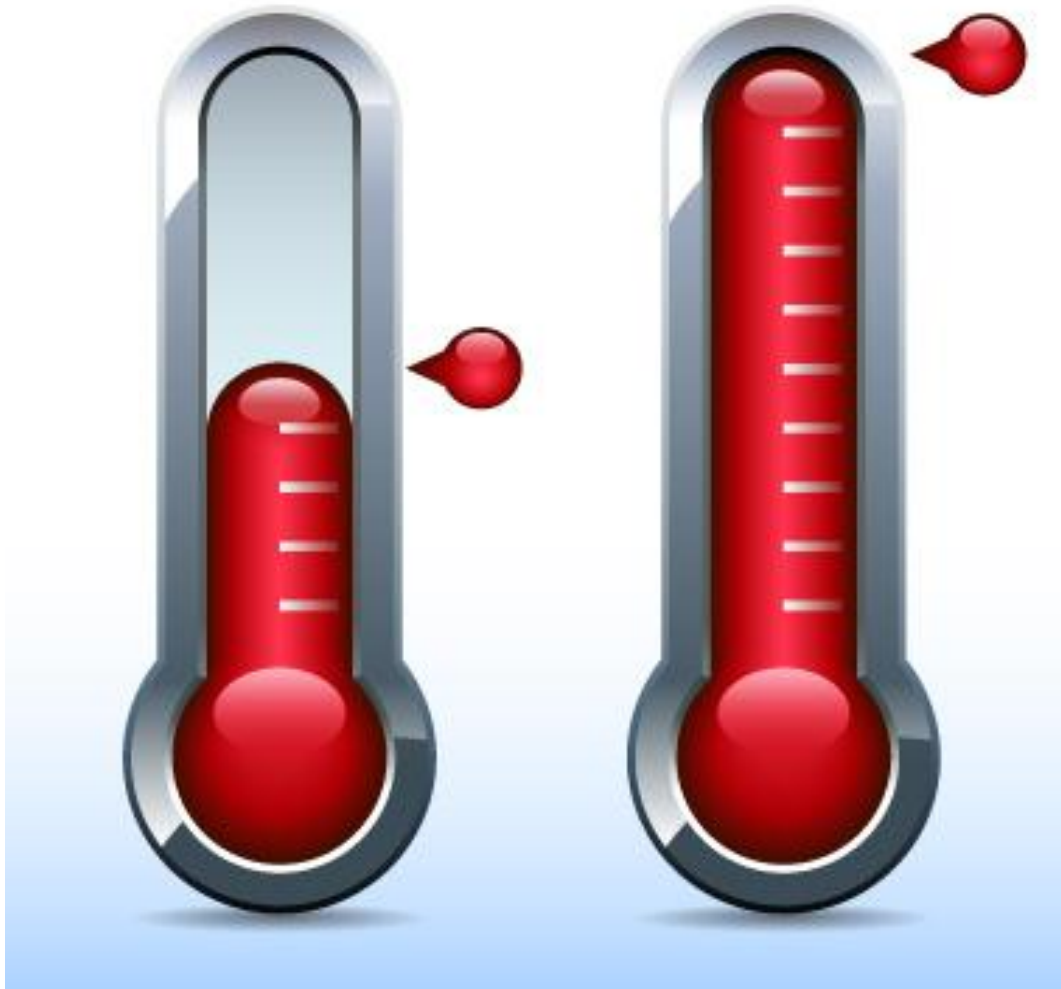


Project **3Ts Arts Programme, Fundraising Strategy**
Client **Brighton and Sussex University Hospitals NHS Trust**
Date **24th July 2012**



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1.0 Introduction

This fundraising strategy has been developed with two key strategic aims in mind:

- To raise an identified target of £200,000 to support the delivery of the 3Ts Public Art Strategy
- To develop the infrastructure and resources to support future fundraising for the ongoing BSUH arts programme beyond the opening of the 3Ts development in 2020.

The Public Art Strategy for the 3Ts arts programme identifies a number of 'wish list' projects which require fundraising income before they can progress. It identifies the amount of fundraised income each of these projects requires in order to be realised and also provides a researched list of possible funding sources which might be applied to for money towards these projects.

The table below shows that the total fundraising target for all wish list projects is: £198,500, of which £163,500 is identified as coming from sources external to the NHS and £35,000 as coming from BSUH Charitable Funds.

Some of these fundraising targets are for the entire project budget, while others are to augment money already committed from the main 3Ts construction contract budget (GMP).

Table 1 shows how the fundraising target forms part of an overall budget for a project:

Table 1

Wish list projects	Total Project Budget	GMP Allocation	BSUH internal grants (charitable funds / LoF etc.)	External Fundraising Sources	Programme
The Sanctuary	£70,000	£55,000	£0	£15,000	Stage 1
Projects linked to Oral History Project and Heritage	£60,000	£20,000	£20,000	£20,000	Stage 1
Evaluation	£20,000	£0	£10,000	£10,000	Stage 1
Public Engagement Programme and Launch Events	£40,000	£30,000	£0	£10,000	Stage 1 & 2
Programme of Mentoring	£40,500	£0	£0	£40,500	Stage 1 & 2
Waiting Rooms Photography	£81,000	£53,000	0	£28,000	Stage 1 & 2
Isolation Rooms	£15,000	£5,000	£0	£10,000	Stage 2
Product / retail design	£15,000	£0	£5,000	£10,000	Stage 2
Oncology including CDU	£70,000	£50,000	£0	£20,000	Stage 2
TOTAL		£213,000	£35,000	£163,500	

The identification of fundraising targets and possible sources of funding is a useful starting point, but before anyone can start to raise money for the programme, a more detailed and robust fundraising strategy is required.

This fundraising strategy therefore sets out in more detail a recommended approach to raising the target of £200,000:

- It reviews the projects that require funding as well as the projects within the strategy that already have funding allocated, in order to identify which projects are best suited to appeal to donors.
- It provides a breakdown of what types of funding should be sought to support each project.
- It makes recommendations for the appointment of a freelance fundraiser and the establishment of a Fundraising Committee to take forward the fundraising, and provides a sample job description for the recruitment of a fundraiser.
- It provides detailed information as well as template resources for the stewardship and management of donors.
- It provides an outline timeline for fundraising which will allow the JAG to plan and manage the overall programme of activities.

It is hoped that this fundraising strategy will provide enough detailed information to secure the funding from 3Ts for the appointment of a part time freelance fundraiser, as well as the rationale and direction for that post.

