



Introduction and Application Guidelines



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INTRODUCTION

The Association for Cultural Enterprises is pleased to announce the Seeds of Change Prize, designed to support a sustainable initiative at a cultural organisation within our membership.

This funding opportunity aims to empower an organisation or organisations to deliver and design a sustainable project that should foster **community engagement**, promote the adoption of **sustainable practices**, and explore innovative new materials and technologies to create a new **commercial income stream**. We are also looking for the project to offer a degree of scale and designed to be replicated across the sector.

With a budget of £10,000, this programme aims to make a meaningful impact on local communities by encouraging creativity, sustainability, and collaboration.

You can apply for any figure up to and including **£10,000**, with the objectives and criteria set out in this document.

PROJECT OBJECTIVES



01. Foster Sustainability in Income Generation

Encourage cultural organisations to incorporate sustainable practices in their income generating operations and project delivery, reducing their environmental impact and promoting a more sustainable future.



02. Community Engagement and Education

Support projects that actively engage local communities, providing educational and interactive experiences that raise awareness of sustainability and empower individuals to adopt sustainable practices.



03. Innovation and Collaboration

Encourage the use of innovative materials and technologies in the design and delivery of commercial cultural projects, fostering creativity and pushing boundaries to achieve sustainable outcomes.



04. Legacy Building

Equip cultural organisations with the necessary tools, knowledge, and resources to develop and deliver sustainable projects, promoting long-term sustainability within the sector.

This prize fund is designed to support:

- The establishment of a new sustainable income stream
- Commissioning research or consultancy to support the introduction of a sustainable income stream
- Projects that will lower carbon emissions or going plastic-free
- Creating tools to communicate and educate visitors in environmental responsibility e.g. marketing and design

Who can apply?

- Members and Associate Members of the Association for Cultural Enterprises
- Your organisation must be based in the United Kingdom
- A collaboration between two or more organisations, for example a venue and an Associate Member, is welcome

Eligibility Criteria:

- Cultural organisations that are current members of the Association for Cultural Enterprises and situated in the UK are eligible to apply
- The application must support a new initiative, not an existing one
- Proposed projects should have a clear focus on sustainability and align with the program objectives
- The project should clearly demonstrate how it will contribute to sustainable income generation or making your organisation more financially secure
- Projects should have a defined timeline, demonstrating the ability to be completed within the allocated funding and time frame
- Applications must outline the intended impact on any of our objectives and engagement with the project
- Organisations should demonstrate their capacity to deliver the proposed project successfully
- The fund can support existing staff in delivery of the project, but must be used to deliver something new and not cover core expenditure

Not Eligible for Funding:

- Any project that has already been delivered or is underway
- Any project that has already received external funding
- Daily core operating and utilities costs

Selection Criteria:

Once you have submitted your application, we will check that we have everything that we require and will be in touch to let you know when you can expect a decision.

Should we require any further information we may be in touch after the deadline. Should we not receive any submissions that we feel meet the criteria, we do reserve the right to extend the deadlines.

Evaluation & Selection Process:

Our internal team will be responsible for the shortlist selection process.

Winners will be chosen by the Association for Cultural Enterprises from all complete entries received before the closing date. The decision of the Association for Cultural Enterprises regarding any aspect of the competition is final and binding and no correspondence will be entered into about it.

Our final panel of judges are made up of specialists from within our Membership, who sit within our Sustainability Working Group.

We will treat all project proposals fairly.

Timelines & Deadlines:

- Applications open 14th November 2023
- Applications close 29th March 2024
- While the project outcomes and impact may exceed 12 months we expect the prize fund to be invoiced within the first year
- We will issue the prize fund within thirty working days of the prize announcement

Payments & Invoicing:

We will issue the prize fund within thirty days of the winner being announced.

