

Spilsby Sessions House

Fundraising Strategy for Capital Phase 1

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I. BACKGROUND

Spilsby Sessions House (SSH) is a small heritage and arts organisation, serving a rural community in east Lincolnshire. It presents a mixed arts programme (comedy, live music, theatre and visual art) using the Grade II-listed Spilsby Theatre (aka the Sessions House) as its venue and operations base. The Theatre is the only dedicated arts venue in the locality. Working with local and regional partners, SSH has enabled the annual Spilsby Light Night since 2018, funded by Arts Council England (ACE). SSH is currently working with stakeholder Different Light to present “Hope & Light”, a Covid-safe digital arts project, commissioned by East Lindsey District Council, which is planned for Christmas 2020. A small team manage SSH operations, learning and volunteering. SSH is a limited company with a pending application for charitable status (as Spilsby Sessions House Ltd).

SSH is giving new life to Spilsby Theatre, which sits within the Spilsby Town Centre Conservation Area. The building is a local landmark and was originally the area’s prison and court house. It survives now as an important part of the town’s rich heritage. It is currently owned by the Dandelion Trust, who have been unable to maintain the historic site, leading to significant deterioration of the building’s fabric. This has resulted in it being added to the Theatres at Risk Register in 2015, after the auditorium roof and ceiling became unsafe. Since then, SSH have used the Sessions House Lounge to present their programme of activity and events. SSH is not currently funded by ACE through project grants or National Portfolio Organisation status, but it is in the process of building a good relationship with ACE North.

An initial viability study of the site was made possible by grants secured from the Architectural Heritage Fund and the National Lottery Heritage Fund (NLHF) in 2018. A programme of capacity building and feasibility work is currently underway, funded by the Theatres Trust and NLHF. As part of this second round of work, Cynthia Wainwright has been appointed as Fundraising Consultant to develop SSH’s fundraising strategy to support a phased capital campaign.

II. THE CAPITAL PROJECT

2.1 SPILSBY SESSIONS HOUSE: A PROJECT IN THREE ACTS

SSH now has the opportunity to purchase the Spilsby Theatre/Sessions House building from the Dandelion Trust, in order to create a flexible space for performing arts, cinema, events and community use (eg fitness and well-being, venue hire, amateur arts). It is working with Tim Ronalds Architects (Wilton’s Music Hall) and Culver-Dodds Cultural Consultancy to produce costings for the capital restoration and refurbishment, as well as a sustainable business plan for its future operations. The new space will provide a main auditorium, function room, bar foyer, green room, workshop, café, and offices/studio spaces for hire to small businesses. Access to the existing prison cells will also be provided, supported by a larger site-specific heritage programme of interpretation and engagement.

The benefits of the project are two-fold, improving the material condition of a nationally important historic building and valuable community asset, while providing high-quality arts and heritage provision for a rural area. Spilsby serves an immediate catchment of 8,000 people, but has a wider reach of c. 590,000 who are within a 60-minute drive time. Spilsby has no cinema and without SSH, residents would be required to travel to Skegness and Boston for live performances (Culver-Dodds Viability Appraisal, 2018). Such local cultural provision would also provide career-development and employment opportunities for local artists, early-career arts professionals and young people.

SSH have been in close discussions with NLHF and Historic England about their plans for the building. They have taken on board NLHF’s advice that a phased capital project is more likely to attract the funding required, while also allowing SSH to develop its organisational capacity to manage and programme the site as a mixed arts and heritage venue. The SSH Project Team have now agreed a three-phase approach comprising:

- **Pre Works & Phase 1** – funding the building purchase, making the site watertight, and enabling temporary ‘meanwhile’ use of the courtroom and smaller rooms for a combined arts and heritage engagement and events programme, including audience and partnership development work
- **Phase 2** – providing a fully operational venue, including fit-out of the main space and creation of the café, bar foyer, kitchen, toilets and office/studio rental spaces (West side works)
- **Phase 3** – final project work including preservation of the historic facade and forecourt, and the provision of the function room and additional toilets (East side works).

