

# Industrial Heritage Support Networks

ERIH-UK 2017 Spring Meeting



Black Country Living Museum, Dudley, 05 April 2017



# Supporting Industrial Heritage: Context

‘Public Access to England’s Preserved Industrial Heritage’ (Ayris 1998) & ‘Sustaining England’s Industrial Heritage: A Future for Preserved Sites in England’ (Cossons 2008) have shown:

- Pressing concern that many industrial heritage sites are operating on an increasingly **unsustainable** basis
- **Key resources** such as visitors, grant aid and volunteers seem to be getting harder to attract and retain
- Industrial heritage sites typically extensive, big and **complex** historic buildings- additional issues include caring for and operating historic machinery





# Supporting Industrial Heritage: Context

- Particular pressures on sites wholly or partly run by smaller **charitable trusts** and **volunteers** (60% of c.650 sites)
- Adapting to the **modern world**- funding, visitor engagement, conservation, best practice, governance, health and safety
- ‘**Heritage at Risk**’ programme has emphasised **pressures** on industrial heritage in a wide range of public, private, commercial and development related contexts
- Potentially negative **consequences** for the future of nationally and internationally important industrial heritage



# Industrial Heritage Support Officer Project:

## Background

- England wide (initially funded by **Heritage at Risk** Programme September 2012)
- Now funded via **Historic England's National Capacity Building** programme until March 2020
- **Recognised need** that smaller volunteer groups needed access to a source of focussed professional help beyond what was already available
- Managed by the **Ironbridge Gorge Museum Trust (IGMT)** and supported by key partners the **Association of Independent Museums (AIM)** and the **Association for Industrial Archaeology (AIA)**
- The project is directed by a **Steering Group** consisting of Sir Neil Cossons, Historic England, AIM, AIA, IGMT, The European Route of Industrial Heritage (ERIH) and The Prince's Regeneration Trust. Invites to HLF and AHF

# Industrial Heritage Support Officer:

## Key Work Areas

- Information '**clearing house**'/advice
- Training
- Mentoring
- Developing national funding bids
- Developing new **partnerships** within and beyond the sector
- **Advocacy** and celebration of best practice



# Industrial Heritage Support Officer: Information 'clearing house'

100+ groups **supported** with advice ranging from:

- Fundraising
- Practical historic building management
- Crisis Management
- Governance
- Asset Transfer
- Marketing
- Volunteer development





# Industrial Heritage Support Officer Project:

## Website and 'Blogroll'



# Industrial Heritage Support Officer Project:

## Information Hub

## INDUSTRIAL HERITAGE SUPPORT

PROTECTING OUR INDUSTRIAL HERITAGE   ABOUT THE PROJECT   MEET THE PROJECT OFFICER

INFORMATION HUB   CONTACT



### Information Hub

The purpose of the Information Hub is to signpost information on funding, training, support and information, which will help you sustain and develop your industrial heritage site. This will be updated and added to on a regular basis.

### Sources of Funding

RELEVANT HLF FUNDING PROGRAMMES



The **Heritage Lottery Fund** remains a key funding source for industrial heritage, and notwithstanding an increasingly competitive application process as other funding sources are squeezed, the suite of current and recently introduced programmes (operating under the new 2013-2018 HLF

#### Partner Organisations

- Association for Industrial Archaeology
- Association of Independent Museums
- Historic England
- Ironbridge Gorge Museum Trust

Follow me on Twitter



# Industrial Heritage Support Officer Project:

## Social Media- Twitter

Home Moments Notifications Messages Search Twitter Tweet

**Shane Kelleher**  
@IHSOengland

Hi, I am the Historic England-funded Industrial Heritage Support Officer for England. Based at the Ironbridge Gorge Museum Trust.

Ironbridge, England  
[industrialheritagesupport.wordpress.com](http://industrialheritagesupport.wordpress.com)

Joined August 2016  
Born on April 18, 1980

TWEETS 173 FOLLOWING 287 FOLLOWERS 137 LIKES 127 MOMENTS 0 Edit profile

Tweets Tweets & replies Media

Pinned Tweet

**Shane Kelleher** @IHSOengland · 24 Nov 2016

Keep an eye out for my Industrial Heritage Site of the Day. Get visiting and supporting these important parts of the nation's history!

