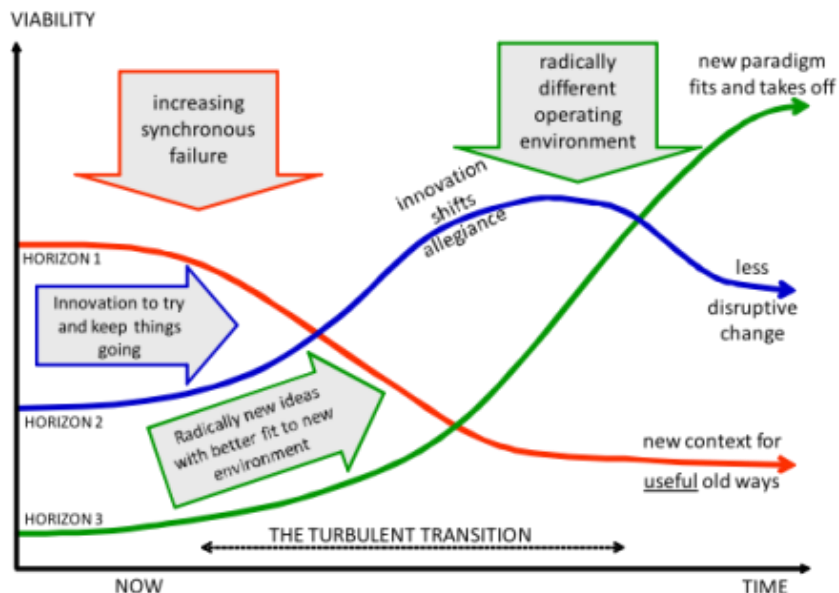
- HES would work for central belt but not rural/remote communities.
- HES would involve too much bureaucracy.
- “Should it be a section within HES rather than create another group? HES’s role is to support heritage, so need engagement with HES, like it or not.”
- HES conference is already in place so might not need anything else.

DTAS could potentially:

- Act as host for the community heritage network project
- Found pilot project in partnership with community heritage initiative
- Help develop funding and role for new network
- Act as sponsorship partner
- Provide all back end services through own functions (HR, accountancy, etc.)
- Provide templates for multiple cross over functions, and starting points for bespoke service documents and templates
- DTAS would benefit as currently have no heritage personnel but Dev Trusts oversee many heritage projects
- Would make their own organisation more robust and better informed

Horizons Framework

A participant at the Blairgowrie workshop introduced the idea of the 3 Horizons Framework, formulated by the International Futures Forum, as an indicator for the progress of this community heritage network project.



It shows patterns of activities and interactions over time.

- Horizon 1 as the overarching heritage sector (national organisations, current system)
- Horizon 2 as intermediary groups seeking to bring about innovation to improve or maintain the status quo (i.e. Archaeology Scotland)
- Horizon 3 as new ideas and projects which largely ignore existing structure and adapt instead to current conditions

It was suggested that the community heritage project was in between Horizons 2 and 3, and that the critical point for all graph lines was there they crossed Horizon 1: whether they would push through (H3) or be influenced and potentially curbed by existing norms. Arts organisations are typically H3. This project was identified at being currently directly on the crossing point with Horizon 1.

It was expanded as an idea thus:

“What is our navigational route through it? Tenacity is very important. Patience slowly step by step. The development of Development Trusts is a parallel thing: local government was H1, communities got together and started H2, enabling H3 to come to life.

It is about existing community energy and making an alignment with a body which does that. Alignment is not nesting; it is borrowing a mantle of something more powerful with backed management.

We need to break down walls – unthink barriers between objects/ buildings/ natural/ physical/ intangible. It makes sense to widen it out and think more holistically. If we align with community development it will lessen the barriers than when pigeonholed in heritage. We will still need heritage bodies for advice.”

Observations of the workshops revealed interesting and sometimes surprising patterns when seen as a whole. Both of the following observations would have potential for further enquiry.

Regional variation

The extent of regional variation was a significant and surprising result. While there was reasonable consistency in terms of how people engaged, or wanted to engage with their heritage, some regions were doing better than others in terms of proactivity and self-confidence, and making things happen.

This poses questions as to the underlying cause. The degree of need for support or networking appeared – on an empirical rather than evidenced basis – to be in direct ratio to capacity and spending by local authorities, cultural trusts or other intermediary bodies, and seemed to vary widely across regions in both investment and output. This research process had neither remit nor resources to pursue the detailed cause and effect, but it might form a useful area of further enquiry, on the basis of:

- Mapping and comparing government funded heritage services and targeted third sector funding (i.e. Highlands and Islands Enterprise or Shetland Amenity Trust).
- Identifying spending, capacity and delivery priorities of the public/funded sector with regard to independently managed heritage sites and projects.
- Quantifying the impact on community heritage organisations in both practical and psychological terms.

This aim of the exercise would be to identify effective practice aligned with optimum investment, and explore the potential for levelling out provision across the country.

Participation by young people

Young people between the ages of around 20 and 35 came to every workshop and were engaged and vocal. Paradoxically the challenge of engaging young people with heritage organisations was one of the most consistently raised points; participants from historical societies and museums (who were typically in the upper age range) complaining of an ageing demographic and lack of interest among the young.

There was no doubting the enthusiasm of young people for community heritage, but equally it was clear – although not quantifiable from the workshops – that they were engaging differently with local heritage than the older demographic. Empirically, it seems likely that this is linked to increasingly well understood patterns of tourism and activity by millennials, who typically seek out authentic experience and have strong social and environmental awareness.

Key themes across all workshops were dwindling membership of historical societies, shortage of volunteers, major challenges of sustainability in terms of time and people across the board – which ultimately pose a threat to the care and preservation of heritage. Therefore it may be important to carry out research into these new patterns of engagement as part of tackling the stresses in the community heritage sector:

- Mapping patterns of engagement across all demographics
- Quantifying decline
- Sampling modes of behaviour and engagement with heritage (both community and traditional) among young adults
- Doing the same with the teenage demographic who are environmentally aware and woke
- Identifying aspirations for heritage and community among the younger generations

Exploring these various trajectories and potentially projecting these datasets into business and sustainability models, could potentially be useful for the community heritage sector.