This fundraising strategy will support the initial Pre Works and Phase 1 project. It also provides initial, high-level guidance for Phase 2.

2.2 FINANCIALS

The entire capital project cost is estimated at c. £4.35m (inc. VAT) spread over the three phases. The Phases covered by this fundraising strategy total £3.5m as detailed in the table below.

Capital Costs by Phase	
Pre Works & Phase 1 (inc. related arts & heritage activity)	£1,286,650
Phase 2	£2,225,000
TOTAL	£3,511,650

Substantial funding will be sought from the National Lottery Heritage Fund for Pre Works/Phase 1 and a slightly smaller proportion for Phase 2. A significant amount will need to be secured through grants from charitable trusts and foundations, with some match-funding to be sought from Historic England (Pre Works & Phase 1) and ACE (Phase 2). Public fundraising campaigns will supplement fundraising for both Phases. This will have the added benefit of developing a donor base for ongoing operations.

III. CAMPAIGN CONTEXT

3.1 THE CURRENT SITUATION

The team at Spilsby Sessions House is committed to serving the local community through cultural provision and well-being support, while aspiring to create a key regional venue for live performance. Through the life of the project, SSH has proven itself more than capable of developing the skills required to plan and solicit development funding from national public sector bodies and specialist trusts. It has also launched a burgeoning individual giving programme via its Friends scheme. The membership scheme is promoted via the SSH website. These skills and experience will be an asset to the team as it undertakes the Phase 1 capital campaign.

3.2 KEY POINTS GOING FORWARD

An initial SWOT analysis of the project, from a fundraising perspective, highlights points to be aware of.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Established track record of providing arts and well-being programming for the locality and region Established reputation for collaborative working with regional and local partners Committed to serving the community and widening participation in heritage, culture & the arts Growing network of local and regional creative organisations who can advocate on behalf of SSH, share advice and act as partners for heritage & arts activity Small membership scheme is in place and can be grown over the course of the campaigns The building's iconic nature and role within the area 	<ul style="list-style-type: none"> Location is outside of NLHF Priority Area (North East Lincolnshire) Relationships and/or track records with major trusts and foundations will need to be established Individual supporter base will need to be grown significantly Staff resource is limited for fundraising; support from Project Team, advocates and freelance staff will be essential
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Community views identifying the need for an arts venue (live performance & cinema) and venue for community should translate to local support for the project (Viability Report 2018) Location is well suited to widening participation, cultural engagement and well-being provision for rural communities Project could fit well with NLHF 2019-24 strategic outcome focussed on well-being (eg Men's Shed) Existing membership could be used to build individual donor base for capital campaign Collaborative working with other arts organisations should be attractive to ACE, particularly with National Portfolio Organisation SO Festival Good potential for future work with SO Festival locally and in Denmark Regional venues identified in the Viability Report provide evidence of successful fundraising and income generation for similar rural arts/heritage projects 	<ul style="list-style-type: none"> Covid-19 crisis has resulted in uncertainty across all areas, particularly fundraising and mixed-model income generation (eg ticket sales, cafe and retail) as well as restrictions on live performance The high profile and complex funding needs of the Grimsby Ice Factory capital project could cause competition with charitable trusts & foundations (nb NLHF and AHF funding secured in 2020 for Peterson's Smokehouse phase) Trust & foundation targets will be particularly challenging for Phase 2 Phase 2 individual giving targets may be challenging locally; good stewardship will help alleviate donor fatigue

IV. CAPITAL FUNDRAISING STRATEGY

4.1 KEY FUNDING SOURCES

There is no question that, given the current fundraising landscape (i.e. the consequences of the Covid-19 crisis), the targets for each Phase of the Sessions House capital project will be challenging. The table below provides a summary of the funding sources and targets for Phase 1. These targets include a degree of probability/risk (see Risk in section 5.5).

