

# **Stevenage Re-Imagined**

**2018-2028**

Appendix B

## **Fundraising Strategy**

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## 1. Context

This is a Fundraising Strategy to accompany *Stevenage Re-Imagined*, a Ten-Year Arts and Heritage (Cultural) Strategy for Stevenage 2018-2028, with the aspiration “making Stevenage a destination creative town”.

Currently Stevenage benefits from:

- Investment by Stevenage Borough Council in the operation and programme delivery of the Gordon Craig Theatre and Stevenage Museum
- A range of festivals, facilitated and funded by a range of partners and organisations.
- Investment commitment from Hertfordshire Local Enterprise Partnership (LEP) to support the Stevenage Regeneration Plan
- Investment from The Practice Roomz in facility development to support opportunities for young bands and musicians
- Heritage Lottery funding to support one-off initiatives from Stevenage Museum
- Arts Council England Grants for the Arts support for specific activity, such as development of the town’s Arts and Heritage (Cultural) Strategy

*Stevenage Re-Imagined* adopts a pragmatic approach to resourcing, with the knowledge that the Local Authority is unlikely to be in a position where it can make substantial financial commitments to activity delivery. The Strategy is a partnership approach to cultural development and so this is not a supporting Fundraising Strategy to be delivered by one organisation, but rather a guide to highlight opportunities that can be pursued by the arts and heritage sector in order to facilitate delivery of the ambitions in *Stevenage Re-Imagined*. In order to realise the appropriately ambitious aims additional external resources will need to be levered and secured and this Fundraising Plan identifies how that may be achieved.

In particular resources are needed for:

1. Early work through specialist Cultural “Enabler” support to kick-start Strategy implementation, and especially to effectively establish an Arts and Heritage Forum
2. Stage 1 activity to implement the Vision for a new interactive public art “trail”, including installations in the town centre
3. Revitalising the original high profile sculpture trail that was such a creative feature of Stevenage from its early days as the first New Town
4. Development work to identify and prepare potential buildings/spaces as artists/artisan studios and new emerging creative industry hubs
5. Festivals development, to enhance the arts and heritage elements of Stevenage Day, the Charter Fair and the Stevenage Festival, and also to facilitate the development of a new Outdoor Arts Festival at Fairlands Valley Park
6. Initiation of Arts in Health and Arts on Prescription/Social Prescription projects
7. Capital project support to help facilitate the upgrade of the Gordon Craig Theatre and Stevenage Museum
8. Feasibility and any subsequent potential development work in creating new music facilities in Stevenage (additional recording/rehearsal spaces and performance venue)
9. A longer term Stage 2 public art programme that gives Stevenage a unique selling point (USP) in developing its vision to be a destination creative town.
10. New programme initiatives that support cultural opportunities for children and young people - activities that may be associated with Festivals, with development of Stevenage Museum, or with initiatives such as specialist programming of work involving artists with special education needs in conjunction with the Valley School.

The Fundraising Strategy has immediate opportunity for implementation, as the Consultant contracted to support development of *Stevenage Re-Imagined* is also commissioned to undertake some bid writing as a stage 2 ingredient of its contract. Priorities for this work are indicated within this Plan.

## 2. Summary of opportunities

This section of the Strategy identifies and explores the fundraising opportunities widely available to arts and heritage organisations. Opportunities fall into the following categories:

- Public sector
- Lottery (including the Arts Council and Heritage Lottery Fund)
- European Union
- Private charitable trusts and foundations
- Corporate sponsorship and philanthropy
- Individual philanthropy

The following is a brief overview of these opportunities with some highlighting of where energy may be best directed from Stevenage in order to achieve success. There are some early priorities and some opportunities that may be more appropriate for the medium and longer term.

### Public sector

In the current economic climate, and for the foreseeable future, there will be limited resources available to support cultural project activity (other than potential capital support) through either the Local Authority or other public-sector agencies. The Local Growth Fund remains an ongoing option for capital support, to be accessed through HLEP. Creative Industries may be a strong focus for support. From time to time new discreet opportunities may be available (e.g. the new Cultural Development Fund - £2 million cultural investment to turn round communities, announced in the autumn 2017 budget). The development of a joined-up Arts and Heritage Forum, in time facilitated and enabled by member participants, should provide a vehicle for sharing opportunities that become available.

