

# High Peak Community Arts

## Fundraising and Organisational Development Strategy

### Background

High Peak Community Arts is small, vibrant charity at a transformative point, celebrating our 40<sup>th</sup> anniversary in 2019. Over that time we have evolved, but remained true to our initial ethos and mission – *to focus on people with little opportunity to access the arts, and through exciting projects to help empower communities*. In the last year HPCA worked with over 50 freelance artists to deliver innovative participatory art work reaching 2000 beneficiaries.

Since 2015/16 we have been reviewing our fundraising approaches and developing our staff and Board skills. This investment has been made possible by securing a second major 5 year Lottery award for **Project eARTh**, which included a £15,000 Lottery funded **Building Capabilities** award. Through this we worked with consultant Ayla Suveren and successfully gained a Catalyst: Evolve grant from Arts Council England. We continue to benefit from a core grant from Derbyshire County Council, a range of successful awards from Trusts and Foundations and a low cost lease of High Lea Hall in New Mills.

HPCA has gained recognition for the quality of our work, securing our first corporate sponsor **White Stuff** and retaining **Dame Joan Bakewell's** support for the 6th year running as Patron of the organisation. We were awarded a prestigious **Silver Hear by Right Award** from the National Youth Agency in 2013, and we were one of 4 national finalists in the Children and Youth People Now Awards 2017, in the Arts and Culture category.

Through our Catalyst: Evolve grant we have invested in a Business Development and Communications role, which has been researching alternative forms of investment to develop a more diverse fundraising and business development strategy for the organisation.

From 2017 – 18 we:

- hosted events
  - (i) Poetry with Helen Mort; (ii) Theatre with Rubbish Theatre Company's Twelfth Night, Romeo and Juliet and The Tempest, The Three Inch Fools Theatre Company's Midsummer Night's Dream; and (iii) Music with George King, the Steve Salfield Quartet, The Amorone Trio (players from the BBC Philharmonic Orchestra), Dave Evans, the Duodecimo Choir, and The Hayfield Singers.
- ran courses
  - (i) 'Sheep to Craft' weekend course in spinning, felting and dying wool; (ii) Meet the artist open studios.
- launched our new scheme, the Friends of High Peak Community Arts.
- ran Crowdfunder campaigns, reached out to corporate sponsors and researched Trusts and Foundations who might support our work.

This updated fundraising strategy has been produced in line with the existing business plan, which identifies key revenue streams and opportunities for funding. We continue to place a strong focus on trust and foundation applications but adds individual giving and sponsorship as emerging and potentially strong areas for success.

The Board of Trustees has taken steps to ensure they develop their roles as fundraisers for the organisation. Cultivation of potential trustees is already underway, led by the current board and supported by the staff and Business Development Consultant.

### **Financial Overview**

HPCA was a regularly funded client of Arts Council until 2015. HPCA receives annual funding from the local Authority and £18,000 has been secured for activity 2016/17. In addition HPCA has an agreement with New Mills council for the use of High Lee Hall in New Mills High Lea Park, for use as office and delivery of some arts and training activities. The company is in receipt of several awards from Trusts and Foundations totalling in 2014/15 £28,700, in 2015/16 £25,400, in 2016/17 £38,056, in 2017/18 £54,444 and in 2018/19 £68,385, a National Foundation for Youth Music grant of £98,000 for 2018 – 2021, a second Arts Council England grant of £78,000 for 2018 - 21 and a Reaching Communities Big Lottery 5 year award of just under £300,000 for activity 2015 - 2020. At the end of March 2018 our free reserves were £77,648, with our audit for year ending 2019 pending.

### **Summary of Development Targets 2019 - 24**

- 1. To develop HPCA board of trustees (training for existing trustees and recruitment of new members to fill skills gaps)**
- 2. To continue to identify risks to our continued operation.**
- 3. To secure income targets of £1,070,905 (over 5 financial years), looking at sources for restricted project costs and unrestricted core funding.**
- 4. To develop a new business plan that sets out our ambitions, targets and intentions for the period**

## 1) Board development

### Training

Training for new trustees in the responsibilities of a voluntary board member has become more difficult to access. This action to be reviewed annually and offered to all new trustees on joining. In 2019 we will nominate a designated trustee for safeguarding matters, to support the staff designated coordinator. All Trustees will have received introductory safeguarding training by the end of the year and the new designated trustee will receive advanced level training. Trustees who volunteer at our projects are also periodically offered first aid training.

### Recruitment

Our key skills gaps are in legal, HR and business knowledge and we continue to promote membership of the board on all our newsletters, annual reports, website and social media. We plan to use our 40<sup>th</sup> Anniversary year to renew the profile of this role.

## 2) Risk Management

Key risks to the organisation are:

### Loss of Derbyshire County Council core grant

These funds are confirmed annually, however we were given an indication in 2018 that the budget had been allocated for the next 4 years. The loss of this grant, although less than 20% of our turnover, would be serious given that we receive no other substantial unrestricted funds and often use this income as match funding in project grant applications. If this were to happen we would campaign to increase our Friends membership dramatically.

