**Dear Applicant**

Thank you for expressing an interest in working with Arts & Business (A&B) Cymru as its Project Manager: *Heritage Forward*.

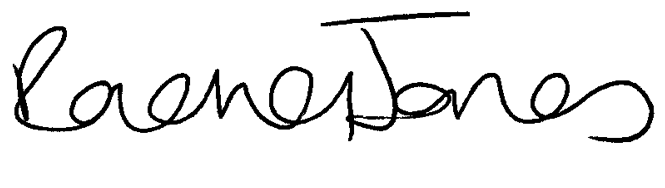
A charity with an influence and responsibility much richer than its small size, A&B Cymru is at a pivotal point in its development. This is a truly exciting opportunity to make a difference to our organisation and to our work across Wales.

Contained in this pack is some background information, along with the details you need to apply for the post. Should you have any queries, please do not hesitate to contact me on [Rachel.Jones@AandBCymru.org.uk](mailto:Rachel.Jones@AandBCymru.org.uk) or by ringing 029 2030 3023.

Thank you again for your interest in Arts & Business Cymru.

We look forward to receiving your application.

Yours sincerely



**Rachel Jones**

Chief Executive, Arts & Business Cymru

1. ***A&B Cymru is an Equal Opportunities employer and committed to improving its diversity in order to reflect the communities it serves.***
2. ***We would particularly welcome applications from people who are Disabled, D/deaf and / or Neurodivergent, as well as those from Black, Asian & Ethnic groups including Roma, Traveller communities.***
3. ***In a bid to create a dyslexia friendly workplace, we are ensuring that we have Readable fonts***

# About Arts & Business Cymru

1. ***Our vision is to create a Wales where business and the arts connect & thrive***

**In a Nutshell …**

1. Arts & Business (A&B) Cymru is a membership organisation and charity. Its role is to promote, develop and sustain mutually beneficial partnerships between business and the arts.
2. The small staff team works across Wales, delivering tailored programmes and services to a wide range of individuals and organisations.
3. A&B Cymru knows that when the two sectors work in truly mutual partnership, the results benefit society in far reaching and tangible ways.

**Business Membership**

A&B Cymru provides unique solutions to business challenges through the arts. The charity facilitates tailored partnerships which use creative techniques to deliver measurable success.

Through its extensive network and proven expertise, A&B Cymru helps businesses to address marketing and messaging, community engagement and staff training objectives in effective and tangible ways.

A&B Cymru’s 60+ business members range from sole traders to multi-national corporations based across the whole of Wales**.** Membership packages are tailored to suit the individual needs of each company.

**Arts Membership**

A&B Cymru’s work with the arts concentrates on two main themes - developing income and developing skills.

Its 170+ arts members range from individual artists to major institutions. The network supports the arts to form beneficial private sector partnerships.

It provides opportunities for communication, debate and development. Other benefits include free advice and training, brokerage, priority access to programmes and discounts.

1. **Programmes and Services**

**Advocacy & Events**

A&B Cymru hosts a wide range of events throughout the year, advocating the benefit and impact of quality partnership, while showcasing the high calibre of the arts across Wales.

Among the most established and successful are Business Members’ Events, Art @ the Senedd and the annual Awards Ceremony.

**Arts Training Courses**

1. A&B Cymru uses its expertise and network to provide high-quality training courses in specialist Business Skills, Diversity, Fundraising and Governance.
2. These unique, tailored courses are delivered by a mixture of in-house expertise and external specialists.

**CultureStep Investment Programme**

Funded by Hodge Foundation and The Moondance Foundation, CultureStep is designed to encourage new sponsorship and develop established business engagement with the arts.

Through CultureStep, A&B Cymru invests in innovative partnerships of all kinds between the two sectors, enhancing projects and increasing their long-term effectiveness.