Capital Funding Sources: Suggested Targets for Pre Works / Phase 1		
National Lottery Heritage Fund	£990,720	77%
Arts Council England	£0	0%
Other public sector funders	£30,000	2%
Trusts & Foundations	£256,250	20%
Public Fundraising Campaigns & Events	£6,180	< 1%
Crowdfunding	£3,500	< 1%
Corporates	£0	0%
TOTAL	£1,286,650	

These source projections require a significant amount of funding to be raised by a young, rural organisation. Pre Works/Phase 1 is dependent on a large grant from NLHF, which should be achievable given past and on-going discussions between SSH and NLHF officers. The Trusts & Foundations target for this Phase should also be achievable, but is likely to require c. 15 separate trust applications.

Capital campaigns and their phases are usually divided into Quiet and Public stages, with a campaign only going “public” (eg with press and public fundraising) once 50% min. of the target is secured in gifts and pledges. Some capital campaigns use a 60% or higher threshold, depending on their appetite for risk. The strategy above follows this model, with Public Fundraising coming toward the end of the Phase 1 campaign (see 5.1).

Pre Works/Phase 1 will provide a practice run for the more challenging Phase 2 campaign, which will see 35% of funding secured from Trusts & Foundations; 4% from Individual Giving schemes; 3% from public campaigns, crowdfunding and events, and <1% from Corporate Giving. This leaves 58% to come from public sector sources, including 44% from NLHF.

4.2 CAMPAIGN PROJECT MANAGEMENT

It is recommended that a Capital Development sub-committee is formed from within the Project Team to support the capital project, in order to delegate responsibility for various fundraising activities (Trusts, Individual Giving, Public Fundraising, etc) and to maintain momentum. It would be extremely difficult for one SSH team member to take on the entirety of the capital fundraising (or its management) without support.

The sub-committee may operate informally, but regular reporting on fundraising should feature in order to monitor and drive progress. SSH may also wish to recruit a small number of volunteers to join the sub-committee, who might then take on responsibility for parts of the public fundraising campaigns or help recruit individual donors. The focus should be on recruiting potential sub-committee members who might also be able to contribute to the campaign by making introductions, advocating for the campaign, or by managing fundraising events or online fundraising activity.

V. CAPITAL FUNDRAISING: PRE WORKS & PHASE 1

5.1 CAMPAIGN FUNDING PLAN

Each Phase of the capital campaign will need to generate and maintain momentum, so that progress with grant applications, individual gift recruitment, and public giving continue to move forward. A phased timetable for reaching clear targets is essential. A more detailed timetable should underpin this (see **Appendix B** for an example).

The suggested funding plan for Phase 1 (below) will assist the SSH Project Team to plan for and monitor progress. The campaign's Quiet phase will run until at least 50% of the target is reached. This will coincide with the award of an NLHF Development grant. The Public phase will involve mass fundraising activity, including an online giving campaign. It should be noted that it is common for NLHF applications to fail at either the Development or Delivery stages simple due to competition ("insufficient funds"). Time should be allowed in both the fundraising and construction schedule for a second or repeat application to NLHF, therefore adding c. 6 months to the plan's Quiet Phase.

Sessions House: Phase 1 Capital Campaign Illustrative Funding Plan					
Year	Source	Time Needed*	Amount	Annual Target	Cumulative Total
QUIET PHASE					
2021 (Y1)	Development match (Trusts/Public Sector)	6 months	£37,500		
	NLHF application (Development)	7 months [§]	£328,500		
	Delivery match (Trusts & Foundations)	3-8 months	£123,750	£489,750	£489,750
2022 (Y2)	NLHF application (Delivery)	3 months	£662,220		
PUBLIC PHASE					
	Public Fundraising	6-9 months	£6,180		
	Delivery match (Trusts & Foundations)	3-6 months	£125,000		
	Crowdfunding	3 months	£3,500	£796,900	£1,286,650
TOTAL			£1,286,650		

*Time needed from application submission to grant decision; excludes application development

§ Includes mandatory Expression of Interest submission

5.2 PUBLIC SECTOR

CONTEXT

SSH has been in discussions with NLHF about the potential for a large grant to support its capital transformation of the Sessions House into a community arts and heritage space. Following advice from NLHF staff to phase the capital project and and further advice from heritage sector exports to keep grant requests to NLHF to under £1m, SSH will make a significant grant request for each of the three Phases. SSH has also been in contact with

Historic England about capital support, and an application to Historic England's grant programme will support Phases 1 and 2.