2.0 Glossary

Like any specialist area, fundraising has its own language. Here are a few critical words and phrases that will be useful to know.

“ask”	the verbal or written request for a gift of a certain £amount
“appeal/cause”	the overall reason why you are fundraising
“case for support”	a written statement that is crafted to a specific fundraising target/project and skewed to the prospect's preferences. Your research has told you what these preferences are.
“donor”	someone/organisation that gives you money
“gift”	a gift of money - using this word will tell everyone that the intention is to give money without expectation of reward or tangible return on investment. Using the word “gift” has a better track record than the use of the word “donation”.
“key influencer”	the person your research has told you will be the key person to influence the prospective donor to give a gift. The key influencer can be internal or external to your organisation but must be a brilliant ambassador for your appeal. Your key influencer will help you to get past the “gatekeeper”, who protects the prospect. It is not necessarily the fundraiser; it usually is someone of equal status to that of the prospective donor. For example the key influencers for 3Ts could be: senior clinicians, past patients, local wealthy and well connected individuals, or a local well know artist/celebrity.
“prospect”	a prospective donor - someone your research has told you has some form of link to your cause: personal, ethnical, knows someone, subject matter, etc.
“stewardship”	a planned programme for looking after your donors. Stewardship comes in many forms and activities depending on the size of the gift and what the fundraising organisation is able to offer. Essentially the programme is based on good old fashioned manners of saying thank you and making the donor feel appreciated and involved in the outcome / what their gift has achieved.

3.0 Background

3.1 3Ts Hospital Redevelopment

The 3Ts hospital redevelopment programme will deliver marked improvements for patients across a range of health services. The £420m capital programme will, over a ten year period, replace all of the buildings along the front of the Royal Sussex County Hospital site in Brighton with two new state-of-the-art facilities. To ensure the continuity of service to patients the redevelopment will be undertaken in three stages. This will allow many services to stay in situ until their new accommodation is complete, although some will have to move to temporary accommodation.

The redevelopment programme has proactively adopted an integrated approach to inclusion of the arts through the 3Ts Public Art Strategy. It proposes a rich, innovative and varied series of commissions and programmes that will enhance the new buildings and contribute sustainably and effectively to their development. Art within the 3Ts development will help create a therapeutic environment that supports the social, emotional, psychological and physical needs of patients and which connects the hospital to the communities it serves. This vision springs from and complements the core values of BSUH and the design philosophy underpinning the whole 3Ts development.

To ensure the arts are fully integrated into the fabric of the 3Ts designs, several commissions from the Art Strategy have been brought forward, to facilitate early collaboration between the artists and architects. The remaining commissions will follow on during the build phase of the programme, which extends until 2020.

Overall the 3Ts project will offer improved services to patients in the following areas: Elderly Care, General Medicine, Neurosciences, Major Trauma, Critical/Intensive Care, Cancer, Haematology, Radiotherapy, Chemotherapy, Diagnostic Imaging and Nuclear Medicine (X-ray, CT and MRI), Clinical Infections Service (including HIV), ENT and Rheumatology.

Some of the most significant improvements will include:

INPATIENT ACCOMMODATION:

The 3Ts project will replace and improve the inpatient accommodation offered in the Barry and Jubilee buildings. Wards in these buildings are too cramped, with only 5% of patients having individual rooms. There are too few toilets and bathrooms and a dire lack of storage for important equipment. The layout of the wards, necessitated by the building design, hampers effective nursing.

In the redevelopment 75% of elderly care and medical patients, the two largest groups of inpatients currently catered for in the Jubilee and Barry buildings, will have single bedrooms with an en-suite bathroom. The other 25% will be in four bed bays with access to en-suite single sex bathrooms and toilets.

NEUROSCIENCES:

The Regional Centre for Neurosciences at Princess Royal Hospital in Haywards Heath will move to a purpose-built facility at RSCH with twice as many beds and an additional neurosurgical theatre. By bringing neurosciences and trauma services together the redevelopment will allow the most seriously injured patients to be treated in Brighton.

TRAUMA:

The redevelopment of the site will see RSCH established as the Major Trauma Centre for the

region. Patients who would previously have been transferred to London due to the number and complexity of their injuries will be treated at RSCH. A helipad will be built to ensure that the most severely injured patients reach the Major Trauma Centre as quickly as possible.

CANCER:

The Sussex Cancer Centre will be moved into the new development. The improvements to the Centre will include the expansion of the Chemotherapy Day Unit, the introduction of more radiotherapy machines and doubling the number of beds for cancer patients.

TEACHING:

BSUH is a teaching hospital, playing a key role in the teaching and development of students and staff across all areas of healthcare. The 3Ts project will develop state-of-the-art teaching, training and research facilities, including a new Centre for Innovative Therapies to be developed with the Brighton & Sussex Medical School and a Simulation suite. These facilities will support leading edge research and education and training for health professionals.

3.2 The BSUH Arts Advisory Group

Arts activity within the Trust is overseen and driven forward by the BSUH Arts Advisory Group.

The Arts Advisory Group's mission is

Through the use of the arts, we seek to improve the experience of patients, visitors and staff and create a healing hospital environment for all.

Passionate about arts in health, we advocate the value of integrating the arts into the culture of the Trust and deliver high quality, patient-centred, arts projects in partnership with the communities we serve.

It aims

- To enhance the existing environment through the creation of places which are beautiful, welcoming, inspiring, thought-provoking and restful. Provide patients and visitors with a positive and therapeutic physical, mental and emotional experience that helps alleviate suffering.

The Arts Advisory Group achieves this by:

- Ensuring that art is integrated into the development of all new buildings and that the efficacy of art in creating a better environment is understood to be integral to the mission of the hospital
- Working in partnership with departments such as Estates and Facilities to ensure that ongoing environmental improvements are rooted in good design
- Seeking to act as a catalyst for positive environmental change, encouraging people to care for their environment and responding to requests from staff for improvements, prioritising neglected areas

It aims

- To provide a holistic, healing environment and enhance the existing environment
To involve and empower staff and the local community in order to support the mental, spiritual and emotional wellbeing of patients

The Arts Advisory Group achieves this by:

- Placing principles of collaboration and participation at the heart of our work
- Seeking to enter into dialogue and engagement with the whole hospital community and to work in partnership with patients, staff and the wider community
- Enabling staff to contribute to projects that impact their environment, fostering a sense of pride and ownership and involving them, alongside patients and the local community, in the planning and development of projects
- Actively fostering opportunities for staff creativity

It aims

- To consistently deliver projects of a high quality.