CultureStep investment is used to strengthen and develop the relationship between the business and arts partners, through arts activity. All projects must also benefit individuals living in Wales and address at least one of the following priorities:

* **Arts & Diversity:** working with the arts to promote and celebrate diversity and inclusion, engaging those who face barriers on the grounds of ethnicity, gender, physical abilities, race, religious or political beliefs and sexual orientation.
* **Arts & Employees:** encouraging partnerships that integrate the arts into employee development and motivation, while stimulating a more creative working environment.
* **Arts & the Environment:** encouraging partnerships that address the climate emergency, demonstrating a commitment to environmental best practice while having a positive impact on people and communities.
* **Arts & Health & Well-being:** working with the arts to aid mental, emotional and / or physical well-being.
* **Arts & Kids:** engaging socially disadvantaged and underrepresented young people with the arts, making a tangible difference to their lives.
* **Arts & Older People:** engaging vulnerable, disadvantaged and isolated older people with the arts, making a positive difference to their lives.
* **Arts & Tackling Poverty:** partnering the arts to improve the lives of people who do not have sufficient resources to provide an acceptable living standard which allows them to participate fully in society.
* **Arts & the Welsh Language:** encouraging partnerships which celebrate and promote the language, maximising opportunities for people and communities to experience the arts through the Welsh language.

**Professional Development Programmes**

Governance and good management is higher than ever on the arts agenda. The Professional Development Programmes provides a proven way to achieve this by matching the needs of the arts with vital business support. Its emphasis on skills transfer has a tangible positive impact on both the organisations and arts managers involved.

1. Similarly, businesses see the programmes as an effective method of management development. The five strands provide unique opportunities for gaining confidence, enhancing coaching, communication and problem-solving skills and contributing to communities. By transferring their expertise in new, creative environments, individuals feed back into their workplace fresh ideas, better motivation and a wider perspective. The strands are:

**Skills Bank -** matches the specialist expertise of business managers with the particular needs of arts organisations in short-term, part-time placements.

1. **Mentor Bank -** helps arts managers develop to their full potential by matching them with senior business executives.
2. **Board Bank -** strengthens governance by placing business managers with specialist skills on arts organisations’ Boards as non-executive directors / trustees.
3. **Diversity in Governance -** engages Black, Asian and Ethnically Diverse professionals, as well as those who are Disabled, D/deaf and / or neurodivergent and places them on arts Boards to influence organisational decision making and change, reflecting the vibrant nature of Wales’ communities.

**Young Professionals on Boards -** identifies future business leaders, aged between 21 and 35, and places them on the Boards of leading arts charities.

**Heritage Forward**

**funded by The National Lottery Heritage Fund**



**Project Vision**

Through *Heritage Forward*, Arts & Business (A&B) Cymru wants to help create a more resilient, confident and sustainable sector in Wales. Our vision is for heritage organisations of all sizes to have access to the skills, knowledge and support they need to thrive in challenging times.

This project will offer bespoke support to organisations across Wales, helping them to strengthen their leadership, governance, financial planning, fundraising and day-to-day operations. It will be rooted in collaboration, with tailored one-to-one support and opportunities for shared learning and peer connection.

We want to see Welsh heritage organisations better equipped to preserve and share the heritage that matters to their communities — not just surviving but succeeding. The legacy of this project will be lasting change: empowered leaders, more stable organisations and heritage that continues to be protected and enjoyed for generations to come.

**Heritage Focus**

A&B Cymru’s Heritage Forward will have a wide focus, empowering small & medium sized organisations working in all areas of the sector, across Wales. Eligible organisations will include:

* **Museums** – independent and accredited museums across Wales, many of which are volunteer-led and serve rural or post-industrial communities.
* **Galleries** – visual arts venues that care for and display collections of historic and contemporary significance.
* **Historic buildings which are performance venues** – architecturally and historically significant buildings that have been adapted as cultural spaces.
* **Historic buildings and sites that are providing a community resource** – these include former industrial or civic buildings now used for community benefit, providing a venue for activities and services that are greatly valued.
* **Organisations that work to engage people with heritage in all its forms**, for example, those seeking to protect and nurture wildlife and nature or groups working to preserve and share non-physical heritage, including language, oral history, traditions, crafts and music.

These organisations are all united in their vital role to safeguard Wales’s rich and distinctive heritage — both tangible and intangible — and their need for strengthened organisational resilience to continue their work.

**PROJECT OVERVIEW**

*Heritage Forward* will be delivered in four-stages:

**Stage 1: Competitive application process**

Following a period of marketing and promotion, a competitive application process will be launched for heritage organisations to apply for support through the project. The process will be open to organisations working with any form of heritage, with an annual unrestricted income of less than £1m.