RSE International Conference on Community Heritage

On 7–8 November 2019, the Museums, Galleries and Collections Institute (MGCI) based in the School of Art History at the University of St Andrews hosted an International Conference on Community Heritage, supported by the Royal Society of Edinburgh and the University of St Andrews.

The conference marked an opportunity at the end of the research workshop tour to present the initial findings of the tours, and to contextualise our research internationally. Speakers were invited owing to their demonstrated expertise in fostering sustainable local heritage projects, building and maintaining heritage networks, and working for local development through heritage initiatives and models, such as ecomuseums. For this reason, one of our key speakers was Peter Davis, Emeritus Professor of the University of Newcastle Upon Tyne, who is the pre-eminent UK expert in ecomuseums. Another was Clare Cooper who directs the Cataran Ecomuseum in the Cairngorms. In

their respective talks, Peter Davis explained the origins of the ecomuseum, and described how it has become a global phenomenon, giving examples that show how a malleable concept has led to many diverse forms of heritage projects that utilise the term “ecomuseum”. Meanwhile Clare Cooper spoke about the genesis of the Ceteran Ecomuseum and what has been achieved during its pilot phase as well as outlining plans for the next stage of its development as Scotland’s first “Museum of Rapid Transition”.

A number of the speakers are linked in to the University of St Andrews EU-funded project EU-LAC-MUSEUMS (coordinated by Karen Brown), as project Advisers (from Mexico and the UK), or are involved in the International Council of Museums Museology group (ICOFOM) (from Brazil and Japan), or collaborate with other researchers based in the university (Tanzania, SCAPE). For this reason, it is expected that the international sharing of experience and knowledge will continue to debate community heritage and its futures for the benefit of local heritage communities around the world. At the same time, the conference was unusual in that it genuinely brought together representatives from the community heritage sector in Scotland, with academia and heritage sector leads. The conference proceedings and e-publication reflect this inclusive approach.

Two international speakers joined the conference by Skype: Teresa Morales of the Network of Community Museums of America, and Kenji Satori who runs the Network of Small Museums of Japan. Although the quality of transmission was patchy, this initiative along with the very successful live streaming of the event, made it an eco-friendly conference that can be emulated going forwards. 111 people were logged onto the live streaming, including Museum Studies students from the University of Cork in Ireland, Dar Es Salam in Tanzania, and the University of Rio de Janeiro.

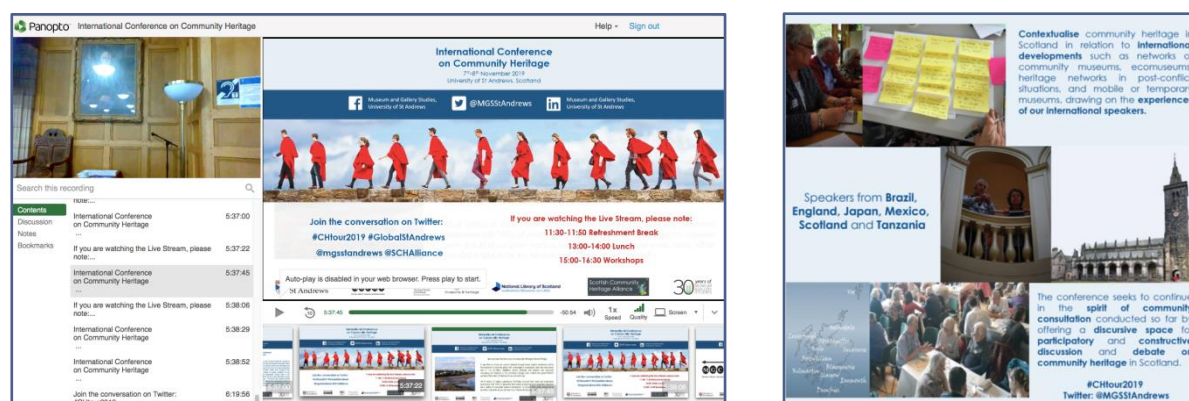


Figure 6: Screen shot of welcome page, conference live streaming, and conference poster designed by Jamie Brown.

On the evening of 7 November, a keynote lecture was provided by Professor Bruno Brulon Soares of the University of Rio de Janeiro, on the topic of “Can community museums regenerate the past? Local experiences for a decolonial reflection”. During this talk, aimed at both community heritage representatives present, and the academic staff and student community in the School of Art History, this event was presented in collaboration with the university’s Centre for Cultural Memory and Identity and was followed by a wine reception open to all.

University of St Andrews | FOUNDED 1413 | School of Art History

LEI COMPLEMENTAR 71 NADA DE ESPECIAL INTERESSE SOCIAL TEMOS O DIREITO DE MORAR AQUI RESTA SABER SE AINDA EXISTE MORALIDADE NA JUSTIÇA OU SE É LA QUE COMEÇA A CORRUPÇÃO. NEM TODOS TEM UM PREÇO

**Can community museums regenerate the past?
Local experiences for a decolonial reflection**

International Community Heritage Conference Lecture
Bruno Brulon Soares
Professor of Museology
Federal University of the State of Rio de Janeiro (UNIRIO)
ICOFOM President

Thursday 7th November
Saunders Room, School of Art History, 6pm

To be followed by a wine reception at the School of Art History, 79 North Street. Members of the public welcome.

This lecture is presented in partnership with Culture, Identity and Memory Studies (<http://cims.wp.st-andrews.ac.uk/home/>)

30 years of MUSEUM & GALLERY STUDIES

Figure 7: Poster for the conference evening keynote lecture by Professor Bruno Brulon Soares.

On this occasion, Professor Soares spoke to the UNESCO-designated “cultural landscape” of his city of Rio de Janeiro, where his institute of experimental museology has collaborated with a number of local initiatives highlighting disparities concerning displacement of people through top-down development of city infrastructure, and identity issues among the Afro-Caribbean communities who have established museums as forms of resistance. The paper offered an ideal “way in” to the international dimensions of the politics of community heritage, and why it matters on so many

different levels. The talk was framed within discourse on decolonisation, pointing out how this discourse introduced in museology in the beginning of the 1970s opened the doors to a more critical approach regarding the notions of “museum” and “heritage” unveiling their status as concepts that are culturally imbedded in European tradition. Brulon asked How is community action contributing to raise a decolonial consciousness in the foundations of museum practice?

The morning of the 8 November was opened by Karen Brown and Catherine Gillies, together with the conference administrator Jamie Allan Brown of MGCI the University of St Andrews.

