

Appendix B : Fundraising Plan

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1. Context

This is a Fundraising Strategy to accompany the Royal Borough of Greenwich's Culture Strategy.

As such it is not a Strategy to be delivered by one organisation, but rather provides a guide to share opportunities that can be pursued by the sector to facilitate delivery of the ambitions put forward in the Culture Strategy.

The cultural landscape in Royal Borough of Greenwich (RBG) is diverse. There exists a wide range of skills, capacity and expertise across the cultural sector – and as a result there are varied rates of fundraising success. The research and consultation undertaken as part of developing the strategy shows the following key points need to be considered:

- Royal Borough of Greenwich's cultural offer features renowned historic sites and festivals, and cultural institutions with a strong track record of raising income alongside smaller community-based organisations and emerging individual artists with challenges around their capacity and resource to fundraise.
- There is a small number of ACE NPOs based in the Borough or delivering in the Borough when compared to other London boroughs. Greenwich saw a reduction in investment in the last NPO round. Historically, organisations have had mixed experiences of accessing ACE National Lottery Project Grants (formerly Grants for the Arts) and other funders that support cultural projects e.g. National Lottery Community Fund and National Lottery Heritage Fund. There are some organisations that have a strong track record with accessing these funds, and this should be celebrated, and potentially it is knowledge to be shared to give the sector more confidence in approaching these funders in future.
- The London Borough of Culture provides an opportunity to showcase the cultural offer and stories of a borough. RBG submitted a bid to become the Borough of Culture in 2025. The programme put forward focussed on levelling up the disparity between the east and west of the Borough, to celebrate the industrial heritage of the Borough and Woolwich as a cultural destination. Although it was unsuccessful in its bid, it was awarded one of three Cultural Impact Awards of £200k, which was announced in March 2024. The £200k award and following project has potential to model the ways in which partners can collaborate on and deliver major strategic funded projects. The Award will fund a unique, creative collaboration between the council, local young people and cultural organisations. Throughout 2026, it will bring them together to imagine positive futures by telling the stories of real, local people from all corners of the borough.
- A previous Greenwich Cultural Forum has folded, which has contributed to reduced coordination and connection between culturally active organisations across the Borough. This should be addressed as a coordinated and connected approach is crucial to the success of this fundraising strategy – and the wider Culture Strategy as a whole.

In order to realise the ambitious aims identified in the Culture Strategy, it is essential that additional investment and other resources can be secured. This Strategy outlines how that might be achieved.

2. Summary of Opportunities

Investment opportunities (e.g. capital and revenue funding) available to arts, cultural and creative industries organisations fall into the following categories:

- Public sector e.g. local and national government and other publicly funded commissioners
- Lottery
- Private charitable trusts and foundations
- Corporate sponsorship and philanthropy
- Individual philanthropy
- European programmes where the UK is eligible to apply
- AHRC

This section of the Strategy provides a brief overview of these opportunities and highlights where energy is best directed from Greenwich organisations in order to achieve success. Establishing a resource that will focus on cultural development at RBG, with the establishment of a vibrant and effective Culture Network, should ensure there is a route for identifying and sharing investment opportunities as they arise.

Public sector

In the current economic climate, and for the foreseeable future, there will be limited resources available directly through Local Authorities and other public sector agencies to support the arts. From time-to-time discreet opportunities may be available, and it is for cultural organisations to be prepared to respond to call outs and express the impact they can achieve with investment beyond artistic and cultural outcomes e.g. social, health and wellbeing impact or contribution towards key agendas such as skills and employment or economic regeneration.

For instance, the UK Shared Prosperity Fund (UKSPF) -which was launched as a replacement to key European Union funds investing in skills and employment – is anticipated to continue after 2025 (all current opportunities at the time of writing are closed). The UKSPF 2023/24 prioritised investment in the creative and cultural industries where outcomes around skills development and employment could be achieved, and thus support the sector to thrive in future. Other investment streams that have contributed towards Greenwich’s cultural sector in the past include funds distributed by Government Departments (e.g. Department for Levelling Up, Housing and Communities (DLUHC) and Department for Cultural, Media and Sport (DCMS)) and accessed by Local Authorities such as Levelling Up grant initiatives, Future High Streets and Heritage Action Zones. There are funds available for culture through the Greater London Authority / Mayor of London grants, which can also contribute towards projects. For instance, at the time of writing, there are capacity building investment programmes for organisations seeking to increase their financial resilience, and also grants for culture and community spaces at risk (<https://www.london.gov.uk/programmes-strategies/communities-and-social-justice/civil-society/community-grants-and-funding>). The

Mayoral fund also has initiatives that support delivery of projects to support health and wellbeing – seen as a priority area. Investment is also available for projects with intended outcomes around reduction in crime through the Safer Neighbourhoods initiative – Safer Greenwich.