**Stage 2: Assessment**

The Project Manager will conduct a diagnostic interview with each successful organisation to understand their strengths and areas for development across key functions such as governance, financial planning, income generation, operations and audience engagement. This assessment will be used to co-create a tailored action plan for each organisation.

**Stage 3: Delivery of support**

Some organisations may require intensive one-to-one support; others may benefit more from facilitated workshops. Support areas could include:

**Core business skills****:**

* Training courses covering a wide range of business skills, led by experts from our network, including marketing, digital engagement, engaging under-represented groups and strategy.
* *Skills Bank* will match the specialist expertise of business managers with the needs of organisations. In a short-term, part-time placement, the adviser transfers their skills in areas such as business planning, marketing or finance.
* *Mentor Bank* will match senior business executives with senior heritage staff to encourage their personal and professional development.

**Fundraising and income generation:**

* Training courses covering topics including strategy, sponsorship, trusts and foundations, individual giving and trading activity (e.g. café, or retail offer).
* Fundraising mentoring will be delivered by experienced, professional fundraisers.

**Strengthening governance**

* *On Board,* a training course aimed at Trustees and senior staff responsible for reporting to a Board. It provides a focused approach to good governance, exploring what truly makes an effective Board.
* *Board Bank* will place business managers with specialist skills onto the Boards of heritage organisations to aid their health and sustainability.
* *Diversity in Governance* will place professionals from underrepresented backgrounds onto the Boards of heritage organisations to influence decision making and change.
* *Young Professionals on Boards* will give business leaders of the future, aged between 21-35, the opportunity to secure their first Trustee roles on the boards of heritage organisations.

We will also facilitate the formation of peer learning networks. These will bring together organisations facing similar challenges to share experience, build relationships and collaborate. Throughout the project, we will develop and publish a range of practical resources, such as case studies and templates, that can be used beyond the life of the project.

**Stage 4: Follow up and evaluation**

We will return to each organisation to assess progress against their original action plan at the end of the project. We will also gather their feedback on what has worked well, and what could be improved in terms of the project delivery. A full-evaluation report will be produced at the end of the project. We will also produce a short, accessible report to share insights with the wider heritage sector.

**Project Manager: *Heritage Forward***

**Fixed Term Contract: 24 months**

**£35K per annum**

**Job Description**

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| Role The Project Manager is responsible for the implementation and delivery of *Heritage Forward,* A&B Cymru’s newest programme.  The post holder will act as the primary point of contact for the Heritage sector across Wales, working closely with the Chief Executive and other members of the team to ensure the success of the initiative.  The role requires highly developed influencing skills, an instinctive approach to problem-solving and a proven track record in analysing and understanding organisational needs. The Project Manager will also be creative, dynamic, proactive and highly efficient.  The role is based in the Cardiff office, though some home-working is possible. Travel across Wales and occasional attendance at evening events are necessary for this position. |
| Responsibilities  * To promote A&B Cymru’s mission and services and provide information and advice on the charity’s work to the heritage sector. * To take a lead role in the management and delivery of *Heritage Forward* across Wales, including: * Advocating the scheme to the heritage sector, encouraging and supporting applications from a wide range of relevant organisations; * Assessing submissions and undertaking in-depth assessments of the needs of applicants during interviews; * Leading half-day induction training for all Heritage Forward recipients; * Creating and delivering effective support plans for all recipients; * Recruiting and interviewing suitable business volunteers and other external experts; * Matching relevant external experts with Heritage Forward recipients, monitoring progress throughout the life-cycle of all placements; * To work with the appointed external evaluator to monitor and measure the success of Heritage Forward. * To organise and report to quarterly Steering Panel and A&B Cymru Board meetings. * To contribute to the creation and delivery of Heritage Forward promotional and networking events; * To contribute to the creation of case studies for use on A&B Cymru’s website and other promotional methods. * To keep accurate records and assist with A&B Cymru’s reporting to the Steering Panel, Board and The National Lottery Heritage Fund, as required. * To assist in the promotion of Heritage Forward through website and Social Media. * To assist and support the Chief Executive in any other work which might be reasonably required. * To maintain the highest professional standards of ethics and practices upheld by A&B Cymru. |