Commissioning can provide a route for securing resources that are directed at meeting specific targets around community cohesion, health and well-being. As plans for Arts and Health and Arts on Prescription/Social Prescription projects are developed, commissioning opportunities will be explored by the arts and heritage partners engaged in those areas of work/activity, working with the Public Health Authority and NHS Trust.

## Lottery

Lottery continues to offer substantial opportunities to support delivery of arts and heritage programmes through Arts Council England (ACE), Youth Music, Heritage Lottery Fund, BIG Lottery and UK Sport (the latter in particular with respect to projects involving movement and dance).

ACE National Lottery Project Grants (new model to be opened in March 2018) offers opportunities both at small-scale level (under £15,000) and higher-level awards (up to £100,000). There will also be a new strategic strand offering more substantial support from April 2018 (this may be an option to seek support for the ambitious Stevenage public art aspirations), replacing Ambition for Excellence and the Strategic Touring Fund. There are also other opportunities through ACE Strategic Funds e.g. Strategic Capital Fund.

Heritage Lottery Fund (HLF) actively welcomes applications for projects involving the arts as well as heritage, provided that outcomes meet heritage criteria. HLF are currently consulting on their future strategic direction and future funding programmes. Under their current programmes there is a small-scale opportunity for heritage activity, Sharing Heritage (under £10,000) and a larger scale Our Heritage programme (up to £100,000) with a specific stream, Young Roots, directed at involvement of young people. There is considerable opportunity to achieve HLF support, including for relocation and/or upgrade of Stevenage Museum. However, a creative approach should also be adopted to ensure other potential initiatives and projects e.g. activity within Fairlands Valley Park, also benefit from funding through this Lottery distributor.

BIG Lottery offers a “quick-win” funding opportunity through Awards for All (under £10,000) which although not focused on arts and heritage projects can easily be accessed for such activity where community and individual benefits (to meet need) are clearly shown to be the priority. There is considerable potential for community arts organisations within Stevenage Guild and for schools to benefit through this stream. The application process is simple and does not require substantial time input, so the capacity issue should be less of a problem than other fundraising opportunities for participating voluntary groups and schools. It will also not be an issue if several schools are seeking support through this route.

More ambitiously there is also great potential for substantial Reaching Communities support through BIG, possibly through a partnership/consortium approach. Arts and Health projects are particularly appropriate for this source which can provide multi-year funding (of circa £100,000 per annum) for up to five years. Reaching Communities would be a fundraising option to explore for the longer term, once pilot Arts and Health activity had been initially piloted and impact tested. BIG is currently in the process of revisiting and relaunching Reaching communities with more information expected in early April 2018.

Youth Music provides an opportunity via three strands of funding to support music development initiatives, which may present a means to support development of The Practice Roomz activity to utilise daytime capacity for participative and music education programmes.

## European Union

Whilst the full impact of BREXIT on opportunities to secure European funds is still unclear, there currently remain a number of live opportunities through:

- European Regional Development Fund (ERDF)
- European Social Fund (ESF)
- Creative Europe
- Erasmus+

ERDF funds (whilst they are available) are relevant to capital initiatives and to projects that support training and skills development. Stevenage has been identified as a regeneration priority for HLEP, with substantial funds already committed. Dialogue with HLEP indicates that some of the ambitions for cultural and creative industries development in Stevenage align with current priorities e.g. development of the creative and cultural economies, place-making, and enhancement of the public realm to support and stimulate economic growth.

European Social Fund support is less easy to access under co-financing arrangements, but nevertheless remains an option for support where focused training in response to need and demand can be evidenced. Training is also an important ingredient of the Erasmus+ programme which continues to offer opportunities for European partnership with a focus on grass roots activity.

Of particular relevance to the arts, cultural and creative industries sector is Creative Europe, which is directly focused on supporting arts and media projects. Despite BREXIT there would be at least one more round to which UK organisations can apply as lead (deadline date provisionally October 2018, though it may be deferred until January 2019). Latest intelligence indicates that UK organisations will be eligible to apply at least until the current Creative Europe programme ends in 2020. However, thereafter, and despite BREXIT, UK organisations will almost certainly be welcomed as partners in applications generated from EU countries. Establishing strong partnerships with European organisations is the appropriate route to ensure future potential can still be maximised. There is also the possibility that UK Govt funding schemes will be introduced to replace EU funding after BREXIT.

