



## London Cultural Improvement Programme

### Heritage Change Programme

### 3. Key Competencies to be Fit for the Future

#### 3.1 Key Competencies Guidance

## Heritage Change Programme

### 3. Key Competencies to be Fit for the Future

#### 3.1 Key Competencies Guidance

##### Introduction

This Support Pack has been developed as part of the London Cultural Improvement Programme’s Heritage Change Programme (HCP) and was funded by the London Cultural Improvement Programme and Capital Ambition. The Programme undertook a short but intensive review of London local authority Heritage services, identifying the key issues and opportunities in the present financial climate. It became clear that the boroughs were keen for assistance to help them move smoothly through a period of transition and, in some cases, transformation. This Support Pack is one of three key themes supported by HCP alongside New Ways of Working and Future Services. It should be noted that the Heritage Change Programme did not have the resources to look at specialist competencies that relate to specific roles within Archives, Historic Assets, or Museums. The remit of HCP was to identify the major overarching competencies that will contribute to transformation programmes and service improvement.

##### Who is the toolkit for?

This pack is aimed at managers and people within local authority Heritage services – Museums, Archives, and the Historic Environment – who are responsible for organisational transformation or workforce development. It can be used both to assess individual competencies and to explore areas of development that are appropriate at team or service level.

##### What does the Support Pack contain?

**Preparing for transformation** - A discussion of the current workforce development themes for Heritage services, drawing on research carried out by HCP and the work of the Sector Skills Council. It explores how Heritage services can prepare for transformation and the key skills and competencies HCP recognised would support this. These competencies are designed to compliment local authority processes such as service planning and introduce a more commercial way of looking at things. They are intended to work alongside processes such as performance monitoring, budget cycles, involving service users, and Equalities Impact Assessment for example.

**Competency matrices** - Key competencies for the future in an adaptable framework to enable Heritage services to create bespoke approaches to their service and workforce needs.

##### Other sources of information

Heritage services may also like to consult the Heritage Change Programme signposting document on key competencies and developing a workforce fit the future available from <http://bit.ly/gcuv6i>

## Preparing for transformation

Local authority Heritage services traditionally attract and employ people with a high level of specialist knowledge in their relevant sectors, i.e. professional Museum Curators, Archivists and Conservation Officers. They then employ or utilise a large number of support functions from the wider local authority organisation, e.g. HR, finance, business development, and communications or marketing. It has often been the case that the Heritage sector workforce have seen themselves as Heritage specialists who also have to work on strategic and managerial tasks such as visioning, business planning, financial and people management.

As Heritage services transform and compete for ever more limited resources and funding it is vital that the workforce build upon their traditional skills base. They need to identify the key skills and competencies needed to sustain and transform services and to fully utilise the skills that individuals may possess, but are not currently using, in their present roles. Rather than being seen as expecting more from specialists it should be viewed as helping people to fully realise and use their existing transferable skills and competencies, therefore helping Heritage services to change and operate sustainably.

During the previous decade a number of studies have been conducted that have taken snapshots of the current Heritage skill-sets, identifying areas for development. Research carried out by large national based organisations, such as MLA, Creative and Cultural Skills, and Lifelong Learning UK, has broadly come to similar conclusions and is briefly discussed below. Through a combination of this research, and the work carried out by the Heritage Change Programme and the London Cultural Improvement Programme, a new set of Heritage competencies has been developed. It is intended that these competences are seen as an addition to current Heritage service professional competencies.

The first stage of the Heritage Change Programme established that there were considerable areas of good practice, such as collections care and access, but there were also areas ready for workforce development. It was apparent from the research carried out that many services were strong in the traditional areas of workforce and organisational development, but that were a number of key competencies that Heritage services need to develop further to prepare themselves for the future:

- Improved business planning
- Income development
- Partnership working
- Technology
- Communication.