# Person specification

## Essential skills and knowledge

* In-depth knowledge and understanding of the heritage sector
* Highly developed planning, organisational and administrative skills
* Highly developed time management skills and a proven track-record of multi-tasking
* Ability to lead, motivate and inspire
* Highly developed and confident communication and influencing skills, both written and verbal
* Highly developed interviewing skills – ability to listen and question
* Ability to analyse – both in terms of assessing skills and diagnosing challenges
* Ability to manage and monitor basic financial records
* Highly developed IT skills and ability to use Microsoft Word, Excel and PowerPoint effectively

## Essential experience

* A minimum of 3 years’ management experience in an arts or heritage environment
* Proven track record of dealing with Senior Management of organisations
* Proven track record of project management
* Customer care experience

## Essential personal attributes and attitude

* Excellent interpersonal skills and credibility with professionals from a wide range of backgrounds
* Open, positive and engaging team player with the drive to work independently
* Discreet and able to deal with confidential, sensitive information
* Diplomatic and calm under pressure
* Flexibility and willingness to travel as required and to attend events
* Genuine interest in and enthusiasm for the work of A&B Cymru and Heritage Forward
* Commitment to quality
* Commitment to Wales and a knowledge of the country’s politics and governance

## Desirable skills and experience

* A high level of written and spoken Welsh
* Management experience in an arts or heritage environment in Wales
* Experience of managing and motivating volunteers
* Experience of sitting on or serving a board
* Experience of Event Management
* Maintaining effective, mutually beneficial business / arts partnerships
* Delivering training and / or making presentations
* Full driving licence

**Equal Opportunities Statement of Policy CONFIDENTIAL**

**[Unique ID No: *Office use only*]**

**A&B Cymru is** an equal opportunity employer. As part of our overall commitment to equality for a diverse workforce, we aim to create a culture within which all staff have the right to be treated with dignity and respect and a culture that ensures that no one receives less favourable treatment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation. Diversity monitoring helps us to achieve these goals by helping us understand the profile of the candidates who apply for our roles and our workforce in respect of these characteristics. To ensure that this policy is fully and fairly implemented and monitored, and for no other reason, would you please provide the following information:

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| 1. **Post applied for:** Project Manager: *Heritage Forward* **Date:** | |
| **Gender:** Male  Female  Trans\* Prefer not to say   1. If you prefer to describe your gender identity in another way, please specify here: | *\*Trans is an umbrella term for people whose gender identity in some way differs from the gender they were assigned at birth.* |
| **Age:** 16-24 25-29  30-34  35-39  40-44  45-49  50-54 55-59  60-64  65+  Prefer not to say | |
| **Are you married or in a civil partnership?** Yes  No  Prefer not to say | |
| 1. **What is your ethnicity?:** | |
| 1. **White** English  Gypsy or Irish Traveller  Irish  Northern Irish  Scottish  Welsh 2. Other white background (please specify):   Prefer not to say | 1. **Black or Black British** African  Caribbean  Any other Black/African/Caribbean background (please specify): 2. Prefer not to say |
| 1. **Mixed/Multiple Ethnic Groups** White & Asian  White & Black African  White & Black Caribbean 2. Any mixed background (please specify): 3. Prefer not to say | 1. **Asian or Asian British** Bangladeshi   Chinese  Indian   Pakistani  Other Asian background (please specify): 2. Prefer not to say |
| 1. **Other Ethnic Group** 2. Arab  Any other ethnic group (please specify) : 3. Prefer not to say |  |
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| 1. **What is your sexual orientation?** 2. Bisexual  Gay  Heterosexual  Other (please specify) 3. Prefer not to say | 1. **What is your religion or belief?** 2. Buddhist  Christian  Hindu  Jewish 3. Muslim  No religion or belief  Sikh  Other (please specify) 4. Prefer not to say |
| **Where did you see this vacancy advertised?** | |
| 1. Do you consider yourself to have a disability or health condition? Yes  No   If yes, Please specify the nature of your disability or condition\*:  \* The information in this form is for monitoring purposes only. If you believe you need a ‘reasonable adjustment’, then please discuss this with the manager running the recruitment process. | |
| **Data protection statement**  The Company uses this information to review compliance with its policies on equal opportunity in relation to recruitment. We will treat all personal information in line with current data protection legislation and our data protection policy. In order for us to process this information and to comply with data protection legislation, we require your consent. You are not required to give your consent; you acknowledge that any consent given is freely given. Your job application is not dependent on your giving consent to our processing of this data.  Including your signature below will signify your consent to our processing of this information. Once you have given consent, you may withdraw it at any time by contacting contactus@aandbcymru.org.uk   1. **Signature:** **Date:** | |

