

Fundraising for theatre capital projects

Resilient Theatres: Resilient Communities



Made possible with

Heritage
Fund

Pilgrim
Trust

SWIRE
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Host and Chair

Siân Eagar

Theatres at Risk Adviser and Resilient Theatres: Resilient
Communities Programme Manager

Getting fit for fundraising

Kate Bierman

Development Director, Theatres Trust

For the charity



1/ Governance

Including the right structure of your organisation (i.e. charitable status); correct number of trustees; responsibilities as board members; fundraising responsibilities including ethical fundraising policy and Code of Fundraising Practice with Fundraising Regulator etc

2/ Skills audit

To identify skills gap with existing board members; recruit new members if required

3/ Organisation's vision and mission statement

For the charity (continued)

4/ Other appropriate policies

e.g. safeguarding, equity, diversity and inclusion, volunteers, finance etc.

5/ Annual report and accounts

6/ Business plan and budgets

For the project

1/ Create strategy to demonstrate need for project

e.g. why now, how will it support the aims of your organisation, is it financially viable in the long-term, does it address themes of inclusion, environmental sustainability, evaluation etc.?

2/ Who are stakeholders and key strategic partners?

e.g. MPs, local authorities, community groups, developers, funders, education providers

3/ Who are the project's beneficiaries?

Audiences, artists, local community groups, schools, colleges etc.
Consultations with local groups to demonstrate need and demand

For the project (continued)

4/ Placemaking

Vital role in the community, offering access to arts participation.

Social and economic improvement to local area, making it a place people want to live as well as visit

5/ Planning and Practicalities

Project schedule, phasing and budget

Designs to a certain RIBA stage

Planning permissions in place

Specific reports e.g. conservation statements, economic viability study, audience engagement plans etc.

Business plan for when building is complete

Funding mix

1/ Public funding e.g. arts councils, National Lottery Heritage Fund, Historic England, National Lottery Community Fund etc.

2/ Direct government funds through Department for Levelling Up, Housing and Communities e.g. Levelling Up, Community Ownership Fund, UK Shared Prosperity Fund etc.

3/ Trusts and foundations, from large 'lead' gifts to smaller gifts

4/ Individual giving, from large 'lead' gifts to smaller public appeals (e.g. 'buy a seat' campaigns, crowdfunding appeals)

5/ Local authority grants and loan finance

6/ Social investment and bank lending (e.g. Architectural Heritage Fund)


7/ National sponsorships, local corporate giving, in-kind support

Demystifying Loan Funds and Process

Asha Karbhari

Director of Investment, Architectural Heritage Fund (AHF)

The Architectural Heritage Fund

- **Independent charity** established 1976 as a revolving fund for heritage projects – only specialist heritage lender in the UK
 - **Loans** since 1976, **grants*** since 1990, plus free **advice** and capacity building for the built heritage sector
 - Promotes the role of historic buildings and structures in **community-led regeneration**
 - Ongoing support to >250 projects a year, urban and rural, usually in **partnership** with other funders
 - Network of **staff** throughout the UK providing advice and guidance to communities that wish to repair and adapt buildings and structures, in particular those at risk!
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Social Investment

- Two main types: Loans (debt) and Community shares (equity)
- Repayable finance to help an organisation achieve its mission and purpose
- Charities and social enterprises repay via surpluses generated through trading, contracts, grants, and donations
- Interest and fees applicable



AHF Loan Funds

Heritage Impact Fund (HIF) & Endowment Fund

- From £20k - £500k
- Uses of loan can include:
 - acquisition of property
 - working capital during on-site works
 - bridge fundraising gap
 - initial operation start-up costs



AHF Transforming Heritage

Case Study

**Electric Palace Cinema (Essex)
Harwich Electric Palace Trust**

AHF support to date:

- Endowment Loan offer of £70,000
- To cover funding gap due to unexpected additional project costs
- Repayment through trading activity

