



Resilience Programme Supporting change in the arts Guidance notes

1. Introduction

Over the past decade, the arts sector has faced a number of challenges, including reduced public sector funding. While we recognise that the market alone will never wholly support our cultural organisations – indeed, this is one of the reasons we fund them – being heavily reliant on public subsidy in a time of economic constraint is a major risk to sector and organisational resilience. The Arts Council and Belfast City Council are now working together to help arts organisations in the city respond to these new economic and socio-political realities.

By resilience we mean the vision and capacity of organisations to:

- anticipate and adapt to economic, social, environmental and technological change,
- seize opportunities and identify and mitigate risks, and
- deploy resources effectively to continue to deliver quality work in line with their mission.

Arts Council of Northern Ireland

The Arts Council is the funding and development agency for arts in Northern Ireland. It provides the main support for artists and arts organisations throughout the region. Its mission is “to place the arts at the heart of our social, economic and creative life”. It seeks to achieve this by:

- Championing the arts as the principal source of specialist expertise about the arts and an independent and authoritative champion for the arts in NI
- Promoting access through funding programmes and strategically targeted interventions to grow audiences and tackle barriers to access
- Building a sustainable sector by promoting collaboration; strengthening the sector’s skills base; increasing efficiency and innovations; improving business practice and diversifying income streams

Belfast City Council

Belfast is a dynamic, diverse and unique city and having a dynamic, diverse and unique culture is vital for its success. Culture, arts and heritage improve our quality of life by creating a shared, welcoming and proud city. They create wealth by supporting jobs, attracting visitors and increasing investment.

In October 2012, Belfast City Council launched its Cultural Framework for Belfast, which values how arts make Belfast a better, more prosperous and successful city to live in, work in and visit.

Its vision is that:

By 2020, everyone in Belfast experiences and is inspired by our city’s diverse and distinctive culture and arts. Arts and heritage are valued for enriching quality of life and creating wealth, and the city’s culture and creativity is renowned throughout the world.

The framework is available at www.belfastcity.gov.uk/culture

Full Circle Management Solutions

Full Circle Management Solutions has been appointed to deliver the programme. Established in 2005, Full Circle is a dynamic and results-focused management consultancy practice that supports organisations to remove barriers to growth and make positive change. More information can be found at <http://fullcircle.eu.com/>

2. Key elements of the programme

The programme will provide tailored, practical support, including:

- Organisational diagnostic process – organisations will be allocated an experienced business coach who will undertake a review of the current operation, identifying key strengths and weaknesses in order for the organisation to meet its full potential
- Organisational planning process – this will involve the development of a bespoke change management or strategic development plan.
- Series of masterclasses – tailored to the needs and ambitions of the participating organisations
- Implementation of development plan – organisations will be provided with tailored support to facilitate the process of making positive and tangible change

3. Financial assistance

There will be no cost for organisations to participate in the programme other than the time required of staff and board members

Following the diagnostic and planning processes, financial assistance may be available to organisations to implement their change plans, if required and subject to assessment by both Arts Council and Belfast City Council.

4. Who can apply

Organisations must:

- currently be in receipt of both 2018/19 Belfast City Council Core Multi-annual Funding and Arts Council Annual Funding Programme
- have an average annual turnover of at least £400,000 over the last two financial years, excluding capital investments

Organisations must also provide:

- Two years' independently examined or audited annual accounts
- Management accounts dated within the last three months and signed as agreed by the board of directors or management committee
- A copy of your business plan or strategy covering at least the current or forthcoming year
- A copy of your organisation's marketing/audience development plan covering at least the current or forthcoming year

A maximum of 15 organisations will be accepted onto the programme.

5. How to apply

To be considered for a place on the programme, please complete the application form and return it with all supporting documentation to:

Simon Devlin, Full Circle Management Solutions, at simon@fullcircle.eu.com

The closing date for receipt of application forms is **12 noon on 31 August 2018**. We will not accept applications we receive after this time.

For general enquiries or further information on the application process, please contact Full Circle Management Solutions on 028 9069 1027.

6. The assessment process

If your organisation is eligible, it will be scored against the following criteria:

- Criterion 1: Capacity for change (40%)
- Criterion 2: Ambition for change (30%)
- Criterion 3: Potential benefit of change programme (30%)

The 15 highest-scoring organisations will be awarded a place on the programme.

The decision-making process:

- Full Circle will receive and assess applications based on the information provided in the application form and accompanying documentation.
- Full Circle's assessments and recommendations will be brought to a panel comprising representatives of the Arts Council and Belfast City Council for a decision.
- Final decisions will be communicated to all applicants by Full Circle.

7. What happens next?

If your organisation is successful, Full Circle will contact you to arrange an initial meeting. It is anticipated that the programme will start in mid-September.

If your organisation is unsuccessful, Full Circle will let you know in writing. You may also ask for more feedback.

Energising Belfast together



**Belfast
City Council**