# Application Form CONFIDENTIAL

1. Once complete, please e-mail this form to [contactus@aandbcymru.org.uk](mailto:contactus@aandbcymru.org.uk)

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| Project Manager: *Heritage Forward* |

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| 1. **SECTION 1 – PERSONAL DETAILS** | |
| 1. Surname: | 1. Other names: |
| 1. Home Address: | 1. Address of correspondence (if not home) |
| 1. Home telephone: | 1. Work telephone: (if we may use it) |
| 1. Email: | 1. Mobile: |

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| 1. **SECTION 2 – CURRENT OR MOST RECENT EMPLOYMENT** | |
| 1. Organisation: | 1. Job title: |
| 1. Date of appointment: | 1. Current or final salary: |
| 1. Notice period: | 1. Leaving date: (if not currently working) |
| 1. Reason for leaving or seeking alternative employment: | |
| 1. Please outline your main responsibilities: | |

1. *Please continue on a separate sheet if necessary.*

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| 1. **SECTION 3 – WORK HISTORY** |

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| 1. Dates employed (From / To) 2. xx/xx to xx/xx | 1. *Name and address of employer:* |  |
| 1. *Job title:* |  |
| 1. *Main responsibilities:* | | |
| 1. *Reason for leaving:* | | |

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| --- | --- | --- |
| 1. Dates employed (From / To) 2. xx/xx to xx/xx | 1. *Name and address of employer:* |  |
| 1. *Job title:* |  |
| 1. *Main responsibilities:* | | |
| 1. *Reason for leaving:* | | |

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| --- | --- | --- |
| 1. Dates employed (From / To) 2. xx/xx to xx/xx | 1. *Name and address of employer:* |  |
| 1. *Job title:* |  |
| 1. *Main responsibilities:* | | |
| 1. *Reason for leaving:* | | |

1. *Please continue on a separate sheet if necessary.*

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| 1. **SECTION 4 – EDUCATION AND QUALIFICATIONS** | | |
| 1. *Please give details of educational establishments attended, with dates, examinations and results as below. Please continue on a separate sheet if necessary.* | | |
| 1. Educational Establishment | 1. From / To | 1. Examinations taken, results and qualifications obtained |
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| 1. **OTHER TRAINING AND PROFESSIONAL QUALIFICATIONS** | | |
| Training body | 1. From / To | 1. Training undertaken and details of any qualification or certificate obtained, if any. |
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| 1. **SECTION 5 – INFORMATION IN SUPPORT OF YOUR APPLICATION** |
| 1. *Use this section to show how you meet the Person Specification for the role. You should provide specific examples drawing on all aspects of your experience, including paid or unpaid employment and voluntary work. Please continue on one additional sheet, if necessary.* |
|  |

# References CONFIDENTIAL

1. Please give the names, addresses, telephone numbers and positions of two people to whom reference may be made. All appointments are subject to receipt of references that we find to be satisfactory. No offer of employment can be finalised until two references have been received.

|  |  |
| --- | --- |
| Name:  Position:  Address:  Postcode:  Telephone:  E-mail: | Name:  Position:  Address:  Postcode:  Telephone:  E-mail: |

May we approach these referees at any time?  **Yes  No**

**OR**

Only after an offer of employment is made?

In order to comply with the Immigration Act 1996 we are required to see proof of your right to work in the UK. This will be requested once an offer of employment has been made. If you require a work permit to work in the UK please indicate below.

**Yes  No**

1. Please give details of any criminal convictions you have had, excluding any ‘spent’ under the Rehabilitation of Offenders Act 1974 (minor motoring offences may be disregarded)

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## DECLARATION

1. By sending us your application by email you confirm all information given on this form is, to the best of your knowledge and belief, accurate and complete and that you have omitted nothing, which to the best of your knowledge might affect this application. You also agree the information included on this form may be used by Arts & Business Cymru for assessment of your application.
2. If you prefer to send us your application by mail, please confirm the above by signing below.

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| --- | --- |
| 1. Signed: | 1. Date: |

1. **Closing date for applications: 12pm, Friday 31 October 2025**
2. **Interview date(s): Thursday 6 November 2025**