

## STEPS TO SUSTAINABILITY – FAQ'S

We are delighted to have been awarded further funding from the National Lottery Heritage Fund to enable us to deliver a 3<sup>rd</sup> round of **Steps to Sustainability**.

**Round 3** is now open for applications and will give participants the opportunity to embark on a 14 month journey to help them become ambitious and forward thinking. Access to £10,000 funding will help to deliver new and exciting income generating projects. We are inviting applications from organisations in **England, Wales, Northern Ireland & Scotland**, from a diverse range of heritage sectors with income generating ideas, to participate. There are 30 places available.

**Deadline for applications is 9am Monday 12th September and the programme will start in October 2022. The full date schedule is available on the website. Please select your preferences of programmes in the application form.**

### Who can apply?

- This is an opportunity for small and medium heritage organisations where all of the learning and resources, plus the £10,000 funding will have a significant impact. Large development bodies or large funding organisations are not eligible.
- Organisations which are charities, social enterprise, trusts, local authority, CIC, SCIO, Company Ltd by guarantee are all eligible to apply. If you are not in these categories please contact us to discuss.
- We want to hear from **all** types of heritage organisations but we are particularly interested in hearing from those who promote **landscape and nature, industrial, maritime, collections, cultures and memories**
- Please refer to NLHF website for details of heritage types and sectors - <https://www.heritagefund.org.uk/our-work>

### What is expected of me by taking part on this programme?

- That you are able to commit to **all** of the programme dates in the schedule and that you will come prepared to develop your income generating idea further through participation and learning with your fellow participants.
- That you will engage with the additional learning and development opportunities available throughout the programme.
- That you will be prepared to share and learn from each other, but also to have fun along the way and make some great new connections.

### 14 months seems very long, what will I be committing to?

- You will be expected to participate in the core programme of 6 days over an 8 month period with your peers, to qualify for presenting for the funding.

- There will also be the option to join skills sessions, networking groups and heritage café connect sessions throughout this period to enhance your learning and provide greater chance of your project success, but these are not mandatory.
- Please note that some sessions are a couple of hours and others are full days, the amount of contact time over the 8 months is **not** onerous.

### What are the stages of participation over the 14 months?

- **Stage 1** - attendance at all facilitated programme dates, mandatory and additional skills sessions, before presenting for the first stage of funding (Oct 22 – May 23)
- **Stage 2** - implement, test and develop your income generating idea in your workplace, supported with coaching or business mentoring (June 23 – Dec 23)
- **Stage 3** - unlock the remainder of your available funding through a group presentation with your peers from the programme and attend final celebratory event (Dec 23)

### What types of income generating ideas do you expect to see?

- We are open to your suggestions and don't want to prescribe but the idea needs to be agreed within your organisation as you will be implementing the idea in the latter stages of the programme.
- This could be creating or improving your retail /cafe offer, developing an outside space, redeveloping a disused space, offering your facilities for events or linking with external organisations to provide a service.
- There are very few limitations on what you can do but the idea needs to generate income and have enough shape for you to be able to use it as a working example throughout the programme.
- The programme will support you to grow your idea into a reality. Please see case studies on our website for inspiration!

### I have a new income generating idea but I don't have any financial projections or a business plan, can I still apply?

- We are excited to hear about your idea and why you think this is right for your organisation to pursue. Any supporting evidence you might have would be helpful, but financial projections and/or a business plan are not required. Please tell us as much as you can on the application form.

### I have a new income generating idea that I haven't told anyone in my organisation about yet, can I still apply?

- We are ideally looking for two people from each organisation to attend so the income generating idea should be a collaborative effort to ensure the best chance of success.
- Your organisation needs to be supportive of your idea as you will be implementing this in the latter stages of the programme - share your idea with someone in your organisation who can sign off your attendance and complete the application form together.

### I don't have the support or backing of my organisations board can I still apply?

- We are ideally looking for two people from each organisation to attend and if that is not possible, that there is **full** support from the board for one member of staff to attend.
- If you don't have the support of your board to attend, this will impact on the success of your application.
- The Board will need to be in support of your income generating idea and you will need to be clear about how you plan to engage with your organisation throughout the programme.

### **I have the support of my organisations board but they are not in a position to free someone else up to participate, can I still apply?**

- We are ideally looking for two people from each organisation to attend and if that is not possible, that the board provide their full support for one member of staff to attend.
- We will be looking for a trustee to provide a statement on the application form to detail how you will ensure the best chance of success.

### **I don't know what my circumstances will be in the short to medium term, can I still apply?**

- We understand that these are unpredictable and challenging times and that uncertainty across the sector is common. If you feel that attendance on this programme will create a better chance of success for your organisation we would welcome your application. Please be honest in your application about the challenges facing your organisation and the opportunities that a new income generating idea could present.

### **How will our organisation access the funding of up to £10,000?**

- There are two stages to unlock the funding of up to £10,000 per organisation:
  1. Following attendance at the initial programme modules, you will be asked to present your developed income generating idea to our panel and request the first instalment required to implement your project
    - You will be asked to provide a written project update and a clear budget showing how you will spend the funds and your projected income
    - Projects that can demonstrate they require the full award up front as they are not able to progress without it can state their case in writing in advance, otherwise, the balance of award will be made at the second presentation
  2. After the implementation stage, where you will get access to up to 4 coaching or mentoring sessions, you will return and present to your peers on your programme your final project updates

### **How will we access the coaching/mentoring?**

- You will be allocated a coach or business mentor, depending on your needs, who will schedule in up to 4 sessions with you and your co-worker following your first round of funding. You will be asked at the first panel session what area of support you would ideally require.

### **Will I only participate with my group throughout the programme?**

- There will be a number of opportunities for you to mix with the other groups as we are keen to share experiences of peers as much as possible across the UK.

### Will it all be delivered online?

- Due to the spread of organisations we are expecting to apply and the continued uncertainties of the impact of Covid on those attending, we will deliver Round 3 online. This has been the format for the first two rounds and has proven successful both in terms of engagement, availability and accessibility. We are confident in our ability to deliver a high class experience in this format
- We do intend to make it possible for participants who wish to meet up in person outside of the programme, through supporting travel costs for buddy meet ups, organisation visits and an end of programme celebration

### Will those delivering this programme understand the heritage sector?

- Yes, we have a range of facilitators who have delivered to museum and heritage organisations before and we are also engaging heritage sector leaders as guest speakers and to participate in panel sessions. As this is the 3<sup>rd</sup> round of this programme, we have a strong network of facilitators and experts that we are able to draw upon.

### Why do you need the supporting documents as part of the application?

- These documents will help with assessing applications to this programme to ensure that your organisation is properly constituted. If you have trouble with providing these documents please email [stos@socialenterprise.academy](mailto:stos@socialenterprise.academy)

### Why is there a participation fee of £50 per person?

- In our experience, levying a nominal fee for participation supports levels of commitment amongst participants. An organisation should see the value in investing a small amount of money for a much larger return, in terms of learning and development to support their organisations sustainability, as well having access of up to £10,000 in funding. The market value of this programme is in excess of £2,000 per person.