

## Fundraising Culture Change Programme

### Transformational Change for Arts, Heritage and Cultural 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 towards a sustainable increase in fundraising and income generation.

#### What will my organisation gain?

In challenging and uncertain economic times, it's easy for organisations to become inward-facing. They may struggle to build strong external relationships and lose confidence and sight of their core mission, limiting fundraising potential.

Fundraising Culture Change will help leadership teams, Trustees/Directors and staff reflect on internal culture and ways of working. The programme will inspire leaders to seek out new fundraising and income generation opportunities and partnerships with confidence, support teams to feel ownership of their work, highlight skills within the workforce and redefine ways of working to foster innovation and growth.

The programme is tailored to each individual organisation. Previous participants have developed business strategy, fundraising strategy, major donor implementation or corporate fundraising strategy – whatever is most pressing for the organisation.

#### Eligibility

- This programme is primarily aimed at organisations going through high levels of transition or change, often due to income generation pressures. Organisations can be of any scale or artform (including museums).
- Applications are accepted from any legal entity - company, charity, CIC. Organisations can also be a discrete entity within a larger accountable body, e.g. a local authority or a university.
- We have the capacity to support five organisations between September 2019 - March 2020 and will aim to work with one organisation from each Arts Council England geographic area.
- 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

Michelle Wright will facilitate this programme of work on site at your organisation and will develop a timetable in collaboration with you that suits participating staff and Trustees.

The core programme schedule includes:

<p><b>Organisation Training</b>  (one day – all staff and Trustees/Directors)</p>	<p>Participants will explore examples of best practice from the private and charitable sectors, different ways of working and ways to build internal learning culture across teams.</p> <p>The session will highlight existing resources, knowledge sharing, training, mentoring and coaching practices to encourage better collaboration. It will also identify aspects of team working and culture that are already effective, and recognise where improvements can be made.</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><b>Consultancy</b>  (three days)</p>	<p>In consultation with the leadership team, we will facilitate the drafting of a written plan for presentation to participating staff, with suggestions for implementation spanning a 12- 18month period.</p> <p>We are flexible about the support possible in this three day period. Previous participants have developed business strategy, fundraising strategy, major donor implementation or corporate fundraising strategy. The focus will emerge from the organisation-wide training day.</p>
<p><b>Organisation Training</b>  (one day – all staff and Trustees/Directors)</p>	<p>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.</p>

There will be a further period of support six months after the programme has been completed, addressing any opportunities or challenges that may have arisen.

## Costs

This programme benefits from Arts Council England support. The cost of this entire package for each participating organisation is £1,750 + VAT. This represents less than half the programme’s commercial value and includes all preparation work, trainer expenses, etc.

## Application Process

Applications for Fundraising Culture Change should be made by an Expression of Interest proposal. This should be no longer than three pages of A4 and submitted by the CEO / Chair of Trustees or Director(s), 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 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 2019, and we may hold brief discussions over the phone or in person to gather further information before appointment.

Expression of Interest proposals 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 23<sup>rd</sup> August 2019.**

## Who are Arts Fundraising and Philanthropy?

Arts Fundraising & Philanthropy is an Arts Council England Sector Support Organisation. We strengthen the resilience and sustainability of the arts, culture and heritage sectors through our innovative learning programme, empowering arts professionals at every stage of their career. Through our tailor-made training, professional fellowships, bespoke support and eLearning programmes, we promote diverse and entrepreneurial practice in fundraising and leadership.

## 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 of 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 – 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 culture change specialist and leads all *Cause4*'s work in change management with organisations.

Michelle is a Fellow of the Guildhall School (FGS) and of the Royal Society of Arts (FRSA). In 2014, Michelle was the first entrepreneur in the UK to receive the IWECA award for outstanding entrepreneurial achievement and represented the UK as a National Champion for Entrepreneur of the Year in the European Business Awards.

In 2016, she was recognised with an Innovative Trailblazer award for entrepreneurship at the Women's Economic Forum in New Delhi and the Woman of the Year Award at the Women's World Award in San Francisco, for her work supporting other female entrepreneurs. She was awarded the Freedom of the City of London by the Guild of Entrepreneurs in 2016 and joined the WISE list for top 100 Social Entrepreneurs in 2017. In 2018 she was voted AI Magazine's most Influential Woman in Fundraising.

### Further insight from Michelle Wright:

[Organisations with staying power](#): Michelle's approach to resilience

[How to create a fundraising strategy](#): from inspiring donors with creative content to keeping tactics simple

[How to get the culture of your organisation right](#): an opportunity for trustees