The Arts Advisory Group achieves this by:

- Commissioning work that is of high artistic quality, which is sensitive and appropriate to its context and which inspires and stimulates the imagination
- Actively seeking feedback and undertaking evaluation across all projects and ensuring that continuous evaluation and critical reflection informs future projects

Core values

The Arts Advisory Group's work is underpinned by a number of core values and aims.

- Through our work we will acknowledge and support people's psychological, social and spiritual dimensions as well as their physical needs – helping people to feel good
- We seek to provide distraction, pleasure and stimulus to patients, staff and visitors
- We are passionate about the value of what we do
- We will put patients at the centre of our approach and demonstrate honesty and integrity and a commitment to the quality of care
- We will show compassion and through our empathy with others, we will seek to inspire them.
- We will maintain the respect and dignity of all who come into contact with the hospital environment

3.3 The 3Ts Public Art Strategy

In line with the 3Ts Design Philosophy and Conceptual Framework, the vision of the Public Art Strategy is that the use of art within the 3Ts development will help create a therapeutic environment that supports the social, emotional, psychological and physical needs of patients and staff and which connects the hospital to the communities it serves.

The specific **aims** for the Public Art Strategy are to:

- Create a healing environment that is welcoming, therapeutic and restful
- Create environments that respond to the specific needs of patients
- Provide distraction, pleasure and stimulus to patients, staff and visitors
- Help create a strong and welcoming identity for the Hospital, and reflect the culture and identity of the local community
- Create excellent working environments for staff

- Contribute towards creating a landmark building for the area which engenders a sense of civic pride
- Help make it easy for people to find their way around the building
- Support the Trust's aims to create a sustainable building
- Create close working partnerships with the local arts community

In order to deliver on its aims and vision, this Public Art Strategy recommends **four programme strands**:

1. *Integrated commissions:*
Opportunities for incorporating arts commissions within the fabric of the 3Ts hospital redevelopment will be identified. These commissions will be funded through the percent for art allocated as part of the capital development.
2. *Multiple commissions:*
Needs within the development will be identified and then met by devising an overarching approach to the use of art. This approach means that certain elements can be scaled up and rolled out across every instance of the need. Examples include the Waiting Room photography project, commissioned wallpapers for Quiet Rooms and graphic interventions in Imaging and Operating Theatres.
3. *Partnership projects:*
Partnership projects and co-commissions with the local arts community will be developed. These can be funded through a mixture of percent for art allocated as part of the capital development and fundraising.
4. *Heritage integration:*
Opportunities for incorporation of the history and cultural heritage of the site into the arts programme will be identified. These can be funded through mixture of percent for art allocated as part of the capital development and fundraising.

All projects will be underpinned by **five core values**, making the work:

Inspirational:

- The programme will aspire to deliver artworks of the highest artistic standards that inspire and stimulate the imagination.

Collaborative:

- Proposals will be developed in partnership with patients, staff and the wider community and will be delivered in partnership with local arts providers.

Realistic:

- Proposals will be programmed over a long period of time allowing sufficient lead in, development and delivery time.

Affordable:

- Proposals seek to make best use of the available percent for art budget, while also being tailored to attract additional external funding.

Sustainable:

- Proposals include immediate opportunities to use art to enhance the built environment as well as ongoing opportunities for projects to enliven and humanise the space once it is operational over a length of time.

4.0 Fundraising Aims and Objectives

4.1 Aims

This fundraising strategy aims to:

- Outline the approach required to raise £200,000 in philanthropic funds towards specific arts projects identified in the 3Ts public art strategy
- Provide an overview of the structure and resources to secure this money from a range of funding sources
- Provide the information necessary for the 3Ts JAG to make a decision about how best to resource the implementation of the strategy.

4.2 Priority objectives

- To raise major gifts from individuals and start this process in 2013
- To raise grants from charitable trusts and foundations, as well as charities linked to the NHS, for the arts projects that have a participatory focus
- To raise grants from Arts Council England for artist-led work that will involve or demonstrate involvement in the arts of large numbers of people
- To work in partnership with arts organisations in Brighton in order to assist with raising grants from: large charitable trusts and the Big Lottery Fund/Awards for All.

The timescale priorities are to:

- Establish a major donor fundraising appeal as the first priority
- Submit bids to grant giving sources of income for projects where you can start spending the grant within 4 months of receiving the money.

4.3 Relationship with charitable funds

This fundraising strategy supports the raising of philanthropic gifts from a variety of charitable and philanthropic sources. In order to do so, there must be a registered charity which will act as the holder of any funds raised. In this case it is proposed that it is BSUH Charitable Funds, registered as the umbrella charity for BSUH, that is the charitable body seen as doing the fundraising, and which also provides the administrative infrastructure to receive and process gifts.

Before any fundraising can take place, it will be essential to agree with Charitable Funds the terms for the fundraising activity since it will need to be “under the auspices of” Charitable Funds, as the designated registered charity linked to BSUH, that the fundraising will have to take place.

All gifts will need to be made to the BSUH Charitable Funds and audited accordingly.

4.4 Risks

External:

- The competition from other charitable causes asking the same prospects
- The impact of the economy on people's ability to give
- The lack of public profile for the 3Ts arts programme
- The clash in the public mind between the tradition within a hospital of raising funds for medical equipment and this new message of arts helping facilitate the health and well being of patients.

Internal:

- Lack of human resources and infrastructure to support fundraising
- The need to start from scratch - no track record of raising philanthropic funds for art projects within BSUH
- The lack of a fundraising culture for the arts within 3Ts

5.0 Fundraising Targets

Our first step in developing this fundraising strategy was to review fundraising targets as set out in the public art strategy and assess whether the projects identified for fundraising are the ones most likely to attract external philanthropic funding. Having undertaken more in-depth research, it is our assessment that some of the projects identified in Table 1 above were unlikely to attract philanthropic funding (the mentoring), and others have greater potential to attract philanthropic funding (The Sanctuary). As a result of this thinking, we “re-packaged” the original list of arts projects to make them more attractive to philanthropic fundraising appeals. The effect of this on the budget would be an administrative one, that of “moving money” about within the same overall target/allocation.