CASE FOR NEED

The Sessions House capital project will meet 7 of NLHF's 9 key outcomes, potentially strongly: 1) a wider range of people will be involved in heritage; 2) heritage will in better condition; 3) heritage will be identified and better explained; 4) people will have greater wellbeing; 5) the funded organisation will be more resilient; 6) the local area will be better place to live work or visit; and 7) the local economy will be boosted. It may be possible to demonstrate that it will also meet the outcome that "people will have developed skills" (see also 5.3 Case for Need).

Similarly for Historic England, the Sessions House project should fit with their mission to support the repair of heritage buildings at risk.

STRATEGY

SSH should plan to make an NLHF grant request of c. 77% of the Phase 1 project total, using funding from HE (at c. £30,000) and charitable trusts and foundations as match. The suggested Development and Delivery grant request targets are based upon capital and activity costs provided SSH, with the Development grant covering the building acquisition and project development costs (including heritage activity planning and some volunteer development). The Delivery grant will cover construction and the full heritage activity programme. Arts-specific activity included within the activity plan will be funded through small ACE National Lottery Project Grants (c. under £15,000 ea.). The timing of the ACE grants will need to be carefully planned to ensure sufficient cash flow.

Applications to both Historic England and NLHF should be planned for early in the capital campaign, preferably with HE funding secured before making the NLHF application. Ideally the schedule should allow for a "second-chance" repeat application to NLHF, in case the first application is rejected due to insufficient funds (allow for two submission deadlines or 6 months for a second application. Trust & Foundation fundraising can carry on regardless).

Timing: during Year 1, securing Historic England funding to provide Development match funding for a summer/autumn NLHF submission, once the fund re-opens following closure to enable Covid-19 emergency grant making.

5.3 CHARITABLE TRUSTS & FOUNDATIONS

CONTEXT

SSH has been successful in raising viability and early development funding from two specialist charitable trusts – the Architectural Heritage Fund and the Theatres Trust. The organisation will need to significantly increase its capacity for trust fundraising in order to reach the targets needed to support a capital project of this size. Phase 1 will allow SSH to gain experience and develop a track record in this area of fundraising.

CASE FOR NEED

Prospective trust and foundation donors to SSH's capital campaigns will look for areas of SSH's vision that match their own missions. Like individuals, trusts and foundations can be inspired by visionary projects that deliver quantifiable impact and benefits. For Spilsby, these would include:

- Widening Participation (Arts/Culture) & Community Support –
 - the potential for the Sessions House to provide access to live performance and the arts to a rural community
 - a dedicated auditorium space, bringing live performance to the Spilsby catchment area and beyond

- planned participation programmes and activities for a wide section of the community
- wellbeing provision for the locality by providing space for communities to socialise, create and be physically active
- a desire to support professional development and employment opportunities for the region's artists and creatives.
- Heritage & Architectural Interest –
 - preserving a local, Grade II-listed landmark, which is currently falling into disrepair
 - bringing a disused, historic space back to life, providing it with a use that benefits the local community and larger region
 - featuring and providing interpretation about the site's various histories from Viking occupation and usage as a courthouse and prison to Spilsby's links to 19th c. explorer Sir John Franklin.

Tailored applications/proposals should be drafted highlighting the relevant points above that match each trust/foundation's giving criteria.

STRATEGY

Phase 1 has a target of £256,250 from charitable trusts and foundations, broken down into c. 15 four and five-figure grants. Grant requests should be determined individually by looking at each trust's past giving to ensure that SSH's requests are realistic and therefore more likely to succeed. It may be possible to reduce the number of grant applications needed by increasing some grant requests, where possible. The grant amounts provided in the table below are indicative of those awarded to similar organisations to SSH. The SSH Project Team should also review the list of prospective trusts and foundations to identify any links they might have to prospective trust staff or trustees. Often with the largest foundations, personal links can make all the difference between an award and a decline. This is especially the case with the Sainsbury Family Trusts (Headley) and other family trusts.

