

Catalyst: Evolve

Guidance for applicants

The below is an outline summary of key information. Please see [Section three](#) for full eligibility criteria.

Summary of key information	
What is the focus of the fund?	<p>Catalyst: Evolve aims to enable more private giving to arts and culture. It will do this by supporting organisations that have recently begun to fundraise to achieve step change in their ability to earn philanthropic income.</p> <p>It will support organisations to develop their fundraising activity through:</p> <ul style="list-style-type: none">• offering match funding to incentivise new philanthropic giving• investing in the skills, capacity and culture of organisations to better enable them to raise a sustainable source of income from private giving <p>This programme seeks to build upon the work of our first Catalyst programme. It forms part of our wider Goal 3 ambition to support organisations to become more resilient through diversifying their income sources.</p>

Who can apply?

Arts organisations that:

- are a registered charity or community interest company
- and
- can demonstrate an emerging track record in fundraising from at least one of the following: individuals; trusts and foundations; and businesses

Consortia are welcome to apply, but there will need to be a clearly identified lead applicant, and all organisations involved will need to be a registered charity or a community interest company. A partnership agreement will need to be in place at the point of application. Please refer to [Section three](#).

Applications are welcome from organisations that received support through the third tier of the original Catalyst programme.

Organisations that received support through the first and second tiers of our first Catalyst programme – Catalyst Arts: endowments and Catalyst Arts: capacity building and match funding – are not eligible to apply as individual organisations or as part of a consortium.

Applicants must not be applying for funding for this activity from other Arts Council programmes such as Grants for the arts or do so within the timeframe of this grant.

Museums and libraries are not eligible to apply. The **Museum resilience fund** is due to open for a second round in 2016 dependent on the fiscal environment at the time.

Please refer to [Section three](#) for more information on registered charities, community

	<p>interest companies, emerging track record and fundraising.</p>
<p>When is the deadline for applications?</p>	<p>The online application form will open on Thursday 14 January 2016. Applications must be submitted by 12pm (midday) on Friday 19 February 2016.</p> <p>Before the portal opens, there will be a series of facilitated workshops led by Arts Fundraising & Philanthropy in November and December 2015. These will reflect on the learning from the first Catalyst programme, and our ambitions for Catalyst: Evolve. Potential applicants are encouraged to attend before submitting an application. See Section one for more information.</p>
<p>How much can be applied for per application?</p>	<p>Between £75,000 and £150,000.</p> <p>Within these parameters, the figure applied for must include:</p> <ul style="list-style-type: none"> • the amount of match funding that you are seeking (not less than 70 per cent) <p>and</p>

	<ul style="list-style-type: none"> the amount of investment you are seeking from us in support of organisational development (not more than 30 per cent) <p>See Section five for more information.</p>
<p>When must the activity take place?</p>	<p>Activities must start no earlier than the likely date on which you receive a written offer of funding and accept in writing.</p> <p>The end date of this programme will be 31 August 2019, and all activities must be concluded at that point. No extensions will be possible.</p> <p>Please note: We will aim to notify applicants of our decision no more than 22 weeks following closure of the application portal. This should be factored into your timeline planning.</p>
<p>Minimum match funding from other sources</p>	<p>One aspect of this programme is a match funding scheme, and we will expect applicants to clearly identify their plans for raising that income within their applications.</p> <p>We will match fund at a ratio of 1:1.</p> <p>See Section two for more information on eligibility of matched funding.</p>
<p>When will we make our decision?</p>	<p>We will aim to notify applicants of our decision no more than 22 weeks following closure of the application portal.</p>

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Section one – introduction

Welcome

Thank you for your interest in Catalyst: Evolve. This guidance gives you more information about the fund and also how to apply.

Catalyst: Evolve will encourage and enable more private giving by helping organisations that have an established but limited track record in fundraising to further develop their organisation to fundraise and diversify income streams.

Through this programme, Arts Council England will:

- offer match funding to incentivise new philanthropic giving
- invest in the skills, capacity and culture of organisations to better enable them to raise philanthropic income

This programme seeks to learn and build upon our past investments in philanthropy and fundraising through the previous Catalyst programme. It also forms part of our wider Goal 3 ambition to support organisations to become more resilient through diversifying their income sources.

