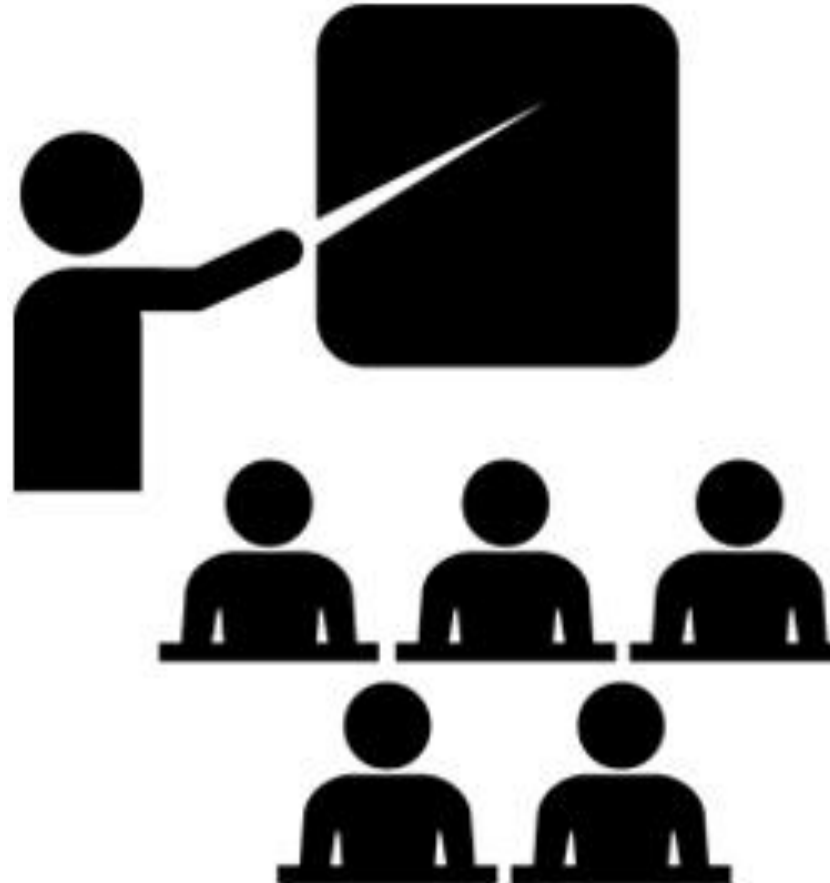




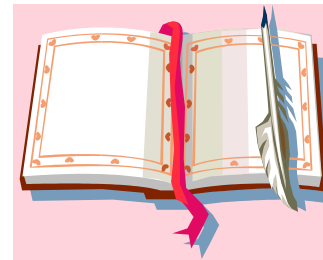
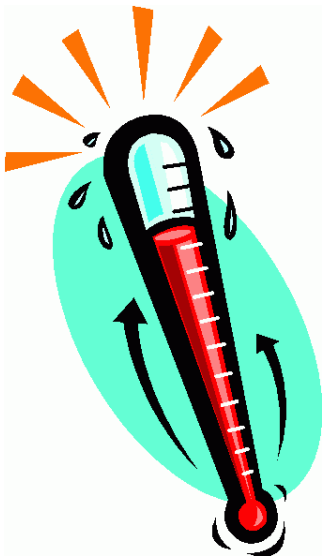
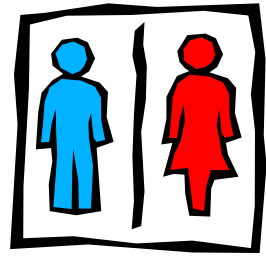
Securing support for your Heritage project from grant-making Trusts & Foundations



Introducing...



For your comfort



Declaration

All information is given by the Institute of Fundraising as current best practice, or is existing research which is credited.

However, this is not a substitute for professional legal or financial advice.

Learning Outcomes:

By the end of this course you will be able to:

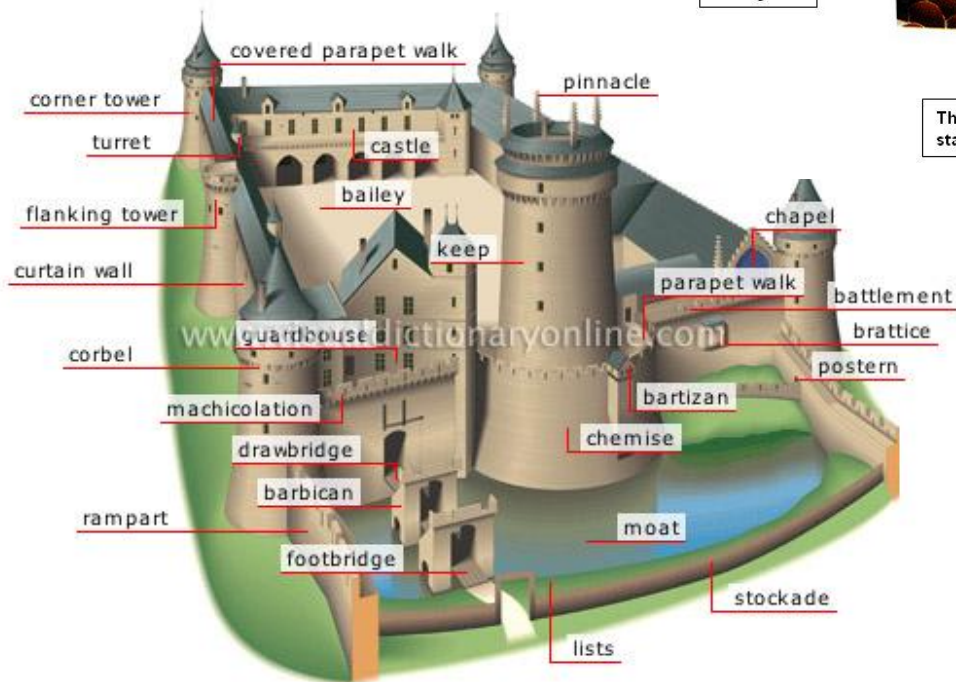
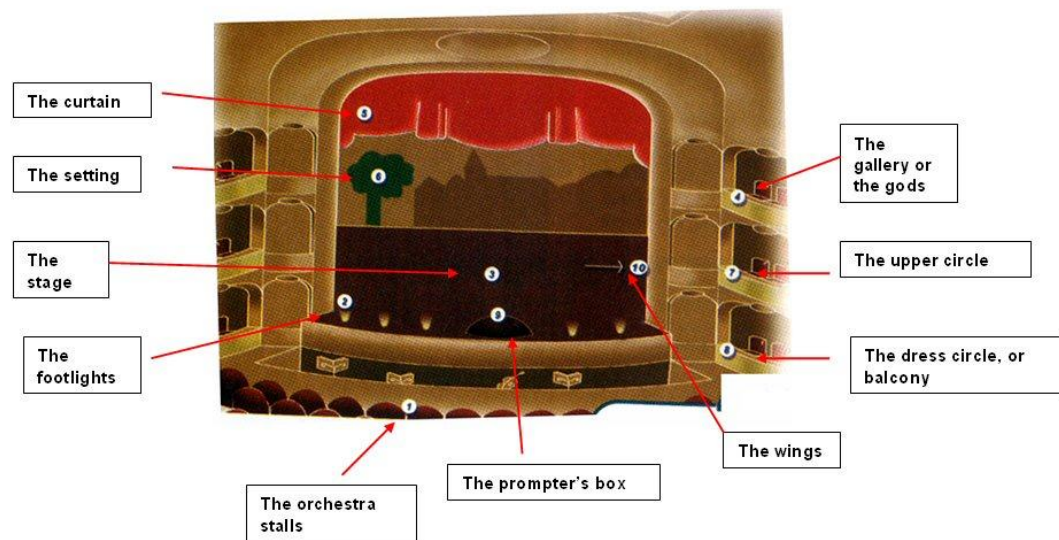
- Liaise with relevant colleagues to identify potential projects/areas of work that might attract grant support
- Conduct research and prioritise potential grant makers
- Assemble all the information necessary to compile a compelling case for support to meet the needs of a targeted funder/donor
- Use full cost recovery to develop an appropriate budget
- Build in an ability to measure and control your activities for evaluation and donor stewardship

Session 1

WHAT DO YOU NEED FUNDS FOR?

What do you need funding for?

AT THE THEATRE



The project team

- who should it include?



Exercise:

In pairs write on post-its the different component parts you will need to consider before you can look for or start applying for funding



Understanding Trusts & Foundations

- Trusts & Foundations in the UK
- Legal forms and titles
- Trends in Giving
- Why seek funds from Trusts?

What are they?