2 3

Your Tweet activity


Your Tweets earned **2,032 impressions** over the last week

Feb 14 Feb 20

View your top Tweets

# Industrial Heritage Support Officer Project:

## Social Media- Facebook



**Industrial Heritage Support**  
@IHSOengland

Home

Posts


Photos

About

Likes

Create a Page

This is what your Page looks like to a visitor. [Switch back to your view](#) to manage this Page.




Liked Following Share

Send Message

Featured for you


Get in touch with **Industrial Heritage Support**



100% response rate

Message

Save Industri



3 people li

Cause

Invite friends to like this Page

Keeping you up to date with all the latest information, training and support to help you run, manage and fund industrial heritage sites.

3 people like this and 3 people follow this

About See All

01952 435900

Message Now


industrialheritagesupport.wordpress.com/

Cause





Liked by This Page

# Industrial Heritage Support Officer Project:

## Link with [www.gooseygoo.co.uk](http://www.gooseygoo.co.uk)

Industrial History Exploration Guide and Preservation Hub

[Industrial Explorer](#) [Events Guide](#) [Preservation Hub](#) [Working in Heritage](#) [Add an item](#)  [Search](#) [Welcome, Maryam](#)



### About the Industrial Heritage Support Officer Project

The Industrial Heritage Support Officer (IHSO) project aims to deliver England-wide support to improve the capacity, sustainability and conservation standards of preserved industrial sites with public access.

The Industrial Heritage Support Officer (IHSO) project commenced in September 2012. The post is funded by Historic England (HE) through their National Capacity Building Programme, and is managed by the Ironbridge Gorge Museum Trust (IGMT) in partnership with the Association of Independent Museums (AIM) and the Association for Industrial Archaeology (AIA). The project is supported by a Steering Group. In addition to IGMT, AIM and AIA, the also consists of Sir Neil Cossons, and representatives of the Irons's Regeneration Trust (IRT), the Heritage Lottery Fund (HLF), the European Route of Industrial Heritage (ERIH), and a Project Assurance Officer from Historic England.

#### Why is the IHSO Project needed?

The IHSO project stems from a growing concern, underpinned by the findings of Sir Neil Cossons' 'Sustaining England's Industrial Heritage: A Future for Preserved Industrial Sites in England' 2008 report for English Heritage, that publicly accessible industrial heritage sites face an increasingly uncertain future. Many sites are trust owned or operated and are wholly or partly run by volunteers. Common problems include issues of volunteer retention and recruitment, technical skills transfer from an ageing volunteer base, adapting to a rapidly changing funding and wider environment, and achieving modern 'best practice' conservation, management and visitor presentation standards. The particular nature of industrial heritage attractions, typically combining extensive sites, big and complex historic buildings and additional features such as working machinery, make these challenges especially pressing.

#### What does the IHSO Project aim to do?

The IHSO project aims to deliver England-wide support to improve the capacity, sustainability and conservation standards of preserved industrial sites with public access. The key objectives of the IHSO project are to:


- Develop a national strategy to improve the sustainability and conservation standards of preserved industrial sites with public access;
- Improve the capacity amongst owners and managers to secure the long-term future of these sites;
- Create a network of relevant stakeholders and grant providers that is sustainable beyond the life of the project.

Delivery of the project is supported by a Business Plan, key targets from which include providing an information 'clearing house' service, facilitating mentoring and training opportunities and programmes, undertaking national funding bid development, advocacy and celebration of best practice, and building new partnerships within and beyond the heritage sector.

If you have a query or think that the IHSO may be able to help or support your museum, trust, site or project, please get in touch:

Shane Kelleher - Industrial Heritage Support Officer  
Address: Coach Road, Coalbrookdale, Telford, Shropshire, TF8 7DQ  
Tel: 01952 434900  
Email: [Shane.kelleher@ironbridge.org.uk](mailto:Shane.kelleher@ironbridge.org.uk)  
Visit the IHSO Website: - [HERE](#)  
Tweet to: @ihsoengland

#### Meet Shane - the IHSO




Hello, I'm Shane Kelleher, the Industrial Heritage Support Officer for England.