We would like to encourage prospective applicants to attend a facilitated workshop in November and December 2015 to understand more about this programme, and learn about the evaluation of the first Catalyst programme. Information on these workshops will be published on the Arts Council website in October 2015.

About Arts Council England

Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people's lives. We support a range of activities across the arts, museums and libraries – from theatre to digital art, reading to dance, music to literature, and crafts to collections. Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better. Between 2015 and 2018, we plan to invest £1.1 billion of public money from government and an estimated £700 million from the National Lottery to help create these experiences for as many people as possible across the country.

www.artscouncil.org.uk

About Arts Council England's strategic funds 2015–18

Our Strategic funds help us to target particular challenges, opportunities or gaps, creating the environment for further development to take place in the arts and culture sector. Ultimately, they help us meet the goals set out in our strategy, [*Great art and culture for everyone*](#). Our goals, for reference, are as follows:

Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

Goal 2: Everyone has the opportunity to experience and be inspired by the arts, museums and libraries

Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

The focus of this fund is Goal 3 and our ambition to support organisations to become more resilient through diversifying their income sources.

Section two – purpose of Catalyst: Evolve

Aims and outcomes

The aim of this fund is to enable more private giving to arts and culture. It will do this by supporting organisations that have recently begun to fundraise to achieve step change in their ability to earn philanthropic income.

It will support organisations to develop their fundraising activity through:

- offering match funding to incentivise new philanthropic giving
- investing in organisational development activity which will better position applicants to raise philanthropic income on a sustainable long-term basis

The first Catalyst funding programme concluded in summer 2015. An evaluation report has been published. This evaluation report seeks to learn and build upon past investments in philanthropy and fundraising (Catalyst 2012–15) and supports Arts Council England's wider work in encouraging organisations to diversify their income sources in order to become more resilient. The second evaluation report is due to be published at the end of October and will be available for download from the Arts Council website.

Arts Council England defines private giving as including philanthropic donations from individuals, trusts and foundations and businesses, as well as corporate sponsorship.

Earned income, income from other public funders, in-kind support, gifts of shares (unless converted into cash) and income from universities are **not eligible** as suitable matched funding.

We will match fund at a ratio of 1:1.

This scheme is designed to support organisations to bring additional money into the arts sector and not simply replace existing sources of funding. It will also support organisations to diversify the sources from which they fundraise.

The scheme will support organisations for a period of up to three years. There will be an initial emphasis on ensuring fundraising is embedded throughout an organisation which may involve:

- supporting training and development
- investing in fundraising capacity
- developing new appeals and campaigns
- investing in new systems

This approach is intended to enable organisations to develop successful and sustainable fundraising models that continue to generate new money for the sector beyond the end of the grant programme.

If your application proposes investing in a fundraising role it will be critical to articulate how this capacity will be sustained once the grant comes to an end.

It is Arts Council England's intention to ensure that a minimum of 75 per cent of the total Lottery funding it receives is spent outside London. For this particular fund, our expectation is that 70 to 80 per cent of the fund will be spent outside London.

How much funding is available?

There is a total of £17,500,000 available through this fund. We expect to make in the region of 150 grants. You can apply for between £75,000 and £150,000.

The scheme will support organisations for a period of up to three years. All grant activity and matched funding claims must be completed no later than 31 August 2019. No extensions will be possible.

This is an open and competitive application process. We have limited funds available and we know there will be a significant demand for funding. It is likely that there will be good applications that we will not be able to fund. You should think about what you would do if we cannot award funding.

We expect this significant investment will have a longer term impact for the sector and successful applicants. However, support through this programme does **not** indicate additional investment will be made available by Arts Council once the programme has finished and you should consider how you will sustain activity once the funding comes to an end.

Other sources of funding

Organisations which have been in receipt of funding from Catalyst Arts: endowment (tier 1) or Catalyst Arts: capacity building and match funding (tier 2) are not eligible to apply for this programme as an individual organisation or as part of a consortium. We anticipate there will be further strategic funds for philanthropy

and fundraising announced in 2016 for which those organisations might be eligible to apply.