Usually a charitable body which is established to give grants; they can be set up by:

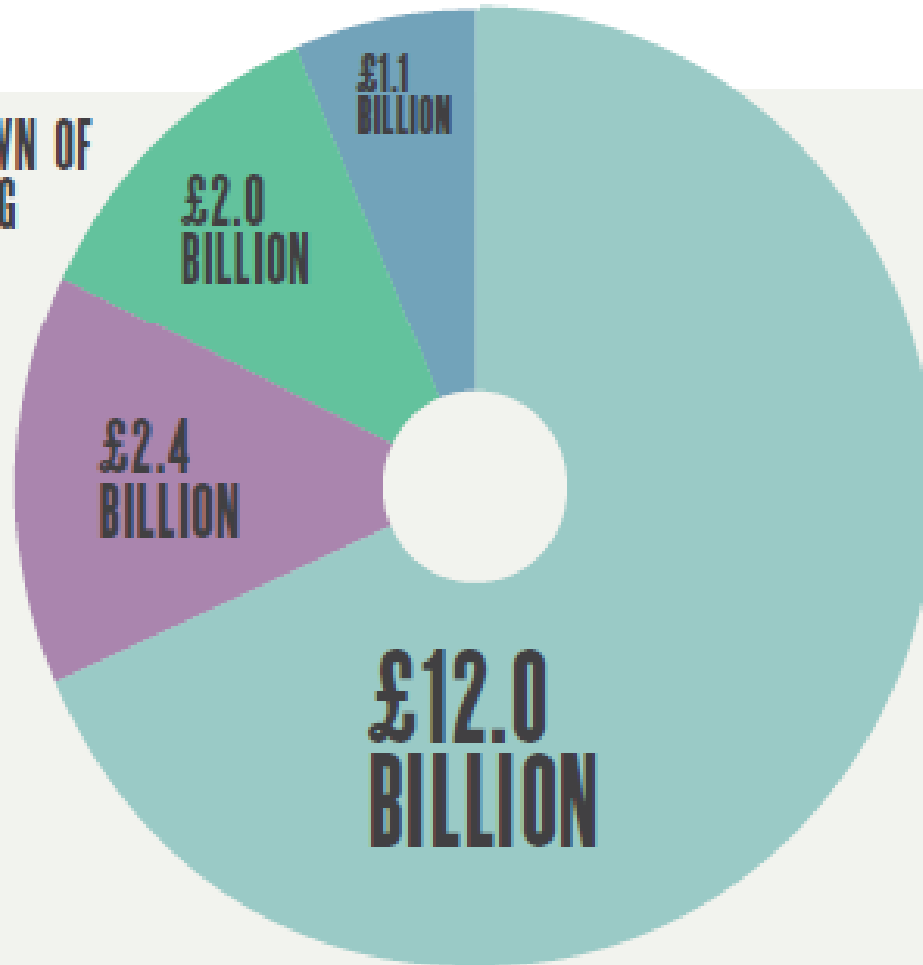
- Individuals - during their lifetime or after their death
- Groups of individuals/family members
- Companies
- Organisations
- Charities

Trusts

- Grant-making Trusts & Foundations
- Family Foundations
- Community Foundations
- The Big Lottery
- Smaller Trusts

Giving by Foundations

THE BREAKDOWN OF PRIVATE GIVING



FOUNDATION CONTRIBUTION TO ALL PRIVATE GIVING

Total giving from all private sources (individuals, legacies, companies, foundations including Gift Aid tax relief paid to charities) provides UK good causes with around £17.5 billion annually. Foundations contribute £2.4 billion, or 14% of this.⁷

