



arts  
fundraising &  
philanthropy

Fundraising  
Culture Change  
2026/27

## Fundraising Culture Change 2026/27

### A dynamic programme supporting organisations to grow, change and secure their future

The Fundraising Culture Change programme is a tailored consultancy package led by Michelle Wright, CEO of Cause4 and Programme Director of Arts Fundraising & Philanthropy; Annie Jarvis, Director of Strategy and Programmes at Cause4 and Head of Arts Fundraising & Philanthropy and the senior team at Cause4.

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 recruiting for a new cohort of organisations to join over 30 others that have benefitted from the programme over the last six years including Exeter Northcott, Eureka! The National Children's Museum, Babylon Arts, Munnings Art Museum, Sporting Heritage CIC, Creative Youth and Chisenhale Gallery.

## What will my organisation gain?

The cultural sector is currently operating in a challenging and complex environment. As we grapple with global challenges, the cost of living crisis and localised issues, it's easy to become inward-facing. 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 a dedicated programme that supports organisations to grow, change, and secure their future! Supporting Leadership teams, Board members, staff and volunteers, the programme will build new ways of working through:**

- Building or refreshing your fundraising strategies and plans
- Inspiring you to seek out new fundraising opportunities and partnerships with confidence
- Encouraging you to explore new business models and approaches to income generation
- Supporting your team to feel ownership of fundraising, developing their skills and building a positive culture for fundraising
- Fostering innovation and growth

The Fundraising Culture Change programme is bespoke to each individual organisation, working collaboratively with you to support whatever is most pressing for your organisation. Previous participants have developed business plans, fundraising strategies, major donor implementation or corporate fundraising strategies.

*“As a small organisation we were thrilled to be given a place on the Culture Change programme in 2022. Working with the team at Cause4 to develop a fundraising strategy has given us the insight and confidence to embrace pro-active and manageable fundraising for the first time.”*

Jenny Hand, Museum Director, Munnings Art Museum

## Programme Outline

The core programme schedule includes:

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organisational Training Workshop (held online) | <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 in the current context</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> <li>• What is already in place?</li> <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> |
| Consultancy                                    | In consultation with the leadership team, Arts Fundraising & Philanthropy will facilitate the drafting of a written strategy for presentation to participating staff, with suggestions for implementation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Organisational Training Workshop (held online) | A whole-team development session, 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Beyond the Programme                           | There will be a further period of support after the programme has been completed, to address any opportunities or challenges that may have arisen.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## Eligibility

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

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 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.

## Costs

This programme benefits from Arts Council England support and is heavily subsidised at more than 50% of the total 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.

## 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 sector challenges over the last 12 months, and the impact of this 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 and Trustees/Directors

Expressions of Interest 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)

*"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