Section three – eligibility

Please read the eligibility requirements for the fund carefully. If you do not meet any of these requirements we will be unable to consider your application for funding.

<p>Who can apply?</p>	<ul style="list-style-type: none"> • an arts organisation that is a registered charity or community interest company and can demonstrate an emerging track record in fundraising from at least one of the following: individuals, trusts and foundations and businesses • arts organisations that received support through being part of a capacity building consortium (tier 3) of the original Catalyst programme • consortia are welcome to apply, but there will need to be a clearly identified lead applicant, and all organisations involved will need to be a registered charity or a community interest company. A partnership agreement will need to be in place at the point of application • applicant organisations must not be applying for funding for this activity from other Arts Council programmes such as Grants for the arts <p>Please refer to the Charity Commission and Companies House for more information on registered charities and community interest companies.</p> <p>We would consider an emerging track record as some level of fundraising activity being undertaken over the last two years that you can demonstrate and provide evidence as part of your application.</p> <p>Fundraising is the organised activity of soliciting and gathering voluntary contributions of money or other</p>
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	resources for a non-commercial cause by requesting donations from individuals, businesses or charitable foundations.
Who cannot apply?	<ul style="list-style-type: none"> • organisations that have been in receipt of funding from Catalyst Arts: endowment (tier 1) or Catalyst Arts: capacity building and match funding (tier 2) cannot apply to this fund • museums and libraries are not eligible to apply. The <u>Museum resilience fund</u> is due to open for a second round in 2016 dependent on the fiscal environment at the time • organisations applying for funding for activities that are aimed at making a profit to be distributed to members or shareholders • individuals, unless you apply as a director of your own company. We will not accept applications from people applying in a purely personal capacity
What activity can be supported?	<p>No more than 30 per cent of the total grant applied for can be spent on organisational development.</p> <p>Activities could include:</p> <ul style="list-style-type: none"> • training and professional development for board members, staff and volunteers • investment in systems such as an appropriate donor or patron database • establishing new donation collection mechanisms including use of digital and technology • investing in fundraising capacity • prospect research • developing new appeals and campaigns <p>This is intended only as an indicative list and is not exhaustive. The application must demonstrate the activity which you will be undertaking relevant to your specific circumstances.</p>

Organisations should be aiming towards an increased responsibility for fundraising being shared across the organisation during the lifetime of the project.

No less than 70 per cent of the total grant applied for can be assigned as matched funding.

We would encourage organisations to seek to raise funds from a range of sources including:

- individuals
- trusts and foundations
- businesses

See [Section two](#) for eligibility of matched funding and Arts Council England's definition of private giving.

We are particularly interested in supporting activities which incentivise regular, low level giving from individuals.

Organisations should seek advice or be aware of the VAT implications associated with membership schemes, fundraising events and corporate sponsorship. Arts Council England is not in a position to provide advice.

It is expected that organisations will initiate appeals and campaigns throughout the project length that may not always realise donations during the grant funded timescale and therefore not be eligible for matched funding but will further contribute to the future sustainability and resilience of the organisation.

<p>What activity cannot be funded?</p>	<ul style="list-style-type: none"> • activities that do not benefit or engage people in England or that do not help artists and arts organisations in England to carry out their work • activities (including buying goods or services) that have started, been bought, ordered or contracted before we make a decision about your application. This is because we cannot fund activity retrospectively • costs that are already paid for by other income including your own funds or any other funding
<p>How much can be applied for per application?</p>	<p>Between £75,000 and £150,000 up to a period of three years.</p>
<p>How much match funding from sources other than Arts Council England is required?</p>	<p>One aspect of this programme is a match funding scheme, and we will expect applicants to clearly identify their plans for raising that income within their applications.</p> <p>No less than 70 per cent of the total grant applied for can be assigned as matched funding.</p> <p>See Section two for more information on eligibility of matched funding.</p>
<p>Delivery timetable</p>	<p>You should include a detailed current fundraising strategy and activity plan clearly outlining the organisational development element of the project as well as how you will fundraise to claim the matched funding. This should include key milestones and review dates.</p> <p>The scheme will support organisations for a period of up to three years. All grant activity and matched funding claims must be completed no later than 31 August 2019.</p>

Consortia and partnership agreements

We welcome applications for funding from organisations working as a consortium. One organisation must act as the lead organisation and submit the application.

