

# CATALYST CYMRU: BROADENING HORIZONS TOOLKIT



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# Foreword



The Catalyst Cymru: Broadening Horizons project provided support to micro, small and medium sized heritage organisations or organisations running a heritage project to broaden their income streams and reach new audiences and people.

Funded by National Lottery Heritage Fund, WCVA ran Catalyst Cymru: Broadening Horizons in partnership with Cwmpas. The project is also supported by Ethnic Youth Support Team, Disability Wales and Pride Cymru.

The project provided support under 4 strands

- In-depth coaching support topics such as governance, business planning and income generation to help improve resilience and the ability to deal with change.
- Training programme delivered with Wales Cooperative Centre covering topics such as Enterprising Leadership, Rethinking Income Streams and demonstrating social impact
- Widening network 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. These activities were 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

This legacy toolkit has been developed based on the learning from the widening networks activities to support other organisations work to increase diversity within their work. Whilst the case studies within this toolkit are all heritage organisations, this is a resource for all organisations looking to widen their networks and broaden their horizons.

We hope you find this resource beneficial, and are able to apply some of the learnings undertaken in the Catalyst Cymru: Broadening Horizons project to your own organisation.

The Catalyst Cymru: Broadening Horizons Team  
WCVA

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# 1.0. How to use this toolkit



The goal of this resource is to show you the wide variety of ways in which you may be able to diversify your audience and widen your networks. There are a number of case studies included that highlight how organisations across Wales have tackled their specific circumstances with creativity and a focused, goal centred approach.

Widening your networks and diversifying your audience will help with the sustainability of your organisation, as well as bringing joy to your new visitors or volunteers. It is beneficial for the organisations, as well as the growing audience, and your work can reflect that. Many of the case studies included highlight the mutual impact it has, whilst not compromising the passion, direction, or heart of the organisation or project.

I hope there will be a case study included that you can directly relate to and thus learn from. However, I encourage you to look at all the profiles that peak your interest as a learning exercise. For whilst every case study may not be of direct relevance to your organisation's unique circumstances and goals, I hope they will still be of use. Their uses may include:

- Spark your own imagination, helping you to creatively problem solve
- Highlight barriers to inclusivity you may not have been aware of
- Show the wide variety of ways in which you could widen your network and diversify your audience, volunteers or staff
- Put what can sometimes be vague or blanket suggestions into a more specific context which may relate to your own
- Inspire you! There are some ideas included that you may not have considered before

There is a challenge plan at the end of the toolkit to help structure your ideas as you move forward and keep you accountable and focused on your end goal. Hopefully, you will be able to incorporate your learning from the case studies into the plan. Do not feel confined by the structure – the plan, and the whole toolkit, is for you to use and adapt to your own needs and circumstances. Whether you have a specific issue you'd like to combat, such as the need for ramps to improve physical accessibility, or a much more broad goal, like attract a more diverse audience, there will be learning for you to take away from this toolkit, even if everyone's learning looks slightly different.

Thank you to all the organisations who contributed to the toolkit. Your commitment to your work, which was sometimes not straight forward and frustrating to complete, is inspiring. It shows how beneficial broadening your horizons and widening your networks can be beneficial to everyone.



## a. Overcoming access issues intelligently

**St John's House Trust**

*Bridgend*



[saintjohns@hotmail.com.uk](mailto:saintjohns@hotmail.com.uk)



<https://stjohns-bridgend.org.uk/>

***St John's House is a 16th century Tudor building using practical live video feed to showcase inaccessible upper floors***

### FULL CHALLENGE DESCRIPTION

The need for the project arose from the accessibility challenges faced by St. John's House, hindering the full experience for the elderly and visitors with differing abilities. This building has historic but difficult to navigate staircases. The St John's team had to preserve the historic nature of the building, but still wanted people to be able to access and enjoy it. Sarah Jones, Project Coordinator sees the importance of addressing these challenges to make the historical building more inclusive and interactive. The proposed activities include the creation of a video showcasing upper floors' features and the installation of a live feed video feed for real-time viewing of inaccessible areas. Involvement of volunteers in operating these facilities adds to the community engagement aspect of the project.

### CHALLENGES

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- How to make a historical building with inaccessible stairs inclusive for the elderly and disabled
- Producing rolling and live feed video system

## SOLUTIONS

The St John's House team used three main methods to overcome their challenges



**Visitor  
Feedback**



**New  
Technology**



**Creative  
Thinking**

## STEPS USED IN THE SOLUTION

1

### Step One

The first step in this challenge was to solve a problem that many historic buildings have found enormously difficult. How to make listed, ancient properties accessible to all

2

### Step Two

Creative problem solving and thinking outside the box to find ways of enabling the elderly, people with mobility issues and other visitors to view inaccessible parts of the building. This was achieved by setting up a live feed video of the inaccessible areas and a rolling video on screen.

3

### Step Three

For those visitors who are not able to access the upper floor with their party, there is now a specific volunteer tasked with continuing their experience using video and emphasising their value as a most welcome visitor.

