

Change Makers Fund Guidance for applicants

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>The primary aim of the fund is to increase the diversity of senior leadership in the arts and culture by helping to develop a cohort of leaders who are Black, minority ethnic and/or disabled by means of a targeted senior leadership training and development programme, hosted by a National portfolio organisation or Major partner museum, and designed to develop the leadership skills and experience of Black, minority ethnic and disabled potential leaders.</p> <p>The fund supports our aim of addressing the under-representation of Black, minority ethnic and disabled senior leaders across the National portfolio and Major partner museum portfolio by providing opportunities for such potential leaders to gain relevant experience and training so they are able to compete on merit when future Artistic Director, Chief Executive or other senior leadership positions become available.</p>

	<p>An additional aim of the fund is to provide development opportunities to enable organisations to improve their contribution to the Creative case for diversity, and to stimulate organisation-wide change to reflect the diversity of contemporary society across funded organisations' programme, audiences, workforce and partnerships.</p> <p>This will be achieved through inviting joint applications from a National portfolio organisation or Major partner museum and a named individual (Black, minority ethnic and/or disabled leader).</p>
<p>Who can apply?</p>	<p>National portfolio organisations and Major partner museums in partnership with a named (Black, minority ethnic and/or disabled) leader</p>
<p>Who cannot apply?</p>	<ul style="list-style-type: none"> • Individuals • Consortia • Music education hubs • Local authorities • Non National portfolio organisations • Museums (non Major partner museums) • Libraries • The named leader must not already be employed by or have some form of pre-existing contractual commitment with the National portfolio organisation or Major partner museum

	<ul style="list-style-type: none"> • Organisations based outside of England. Exceptions may be made for Arts Council England National portfolio funded organisations that are based outside of England but who have a registered office in England and where the majority of activity benefits and/or engages people in England. National portfolio organisations based outside of England must contact an Arts Council England Relationship Manager to confirm their eligibility for this fund before submitting an Expression of Interest • Named leaders based outside of England • Organisations that have already submitted another application to the Change Makers fund
When is the deadline for Expressions of Interest?	5pm on Thursday 28 April 2016
When is the outcome of Expressions of Interest?	Emails will be sent to all applicants by 5pm on Monday 9 May 2016
When is the deadline for applications?	5pm on Thursday 23 June 2016
How much can be applied for per application?	Between £100,000 and £150,000
When must the activity take place?	<p>Activities must start no earlier than 1 October 2016</p> <p>Funded activities must end no later than 31 December 2018</p>

Minimum match funding from other sources	20 per cent of total project budget At least 20 per cent of the total cost of the activity to come from sources other than the Arts Council of which at least 10 per cent should be cash match funding.
When will we make our decision?	We will aim to notify applicants of our decision no later than 28 September 2016

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Section one – introduction

Welcome

Thank you for your interest in the Change Makers programme. This guidance gives you information on how to apply for funding.

We are committed to a fundamental shift in our approach to equality and diversity over the period 2015-18 and to ensuring that the leadership of the arts sector becomes more reflective of the society it serves.

Change Makers is a senior leadership training and development programme which has been designed in response to evidence highlighting the underrepresentation of Black, minority ethnic and disabled leaders across the arts sector. The percentage of disabled people employed as managers across our National portfolio organisations in 2014-15 was 2.7 per cent. Only 10 per cent of National portfolio managers are from a Black or minority ethnic background.

The Change Makers fund has been developed with the aim of better supporting aspiring leaders from underrepresented groups to be enabled to compete on merit in the future for Artistic Director, Chief Executive and other senior leadership vacancies.

Change Makers also recognises the important role of National portfolio organisations and Major partner museums in nurturing and developing a diverse cohort of future leaders. The fund will support host National portfolio organisations to improve their contribution to the Creative case for diversity and stimulate organisation-wide change to reflect the diversity of contemporary society across organisations' programme, audiences, workforce and partnerships.

For Major partner museums, the fund will support organisations to deliver the outcomes highlighted in the Museum Consultancy report 'Diversity in the workforce and governance of Arts Council England's Major partner museums; research project'.

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.

On behalf of the Department for Education, we are investing over £75 million between 2015 and 2016 in a network of 123 music education hubs across England.

We believe that our national diversity is one of our great resources and we expect that the work that we fund will reflect this and will be alive to the opportunities that diversity offers.

Arts Council England strives to comply with the public Sector Equality Duty and to promote equality in relation to the characteristics protected by the [Equality Act 2010](#). We are also committed to promoting equality across differing socioeconomic groups.

By “diversity” we mean the multitude of ethnicities, faiths and socioeconomic classes which reflect contemporary England. Our concept of diversity includes disabled people, older people and people of all genders and sexual orientations. It also recognises the breadth of England’s regions, from the most rural to the inner city.