If you are the lead applicant representing a consortium or partnership we will expect you to be solely accountable to us for the funded activity and to deliver the project in accordance with our terms and conditions.

Further guidance on what we expect from lead applicants can be found in the [Partnership agreements](#) guidance on our website.

All partners within the consortium must show a firm commitment to joint working. Your application must show the benefits and rationale of working as a consortium. If we decide to fund your project we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be solely accountable to us for all monitoring information, how all the money is spent and for the full and successful delivery of the project.

One of our standard terms and conditions of grants is that the organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our prior agreement in writing.

We request that partnership agreements between the lead organisation and the other partners involved in the project are submitted as mandatory documents along with your application.

Partnerships that are led by London-based organisations will form part of the calculation of investment in and outside London from this fund.

Partnerships which include, but are not led by, London-based organisations will not form part of the calculation of spend in and outside London. However, the substantive benefit and activity must apply outside London.

Section four – what you will be expected to deliver

We welcome applications that will make a contribution to achieving the aims and outcomes outlined in [Section two](#).

You will be expected to:

- invest in skills, capacity and initiatives that help support your organisation to enable more philanthropic giving
- deliver against your proposed activity plan within the timescales of the fund
- ensure the project has the support of Board members including new members throughout the lifetime of the grant
- promote match funding to incentivise philanthropic giving in order to generate donations in line with targets set out in your application
- demonstrate a step change in your ability to earn philanthropic income
- provide an annual report on progress against activities and evidence eligible matched funding has been received in order to claim match against the grant
- contribute to learning by actively participating in the evaluation of the Catalyst: Evolve programme.

If you currently receive Arts Council funding you will need to demonstrate that your proposal is for work that is clearly in addition to your currently funded core work. You will also need to demonstrate that you have the capacity to take on a new project or the delivery of new outcomes without putting at risk the delivery of your current funding agreement commitments.

Please be aware that successful grantees will have to adhere to the Arts Council England monitoring format that will be provided at the point of grant offer.

Section five – how to apply

Applications can be submitted via the Arts Council England application portal which opens on 14 January 2016 and before it closes on 19 February 2016.

You will receive an acknowledgement email confirming that we have received your application.

Making an application

1. Read this guidance carefully and contact us

This guidance gives you information on how to apply and answers some common questions. If you have any further questions you can contact our Customer Services team at enquiries@arts council.org.uk

2. Prepare and submit your proposal

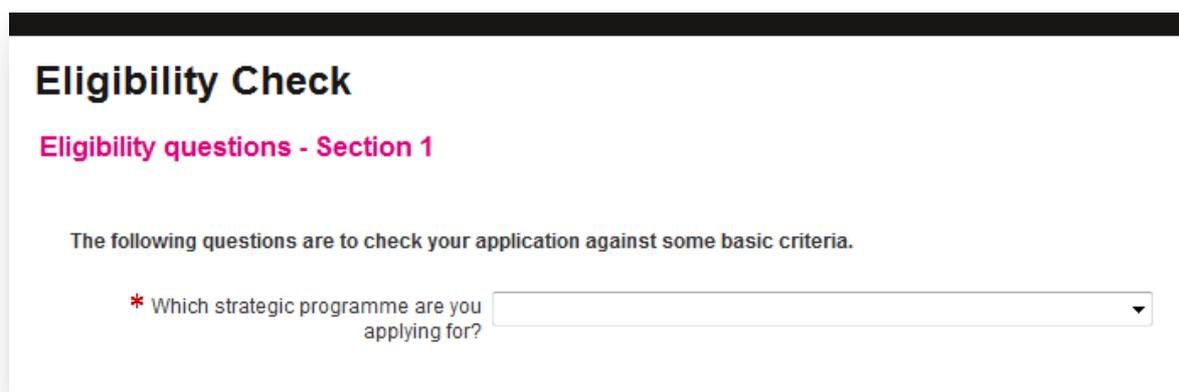
You must apply through our [online application portal](#) using the **Standard application** form:

- i. Once you have logged in (or created a new user account if you have not used the online portal before) you will see the Welcome screen. On this screen, select 'Standard application' from the dropdown list:



Select the programme you wish to apply to: ▼
Start Application

- ii. When you press 'Start Application', you will be taken to the Eligibility Check section where you should select the name of this fund from the dropdown list:



Eligibility Check

Eligibility questions - Section 1

The following questions are to check your application against some basic criteria.