Karen Brown and Catherine Gillies then presented preliminary findings of the 12 Community Heritage workshops conducted around Scotland.

Also tackling prevalent disjointed relations between Western academia and local realities, the first academic case study was then presented by Dr Elgidius B. Ichumbaki of the University of Dar es Salaam, Tanzania. In his paper “Bridging the gap between scientific and local knowledge through participatory community-based heritage research in Africa”, Dr Ichumbaki presented on how co-creation and developing trust among researchers and local community members can bridge the gap between “scientific” and “local” knowledges throughout Africa. In his highly-engaging and original presentation, he argued that academics should be ready to be challenged and learn from local people, by drawing on three themes, namely: “archaeology of trees”; “musicalizing heritage”; the local people’s perceptions on the makers of hominid footprints aged 3.6 million years at Laetoli in north-eastern Tanzania. Focusing on baobab trees, in the first part Dr Ichumbaki presented on the interactions between local communities and sacred trees and some of the associated physiography regarded as sacred to make the point that archaeologists and heritage professionals often overlook heritage of importance to local people through ages (in the case of the main tree under analysis, to the 9th century AD). By accounting for the spiritual as well as practical uses and meanings of these trees, understandings of how we define “community heritage” are broadened. The example of turning knowledge about the Kilwa as a World Heritage Site into a local rap song was used to demonstrate ways to make this kind of heritage relevant to a new generation.

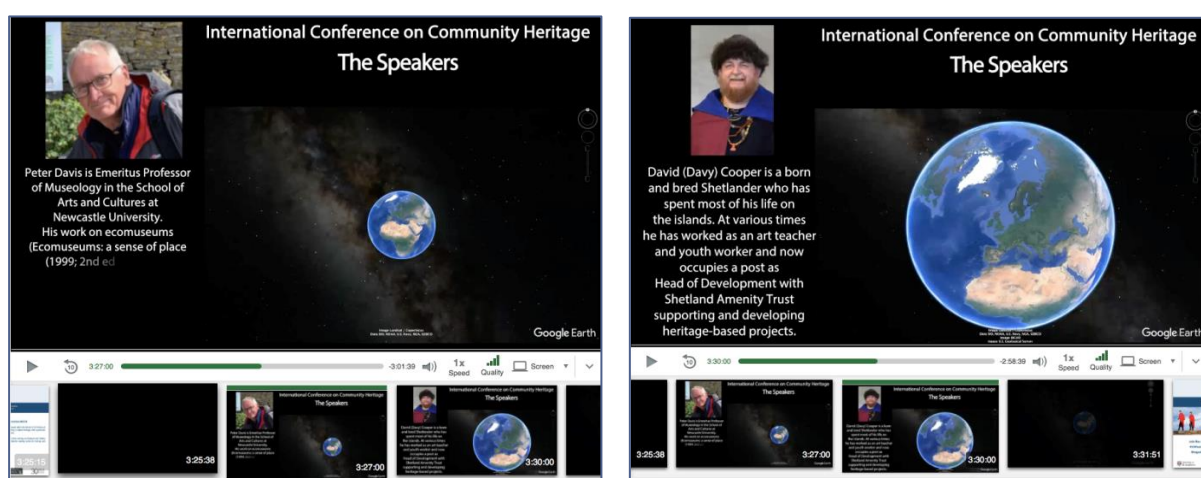


Figure 8: Screen shots of project tour video made for the conference by John Large.

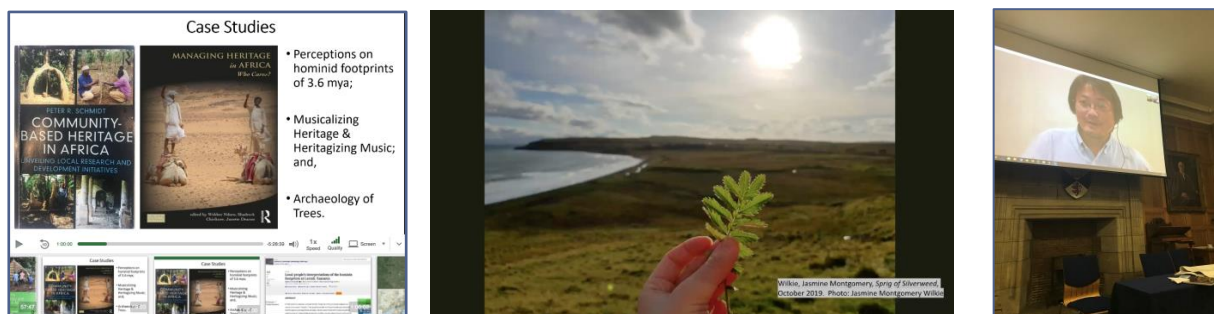


Figure 9: Screen shots from conference live streaming (case studies from Tanzania by Dr Ichu, the Isle of Skye ecomuseum by Jasmine Wilkie, and a Skype talk by Kenji Saotori of Japan).



Figure 10: Selected speakers speaking in Parliament Hall, University of St Andrews, 8 November 2019, including researcher Joana Rodgers on heritage tourism in Tíree, and a group of young people from the Isle of Skye who participated in the EU-LAC-MUSEUMS Youth Exchange with Costa Rica (see here: <https://youtu.be/BBP25BQoTtI>).

Subsequent speakers on 8 November were:

Jamie Allan Brown, University of St Andrews, Scotland

“Community heritage and the role of young people.”

Joanna Rodgers, University of the Highlands & Islands, Scotland

“Where is community heritage? Towards understanding diasporic community heritages.”

Peter Davis, Newcastle University, England

“A place for heritage – the Ecomuseum.”

Clare Cooper, Catearan Ecomuseum, Scotland

“The Catearan Ecomuseum is an outstanding new cultural destination in Scotland’s Tay Country.”

Jasmine Montgomery Wilkie, University of St Andrews, Scotland

“What is community heritage, and what is its role in community empowerment?”

Joanna Hambly, University of St Andrews, Scotland

“Learning from Loss: insights from 20 years of collaborative working with communities on Scotland’s coastal heritage at risk.”

Jennifer Giles, National Library of Scotland, Scotland

“Modern collections and resources for community heritage studies in The National Library of Scotland.”

Sean Rippington, University of St Andrews, Scotland

“The Special Collections Division of the University of St Andrews and Community Heritage.”