Terms & Conditions:

1. I have read the terms and conditions supplied with this application
2. I am authorised to submit an application on behalf of my organisation(s)
3. For collaborative or group applications I acknowledge that I am authorised to submit an application on behalf of the organisations mentioned in the application
4. My organisation is able to accept the terms and conditions for this prize, and understands and is able to pay back any grant funds prize money should the terms and conditions not be met
5. I acknowledge that my organisation will abide by any further terms set out in an awarding letter and agreement should my organisation be successful in its application
6. Acknowledge Seeds of Change and the Association for Cultural Enterprises as a funder on any physical or digital materials, including marketing and press, association with the project
7. Participate in any marketing or press activity to promote Seeds of Change
8. Spend the allocated prize fund within the first twelve months of receiving the funding
9. Submit a final report within twelve months of receiving the funds detailing the outcome(s) of the project
10. The prize fund must not be used for any other purposes other than that stated on the application

Publicity & Data Protection:

By entering the competition, entrants consent to the use of their personal data by the Association for Cultural Enterprises for the purposes of administration of the competition.

Winners further agree to participate in any reasonable publicity required by the Association for Cultural Enterprises which may include the publication of names and photographs in any media.

To find out more about how the Association for Cultural Enterprises looks after personal data, please see our [Privacy Policy](#).

Wider Sustainability Goals:

Seeds of Change is delivered by the Association for Cultural Enterprises, an Arts Council England funded organisation.

We referenced the [UN Sustainable Development Goals](#) while developing the award. We would recommend reading goals 8, 9, 11, and 12 when making your application.

- **Goal 8 Decent Work and Economic Growth**
- **Goal 9 Industry, Innovation and Infrastructure**
- **Goal 11 Sustainable Cities and Communities**
- **Goal 12 Responsible Consumption and Production**

Wider Sustainability Goals contd:

The Seeds of Change Prize supports the wider Arts Council England's Investment Principle: Environmental Sustainability and Dynamism. The Association for Cultural Enterprises is an Investment Principles Support Organisation (IPSO).

1. **Environmental Sustainability** – Demonstrating how you will embed environmental thinking in everything you do, from operations and logistics to considering how creation, programming and partnerships can help support your commitment and provoke debate.
 - a. Collect, analyse and communicate your environmental data.
 - b. Demonstrate how this project contributes to your wider environmental commitment.
 - c. Provide relevant training from your data, experiences and outcomes with your team and the wider sector.
2. **Dynamism** – Responding to the challenges of the next decade and creating a business model that is flexible and able to adapt to changing environments. Understanding the value you create for the communities you serve, whilst considering the needs of those you are yet to reach.
 - a. Demonstrate how you will take an entrepreneurial approach to developing and optimising your income streams and innovate your business model.
 - b. Recognise the diverse knowledge, skills and experience within your team and commit time and resources to continue to develop your team.
 - c. Use data to aid strategic decision making, to share with the wider sector and ensure that skills and confidence is built up across your organisation.



Application Guidelines & Helpful Information



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Application Process:

This document has been created to help you with your application, providing you with step by step instructions on the application process, information on documentation that is required for submission and guidance on how to answer the specific questions contained within the application form.

How to Apply:

Log in to your account and follow the link here to get your application started. You can pause and the application will automatically save at any time.

We are on hand to help you with any queries and support you might need throughout the application process.

Please contact info@culturalenterprises.org.uk

ORGANISATION & PROJECT OVERVIEW

Briefly describe your proposed project:

In up to 100 words, provide a concise overview of your proposed project; highlighting the positive impact this will have on both sustainability and income generation.

We are looking for projects that support one or more of our project objectives, outlined below and further detail provided in the Introduction, that provides income generation and can be replicated across the sector.

This could be a physical initiative, for example, a building restoration project, developing a new product or developing an event that educates and is delivered in a sustainable way whilst also generating commercial income.

