

# Catalyst Cymru: Broadening Horizons Coaching Participant Application Guidance

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## INTRODUCTION

Following on from the existing Catalyst Cymru: Resilient Heritage project WCVA has been awarded £248,600 by the National Lottery Heritage Fund to deliver a two-year project, running **July 2021 - June 2023**.

**Catalyst Cymru: Broadening Horizons** is a pan-Wales project which aims to help micro, small and medium sized heritage organisations or organisations undertaking a heritage project become more resilient and sustainable by broadening their income streams and reaching new audiences and people (staff / volunteers / board members).

It is led by WCVA in partnership with Wales Co-Operative Centre.

The project will provide **four days free Coaching support** over a period of up to eight months to **25 heritage organisations or organisations undertaking heritage projects**.

Other strands include:

**Training programme** delivered with Wales Cooperative Centre covering topics such as Enterprising Leadership, Rethinking Income Streams and demonstrating social impact.

**Additional training** delivered by WCVA.

Events and activities planned in conjunction with Ethnic Minorities and Youth Support Team, Pride Cymru and Disability Wales to support more people to become involved in heritage.

The **widening network activities** planned will be a 'catalyst' for heritage organisations and organisations running a heritage project to initiate or progress their work on improving the diversity of their organisations.

**Community Grants** for heritage organisations or organisations undertaking a heritage project to deliver the actions identified in health checks/coaching sessions and widening networks activities.

As a legacy a **toolkit** will be developed based on the learning from the widening networks activities to support other heritage organisations work to increase diversity within their organisations.

## **ELIGIBILITY**

To be eligible for coaching support from Catalyst Cymru, organisations must:

- Have charitable purposes. Eligible organisations include: community groups (constituted), registered charities e.g., Trusts, Charitable Incorporated Organisations (CIOs), Community Interest Companies (CICs) and Community Benefit Societies. NB: CICs must be limited by guarantee to be eligible.
- Have a minimum of three unrelated trustees or directors in line with best practice and Charity Commission requirements.
- A focus on one or more of the following areas of Heritage:
  - Historic Buildings\* and Monuments
  - Community Heritage
  - Cultures and Memories
  - Landscapes and Natural Heritage
  - Industrial, Maritime and Transport
  - Collections (incl. Museums, Libraries and Archives)

\*Please note, working out of a listed building alone does not meet the criteria – the organisation would need to be weaving the heritage of the building into their day-to-day activities.

- Be a micro, small or medium sized heritage organisation / organisation undertaking a heritage project. These organisations are defined as follows:

Micro organisations – income of less than £10,000

Small organisations - income of £10,000 - £100,000

Medium organisations - income of £100,000 - £1million

- Have buy-in from the whole organisation to make the time commitment required to undertake the coaching and associated work. To help demonstrate this, we require contact details from representatives of both the trustee board and staff team (as applicable) on the application form.
- One of these representatives should be able to commit to attending the initial Introduction to Enterprising Leadership, a two day programme on **2 and 16 March 2022**. The programme will take place online using zoom.
- Local Authorities are not eligible to apply alone, but may apply as part of a partnership with a charitable organisation (as listed above); for example, where a Local Authority is supporting a registered charity or constituted voluntary group to take on the management of a heritage site.

## **APPLYING FOR COACHING SUPPORT**

If the organisations applying meet these criteria, they will be required to go through a “health check” review of key aspects of managing a charitable organisation. This takes approximately two hours. The review will help inform the activities undertaken by the organisation with support from coaches. In order to help organisations become more resilient, Catalyst Cymru anticipates providing support in one or more of the following areas:

- Governance
- Strategy and Horizon scanning
- Business Planning
- Fundraising and Income Generation (including using digital methods e.g. online donations)
- Marketing (including using digital methods)
- Measuring and Sharing social value and impact

- Engaging across sectors in your local area (influencing)
- Building and diversifying supporters, volunteers and audiences

When the coaching priorities have been agreed, the application will be put forward to the project's Advisory Group for approval. Once approved the Catalyst Cymru Officer will match the successful organisation with an experienced coach.

## **SUPPORT AVAILABLE**

Participant organisations will have access to up to **four days** of coaching, which may involve more than one coach working with the organisation on more than one area for further development.

Subject to any further COVID- 19 restrictions we expect that the coaching support will be a blend of face-to-face and online meetings, telephone and email support – whatever is most appropriate for the needs of the organisation.

At the inception of the coaching process a detailed work plan of support will be agreed, including a clear set of objectives and a timeline.