* Which strategic programme are you applying for?

- iii. When you have completed the Eligibility Check you will be taken to the full application form which includes questions about you (or your organisation) and the activity you are applying for, and a section called 'Response to the brief' which gives you space to provide a full proposal for your activity. There is also a section where you can upload the mandatory attachments that we need, and any other supporting information.

Introduction

Organisation details

Main contact details

Basic details

Meeting our goals

Response to the brief

Attachments

Activity beneficiaries

Monitoring information

Declaration

Submit the form

iv. Proposal

The proposal can be a maximum of 9,000 words, divided into three sections: 'Meeting the brief' (3,000 words), 'Governance and management of activity' (3,000 words) and 'Financial viability' (3,000 words). You do not need to use the full word count if you do not feel it is necessary. Use the criteria/prompts in [Section six](#) of this guidance to help you structure your proposal.

v. Attachments

You must upload the following mandatory attachments on the 'Attachments' screen:

- a detailed fundraising strategy and activity plan clearly outlining the organisational development element of the project as well as how you will fundraise to claim the matched funding, what you plan to fundraise for and associated targets. This should include key milestones and review dates
- a detailed project income and expenditure budget which reflects the fundraising strategy and an activity plan for the length of the project. A recommended budget template will be available to use at the point of application

- a statement from your board of trustees demonstrating their commitment and support for your application
- for consortia applications a partnership agreement between the lead organisation and all other partners involved in the project
- financial statements for the last two years prepared to the appropriate standards for your organisation – lead organisation (non-National portfolio organisations only)
- your latest management accounts – lead organisation (non-National portfolio organisations only)
- your governance documents – lead organisation (non-National portfolio organisations only)

The combined limit on file size for all the attachments taken together is **10 megabytes**.

We will use the information you give us in your application form and any attachments to decide whether we will offer you a grant. If your application does not contain the information we need in the format we ask for it to be in, we may not be able to consider your application. After you have read this guidance, if you have any further questions please contact us.

The online application form will open on **Thursday 14 January 2016**. Applications must be submitted by **12pm (midday) on Friday 19 February 2016**. Applications submitted after this time will not be considered.

Assistance with your application

We are committed to being open and accessible, and want to make the Catalyst: Evolve application process accessible to everyone.

If you experience any barriers within the application process or require help to make an application, our enquiries team can be contacted by:

- telephone: 0845 300 6200
- text phone: +44(0) 161 934 4428
- email: enquiries@artscouncil.org.uk

After you submit your application

You will receive an acknowledgement email confirming that we have received your application. This will be sent to the email address which you used to log into the portal. The email will include a PDF copy of your application for your reference.

We will conduct an eligibility check within 10 working days of the deadline for applications. If your application is not eligible, this means that we cannot process it any further and it will not be considered for funding. If your application is not eligible we will write to you to let you know, and will explain our decision.

Section six – how we will make our decision

We will aim to notify applicants of our decision no later than 22 weeks after the application portal has closed.

We will check your application to ensure that you have provided all the information we have requested.

We will make our decision based on the information you provide in your application, any further information that we request and, where relevant, data and information from the Charity Commission and Companies House websites relating to your constitution and audited accounts from the past two years.

Each criterion ('Meeting the brief', 'Governance and management of the activity', and 'Financial viability') will be assessed using a five-point word scoring:

- **Not met**

The application does not meet the criteria

- **Potential**

The application does not meet the criteria but shows potential to do so

- **Met**

The application meets the criteria

- **Met (strong)**

The application meets the criteria and shows strong qualities

- **Met (outstanding)**

The application meets the criteria and shows outstanding qualities

On the basis of these ratings we will recommend whether an application is suitable for funding. Applications that do not achieve at least 'met' under all three criteria will not be deemed suitable for funding.