Project Objectives:



Foster Sustainability
in Income
Generation



Community
Engagement and
Education



Support
Innovation and
Collaboration



Legacy Building

ORGANISATION & PROJECT OVERVIEW

Example answers could be:

Eco Friendly Coffee Pop Up Shop

A new sustainable income stream - establishing a carbon-neutral coffee stand using local suppliers and plastic free products; creating a new sustainable product range; enabling events to be more environmentally friendly, encouraging repeat visitor numbers by making our pop up a must go to destination.

Sustainable Arts and Crafts Revival

Our project aims to revive traditional arts and crafts in a way that is economically sustainable for our local community. Prioritising the use of locally-sourced, renewable materials and working with local artists to create new materials and products. By doing so we stimulate the local economy, create jobs and ensure that the products we are creating are produced in a sustainable way whilst generating a new income stream for our commercial strand.

Sustainable Preservation with Income Generation

Our project looks at taking a core part of our work, preserving cultural heritage and finding the opportunity to do this in a sustainable way. We want to restore historical landmarks using eco-friendly materials and methods. Install energy efficient lighting and organise tours that encourage walking or biking to reduce carbon footprint and generate income for our sites.

By promoting sustainable practices we ensure that our cultural heritage is preserved for future generations while minimising our environmental impact and reducing the venue's reliance on external funding. We expect this line of work will enable us to see an increase in our donations.

ORGANISATION & PROJECT OVERVIEW

What is the need for the project?

In no more than 200 words, explain the need for this project.

We will be looking for projects that could address cultural preservation, sustainability, community engagement, developing a new product or service and economic well-being.

All of which contribute to a more sustainable future for your establishment, for communities and the world at large, that generate commercial income and can be replicated across the sector.

Things to consider:

- The risks you see to your cultural venue and the opportunity to continue to work in a more sustainable way. Futureproofing your establishment and developing new and innovative technologies at the same time.
- Look at external factors such as climate change, pollution, cost of living crisis and how incorporating sustainable practices into your project will be vital for reducing these impacts and contributing to sustainable development.
- Perhaps you need to remove the reliance on external funding or ticket sales, during an economically unstable time by implementing an income generating strategy which will enable you to continue cultural preservation efforts.
- Could collaborating with the local community, small businesses or local makers will enhance your product offering or commercial areas of income generation?

ORGANISATION & PROJECT OVERVIEW

Example answers could be:

Eco Friendly Coffee Pop Up Shop

Our venue does not have the space required to open a dedicated catering point, which has always been a missed opportunity to generate revenue and offer something for our local community. We believe that by designing a small, transportable pop up catering stand that we can increase repeat visitor numbers and create something new and unique to generate income.

We recognise that we have the opportunity to design this pop up with sustainability at the core. We will use repurposed materials to build the stand, and work with local suppliers to provide the food and drinks. We will also offer retail merchandise that are designed with sustainability first such as reusable coffee cups and tote bags made from recycled materials. Making this more than just a coffee spot but also a place to promote an eco friendly lifestyle.

By making the pop up transportable we are able to move it around the grounds, keeping it open during our events and encouraging movement across the site.

PROJECT OBJECTIVES



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PROJECT OBJECTIVES

Please tell us a bit more about how you will contribute to these goals:

In no more than 250 words, consider our project objectives and explain how your specific actions and strategies align with one or more of these objectives. Outline the practical steps your project is taking to contribute to these goals.

Example answers could be:

Sustainable Preservation with Income Generation

Innovation and Collaboration will be the main goal that our project will contribute to. We are looking to create new eco-friendly materials to use when restoring our historical landmarks. We will be collaborating with a university to research the new materials and sourcing a local supplier to continue to supply to us and continue to improve the materials.

PROJECT DETAIL

How will you manage your project?

In no more than 250 words, outline who is leading the delivery and what skills and experience they have?

Please also provide details of any of the staff in the project team.