***“[we learnt] to engage with our visitors about challenges they may have so we can give them the best experience of St John's House”***



## b. Short films highlighting heritage

### Circus Eruption

Cwmbwrla, Swansea



[youthcircus@circuseruption.co.uk](mailto:youthcircus@circuseruption.co.uk)



<http://www.circuseruption.co.uk/our-new-building>

***A short film showing Circus Eruption's journey to secure a permanent home for their circus-skills based youth work***

#### FULL CHALLENGE DESCRIPTION

Swansea based Circus Eruption uses circus skills as the basis of work with young people. Understanding the need to improve their own marketing led to the production of a short film to explain and showcase their building's restoration journey and future plans. The initiative stems from a commitment to enhance digital communication and engagement regarding their building's development. Recognising a significant lack of online presence and engagement material, the project aims to address this gap to boost community involvement and increase footfall to the building. Circus Eruption produced a compelling narrative of their progress and future ambitions, fostering a stronger connection with their audience. Circus Eruption's dedication to improving their digital outreach was done in a practical fashion and is ensuring the sustainability of their community engagement efforts.

#### CHALLENGES

- How to improve digital communication and engagement regarding their building's development.
- Ensuring the story was told in a realistic and uplifting way.

## SOLUTIONS

The Circus Eruption team used three main methods to overcome their challenges



**Presenting  
Well**



**Can Do  
Approach**



**Creative  
Thinking**

## STEPS USED IN THE SOLUTION

1

### Step One

The first step in this challenge was to recognise the need to improve digital communications in a manageable yet effective way. This needed to be done without the ongoing resources of a big media team.

2

### Step Two

The second step for Circus Eruption was to discuss with stakeholders and garner support for the project from key advocates of the idea, who would support the rollout from beginning to end.

3

### Step Three

A clear plan for sourcing value for money video production was steadily improved with emphasis not just on making the video but measuring the impact the video would have on the target audience.

***“One [film] shows the 'story so far', how we brought a former church back into use - it was closed and left to decay 5 years before our purchase - and saved the building from likely dereliction.”***



## c. Black, Asian and Minority Ethnic Community Inclusion

### Tywi Gateway Trust

Abergwili, Carmarthenshire



PARC YR ESGOB  
BISHOP'S PARK



[enquiries@tywigateway.org.uk](mailto:enquiries@tywigateway.org.uk)



<https://parcyresgob.org.uk>

### ***Inclusion of Black, Asian and Minority Ethnic communities as visitors and potential volunteers to Bishop's Park/Parc yr Esgob***

#### **FULL CHALLENGE DESCRIPTION**

Tywi Gateway Trust Bishop's Park & Gardens is based at Abergwili, Carmarthenshire. The Trustees wanted to reach out to the local Black, Asian and Minority Ethnic community with a simple message - Black, Asian and Minority Ethnic communities were welcome to visit, engage with, and volunteer at Tywi Gateway.

The biggest challenges to overcome for the visit to take place successfully was to ensure that adequate volunteer numbers and physical space were available. The best way forward was to reach out to organisations for assistance. Firstly, the neighbouring Carmarthenshire Museum who made their larger space available for the visit and to ethnic minority support organisation EYST for help in meaningfully connecting with local Black, Asian and Minority Ethnic communities.

#### **CHALLENGES**

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- Inadequate space
- Contacting Black, Asian and Minority Ethnic groups
- Original deadline not viable

## SOLUTIONS

Tywi Gateway Trust used three main methods to overcome their challenges



**Borrowed  
Space**



**Partner  
Expertise**



**Can Do  
Approach**

## STEPS USED IN THE SOLUTION

### Step One

1

More space was needed to run the planned event. Asking the neighbouring Carmarthenshire Museum if their space could be used solved the challenge was an intelligent solution. Utilising this local partnership also allowed the visitors to explore the Carmarthenshire Museum, which was beneficial to visitors and organisations alike.

### Step Two

2

Seeking support from Ethnic Youth Support Team (EYST) to reach local Black, Asian & Minority Ethnic communities who may be interested in visiting or volunteering at Bishop's Park. This is a great example of using partner expertise to meaningfully connect with different communities and create a professional relationship with EYST that helped solve a problem. In this instance it allowed for all the visitors including non-English speaking refugees to fully engage and enjoy the visit.

### Step Three

3

Being a garden site with natural beauty and walled gardens led to the original plan being for an August event. But a number of unavoidable delays meant the event eventually ran in January. The "can do" approach made it happen. Creative thinking allowed for new activities to take place in the rescheduled visit such as creating paint prints & planting pea shoots which could be taken home with the visitors. There was also a storytelling session where visitors and volunteers shared stories of working together in nature.

