

## Fundraising Culture Change 2022 – a dynamic programme supporting organisations to grow, change and secure their future in challenging times

### Transformational Change for Arts, Culture and Heritage Organisations

The Fundraising Culture Change programme is a tailored consultancy package led by Michelle Wright, CEO of *Cause4* and Programme Director of Arts Fundraising & Philanthropy.

Designed for arts, culture and heritage organisations experiencing substantial transition or change, the programme supports leaders and inspires teams to work collaboratively to increase fundraising and income generation.

Arts Fundraising & Philanthropy is now calling out for organisations who want to focus on developing their sustainability over the next few years, and in doing so join organisations like Raw Music, Bethlem Gallery, Cambridgeshire County Council and Babylon Arts in driving a step change in their income generation.

### What will my organisation gain?

Organisations are now facing the perfect storm, recovering after COVID-19 and with an impending cost of living crisis, and its subsequent impact on their business models. In these times, it's easy for organisations to become inward-facing. They may struggle to build strong external relationships and stop looking outside of their organisation for fundraising opportunities. Right now, it is more important than ever that arts organisations have the fundraising strategies and internal cultures required to survive and be resilient.

Fundraising Culture Change is for:

- Leadership teams
- Board members
- Staff
- Volunteers

The programme will build new ways of working through:

- Reflecting on internal culture and ways of working
- Looking at business models and approaches to income generation
- Inspiring leaders to seek out new fundraising opportunities and partnerships with confidence
- Supporting teams to feel ownership of their work
- Developing fundraising skills within the workforce
- Redefining ways of working to foster innovation and growth

The programme is bespoke to each individual organisation. Previous participants have developed business plans, fundraising strategies, major donor implementation or corporate fundraising strategies – the programme works with whatever is most pressing for the organisation.

## Eligibility

The Fundraising Culture Change programme is for organisations of any size, and all artforms – from small charities to universities and local authorities.

- We have the capacity to support five organisations between September 2022 - March 2023, with our aim to support one organisation in each Arts Council England region (South East, South West, London, North and Midlands)
- We welcome applications from a wide range of organisations, reflecting the diversity of artists and audiences for art and culture across England. Our definition of diversity encompasses responding to issues around race, ethnicity, faith, disability, age, gender, sexuality, class and economic disadvantage and any social and institutional barriers that prevent people from creating, participating or enjoying art and culture.

## Programme Outline

The core programme schedule includes:

<p><b>Organisation Training</b></p> <p>(one day – all staff and board members/ 2 half days via Zoom)</p>	<p>This is a fast-paced session to develop new ideas and ways of thinking. It will set a framework for further informal team-working, informing a leadership development and team-working document.</p> <p>We will look at:</p> <ul style="list-style-type: none"> <li>• Where we are now: fundraising post-pandemic</li> <li>• Best practice from the private and charitable sectors</li> <li>• Exploring different ways of working and ways to build internal learning culture across teams</li> </ul> <p>What do you have?</p> <ul style="list-style-type: none"> <li>• Existing resources, knowledge sharing, training, mentoring and coaching practices to encourage better collaboration.</li> <li>• Identifying aspects of team working and culture that are already effective, and where teams can improve</li> </ul>
<p><b>Consultancy</b></p> <p>(three days for smaller organisations and six days for larger organisations)</p>	<p>In consultation with the leadership team, Arts Fundraising &amp; Philanthropy will facilitate the drafting of a written strategy for presentation to participating staff, with suggestions for implementation spanning a 12- 18 month period.</p> <p>We are flexible about the support we provide in this period. Previous participants have developed business plans, fundraising strategies, major donor implementation or corporate fundraising strategies – whatever is most pressing for the organisation.</p>

<b>Organisation Training</b> (one day - all staff and board members/ 2 half days via Zoom)	A whole-team development day, inspiring all staff and Trustees/Directors to get involved in implementing the plan and building confidence in the organisation's improved fundraising approach and ways of working.
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There will be a further period of support six months after the programme has been completed, to address any opportunities or challenges that may have arisen.

## Costs

This programme benefits from Arts Council England support and is heavily subsidized at more than 50% of the real costs. The cost for this package is:

- Organisations with turnover under £3million - £2,000 + VAT
- Organisations with turnover over £3million - £4,000 + VAT

The overall value of this programme is more than double the cost to the organisation. The fee includes all preparation work. Second class rail travel is additional.

## Application Process

Applications for Fundraising Culture Change should be made via an Expression of Interest proposal. This should be no longer than three pages of A4 or a five-minute video and submitted by the CEO / Chair of the Board, to include:

- A brief description and history of the organisation
- A brief description of the organisation's business model, mission, income profile and staff structure
- A brief description of the organisation's response to the Covid-19 pandemic and the impact of this as well as other challenges facing the organisation over the next three years
- Why the organisation is interested in participating in the Fundraising Culture Change programme
- How participation will be led and supported by the Executive Team and Trustees/Directors.

Shortlisted organisations will be contacted in August 2022, and we may hold brief discussions over the phone or in person to gather further information before appointment. The programme will begin in September 2022 and run through to March 2023.

Expression of Interest proposals and any questions should be emailed to Arts Fundraising & Philanthropy Head of Programme, David Johnson at david.johnson@cause4.co.uk no later than **12.00pm (noon) on 19th August 2022.**

## What previous participants say

*"The Culture Change programme enabled a fresh approach to assessing our organisational culture, providing support and advice which has helped us to move forward in an informed and re-invigorated way."*

Claire Somerville, Chief Executive Officer at Babylon Arts

*“Culture Change was strategic but also practical, we had open discussions and moved forwards a culture of fundraising within the organisation”*

Catherine Herbert, Deputy Director at Whitstable Biennale

*“I can't advocate for Michelle strongly enough. Her delivery has been as close to perfect as possible.”*

Mark Davyd, Chief Executive Officer at Rhythmix Music

## Programme Staff

Michelle Wright – Arts Fundraising & Philanthropy Programme Director and Chief Executive, *Cause4*

Michelle trained at the Guildhall School of Music & Drama and played the violin professionally. A chartered marketer, manager and fundraiser, Michelle founded *Cause4* after leaving the London Symphony Orchestra, where her achievements in private sector fundraising led to her being judged the Best Upcoming Fundraiser at the National Fundraising Awards in 2008.

Since setting up *Cause4* Michelle has undertaken major strategic and business development projects, including campaign developments with a number of national charities and consultancy work for FTSE 100 brands developing their cultural sponsorship programmes. Michelle also specialises in philanthropy, having recently developed a number of major philanthropy projects for charities and corporates, and having set up new philanthropic foundations for sports stars, artists and entrepreneurs.

Michelle is a Fellow of the Guildhall School (FGS) and of the Royal Society of Arts (FRSA). She was awarded the Freedom of the Guild of Entrepreneurs in 2016 and joined the WISE list for top 100 female Social Entrepreneurs in 2017. Michelle was voted the most influential woman in fundraising in the AI Global Awards 2018.

Michelle is the lead trainer of the Trustee Leadership Programme and an expert in charity governance, training 500 people each year to become charity Trustees. Michelle also supports Trustees, NEDs and School Governors one to one, providing advice and guidance on Trusteeship.