68.6% INDIVIDUAL AND COMPANY GIVING

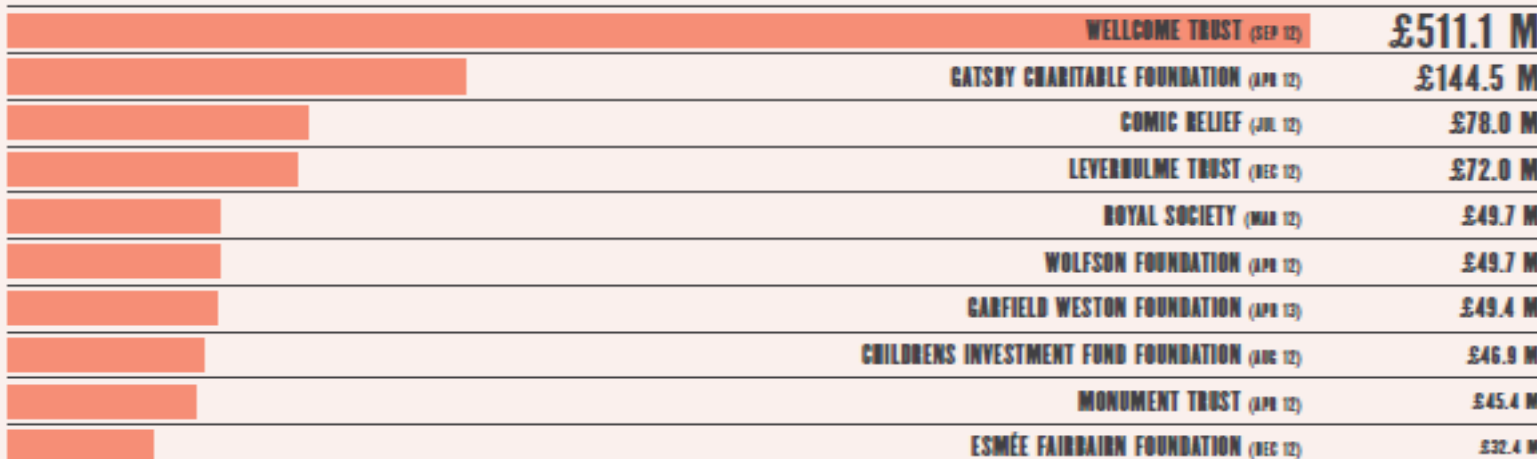
13.7% FOUNDATIONS

11.4% LEGACIES

6.3% GIFT AID PAID TO CHARITIES

Giving by Foundations

TOP 10 FOUNDATION GIVERS



WELLCOME TRUST (SEP 12)	£511.1 M
GATSBY CHARITABLE FOUNDATION (APR 12)	£144.5 M
COMIC RELIEF (JUL 12)	£78.0 M
LEVERHULME TRUST (DEC 12)	£72.0 M
ROYAL SOCIETY (MAR 12)	£49.7 M
WOLFSON FOUNDATION (APR 12)	£49.7 M
GARFIELD WESTON FOUNDATION (APR 13)	£49.4 M
CHILDRENS INVESTMENT FUND FOUNDATION (AUG 12)	£46.9 M
MONUMENT TRUST (APR 12)	£45.4 M
ESMÉE FAIRBAIRN FOUNDATION (DEC 12)	£32.4 M

£2.4 BILLION
TOTAL GRANTS EXPENDITURE
BY TOP 300 FOUNDATIONS

87%
THE MAJORITY
OF THE TOP
300 GIVE
£10 MILLION
OR UNDER

TOP 300 FOUNDATIONS RANKED BY GIVING

A/C Year = most recent accounting year available at time of research

Current name as registered

RANKED	NAME (LAST YEAR'S RANKING)	A/C YEAR	GIVING (M)	RANKED	NAME (LAST YEAR'S RANKING)	A/C YEAR	GIVING (M)
1	Wellcome Trust (1)	Sep-12	511.1	31	De Haan Charitable Trust (110)	Apr-12	12.2
2	Gatsby Charitable Foundation (3)	Apr-12	144.5	32	JNF Charitable Trust (40)	Dec-12	11.8
3	Comic Relief (2)	Jul-12	78.0	33	Shell Foundation (33)	Dec-12	11.6
4	Leverhulme Trust (4)	Dec-12	72.0	34	United Jewish Israel Appeal (30)	Sep-12	11.3
5	Royal Society (5)	Mar-12	49.7	35	British Gas Energy Trust (125)	Dec-11	10.9
6	Wolfson Foundation (10)	Apr-12	49.7	36	FIA Foundation for the Automobile and Society (38)	Dec-11	10.7
7	Garfield Weston Foundation (6)	Apr-13	49.4	37	Leprosy Mission International (37)	Dec-12	10.4
8	Children's Investment Fund Foundation (12)	Aug-12	46.9	38	Professional Footballers Association Educational Fund (34)	Jun-12	10.3
9	Monument Trust (9)	Apr-12	45.4	39	Allchurches Trust Ltd (39)	Dec-12	10.1
10	Esmée Fairbairn Foundation (7)	Dec-12	32.4	40	Robertson Trust (41)	Apr-11	10.0
11	BBC Children in Need Appeal (8)	Jun-12	30.3	41	United Talmudical Associates Ltd (43)	Mar-12	9.6
12	Gosling Foundation Limited (141)	Mar-12	27.7	42	Polonsky Foundation (269)	Mar-13	9.5
13	Henry Smith Charity (11)	Dec-12	26.6	43	Aga Khan Foundation (United Kingdom) (53)	Dec-12	9.2
14	British Academy (14)	Mar-13	26.3	44	Khodorkovsky Foundation (46)	Dec-12	9.1
15	Dr Mortimer and Theresa Sackler Foundation (28)	Dec-12	25.9	45	BHP Billiton Sustainable Communities (18)	Jun-12	9.1