These identified areas are supported by the only other in-depth research on workforce development for the London regions. The 2008 MLA London report *'Moving On Up'* was based on extensive research into the skills of the Museums, Libraries, and Archives workforce in the London region (Historic Assets were not part of its remit) and identified fundraising (income generation), use of technology, advocacy, and strategic development as competencies that required development.

National research in this area has been carried out by Creative and Cultural Skills, the Sector Skills Council for Cultural Heritage, and by Lifelong Learning UK, the Sector Skills Council for Archives. The research highlighted the specialised skill-set of a large proportion of the Cultural Heritage workforce, but identified skills gaps in business development and technology.

It is clear from the Heritage Change Programme research that the sector is still going through a transformational stage in its workforce development needs. As the sector transforms its service delivery and management models it needs to ensure that workforce development is considered to negate potential risks of failure. The transformed workforce should be able to meet the needs of frontline customers, deliver local strategic outcomes and contribute to closer co-operation between departments, boroughs, other sectors, and the private sector.

## Competency matrices

To help London's Heritage services prepare for transformation the Heritage Change Programme has developed light touch competency matrices on:

- Business planning
- Income development
- Partnership working.
- Technology
- Communication

The following matrices can be used as a starting point by middle managers to identify areas of development for individual people; and to ascertain an overall level of competency within a service or team.

Individuals need to evaluate current working practices and skills to identify which level they are on. They should consider what is required of their role in the organisation and their overall skills strengths and weaknesses. From this a route map for further career development can be developed and a fuller understanding of the competencies that make up an effective Heritage service can be established.

Collectively, middle to senior managers should use the matrices as a guide of where their organisation is at the moment and where it would like to be in the medium to long term future. The toolkit can be used to identify areas of strength, improvement and growth in the overall service competency. Services can then begin to think strategically about how to address areas for improvement and exploit their assets.

The expectation is not that Heritage services will achieve high levels of competency in all areas but that a successful organisation recognises that people, including volunteers, at all levels of the organisation can have considerable skills and levels of competency in a range of areas. This matrix will help identify where these individual strengths are in an organisation, so that they can be more effectively utilised to support the organisation as a whole.

When considering skills and competency gaps the most common response is to discuss training for individuals or whole Service training days. Whilst these can be of great value it is not always the most effective method in the long term. There is also a risk to the service that the learning is lost when individuals move on.

Services should investigate the practicalities of alternative learning models that go beyond formal training. This could be developing strategic relationships with peers, both within the local authority and the wider Heritage sector to share skills and experience or looking at how other sectors cope with workforce development transformation, such as the commercial sector. A great deal of support can be gleaned from formal and informal networks. To be successful networks need to be nurtured and developed, and when effective, networks can foster a sense of professional community, assist advocacy and engender overall pride in one's work and service. Services should aim to think beyond training, and approach staff and Service development in more creative and pro-active ways such as:

- Work shadowing opportunities – i.e. sending staff from one section of the Heritage Service to observe with staff from another section, Department, or Local Authority
- Partnership projects – i.e. teaming up with other Departments, Heritage Services, Third Sector bodies, or commercial organisations to deliver outreach projects
- Secondments, both internal and external
- Mentoring and coaching – i.e. between Heritage Service staff and commercial or Third Sector organisations can improve staff and Service confidence and knowledge.

Ultimately there is no one method or combination of methods that can be said to suit all services. It is important for each service to identify what is most suitable for them and to be bold and creative in addressing skills and competency gaps.

## Competency: Business Planning

Robust business planning is essential for any business to survive and grow. This competency is designed to compliment current local authority processes and introduce a more commercial way of looking at things. It is intended to work alongside processes such as performance monitoring, budget cycles, involving service users and Equalities Impact Assessment. Current priorities are typically set by wider local authority agendas and individual Heritage service plans adapt to them and, where necessary, individual plans are developed to meet the need of the Heritage service.