Teresa Morales, Instituto Nacional de Antropología e Historia (INAH), Mexico (via Skype)

“Community heritage as a springboard to strengthen identity and to affirm the collective right of each community to shape its own future.”

Catherine McCullagh, Heriot-Watt University, Scotland

“Navigating futures at 60°degrees north: opening up maritime community heritages as wisdoms of people and place.”

Kenji Saotome, Suita City Museum Osaka, Japan (via Skype)

“Small museum network of Japan and its roles for the members and the community.”

Overall, the conference presentations were very well received, with some participants finding group work activities less useful or relevant, including the comments below:

“The presentations from such a wide variety of speakers gave useful alternative perspectives – for me it was good to see different ways to approach community heritage in my area – some brilliant ideas to take forward & possibly turn into reality.” *St Andrews*

“Fantastic event. Great speakers, interesting talks. Best of all, opportunity to meet & talk with others including very thought provoking group work.” *St Andrews*



Figure 11: St Andrews town historic tour led by MGCI Intern and Museum and Gallery Studies graduate of 2019.

The final part of the day was dedicated to the Parallel Workshops for all participants to join:

- a) Community heritage networks
- b) What is community heritage?

The delegates (around 60 for this session) were split into two groups and tasked with exploring the questions of how to:

Group A: Evaluate the economic and social impact of the sector, and

Group B: Map the community heritage sector.

A third group, Group C, discussed how to define community heritage.



Figure 12: Snapshots from the workshops, and story telling.

All groups used the same methodology of PostIt notes, summarised for both groups in a final session.

- The first group were concerned to consider ways to prove economic value of community heritage work especially volunteering, in order to gain and value investment. It was deemed important to measure not only the reach and economic impact of the sector, but also the social aspects including what sustains communities, constructs communities, and re-enforces a sense of identity/place/belonging. Important societal challenges and opportunities were raised, including consideration of the impact of community heritage on health and wellbeing, and how it prevents isolation and loneliness. Social inclusion, diversity and equality were also discussed, not least the potential to create opportunities locally for young people. More Global Challenges were also discussed in relation to heritage communities, including their roles in tackling food poverty (growing and provision) and period poverty. Active conservation and protection of community assets (historic environment and culture tangible and intangible), knowledge sharing, cross-sector collaborations were all discussed, as was the capacity for community heritage to work with the environment for innovation, and for life-long learning. Perhaps by combining university with community research, some of these wider societal challenges could be tackled together for longer-term sustainability.
- The second group framed their discussion at the outset with the recognition that community heritage in Scotland needs to be understood in a range of contexts: national, regional, and local. It was noted that the fields of designation would need to be agreed through a robust research methodology, that would likely take account of : form, name, target audience, aims, location, geographical scope, intellectual scope, how they fund themselves, governance, resources, i.e. volunteers/staff, numbers/hours FTE/people + things/skillsets, what would like to achieve, distinguish which type it is, i.e. maritime.

- It was also usefully noted that the UNESCO World Heritage website has examples of interactive maps with categories and themes. Those suggested at the community heritage conference included:
 - geographical
 - community of interest
 - community of practice
 - metadata across all – digital/intangible/tangible > natural + cultural capital
- Concept of community is fluid and will change + formed for project then fold
 - needs to be long-term + flexible
 - or very simple > who, what, why, when, where + who would like to talk to?
 - how often update? Refresh + who takes charge?
 - do snapshot as means of demonstrating long-term value
- What is the benefit to an organisation of being mapped?
 - what will it be used for?
 - want people to be aware of it
 - want to connect with like-minded people
 - tool – what want to do

In working towards a definition of community heritage, Group C presented the following reflections:

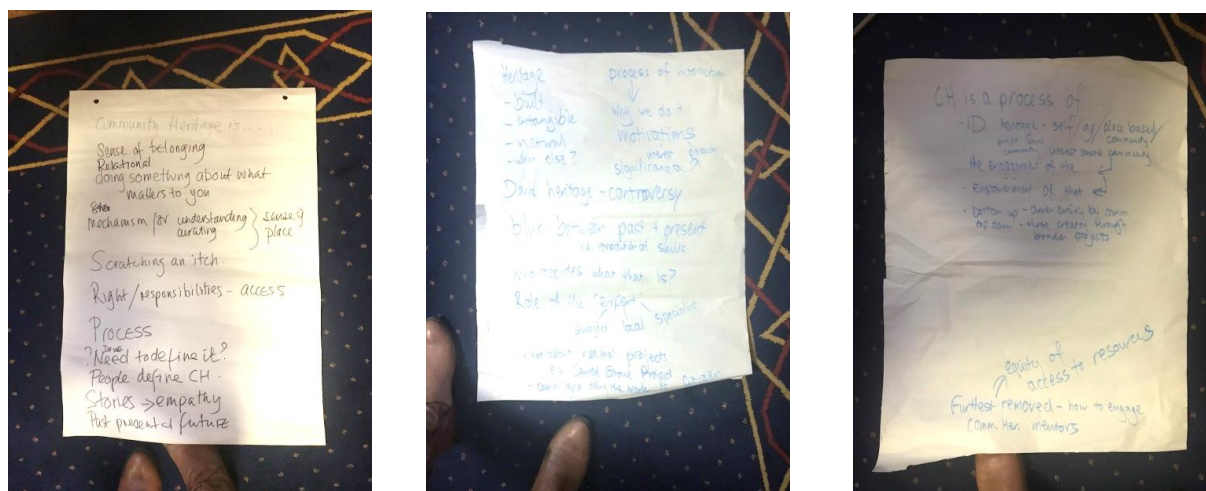


Figure 13: Flip chart notes on “What is community heritage?”

A tour of St Andrews historic centre was also kindly conducted by MGCI Student Intern, Azam Caesar, in Semester 1, 2019–20. A Shetland story teller also contributed local stories at the close of the conference, and during the conference meal for speakers.

The full **conference programme, abstracts and biographies** can be located here:

<https://communityheritage.wp.st-andrews.ac.uk/conference/>

An **e-publication** of proceedings has been compiled from papers submitted by speakers, and can be also be found on the <https://communityheritage.wp.st-andrews.ac.uk> website.