Our arts-driven concept of diversity as opportunity represents a shift in perspective, from regarding the imperative towards diversity as a prescriptive aspect of equality legislation to understanding its creative potential and the ways in which it can promote long-term organisational resilience. We call this the [Creative case for diversity](#). In preparing their application, applicants should find opportunities to tell us how their work will support this progressive and positive perspective.

For more information about the Arts Council visit 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

All of these goals are important, but we expect successful applicants to the Change Makers fund to make a strong case under Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries and Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.

Section two – purpose of the Change Makers fund

Aims and outcomes

A key aim of the Change Makers fund is to support a cohort of Black, minority ethnic and disabled leaders to develop their leadership skills through undertaking a senior leadership training and development placement hosted by a National portfolio organisation or Major partner museum. This will enable them to gain the relevant experience, skills, knowledge and confidence to be able to compete on merit when future Artistic Director, Chief Executive or other senior leadership positions become available.

An additional aim of the fund is to provide host National portfolio organisations with a development opportunity to adopt cultural change that can be a catalyst for improving their contribution to the Creative case for diversity. This should also effect organisation-wide change that challenges funded organisations to reflect the diversity of contemporary society across all aspects of their work in partnership with their named leaders, encouraging the adoption of a wider challenge-and-change culture.

A key outcome of the Change Makers fund will be to address the current underrepresentation of Black, minority ethnic and disabled leaders across the sector by developing a strong pipeline of skilled, experienced and confident Black, minority ethnic and disabled leaders who are equipped to compete for future Artistic Director and Chief Executive vacancies when they arise.

Training placements will normally be supervised by the Chief Executive, Artistic Director or another senior leader or Chair of the host organisation.

The training placements should be for a minimum of 12 months.

The central aims of the fund are:

- to facilitate senior leadership training and development placements hosted by National portfolio organisations and Major partner museums which will help to address the underrepresentation of Black, minority ethnic and disabled leaders across the arts

- to provide opportunities for Black, minority ethnic and disabled leaders to gain the skills, knowledge and experience required to compete on merit when future senior leadership positions become available
- to provide individuals undertaking placements with relevant industry experience, e.g. opportunities to direct a show or curate an exhibition and/or to be involved in programming and strategic decision making
- to encourage culture change at host organisations to create the conditions to improve their contribution to the Creative case for diversity
- to encourage the development of a challenge and change culture at host organisations, in partnership with their named leaders, to reflect the diversity of contemporary society across their programme, audiences, workforce and partnerships

How much funding is available?

A total budget of up to £2.6 million is available through the Change Makers fund, including £500,000 for Major partner museums. Applicants can apply for between £100,000 and £150,000 for activities to be delivered over a period of up to 18 months.

Allowances for training and development programme participants

Change Makers is a training and development programme for Black, minority ethnic and disabled leaders. It will not result in contracts of employment between the National portfolio organisation or Major partner museum and named individuals and so no salaries will be payable by the National portfolio organisation or Major partner museum to named individuals. Named individual participants will, however, be provided with a mandatory bursary for the duration of their training placement to enable them to participate fully in the programme to be agreed by the named individual and the host organisation. Applicants should ensure that the financial value of the allowance/bursary is included in their budget as part of the application.

Geographical focus

The Arts Council intends to ensure that a minimum of 75 per cent of all Lottery funding is spent outside London for the 2015-18 period. However for this fund we also recognise the relatively high concentration of diverse led organisations and artists from a diverse background in London.

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"> • National portfolio organisations or Major partner museums in partnership with a named Black, minority ethnic and/or disabled leader <p>Applications are to be jointly developed with a named individual.</p>
<p>Who cannot apply?</p>	<ul style="list-style-type: none"> • Individuals • Consortia • Music education hubs • Local authorities • Non National portfolio organisations • Museums (non Major partner museums) • Libraries • The named leader must not already be employed by or have some form of pre-existing contractual commitment with the National portfolio organisation or Major partner museum • Organisations based outside of England. Exceptions may be made for Arts Council England National portfolio funded organisations that are based outside of England but who have a registered office in England and where the majority of activity benefits and/or engages people in England. National portfolio organisations based outside of England must contact an Arts Council England Relationship Manager to confirm their eligibility for this fund before submitting an Expression of Interest

	<ul style="list-style-type: none"> • Named leaders based outside of England • Organisations that have already submitted another application to the Change Makers fund
<p>What activity can be supported?</p>	<p>Examples of the type of activity that can be supported include:</p> <ul style="list-style-type: none"> • Hosting a training and development placement for the named Black, minority ethnic and disabled leader (essential) • Development opportunities for the named leader to direct, produce or curate a piece of work • Mentoring, course fees, offsite training and/or 'go-and-see' visits • Culture change initiatives at host organisations addressing programming, commissioning, audience engagement and staff and board recruitment to increase opportunities for underrepresented groups to participate • Sharing of best practice with peer networks
<p>What activity cannot be funded?</p>	<ul style="list-style-type: none"> • Activities that are not related to the arts and culture • Activities that do not benefit or engage people in England (in the short or long term) 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