Key points we concluded were:

1. The Sanctuary might attract more than the £15,000 identified for fundraising, especially if the League of Friends is minded to support the funding of an additional standing screen for this area. We therefore increased the target here to £40,000.
2. Projects linked to history and heritage have a good chance of attracting funders, we therefore raised the target by £10,000 against this project to £30,000.
3. At the time of being briefed for the fundraising strategy, it was not clear what approach the Trust wanted to take towards evaluation. The target in the public art strategy included £10,000 from BSUH Charitable Funds and £10,000 from other sources. This has not been included in this fundraising strategy as a discreet sum linked to a particular funding source, but is spread across project targets.
4. The programme of mentoring was originally earmarked for Arts Council England Funding, but since writing the public art strategy the amount of grant funding available to Arts Council England has diminished, competition for grants has become fiercer and criteria changed. It is now unlikely that Arts Council England would consider funding such a mentoring programme. Moreover, since the majority of the commissioned artists have already completed their design work, the opportunities for mentees to benefit from being part of the programme have reduced. Instead of pursuing this programme, it is recommended that mentoring is considered only as part of future projects still to be delivered.
5. Likewise, there was a fundraising target of £10,000 set against product design. This project proposal for working in partnership with the University was deemed unlikely to attract external funders and has therefore been removed from the fundraising strategy.
6. In the place of projects removed from the fundraising strategy, it was considered that the series of projects all designed to improve clinical environments might attract donors, and a target of £50,000 has been set against them. These projects include:
 - High level wall graphics
 - Backlit ceilings
 - Decorations to the linac mazes
 - Treatment room ceiling panels
 - Interview rooms
7. We have added £20,000 to the Community Arts Room for a programme of artist residencies to lead the different patient projects that will be held in that space.

The changes to the proposed projects and fundraising targets is summarised in Table 2 and represent an overall increase in fundraising targets to £200,000.

Table 2

Project	Target identified in public art plan	Target proposed in this fundraising strategy	Difference
Sanctuary <ul style="list-style-type: none"> Altar Prayer Sculpture Overall environment 	£15,000	£40,000	£25,000
History and Heritage <ul style="list-style-type: none"> History mural Our history / our hospital Heritage space 	£20,000	£30,000	£10,000
Evaluation	£10,000	0	-£10,000
Public Engagement Launch Projects	£10,000	£10,000	0
Waiting Rooms Photography	£28,000	£30,000	£2,000
Isolation Rooms research project	£10,000	£10,000	0
Haematology Oncology / CDU	£20,000	£10,000	-£10,000
Community Arts Room Gallery Space (Ongoing arts programme)	£0	£20,000	£20,000
Clinical environments <ul style="list-style-type: none"> High level way Backlit ceilings Linac mazes Ceiling panels Interview rooms 	£0	£50,000	£50,000
Mentoring Programme	£40,500	0	-£40,500
Product design /retail	£10,000	0	-£10,000
TOTAL	£163,500	£200,000	£36,500

6.0 Sources of income

6.1 Overview of Sources of Income

The issue addressed here is which fundraising technique / what potential sources of income will reap most reward for BSUH in its pursuit of raising philanthropic funds for its proposed arts projects.

Table 3

Income Target Summary

Trusts and Foundations	£75,000
Individuals / Major Donors	£50,000
Statutory Funding Sources	£35,000
Corporates	£15,000
NHS Charities	£25,000
Total	£200,000

Table 4

Ask Target Summary	
Trusts and Foundations	£216,600
Individuals / Major Donor	£50,000
Statutory Funding Sources	£38,000
Corporates	£15,000
NHS charities	£27,000
Total	£346,600

You cannot guarantee that every “ask” will be successful; therefore the fundraising plan has to take this into account as illustrated above.

6.2 Charitable Trusts and Foundations

These are registered charities whose purpose is to give money away in the form of grants, against their agreed charitable objectives. They are set up by wealthy individuals and families and reflect the founders’ social/ethical/cultural preferences within the legal charitable objectives and against which they grant funds.

They are characterised by the following:

- Written application / request for funds
- Published grant giving and charitable “for public benefit” criteria which your proposal must match in order to be short listed for consideration by the trustees
- Trustees meetings: held according to preference - from bi annually to monthly
- A published deadline for receiving applications
- Grants range from £500 to £400,000 - 1 year to 3 year grants
- Time constraints: up to 6 months from submitting your application until you know of a decision
- Often they pay in instalments on receipt of a progress report
- A grant is usually “restricted” i.e. must be spent only on the project items asked for in the application.

The charitable trusts and foundations that have been chosen in this fundraising strategy as having potential are chosen for the arts projects that have a high involvement of people, e.g.:

- The oral history project: as this promotes the involvement of a lot of local people and involves the promotion of culture, history, heritage and education.
- Community Art Room: the promotion of health and well being, the involvement of patients
- The Sanctuary: promotion of faith and spiritual contemplation and healing.

It needs to be noted that even with significant research and astutely targeted charitable trusts the success rate for submission in bids is benchmarked as 1:6.

Projects	Sanctuary History and Heritage Launch events Waiting Rooms Photography Isolation Rooms Haematology and Oncology Community Arts Room Clinical Environments
Income target:	£75,000
Ask target:	£211,600*

**This accommodates the application to success ratio.*

Please refer to Table 5 for detail on which Charitable Trust we propose applying to and for how much.

6.3 Individual donors – major donors

In fundraising terminology these are different from the individuals that support community fundraising events and usually come under the umbrella name of “major donor”. Their gifts are generally bigger and more consistent.

Major donor fundraising has potential for 3Ts based on:

- Brighton’s demographic profile of a high percentage of wealthy older individuals with disposable income
- A strong arts profile made up of festivals, local artists and an art school
- Well known creative, high media profile types living there
- A strong successful entrepreneurial business culture - people in their 30’s to mid 40’s having had success and beginning to feel comfortable and able to turn their disposable income to charitable causes.

We carried out research into potential individual major donors for the 3Ts arts programme based on a search of:

- High Net Worth Individuals in and around Brighton
- High Profile Individuals in and around Brighton
- High Net Worth Individuals in and around Brighton with charitable links

Please refer to the Appendices for detail on the results of this research.

This form of fundraising is about relationship building and wooing the individual to choose you as opposed to another cause. Most of the likely prospects are well used to being approached by charities and are astute and clear as to which causes they will be persuaded to support or not.

The target against major donor fundraising is £50,000. For the purpose of the fundraising strategy we have set this income against the Clinical Environments projects. However, in reality, the fundraiser and Fundraising Committee will have to be flexible with making the “asks” according to perceived individual preferences. In other words you may find an individual is willing to give you a major gift for another arts project on the wish list.