It is vital that services have proficient business planning skills to meet the new challenge of diversified income streams, alternative management models, new funding models and transformational processes. Services will have to identify who in the organisation is essential to the business planning process:

- Can the people and roles who traditionally don't contribute become involved?
- Is there scope for utilising the inherent knowledge and experience of frontline and specialist people in business planning?

The setting of medium to long-term business plans will still be a preserve of the senior and strategic management, but services that wish to innovate and grow will encourage wider participation within the business planning cycle. In particular, annual business planning gives services the opportunity to really find out what is working and what isn't by consulting and seeking input from operational and specialist people.

The matrix on page 8 can be used by individuals and line managers to establish current competency levels and as a springboard for services to create professional development programmes to help people develop skill levels that are appropriate for their role. Heads of service and key senior managers should use the matrix as starting point for discussion on how the overall Heritage service can achieve robust and realistic business plans that sustain the Service and contribute to future growth. To gain more experience in business planning, Services should consider development opportunities for people. Opportunities for learning include:

- Working in partnership with other Heritage bodies, Arts organisations, or strategic agencies.
- Work shadowing in larger organisations that have an interest in Heritage, Arts, or Historic Assets
- Developing joined up business plans with other departments
- Involving key stakeholders in the business planning process to learn from them.
- Establish dialogue with commercial organisations to share skills
- Cross-borough working or secondments to learn from peers.

When considering a Heritage service's business plan you should consider the following:

- What do we want achieve in three or five years?
- Does our annual plan help the Service get there?
- How can costs be reduced and revenue increased?
- Where are the growth areas?
- Does each individual strand of the business plan complement one another?



- Can the frontline expert or specialist contribute?

## Additional Support

The HCP New Ways of Working Support Pack contains more detailed guidance and support on development of business cases and options appraisals. Please go to <http://bit.ly/gcuv6i>



## Competency: Business Planning

	Level 1	Level 2	Level 3	Level 4
Proficiency	Understands business planning process	Inputs into section annual business planning	Contributes to long term business planning and understands influence of wider Heritage sector on Service planning and delivery	Understands complex strategic nature of business planning and how internal and external factors and relationships influence business planning
Key skills	<ul style="list-style-type: none"> <li>Understands basics of the Service business planning model</li> <li>Understands role of business plan to section</li> <li>Is aware of Council and borough key priorities</li> </ul>	<ul style="list-style-type: none"> <li>Inputs into annual business planning</li> <li>Looks at areas of development for service and workforce</li> <li>Reflects on service business plan regularly to provide high level of operational service standards</li> <li>Considers business planning needs when developing operational delivery</li> <li>Understands the local authority priority areas and proactively addresses these</li> </ul>	<ul style="list-style-type: none"> <li>Pivotal in annual business planning</li> <li>Identifies areas of development for Service and workforce</li> <li>Understands influence of Heritage regional/national stakeholders</li> <li>Understands medium term business planning needs</li> <li>Adapts business plan quickly and effectively to meet business needs</li> </ul>	<ul style="list-style-type: none"> <li>Leads in annual business planning</li> <li>Decides areas of development for the service</li> <li>Understands internal and external stakeholders influence on business planning</li> <li>Develops beneficial relationships to assist in long term business planning</li> <li>Understands non-Heritage stakeholder influence on business planning</li> </ul>

## Competency: Income Development

Sustainable income is essential for the long term survival of Heritage services within London. At present the majority of funding for local authority Heritage services is from local authority budgets, supplemented in the main from grants from the Heritage Lottery Fund, and other Trusts and Foundations. It is now apparent that this ‘traditional’ model of funding has to change with local authorities expecting an average cut of 28% to their budget over the next four years. This places Heritage services in a vulnerable position and requires London’s Heritage services to re-evaluate their current fundraising and income generation strategies.

It would be unrealistic to expect Heritage services to completely abandon all reliance on Local Authority budget agreements and grant funding from other bodies, but the Heritage service that is fit for the future will need to adapt to new funding models. Heritage Services need to consider what their assets – physical, intellectual, and workforce – are and how best to exploit them to generate income and contribute to sustainability. Services will have to operate in a more ‘commercial’ environment and assess the line of value of their services and what customers will tolerate in charges.