Activity for the trusts fundraising strand will benefit from the development of more detailed plan to underpin it, with a clear timeline and priority list indicating when applications should be submitted. Trust fundraising is likely to be more successful once an NLHF Development grant has been awarded. Generally, both the Garfield Weston and Foyle Foundations prefer to be approached once substantial funding has been secured, so they are best left until toward the end of the capital campaign. An indicative list is provided in **Appendix A**.

Phase 1 Trust Source	Target Grant Amount	Estimated # of Grants	Total Value	Probability	Projections
Major national trust (eg Garfield Weston Fdn)	£100,000	1	£100,000	50%	£50,000
Major national trust (eg Foyle Fdn)	£100,000	1	£100,000	75%	£75,000
Major national trust	£50,000	1	£50,000	75%	£37,500
Major national trusts (eg Headley Trust)	£25,000	2	£50,000	75%	£37,500
Specialist heritage trusts & smaller grants from trusts supporting arts & heritage (eg Pilgrim Trust)	£10,000	5	£50,000	75%	£37,500
Smaller grants from national & regional trusts supporting the arts & heritage	£5,000	5	£25,000	75%	£18,750
TOTAL		15	£375,000		£256,250

Note: Probability (or risk) is calculated based on the relative competitiveness of target trusts and foundations only, as SSH has no track record with the suggested trusts.

Timing: securing NLHF Development stage match-funding from the Pilgrim Trust in early Year 1, followed by Delivery match-funding over the course of Years 1 & 2.

5.4 PUBLIC FUNDRAISING

CONTEXT

SSH currently have c. 130 Friends who give £10 p.a. via their membership fees. This is an excellent base on which to build, and these Friends will prove an important source of volunteers and community advocates. Social media followers will also be key here, and SSH has a good base of followers to grow through fundraising (Instagram: 127; Facebook project page: 197; and Facebook main page: 1198).

CASE FOR NEED

Potential donors to the capital campaign are likely to be motivated by SSH's vision for the new space, including:

- the potential for SSH to provide a community hub for the locality, as well as a dedicated arts venue & cinema
- local pride and a desire to see a historic landmark restored
- desire to support cultural excellence in the area.

STRATEGY

The targets for public giving are “stretch” targets; attainable while making a needed contribution to the capital campaign. This fundraising will also help develop further public support and profile for SSH. Two campaigns are suggested: a traditional public giving campaign supported by digital mailshots and leaflets, and a mop-up crowdfunding campaign. Public giving campaigns should be timed toward the end of the campaign, anytime after the NLHF Delivery grant is secured.

PUBLIC CAMPAIGN

SSH should utilise its mailing list of Friends and supporters for a targeted public campaign aimed at raising c. half of the £6,000 target. In order to keep costs low, an attractive email campaign that directs donors to SSH's online giving platform could be used. It is recommended that the campaign is featured on the SSH website and all social media channels as well, where campaign leaflets can be downloaded as necessary. If print is required, the cost of the public campaign could be included in the Phase 1 NLHF Development grant request. The other half of the target will rely on SSH recruiting gifts from new donors via profile-raising, making social media activity and regular communications key. A small number of fundraising events could supplement, such as an in-person/virtual sponsored walk or run, bake sales and/or coffee mornings, a virtual auction or a Facebook live event – all of which would be in keeping with the community aspects of the project.

Care should be taken to record all donors' details (in line with Data Protection) so that individual donors can be properly stewarded (see section 5.4) as well as forming the prospect pool for Phase 2's Individual Giving campaign.

CROWDFUNDING

As SSH's existing donor base is still small, it would be worth considering making the second public campaign a crowdfunding project, as this fundraising method often attracts new donors. Continuous promotion via all social media channels is essential here throughout the campaign, and a short social media plan should be drafted to support this. Crowdfunding differs from traditional philanthropic fundraising by offering a series of rewards tied to gift levels. Rewards that focus on behind-the-scenes activity and special access (eg guided tours for a group of friends, a special reception), are recommended over anything that carries an initial cost outlay (t-shirts). Donated items such as signed CDs or music paraphernalia from well-known artists also make excellent rewards at higher gift levels. Before launching a crowdfunding campaign, it is vital that the cost-benefit of the rewards is fully calculated in order to maximise gift income.