The next steps will be for the fundraiser:

- To work with the Fundraising Committee to identify potential existing connections and links to the named individuals and plan an approach accordingly
- Carry out more in-depth research where it would be fruitful to know more about a potential prospect. This could be done by the fundraiser or commissioned from external researchers, depending on the research databases and subscriptions that the employed fundraiser already has and can make available to 3Ts.
- Agree a plan for making contact and prepare the case for support
- Decide who the key influencer is – who is the best person to make the initial approach
- Undertake further research to populate the major donor prospect list.

It is recommended that the 3Ts major donor fundraising strategy has three £groups of asks £1,000, £500 and £300 as this will allow you to spread your net wider in attracting the first gifts. We recommend that the Fundraising Committee leads on the major donor strategy with support from the fundraiser as detailed in Section 7.

Projects	<i>Clinical Environments</i>
Income target:	£50,000
Ask Target:	£50,000

The fundraiser will implement a gift aid procedure where all tax-paying major donors are asked to sign gift aid forms. The additional income from gift aid is £1.25p in the pound providing the donor is a tax payer. Gift Aid should not be perceived as a fundraising target as it is not the original source – the individual is. Additionally you cannot assume that all your major donors will be tax payers.

Any income from Gift Aid is therefore additional to the £200,000 overall fundraising target.

6.4 Statutory funding sources

Statutory funding is public money distributed by the government, through a variety of routes, usually in the form of grants, but also now often under a contract. It can be one of the most important and reliable sources of income for voluntary and community groups. There are many pots of money and these are constantly changing in line with changes in government policy.

Statutory funding sources for which arts programmes are eligible for include:

- **Arts Council England Grants for the Arts** programme;
- **The Big Lottery Fund: Awards for All**, which aims to help improve local communities and the lives of people most in need. Grants are for between £300 and £10,000
- **Local Authority** arts funding

Heritage Lottery Fund

We would have proposed applying to the Heritage Lottery Fund for £50,000 in support of the oral history and heritage projects but this is not possible due to BSUH plans to make a Heritage Lottery bid for the relocation and reprovision of the chapel listed interior. However, it

may be possible to include an 'ask' for some arts funding within the 3Ts Heritage Lottery bid, and careful coordination should take place between the arts fundraising and the 3Ts heritage space fundraising to ensure that this happens if possible.

Projects	<i>History and Heritage Waiting Rooms Photography Community Arts Room</i>
Income target	£35,000
Ask target:	£38,000

6.5 Corporates

Corporate sponsorship and corporate charitable giving are two different things and both are notoriously difficult areas of fundraising. Businesses do not give for charitable or ethical reasons but rather to benefit their public image. Those businesses that do declare an interest under their Community and Social Relations (CSR) policy are large national and international businesses who only give to specific projects and causes that will promote and enhance their brand and reputation. It is a myth that local branches of large multinationals will support local charities by giving large sums of money. The local branch at best will be able to give £200 - £400.

The approach most likely to succeed for 3Ts is to identify local businesses that are able to assist with some of the artistic commissions in relation to support in-kind. This might include materials, labour, or production assistance.

Projects	<i>Waiting Rooms Photography Clinical Environments</i>
Income target:	£15,000
Ask target:	£21,000

6.6 NHS Charities

There are several charities connected with BSUH, including

- BSUH Charitable Funds
- League of Friends / Friends of Brighton and Hove Hospital
- The Sussex Cancer Fund

It is hoped that Charitable Funds will consider hosting this fundraising appeal and supporting the costs of a two year part time freelance fundraiser. These costs are not included in the £200,000 target and it is expected that if they do agree to fund the fundraising costs they would not be approached to fund projects which would contribute to the target.

It is hoped that the League of Friends might fund elements of the Sanctuary commissions, and that the Sussex Cancer Fund might contribute to the residency and commission for the haematology and oncology department.

Projects	<i>Sanctuary Launch events Haematology and Oncology</i>
Income target:	£27,000
Ask target:	£28,000

6.7 Legacy income

This is not a recommended fundraising source for the 3Ts arts appeal. The reason for this is based on time and resources constraints. The proposed 3Ts fundraising appeal will be time limited and by its nature, legacy fundraising is a long term investment. Legacies for a hospital are more likely to come in to support the health issue that the patient had experience of. Legacy fundraisers must be skilled at dealing with probate, solicitors and grieving families. Time and resources are not on your side in this particular area of fundraising.

Fundraising Target from Legacies: £0

6.8 Community events: fun runs, sponsored climbs, midnight walks

These are excellent for raising the profile of your appeal / organisation and for securing a long list of individual donors willing to give small gifts once a year. Then the fundraising strategy would be to convert these one-off donors to become committed annual supporters and potential major donors by pursuing a strategy that converts them to increase the amount of their gift.

It is a very big investment in time and effort to organise community fundraising events. They work best for well established charitable organisations that have a high profile and the infrastructure to implement it regionally or nationally, thereby making a good return on cost investment. The norm is for smaller charities and appeals to piggy back onto established fun runs/community events and buy places for supporters to take part and raise money.

Fundraising Target from community events: £0

6.9 Funding sources allocated towards Project Targets

Table 5

Arts Project Area	Name of Charitable Trust/Foundation	what they give to and range of gifts	Amount Sought	date of ask
Sanctuary £40,00	Adint Charitable Trust	see their ch. accounts for list of grants related to health, children and disabled	5,000	2014
	The Friends of Brighton and Hove Hospitals		20,000	2014
	The Marsh Christian Trust	health care and arts	600	2015
	The Kirby Laing Foundation	Christian and arts	5,000	2014
	The Hintze Family Charitable Foundation	Christian and health	10,000	
	Kathleen Hannay Memorial Charity	arts, health, saving lives	5,000	
	Brighton and Hove Progressive Synagogue	faith	1,000	
	Sussex West Area Quaker Meeting	faith	500	
	The Chichester Diocesan Fund and Board	faith	1,000	
	Mercers Charitable Foundation		5,000	
Sub total			53,100	
History and Heritage £30,000	The Sussex Community Foundation		15,000	2014/5
	Big Lottery Fund Awards for All	community involvement/participation	10,000	
	C H Dixon Charitable Trust	arts, culture heritage	1,000	
	John Coates Charitable Trust	arts, culture heritage	2,000	
	The Golden Bottle Trust	health, education, arts	5,000	
	Brighton and Sussex Medico-Chirurgical Soc	diffusion of medical and surgical knowledge	1,000	