The matrix on page 10 can be used by individuals and line managers to establish current competency levels and as a springboard for services to create professional development programmes to help people develop skill levels that are appropriate for their role. Heads of service and key senior managers should use the matrix as starting point for discussion on how the overall Heritage service can meet funding needs and where they need to be in the future.

To gain more income development experience, Services should consider opportunities for people and, whilst training would be suitable for some roles and responsibilities, Services should also consider other models. Working in partnership with commissioning bodies, such as Health, Adult and Social Care or Education, could support the development of commissioning relationships. Work shadowing in larger Heritage organisations, collaborations or partnerships with commercial business could develop further understanding of the bigger picture of income development. Cross borough working or secondments could assist the identification of mutually beneficial income streams.

Local Government Improvement and Development provides guidance on Commissioning and this can be accessed by visiting the [LGID website](#).

When thinking about income generation remember to ask:

- What are our assets?
- How can we capitalise on them?
- What skills and experience do we need?
- Can we generate income through new or alternative schemes?
- Can we become a commissioning agent?
- What’s our long term plan?

## Competency: Income development

	Level 1	Level 2	Level 3	Level 4
Proficiency	<ul style="list-style-type: none"> <li>Understands funding of service relevant to role or project</li> <li>Collates data as directed</li> </ul>	<ul style="list-style-type: none"> <li>Understands income generation needs relevant to role/department</li> <li>Works on small to medium income generation (income &lt;£20,000)</li> </ul>	<ul style="list-style-type: none"> <li>Works on large scale income generation inc. capital projects (&gt;£20,000)</li> <li>Develops income strategies taking into account commercial and public income and sales trends</li> </ul>	<ul style="list-style-type: none"> <li>Develops commercial and strategic income vision for the service</li> <li>Promotes public and private sector partnerships to maximise income</li> <li>Understands wider income/funding trends</li> </ul>
Key skills	<ul style="list-style-type: none"> <li>Understands 'traditional' income streams i.e. shop, cafe</li> <li>Understands 'traditional' funding streams i.e. charitable bodies, HLF</li> <li>Collates data as required e.g. sales data, financial spend for funding bodies</li> </ul>	<ul style="list-style-type: none"> <li>Identifies sources of income generation i.e. under-exploited sources of revenue, potential funding bodies</li> <li>Takes action to income generate i.e. introduces new revenues streams, writes successful applications to fundraising bodies</li> </ul>	<ul style="list-style-type: none"> <li>Manages and evaluates complex capital schemes and running costs of section</li> <li>Identifies key commercial assets of service</li> <li>Develops partnership working with income benefits</li> <li>Understands and nurtures philanthropic relationships for the service</li> <li>Manages and monitors commissioning agenda</li> </ul>	<ul style="list-style-type: none"> <li>Leads commercial strategy for service</li> <li>Decides income priorities of service</li> <li>Seeks commissioning opportunities</li> <li>Establishes and maintains key relationships with commercial/business organisations</li> <li>Horizon scanning for new and innovative income development sources from within, and external to, the service</li> </ul>

## Competency: Partnership Working

Heritage services cannot exist in isolation; they are part of the larger local authority structure, the local community, and the wider regional landscape. Their vision and role should go beyond the preservation and presentation of Heritage to encompass wider local and national agendas, including borough-wide and cross-borough initiatives.

In some respects London Heritage services are uniquely placed to develop existing partnerships and create new ones. London is the largest city in the UK; an international city with a population of over 8 million. It is the base of central government and home to a wide range of government agencies, Non-governmental organisations, and third sector organisations. Coupled with London's diverse range of businesses, there are many opportunities for partnership initiatives to be developed by Heritage services.