***"Through working with EYST it was possible for us to reach a part of the community which would otherwise have been extremely difficult to contact and engage with. Without the event we would not have been able to develop our understanding of [the] community interests and needs in the same way"***



## d. Boost supporter engagement via portal

### The Royal Welch Fusiliers Museum

Caernarfon, Gwynedd



[contact@rwfmuseum.wales](mailto:contact@rwfmuseum.wales)



[rwfmuseum.org.uk](http://rwfmuseum.org.uk)

***Enhancing member value through 150 pieces of new content.***

#### FULL CHALLENGE DESCRIPTION

The Royal Welch Fusiliers Museum (RWF) in Caernarfon had very clear goals for their organisation - to double the number of supporters and to add 150 new accessible online assets. The aim of this was to enhance fundraising efforts and value by creating an online platform exclusive to its supporters, the "Friends of the RWF Museum." This platform offers access to archival materials, collections, videos, podcasts, and more. The aim is to increase membership engagement, attract new supporters, and provide a tangible benefit for joining the Friends programme. RWF Director of Development Valerie Peacock is working with local firm Delwedd who have strong experience with this type of membership portal.

#### CHALLENGES

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- More user-friendly content access
- How to double number of "Friends" supporters
- Enhancing member value through 150 pieces of new content



## SOLUTIONS

The Royal Welch Fusiliers Museum team used 3 main methods to overcome their challenges.



**Member  
Value +**



**New  
Technology**



**Partner  
Experience**

## STEPS USED IN THE SOLUTION

1

### Step One

Current Friends (members) agreed that a user friendly portal that had video and audio features on it would be important for them to remain Friends, renew their membership and to help recruiting additional new Friends.

2

### Step Two

Connecting with expert local supplier, Delwedd, paid off. They recommended a membership portal using Flipbook to improve content quantity and quality of presentation. This also made becoming a member very attractive as the package offered more elements and value and was successful.

3

### Step Three

Updating the success measures and KPIs to track engagement including polls, website & social media metrics. This ensures they are always working towards specific goals. They also have created a plan for the future of the portal to continue enhancing the growing Friends portal. So far the number of Friends has increased from 49 to 109, which has exceeded their original goal.

***“Since the launch of our Friends group, we have discussed the new portal and have doubled our number of Friends from 49 to 109!... We have seen more engagement with the site and more positive feedback from Friends.”***





## e. Improve volunteer engagement

### Monmouthshire, Brecon & Abergavenny Canal Trust



Monmouthshire, Brecon & Abergavenny Canals Trust



<https://mbact.org.uk/contact-us/>



<https://mbact.org.uk/>

### *Installation of new Point of Sale technology to improve accessibility & engagement of volunteers with additional learning needs (ALN)*

#### FULL CHALLENGE DESCRIPTION

The Monmouthshire, Brecon & Abergavenny Canal Trust (MBACT) work to improve and sustainably restore the Monmouth & Brecon Canal for the benefit of the local community.

The Trust became aware over a period of time that volunteers, and especially those with additional learning needs, found the manual system of recording sales complex and challenging to the point it was a barrier to volunteering itself.

With help from Coleg Gwent, a new Point of Sale (PoS) specification was drawn up. Additionally, a training plan for the system was designed with strong attention for volunteers with additional learning needs. MBACT's original Catalyst Cymru bid required additional work to be approved. But their team showed passion and persistence which led to success after initial disappointment.

#### CHALLENGES

- Install a new Point of Sale technology
- Enable volunteers with additional needs to use the new system
- Remove the old challenging manual system

## SOLUTIONS

MBACT used three main methods to overcome their volunteer technology challenges



**Volunteer  
Feedback**



**New  
Technology**



**Partner  
Experience**

## STEPS USED IN THE SOLUTION

1

### Step One

MBACT took the time to ensure they fully understood the issues and concerns volunteers with additional needs were facing, including with the manual sales method. Listening to first hand accounts is crucial to ensuring the relevant challenges are being tackled.

2

### Step Two

Using partner expertise by speaking to experts at Coleg Gwent to get a clear understanding of how a Point of Sales system could benefit the specific needs of the trust.

3

### Step Three

Developing a training plan for all volunteers, but also adapting this for volunteers with additional learning needs. This allows all volunteers to get the most out of the new technology and to make users comfortable in it's use.

***“All volunteers when asked have said how much easier it makes the sales process and how they feel more professional when using the system. ...The volunteers with additional needs feel more equal with staff in the tearoom and can help train new staff in using the equipment, gaining a huge boost to their confidence.”***



## f. Become more inclusive for mobility-limited visitors

### Llanelli Railway Goods Shed Trust

*Llanelli, Carmarthenshire*



llanellirgst@gmail.com



llanellirailwaygoodsshedtrust.org/

### ***Installation of new access ramps and equipment to improve accessibility & emergency escape route***

#### **FULL CHALLENGE DESCRIPTION**

The Llanelli Railway Goods Shed Trust (LRGST) aims to increase visitor numbers, particularly among those with mobility issues, wheelchair users, and parents with pushchairs. This would expand their audience and encourage learning about local heritage.

They identified the need for improved accessibility through consultations with the local community and feedback from visitors. They aimed to remove barriers to entry and better visitor safety by implementing an improved evacuation process. Grant funding allowed the purchase of a wheelchair ramp, an evacuation chair, and staff training for effective equipment operation.

Sourcing the best equipment was a challenge. But help from collaborators helped the decision making process.