In conclusion

The 2019 RSE workshops and conference project exceeded expectations on the part of organisers – and it is probably fair to say – for participants as well. What does not come through on the data, but was a common experience, was appreciation of the fact that this discussion had been taken directly into communities; that opinions were being sought; and a commitment given that voices would be heard. The quality of debate was exceptional in each location – this at least was expected, based on the experience of all who have worked with people involved with heritage in their communities.

There were predictable findings and common problems, particularly around questions of need which focused on the triangular matrix of money, time and skills, but less predictable was that there are regional variations particularly in how community heritage organises itself and interacts in different areas.

The big outcomes were consistent:

- Yes to “something” – a network or new organisation
- Keep it driven by the grassroots
- Ensure it has a regional as well as national approach
- Ensure it is sustainable – both with people and funding

In addition to this this it was also possible to draw conclusions about the sector as a whole, which came through as distinct, diverse and self-aware. Organisations and individuals came across as practical and resourceful, expressed through discussions around sustainability and social enterprise. The community heritage sector is also articulate and ambitious, and as will have become clear through comments in the speech bubbles above, regards itself as entitled to a place at the top table in the national hierarchy of heritage as its own self-contained sector.

The data is already being considered by the Scottish Community Heritage Alliance, and with expressions of interest in the developments going forward from workshop participants, it is clear that the outcomes of both this project and the 2018 survey and pilot workshops will continue to have currency.

Appendix: RSE Research Workshops Tour 2019 – Full report of collated data

Partners: University of St Andrews, National Library of Scotland, Ergadia Museums & Heritage

If or why do we need a network? (Morning workshop session)

This session sought to tease out questions of need and perceived shortfall or challenges within the community heritage sector.

1. Information and resource sharing

- **Support**
 - Forum for discussion
 - Getting together
 - Somewhere to go for advice
 - Connecting
 - Helping each other
 - Tackling isolation in the community heritage sector
 - Mentors
 - Tackling problems:
 - Funding, capacity and sustainability – key challenge overall
 - Shortage of volunteers/older retirement age/problems of keeping them
 - Loss of knowledge shared digitally
 - Coping with archive mountains
 - Digital safety
 - Training courses/skills – online and face-to-face
 - Finding funding
 - Funding applications
 - Succession planning
 - Governance
 - How to run committees
 - People management/employment
 - Sustainability
 - Community engagement
 - Setting up heritage sites
 - Exhibitions
 - Collections
 - Archive/palaeography
 - Copyright

- Active/contemporary collecting
 - Oral history recording
 - Recording landscape
 - Support for Gaelic
 - Effective use of technology
 - Social media, marketing and PR
 - Events management
 - Crowdfunding
 - Networking
- Tailored services for community heritage sector
- Supporting transitions, i.e. responding to council cuts
- Involve young people
- **Gathering and sharing**
 - Information
 - Knowledge
 - Experience and experiences peer-to-peer
 - How to fill in funding applications
 - How to find and keep volunteers
 - How to engage young people
 - Which database systems to use
 - Social integration of newcomers and long-term residents
 - Best practice
 - Tasks
 - Learning from each other
 - Nurturing young talent
 - Multi-disciplinary working
 - Collate local historical knowledge
 - Events calendar
 - “Kists of speakers” (resource)
- **Signposting**
 - Existing resources
 - Other forums
 - Case studies
 - Toolkits
 - Funding sources and resources
 - Subject specialists
 - Experts
 - Practitioners

- **Building awareness and understanding**

- Successes and failures
- Challenges of sustainability
- Different approaches
- What's going on
- Celebrate diversity of sector
- Find out what local folk want to do
- Research

- **Resources**

- One-stop shop/"go-to" place
- Training materials
- Professional advice on statutory/requirements – including at bespoke level for community heritage organisations
 - GDPR
 - Charitable procedure and OSCR
 - Achieving standards
 - Disability awareness for buildings
 - Accessibility
 - Fire
 - Streamline processes, i.e. governance
 - Health and Safety
 - Managing historical and archaeological sites
 - Copyright
 - Community and land ownership
 - Legal (including access to legal team as per DTAS?)
 - Community rights
 - Safeguarding
- Directory of organisations
- Central resource of contacts
- Local "go-to" contacts
- Pooling resources (including volunteers and training)
- Climate change and environment
- Bespoke services, e.g. insurance for community heritage organisations

- **Connecting**

- Established networks can connect into community heritage
- Joining up projects
- Local organisations working together
- Sharing funding problems and applications

- Face-to-face (national, regional) meet ups
- Linking via research and libraries and schools “somewhere everywhere has”
- National community heritage network could strengthen local network

- **Strategic**

- National perspective
- Advocacy – strong voice for community heritage at national and regional level
 - To increase capacity and funding in the sector
 - With heritage leads, i.e. Historic Environment Scotland
 - With VisitScotland/finding structures to deal with tourism/over-tourism
 - Challenging existing infrastructure geared to bigger museums
- Lobbying organisation
- Grassroots driven
- Strong partnership with mainstream heritage sector leads
- Collective strength
- Using data/knowledge to increase sustainability of the sector
- Defining, understanding and using outcomes
- Raising awareness/improving visibility of sector
- Raising profile of members
- Gaining validity for local voice and local initiatives
- Recognition
- New system needed (fitting into existing system is difficult)
- Break up existing infrastructure and create more flexible one
- Potential for new narrative for community heritage

Outcomes

- ▶ Network would encompass whole concept of community heritage
- ▶ Reducing “reinvention of the wheel” – for new groups, projects etc
- ▶ Improved skills
- ▶ Lightening the load
- ▶ Support generation of income streams
- ▶ Build capacity
- ▶ Tackling isolation within community heritage sector
- ▶ Attract new members
- ▶ Improved succession planning
- ▶ Improve sense of worth in communities
- ▶ Confidence and pride in what they do among community heritage staff/volunteers

2. Advocacy and partnerships

- **Advocacy**

- Grassroots sector represented at national level
- Strategic voice and raising awareness – more powerful together
- Strong united voice/advocacy to:
 - Scottish Parliament
 - Quangos, incl. HES
 - Media
 - VisitScotland
 - Government
 - Funders
 - Decision and policy makers
- Identify who/what will be listened to:
 - Examples: Information? Statistics? Resource? Advocacy? Campaigner?
- Network/alliance/team of advocates with mandate to speak on behalf of CH sector
- Advocacy/mediation in situations of conflict of interest at local or national level
- Backstop organisation/network to step in when other avenues fail