JustGiving, Virgin Money Giving and Crowdfunder are all tested online giving options to be considered.

Timing: during the Public Phase; Public campaigns to take place during the beginning of Year 2 to take advantage of urgency around NLHF application and momentum around an award; Crowdfunding campaign to take place toward the end of Year 2, as final project push.

5.5 STEWARDSHIP

Careful stewarding of capital donors once their gifts have been made will be an essential part of SSH's on-going operational activity. These public sector bodies, trusts and individuals will become SSH's closest supporters and should be looked after accordingly, kept informed of all developments and milestones and invited to key events. They are the most likely groups to support SSH during Phase 2 and beyond. Donors to the public fundraising campaigns should be opted-in to newsletters and capital updates in order to continue to thank them and keep them up to date on progress. By involving donors, SSH is more likely to transform them into stakeholders who will continue to invest in future Phases.

5.6 CONSIDERATIONS

RESOURCES

A sustained capital campaign will require increased fundraising resources for SSH. These will include:

- a significant amount of time from the Project Team, as well as from a Capital Development sub-committee, to manage and implement the campaign
- freelance staff to support the campaign through grant-writing
- volunteers to support individual giving and public fundraising campaign/event management
- a database (or high-level spreadsheet at minimum) to process gifts, claim Gift Aid, and monitor progress. This will be essential for Phase 2.

SUPPORTING WORK

Additional planning has been referred to, including:

- a prospect pool for trusts and a timetable for approaches
- a generic case for need that can be adapted for use with trust applications
- a plan for public giving campaigns, including communications, marketing and benefits.

RISK

Much of the campaign risk has been identified as Weaknesses and Threats in section 3.2. There is also a risk that the Trusts and Foundations target will not be met, due to the increased competitiveness in the sector. Additional Public or Individual Giving fundraising may be required if this is the case. This risk can also be addressed by:

- developing a list of more prospective trust funders than required (c. 3-5 x as many grants needed)
- classifying and prioritising prospective funders based on relationship and probability of success (i.e. cold/warm/donor and 10%/50%/75% chance of success), and approaching accordingly
- employing a staggered application timeline, with time for re-applications or additional approaches.

VI. CAPITAL FUNDRAISING: PHASE 2

6.1 HIGH-LEVEL STRATEGY

Phase 2 of the capital project currently carries a project and fundraising total of c. £2.23m, which will complete the bulk of the capital work. The restoration of the historic facade will be left for Phase 3, as this is the most economical plan in terms of the capital work required. The fundraising strategy for Phase 2 will again be challenging, but the experience gained during Phase 1 fundraising will be of tremendous benefit to SSH. It will require a mixed model of public sector, trusts and public fundraising, depending on substantial grant requests to both NLHF and ACE to anchor the campaign.

Given the quickly changing funding landscape due to the Covid-19 crisis, the Phase 2 plan below is an example of the funding proportions that might be needed.

Capital Funding Sources: Suggested Proportions for Phase 2	
National Lottery Heritage Fund	44%
Arts Council England - Small Capital Grant	12%
Other public sector funders	1%
Trusts & Foundations	35%
Individual Giving	4%
Public Fundraising Campaigns & Events	2%
Crowdfunding	1%
Corporates	< 1%

PUBLIC SECTOR

By securing a major grant from NLHF and delivering a successful Phase 1 project, SSH will be in a good position to secure a similarly sized grant for Phase 2. It will be important for SSH to work closely with the regional NLHF office to shape the project and determine the best time for an application.

A significant application to ACE's Small Capital Grants programme will also be needed, in the region of £250,000-£275,000. It will be essential that SSH cultivates a good relationship with the regional ACE office, and via its Project Grants during Phase 1, in order to lay the foundation for a successful Capital Grants application. A second application to Historic England will supplement public sector funding, while also lending additional credibility to the project overall.