	The Rotary Club of Hove		1,000	
	May Gurney Foundation	corporate	3,000	
Sub total			38,000	
Public Engagement Launch Projects £10,000	The Friends of Brighton and Hove Hospitals		5,000	
	WRVS		2,000	
	Gatwick Airport Community Trust	corporate	3,000	
	Douglas Heath Eves Charitable Trust		1,000	
Sub total			11,000	
Waiting Rooms Photography £30,000	Esmee Fairbairn Foundation	partnership with Brighton based Photo works	20,000	2015
	Local Authority Arts Partnership awards		3,000	2015
	Garfield Weston Foundation	Possibility of packaging up an ask between this and clinical environment	20,000	
	Andor Charitable Trust	health, arts	5,000	
	Corporates	in kind gifts	5,000	
Sub total			53,000	
Isolation Rooms research project £10,000	Wellcome Trust Arts Awards	collaborative engagement with artists and scientists	10,000	2014/5
	Foyle Foundation	encouraging new work and supporting young and emerging artists	10,000	2014/5
	Derek Butler Trust	medical research, health and music	5,000	2014/5
	The Freemasons Grand Charity	medical research, people with health care needs	10,000	2014/5
	The River Trust		2,000	2014/5
Sub total			37,000	
Haematology Oncology / CDU £10,000	Sussex Cancer Fund		1,000	2017

	Adint Charitable Trust	see their ch. accounts for list of grants related to health, children and disabled	5,000	2017
	Helen Hamlyn Trust	support innovation in the medical arena and increase access to the arts	5,000	2017
	Denise Cohen Charitable Trust	health, arts	500	2017
	Anona Winn Charitable Trust	health, arts	4,000	2017
Sub total			15,500	
Community Arts Room programme of residencies £20,000	Arts Council	Projects and events. Commissions and events. Activities for people to take part in. Residencies. £1K-£100K over 3 years	25,000	2014
	Have a Heart	Children & health	1,000	2014
	David Laing Ch Trust	Children & health	4,000	2014
	worshipful company of musicians	music residencies	5,000	2015
	Peter de Haan Ch. Trust	opportunities for participation	10,000	2015
	The Pluthero Foundation	Children & health	5,000	2015
	Paul Hamlyn Foundation	children & young people	10,000	
Sub total			60,000	
Clinical environments £50,000	Major donors	£1,000 ask x 30	30,000	2014-15
		£500 ask x 20	10,000	
		£300 ask x 33	10,000	
	Garfield Weston Foundation	capital projects and arts/ see notes against photography project	20,000	2014-15
	Corporates	in kind gifts	10,000	
Sub total			80,000	
Total Ask			347,600	

7.0 Fundraising Structure

7.1 Overview

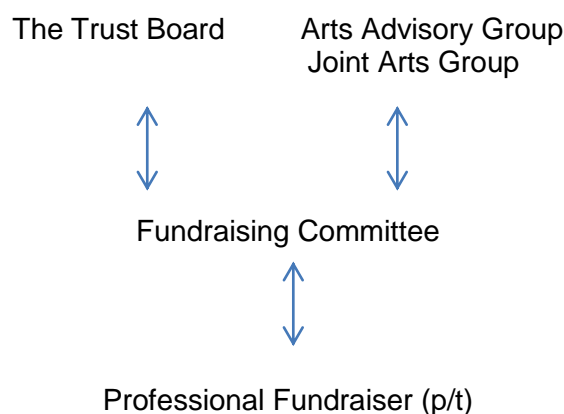
We recommend that this strategy is implemented by an experienced part time freelance fundraiser supported by and reporting to a Fundraising Committee.

The fundraiser must have an excellent track record in building relationships with, and raising major gifts from, individuals and corporates, as well as the same track record of raising money via a grant programme from charitable trusts and statutory sources. The fact that the focus here is the arts and arts projects is secondary to the ability to fundraise.

The fundraiser will both report to and be supported by a fundraising committee, which will lead the 3Ts public art fundraising campaign. The first task of the fundraiser will be to set up a fundraising committee.

The Fundraising Committee will be accountable to the Trust Board. It must also report to the Joint Arts Group and 3Ts Programme Board.

Authority & Accountability



7.2 Professional Fundraiser

We recommend that BSUH contract a professional fundraiser skilled at raising gifts from individuals and charitable trusts on a 2 year part-time contract, based on a full time equivalent salary of £35,000 - £37,000.

She/he must be local to the area as much of the meeting with individual prospective donors will be with people who have a strong affiliation to the fundraising cause and therefore live locally. The reason for the freelance recommendation is that BSUH would not need to take on a permanent member of staff for a finite fundraising appeal.

The Role of the Fundraiser

The main duties of the post holder will be to:

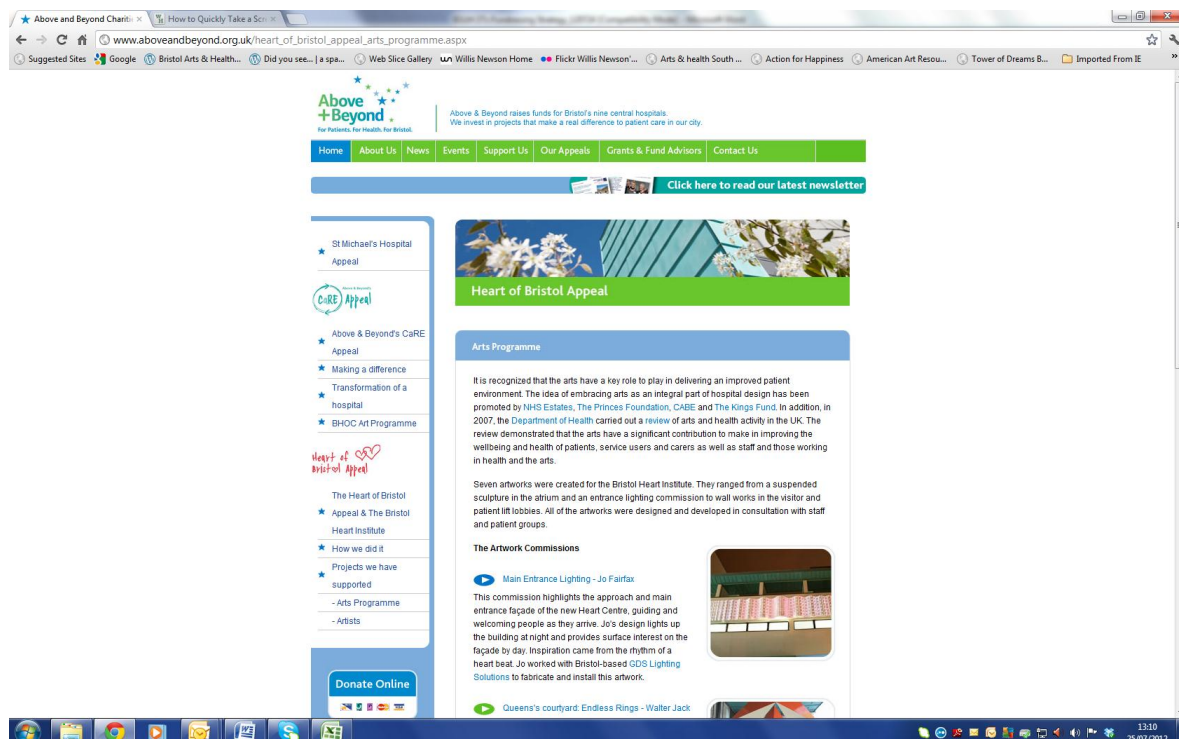
- Establish a new Fundraising Committee
- With the support from BSUH to research, identify and recruit 7 influential people to form the Fundraising Committee

