



arts
fundraising &
philanthropy

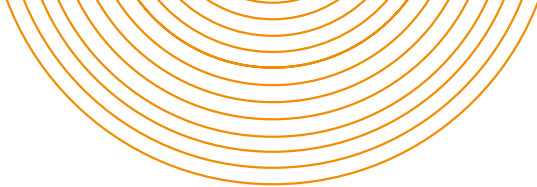


CAUSE4

Diversity Development Programme

Information Pack





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, 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.

Diversity Development Programme

The Diversity Development Programme is an Arts Council England initiative that aims to improve the resilience of Diverse-led arts organisations, museums and libraries.

The aim of the programme is to build the capacity of diverse led organisations to deliver their mission, develop new partnerships and increase levels of contributed and earned income.

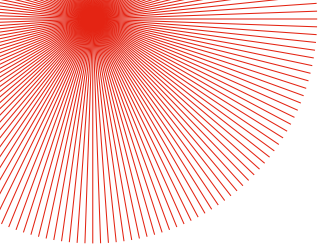
The Arts Council England definition of ‘diverse-led’ means organisations where 51% or more of the board and senior management team identify as:

- Black, Asian and Ethnically diverse, or;
- Disabled, or;
- Female, or;
- LGBTQ+, or;
- From a lower socio-economic background

In 2025/26, Arts Fundraising & Philanthropy and Arts Council England will deliver the Diversity Development Programme. This will be an open development programme for diverse-led creative and cultural organisations, improving knowledge, skills development and confidence in areas such as governance, finance, business development and fundraising.

It will be based on achieving the following outcomes:

- Diverse-led cultural organisations will achieve improved business resilience, with increased knowledge and skills in



areas of governance, finance, business development and fundraising.

- Diverse-led cultural organisations will develop enhanced and more strategic partnerships as a result of the programme, with deepened relationships with institutions such as local authorities, funders, and creative organisations and practitioners.
- Diverse-led cultural organisations will have greater confidence to develop new business models, diversifying their income streams, and improving their communications, branding and marketing.
- Diverse-led cultural organisations will have developed a network of peers within the programme and across the sector, with increased knowledge and resource-sharing, and an increase in joined-up delivery and fundraising.

Programme Details

The Diversity Development Programme will take place from January to October 2026, and will include a package of webinars, training, mentoring, peer learning and strategic support.

Participating organisations will have the opportunity to access a wide range of elements depending on their needs and interests. It includes the following support:

Online Webinars

A programme of 10x 2-hour online webinars (from January to April 2026) helping your organisation to develop skills in governance, finance, business development and fundraising.

These sessions will be led by leaders of diverse-led organisations and other sector experts, who will share their experiences through a practical webinar and a live Q+A session.

Getting Started with Fundraising - Tuesday 13th January 2026 - 10am to 12pm

This webinar will introduce participants to key aspects of fundraising, exploring different income streams and sharing top tips for maximising success.

Writing your Case for Support - Tuesday 3rd February 2026 - 10am to 12pm

This webinar will provide practical guidance for developing a compelling Case for Support, looking at how to craft an effective fundraising story, and how to respond to grant criteria.

Exploring Earned Income - Tuesday 17th February 2026 - 10am to 12pm

This webinar will explore different opportunities for securing commercial revenue, identifying opportunities for online ticketing, eCommerce, on-site retail and income from hires.

Rebooting Digital Fundraising - Tuesday 24th February 2026 - 10am to 12pm

This webinar will support participants to design and launch digital fundraising campaigns, as well as to consider their organisation's digital strategy.

Evaluating your Impact - Tuesday 3rd March 2026 - 10am to 12pm

This webinar will enhance the knowledge and skills needed for organisations to better evaluate and communicate the impact of their work.

Pitching and Persuasion - Tuesday 10th March 2026 - 10am to 12pm

This webinar will cover the core elements of pitching and persuasion, exploring key techniques for leading with confidence, and practical tips for creating a compelling pitch.

Getting Stuck into Finance - Tuesday 17th March 2026 - 10am to 12pm

This webinar will cover the essentials in financial management, developing financial literacy, reading accounts, and budgeting, giving participants confidence in managing charity finances.

Introduction to Business Planning - Tuesday 31st March 2026 - 10am to 12pm

This webinar will explore best practice in Business Planning, reviewing an organisation's operating context, as well as effective benchmarking, and making winning strategic choices.

Navigating Governance - Tuesday 14th April 2026 - 10am to 12pm

This webinar will cover the key responsibilities of Trustees, using regulatory guidance to explore the role of Trustees, and delving into best practice in governance and strategic planning.

Equity, Diversity and Inclusion in Governance - Tuesday 21st April 2026 - 10am to 12pm

This webinar will explore how we embed inclusivity and relevance as part of governance, identifying meaningful targets for EDI and exploring the questions we need to ask to embed EDI effectively.

The webinars will be open to all who register and will also be recorded and hosted on the Arts Council England website.