Grade II* / Harwich Conservation area



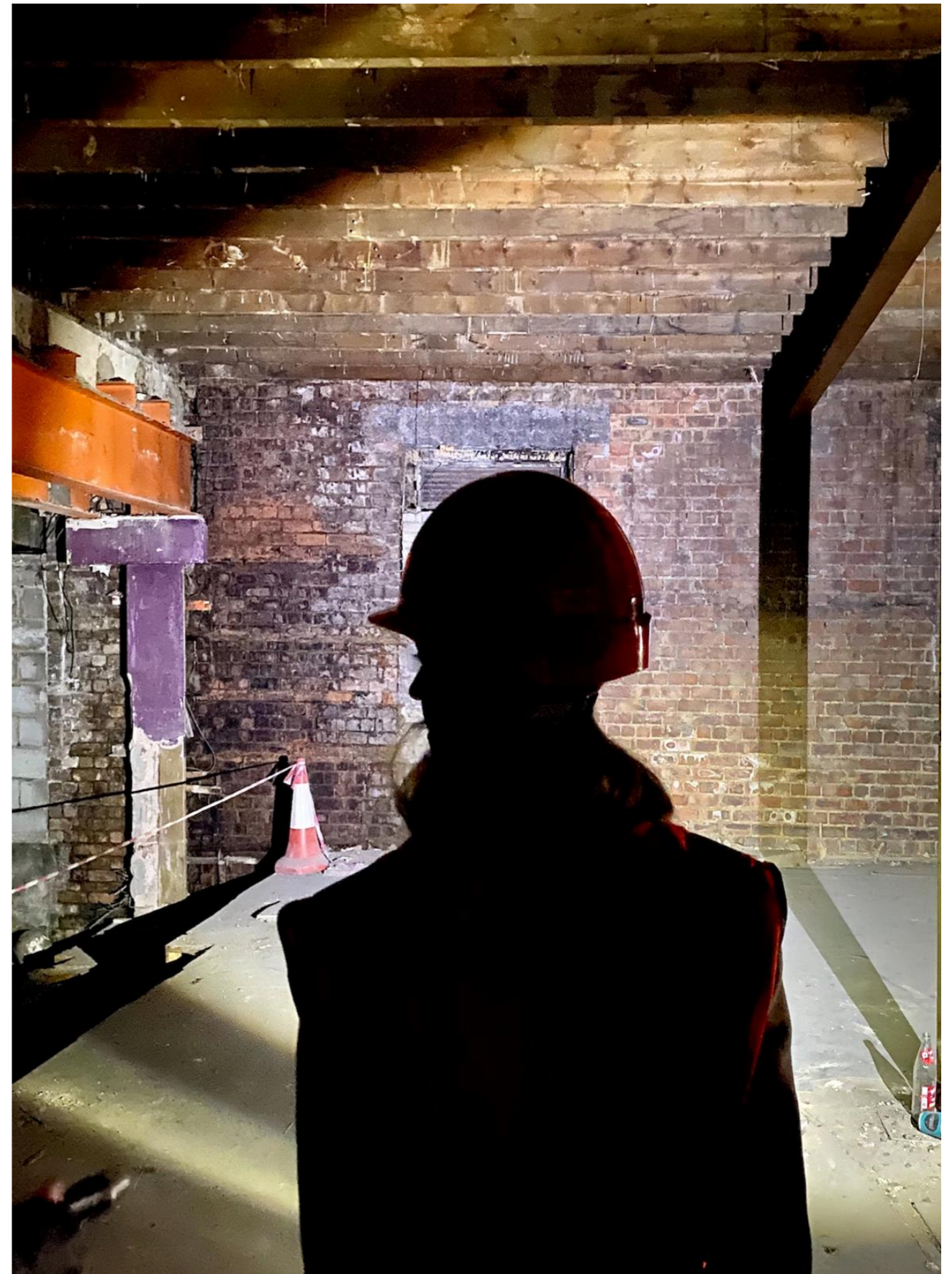
Why Borrow?

- Reduced availability of “free money”
- Speed
- Non-Competitive
- Flexibility
- Advance payment
- Loans encourage business planning & thinking beyond the short term



Is loan funding the right choice for you?