To be fit for the future Heritage services need to realise that, whilst there is lots of good work at operational level, to be fully sustainable and achieve wider objectives partnerships need to be encouraged at higher strategic levels. Services need to think in new ways and explore partnerships with other departments, other local authorities, commercial organisations, the third sector and non-governmental organisations. Services need to identify how they access and develop partnerships, what and who they can partner with, what skills are needed at operational and strategic levels to maintain these relationships, and when to seek new partnerships. Effective partnership working can be a springboard to more integrated Service working relationships, and could be considered as a first step towards a shared services approach across boroughs.

The matrix on page 12 can be used by individuals and line managers to establish current competency levels and as a springboard for services to create professional development programmes to help people develop skill levels that are appropriate for their role. Heads of service and key senior managers should use the matrix as starting point for discussion on how the overall Heritage Service can meet their partnership needs and identify their ideal position in the future.

To gain more income development experience, services should consider opportunities for people and, whilst training would be suitable for some roles and responsibilities, services should also consider other models. These include; working with other public bodies, third sector groups, trusts and foundations; working with commercial and quasi-commercial organisations; shadowing in larger organisations or businesses; and skills sharing by cross borough working and secondments.

When thinking about partnership working remember to ask:

- What partnerships are needed to meet the needs of the community and advance our service?
- What can we offer to the partnership?
- Where will the partnership lead?
- What are our strategic goals in entering into new partnerships?
- Instead of seeking new partners, can we strive to be an organisation that is sought after?
- What are your short, medium, and long term goals that can be achieved through partnerships?

## Competency: Partnership Working

	Level 1	Level 2	Level 3	Level 4
Proficiency	<p>Understands the value of partnerships</p> <p>Adapts to different operational needs</p>	<p>Formulates operational strategies within partnerships</p> <p>Balances the needs of partners within projects</p>	<p>Seeks new partnership opportunities</p> <p>Realises the synergies between Heritage service and partners</p>	<p>Sets strategic vision for partnership working</p> <p>Cultivates and maintains high level strategic partnerships</p>
Key skills	<ul style="list-style-type: none"> <li>Communicates partnership priorities to customers and partners</li> <li>Evaluates partnerships on a 'day-to-day' operational level</li> <li>Adapts working practices to meet current and new partnership objectives</li> </ul>	<ul style="list-style-type: none"> <li>Develops operational strategies to nurture current partnerships</li> <li>Reports back to all partners on project progress</li> <li>Identifies and resolves operational problems within partnerships</li> <li>Has knowledge of current local partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Identifies departmental strengths and weaknesses and how to exploit them through partnerships</li> <li>Thinks 'outside of the Service' to develop and sustain new partnerships</li> <li>Views the Service as part of regional or sub-regional organisations</li> <li>Has knowledge of regional and sub-regional partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Identifies service strengths and weaknesses and how to exploit them through partnerships</li> <li>Develops high level 'buy-in' from medium to large scale organisations and businesses, i.e. health commissioning bodies, Ancestry, etc</li> <li>Visualises the wider regional and supra-regional placement of the service</li> <li>Has knowledge of regional and national partnerships and agendas</li> </ul>

## Competency: Technology

Information Computer Technology (ICT) has changed the way Heritage services operate and manage their collections, and has changed the way the public expect to interact with their Heritage Services.

Rapid change and development of ICT can make it difficult to manage staff skills and understanding, public interaction and long term planning. However, it is a key area that needs to be addressed if there is to be continued improvement and growth. Just as the everyday use of ICT is now essential, it is equally as important that Heritage services recognise that ICT has become a competency in its own right. Services will expect all levels of their workforce to have basic ICT experience, and specialists should have a good working knowledge of software, hardware products and developments that are relevant to their role. In a lot of cases there is a gap in knowledge at this point. It is vital that Services grasp the ever growing importance of technology and see it as being as necessary as the maintenance of buildings and the storage of collections.