Whilst initially intending to become more accessible to wheelchair users, they realised these adjustments would also benefit others, such as parents with pushchairs, the elderly, and those with other mobility issues or invisible disabilities. The changes allowed them to better host community groups such as a community group for new parents which further widened their audience.'

#### **CHALLENGES**

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- Improve accessibility and escapability for people with mobility issues
- Improve access for wheelchair and pram users
- Being pragmatic when facing extenuating circumstances regarding equipment installation

## SOLUTIONS

Llanelli Railway Goods Shed Trust (LRGST) used three main methods to overcome challenges



**Effective  
Training**



**Visitor  
Feedback**



**Informed  
Sourcing**

## STEPS USED IN THE SOLUTION

1

### Step One

Engagement with local community was crucial to establish the accessibility needs of those with mobility issues and families using pushchairs. It was imperative they were addressing needs relevant to their potential audience.

2

### Step Two

Utilising a professional network of experts from other projects and collaborators to ensure the use of the best possible equipment suppliers. This extended to developing an effective training plan for volunteers to confidently use this equipment with members of the community.

3

### Step Three

Step 3 of the solution was to develop marketing to ensure the local community was fully up to speed with the improvements made by the LRGST. This consisted of newsletters, as well as a community celebration event.

***“As [the ramp] is portable, we will be using it for wheelchair/pushchair users to access the converted train carriage which is part of the on-site café, and we will still be able to move it if the platform lift experiences any issues. The ramp will allow people with mobility issues to access more of our heritage and community area than first anticipated.”***



## g. Multi generational heritage events

### Caerphilly Miners Centre "The Miners"

Caerphilly



[secretary@caerphillyminerscentre.org.uk](mailto:secretary@caerphillyminerscentre.org.uk)



[www.caerphillyminerscentre.co.uk](http://www.caerphillyminerscentre.co.uk)

### *Celebrate 100 Year Centenary of "The Miners" with three entirely different community groups*

#### FULL CHALLENGE DESCRIPTION

"The Miners", as this community centre in Caerphilly is affectionately known, began when the site was purchased in 1924 as a hospital for miners and later their families.

It was gifted to the NHS in 1948. It holds a special place in the community as 75% of the local population were born there.

To celebrate the deep history of the centre, a centenary celebration was planned. This served 3 distinct groups in a single day.

- Daytime drama for under 11's created in partnership with specialist drama group.
- Musical Afternoon Tea for the existing Elderberries, an established group within "The Miners"
- Evening music event in local Church where 3 local choirs performed, with 500 people attending

#### CHALLENGES

- Serving 3 totally different audiences
- Large evening venue needed
- Reviving understanding of local heritage

## SOLUTIONS

“The Miners” team used three main methods to overcome challenges.



**Forward  
Planning**



**Understood  
Audiences**



**Local  
Partners**

## STEPS USED IN THE SOLUTION

1

### Step One

A consultation with local community groups is imperative to ensuring the event was relevant to the whole community. This showed the event needed to serve different groups in different ways at different times of the day.

2

### Step Two

Utilising local networks to acquire additional space needed for the evening event. This was well supported by a local church, as well as local choir and drama groups. This clearly widened the audiences attending as well as developed professional relationships and partnerships which are likely to be further developed in the future.

3

### Step Three

Recognising additional needs for the event to be successful, such as investment in audio-visual equipment for the events. Local, small grants allowed this to happen - knowledge of such grants was very beneficial.

***“It’s very easy to breathe life into the building and forget that our objects are to celebrate our social heritage. However, the legacy of the building is what will keep the Miners sustainable. We have been fortunate in being able to build on the goodwill of the community, who appreciate that we have ‘saved’ the building from demolition. That will only remain if we keep the story alive. ”***





# h. Engagement through educational tour

## Jewish Historical Association of South Wales

### Cardiff



<https://www.jhasw.com/contact-us>



<https://www.jhasw.com/>

## ***Touring exhibition and talks across seven community hubs and libraries in South Wales***

### **FULL CHALLENGE DESCRIPTION**

David Cohen, the Project Coordinator at Jewish Historical Association of South Wales (JHASW), led efforts to promote Welsh Jewish heritage.

This was achieved through a touring exhibition and community-level talks across South Wales.

He knew demand existed for educational presentations based on earlier events pre-Covid-19, and a positive response from 17+ venues.

The JHASW showed a willingness from the outset to match the investment from the Catalyst Cymru grant with their own investment, showing exceptional commitment.

The combined funding covered exhibition banners, talk creation, promotional materials, and staff costs.

From the outset, a clear set of performance measures were laid out and subsequently met.

### **CHALLENGES**

---

- Challenge anti-semitic views
- Demonstrate contribution to Welsh Society
- Coordinating logistics and ensuring effective communication with venues

## SOLUTIONS

The JHASW team used three main methods to overcome their challenges



**Match  
Funding**



**Roadshow  
Format**



**Presenting  
Well**

## STEPS USED IN THE SOLUTION

1

### Step One

Realisation of demand came after a successful event in 2019. 17 out of 23 venues contacted expressed interest in hosting a similar educational event.