- Use the funding research to develop and implement a major donor fundraising strategy and a charitable trust and foundations fundraising strategy
- Work with the Fundraising Committee to secure major donor gifts from individuals
- Secure gifts in relation to income targets defined for each of the projects in the 3Ts arts programme
- Develop networks amongst donors and prospects
- Ensure proper financial accountability in the receipt of gifts
- Set up and manage gift aid procedures and the claiming of gift aid
- Manage and steward gifts and recognition programmes

In addition they might consider:

Set up a fundraising web page

Setting up an online fundraising page is an effective and easy way to increase your profile, tell people what you are doing, and raise money. Photos should be used to update people about both a project's progress as well as the progress of the appeal.



Screen grab from Above and Beyond website, the charity linked to University Hospitals Bristol NHS Trust arts fundraising appeal page

Get social with your fundraising

The fundraiser might consider adding a link from social media pages to a "just giving page" to make it easy for people to give you the money.

The Fundraising Committee might also add a link to the online fundraising page into their email signatures so they can communicate their fundraising efforts every time someone clicks 'send'.

Contact your local media

The fundraiser should work closely with the Trust communications department in order to generate coverage for the appeal. There may be many people in your local community who will be inspired by your fundraising story and keen to provide some support.

7.3 Managing the fundraising performance

Managing the fundraiser's performance is essential and we recommend that this is the role of the Fundraising Committee. The appendices provide several different templates against which the performance can be monitored on a monthly basis and will help to track:

- Research: number of prospects
- Action: number of prospects approached
- Asks: number of asks made
- Gifts: £amount of gifts in x number
- Stewardship

7.4 Fundraiser's Costs

As well as the freelance fees which would be £37,000 (calculated at £37,000 a year for two years on a 0.5 pro rata role), the fundraiser will also need an operational budget of at least £4,000 per year to cover the following:

Stationary	£200
Publicity	£1,000
Postage	£300
Travel	£300
entertainment/hosting	£1,000
commissioning prospect research	£600
subscriptions to fundraising search engines	£350
computer/desk	
Miscellaneous	£250
total	£4,000

This brings the total cost of the role to £45,000 over two years.

7.5 Recruiting the right fundraiser

Professional fundraisers are categorised into different areas of fundraising based on their expertise from raising money from various sources/different donors – for example legacy fundraisers, major donor fundraisers, charitable trusts and foundations fundraisers, or community events fundraisers.

However, most experienced fundraisers are able to turn their hand to two or three techniques. This role requires someone who knows about charitable trusts and foundations and major donor fundraising.

To find a good fundraiser the options are to advertise with charity recruitment agencies or in the following two on line publications.

<http://www.jobs.institute-of-fundraising.org.uk/>

www.thirdsector.co.uk/jobs

www.charityjob.com

Many fundraisers looking for a job also register with recruitment agencies. In these websites you will also find the names of recruitment agencies that cover Brighton.

A draft job description and advertisement for the proposed post are included in the Appendices.

7.6 Fundraising Committee

Fundraising is most successful when the activity and purpose is owned and by a core group of senior people who are already committed to the “cause”, who want to see it achieved and can influence others to participate.

It is proposed that 3Ts establishes a Fundraising Committee to both oversee the work of the fundraiser while also raising funds for the 3TS Arts Programme.

The committee will provide the management infrastructure, direction and coordination essential to manage the appeal.

Members must also be prepared to raise money themselves, to help achieve the overall target of £200,000. The strap line for committee membership will be: “find and secure £ and give a £gift”.

Simply put, each of the members of the committee will be tasked to and responsible for, raising money via a technique called multi-level fundraising, whereby each committee member identifies 3 – 10 individuals for £gifts.

7.7 Fundraising Committee Purpose

- To work on behalf of BSUH to secure philanthropic funds in order to implement the arts projects prioritized in the 3Ts Public Arts Strategy
- To lead a multi-level fundraising appeal on behalf of 3Ts Arts Programme.
- To direct the freelance fundraiser and act as the key fundraising link between the Charitable Funds, JAG, AAG and Trust to ensure joined up and coordinated working on behalf of the Trust.

7.8 Fundraising Committee Tasks

- Through a multi-level fundraising campaign to raise £50,000 in the first 18 months.
- To identify and recommend suitable individuals, both to promote the appeal and raise funds for the 3Ts public art, as well as donor prospects.
- To oversee the work of raising £200,000 in support of 3Ts public art projects.
- To discuss and resolve any issues in relation to the management of charitable funds raised and to ensure that those funds are made available to implement the above named arts projects.
- To oversee the promotion of the fundraising project through a communications strategy, thereby influencing key external stakeholders to assist in fundraising.

- To report to the BSUH Board on the progress in relation to the funding of the 3Ts Public Art Strategy.

7.9 Fundraising Committee Membership

It is recommended that a manageable membership number is 7- 8 people.

It is suggested that the Chair of the JAG should also chair the Fundraising Committee. The Chair must have the authority to represent the interests of the Trust / BSUH Charitable Funds.