## Private charitable trusts and foundations

There are many national and local charitable trusts (e.g. the Follett Trust) actively keen to support the arts and heritage sector. Organisations need to be formalised as not-for-profit to access these sources and with some there is a requirement for registered charity status. Whilst competition is keen, there is huge value in being able to demonstrate need, and given some of the challenges being confronted in Stevenage (changing demographic, health issues, low wage economy) professional, community and amateur organisations are in a strong position to show this. As with Awards for All there could be regular

success in attracting trust and foundation awards to support arts and heritage activity through local organisations and schools. A priority will be following up local Trust opportunities.

Key national trusts (amongst many others that offer potential) are:

- Esmee Fairbairn Foundation
- Paul Hamlyn Foundation
- The Steel Charitable Trust
- The Ernest Cook Charitable Foundation
- The Rayne Foundation
- The Tudor Charitable Trust
- The Foyle Foundation
- The Clore Duffield Foundation
- The Henry Moore Foundation
- The Andrew Lloyd Webber Foundation
- The Garfield Weston Foundation
- Sir Siegmund Warburg Charitable Trust
- The Eranda Foundation
- The Cameron Mackintosh Foundation
- The John Ellerman Foundation

These trusts are able to support a mixture of revenue, project and capital funding.

### **Corporate sponsorship and philanthropy**

The endorsement of *Stevenage Re-Imagined* by Stevenage Borough Council and the arts and heritage sector will provide a formal Strategy that can be shared with a wide range of local and locally based businesses. There is a significant opportunity through the substantive business community based in Stevenage (e.g. international organisations such as GSK, MBDA, Airbus and Fujitsu) to seek support, and advocacy. The LEP is committed to helping broker relationships and to promoting the value of cultural development to the business community. Some of the proposed activity, e.g. public realm art projects and public art development, has close synergy with needs of major employers to provide enhancements to their employment contracts and to improve the way-find between Gunnels Wood and the town centre. In particular there is a need to ensure arts and heritage activity, including longer-term aspirations,



are actively promoted to developers and potential developers, maximising Section 106 and CIL commitments. A formal Launch for *Stevenage Re-Imagined*, with engagement from HLEP may be appropriate to provide a connected and comprehensive initial cultivation opportunity.

### **Individual philanthropy**

Increasingly there is a need to harness individual donation and support to facilitate cultural activity. Individual philanthropy may be achieved through support from high net worth individuals or through wider, smaller donations achieved through targeted activity such as bucket collections at Festivals or crowdfunding. Individual organisations with a strong membership/user base are in the best position to maximise individual support, especially through crowd funding initiatives. Celebrities with Stevenage connections/roots and any high net worth individuals (HNWI) living locally, might be a target for invitations to any launch cultivation event using a similar approach to corporate sector cultivation.

### **3. Priorities**

The analyses of need and of opportunities have been assessed in order to highlight best match opportunities and potential routes/challenges to accessing funds, both in the short and longer term.

The key challenge for the partners and stakeholders committed to *Stevenage Re-Imagined* is capacity for fundraising. Capacity is about personnel time, but also about experience and skills. The appointment to a fixed term Cultural Enabler post that can support initial fundraising would significantly improve the capacity position. Some capacity is bought through the extended contract of the consultant delivering the Arts and Heritage (Cultural) Strategy. In the longer term the role of the Arts and Heritage Forum may be critical in addressing this challenge. The Forum can be a vehicle for disseminating information about funding options, and for providing training and skills development opportunities. Importantly it can also broker and encourage collaborative working so that capacity issues are reduced by joining-up and sharing responsibility (a joined-up approach may also be more attractive to potential funders).