2

### Step Two

To reach as many people as possible they not only did live talks, they also left materials at each site for visitors to use at their own convenience which hugely widened their audience.

3

### Step Three

As this was a touring learning event, effective communication was extremely important and had to be developed to ensure local communities were reached in all scenarios and levels of co-operation. Feedback was acquired from visitors via a questionnaire to guide further community work by the JHASW.

***“Through exhibitions and talks, we engaged with six communities, with which we had not worked with before. Those who visited the exhibitions and or listened to the talk in-person or online have increased their knowledge and understanding of Jewish heritage in south Wales and the contribution of the Jewish communities to Welsh society. ”***





## i. Improving website accessibility

**Tir Coed**

*Aberystwyth, Ceredigion*



<https://tircoed.org.uk/contact>



<https://tircoed.org.uk>

### ***Enhancement of digital infrastructure and accessibility through new virtual conferencing and improved website***

#### **FULL CHALLENGE DESCRIPTION**

A need for change emerged from Tir Coed's recognition of the changing landscape of work post Covid-19 and the importance of enhancing digital infrastructure.

There was clear benefit in using a virtual conference system to facilitate efficient internal meetings & partnership communications.

This aimed to overcome barriers to online collaboration.

Improving website accessibility reflected Tir Coed's commitment to inclusivity, ensuring that its online resources are accessible to individuals with disabilities.

Emma Harris, the Project Manager at Tir Coed plans to use survey and website analytics to ensure a clear understanding of the usage and improvement areas are well understood going forward.

#### **CHALLENGES**

---

- Ensure Tir Coed's commitments to equality, diversity, and inclusion are reflected in website
- Navigating new technology sourcing and use
- Effective communication with stakeholders

## SOLUTIONS

The Tir Coed team used three main methods to overcome their challenges



**New  
Technology**



**Understood  
Audiences**



**Informed  
Sourcing**

## STEPS USED IN THE SOLUTION

1

### Step One

Constant reflection saw an emerging need to advance communication methods to match the remote nature of working post Covid-19.

2

### Step Two

Step Two was using WAVE Accessibility Evaluation tool to better serve the needs of those with additional needs including vision impairment. The website was improved with contrasting colours and the addition of a site map which provides users with an overview of the website's structure, making it easier for them to navigate the site and find the information they are looking for.

3

### Step Three

The Tir Coed team are ensuring this initial work continues to develop and measurement both through user questionnaires and online analytics guides ongoing training and evolution of accessible web resources.

***“The most important thing we learned during this project was that maintaining web accessibility requires ongoing testing and monitoring to ensure that new content and features remain accessible over time. This project has provided us with our first step towards maintaining web accessibility over time.”***



## j. Improving centre accessibility

### The Wilderness Trust

*Llanidloes, Powys*



**The Wilderness  
Trust**



[info@thewildernesstrust.org](mailto:info@thewildernesstrust.org)



<http://thewildernesstrust.org/>

### ***Completing a ramp to improve access to The Hanging Garden Centre***

#### **FULL CHALLENGE DESCRIPTION**

The Wilderness Trust believes that when people make deeper connections with the natural world, it increases both their sense of wellbeing and their desire to care for our environment.

To advance inclusion the Trust wished to install an accessibility ramp into their centre, simply allowing access to visitors with disabilities and child buggies or prams.

Rachel Evans, Director of Operations at The Wilderness Trust had researched the need for this ramp investment directly with visitors to the site and observation.

The need for a ramp that is compliant to Health & Safety regulations not only benefits the disabled visitor but also their carers who are empowered to use it safely.

#### **CHALLENGES**

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- Difficulty accessing the centre - lack of compliant disability ramp
- Making a clear financial case for the ramp
- Demonstrating a need with clear research

## SOLUTIONS

The Wilderness Trust used three main methods to overcome their challenges



Visitor  
Feedback



Access  
Modifications



Can Do  
Approach

## STEPS USED IN THE SOLUTION

1

### Step One

Like many organisations The Wilderness Trust faced competing demands for action. The first step they took was to prioritise the most important need of the visitors they serve through a visitor feedback process.

2

### Step Two

Step Two was to closely observe the issues that visitors were actually having getting into the site. This process showed that not only chair users were facing problems, but also other disabilities, the elderly and families with buggies and pushchairs.

3

### Step Three

The new ramp had to fulfil the requirements of health and safety legislation. So the team worked to ensure their choice of ramp was compliant. This enabled carers to use it confidently.

***“This has been an important step as we are well used by people with disabilities as we are the only café in town with disabled access. We run three groups especially for disabled people from the Centre on a regular basis – two of which have members in wheelchairs who have now been able to access the new facilities.”***



## k. Memorial & educational exhibition

### Brynoch RFC Sports Club

Brynoch, Neath



<https://www.facebook.com/groups/653899150137739/>



<https://brynoch.rfc.wales/>

### ***Creation of a memorial exhibit to showcase the former Bryncoch Colliery and remember those who lost their lives in a disaster***

#### **FULL CHALLENGE DESCRIPTION**

The late Triv Thomas who sadly passed away as this workbook neared completion was a key volunteer and driver of this project from the Brynoch RFC sports club in Brynoch, Neath.