We will assess each application against the following criteria, using the assessment prompts below:

Criteria
<p>Meeting the brief Weighting: 50 per cent Word count: up to 3,000 words</p> <ul style="list-style-type: none"> ○ clear and convincing plans to deliver on the aims and outcomes of the programme and all the elements of what you will be expected to deliver, as described in this brief ○ fundraising activity that has been undertaken by the organisation in the past and particularly in the last two years ○ evidence of quantitative and qualitative results in response to activity in the last two years ○ proposal to build on previous fundraising experience ○ organisation plan to develop responsibility for fundraising across its staff, board members and other volunteers ○ articulated understanding of the organisation's local market in terms of fundraising potential ○ a valid exit strategy for when funding comes to an end. Articulated plan for continuing to develop and cultivate relationships in order to generate an increased level of fundraising ○ appropriate partners with clear roles and responsibilities ○ activity that builds on and does not duplicate activity funded by other Arts Council grants

Management of the activity

Weighting: 25 per cent

Word count: up to 3,000 words

- feasibility of workplan
- appropriate partners with clear roles and responsibilities
- appropriate governance arrangements in place and/or planned, including how partners are engaged
- demonstration of existing skills and capacity to deliver the programme and/or an identification of the gaps and how they will be addressed through the funding
- evidence that taking on this activity will not place at risk the management of the core business or any other discrete programmes currently being delivered
- succession plans in place in the event of key people leaving the organisation

For National portfolio organisations:

You should demonstrate that your organisation's current Arts Council risk rating has been considered in planning the proposed activity and actions to mitigate potential risks have been incorporated into the overall management of the project. We would not expect to offer funding to organisations considered a major risk unless robust risk mitigation plans that are satisfactory to the Arts Council are integrated into the project proposal.

Financial viability

Weighting: 25 per cent

Word count: up to 3,000 words

- financial viability of the applicant
- robustness of the project budget. No more than 30 per cent to be assigned to organisational development. The balance to be assigned to match funding
- sustainability of the applicant once funding ends
- clear case for any proposed capital expenditure. In the case of investment in systems, explanation of how maintenance costs will continue to be supported once funding comes to an end

In assessing the application we will also consider these balancing criteria:

1. Geography – it is our expectation that 70 to 80 per cent of the fund will be spent outside London.

2. Artform
3. Diversity – we want our investment in the arts to create the conditions in which there is a diversity of leaders, producers and creators of art and audiences, reflecting the diversity of contemporary England and our commitment to advance members from the protected characteristic groups as set out in the Equality Act 2010.

These balancing criteria will be used in addition to the main criteria to ensure a good spread of funded projects according to each balancing criterion, and to differentiate between a number of proposals that are considered strong.

Decision making

Once we have scored your application and a recommendation has been made whether to fund it, we will make our decision. To do this we will consider how strongly your activity scored against our criteria, any balancing criteria we have outlined above, and we will also consider your activity alongside other applications to the fund.

Complaints procedure

If you are not happy with the way we have dealt with your application, please contact us and we will discuss this with you. If you are still unhappy, you can ask us for a copy of our complaints procedure.

Details can be found in [Making a complaint](#), which is available on our website, www.artscouncil.org.uk, or by contacting our enquiries team by email to enquiries@artscouncil.org.uk or by phoning 0845 300 6200.

Please note that you can only complain if you believe we have not followed our published procedures when assessing your application. You cannot appeal against the decision.

Section seven – Freedom of Information Act

The Arts Council is committed to being as open as possible. We believe that the public has a right to know how we spend public funds and how we make our funding decisions.

We are also listed as a public authority under the Freedom of Information Act 2000. By law, we may have to provide your application documents and information about our assessment to any member of the public who asks for them under the Freedom of Information Act 2000.

We may not release those parts of the documents which are covered by one or more of the exemptions under the Act. Please see the Freedom of Information website at www.ico.gov.uk for information about freedom of information generally and the exemptions.

We will not release any information about applications during the assessment period, as this may interfere with the decision-making process.

Contact us

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