- Correct organisational structure
- Business plan/ case to show viable, sustainable revenue model
- Financial information to show repayment/ demonstrate affordability
- Capacity and skills of key staff/ Trustees/ Directors



Typical Loan terms

- **Interest rates:** 8% to 10%
- **Fees:** 1% - 2%
- **Legal fees:** Security
- **Loan duration:** 6 months to 20 years
- **Repayment holidays**
- **Rescheduling** – when things don't quite work out as planned!



Capacity Building Programmes

RePlan

- For AHF's existing loan clients
- For new loan clients of the AHF and NLHF grantees



Reach Fund

- Financial planning/ reporting
- Business plan and modelling
- Market research
- Governance



Case Study

South London Theatre, South London Theatre Trust

AHF support to date:

- Endowment Loan of £100,000 in 2017
- To support funding gap when expected grant funds were declined
- Repayment through trading activity
- Received various grants from AHF since, to further develop the building uses



Grade II / West Norwood Conservation area

Thank you for listening

Please visit our website for latest grant availability
www.ahfund.org.uk

The Foyle Foundation

David Hall

Chief Executive, The Foyle Foundation

Introduction to the Heritage Fund

Kate Kendall

Senior Engagement Manager (North), National Lottery
Heritage Fund

- Heritage Fund: Who are we, what do we do?
- New Strategy: Heritage 2033
- Investment Principles
- Medium & Large Projects
- Case Studies: Drawing parallels
- Next steps: Project Enquiry Service & Webinars

Who are we?

- As the largest funder of UK heritage, Heritage Fund invests money raised by National Lottery players across the UK, in collaboration with a wide range of statutory bodies, as well as other National Lottery distributors.
- Our work is made possible thanks to the support of National Lottery players. We award 20% of the Good Causes income raised by National Lottery players and deliver grant programmes on behalf of the UK and devolved governments.
- Most of our funding decisions are taken locally, by people who live and work in areas where their decisions have impact, and we make every effort to encourage a local focus on those who make funding decisions.



[Visitors enjoying the newly reopened South Cliff Gardens, Scarborough. Credit: Tony Bartholomew](#)



[Jodrell Bank Observatory, Cheshire. Photo: Ant Holloway](#)



What do we do?

- Since 1994, we have invested over £8.2billion of National Lottery funding in over 46,000 projects.
- The breadth and reach of what we fund is truly spectacular. Our projects stretch from the Isles of Scilly, Welsh coastlines and natural beauty of Northern Ireland to the north of Scotland.
- Funding bumblebees, seagrass, coastlines, landmarks - wherever possible, we work in partnership with local and national experts to ensure our funding has the biggest impact and creates long-term, sustainable change.

What do we do? (continued)

Heritage Fund investment transforms places across the UK, making a positive and lasting difference:

£3.2bn to 10,200 area, historic building and monument projects

£590m to more than 27,600 community and cultural heritage projects

£610m to more than 1,500 industrial, maritime and transport projects

£2bn to 4,700 land, nature and biodiversity projects

£2.3bn+ to 5,800 museum, library, archive & collection-based projects



[Hyde Park Picture House, Leeds](#)



[NHS at 70, photograph from the archives](#)



[Empire Windrush Commemorative banner at Tilbury](#)



- We launched our new and ambitious strategy publicly on 2 March.
- This is an exciting and significant time, setting out our strategic direction for the next 10 years.
- Presenting our vision for the future of the UK's heritage and for what our investment will achieve.
- The strategy is based on widespread public, sector and staff engagement and wider research.

Why are we launching a new strategy now?



