

Catalyst Cymru: Broadening Horizons Coaching Participant Application Guidance

INTRODUCTION

Following on from the existing Catalyst Cymru: Resilient Heritage project WCVA has been awarded £346,500 by the National Lottery Heritage Fund to deliver a three -year project, running **July 2021 – May 2024**.

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 Cwmpas, formerly known as Wales Co-operative Centre.

Learning from previous Catalyst Cymru projects, Broadening Horizons will continue to offer in-depth coaching to heritage organisations, and organisations running heritage projects in Wales on topics that will help them to improve their resilience and ability to deal with changes to the environment they work in (for example, the current cost of living crisis).

The project will provide **four days free Coaching support** over a period of up to **eight months** to approximately **35 heritage organisations or organisations undertaking heritage projects**. **To date, 18 organisations have applied for coaching support.**

Other strands include:

Learning programme delivered with Cwmpas / Social Enterprise Academy 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 & Youth Support Team Wales, Pride Cymru and Disability Wales to support more people to become involved in heritage.

Community Grants between £500 - £3,000 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 e.g. a project focusing on a local area to improve/restore/interpret the natural or built environment

Cultures and Memories e.g. celebrating diverse cultures through the arts/oral history projects

Landscapes and Natural Heritage e.g. promoting nature/biodiversity
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 a two-day Introduction to Enterprising Leadership programme that will take place online using zoom. Dates to be confirmed.
- 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.

Organisations approved for coaching by our Advisory Group will be eligible to apply for a community grant between £500 - £3,000.

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 Introduction to Enterprising Leadership programme. Dates TBC

Enterprise can be defined as:

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

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 .

¹Collins dictionary

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.

APPLY NOW

Applications will be assessed on a rolling first come, first served basis according to the eligibility criteria but subject to the following:

A minimum of 12 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 7 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.

The Advisory Group meets on a quarterly basis to approve applications, the next meeting will be December 2022.

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

To register your interest in participating and to be sent an application form, please contact: Siobhan Hayward, Catalyst Cymru Officer - shayward@wcva.cymru

CONTACT US

If you would like an informal chat about the coaching opportunity before deciding whether to apply, please contact: Siobhan Hayward, Catalyst Cymru Officer - shayward@wcva.cymru

To be kept informed about the training programme, widening network activities and community grants, please [subscribe to the Catalyst newsletter](#).

Appendix 1

Introduction to Enterprising Leadership

DATES: To be Confirmed (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” ²

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!

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