CHARITABLE TRUSTS & FOUNDATIONS

Phase 2 will depend on a sizeable proportion of funding from private sources. The largest segment of this will need to come from Trusts & Foundations, including repeat applications to the Garfield Weston and Foyle Foundations for six-figure amounts, as well to the Wolfson Foundation. Wolfson Foundation applications are made as a two stage process, with the second stage requiring 50% of the project target to be secured before the application can be submitted. It is therefore best left until the latter stages of the campaign. Sufficient time will be needed to raise the required funding from Trusts & Foundations, and it is recommended that a detailed plan is developed to support this area of fundraising.

NAMING

Some foundations such as the Wolfson and Garfield Weston Foundation appreciate the opportunity (or first-refusal) to name a space within the building, which is appropriate for gifts at these levels. It would be worth considering which spaces might be used for naming opportunities, bearing in mind that SSH might wish to

reserve the naming of premier spaces for future fundraising needs. Once a space is named, it should be honoured as such for c. 20-25 years hence, so thought should be given this.

INDIVIDUAL GIVING

SSH has already established a track record of fundraising from individuals, both through its Friends scheme and one-off donations. The Phase 2 campaign will give SSH the opportunity to build on this base by:

- developing an individual scheme at three levels (**Benefactors**, **Founders Circle** and **Founding Patrons**)
- developing and launching two public fundraising campaigns (**Sponsor a Seat** and **Buy a Brick**)

Each of these campaign strands will benefit from the development of a more detailed plan to support it, with a timeline of tasks and milestones. Even at 4%, the Individual Giving target is ambitious but necessary if in order to reach the Phase 2 target.

CAPITAL GROUPS

Capital campaigns can often inspire one-off gifts at levels higher than would be the case from an operational appeal; the tangibility and defined end point of a capital project are compelling. By offering three recognition levels, a range of potential donors can be attracted. Suggested levels are £5,000 (Benefactors), £2,500 (Founders Circle) and £1,000 (Founding Patrons). **Benefactors** and **Founders Circle** donors should be recruited as early as possible during the campaign (eg late Quiet Phase), with **Founding Patrons** launched during the Public Phase. This will discourage donors making the lowest level gift at early stages.

Capital donors will become SSH's best advocates and ambassadors and should be kept closely involved via regular, personalised communications and invitations to all events or launches. The Capital Development sub-committee members could provide support with this. In time (c. 2-3 years), these donors could be solicited for additional gifts or recruited as members of an annual Patrons scheme, which will provide unrestricted programme and operations funding. In the event of an annual Patrons scheme being created in the future, advice should be sought regarding VAT and membership subscriptions. Standard practice is to separate the "benefits" elements (e.g. events, dinners, catalogues) that attract VAT and the donation element, so that tax payment and gift aid claims can be streamlined. Capital groups should be exempt from this.

SPONSOR A SEAT & BUY A BRICK

'Sponsor a Seat' and 'Buy a Brick' campaigns are a tried and tested method of raising funds from the public for capital campaigns. Gift tiers are often in the low hundreds and are acknowledged with an inscribed name (usually physically) in a prominent place within the new space. These can take various forms including: walls, plaques, walkways, seats, glass barriers and LED ticker tape displays. The most attractive have a synergy with the organisation's mission such as YSP's "Walk of Art 2", which raised £99,335 toward its capital campaign. Similarly to the gallery's first 'buy-a-brick' campaign – whereby donors have their names incorporated into a permanent legacy – acknowledgment takes the form of a bespoke iron walkway to be installed near the new Weston visitors' centre. Others, such as the Lyric Hammersmith, have achieved this digitally.

In SSH's case, seat plaques and actual bricks would fit with the campaign very well. Sponsor a Seat gift levels from £250 per person or £500 for family and Buy a Brick levels at £100 (individual) and £150 (family) would offer a good range of donation options. A local artist could be approached to provide a design for the plaque and brick inscriptions, or for a comprehensive donor board for the entire campaign. These two campaigns are best launched during the Public Phase.