- **Lobbying and raising awareness**

- Identify issues and pursue them:
 - Change the way funders regard the sector
 - Increase funding and capacity in the sector
 - Campaign for more transparency from funders/ local government
 - Campaign for recognition of value of sector
 - Challenge structures to do with tourism
 - Challenge existing infrastructure geared to larger museums
- Raising awareness of fragility of the sector
- Canvas support from politicians (all levels)

- **Partnerships**

- More partnership working
- Identify potential partners
- Build partnerships between community heritage and range of organisations/people
 - Examples: Museums; Libraries; Researchers; Community groups
- Interface with existing networks i.e. Scottish Local History Forum
- Interface and improve communications with national bodies
- Collaboration:
 - More joined up thinking: relationships with elected reps, officials, local authorities
 - Collaboration, shared resources and tasks between local partners/projects
 - Collaborative working across regions
 - Partnership working across borders (i.e. England)

- Mutual feedback within community heritage sector
- Work across boundaries/disparate or separated sites to widen impact
- Work inclusively and share ideas – collaboration not competition
- **Visibility and value**
 - Raise profile of local history groups
 - Demonstrate social and economic impact
 - Gather and use statistics
 - Parity of esteem: value local heritage, and local people as heritage practitioners
 - Recognition for sector

Outcomes

- ▶ Improved communication between CH organisations
- ▶ Positive role in influencing policy and funding
- ▶ Bring about change in the sector
- ▶ The sector feels represented
- ▶ The sector feels more visible
- ▶ Wider voice
- ▶ Work more effectively with media
- ▶ Use collective voice to advocate on behalf of/in partnership with other bodies i.e. libraries, local studies
- ▶ Advantages for sector leads:
 - ◆ Improved communication
 - ◆ Help make connections with community groups
 - ◆ Better informed
 - ◆ Potential for joint projects
 - ◆ Different perspective
 - ◆ Opportunities to promote/share own information
 - ◆ Network of local experts

3. Funding and resources

- **Funding**

- Advocate/campaign for:
 - Reduction in bureaucracy
 - Simpler process
 - Broader criteria
 - Wider bandwidth of level of constitution, i.e. not necessarily charity
 - Independent museum access to MGS funding without Accreditation
 - Support for achievement of standards
 - Reallocation of current spending pot
- Broaden, streamline and target funding offer:
 - Single funding interface for community heritage:
 - > Single application for combined grant pot
 - > Light application process
 - > Small to medium funding
 - > Issued from central point
 - Seedcorn funding for projects
 - Wider funding system as back up
- Network as holder/disseminator of resources:
 - Streamline information
 - Up-to-date information on grants
 - Up-to-date information on policy
 - Info on relevant support
 - Sharing templates
- Offer targeted service:
 - Funding advisory role
 - Assist with application system
 - Training in:
 - > Accessing funding
 - > The funding sector and processes
 - > Bid writing especially NLHF
 - > Navigating funding packages
 - Capital asset transfer support
- Include funders in the discussion
- Advocate for managed risk taking by funders
- Mediation service (i.e. between community heritage orgs and lead bodies)
- Network as funding forum specific to community heritage
 - Information
 - Shared experience
 - Building confidence and ability to move forward

- **Sustainability and capacity**
 - Bring sustainable model to community heritage, including voluntary groups
 - Address tipping points of sustainability
 - Over-reliance on volunteers
 - Over-reliance on goodwill of volunteers
 - Some/more paid staff needed
- **Practical resources**
 - Travel budget
 - Training expenses
 - “Freebies”
 - Newsletter
 - Legal advice
 - Advertising/marketing
 - Kit (physical resources)
- **Sustainability of a new network**
 - Paid co-ordinator/staff essential
 - % of total heritage funding to support network/organisation
 - Potential community sector funding
 - Self generated funding (membership fees)

Potential outcomes

- ▶ Avoid reinventing the wheel
- ▶ One-stop-shop funding advice to reduce time-wasting
- ▶ Ameliorate erosion of local services, including loss of grants/heritage/community officers
- ▶ Enhanced skills and better bids
- ▶ Improved confidence
- ▶ Improved transparency over funding
- ▶ Improved local knowledge and collaboration around funding
- ▶ More partnership funding bids
- ▶ Improved achievement of sustainability

What would a network look like? (Workshop afternoon session)

This session sought to draw out solutions for the needs expressed in the first session, creating lists of content and tasks for a network or organisation, and exploring ideas for models and potential structure. Inevitably these mirror the morning discussions, with additional ideas.

Sections of *Function* and *Aims and Aspirations* at the head of this section draws together observations from across the discussions in both morning and afternoon sessions, before collating views on output and structure.

A key area of discussion explored how a community heritage network or organisation would be positioned in relation to sector lead bodies, and whether these bodies would be heritage-based or in the broad third sector. This is a critical question, and will be covered in some detail with the pros and cons under *Process, Structure and Participation*.

1. Content and activities

- **Function**
 - Improve connections and collective working across community heritage sector
 - Enable networking between people and organisations
 - Provide support
 - Bespoke services and information
 - Raise awareness of the community heritage sector
 - Represent the sector
 - Advocate and lobby for change
 - Mitigate gaps in cultural services left by local authorities
 - Research and data gathering
 - Identify areas of research, scoping and case studies
 - Build partnerships with universities and researchers
 - Share data with sector, government and relevant bodies
 - Make effective use of data
 - Support and develop workforce specific to community heritage sector
 - Recognise unique skillsets required
 - Build workforce locally
 - Engage young people with sector as career path
 - National training accessible at local level
 - SVQ qualification/pathway to degree level
 - New degree in community heritage

- **Aims and aspirations**

- Shared vision
- Must have both national and regional focus
- Expand focus beyond heritage to wider community sector
- Tie in with national strategy
- Deliver valuable statistics and data
- Provide safe supportive place
- Inclusive – no hierarchy of heritage
- Light touch and informal
- Focus on positive outcomes from volunteering/working in community heritage: mental health, wellbeing, identity, environment
- Focus on quality: leadership, training, best practice, good facilitation
- Champions for community heritage in regions