I am an archaeologist by training and have a particular interest in the understanding, conservation, interpretation, and management of our industrial heritage. I have spent the last 10 years as the Archaeology and Monuments Officer/Museum Archaeologist at the Ironbridge Gorge Museum Trust. Prior to that, I was a Built Heritage and Conservation Specialist at the University of Birmingham. I have been involved in different capacities with some of the country's iconic industrial buildings, sites and museums, and have experience in managing volunteers, developing marketing material and websites, social media, developing funding bids, volunteering, and heritage project management. In addition, I am a Council member of the Association for Industrial Archaeology, a Trustee Director of the Birmingham Conservation Trust, and a specialist lecturer at Birmingham City University.

I will be providing information and support for industrial heritage sites and the organisations that run them. This will include facilitating and setting up relevant training, co-ordinating direct support for organisations as mentors and local contacts, providing up-to-date information on funding and other opportunities, and developing new national partnerships and funding initiatives. Overall, I'm here as a 'clearing house' - please do get in touch and I'll do my best to help you find the particular support or advice that you need.

I hope that I can help, and I look forward to working with you.





# Industrial Heritage Support Officer:

## Training and Mentoring

**Training** delivered to 250+ organisations around the country via 30+ events

Bespoke training events or working in partnership with other organisations (e.g. ERIH, PRT BRICK, IoF GTH, Museum Development Programmes)

### **Topics included:**

- Fundraising
- Marketing
- Volunteering
- Governance
- Organisational development
- Asset transfer



Asset Transfer Training Day, October 2014

# Industrial Heritage Support Officer:

## Developing National Funding Bids

Range of regional and national **partnership** and **funding** projects in the pipeline including:

- Skills development for stationary engine groups in the North West (with HE and Canal & River Trust)
- National virtual pumping station network



# Industrial Heritage Support Officer Project

## Partnership and Network Development

- Creating and/or supporting **network** development-North West, Hampshire, Cornwall, North East, West Midlands (launched March 2017). Discussions about London and elsewhere.
- Supporting and reinforcing **existing networks** (e.g. ERIH, AIA, Heritage Alliance, Maritime Heritage Trust, ABTEM).
- Partnership set up with the **Institution of Mechanical Engineers**.





# Industrial Heritage Support Officer:

## Advocacy and Best Practice

Represent and be a voice for the sector at:

- Historic England's **Industry and Infrastructure Network** Meetings
- HLF's **Industry, Maritime and Transport** Group Meetings
- The **All Party Parliamentary Group** for Industrial Heritage Meetings
- **AIA** Council Meetings
- **ERIH** UK Meetings
- Attend and present papers at conferences/seminars
- Heritage 'expert' at Giving to Heritage events
- Lecture at BCU and elsewhere
- AIM Success Guide



# Supporting Industrial Heritage- **Recurring Issues**

- Skills development and transfer
- **Health and Safety/Competence**
- Governance
- **Insurance ('We exist to pay the insurance')**
- Marketing
- **Coping with changing funding and volunteering environment**
- Heritage management, including conservation planning and wider best practice awareness
- **Responding to sites under threat (development, local authority transfer etc.)**
- 'What can we do?'

# Regional Industrial Heritage **Networks**

- One of the key roles of the IHSO Project is to develop, facilitate and organise **Regional Industrial Heritage Support or 'Self Help' Networks**
- Inspired by the **East Anglia Heritage Engineering Network**
  - Established in 2012 and supported by SHARE Museums East
  - Meetings and workshops for volunteers and staff with interest in the use of heritage machinery



**SHARE Museums East**  
a network of know how



# Regional Industrial Heritage **Networks**

- **Regional Industrial Heritage Networks** weren't originally part of the Industrial Heritage Support Officer Business Plan
- However, they have been found to be invaluable in helping build **resilience** within the sector through '**peer to peer**' support, targeted **training**, shared **expertise**