Example answers could be:

Sustainable Preservation with Income Generation

Our project will be managed with a structured and collaborative approach. We have identified a successful lead as Project Manager. They have a proven track record of successfully managing innovative initiatives within our commercial team. They will provide overall direction and ensure that the project adheres to the objectives, timeline and budget. Our Project Manager has a comprehensive skill set and proven track record of experience that make them well suited to lead this project. Not limited to Project Management Expertise, Sustainability Knowledge, Community Engagement, Stakeholder Collaboration, Risk Management. A multidisciplinary team of experts and professionals will also be assembled to support in areas of cultural preservation, community engagement and project management.

PROJECT DETAIL

What are the main risks to the success of the project?

In no more than 200 words please outline any risks you could see for this project.

Recognising risks helps us to understand how viable the project is and evaluate your preparedness. It is best practice to promote transparency and ensure that you are confident to handle any challenges that may arise.

Example answers could be:

Sustainable Preservation with Income Generation

Environmental Factors: Unpredictable environmental conditions, such as extreme weather events could impact project progress and increase costs.

Resource Availability: Access to required materials and resources, such as sustainable building materials or technology may be affected by disruptions in the supply chain.

PROJECT DETAIL

What mitigation will be in place to address any risks?

In no more than 200 words explain what mitigation or contingency plans you have in place for any of the risks or threats to the project outlined above.

If you have any templates that help to assess the risks, for example a risk register, please include these with your application.

Example answers could be:

Sustainable Preservation with Income Generation

Risk Mitigation for Environmental Factors: Flexible schedules and temporary protection measures have been identified for any outdoor restoration activities that may face delay due to extreme weather. Regular monitoring of weather forecasts and clear communication within the team will help guide decision making.

Risk Mitigation for Resource Availability: Whilst we do have a strong relationship with our manufacturer with clear communication and an understanding of the manufacturing process, we have established and identified multiple suppliers that could help us to deliver this project should we encounter any complications with our preferred supplier.

We have established a risk register that helps us to guide our decision making and highlight any concerns to highlight to all stakeholders.

PROJECT DETAIL

Will you need to bring in any external expertise to help deliver all or some of the project?

Outline anyone you have already identified to produce this piece of work and be clear with their costs within your budget.

Example answers could be:

Eco Friendly Coffee Pop Up Shop

We will be working with a local architect and interior design studio to create the pop up coffee shop. They will provide guidance on the best materials to use, source and restore a vehicle to repurpose into the shop and use as many reclaimed materials as possible. If not reclaimed, the materials used must be made from a sustainable source. They will also oversee the build ensuring that all timelines are met and delivered on budget and to the standards required to open safely.

The costs associated with X are outlined in the budget detail.

BUDGET

Please present a detailed budget breakdown, specifying how the prize fund will be utilised to support your project.

If you have any supporting documents, quotes etc please provide these.

While the project you wish to fund may total more than £10,000, please show clearly how Seeds of Change would be used as part of a larger budget.

We welcome applications for any amount up to £10,000.

Example answers could be:

Sustainable Preservation with Income Generation

Funding Sources	Amount
Seeds of Change Prize Fund	£10,000
Sponsorship & Donation	£15,000
Grants	£20,000
Other Income	£5,000
Totals	£50,000

BUDGET

Consider breaking this top line budget down into further detail.

Budget Breakdown	Amount
Consultant Fees	£2,000
Materials and Equipment	£20,000
Sampling	£5,000
Community Engagement & Education	£8,000
Marketing	£5,000
PR	£5,000
Financial Reserves	£5,000
Totals	£50,000

BUDGET

Eco Friendly Coffee Pop Up Shop

Funding Sources	Amount
Seeds of Change Prize Fund	£10,000
Totals	£10,000

Budget Breakdown	Amount
Pop Up Cart	£1,000
Architect & Design Studio	£2,000
Materials and Equipment	£3,000
Retail Stock	£1,500
PR & Marketing	£2,000
Transportation Costs (one time)	£2,000
Totals	£10,000

EVALUATION & IMPACT

We are looking for evaluation and impact submissions that are clear, data driven and directly linked to the objectives and goals of the project. Providing clear evidence of impact and evaluation enhances the credibility of the project.