- **Content**

- Support and advice (as per “need” matrices outlined in earlier section)
- Information & signposting
 - Library of bespoke templates and documents: policies, procedures, health and safety, legal, best practice
 - Existing resources/toolkits
 - Bespoke services, e.g. insurance
 - Open access software resources, e.g. interpretation
 - Available physical resources, e.g. loan boxes
 - Contact database of organisations/people
 - Quality and benchmarking matrix/exchange
 - Skills register
 - Jobs register
 - Directory of funders
 - Directory of people “capturing and sharing”
 - Volunteer swap-shop
 - Events calendar
 - Links to national bodies/sector leads
 - Information for national bodies/sector leads
 - Consortium purchasing, e.g. conservation materials
 - Sector news
 - Tourism
 - > Information
 - > Collective marketing
 - > Prepare overseas visitors to maximise their experience
- Contacts/signposting to network staff – “person at the end of the phone” is essential

- **Activities**

- Strategic plan
- Networking – inside and outside heritage
- Connecting community heritage organisations with:
 - Sector leads
 - Specialists and professionals, e.g. archaeologists for a dig
 - Business and employment
 - Each other
- Forum
 - Shared experience
 - Shared ideas
 - Mutual support and encouragement
 - Peer review and knowledge exchange
- Training (as per “need” matrices above *Information: support*)
 - Delivered in communities
 - Delivered online
 - Certificated training through the network
 - National qualification relevant to community heritage sector and Comann Eachdraidh
 - Signposting to training
 - Database of trainers
 - Training trainers to share skills
 - Mentoring
- Hold events, i.e. annual seminar, heritage award ceremony
- Deliver projects, e.g. series of heritage maps of Scotland

- **Tasks**

- Strategic plan
- Case studies – examples:
 - Best practice
 - What doesn’t work
 - Examples of projects
 - People and ideas, e.g. radical thinkers
 - Rural, remote and urban
 - Value of community heritage to Scotland
 - Value of volunteer input to Scotland and GDP
 - Value of heritage to people
 - Task-based studies, e.g. learning and engagement
- Research – “pieces of work” potentially delivered collaboratively with/by universities
 - Mapping community heritage sector
 - Social and economic impact of sector (including health and wellbeing, inclusion)

- Rural isolation, poverty of resources and role of community heritage
- Gap analysis of regional capacity and need
- Legacy of implementation of new network/organisation
- Independent evaluation of research to date
- Proactive initiatives.
 - Example: Focus on young people – ideas include:
 - > Consult young people
 - > Engage with local youth workers in community
 - > Create internships
 - > Accreditation scheme from community-based training programme, e.g. well rounded for interviews
 - > Saltire Awards
 - > Intergenerational activities
 - > Encourage young people as ambassadors

2. Process, structure and participation

- **Community Heritage Charter**
 - Innovative set of principles and cultural statement drafted by grassroots sector and signed up to by sector leads. Early stage activity. Key values and principles identified include:
 - Protect and conserve for the next generation
 - Strengthening communities
 - Pride of place, sense of place
 - Distinctiveness
 - Inclusivity
 - Building relationships and sharing experience
 - Wide reach – local, regional, national and international
 - Align with national outcomes (not just heritage manifestos)
- **Establish core purposes of network/organisation**
 - Mission statement
 - Aims
 - Priority objectives
 - Function as collective resource / umbrella for local networks, organisations and individuals
(*Note: varying views on potential structure, no clear frontrunner*)
 - Accountability to members
 - Authorised representation of members

- **Growth of network or organisation**

- Grassroots/community-driven and led
- National overview with regional focus
- Core taskforce
- Network of networks/fora: “*caidreachas*” = “people and organisations that have mutually associated toward a common goal”
- Base on successful network models
- Format and content
 - Clear aims
 - Robust strategic plan
 - 5-year vision
 - Incremental and target led
 - Flexible and dynamic
 - Simple and open
 - Constituted body or light touch?
- Core tenets
 - Service to the sector
 - Representation of sector
 - Community support – priority
 - Accountability to members
 - Authority for advocacy
- Sustainable business model – more work required however initial suggestions include:
 - Where?
 - > Nested within larger organisation
 - > Fully independent entity (see discussion below)
 - Models
 - > Sharing/drawing on resources from parent body
 - > Employing full staff as independent body
 - > Staff plus outsourcing elements of admin on Service Level Agreement basis i.e. HR, web hosting, recruitment, training, bookkeeping.
- National and regional approach:
 - Scope local networks, identify gaps
 - See SCARF for management
 - Federated structure of independent regional organisations?
 - Paid staff: national small team, plus P/T regional reps?

- **Management and sustainability**

- Management:
 - Paid member(s) of staff (co-ordinator) – essential for sustainability
 - Voluntary input
 - Board/steering group:

- > Regional representatives
 - > People put forward from groups
 - > Rotate to keep fresh ideas
 - > Meetings moving around Scotland (technology and face-to-face)
 - > Level of commitment expected from group
- Involve local people
- Funding:
 - Core base funding
 - NLHF grant
 - Funding from larger organisations, so long as comes without strings attached
 - Membership subscription
 - > Tiered subscription, i.e. Outer Hebrides Heritage Forum £50 if £50K+ income, £20 for under
 - > Free or minimal cost at bottom end
 - > Crowdfunding?
 - International/diaspora funding
 - Public sector funding, i.e.
 - > % of existing funding for heritage
- Membership
 - Clarity on eligibility to join
 - Self-selecting – anyone who wants to participate
 - Must be room for all types of organisations and “mavericks”
 - Respect diversity in network
 - Must be good value for money
 - Prospectus for members
- **Communication**
 - Comms strategy
 - Basic level: at bare minimum the network could be a Facebook page which largely runs itself; self-moderating, range of admins
 - People
 - People you can speak to – “voice at the end of the phone”
 - Physical meet ups – both regional and national, minimum once a year
 - Annual conference (possibly join existing one)
 - Established points of contact i.e. libraries, local councillors
 - Digital
 - Website
 - > Professionally designed
 - > Easy to use
 - > Professional staff team – admin, management, moderation, IT support
 - > Kept up to date
 - > Events etc inputted by organisations themselves

- > Open access database of groups and profiles
- > Open data
- > Legally/GDPR-compliant
- > Forum platform
- > Advance search/filter mechanism
- > Password or paywall protected areas
- Online resources – both bespoke and signposted
- Online info and sharing:
 - > Forum to share experience, ideas and knowledge
 - > Events calendar
 - > Skills & experience exchange
 - > Volunteer swap
 - > Funding alert
 - > Peer review
 - > Signposting to regional and national professionals/organisations
 - > Social media/other digital networking

