

Brave Futures – a programme supporting arts, culture and heritage organisations to make bold decisions for the future

Brave Futures is a new programme from Arts Fundraising & Philanthropy to support organisations to review their business models, build dynamic future plans and make difficult decisions.

Cultural organisations will need to become more entrepreneurial and develop business models that help them maximise income, reduce costs and become more financially resilient. We will expect them to look for opportunities to share services and explore mergers with other organisations.

Let's Create – Arts Council England

Transformational Change for Arts, Culture and Heritage Organisations

Given the global challenges of the last few years, it is likely that arts, culture and heritage organisations may never go back to operating the way that they did before. New ways of delivering creative activity have emerged and a range of opportunities as well as challenges, lie ahead.

Sometimes, having conversations about change can be difficult. Organisations need structures and a confidential space to work through complex scenarios, develop a viable business plan, change operating models, or in some cases, think through how to wind up certain activities altogether.

It is important that organisations have a confidential, experienced sounding board to work through scenario planning and to ensure that their mid-term business models are robust and achievable and can respond and thrive, both now and in the future.

The Brave Futures programme is a strategic consultancy package led by Arts Fundraising & Philanthropy designed for arts, culture and heritage organisations that want to explore developing their business models in the mid-term.

Successful applicants will likely be experiencing substantial transition, a changing funding model, or perhaps new ways of working. The programme supports leaders and Trustees to work collaboratively to address future challenges, futureproof their business models and review their own viability.

Brave Futures is developed bespoke to each individual organisation but likely outcomes include:

- An agreed, tangible business plan for 3-5 years, aligned with current funding priorities;
- A refreshed sense of purpose in the leadership team;
- An engaged board of Trustees, supportive of future plans.

Eligibility

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

- We have the capacity to support 2 organisations between December 2023 and June 2024 and will prioritise organisations based in Priority or Levelling Up for Culture Places.
- We welcome applications from a wide range of organisations, reflecting the diversity of artists and audiences for art, culture, and heritage 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 is led by Michelle Wright, Programme Director of Arts Fundraising & Philanthropy with support from a range of senior leaders. The outline approach to this work is:

Strategic Review and identification of mid-term goals	The Arts Fundraising & Philanthropy team will review existing strategic plans and their associated risk to provide an overview of where there could be opportunities to develop, change or retain ways of working. The output of this will be a summary document, developed in consultation with the organisation's CEO and senior team.
Facilitated Workshop (a short online workshop for leadership and board members on Zoom)	<p>This will be a fast-paced session, sharing the summary review with the broader team and Trustees, and exploring proposed options to develop strategy through the mid-term.</p> <p>The outcome of this session will be the design of an action plan which prepares the ground for further work on the organisational business plan and strategy.</p>
Consultancy support	<p>The way that consultancy support is used is flexible depending on the needs of each organisation. It could involve:</p> <ul style="list-style-type: none">• Supporting the preparation of a new business plan• Working with team members to develop specific plans and strategic papers• Working directly with Trustees to support governance challenges
Ongoing Critical Friend support	A package of sessions of Critical Friend support from a senior leader in arts, culture and heritage to support the organisation to implement the strategic changes identified above. The timing of these sessions will be mutually agreed.

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: £2,500+VAT per organisation.

The overall value of this Programme is close to £8,000 worth of support. The fee includes all preparation work. Any travel associated with the programme is charged in addition.

Application Process

Applications for Brave Futures 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 challenges facing the organisation in the next three to five years
- Why the organisation is interested in participating in the Brave Futures Programme

Shortlisted organisations will be contacted in November 2023, and we may hold brief discussions over the phone or in person to gather further information before appointment. The programme will begin in December 2023 and will run through to June 2024.

Expression of Interest proposals and any questions should be emailed to Arts Fundraising & Philanthropy Head of Programme, Annie Jarvis at annie.jarvis@cause4.co.uk no later than **12.00pm (noon) on 1st November 2023**.

Programme Staff

The Programme is delivered by Arts Fundraising & Philanthropy which will draw on its extensive networks to bring in additional support, based on the organisation's needs. We work with senior leaders from a diverse range of organisations including Amanda Parker, formally Director of Inc Arts, Paul Amadi, Chief Supporter Officer at the British Red Cross, Sarah Thelwall, Chief Executive of data and finance company MyCake, and others.

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 on the Arts Fundraising & Philanthropy Culture Change programme, as well as of the Trustee Leadership Programme. She is 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.

Annie Jarvis – Head of Arts Fundraising & Philanthropy and Director of Strategy & Programmes, Cause4

Annie joined Cause4 in December 2016 as Development Coordinator, progressed to Senior Manager for Development and New Business, then Associate Director and now Director of Strategy & Programmes.

Prior to joining Cause4, Annie worked with Peterborough and Fenland Mind as a Trust and Community Fundraiser and Project Coordinator, and she has also worked in a freelance capacity, supporting with social media marketing and freelance writing for various national and global companies.

Annie's experience in the sector includes writing successful bid proposals; developing and implementing fundraising and marketing strategies; implementing major donor engagement plans and building relationships with corporate partners. Annie participated in the European Sponsorship Association's Arts Sponsorship Course, where she received a Commendation.

Annie has extensive experience in programme management, business planning, audience development and strategic fundraising. She also leads on training in Marketing and PR, social media, Introduction to Fundraising, Application Writing and Communicating Your Stories.