### Staff capacity

Our staff team contracted after the loss of the Arts Council National Portfolio funding, and it looks unlikely that our funds will allow us to expand again in the foreseeable future. Our team of 3 part time workers (2 Full Time Equivalent) juggle the roles of co-leading the organisation with project delivery, communications, administration, financial management and fundraising. The organisation relies on their passion and commitment to fulfil its obligations to funders and legal duties to contractors and participants. The board actively monitor the workload of staff and encourage the taking of TOIL accrued and holidays.

### Succession planning

#### Board

We do not limit the period of trustees serving the organisation, but recommend the Chair of Trustees changes at least every 3 years. The next transition is already in planning, due to take effect at the next AGM.

#### Staff

We have had a number of staff changes in recent years, with two Finance and Administration Managers retiring and our Business Development and Communications Manager's short term contract coming to an end. The board and existing staff have managed these changes by applying our procedures for recruitment and induction, and completing a thorough hand over with departing staff. Our Business Development and Coms Manager has now joined the board of Trustees.

### **3) Income Development**

#### **Restricted Project Funds**

##### **Arts, Health & Wellbeing**

###### **Project eARTh**

We are applying for another 5 year grant from the Big Lottery to continue this successful and popular project, 2020 - 2025. We have had indications that we will need a proportion of match funding to have a chance of success, and acknowledge that getting a third 5 year grant would be very unusual. We have one other application in with BUPA, and plans to apply to Arts Council England, Paul Hamlyn Foundation, Lloyds Foundation, the Rayne Foundation, Garfield Weston Foundation, High Peak location Public Health funds and the People's Postcode Lottery grants.

###### **Creative Wellbeing**

We have funds to continue until early 2020 and beyond we will work in partnership with Good News Family Care to identify funds to run short projects with their residential and drop in groups.

###### **Work with Elders**

Planning to apply to the new Social Connectedness fund from Public Health monies. Need to identify other sources for work in care homes and small groups in communities.

##### **Youth Arts**

We have two major grants from National Foundation for Youth Music and Arts Council England which fund a large proportion of the youth programme until 2021. All projects within the programme need to raise additional match funding to be able to provide the best possible project quality.

###### **Film Cuts Club**

A new application to BBC Children in Need will be submitted at the end of 2019, having received encouraging feedback and no discouragement from submitting the same project for repeat funding. In the interim we plan to apply to Awards for All and Foundation Derbyshire for short projects at the end of 2019 and early 2020.

###### **Music Arts Pod**

We get income from School budgets, but this is under threat with pressures on their funds. We have an application to the Cooperative Community Fund at the moment, which would fund one school's involvement if successful, and release Youth Music Subsidy for others.

#### Young Writers' Camp (8+)

We can use Arts Council England funds for this, but plan to apply to Blue Spark Foundation and look for other sources, so that the Arts Council funds can be allocated towards our Summer School.

#### Young Writers' Camp (13+)

We have secured a grant from the South West Peak Landscape Partnership to run this activity in October 2019, and will continue to seek funds for the following years.

#### Tall Tales & summer school

This is largely funded by NFYM and ACE, but annually we raise at least another £3,000 from sources such as the Bingham Trust, Derbyshire County Councillors' Initiative Funds.

## **Unrestricted Core Income**

### **Local authority & Trusts and Foundations**

We continue to receive £18,006 per year from Derbyshire County Council and £1,000 per year from High Peak Borough Council. As noted above each of these grants are only confirmed annually, but we support our relationship with the County and Borough councils by keeping them fully informed of all projects and sending invitations to events, with press release information.

### **Individual giving**

We have had some success with Crowdfunding Campaigns and the launch of the Friends Scheme. There is potential for these areas to grow – although there is definitely a saturation point for Crowdfunding, which should be used maximum once a year to fund very specific campaigns with a very concrete benefit. We continue to use our 40<sup>th</sup> anniversary to promote the Friends and the Tea Parties have generated some one-off individual donations.

### **Corporate sponsorship**

Most business operating in the High Peak is not of sufficient scale to support corporate sponsorship, with many national companies, such as Tesco, running a grants scheme for their Corporate and Social Responsibility. White Stuff Foundation continues to be our only regularly corporate donor.

### **Earned income**

We have experimented with ticketed events and paid courses in the last couple of years and have concluded that generating income from courses would require extensive development and a full programme, so that people come to think of us as

a provider. The return from this development would not be enough to justify the outlay. Events have been more successful, with certain dates proving very popular, i.e. Shakespeare in the Park, with the added bonus of raising our profile with a new audience. We will now focus on running around 4 ticketed events a year for fundraising.

We have also developed a range of merchandise to trade at all our ticketed and free events, which is also bringing in a regular, if small, stream of income.

## **Recommendations:**

This fundraising strategy identifies the following priorities to carry forward to the business plan:

- 1) Board development
- 2) Development of unrestricted sources of funding
- 3) Continued resources to provide a broad programme of arts