Commissioning contracts provides a route for securing resources that are directed at meeting specific targets or outcomes around areas such as regeneration, community cohesion, health and wellbeing and public engagement. As plans for specific activity identified in the Culture Strategy, such as arts and wellbeing projects, are developed, commissioning opportunities need to be explored by the cultural partners engaged in those areas of work/activity. Possible opportunities or development resources might be promoted by the London Arts and Health forum (www.londonartsandhealth.org.uk). Also looking to commission cultural partners as part of public engagement initiatives include Higher Education Institutions and other research councils, which should all be monitored for investment opportunities.

Lottery

Lottery continues to offer substantial opportunities to support delivery of cultural programmes through Arts Council England (ACE), Youth Music, National Lottery Heritage Fund (NLHF), National Lottery Community Fund (NLCF) and Sport England (the latter in particular with respect to projects involving movement and dance to contribute to better health or talent projects). Many of the investment opportunities outlined below have potential to provide the majority of project funding, but there is still a requirement for match funding to be evidenced in bids to demonstrate support for the project. Match-funding can be looked upon favourably by lottery funders as it demonstrates wider partnership support and buy in from other organisations.

Arts Council England

ACE's investment is structured around delivery of its strategy 'Let's Create – 2020 – 2030'. There are mainly revenue grants available, but time-limited capital development funds are promoted from time to time. In the short-term, open funding opportunities include ACE National Lottery Project Grants, which should be generating substantial annual investment in Greenwich both at small-scale level (under £30,000) and higher level awards (up to £100,000). There are also opportunities through Development Funds. Development funds focus on diversity, resilience, innovation in business models and leadership development. Examples include Capital grants and Developing Your Creative Practice – a programme specifically designed to support independent creative practitioners, who can apply for grants of up to £10,000. ACE has strategic funds that are open for eligible places that are seen as experiencing challenges in engaging people with arts and culture. Royal Borough of Greenwich is eligible to apply for the Creative People and Places programme, which aims to instil a community-led approach to increase engagement and participation in culture across a defined area. The next round of applications is due to open in 2025, with funding available from 2026. (Note that this might be delayed in line with the extension to funding agreement granted to current CPP areas and NPOs.)

In the long-term, some cultural organisations could be looking to be part of the ACE National Portfolio and will need to plan to develop their organisation so they are 'investment-ready' by the next round of investment, which is due to launch in 2027/28 (with applications expected to be submitted around 12 months in advance (e.g. March 2026)). For some organisations, e.g. diverse-led cultural organisations, programmes such as Elevate or Catalyst have launched to help organisations increase their resilience and develop their organisation in preparation of applying to be part of the portfolio.

National Lottery Heritage Fund

NLHF recently launched a new strategy and updated its grant programmes. It actively welcomes applications for projects involving arts and culture, provided that outcomes meet heritage and commit to its investment principles. There are opportunities for both revenue and capital grants – up to £250,000 for its small grants programme and £250,000 plus for its larger grants programme.

National Lottery Community Fund

NLCF offers a “quick-win” award through Awards for All (under £20,000), which although not focused on cultural projects can easily be accessed for arts activity where community and individual benefits (to meet need) are clearly shown to be the priority. Between them Greenwich organisations should be achieving several Awards for All grants each year.

More ambitiously there is also potential for substantial NLCF Reaching Communities support, possibly through a partnership/consortium approach. Arts and health projects or realising the potential of people/groups through cultural approaches are particularly appropriate for this source, which can provide multi-year investment (above £20,000 per annum) for up to five years.

Private charitable trusts and foundations

There are many national and local charitable trusts actively keen to support culture. Organisations need to be formalised as not-for-profit to access these sources and in some cases there is a requirement for registered charity status. In many cases, local authorities are unable to access investment from Trust and Foundations. Whilst competition is high for these funds, there is huge value in being able to demonstrate need, in particular, aspects of the wards within Greenwich that experience high levels of deprivation. As with Awards for All there should be regular success in attracting trust and foundation awards to support arts and cultural activity in Greenwich. Greenwich’s existing cultural assets already have a range of experience of working with and being supported by Trusts and Foundations. This experience and knowledge could be shared across the local sector.

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

Trusts with a high profile of awarding grants to cultural projects include:

- Esmee Fairbairn Foundation
- The Foyle Foundation (spending down and will close in 2025)
- Paul Hamlyn Foundation (Arts Access and Participation Fund reopens on 01 April 2024)
- The Garfield Weston Foundation
- City Bridge Foundation (London only)
- Cockayne – Grants for the Arts (for UK organisations delivery work in London)
- The John Ellerman Foundation
- The Cameron Mackintosh Foundation
- The Wolfson Foundation (capital investment in particular)

There are Trusts which regularly give to the cultural sector, which include:

- The Andrew Lloyd Webber Foundation
- The Clore Duffield Foundation

- The Eranda Foundation
- The Henry Moore Foundation
- The Rayne Foundation
- The Steel Charitable Trust
- Sir Siegmund Warburg Charitable Trust
- The Tudor Charitable Trust (currently closed as new strategy being developed)

These trusts can support a mixture of revenue project and capital investment.