	<ul style="list-style-type: none"> • Costs that are already paid for by other income including your own funds or any other funding
How much can be applied for per application?	Between £100,000 and £150,000
How much match funding from sources other than Arts Council England is required?	<ul style="list-style-type: none"> • At least 20 per cent of the total cost of the activity to come from sources other than the Arts Council of which at least 10 per cent should be cash match funding.
Delivery timetable	<ul style="list-style-type: none"> • Activities must start no earlier than 1 October 2016 • Funded activities must end no later than 31 December 2018 <p>The training placements should be for a minimum of 12 months.</p>

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](#) above.

The proposal should include/demonstrate:

- The process undertaken by the National portfolio organisation or Major partner museum to identify the named leader in the application
- Details of the training and development offer for the named leader and how it will equip them with the skills, knowledge, experience and confidence to apply for future Artistic Director, Chief Executive and/or other senior leadership opportunities in the future
- How named leaders will be able to influence and be involved in programming and strategic decision making, e.g. including opportunities to direct a show or curate an exhibition
- A commitment from host National portfolio organisations to achieve purposeful change that creates the conditions to reflect the Creative case for diversity
- A commitment from the host organisation to achieve purposeful change that delivers outcomes highlighted in the Museum Consultancy report *Diversity in the workforce and governance of Arts Council England's Major partner museums: Research project*
- An outline of proposed culture change initiatives the organisation would like to undertake, and their expected outcomes
- A minimum of 20 per cent match funding to support achieving the aims and outcomes outlined in Section two

Section five – how to apply

Expression of Interest stage

If you believe you have a proposal that meets all of the [eligibility criteria](#) and the criteria described within the '[Meeting the Brief](#)' section, please tell us about it by completing the online [Expression of Interest](#) form, which will give you the opportunity to describe your outline proposal in no more than 400 words. Within your submission you should tell us the anticipated overall cost and the amount you would like to request from us if you are invited to apply. The online Expression of Interest form will open at **12pm (midday) on Thursday 14 April 2016**. Expressions of Interest must be submitted by **5pm on Thursday 28 April 2016**.

If we think that your proposal could make a significant contribution to [the Aims and Outcomes of this Strategic Fund](#), we will inform you of our decision by email **by 9 May 2016**. If you are invited to make an application you will have **SIX WEEKS** in which to develop your full application and the mandatory supporting documents required, as detailed in this guidance document.

If we decide not to invite you to apply we will also inform you by email **by 9 May 2016**. We are unable to give feedback or engage in a discussion about why your proposal is not being taken forward at this time. You are unable to resubmit the same proposal to the **Change Makers fund** in any future funding round.

Making an application

When to apply

The online application form will open at **12pm (midday) on Thursday 12 May 2016**. Applications must be submitted by **5pm on Thursday 23 June 2016**. Applications submitted after this time will not be considered.

Application process

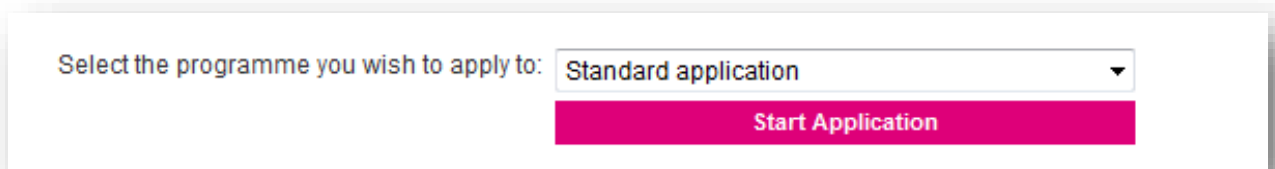
- 1. Read this guidance carefully and contact us**