Remember this project is intended to be replicated across the sector so we will be monitoring the progress across the first year and will expect to showcase the results and share your experience at either the Seeds of Change Ceremony or 2025 Conference.

Measuring Evaluation:

These could be numerical, qualitative, or improvement targets.

Example answers could look to measure:

- *Measuring the reduction of waste*
- *Increasing visitor numbers*
- *Minimising energy consumption*
- *Percentage of products or equipment that is recyclable/eco friendly*
- *Minimising energy consumption*
- *Participants learning a new skill*

Mention if you will be including surveys, interviews, focus groups, data analysis or any other assessment tools.

Consider providing a timeline for when these evaluations will take place and how you intend to give feedback to us and how frequently about the project's progress.

If gathering data, explain how this be stored and shared.

EVALUATION & IMPACT

Measuring Impact:

Describe the conditions before your project starts so there is a clear baseline to evaluate the impact against.

Clearly state the project's objectives and expected outcomes.

Explain how the project's impact contributes to long-term sustainability within the cultural sector and/or the wider community. For example, how the project will continue to generate income for venues.

Example answers could be:

Sustainable Preservation with Income Generation

By establishing baseline conditions and project objectives we are able to provide a solid framework for measuring impact and evaluating the success of the project.

Baseline Conditions include:

- *Environmental Impact: assessing the venue's current environmental practices, waste generation and energy consumption. Baseline data reveals that the venue emits X metric tons of CO2 annually and recycles only X% of its waste.*
- *Innovation and Collaboration: By analysing the extent of innovative practices and collaborative efforts within the cultural sector, the baseline reveals that X% of cultural organisations do not use innovative materials and there is a lack of collaboration between institutions.*
- *Outline the current baseline income generation and where this project offers an opportunity to improve.*

Project Objectives:

- *Foster Sustainability: Reduce the venue's carbon footprint by 30% within two years through energy efficient upgrades and waste reduction methods.*
- *Innovation and Collaboration: Incorporate innovative materials to achieve a 40% reduction in energy consumption and reliance on unsustainable materials. Utilise these materials on 20% of our property portfolio in year 1.*
- *Outline how this project is predicted to generate and increase commercial income.*

TIMELINE

Outline a realistic timeline for project implementation, indicating key milestones and deliverables.

Consider planning this from the end goal backwards. Outlining the different phases needed to complete the project and then go into further detail within each phase of what you need to achieve to keep the project on track.

Example answers could be:

Eco Friendly Coffee Pop Up Shop

- **Phase One: Discovery and Planning Months 1-3**
 - Collaborate with the architects and designers to source the vehicle. Sign off the design for the interior and exterior.
- **Phase Two: Implementation Months 3-6**
 - Build begins
 - Product and Buying team begin sourcing and sampling for the retail merchandise
 - Sampling and sourcing of the food and beverage.
 - Plan the launch
- **Phase Three: Evaluation and Monitoring Months 6-9**
 - Soft launch the pop up to tie in with our autumn events programme. Full launch in time for the winter events programme is a key milestone to meet.
 - Monitor and report back to the key stakeholders to evaluate performance and mitigate / highlight any risks as outlined earlier in the application.
- **Phase Four: Marketing and Project Success Follow Up Months 9-12**
 - Report findings and learns from the project at the Association for Cultural Enterprises Conference. Produce a plan to demonstrate how this could be replicated across the sector.
 - Work with the Association and external PR teams to celebrate the success and share the story.



Thank you so much for taking the time to consider and submit your application for the Seeds of Change Prize Fund.

We look forward to reading your proposal and if you need any further information please do reach out to the team:

info@culturalenterprises.org.uk

Tom Dykes, Director of Digital
Fi Anderson, Creative Development Manager