- Our new strategy will be a strong asset to support organisations working with heritage
- Creating a 10-year vision to help navigate through uncertainty
- Responding to the impact of COVID-19
- Addressing societal changes: climate change and cost of living crises

Investment principles

Saving heritage

- Improved condition and understanding of heritage
- Reduced amount of 'heritage at risk'
- Delivered transformational long-term projects
- Made digital heritage more accessible

Protecting the environment

- Put landscapes and habitats into recovery
 - Increased understanding of and connection to nature
- Reduced the negative environmental impact of our funding portfolio
- Improved heritage's ability to adapt to climate change

Organisational sustainability

- Increased organisations' commercial and governance capabilities
- Developed skills and capacity across heritage
- Embedded resilience in projects we fund
- Strengthened heritage's contribution to local economies

Inclusion, access and participation

- Increased diversity of heritage workforces and audiences
 - Reduced barriers for people under-served by heritage
- Enabled more people's heritage to be recognised
- Championed digital technology to improve access

Our investment principles and what we'll achieve by 2033:

Strategic initiatives with initial proposals



Place including urban green
space



Landscape-scale

Strategic initiatives under development



Heritage in need



Acquisitions, opportunities
and emergencies

Our approach

- Our successful **open programmes** will continue with devolved decision-making, using the local knowledge and expertise of our committees in the English areas and nations.
- The current upper level for **Delegated Officer decision-making** of £250k will remain the same for the duration of the first three-year delivery plan.
- We will increase the **Upper grant threshold to £10million.**
- Successful delivery will require **partnerships** that combine resources and expertise to create investments with greater impact.
- A focus on **place, landscape and nature, heritage in need**, and responding to **opportunities and emergencies.**



Medium & large grants: open programme

Large £250,000 to £10 million

- Need submit an EOI and be successful to be invited to apply.
- quarterly application deadlines 12 week decision
- 2 stage application process: development phase and then delivery phase
- maximum **development** phase 2 years, **delivery** phase 5 years (7 years in total).
- 5% match funding up to £1 million, 10% over £1 million (cash, non-cash, volunteer time or 5 years management & maintenance costs).

Medium £10,000 to £250,000

- 8 week decision, no application deadlines
- single stage application process
- optional project enquiry form for pre-application support
- maximum length of project 5 years
- 5% match funding required over 100,000 (cash, non-cash or volunteer time)



Case Studies

Darlington Civic Theatre



[Interior of the Darlington Civic Theatre](#)

- Edwardian Variety Theatre, most complete surviving example designed by Owen & Ward.
- Owned by Darlington Borough Council.
- The project encompassed restoration and extension of backstage facilities works plus glass atrium.
- As well as the capital works there was a comprehensive activity programme with skills opportunities, temporary exhibitions and guided tours.
- Successful 2014 application with an award of £4.9m

Globe, Stockton



[Stockton's Globe Theatre](#)

- Grade II Listed Globe is an Art Deco 'super theatre' situated on the main high street in the centre of Stockton. It originally opened its doors in 1935
- The building closed its doors for the last time in 1997
- A Heritage Enterprise scheme submitted in 2013 with a grant of £3.9m awarded

Alhambra Theatre & St George's Hall, Bradford



[The recently refurbished St George's Hall will be one of the key venues for Bradford City of Culture 2025](#)

Credit: BBC

Other interesting Bradford theatre investment, Bradford Live (New Victoria) see link to [history](#)

- Bradford Metropolitan District Council are the owners of both these historic venues.
- Heritage Centre Stage. This three-year project will develop and deliver an extensive heritage activity programme for the Alhambra Theatre and St George's Hall in Bradford.
- Successful grant in 2022 with an award of £185.9K

The Plaza, Stockport



- Grade II* listed Plaza is the best surviving Art Deco 'super cinema and theatre' in Stockport town centre. It originally opened its doors in 1932
- Project to restore the opulent interior, returning the building to its original use.
- The Heritage Fund awarded a grant of just over £2m in 2007.

[The Plaza façade in opening week, 1932.](#) Credit Stockport Plaza



Next steps

- Sign up to our email updates to get the latest on Heritage 2033
- Visit our Project Enquiry Service and submit a form to us to start a conversation. You can get in touch here
- Book onto one of our webinars, get to know more about the application process and feel demystified!
- Take a look at our good practice guidance

Thank you for listening

Audience Questions



Host and Chair

Siân Eagar Theatres at Risk Adviser and
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Speakers

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