The initial plan was for a memorial garden to remember and celebrate the Brynoch Colliery and those who tragically lost their lives in a disaster. Working extensively with Catalyst Cymru to better understand how to engage the local community, changes were made to the original memorial garden plan.

The new plan was to work with a local archivist to create a permanent exhibition in the club which explained the history of the former colliery on the site and provided a long-lasting record and memorial.

The team showed flexibility in their approach and were not afraid to ask for and use expert help.

#### **CHALLENGES**

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- How to best preserve and keep alive the memories of the Brynoch Colliery
- How to engage meaningfully with different age groups in the local community

## SOLUTIONS

The Brynoch RFC Club team used three main methods to overcome their challenges



**Requested  
Help**



**Engaged with  
Youth**



**Creative  
Thinking**

## STEPS USED IN THE SOLUTION

1

### Step One

Brynoch RFC established a curatorial team responsible for the project, who identified potential audiences within the community and working from the feedback from that community created the most engaging exhibit.

2

### Step Two

Through Catalyst Cymru coaching the team developed an engaging story as the basis for their exhibit. The story held key themes, timelines and storylines used to make it stand out as a professional exhibit.

3

### Step Three

Engaged with a local archivist to ensure the names of all those who lost their lives in the mining disaster were remembered in the exhibit. This allowed the project to resonate with the local community and families through shared history.

***Triv Thomas's hard work made it possible to pass on important community history to future generations. His passing was sad news to all in the WCVA team.***

***Triv will always be a role model to the many volunteers working to improve their communities.***





## 3.0. Things that worked and popular solutions

### Borrowed Space: Things that worked



Establishing partnerships with local institutions could provide additional space if needed. This could benefit both organisations, and also potentially spark future collaborations.

c. Tywi Gateway Trust, g.Caerphilly Miners Centre

### Partner Expertise: Things that worked



Identifying and collaborating with experts, such as EYST, who have experience in the desired field can lead to more effective and sustainable outcomes.

c. Tywi Gateway Trust, d. Royal Welsh Fusiliers Museum

### Can Do Approach: Things that worked



If initial plans fall through, rethinking the approach and finding alternative solutions can keep projects on track. This proactive problem-solving attitude should be embedded in the organisational culture.

c. Tywi Gateway Trust , j. The Wilderness Trust

### New Technology: Things that worked



Implementing new technology or systems & training staff adequately on them can streamline operations and thus enhance volunteer engagement.

Assessing your current set up & identifying areas for improvement can ensure the best outcomes are had for the organisation and the staff.

e. Monmouthshire, Brecon & Abergavenny Canal Trust, i. Tir Coed

### Effective Training: Things that worked



Consulting staff & volunteers on their needs can ensure the correct training is happening for the organisation. This will help all volunteers to feel confident and capable in their roles. Relevant training and support ensures that all volunteers are confident and capable in their roles.

f. Llanelli Railway Goods Shed Trust

# Things that worked and popular solutions

## Visitor Feedback: Things that worked



Establishing mechanisms for collecting feedback, such as utilising free survey sites like Microsoft Forms or Survey Monkey and having a suggestion box on site, helps in understanding the experience of your audience. However, this feedback must be acted upon where possible to enhance visitor satisfaction and engagement. Scheduling time with your team to review feedback and begin thinking of how it could be used, may help you realise common themes or suggestions arising from feedback.

f. Llanelli Railway Goods Shed Trust, a. St John's House Trust

## Informed Sourcing: Things that worked



Effective sourcing involves utilising professional networks to identify the best suppliers and equipment. Organisations should engage with industry experts and stakeholders with similar projects or needs to gather recommendations and insights. This ensures that the sourced materials and services are of high quality and meet the specific needs of the project.

f. Llanelli Railway Goods Shed Trust, i. Tir Coed

## Forward Planning: Things that worked



Forward planning and detailed preparation for an event or project can greatly enhance your end result. Organisations may wish to conduct consultations or surveys with stakeholders to understand their needs and preferences. This will allow you to cater to these needs, overcome obstacles with details in mind and hopefully enhance the experience of your audience.

g. Caerphilly Miners Centre

## Local Partners: Things that worked



Building relationships with local businesses, schools, and community groups can provide additional support and resources. These partnerships can also enhance the reach and impact of the organisation's projects as they will bring their own audiences.

c. Tywi Gateway Trust, j. The Wilderness Trust



# Things that worked and popular solutions

## Member Value +: Things that worked



Organisations can increase member engagement by offering exclusive and valuable content through user-friendly platforms. Regularly updating content and incorporating feedback can maintain interest and support from members.

d. Royal Welsh Fusiliers Museum

## Match Funding: Things that worked



Whilst this may not be possible for every organisation, organisations can attract additional funding by matching grants with their own resources. This shows funders the organisation's dedication and ability to leverage funding effectively.