Heritage funders: some examples

Anna Plowden Trust	Architectural Heritage Fund	Arts & Humanities Research Council	Biffaward	Big Lottery Fund
CADW	Charles Hayward Foundation	City Bridge Trust	Clore Duffield Foundation	Clothworkers Foundation
CyMal	Drapers Charitable Fund	English Heritage	Ernest Cook Charitable Trust	Esmee Fairburn
Foyle Foundation	Garfield Weston Foundation	Heritage Lottery Fund	Idlewild Trust	Jerwood Charitable Foundation
John Ellerman Foundation	John Paul Getty Jr Trust	LankellyChase Foundation	Leche Trust	Lloyds Bank Foundation
Mercers Company	Museums Association	Museums Galleries Scotland	Queen Elizabeth Scholarship Trust	National Manuscripts Conservation Trust
Normanby Charitable Trust	Northern Ireland Museums Council	Pilgrim Trust	Viridor Community Fund	Rayne Foundation
Sainsbury Family Charitable Trust	Summerfield Charitable Trust	Veneziana Trust		William Adlington Cadbury
Wolfson Foundation	Worshipful Company of Paviers	See http://www.aim-museums.co.uk/content/grant_sources/		

In the UK

- Grants in 2014 = £2.4bn
- This represents nearly 13.7% of the total voluntary income to the sector
- There are roughly 9,000 Trusts
- Total assets are £38bn
- Investment income around £1bn pa

Total Arts Funding in England 2011/2012 £3,016m

Private Investment
£660.5m

21.9%

Earned Income
£1,106.9m

36.7%

National/Local Government
£1,248.6m

41.4%

Private investment in culture, in England 2011/12

Arts & Business Private Investment in Culture Survey (PICS). Information shown is based on around 240 responses and a further 52 where PICS data has been extracted from published reports and accounts. These initial results may be subject to change specifically if Arts & Business needs to recalibrate some of the responses provided by the arts community in line with previous years.

Total Private Investment £660.5m

Individual Giving £372.9m

Up £22.9m
on previous year



Trusts and Foundations £173.8m

Up £23.7m
on previous year



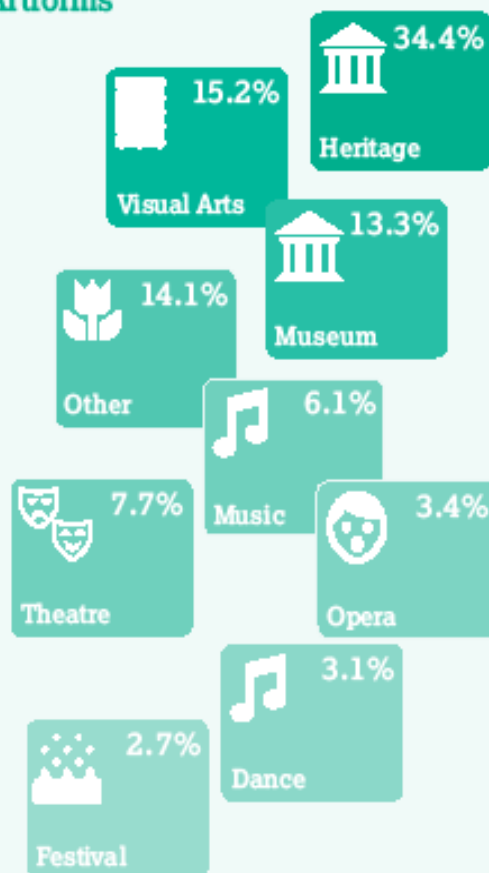
Business Investment £113.8m

Up £0.2m
on previous year

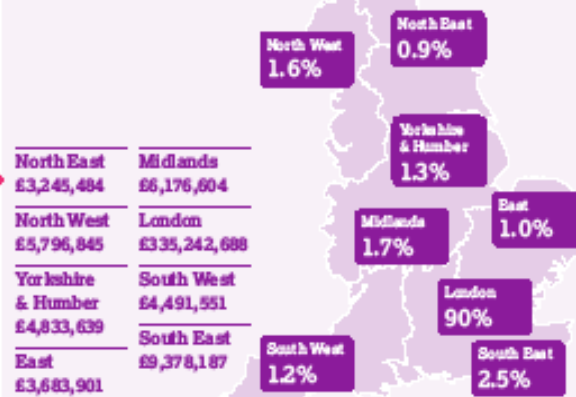


Overall Private Investment
in England up
£46.8m

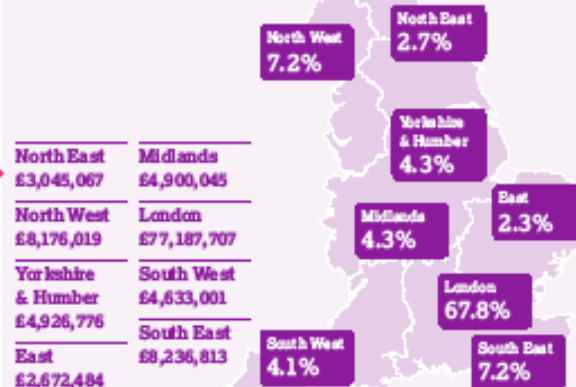
Artforms



Individual Giving across England



Business Investment across England



In the Heritage sector:

<http://artsandbusiness.bitc.org.uk/sites/default/files/kcfinder/files/artsandbusiness/artsandbusiness-pics-graphics-201112.pdf>

Names

Grant-making Trusts can be called:

- Trust
- Foundation
- Fund
- Endowment
- Fund
- Mission
- Bequest
- Benefaction

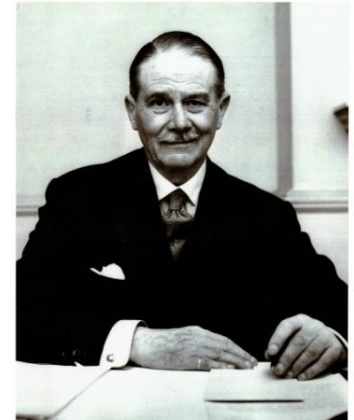
Who?

They can be established by:

- People during their lifetime e.g. JK Rowling
- People after their death e.g. Carnegie
- Companies e.g. Vodafone Foundation
- Charities e.g. WWF gives out grants as well as fundraises!

Esmee Fairbairn Foundation

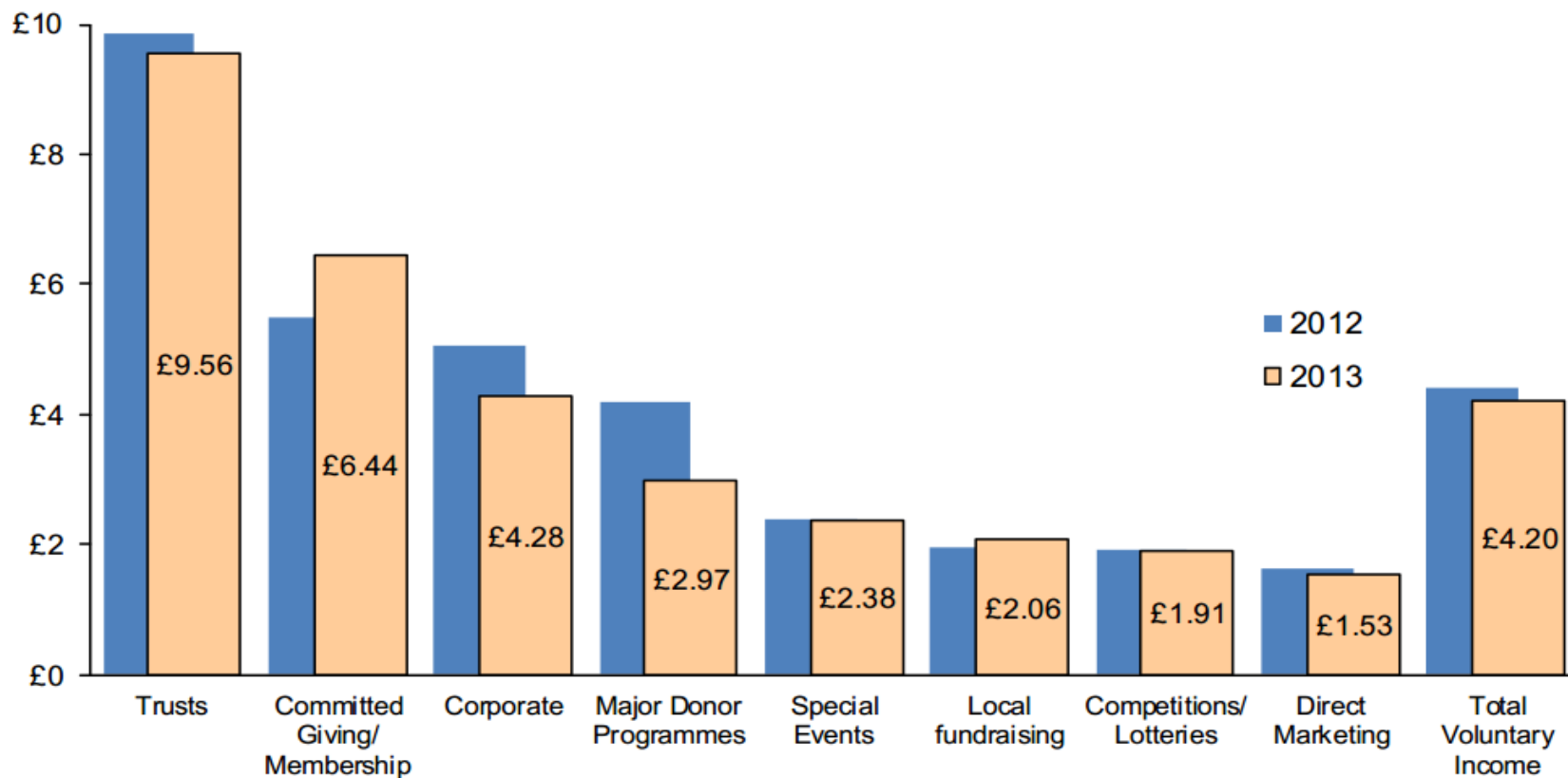
- 1961 – established by Ian Fairbairn
- His company M&G – leading unit trust company
- Interest in financial education, enterprise and new ideas
- Independent Trust
- Changed criteria & approach in 2008