Corporate sponsorship, philanthropy and social responsibility

The Culture Strategy outlines the need to ensure arts, cultural and creative industries activity is promoted by RBG to developers and potential developers, possibly leading to Section 106 commitments as part of the planning processes.

Whilst the sector needs to be aware of opportunities for corporate sponsorship and philanthropy, this is an area of potential investment that might be best explored through partnership (via the Creative Network or Culture Leaders Group and joined-up cultivation initiatives) and through following warm contacts, rather than investing in a “cold-calling” approach, which may be time consuming and unproductive.

Individual philanthropy

As with corporate cultivation activity, the identification of potential individual donors can be time consuming and unrewarding. Individual organisations with a strong membership/user base are in the best position to maximise individual support, perhaps through crowd funding initiatives. As the Culture Strategy is delivered and the perceptions of Greenwich change, then individual philanthropy may become a more important ingredient of fundraising activity going forwards.

International Funds

Following its departure from the European Union, the UK Shared Prosperity Fund is the government’s domestic replacement for many of the investment streams from which the UK used to benefit through its membership (see Public Sector funders section). Whilst the UK is no longer a member of the European Union, there still remain some opportunities for investment available. Of most relevance to the arts, cultural and creative industries sector is Creative Europe, which is directly focused on supporting arts and media projects. UK organisations will be welcomed as ‘third-country organisation’ partners in applications generated from EU countries.

From time to time, funds are released by ACE with a particular focus on bilateral partnerships e.g. Cultural Bridges for projects in partnership with German cultural organisations or the International Touring and Environmental Responsibility (ITER) fund. British Council offers International Collaboration grants once every few years that provide investment to enable organisations to work in partnership with international peers to make and develop creative artwork, and help individual artists find innovative ways of collaborating. Available grants range between £25,000 and £75,000.

Another source of funding is through cultural grant programmes offered by embassies, which can support costs towards hosting and programming international artists.

3. Fundraising Challenges and barriers facing Greenwich organisations

The key issues affecting organisations' abilities to fundraise include:

- Limited Capacity: Small to medium-sized organisations and independent artists/practitioners face challenges related to personnel capacity, hindering their ability to effectively pursue fundraising opportunities and manage projects.
- Fragmentation and polarisation: A fragmented approach within the sector diminishes the effectiveness of fundraising efforts and detracts from the cohesive vision for Greenwich's cultural future. This will shift with the endorsement of the Culture Strategy and help alignment and connection among stakeholders.
- Cynicism: There is a sense of scepticism among many in Greenwich's arts sector, who feel undervalued and anticipate that fundraising approaches will not be successful. Addressing this sentiment is essential to creating a more positive and optimistic outlook on fundraising.

But there are substantial fundraising strengths that make the cultural sector in Greenwich a strong proposition for investment:

- Expertise: Existing knowledge, experience and skill in fundraising exists across more established cultural partners. This expertise has the potential to be shared more widely across the local sector, benefiting smaller organisations and independent practitioners.
- Ethnic diversity: Greenwich's mixture of cultures offers exciting creative opportunities and perspectives, contributing to a vibrant and contemporary arts scene that can attract external investment and support.
- Needs can be demonstrated: The levels of deprivation in certain areas of Greenwich provide a compelling case for support, as they demonstrate clear need and the potential for positive impact through arts and cultural initiatives, especially in the more remote areas of the Borough in the south and east.
- Eligibility of targeted funds: Eligibility of funds focussed on 'levelling up' or co-creating programmes with those least engaged in arts and culture e.g. Creative People and Places.
- Building on existing ideas: For instance, the work conducted to develop a programme for the London Borough of Culture and building on pilot projects such as NTEZ / Woolwich Lates demonstrates ambition, collaboration, and a commitment to co-creating cultural projects with Greenwich communities, which could attract external investment and support if not successful.

4. Short – term actions

Sector Development Support

RBG is initially a cultural enabler to drive the strategy forward. The goal is to increase the skills and confidence of organisations working in the local area, particularly small to medium-sized organisations and independent practitioners. This support could be delivered by more established arts partners in the sector e.g. ACE NPOs drawing on their expertise and experience to provide training, mentoring, and networking opportunities.

Culture Leaders Group

RBG to bring together a group of established, resourced and skilled cultural partners to develop key aims and investment priorities for a short pilot project. The purpose is to demonstrate how such a network could work in practice, with support from the local authority, to identify shared goals and explore opportunities for joint funding bids or collaborative projects in future.

