

arts  
fundraising &  
philanthropy

Brave Futures 2025/26



## Arts Fundraising & Philanthropy transforms the fundraising knowledge, skills and levels of success of arts, cultural and heritage organisations.

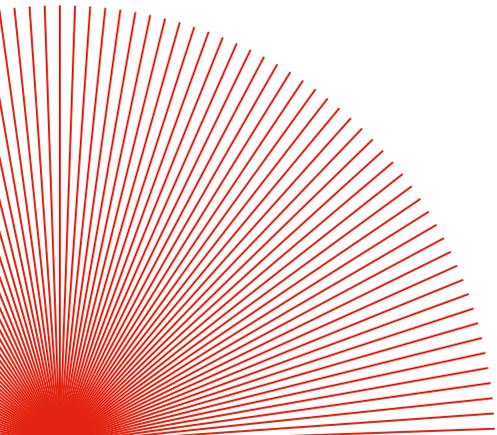
Working with Trustees, CEOs, senior leaders, mid-career and new and emerging talent, Arts Fundraising & Philanthropy empowers cultural professionals to harness the considerable opportunities that fundraising offers and to develop diverse and entrepreneurial practice, building and growing a skilled fundraising workforce.

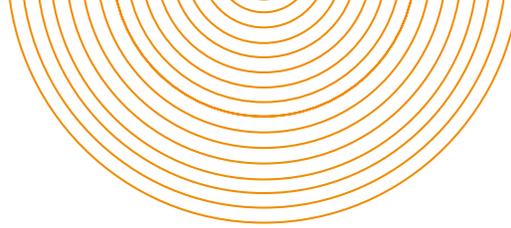
We achieve this through the following strands of delivery:

- **Ideas and innovation** - developing new ideas and practical solutions to support organisations to achieve their fundraising potential.
- **Strategy and fundraising leadership** - stimulating new sources of private income and cultivating commercial opportunities as part of impactful business planning.
- **Training and lifelong learning** - creating and sharing ideas for innovative practice via face to face, online and accredited training and learning.

**Cause4** leads Arts Fundraising & Philanthropy with consortium partner, the University of Leeds (UoL).

Arts Fundraising & Philanthropy is an Arts Council England Investment Principles Support Organisation (IPSO) from 2023 - 2027.





## Brave Futures Programme

A dedicated programme supporting arts, culture and heritage organisations to make bold decisions for the future.

Brave Futures is a tailored programme to support arts, culture and heritage 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.*

Arts Council England

Given the economic and social 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.

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, close down or undertake a merger or acquisition.

It is important that organisations have a confidential, experienced sounding board to work through scenario planning.

The Brave Futures programme is a strategic consultancy package led by Arts Fundraising & Philanthropy designed for arts, culture and heritage organisations to achieve just that.

Successful applicants may be experiencing and need support with the following:

- Substantial business model and/or people-based transition
- A changing funding model
- New ways of working
- Planned mergers, acquisitions or closures
- Reducing and streamlining activity

The programme is designed to support leaders and Trustees to work collaboratively to address future challenges, futureproof their business models and review their own viability.

Brave Futures is individually tailored to each organisation, but outcomes may include:

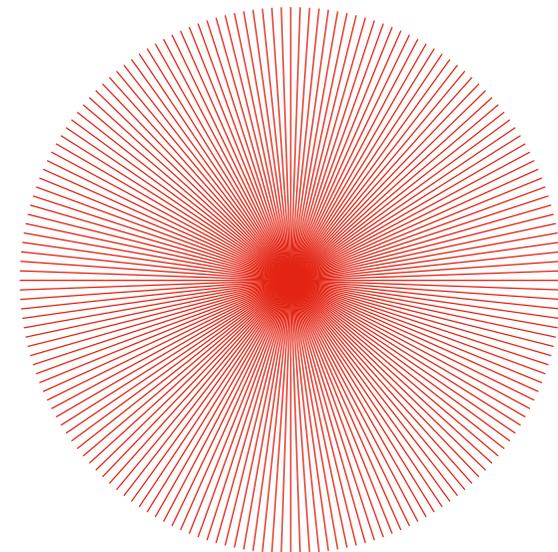
- An agreed, tangible business plan for 3-5 years
- An engaged board of Trustees, supportive of future plans
- Options appraisals for future financial models, with support to make difficult decisions
- A refreshed sense of purpose in the leadership team

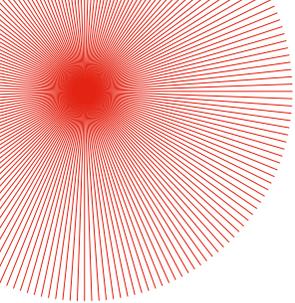
## Programme Outline

The outline approach to this work is:

<p>Strategic Review and identification of mid-term goals</p>	<p>The Arts Fundraising &amp; 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.</p> <p>The output of this will be a summary document, developed in consultation with the organisation's CEO and senior team.</p>
<p>Facilitated Workshop (a short online workshop for leadership and board members on Zoom)</p>	<p>This will be a fast-paced session, sharing the summary review with the broader team and Trustees, and exploring proposed options and next steps.</p> <p>The outcome of this session will be the design of an action plan which prepares the ground for further work depending on your needs.</p>
<p>Consultancy support</p>	<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"> <li>• Supporting the preparation of a new business plan</li> <li>• Working with team members to develop strategic plans</li> </ul>

	<ul style="list-style-type: none"> <li>• Working directly with Trustees to support governance challenges and recruitment needs</li> <li>• Preparing and guiding you through options appraisals and decision papers</li> </ul>
<p>Ongoing Critical Friend support</p>	<p>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.</p> <p>The timing of these sessions will be mutually agreed.</p>





## Eligibility

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

- We have the capacity to support four organisations in 2025/26.
- 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.

## What are the costs?

This programme benefits from Arts Council England support and is heavily subsidised at over two thirds of the real costs.

The cost for this package of support 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.

## How can I apply?

Applications for Brave Futures should be made via an Expression of Interest proposal.

This should be no longer than four 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

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](mailto:annie.jarvis@cause4.co.uk) no later than 12pm (noon) on Friday 10<sup>th</sup> October 2025.