Taking account of this challenge the best match opportunities (which might be accessed by different constituents of the Stevenage arts and heritage sector) are:

1. Arts Council England support (through G4A until 1 March and the new National Lottery Project Grants Scheme, commencing 5 March 2018) to:
  - Facilitate partnership funds enabling specialist Cultural Enabler support
  - Partner resources towards public art initiatives
  - Potentially support development of empty space to create artist/artisan studios

ACE Strategic Capital funds may be a longer term option to support capital initiative aspirations around upgrading the Gordon Craig Theatre and developing new music performance space

2. Heritage Lottery funding as a priority source to support Stevenage Museum upgrading/development. Heritage Lottery Fund is also a strong match for:
  - Development of specific pop-up or participatory Museum initiatives to create enhanced volunteering opportunities and skills development for local residents
  - Supporting the revitalizing of the original New Town sculpture trail
  - Developing activity to draw greater engagement with Fairlands Valley Park, potentially through activity associated with a new Festival initiative
  - Supporting greater engagement of children and young people through schools and youth group initiatives (Young Roots)
3. Youth Music funds to support partnership working involving The Practice Roomz, Hertfordshire Music Education Hub and Stevenage members of Hertfordshire CEP.
4. Awards for All to support a range of schools and community arts initiatives (providing the focus is on people benefit). Pilot Arts and Health programmes might be funded through this route. Subsequently Reaching Communities may become a strong option (depending on the revised guidelines and criteria), but an application to that source does require experience and capacity.
5. Hertfordshire LEP as both a direct source of potential support for some initiatives – public realm art, creative industry hub space, facilities upgrade/development – and as a broker to encourage corporate involvement and support, which may take the form of Corporate Social Responsibility support or sponsorship. There are also opportunities for support through employee advocacy and engagement. It is likely that Stevenage Borough Council would need to lead on requests to HLEP in the wider context of the Stevenage Regeneration Plan
6. Public Health and/or the NHS Trust to provide partnership support towards pilot Arts and Health or Arts of Prescription projects, and in the longer term towards sustainable ongoing initiatives.
6. Developers engaged with, or aspiring to engage with the Stevenage Regeneration Plan (CIL and Section 106), and corporate organisations with a significant presence in and commitment to Stevenage, or indeed smaller, local businesses with a commitment to Stevenage.
7. A hit list of Trusts and Foundations that should each be targeted in response to their individual priorities and criteria. Suggested priorities are:
  - The Follett Trust as a potential supporter of Arts and Health initiatives
  - The Foyle Foundation to seek support for artist/artisan studio space development and potential Festivals development
  - The Rayne Foundation and The Tudor Trust as potential supporters of a focused programme creating a Festival of work involving learning disabled artists

- The Henry Moore Foundation to support new sculpture commissioning as part of a developed public art trail
- The Ernest Cook Foundation to support initiatives leading to increased Artsmark engagement from local schools and Arts Award achievement
- The Steel Trust to support engagement projects that increase participation and longer term commitment to involvement in arts and heritage activity
- The Garfield Weston Foundation as a potential capital supporter to contribute to theatre or museum development aspirations

It is important to highlight that many different existing organisations in Stevenage may need to be applicants for the opportunities identified. There is also the option that the Arts and Heritage Forum, in due course, is established as a formal, constituted organisation, enabling it to be a funding applicant.

#### **4. Implementing the Fundraising Strategy – a plan of action**

Some initial capacity to support fundraising activity is provided through ArtReach, as the consultant responsible for leading the development of the Arts and Heritage (Cultural) Strategy. This support is available through to the end of June 2018.

In the period through to the end of June the following actions are anticipated:

1. Strategy Launch which may provide an early opportunity for a business cultivation event
2. An early application to the Arts Council for sums to support appointment of a fixed term Cultural Enabler
3. Initiation of the Arts and Heritage Forum, bringing together key representatives from Stevenage Museum, the Gordon Craig Theatre, Stevenage Arts Guild, The Practice Roomz, Hertfordshire Music Education Hub, the wider education sector (including local schools, North Hertfordshire College and University of Hertfordshire/UH Arts), local Festivals and individual artists and practitioners
4. Facilitated group meetings for the purpose of stimulating and supporting funding applications that might assist Festival development, artist workspace development, arts and health initiatives, and schools extra-curricular work/activity. These meetings may also help to broker new national and international partner meetings to support collaborative future projects (inspiring Go and See visits)
5. Delivery of a funding application for public realm public art activity

Thereafter a more detailed and longer term Plan of Action will be developed by the appointed Cultural Enabler, working with partners and stakeholders in the town.

**Ends**