STEWARDSHIP

As with Public fundraising during Phase 1, stewardship must be incorporated into all aspects of the Individual Giving campaigns. A complete stewardship plan for each gift level and capital group will need to be drafted and implemented as soon as gift solicitations begin. This will streamline the process and help ensure that donors are thanked and acknowledged accordingly.

MASS GIVING: PUBLIC FUNDRAISING, CROWDFUNDING & EVENTS

Mass giving campaigns in the form of public appeals, fundraising events and crowdfunding will be needed to supplement the larger capital fundraising efforts. Public appeals and crowdfunding could be run twice each, potentially over two years (one per year), using different milestones to provide urgency and incentive, such as matching an NLHF Delivery grant request or supplying the last push toward the end of the campaign. Each of the campaigns below will need to be supported by coordinated marketing and communications support (e.g. press releases, marketing materials).

It is strongly recommended that a fundraising database is used to manage these mass giving campaigns, if one has not been employed during Individual Giving fundraising. Target gift numbers will need to be higher than in Phase 1, and a database will make managing gift processing, Gift Aid, stewardship and communication much easier. There are an increasing number of cloud-based options, such as Donorfy and Beacon, aimed at small organisations, which are relatively inexpensive and user-friendly. However inexpensive does not equal free, and cost benefits will need to be considered. External advice is highly recommended.

CORPORATE GIVING

Due to the significant fundraising target required by the SSH project, some form of corporate support is suggested as an option for securing a proportion of the target. A one-off, small corporate supporters club, at c. £500-£1,000 per business, could bring together and encourage support for Phase 2.

Corporate giving is as much motivated by the opportunity to raise a business' profile as it is to support the community. Depending on the benefits provided, these types of gifts can qualify as sponsorship, which attracts VAT. In these cases, the corporate gift should include VAT on top of the donation.

Basic acknowledgement as follows should be exempt, but advice should be sought prior to developing a corporate giving scheme in order to ensure that any VAT liability is clear:

- invitations to launch events prior to public opening
- acknowledgement of corporate support on the website, donor board and printed material

APPENDIX A: TRUSTS & FOUNDATIONS FOR PHASE 1

Some of the key trusts and foundations that should be approached are included here. This is not an exhaustive list, and it would benefit from further research using either the Directory for Social Change or Funding Central resources and databases.

Grant Targets of c. £100,000

Foyle Foundation

Garfield Weston Foundation

Grant Targets of c. £25,000-£50,000

Majorie Bjornson Foundation

Headley Trust (Sainsbury Family Charitable Trusts)

Grant Targets of c. £10,000

Beaverbrook Foundation

Pilgrim Trust

Grant Targets of c. £5,000

Grocer's Charity

John Coates Charitable Trust

Leche Trust

Waynflete Charitable Trust

Trusts & Foundations to be reserved for Phase 2

Wolfson Foundation (six-figure request)

Liz & Terry Bramall Foundation (five to six-figure request)

29th May 1961 Charitable Trust (five-figure request)

Steel Charitable Trust (five-figure request)

APPENDIX B: PHASE 1 CAPITAL CAMPAIGN TIMELINE EXAMPLE

Activity	Timing
YEAR ONE	
QUIET PHASE	from December 2020
Recruit Capital Development sub-committee members	from December 2020
Develop case for support - generic	Dec - January 2021
NLHF Expression of Interest	February 2021
Trust fundraising (Development match) – Pilgrim Stage 1 & Historic England	February 2021
NLHF application submission (Development stage, assumes NLHF EOI and Pilgrim Trust Stage 1 passes)	June 2021
Historic England decisions (Development match)	August 2021
NLHF decision (Development stage; usually 1 year, advice from NLHF will be key)	September 2021
Trust fundraising (Delivery match)	Sept 2021 - May 2022
YEAR TWO	
NLHF application submission (Delivery stage)	June 2022
NLHF decision (Delivery stage)	September 2022
Trust fundraising continues (Delivery match final tranche)	Sept 2022 - March 2023
Launch general public giving campaign online	September 2022
PUBLIC PHASE	from late 2022
Launch crowdfunding campaign	Dec 2022 or Feb 2023
Steward all donors and donor trusts with on-going comms and cultivation	from end 2022