# Regional Industrial Heritage **Networks**

## **Benefits of regional 'self help' networks**

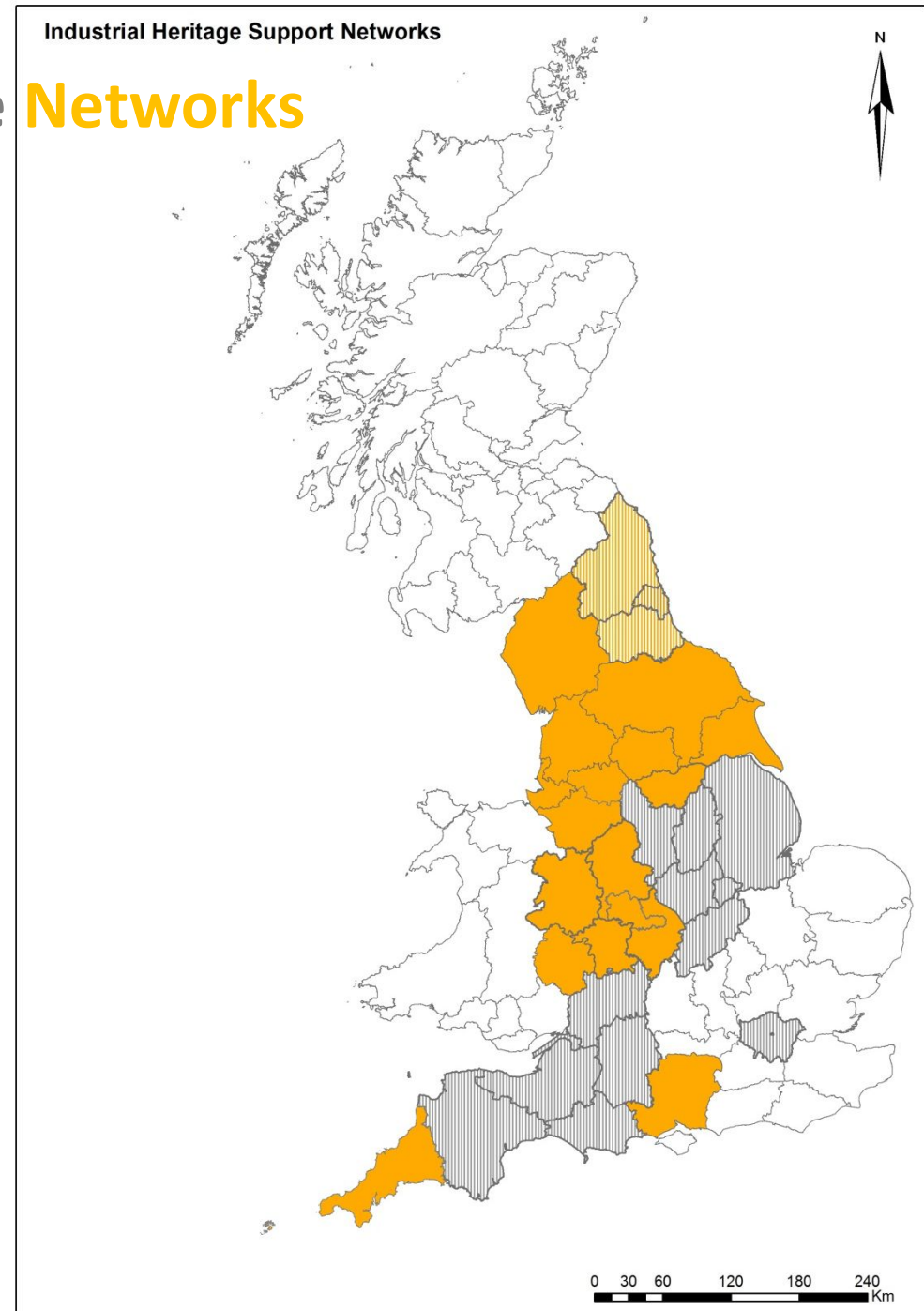
- Setting up industrial heritage networks is a good way to improve **capacity** among industrial heritage sites and groups within a given locality/region
- Cost effective**, typically meet 2 to 3 times per year, with different host site for each meeting
- Meetings can be combined with a specific **theme/training** session and a site tour
- Positive face to face **information exchange** and sharing of **best practice**
- Popular with participating groups and museums, overcomes **isolation**
- Can be a focus for developing further **collaboration** – e.g. regional marketing, training and fundraising initiatives
- Main costs are catering/travel
- Can tie into other forms of **information sharing** such as internet based forums etc.