Leadership Peer Network

From March 2026 to August 2026, we will run a Leadership Peer Network to provide leaders of participating organisations (supporting CEOs or equivalent) with the chance to connect with your peers and work confidentially with a facilitator through actionable solutions to your most pressing challenges.

As part of the Leadership Peer Network, you will be placed into a small cohort of eight, where you will engage in four 90-minute virtual facilitated sessions.

Topics will be determined by the group but could cover:

- Recruitment, induction and succession planning
- Embedding Equity, Diversity and Inclusion and improving inclusion
- Financial Responsibilities
- Responding to funder requirements
- Leading teams in a challenging economic environment

As part of this network, you will receive a write-up of topics discussed during the sessions, alongside a set of resources to support your future development.

Once the facilitated sessions are complete, you can choose to continue to work together by setting up an independent peer network.

We have places for 64 participants, which will be determined on an application basis. You will need to be able to dedicate six hours of time to this element of the programme and demonstrate how you will maximise the opportunity and how it will benefit your communities.

Strategy Support Programme and Mentoring

From April 2026 to September 2026, we will run a dedicated Strategy Support Programme, helping 25 participating organisations to develop robust business planning and fundraising strategy models, guiding organisations through expert led workshops, tailored guidance and practical support.

In cohorts of five, you will be guided to develop a Business Plan or Fundraising Strategy:

- **Fundraising Strategy:** support with the development of a fundraising strategy, including organisational analysis; benchmarking; recommendations for messaging and resourcing; plus a light-touch fundraising plan.
- **Business Planning:** support with the development of a business plan, including background and context review; SWOT analysis and benchmarking; plus a review of existing Key Performance Indicators and support with setting new goals across a team.

As part of this programme, you will receive the following:

- Three x 2-hour online workshops on the core components of developing a strategic plan.
- A detailed template of a Business Plan or Fundraising Strategy to use as a guide for developing your own plans.
- Continued tailored feedback throughout the course of the programme on your strategic plans.

Those participants going through the Strategy Support Programme will also be given additional support, with five hours of dedicated expert mentoring from April 2026 to September 2026.

At the start of the Strategy Support Programme, you will be matched with a mentor, who will be there to help you make the most of the programme, and who will enable you to develop and implement your strategic plans.

Your mentor will be on hand to:

- Listen, discuss and offer support as you talk through your work and learning experiences.
- Support you to implement your strategic ideas and to overcome barriers within your organisation to achieving change.
- Challenge you to reflect on areas that haven't gone as planned, providing practical advice if required.
- Encourage you to reflect on what you have learned throughout the programme, offering insight based on their own experiences.

- Introduce or refer you to any useful contacts and/or networks as appropriate.

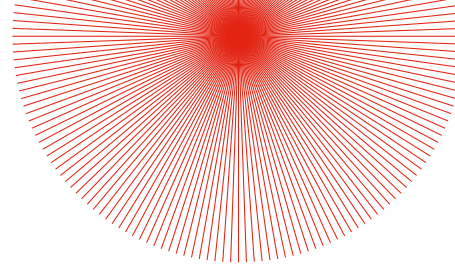
This element is available to 25 participants, with places determined on an application basis. You will need to be able to dedicate 6 hours of time for the workshops; 5 hours for mentoring, plus a minimum of 10 hours to complete your strategic plan. We will also ask you to demonstrate how you will maximise the opportunity and how it will benefit your organisation and communities.

Access to Arts Fundraising & Philanthropy Training

We understand how important it is to gain access to opportunities that build capacity and skills.

As part of the Diversity Development Programme, 100 places will be made available for participants to join Arts Fundraising & Philanthropy's Public Training Programme from Autumn 2026:

- | | |
|-----------------------------|--|
| - Essentials in Fundraising | - EDI in Governance |
| - Application Writing | - Resilience and Leadership in Fundraising |
| - Legacy Fundraising | - Evaluating and Communicating your Impact |
| - Digital Fundraising | - Trustee Leadership |
| - Corporate Fundraising | |
| - Crowdfunding | |
| - Emerging Chairs | |



These courses provide essential and practical support for participants to build capacity and skills, and will be made available to programme participants, or your colleagues.

This element is available to 100 participants, with places determined on an application basis, prioritising organisations that are able to demonstrate how they will maximise the opportunity and how it will benefit their organisation and communities.

Application Information

The Diversity Development Programme is open to all diverse-led creative and cultural organisations in England.

The Arts Council England definition of 'diverse-led' means organisations where 51% or more of the board and senior management team identify as:

- Black, Asian and Ethnically diverse, or;
- Disabled, or;
- Female, or;
- LGBTQ+, or;
- From a lower socio-economic background

To join the webinars, we will ask you to complete a short registration form, providing us with a series of details about your organisation, and which webinars you would like to attend.

