

Arts and Cultural Organisations that fall within the Arts Council remit including funded and unfunded organisations, Accredited (and provisionally Accredited) Museums, Local Authority Library services that are directly delivered or fully commissioned to a third party and Music Education Hubs are all invited to choose one of the strands to apply for. The strands are designed to provide different kinds of support and focus, so **make sure you choose the strand best suited to your organisation.**

The Building Resilience Programme, funded by Arts Council England.

This fund, awarded to four external organisations, aims to increase the resilience of up to 100 cultural organisations, providing learning, insight, expertise, skills development and resources that can be shared and used more widely to increase resilience across the sector. Starting in September 2017, each strand of the programme will work with up to 25 organisations, exploring, piloting and delivering different approaches to long-term sustainability.

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Diversity and Entrepreneurship

This programme is grounded in a 'learning by doing' approach with participants having the opportunity to test and refine what they are learning within their own organisations. Supported through study sessions, project visits and tailored consultancy, participants will share and explore learning in innovation and entrepreneurial thinking, business modelling, diverse income streams, legal considerations in trading, creating diverse network and partnerships. This programme is for directors, executive and senior management staff of small-medium sized organisations, with an annual turnover of £75k - £1million, operating for a minimum of three years with at least two full time members of staff. <https://www.the-sse.org/courses/arts-council-england-building-resilience-programme-diversity-entrepreneurism/>

Building Resilience: Fundraising and Revenue Diversification

This programme is designed to accelerate participating organisations' revenue-generating capacity, with an emphasis on fundraising. Technical assistance will be provided in the areas of: long-term programme planning and development; programmatic and institutional marketing; board development; fundraising from individuals, trusts, foundations, and corporations; development of alternate earned revenues; memberships, fundraising events, and other revenue-generating mechanisms; and strategic planning. This programme is for organisations with an annual turnover of £100,000 or more; at least one full-time staff member; a board (or other volunteer governance body) and at least three years of consistent programming history. <https://www.artsmanagerinternational.com/>

Change Creation

This programme is for the leaders of organisations who know the change they want to deliver in their organisation. With 25 organisations and 50 leaders learning, planning and delivering change together, it's an active strand focused on delivery and impact through shared leadership learning. Whether they are rethinking a retail offer, creating a shift in culture, re-engineering community engagement or any other project that will deliver resilience, they will create it in a hothouse of learning and delivery. With support delivered in the form of 20 days of practical workshops, tailored in-house consultancy, external training and an intensive peer learning model, leaders get support including: change management consultancy and mentoring; change leadership training; tailored research from our researcher in residence; expert guidance on alternative finance, new audiences, business planning, fundraising, digital and much more, as defined by the needs of the cohort. The programme, delivered by **people** make it work, packages everything they know from 17 years of cultural sector change implementation into one 2-year programme. At the end of the programme 25 organisations will have implemented their change plans and be reaping the accompanying resilience benefits. This programme is for executive and senior management who have a clear and compelling change vision that is supported at Board level. <http://www.changecreation.org>