**Participant organisations will need to be able to commit time to completing related work in-between coaching sessions.** We suggest that as a minimum, participant organisations be prepared to match the number of coaching days, for example, this would be 4 days if accessing 4 days of coaching. Any additional time required will vary. We expect that the more time an organisation can invest in this process, the more they will benefit.

**Participant organisations will also need to be able to commit to attending the initial Introduction to Enterprising Leadership programme on:**

**2 and 16 March 2022**

Enterprise can be defined as:

“the ability to think of new and effective things to do, together with an eagerness to do them” <sup>1</sup>

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<sup>1</sup> Collins dictionary

By developing an enterprising mindset, one can contribute to the increased resilience of voluntary organisations, for example by diversifying income streams and reaching new audiences and people (staff, volunteers, board members).

The two-day programme will also provide networking opportunities with other organisations on the coaching programme .

Please refer to **Appendix 1** for further information about the programme.

All participating organisations will be expected to sign and comply with a Memorandum of Understanding between themselves and WCVA.

## **HOW TO APPLY**

**We recommend you apply early as applications will be assessed as they come in and will be allocated on a rolling basis** according to the eligibility criteria but subject to the following:

A minimum of 8 places will be ringfenced for organisations where heritage is not the core purpose but are undertaking a heritage project or are new to heritage.

A maximum of 5 places will be allocated to organisations who have previously accessed coaching support under previous Catalyst Cymru projects but will have to be for a new coaching area.

There will be two coaching cohorts of approximately 12 organisations.

**Application window for the first cohort of coaching (12 places) is now open until 13 December 2021.**

### **Cohort 1**

Application round opens	October 2021
Deadline for applications	13 December 2021
Health check reviews	November 2021 – January 2022
Advisory Group approval Meetings	December 2021 and Feb 2022
Coaching begins from	January 2022
Introduction to Enterprising Leadership	2 and 16 March 2022

## **Cohort 2 – dates TBC**

Application round opens	February 2022
Deadline for applications	end of April 2022
Health check reviews	March 2022 – June 2022
Advisory Group approval Meetings	April and June 2022
Coaching begins from	May 2022
Training dates	July 2022

Successful applicants will have up to eight months to complete the coaching from the time they are matched with a coach.

## **APPLY NOW**

To apply for Catalyst Cymru coaching support, head to WCVA's multi-application portal (MAP) to register: [map.wcva.cymru](http://map.wcva.cymru).

If you need help registering on MAP **please follow this [video](#)**.

If you have previously registered with MAP you can log in by entering your username and password on the home screen.

Once registered with MAP, you can log in by entering your username and password on the home screen.

Once logged in, click the 'Applications' button and select 'Catalyst Cymru coaching' to apply.

## **CONTACT US**

The training programme, widening network activities and community grants strands will begin in 2022. To be kept informed please [subscribe to the Catalyst newsletter](#).

For any queries please email Siobhan Hayward, Catalyst Cymru Officer [shayward@wcva.cymru](mailto:shayward@wcva.cymru)



# Appendix 1

## Introduction to Enterprising Leadership

**DATES: 2 and 16 March 2022** (Attendees will need to participate in both days)

The programme will take place online using zoom.

**LEARNERS:** For all levels of experience

### WHAT DO WE MEAN BY “ENTERPRISING”?

Enterprise can be defined as: “The ability to think of new and effective things to do, together with an eagerness to do them” <sup>2</sup>

By developing an enterprising mindset, one can contribute to the increased resilience of voluntary organisations, for example by diversifying income streams and reaching new audiences and people (staff, volunteers, board members).

### WHAT DO WE MEAN BY “LEADERSHIP”?

A good leader isn't necessarily the founder of a new technology, a CEO of a large company or a person of political stature. ANYONE that can inspire, influence, and motivate others towards a common goal is a leader; many of us lead others without even realising it!



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<sup>2</sup> Collins Dictionary

## **PROGRAMME OUTCOMES:**

- Working alongside and sharing experiences with your fellow cohort, you will gain a clear understanding of what it means to be enterprising and explore a range of enterprising ideas and possibilities.
- Working alongside and sharing experiences with your fellow cohort, you will recognise your own leadership style and how to use that to develop a more enterprising mindset.

## **PROGRAMME CONTENT**

### **DAY 1**

#### **EXPLORING MINDSETS**

- What do we mean by becoming more enterprising?
- The context and reasons why an enterprising mindset is beneficial
- Challenges and opportunities of building an enterprising culture
- Assumptions and mindsets of an enterprising leader
- Identify personal leadership goals

#### **EXPLORING IDEAS**

### **DAY 2**

- An enterprising model for value-based organisations
- Balancing income generation and social impact
- Exploring growth tools
- Enterprising organisational cultures
- Co-coaching and action planning