You can then let us know if you would like to receive further information about the different elements of the programme. It is important to note the following:

- Online webinars will be open to everyone who registers and will also be recorded and hosted on the Arts Council England website.
- The number of places on the Arts Fundraising & Philanthropy Training is limited to 100 participants and will be provided on an application basis.
- The number of places on the Leadership Peer Network is limited to 64 participants and will be provided on an application basis.
- The number of places on Strategy Support and Mentoring is limited to 25, and participants will be selected on an application basis.

As part of the registration process for the webinars you will be asked the following:

- Organisation Name
- Organisation Status / Business Model Type
- Organisation Turnover
- Organisation Region
- Organisation Artform
- Is your organisation an Arts Council NPO?
- Lead Applicant Information (Name, Email, Number)
- Confirmation that 51% or more of your board and senior management team identify as:
 - o Black, Asian and Ethnically diverse, or;

- Disabled, or;
 - Female, or;
 - LGBTQ+, or;
 - From a lower socio-economic background
- Summary of why you would like to participate and what your most pressing needs are at this time
 - Please provide details of all access requirements to support your participation in the programme.
 - If you have an access rider (a document that outlines the adjustments and support you may need to take part fully in this programme), you are welcome to upload it here. If you don't have an access rider or would prefer not to share one at this stage, simply skip this step.
 - Please select which webinars you would like to attend (select all that apply):
 - Getting Started with Fundraising
 - Rebooting Digital Fundraising
 - Exploring Earned Income
 - Writing your Case for Support
 - Evaluating your Impact
 - Pitching and Persuasion
 - Getting Stuck into Finance
 - Introduction to Business Planning
 - Navigating Governance
 - EDI in Governance

- If you would like to receive further information on how to apply to other areas of the programme, please select all those that apply:
 - Access to Public Training
 - Leadership Peer Network
 - Strategy Support Programme and Mentoring

If you select that you would like to receive further information on the additional elements, you will be sent these directly, and asked to complete a form with a series of follow-up questions:

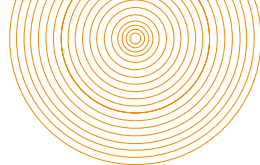
- Why do you feel you need to participate in your chosen activity at this time?
- How will your chose activity benefit you, your organisation and your communities?
- How will you maximise the opportunity to participate and who within your organisation will be involved?

This information pack can also be viewed in different formats. You can access these directly from the Arts Fundraising & Philanthropy Website.

Please note the deadline for registering is 30th January 2026.

To complete and submit the registration form, you can:

- Complete the online registration and application form [here](#).
- Download a word version of the application form and send it to artsfundraising@cause4.co.uk



- Submit a short video (max 5 minutes) that answers the questions and send it to artsfundraising@cause4.co.uk

If you would like to receive this information, or submit your answers in a form different from the above options, please contact artsfundraising@cause4.co.uk

Please note that by filling out this form you are happy to give us permission to store your information for reporting and communications related to the Diversity Development Programme. We are also required to share these details with Arts Council England.

For more information, please refer to Cause4's privacy notice to see how we use your personal data: <https://www.cause4.co.uk/privacy-notice>

For more information, please refer to Arts Council England's privacy notice to see how your data is used: www.artscouncil.org.uk/our-organisation/data-protection

FAQs

What are the costs of participating?

This programme is funded by Arts Council England and therefore there are no costs to participate.

Why aren't you providing funding like previous rounds of Elevate?

Arts Council England is currently developing a third round of Elevate funding. The Diversity Development Programme is as well as, not instead of, Elevate funding.

Arts Council England knows how important organisational resilience and professional development is, and as such, has decided to launch a programme focused on training, skills development and peer learning to accompany the Elevate programme and maximise opportunities beyond successful grant applicants.

Arts Council will announce further details on Elevate round three in the coming months.

How many stages of application are there?

There will be one registration process for access to the webinars and a further application process for those that are keen to participate in the Strategy Support Programme or Leadership Peer Network.

When will we get more information on dates?

Dates for the webinars can be found above, and dates for the Leadership Peer Network and Strategy Support Programme will be released in January 2026. For those participating in mentoring, you will liaise individually with your mentor to arrange your sessions.

What if I have been accepted onto a programme element but cannot make the dates given?

We will do our best to accommodate all individuals who have been accepted onto different elements and can work with you directly to ensure you make the most of the programme.

We are diverse led but are in the National Portfolio, can we join?

All diverse-led organisations can attend the webinars. Other elements of the programme will prioritise diverse-led organisations not currently in the Arts Council England National Portfolio.

Will the programme accommodate my access requirements?

Every aspect of this programme will ensure best practice in equity, diversity, inclusion and accessibility, ensuring that:

- Everyone can expect a warm welcome to the programme
- AFP will communicate clearly about accessibility provision
- All promotional information and resources will provide clarity on what to expect

- Any requests for provision or adjustment will be welcomed and actioned

British Sign Language interpretation and captioners will be present throughout all aspects of the programme.

Who will be running the programme?

The programme will be managed by Arts Fundraising & Philanthropy with oversight and support from Arts Council England. The programme will also engage a range of sector experts (leaders of diverse-led organisations) to bring their insights and experience.