h. Jewish Historical Association of South Wales

## Roadshow Format: Things that worked



Using a roadshow format, as done by the Jewish Historical Association of South Wales, can expand an organisation's reach. Touring events and exhibitions to various locations can engage diverse audiences and increase visibility. Effective communication with venues is key to the success of such initiatives.

h. Jewish Historical Association of South Wales

## Access Modifications: Things that worked



An accessible space shows your audience that you are an inclusive group, not just to those who need the adjustments. Organisations should assess their facilities for accessibility and make necessary adjustments, such as installing ramps or accessible signage. Try to consider all needs, including invisible disabilities or conditions, such as those who are neurodiverse. Meeting these needs and complying with health and safety regulations enhances the experience for all visitors, including those with disabilities. Word of mouth is a great way to widen your audience, & visitors will share with their friends or family if a space meets their needs.

j. The Wilderness Trust

# Things that worked and popular solutions

## Creative Thinking: Things that worked



Organisations should encourage workshopping out-of-the-box solutions to address any unique challenges. Implementing creative ideas, such as live video feeds for inaccessible areas, can enhance visitor experiences without compromising the site's heritage. Encouraging a wide variety of ideas from volunteers or visitors can enhance their experience from feeling involved and valued.

a. St John's House Trust, k. Brynoch RFC

## Requested Help: Things that worked



Organisations should not hesitate to reach out to experts and community members for assistance. Engaging with knowledgeable individuals can provide new perspectives and resources that enhance the project's success.

k. Brynoch RFC

## Engaging with the youth: Things that worked



Organisations can create programmes and exhibits that resonate with young people, incorporating interactive and educational elements. Collaborating with schools and youth groups can further enhance engagement and participation. This may spark an interest in a young person to get involved or volunteer, bringing a new view to your organisation.

k. Brynoch RFC, b. Circus Explosion

## Volunteer Feedback: Things that worked



Incorporating volunteer feedback is crucial for continuous improvement. Organisations can establish regular feedback mechanisms, such as anonymous surveys and in-person meetings, to gather insights from volunteers. Addressing their concerns and suggestions can lead to more effective and satisfying volunteer experiences.

e. Monmouthshire, Brecon & Abergavenny Canal Trust

# Things that worked and popular solutions

## Understood Audiences: Things that worked



Understanding the target audience is key to designing relevant and impactful projects. Conducting thorough research and consultations with the <sup>(p.x)</sup> community helps in tailoring programs to meet their specific needs and preferences. This approach can lead to higher engagement and success rates. g. Caerphilly Miners Centre, i. Tir Coed

## Presenting Well: Things that worked



Effective presentation is essential for gaining support and engagement. Organisations may wish to invest in high-quality promotional materials and presentations that clearly communicate their goals and impact. Practicing and refining these presentations can enhance their effectiveness in attracting funding and support. Leaving materials behind after events or talks may extend your reach further, as it will not be limited by attendance. h. Jewish Historical Association of South Wales, b. Circus Explosion

# 4.0. Your Challenge Plan

In this section of the toolkit you will see:-

4.1. Shows you how to use the challenge plan effectively.

4.2. Some blank challenge plans (parts I, II and III) for you to use on current, or future projects. We've provided two copies of this for your convenience.

4.3. Covers accountability as a way to success on projects. This also contains an accountability pledge form. This is for individual team members to sign to show their commitment to, as well as understanding of the task or tasks they are taking on. This can also be done as a team of course.



# 4.1. How to use your Challenge Plan



This concise template is designed to guide community organisations in planning and executing challenge-based projects with inclusivity at their core. By following these notes, you can ensure a structured approach that maximises impact and fosters community engagement.

## **Project Name**

- Choose a clear, descriptive name reflecting the essence of your project.
- Ensure it is memorable and resonates with your community and stakeholders.
- Ensure it is concise and accurately describes the issue or opportunity.

## **Start & End Dates**

- Specify the date your project will commence.
- Consider any preparatory work needed before the official start.
- Define a realistic completion date.
- Allow for potential delays and ensure it aligns with your project goals.

## **Members of the Team**

- List all team members involved in the project.
- Include roles and responsibilities to ensure clarity and accountability.
- Highlight any relevant skills or expertise.

## **Objectives and Benefits of Doing this Challenge**

- Clearly outline the primary objectives of your project.
- Detail the anticipated benefits for your community and how inclusivity will be promoted.
- Consider short-term and long-term impacts.

## **Resources (What We Need)**

- List all resources required, including funding, materials, and human resources.
- Identify any partnerships or external support needed.
- Be specific about quantities and timelines for acquiring these resources.

## **Process and Milestones**

- Describe the step-by-step process to achieve your objectives.
- Outline key milestones and deadlines to track progress.
- Ensure each milestone has clear deliverables and responsibilities.

## **Assessment (Level of Success, Challenges & Learnings for Others)**

- Define criteria for assessing the success of your project.
- Reflect on challenges encountered and how they were addressed.
- Document learnings to share with other community organisations for their benefit.

## 4.2.Your Challenge Plan I

Start date

End date

Challenge name:

Team members and roles


Objectives of doing this challenge - identify top 3

1.

2.

3.