Return on Investment (ROI)

Chart 7

Voluntary Income per £1 Invested



© Centre for Interfirm Comparisons & Institute of Fundraising 2013

What do they give?

- Grants:
 - Capital
 - Revenue
 - Core
 - Project
 - Start-up
- Loans
- Matched Funding
- 'Crisis' funding

An introduction to Trust fundraising

www.institute-of-fundraising.org.uk/guidance/five-minute-fundraiser/



Break

Session 2

RESEARCHING POTENTIAL TRUSTS

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Where do I find them?

- Reference books
- Internet: websites and search engines
- Legal & Accountancy Practices
- Councils for Voluntary Service
- Charity Commission; OSCR; CCNI
- Councils; NHS Boards & Trusts
- Your own records
- Word of mouth!



Research: Trust

- What have they funded in the past?
- What are their current criteria?
- How much do they give?
- Who makes the decisions?
- Do they have an application form?
- When do they next meet?
- Do they have any money at the moment?
- What else?...

Who are Trustees?



Research: Trustees

- Do you know any of them?
- Does anyone that you know know them?
- Can you arrange to meet them 'informally' e.g. Golf Club?
- Try Google, Facebook & LinkedIn
- Do they already know of your work?
- Try to use networks...

Decide

- Who to approach?
- Why them?
- By whom
- When?
- Where?
- How?
- Which project?



Session 3

UNDERSTANDING MOTIVATIONS

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Exercise

- a) You and a number of other people are involved in setting up a new trust which will support Heritage organisations. For this exercise you need to decide on your funding criteria and other key information you will make available in your guidance notes on your website.

- b) You have received over 100 applications with requests totalling £10 million but only have £5 million. Briefly discuss ways in which you can agree which applications to support

Pity the Funder?



- Funders want to 'solve a problem'
- Breadth or depth – funders choose whether to give lots of small grants, or fewer larger grants
- Funders want to make a 'distinctive contribution'
- They need your help to do it!



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Session 4

WRITING COMPELLING APPLICATIONS

But why should the Trust support your Heritage project?



Case for Support

Definition:

A clear, compelling and concise argument which convinces potential **donors** of the **beneficiaries'** need for help.

Project Paper

- Summary (about 100 words)
- Introduction and background
- The problem
- The solution
- Evaluation
- Budget
- Future funding

Why your Heritage project?

- What is the organisation and what does it do?
- Why does it exist?
- What is distinctive about the organisation?
- What must be accomplished
- How will this Campaign enable it to be accomplished?
- How can the donor become involved?
- What's in it for the donor?

AIDCA Principle

A grab the reader's **a**ttention

I build their **i**nterest

D make them **d**esire to help you

C **c**onvince

A **a**ction – tell them what you
want them to do!

Exercise

Using the AIDCA principles to guide you, in your group, produce an outline of what you would write on a free-style trust application (no form) to apply for money for a project for one of your Heritage organisations.

Before completing the application

- Gather all the information available on the project
- Talk to staff, volunteers, service users
- Make sure that you have a clear understanding of 'the need' for the project
- Decide who should be your Referee (if required), and who should sign the application

The Covering Letter

- Introduction to who you are and what you do
- Brief outline of project
- Charity number
- Trustees/Patrons
- Offer to attend meeting/invite for a visit
- Offer to send more information

Application Form?

- Complete every section – do not write 'see attached'
- Use a legible font size
- Don't use jargon
- Don't assume that the funder knows who you are
- Read the questions carefully and give concisely and accurately answers

No Application Form?

- Project papers
- Maximum of two sides of A4 (unless stated)
- Budget
- Most recent Annual Report and audited accounts
- Anything else appropriate

Do...

