This toolkit is designed to give advice on the kinds of skills that we can transfer from other sectors for use in heritage projects. It's especially focused on the kinds of skills we use in community-focused practice, the performing arts and theatre, and other creative skills, but also touches on the business skills that are essential to running successful projects.

This toolkit is part of a series that we are developing here in the Arts and Culture Projects team at the University mdra23 (U (C)i3h4.1 (3h4.1wd (C)i3h4-3 (Uty3v) (1 3 (ms (14 Tt50 (m)s 0 5 projects funded by the National Lottery Heritage Fund.

Hard skills and soft skills

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cific computer programming

- coding

- bookkeeping

- cash flow management

Soft skills are things that are less simple to measure, such as:

- creativity

- persuasion

- collaboration

- adaptability

- emotional intelligence

- communication

- teamwork

- ability to "read a room"

- time management

- attention to detail

- responsibility

- problem solving

- innovation

- social skills

Useful skills that can be transferred to your projects from other fields

There are many skills that we learn in many different areas of our lives. Most skills are not sector-

project. The individual skill needs of each project can be met by employing a team or by subcontracting to suppliers, both of which can be budgeted for when you apply for funding.

Here follow some examples of skills that you can apply to projects from other fields.

- Storytelling

As this is a hard skill it may be more efficient in the long-term to pay a translator and/or an interpreter.

- Legal and financial experience and knowledge

Most heritage projects are delivered using public sector money and are delivered by public institutions, charities, and some types of companies such as community interest companies. Many artists may work exclusively or mostly as sole traders. This is less common in the heritage world, but some sector professionals are freelancers, for example serving as consultants to projects that they are not leading on.

Accountability is a must in projects. This doesn't mean you can't deliver a project if you aren't the strongest in these areas! But having a clear and accountable set-up helps when you apply for funding, as you build relationships with partners and as your profile grows. There are various pieces of legislation that you will need to comply with as you work, for example GDPR. The exact kind of set-up you'll need will depend on what you want to do as well as which funder you'll likely apply to – there's no hard-and-fast rule. Luckily a lot of this information is available online for free from the government website and advice organisations.

Financial reporting is also essential. Maybe the work is a passion project of yours and at the moment it's something you spend a few hours on a week. For larger projects that are publicly funded, that employ people and that have expenditures, it is essential to keep good records, receipts and invoices. Good admin day-to-day saves a lot of problems down the line.

- Budgeting

Because many projects are funded by public money, funders need to know that they will provide good value for money and are worth funding again, and that it is worth funding other projects like it. This doesn't mean bidding for as little money as possible for the sake of saving cost. Projects that are important and worthwhile deserve to be done well, and this costs money.

Experience managing a budget – whether that's from your personal finances, or from a job or role you've had where you were responsible for finances – can help when it comes to budgeting for a funded project. This is similar to the above skills in reporting and legal nous. Experience budgeting gives you a more realistic sense of how much money is necessary to achieve each goal you set, and it helps you prioritise the parts of your project that are truly essential to meet your goals.

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- Marketing

Marketing also encompasses a collection of skills. Graphic design, event promotion, copywriting are all skills that help with marketing an event or a service. If you've worked in a role where marketing was important, such as in events, social media management or galleries, that experience will be useful to other projects. If you've worked as an artist or creative practitioner, or a freelancer, you've likely had to do a lot of self-promotion. The same experience can be used in other projects. This also comes in useful if you're acknowledging the funder in inventive ways – such as offering discounts or early access for charity members or Lottery players.

- Presentation skills

Presenting can be intimidating. A good way to alleviate nerves is to approach your presentation from your most secure skill. Are you a great public speaker? Do you know good data? Are you a graphics wiz? Start from your most comfortable space.

- Partnership

A number of soft skills can be brought to a partnership agreement, but it can also be a great way to ensure that hard skills are covered by accredited professionals. You don't have to meet every skill, and acknowledging that you don't have a certain skill or required experience in a field doesn't mean you can't deliver your idea. With partnership, you can gather a team and a network that can plug the gaps.

- Pitching

When we are pitching, we can again work from our most secure skill. Are you led by data? Do you feel most comfortable being led by the facts? Build your presentation around how

best to communicate data first. What do you know is the need, and how do you prove it? Are you more confident presenting? Create the narrative of your presentation first, and source the data to prove your point.

We hope this toolkit is useful to you in your heritage practice and research. If you are interested in engaging with and/or working in the cultural and heritage sectors in Luton and Bedfordshire, for example if you would like to run a community heritage project, please take a look at what we have going on through our funding from the National Lottery Heritage Fund – our events through the Heritage Enterprise Hub, and the Heritage Impact Accelerator programme for cultural, community and heritage practitioners – to get involved.

Rae Leaver and Anna Rixson

Arts and Culture Projects

University of Bedfordshire

culture@beds.ac.uk