Ideally services should strive to achieve the highest level of this competency. This will result in services being able to identify their specific technological needs to effectively meet the requirements of the Service and to meet the needs of customers and visitors. It is also important that Services begin to understand the benefits and limitations of technology, so that they can make cost effective decisions on purchasing and deployment, and start to formulate long term ICT strategies for their services.

The matrix on page 14 can be used by individuals and line managers to establish current competency levels and as a springboard for services to create professional development programmes to help people develop skill levels that are appropriate for their role. Heads of Service and key senior managers should use the matrix as starting point for discussion on how the overall Heritage Service can achieve robust and realistic ICT competencies that sustain the Service and prepare it to create long term ICT strategies that are fit for purpose.

To gain more income development experience, services should consider opportunities for people and, whilst training would be suitable for some roles and responsibilities, services should also consider other models. They could explore work shadowing in larger Heritage organisations or academic organisations with Cultural Heritage ICT specialism (such as Kings College, London). They could explore collaborations or partnerships with other departments or commercial organisations, cross borough working and secondments.

When considering your Heritage service's ICT strategy remember to ask:

- What does the service need to fulfil its duty of care to its collections and access to them?
- If deploying ICT for use by the public, do we know what they want, and how they will use it?
- Do we have a realistic ICT product replacement cycle (when will the software/hardware need updating)?
- Are we allocating sufficient budget for ICT maintenance and replacement?
- Do we have a proportionate budget to enable our team to optimise use of software?
- What do we want our ICT to do for us in three or five years?

## Competency: Technology

	Level 1	Level 2	Level 3	Level 4
Proficiency	<ul style="list-style-type: none"> <li>Understands relevant hardware/software used by the Heritage service</li> <li>Delivers high standard of customer/visitor experience in use of ICT within the Heritage Service</li> </ul>	<ul style="list-style-type: none"> <li>Works with specialist collections/Heritage software</li> <li>Works with multi-platform systems</li> </ul>	<ul style="list-style-type: none"> <li>Understands complex database systems</li> <li>Manages ICT hardware and software contracts</li> <li>Understands current ICT trends and development</li> </ul>	<ul style="list-style-type: none"> <li>Sets technology future vision for Heritage</li> <li>Horizon scans to identify suitable technological advance relevant to the Service</li> <li>Leads on ICT contract negotiation</li> </ul>
Key skills & attributes	<ul style="list-style-type: none"> <li>Uses ICT as appropriate to role</li> <li>Understands customers/visitors needs with front-end ICT</li> <li>Uses social media platforms to interact with the public and communicate the Heritage Services mission and product range</li> </ul>	<ul style="list-style-type: none"> <li>Proficient in use of specialist ICT used by department</li> <li>Interprets specialist data for public/customer consumption</li> <li>Adaptable and keen to learn new systems</li> </ul>	<ul style="list-style-type: none"> <li>High level of knowledge in ICT systems and hardware</li> <li>Understands contract management to ensure service is getting value</li> <li>Understands and communicates ICT systems to lower level people and non experienced senior management</li> <li>Advises on future technology vision</li> <li>Identifies areas for future ICT development</li> </ul>	<ul style="list-style-type: none"> <li>Sets long term technology vision for service (3 yrs+)</li> <li>Has knowledge of ICT strengths and weaknesses</li> <li>Open to innovative use of ICT to enhance customer Service experience</li> <li>Engaged with strategic developments of ICT within the Cultural Heritage Sector at regional, national, and European level</li> <li>Not 'hoodwinked' by new technology – can reject as well as adopt new technology</li> </ul>



## Competency: Communication

Successful communication with people in the service, customers, stakeholders and funders is vital to the future of Heritage services. It enables organisations to publicise their work and assets, to learn from the experiences of their customers and stakeholders, reflect on their current practices, and inform the long term strategic and operational vision for the service. Heritage services need to consider how their vision is communicated to a number of different audiences. It is essential to identify what each audience needs and wants to hear and select relevant information to disseminate. Heritage services need to recognise that they are engaged in communication on every level on a daily basis; it is not the preserve of those involved in promoting the service's activities or engaging in fundraising.