- Use legible font size
- Make the applications 'photocopy-able'
- Take time to check and double-check your application
- Submit well thought-out & appropriate applications
- Recognise the importance of 'networking' and building relationships

Don't...

- Use jargon
- Assume that the Funder know who you are
- Use mail-merge
- Inundate with information
- Ask for unrealistic amounts
- Beg!

Top 10 errors

- Applying for grants you can't possibly get
- Asking for too much...or not enough
- Providing too much information
- Avoid jargon and buzz words
- Streams of consciousness(!)
- Budget doesn't add up
- Invitation to talk to funder not taken up
- Forgetting to tailor application to funder
- Assuming funder knows all about you
- What difference will you make?

<http://www.swfed.org.uk/resources/organisation/money/fundraising-grants-sponsorship>



Break

Session 5

CREATING BUDGETS AND MONITORING ACTIVITIES

Financial targets



Budget

Include all relevant costs e.g.

- Capital costs
 - Media
 - Travel training
 - Staff Time + on costs overheads
 - Equipment & materials
 - Telephone & postage
 - Management contribution
- Print &
Staff
Office
Publications

Budget cont'd...

- How much, if anything, have you already raised?
- From whom?
- Who else is involved?
- Think 'partnership'!
- Full Cost Recovery!



Full Cost Recovery

Definition by the National Audit Office:

- **Full cost recovery (FCR)** - Full costs are the direct costs of your project or service plus a relevant portion of organisational overheads (central administrative costs). FCR is the process of costing activities to include the appropriate share of overhead or indirect costs, as well as the direct costs of delivering a service.

Once it's been sent....



Follow Up

- Phone the Funder to make sure that your Application has arrived safely
- Ask whether any further information is required
- Ask if the Funder wishes to visit
- Ask when you are likely to find out their decision
- Be helpful, chatty, polite and respectful!

Assessment



- Make sure that the appropriate people are available to meet the Assessor
- Try to **show** your Project or service at its best
- Be very well prepared
- Have chocolate biscuits available!

If successful...

- Acknowledge receipt of grant
- Keep the funder up to date, but don't overwhelm them
- Invite them to appropriate events
- Make them part of the 'team'
- Re-apply for future funding

If unsuccessful...

- Try to find out why your application failed
- Don't be too disappointed, sometimes there are simply too many applications for the 'pot' of money available
- Ask when you can re-apply
- Ask for any hints or tips
- If they didn't like that particular project, try to find out their other interests

Nurture your Donors

- Treat them well, or they will leave you
- Be honest – tell them the bad news as well as the good
- Respect their wishes
- Ask them what they want from you

Remember

- Trusts have a duty to invest wisely
- Trusts are inundated with inappropriate applications
- Trusts have very long memories
- Trusts can be your largest and most reliable funders
- Trustees are people and like to be nurtured and thanked!

Session 6

BUILDING AND MANAGING THE RELATIONSHIP

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What can you do to build the relationship?



Building the Relationship

End of year report

- prepare in advance – start when you receive notification of the award!
- gather evidence – statistics, achievements
- let funder know of significant developments
- use case studies or quotes
- use video materials
- tell the story!!

Keep building....

- Send funders copies of reports produced
- Make sure you acknowledge funding where appropriate
- Invite funders to events
- When something goes wrong, what then?
- Keep the funder informed
- Request changes in advance

And finally.....



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Top Tip One:

Understand your Needs.

- Be able to clearly demonstrate why you need the money
- Link charitable and business objectives
- How will you measure your success?
- Have a plan...



TOP TIPS

Top Tip Two:



Understand your Funder:

- What are their criteria?
- Which projects are popular right now?
- How much do they give?
- Do they have any money?
- How long will it take for a decision?

Top Tip Three:

- **Understand your Product:**
- Be clear why you are the best person/group/organisation to do this piece of work, and therefore should be invested in



TOP TIPS

Top Tip Four:

- **Understand your Market:**
- Who are your competitors?
- What are their strengths, weaknesses?
- What are the external factors which can impact on your work?



Top Tip Five:



Understand where the money is!

- Regularly review the websites
- Subscribe to email news groups
- Review published materials, magazines
- Build yourself a network

Trusts want to



Contact Details

Giving to Heritage:

www.theheritagealliance.org.uk/gth/

The Heritage Alliance, Clutha House, 10 Storeys Gate, London SW1P 3AY.

Website: www.theheritagealliance.org.uk

Registered charity No 109479

Institute of Fundraising

Charter House, 13-15 Carteret Street, London SW1H 9DJ

Tel: 020 7840 1000

Website: www.institute-of-fundraising.org.uk

**Registered Charity No: 1079573 in England & Wales,
SC038971 in Scotland**

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