} map-based, filtered

- **Participation and partnerships**

- Membership
 - Who is eligible?
 - Widely accessible to groups and individuals
 - Code of ethics for each member
 - Join at same time each year
- Support/potentially facilitate forums in each local authority area
- Ambassadors/champions of community heritage
- Links/partnerships with:
 - 3rd sector umbrella organisations is Scottish Local History Forum, LocScot
 - Sector leads, national and regional organisations
 - > Important presence but arm's length from decisions
 - > Excluded from advocacy function
 - Councils
 - Politicians (all levels of government)
 - SCVO
 - Universities (UHI has the infrastructure). Potential delivery partner?
- Existing heritage/community sites as nodal points and centres of excellence
- Use library network as means of involving remote groups
- Cross-border partnerships with England (vital for Borders/Dumfries & Galloway)

3. Concerns and barriers for a network or new organisation

Each session during the workshops was attuned to gathering concerns and queries alongside the ideas. The original plan was for structured comments alongside discussions, but in the event it was free range, and therefore the comments and concerns were gathered as a single group of data. They have been collated into sections retrospectively.

- **Need to define the network**
 - Clarify aims and missions or could become lost
 - Who is it for?
 - What is community heritage?
 - What is community?
 - Huge differences between urban and rural communities
 - Refer to a resource rather than a network
 - Some resistance to calling it a network
 - Challenge of finding common national identity in face of so much diversity locally
- **Setting up a network**
 - Risks in setting up too fast
 - Funding
 - Has to be adequate
 - Must be realistic
 - Will be competing for funding against other organisations
- **Challenges of sustaining the network/organisation**
 - Keeping it going long-term
 - Maintaining momentum
 - Getting the right governance structure and team
 - Lack of time
 - Being able to fund staff
 - Risks of relying on volunteers:
 - Lack of volunteers
 - Overloaded
 - Burnout
 - Too much expectation
 - Coping with volume of:
 - Organisations
 - Information
 - Multiple different elements
 - Linking everything up
 - Mission creep

- **Participation issues**

- Has to stay grassroots
- How to involve:
 - Young people
 - People generally
 - Local organisations who actively resist participating
- Exclusion risks:
 - Digital excludes sectors of the population
 - If linked to one organisation could put people off
 - Will local organisations recognise this is for them?
 - Cost of membership
 - Risks of marginalisation if difficult to engage with
- Difficult to meet up, but essential to do so
- Overload for busy local organisations
 - Too many networks/bodies anyway
 - Yet another thing to keep track of
 - Yet more emails in the inbox
 - Difficult for local organisations to know what to engage with or is of value
- Challenges of representation
- Members may become passive

- **Actions and activities – potential risks**

- GDPR
- Single interface for funding might sway current funding set up against communities as perceived as having their own fund
- Danger of too much information on national basis. Need to be able to filter
- Maintaining the technology: website/contacts/info up to date
- Social media not adequately moderated

- **Reach**

- Regions and peripheral places being left out
- Risk of losing the local dimension
- Dominated by the central belt

- **Strategic concerns**

- Too much being expected of communities
- Too much being handed over to them
- Danger of being overtaken by paid-bodies agenda
- Changing priorities higher up – government, political, funders
- How would community heritage network fit in with current organisations, i.e. HES, Museums Galleries Scotland?

- **Risks/potential points of failure**

- Does a network already exist? Duplication of existing networks/research/effort
- Danger of becoming:
 - Yet another organisation
 - Talking shop
 - Diffuse and uncoordinated
 - Too large and unaccountable
 - Top-heavy
 - Controlling
 - A beast
 - Compartmentalised
 - Irrelevant
 - Monster website
 - Too big and miss the community
- Working group too big/diverse to make decisions *but* can't be too small
- How to speak with one voice and represent all organisations equally regardless of size
- Strictures:
 - Bureaucracy
 - Regulations
 - Targets
 - Hierarchy
- Potential for empire building
- Potential misuse of network
- Existing networks/groups not willing to give up autonomy in favour of larger network
- Need to manage expectations
- Value back/value for money must be clear
- Conflicts of interest:
 - In advocacy
 - National/other agendas
 - Vested interests
- Hiving off community heritage from statutory bodies who can then ignore it
- Would funding the network divert funds at local level?

4. Forum/project/website examples

Argyll and Bute Museums and Heritage Forum
East Dunbartonshire Heritage & History Forum
Argyll and the Isles Tourism Cooperative
Association for Independent Museums
Built Environment Forum Scotland
Caithness Horizons
Cateran project
Community Archives and Heritage Group
Community Land Scotland
Community Learning Exchange
Community Ownership Support Service (COSS)
Community Woodlands Association
COPE (social enterprise supporting people)
Development Trust Association Scotland (DTAS)
Dumfries historic Buildings Trust
Facebook
Foras na Gaeilge
Genealogy/family history websites
Generations Working Together
Glen Isla History Association (and page on Facebook)
Go Industrial
Highland Museums Forum
Historic Environment Scotland
Industrial Heritage Group
Lighting up the Borders
LocScot
Maritime Heritage Trust
Mary's Meals
Mountaineering Council of Scotland
Mumsnet
National Farm Network
North Ayrshire Museums Forum
North of Scotland Archaeological Society (NOSAS)
Norwegian museum models
ourmuseum.org.uk
Plunkett Foundation – support for community groups
RNLI
Salt of the Earth project
SCARF (social enterprise based in Aberdeen)
Scotland's Places and European Landscape Convention
Scotland's Urban Past
Scottish Community Alliance
Scottish Council for Voluntary Organisations

Scottish Crofting Federation
Scottish Library and Information Council
Scottish Literary Alliance
Scottish Local History Forum
Scouts and Guides
Senscot
Shetland Amenity Trust
Shetland Heritage Association
Solway Firth Partnership
Solway Heritage and Southern Uplands Partnership
The Preston Model (planning project) <https://cles.org.uk/tag/the-preston-model/>
The Stove Network, Dumfries
University Museums
University of the Highlands and Islands
Voluntary Action Scotland
West Ardnamurchan Development Company
West Coast Waters
Wikipedia
Yammer