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@artscouncil.org.uk

2. Prepare and submit your proposal

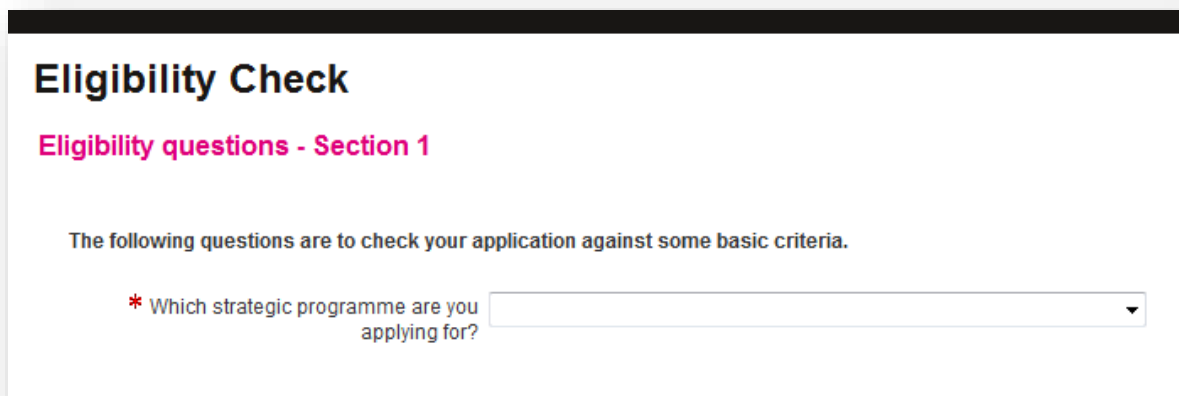
You must apply through our [online application portal](#) using the **Standard application** form:

- 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:



A screenshot of a web form. It features a label "Select the programme you wish to apply to:" followed by a dropdown menu with "Standard application" selected. Below the dropdown is a pink button labeled "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:



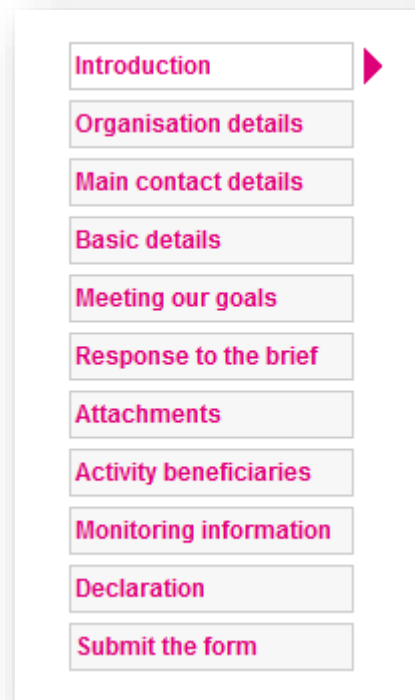
A screenshot of the "Eligibility Check" section. The title "Eligibility Check" is in bold black text. Below it, "Eligibility questions - Section 1" is in pink text. A paragraph states: "The following questions are to check your application against some basic criteria." Below this is a question: "* Which strategic programme are you applying for?" followed by a dropdown menu.

- 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.

iv. Proposal

The proposal can be a maximum of 6,500 words, divided into three sections: 'Meeting the brief' (3,000 words), 'Governance and management of activity' (2,000 words) and 'Financial viability' (1,500 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

<i>You <u>must</u> upload the following mandatory attachments on the 'Attachments' screen:</i>
A detailed budget for the activity showing proposed income and expenditure (as an Excel sheet or similar)
The email we sent inviting you to apply
A work plan for proposed project, including milestones and key review dates
<i>You may also upload the following optional attachments</i>
Up to three other relevant attachments. These must each be a maximum of five pages in length

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 might not be able to consider your application. After you have read this guidance, if you have any further questions please contact us.

Assistance with your application

We are committed to being open and accessible, and want to make the Change Makers fund 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 on: 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 ten 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 28 September 2016.

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 recommended for funding.

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

Criteria
Meeting the brief Word count: up to 3,000 words

- Clear and convincing plans to deliver on the fund's [aims and outcomes](#) and achieve all the objectives outlined in [what you will be expected to deliver](#), as described in this guidance
- Demonstrate a track record of contributing to the Creative case for diversity (National portfolio organisations)
- Demonstrate a track record of developing and nurturing talent and workforce
- Details of any proposed partnerships
- Robust plans for resourcing the activity effectively
- Details of any proposed outcomes and measures of success
- Activity that builds on and does not duplicate activity funded by other Arts Council grants

Management of the activity

Word count: up to 2,000 words

- Clear and convincing plans to deliver the requirements described in the guidance
- Demonstration of skill and capacity to deliver the proposed programme
- Strong strategic fit with the applicant's other activity
- Appropriate governance arrangements in place and/or planned, including how partners are engaged
- Does the workforce, leadership and board reflect the diversity of contemporary society or are there plans in place to do so – including this application
- Demonstrates how equality and accessibility will be addressed
- How the applicant will monitor and evaluate the impact of the activity

Financial viability

Word count: up to 1,500 words

- Financial viability of the applicant and of the project
- Demonstration of appropriateness of proposed budget
- Evidence of organisational buy-in by applicant and project partners, as cash investment and/or in-kind support
- Where required, have access costs been considered and reflected in the budget

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

1. relative strength of the application compared to other applications received
2. balanced portfolio by art form and geography

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 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 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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Manchester
M1 1FN

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