Pilot Projects with Collaboration/Co-Creation

RBG to submit an Arts Council England (ACE) bid for the pilot project that emphasises collaboration and co-creation. This project could bring together artists, practitioners, and cultural organisations to design an art and heritage trail connecting different areas of the Borough. It could also draw on proposals submitted as part of the Borough of Culture application.

Cultural Education Partnership (CEP)

Key priorities for the Culture Strategy centre around enabling more opportunities for children and young people to be creative and to consider their role in the sector in future. The CEP, as a specialist partnership in this area, can explore possible projects for investment that benefit children and young people across the borough and meet the core goals of the Culture Strategy.

5. Wider long-term strategy

The key delivery ingredients for this Fundraising Strategy are:

Connecting Priorities identified by the Culture Board to RBG Grant and Investment Schemes and other strategies

Once established, the Culture Board can feedback the investment needs and priorities to help the local authority's grant and investment schemes direct its resources and can also advocate for investment in culture as part of other internal strategies developing e.g. the Inclusive Economy Strategy priority areas.

Maintain a confident Culture Network

Following successful delivery of pilot projects, it is hoped that the Culture Board through a Creative Network will be more confident and established, regularly meeting to share practice, develop skills and explore collaborative fundraising opportunities. This should include development of Creative People and Places bid/applications in 2025.

Continuation of Sector Development Support

RBG's Sector Development Support is sustained helping to empower organisations and leverage further investment into the Borough. The borough's larger cultural sites could maximise their contribution by supporting fundraising training and skills development for both established and emerging organisations and practitioners. This collaboration aim would establish a mutually beneficial relationship for capacity building within the sector.

Establishment of Methodology for Fundraising Strategy Updates and Information Sharing

A methodology will be established for updating the Fundraising Strategy and disseminating information through the Culture Board . This would include working with RBG's communications team to support implementation.

6. Action Plan for Delivery

Some key actions and milestones are identified for delivery of the fundraising strategy.

Dates	Task/Achievement	Responsibility
August 2024	RBG to review existing funding schemes to support sector development.	RBG Culture Team
September 2024	Create a Culture Board Open meeting for potential cultural partners to develop key aims and investment priorities– potentially alongside launch of the Culture Strategy.	RBG Culture Team
September to December 2024	Culture Board members to explore short pilot projects to be delivered by a number of creative organisations based in Greenwich.	RBG Culture Team
December 2024 / January 2025	RBG to submit an Arts Council England (ACE) bid for a pilot project that emphasises a place-based approach and collaboration/ co-creation between a range of local cultural / heritage organisations	RBG Culture Team
January 2025	Establish a feedback mechanism where the Culture Board informs the local authority's grant and investment schemes about needs and priorities.	Culture Board
April 2025	Launch new round of grant schemes with clear needs and priorities communicated.	RBG Culture Team
From April 2025	As the initial cultural enabler for the strategy, RBG to convene the Culture Board and co-develop plans for its sustainability .	RBG Culture Team
November 2024 to March 2025	Support the Culture Board to research and develop a proposal to the Creative People and Places (CPP) programme for Royal Greenwich. This will require a Consortium approach of local partners, which could be formed through a Creative Network but is a separate (smaller) working group to develop a CPP proposal.	RBG Culture Team

7. Developing a Case for Support

Once the Culture Strategy has been agreed, a key task would be to develop an overall Case for Support. The Case for Support can be used by any cultural organisation based in Greenwich to advocate for the collective impact they make and the vision and ambitions they are working towards.

The Case for Support should make clear:

The sector's collective impact and how investment in culture can achieve impact

- Make clear what the sector achieves now and what it could in future with investment.
- Demonstrate that there is a strong partnership and commitment to collaborate to deliver the Culture Strategy vision.
- Approaches used to deliver collaborative projects is based on knowledge of what works when collective action is taken.

The overall needs of the people/communities in Greenwich

- A range of UK funding cuts has seen a decline in the cultural offer in the borough, despite national evidence showing the positive impact of creativity on individuals and communities.
- It is those that experience the most barriers to participate in culture that are most affected by this reduction in provision. It is those that have most to gain by taking part in culture, such as improved health and wellbeing or developing their skills in the long-term, that lose out. We need to change this.

The impact the culture sector makes and key achievements

- Culture partners deliver a range of initiatives that achieve positive outcomes, in particular improved health and wellbeing, more connected communities and more confident individuals.
- The sector's investment in its workforce and the resilience of their organisations demonstrate that they are equipped with the right skills and experience to address the needs of the people and communities in Greenwich.
- Priorities should be expressed as intended outcomes: The sector delivers projects that increase skills and confidence, improve social skills, supporting connections in communities and between people, and inspire people to lead, achieve and progress in their creativity to benefit themselves and others.