## 4.2.Your Challenge Plan II

### Resources (what we need)

1	
2	
3	
4	
5	
6	
7	
8	

### Process and milestones (with dates)

1	__/__/__
2	__/__/__
3	__/__/__
4	__/__/__
5	__/__/__
6	__/__/__
7	__/__/__
8	__/__/__

## 4.2.Your Challenge Plan III

*Assessment (Level of success, challenges & learnings for others)*

### List your successes

1

2

3

### List your challenges

1

2

3

### List learnings for others

1

2

3



## 4.2.Your Challenge Plan I

Start date

End date

Challenge name:

Team members and roles


Objectives of doing this challenge - identify top 3

1.

2.

3.

## 4.2.Your Challenge Plan II

### Resources (what we need)

1	
2	
3	
4	
5	
6	
7	
8	

### Process and milestones (with dates)

1	__/__/__
2	__/__/__
3	__/__/__
4	__/__/__
5	__/__/__
6	__/__/__
7	__/__/__
8	__/__/__

## 4.2.Your Challenge Plan III

*Assessment (Level of success, challenges & learnings for others)*

### List your successes

1

2

3

### List your challenges

1

2

3

### List learnings for others

1

2

3

## 4.3. Making an accountability pledge

### The importance of accountability in community projects

Accountability is a cornerstone of any successful community project. When you and your team hold yourselves accountable, it ensures that everyone is clear about their responsibilities, deadlines, and the outcomes expected. Here's why making yourself and your team accountable is a good idea:

1. Clarity and focus - Clearly defined roles and responsibilities help each team member understand their specific tasks and how they contribute to the overall project goals.
2. Enhanced productivity - When everyone knows what they need to do and by when, it reduces confusion and increases efficiency, leading to better use of resources.
3. Improved team cohesion - Accountability fosters a sense of shared responsibility and teamwork. Knowing that each member is counting on the others can strengthen the team's commitment to the project.
4. Transparency and trust - Keeping track of tasks and milestones openly allows for greater transparency within the team. This builds trust as everyone can see the progress being made and understand any challenges that arise.
5. Learning and development: Holding yourself and others accountable not only drives performance but also highlights areas for improvement. This continual learning helps both the individual and the team grow stronger and more capable.
6. Recognition and motivation: Recognising team members for meeting their commitments can be a powerful motivator. It reinforces positive behavior and encourages continued dedication to the project.

**To help you and your team stay accountable, we've provided an accountability pledge form below, (5 copies for your team.) This form should be filled out with the name of the person responsible for each task, a description of the task, the deadlines and milestones agreed upon, and space for the person's name, signature, and date. This will not only track progress but also formalise commitments, ensuring that everyone knows their responsibilities and the timeline for completion.**

# Accountability Pledge

Project name:

Task:

Task start date \_\_/\_\_/\_\_

Task end date \_\_/\_\_/\_\_

Key task milestones

1.

\_\_/\_\_/\_\_

2.

\_\_/\_\_/\_\_

3.

\_\_/\_\_/\_\_

I agree to be accountable for the delivery of the task described above to the best of my abilities

Accountable person:

Signature of accountable person:

Date signed \_\_/\_\_/\_\_

# Accountability Pledge

Project name:

Task:

Task start date \_\_/\_\_/\_\_

Task end date \_\_/\_\_/\_\_

Key task milestones

1.

\_\_/\_\_/\_\_

2.

\_\_/\_\_/\_\_

3.

\_\_/\_\_/\_\_

I agree to be accountable for the delivery of the task described above to the best of my abilities

Accountable person:

Signature of accountable person:

Date signed \_\_/\_\_/\_\_

# Accountability Pledge

Project name:

Task:

Task start date \_\_/\_\_/\_\_

Task end date \_\_/\_\_/\_\_

Key task milestones

1.

\_\_/\_\_/\_\_

2.

\_\_/\_\_/\_\_

3.

\_\_/\_\_/\_\_

I agree to be accountable for the delivery of the task described above to the best of my abilities

Accountable person:

Signature of accountable person:

Date signed \_\_/\_\_/\_\_



# Accountability Pledge

Project name:

Task:

Task start date \_\_/\_\_/\_\_

Task end date \_\_/\_\_/\_\_

Key task milestones

1.

\_\_/\_\_/\_\_

2.

\_\_/\_\_/\_\_

3.

\_\_/\_\_/\_\_

I agree to be accountable for the delivery of the task described above to the best of my abilities

Accountable person:

Signature of accountable person:

Date signed \_\_/\_\_/\_\_

# Accountability Pledge

Project name:

Task:

Task start date \_\_/\_\_/\_\_

Task end date \_\_/\_\_/\_\_

Key task milestones

1.

\_\_/\_\_/\_\_

2.

\_\_/\_\_/\_\_

3.

\_\_/\_\_/\_\_

I agree to be accountable for the delivery of the task described above to the best of my abilities

Accountable person:

Signature of accountable person:

Date signed \_\_/\_\_/\_\_

CATALYST CYMRU: BROADENING  
HORIZONS

# TOOLKIT INFORMATION



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