Public facing roles are the arm of the service that customers are likely to engage with most and will often rate the entire service, and potentially the entire local authority, on this experience. It is essential that these people are fully briefed on the Heritage services offer and how this offer can be accessed. They are advocating the good work of the service to the public, and in doing so are recruiters for support within the community. For positions that are more managerial or strategic in nature, i.e. Archive Managers, Heads of Cultural Services, Senior Conservation Officers, the communication role shifts from one of imparting direct knowledge to customers, to advocating the Heritage services key skills, abilities, and assets and how the service fits within the wider cultural Heritage landscape and local authority priorities.

Giving people the knowledge to become effective communicators and advocates for the Heritage Service will contribute to increasing levels of pride both internally and at a community level. When decision makers, stakeholders, chief officers, members, and other organisations can clearly understand the value of the service, both in its own right and as an integral part of a thriving local authority and wider community, it can contribute to long term sustainability.

The matrix on page 16 can be used by individuals and line managers to establish current competency levels and as a springboard for Services to create professional development programmes to help people develop skill levels that are appropriate for their role. Heads of service and key senior managers should use the matrix as starting point for discussion on how the overall Heritage service can achieve robust and realistic communication competencies that sustain the service and prepare it to create long term communication strategies that are fit for purpose.

To gain more income development experience, services should consider opportunities for people. Whilst training would be suitable for some roles and responsibilities, services should also consider other models. These could include work shadowing in local authority communication departments and other external organisations including the private sector.

When considering your Heritage service's communications strategy remember to ask:

- Are we getting the right message across?
- Who are the key people/organisations we want to communicate with?
- Do we know what people want to hear?
- Are there better ways to communicate? i.e. Facebook, Twitter, local press, etc.

### Competency: Communications

	Level 1	Level 2	Level 3	Level 4
Proficiency	<ul style="list-style-type: none"> <li>Communicates with customers on a daily basis</li> <li>Is the public facing representative of the Heritage service</li> </ul>	<ul style="list-style-type: none"> <li>Fosters two way communication between public facing and strategic levels</li> <li>Actively addresses communications issues</li> </ul>	<ul style="list-style-type: none"> <li>Advocates the Heritage service within the local authority</li> <li>Identifies local and regional areas for advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Champions Heritage service at strategic level to local authority Chief Executives and members</li> <li>Advocates Heritage service and its assets to external organisations</li> </ul>
Key skills & attributes	<ul style="list-style-type: none"> <li>High standard of presentation skills</li> <li>Listens/pays attention pro actively and objectively</li> <li>Presents information and facts in logical manner, using appropriate phrasing and vocabulary</li> <li>Communicates honestly, respectfully, and sensitively</li> <li>Communicates customer needs into the Heritage Service</li> </ul>	<ul style="list-style-type: none"> <li>Understands Heritage service priorities and need for effective communication</li> <li>Develops dialogue between customers, people working in the service, and stakeholders</li> <li>Develops communication strategies for the development of customer/Service relationship</li> </ul>	<ul style="list-style-type: none"> <li>Identifies key internal stakeholders and advocates Heritage Service to them</li> <li>Communicates work of the Heritage service to relevant local and regional organisations and business</li> <li>Develops annual communications strategy</li> <li>Develops relationship with the media, i.e. local press</li> <li>Identifies new communications methods and their suitability to service, i.e Twitter</li> </ul>	<ul style="list-style-type: none"> <li>Champions service at local, regional, and national level</li> <li>Sets overall communications and advocacy strategy in line with Heritage service and wider local authority agendas</li> <li>Advocates Heritage service to key internal and external decision makers</li> <li>Identifies and develops future key relationships that will be of benefit to the sustainability of Heritage service</li> <li>Advocates value – economic, social, and physical – of service both internally and externally</li> </ul>

## Further information

For routes to further information on Key Competencies to be Fit for the Future

- [Routes to Further Information](#)