# Regional Industrial Heritage **Networks**

- **Hampshire**
  - Hampshire BPT
- **North West**
  - Museum Development NW
- **Cornwall**
  - South West Lakes Trust
- **Yorkshire**
  - Museum Development Yorkshire
- **North East**
  - Tyne and Wear Heritage Forum
- **West Midlands**
  - IHSO (for now...)

## In the pipeline

- London
- East Midlands
- South West





# Regional Industrial Heritage **Networks**

## **Hampshire**

- Hampshire Industrial Attractions Support Network
- Set up in 2013 and supported by the IHSO
- Run by Hampshire BPT from Bursledon Brickworks Industrial Museum
- Various regular events and workshops
- Helped develop the Hampshire Industrial Heritage Centre at Bursledon



# Regional Industrial Heritage **Networks**

## **North West**

- North West Industrial Heritage Network. Set up in 2014
- Run by Museum Development NW with support from the IHSO
- Three events a year on a range of themes including volunteering, organisational development, health and safety, and fundraising and resilience
- Virtual network
- Looking to develop a joint project which could include a regional route



# Regional Industrial Heritage **Networks**

## **Cornwall**

- Set up in 2015 and supported by the IHSO
- Run by the South West Lakes Trust utilising Arts Council England Major Partner Organisation funding
- Subject Specialist Network for industrial heritage sites in Cornwall and wider south west region
- Annual conference- 2017 on the Cornish Mining Diaspora
- Regular workshops- e.g. Big Stuff in Bristol





# Regional Industrial Heritage **Networks**

## **Yorkshire**

- Yorkshire Industrial Collections Network- run by Museum Development Yorkshire and supported by the IHSO
- Launched 2016- two meetings so far- first focussed developing the network, sources of support and knowledge and sharing of case studies, and another on rationalising industrial collections



**Museum Development Yorkshire**



# Regional Industrial Heritage **Networks**

## **North East**

- Tyne and Wear Heritage Forum- pre-existing partnership organisation supported by the IHSO
- Annual conference
- Run various projects under the Heritage Act! banner an Historic England supported initiative launched in 2016
- Case studies and toolkits



# Regional Industrial Heritage **Networks**

## **West Midlands**

- Launched in March 2017 by the IHSO at Coalbrookdale
- Theme of first meeting was 'Funding, Resilience and Support'
- 26 groups/sites/museums represented
- Plans for a virtual network and future meetings
- Link to a proposed West Midlands Route of Industrial Heritage?



# Regional Industrial Heritage **Networks**

## **Example: North West England Industrial Heritage Network**

- IHSO working with **Museum Development Officers** in the North West to set up a network of industrial heritage groups
- With Museum Development Officer project seed funding, ran a programme of three day long **events** in 2015 and 2016 (further events in pipeline for 2017)
- Each day hosted by an industrial heritage site/group and included **professional training session** (themes included volunteering, Health and Safety and marketing), a site **tour** (drawing issues, problems and best practice experience), and the opportunity for informal **networking**
- Process will explore the potential to **sustain the network** beyond the 2016/17 meetings, and look at possibilities for future development including collective marketing and funding bids
- Linking with other existing initiatives including IHSO/Historic England support for **stationary steam engine groups** in the North West

# Regional Industrial Heritage Networks & ERIH Regional Routes

- IHSO-supported Industrial Heritage Support Networks are about building **resilience** within the sector through '**peer to peer**' support, targeted **training**, shared **expertise**
- Strong synergy between these and ERIH regional routes- potential to bring these together or map on to each other (already being explored in the North West and the West Midlands)
- Such a link would strengthen the networks by working in partnership to improve publicity, raise awareness, attract tourism, improve site presentation, and build resilience across the region





Shane Kelleher  
**Industrial Heritage Support Officer**  
Ironbridge Gorge Museum Trust  
Coalbrookdale  
Shropshire TF8 7DQ

Tel: 01952 435900

E-mail: [shane.kelleher@ironbridge.org.uk](mailto:shane.kelleher@ironbridge.org.uk)

Web: <http://industrialheritagesupport.wordpress.com/>

Twitter: @IHSOengland



Historic England



**Association of  
Independent Museums**  
The National Body Connecting, Supporting  
and Representing Independent Museums