It is then proposed that there are 3 medical members and 4-5 well connected lay members. The criteria for selection are:

- Senior medical staff with status and influence that also support the 3Ts arts programme. These will be able to act as champions of the “cause” - preferably those associated with the places where the different arts projects will take place / benefit.
- Lay members of the public who are well connected in Brighton socially or commercially to wealth or people with influence who can lead you to wealth
- People who are prepared to
 - open their address book
 - ask others for money
 - give a gift themselves

7.10 Multi-level Fundraising

Multi-level fundraising is where you find a group of people willing to go out on your behalf to find others who will give to your cause. In this case, it is the members of the Fundraising Committee who are tasked to find others to give.

Our research highlighted 3 lists of ‘high net worth’ Individuals in Brighton, which are detailed in the appendices. It is suggested that personal approaches to these individuals are made.

The fundraiser should be employed on the basis of having good ideas on how these individuals can help and be approached. For example the list of well known and high profile major donors all have artistic connections and might be persuaded to head up a specific project appeal, or to get their friends involved, on your behalf. The individuals linked with charitable trusts could be of use in terms of persuading their charity to support you.

To start the major donor fundraising strategy, it is proposed that the Fundraising Committee is set an interim target towards the overall £50,000 target. It is then a less daunting task. For example it could be possible to raise £21,000 in four months

With 7 committee members that is £3,000 target per person. Each committee member could decide how best to reach that target. For example, they could ask

- 6 people for a gift of £500;
- 10 people for a gift of £300
- 3 people for £1,000

The benefits of this method

- You have raised just under a 42% of the total £50,000 target in 4 months from asking for bite sized chunks of the total.
- It makes you feel confident and purposeful
- It can be cleverly used to lever in your next £30,000; money attracts money; confidence attracts others to you and breeds confidence

The target income of £50,000 is set against the Clinical Environment Projects. However, further research may show that a particular individual would respond to giving a gift to another of the wish list arts projects. In this case flexibility is needed as well as monitoring income against project targets. The fundraiser will identify which project and case for support will be appropriate for a particular individual.

It will be the fundraiser's responsibility to oversee the income against target per project and ensure that ask is appropriately made against that. That means that the ask is either a "restricted" one to a specific project or "unrestricted" which means the gift will go towards the general appeal and not one specific project.

8.0 Time Line

Table 5

Fundraising Year	Date	Fundraising Action	Key Programme Stages
	Jul-12	Fundraising Strategy Presented to JAG	
	Sep-12	Strategy Approved	
	Oct-12	Funding agreed by Charitable Funds for 2 year appointment of fundraiser	
	Nov-12	Fundraiser post advertised	
	Dec-12	Fundraiser post advertised	
	Feb-13	Fundraiser Interviews	
	Mar-13	Fundraiser appointed	
		Fundraising Committee Established	Planning Photography Project
Year 1	March 2013 – March 2014	£21,000 raised by multi level fundraising campaign	Planning History and Heritage projects
Year 2	March 2014 – March 2015	£29,000 raised by multi level fundraising campaign	Delivery Photography Project
		Fundraiser writes bids for:	
		• Photography Project	
		• History and Heritage	
		• Sanctuary	
		• Clinical areas within Stage 1	
		• Community Arts Room	
		END OF FUNDRAISER CONTRACT	
Year 3	March 2015 – March 2016	Multi level fundraising campaign continues in support of BSUH Ongoing Arts Programme	History and Heritage Fundraising Deadline
			Sanctuary Fundraising Deadline
			Community Arts Room Deadline
			Photography Project Delivery
Year 4	March 2016 – March 2017	Multi level fundraising campaign continues in support of BSUH Ongoing Arts Programme	Photography Project Delivery
			Stage 1 Launch Events Fundraising Deadline
Year 5	March 2017 – March 2018	BSUH staff write bids for:	Stage 1 Building Open
		• Oncology and CDU	
		• Isolation rooms	
		• Clinical areas within Stage 2	
		Multi level fundraising campaign continues in support of BSUH Ongoing Arts Programme	
Year 6	March 2018 – March 2019	Multi level fundraising campaign continues in support of BSUH Ongoing Arts Programme	Oncology and CDU Fundraising Deadline
			Isolation rooms Fundraising Deadline
			Stage 2 Launch Events Fundraising Deadline

Year 7	March 2019 – March 2020	Multi level fundraising campaign continues in support of BSUH Ongoing Arts Programme	Stage 2 Building Open
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9.0 Good practice in fundraising

9.1 Fundraising is not just about asking for money

Yes fundraising is about asking for money - it is a cross between marketing and publicity, communications, project management, relationship building and geeky research doggedness in the pursuit of a goal. In fact making the fundraising “ask” is the visible tip of the iceberg. Much of the essential work is done prior to this in terms of research of potential donors, relationship building externally and internally, preparing the ground and commitment to the overall goal. The essence of this preparation is about risk management: increasing the chances of a successful outcome when you do ask for money.

9.2 The importance of research

The overall purpose of fundraising research is to increase the likelihood of success of a “yes” when you ask for a gift. It is essential and takes up roughly a third of the fundraiser’s time. Research is the desk bound part of the job of fundraising and most but not all of it is done on the internet.

Like any other research there is the initial search that brings up a long list of potential prospects. The second layer of research is to refine the long list to a shorter one, making greater links to your case for support. From this information you can then make an ask pitched at the prospect’s preferences; decide who the key influencer is and the size of the gift to ask for.

The recommendations made in this fundraising strategy on sources of income are the result of detailed research into a range of potential philanthropic donors that may fund the 3Ts arts programme attractive.

9.3 The donor stewardship plan

Stewardship is essentially an internal agreement and plan of how different donors will be looked after and thanked during the lifetime of their gift. Stewardship takes many forms depending on the size of the charitable organisation and what it does and the level of gift. However, the fundamental points are based on good manners of: saying thank you, showing appreciation and making people feel their gift is valued and makes a difference.

Stewardship levels: this is the different levels of investment in effort to say thank you and to demonstrate your appreciation of a gift. The levels are based upon the size of the gift and usually follow the pattern of:

- Small gift: thank you letter, end of year report on what was achieved
- Medium gift: as above plus a visit to the project they support or an invitation to an event in relation to the project they support
- Large gift: as above plus the equivalent of a plaque/name on wall/ signed certification/publicity photo etc. / reporting in the media.

The fundraiser will identify a stewardship plan and finalise it with approval from the Fundraising Committee.

9.4 Monitoring and evaluation and reporting to funders

Donors who give grants want a written report on how their money was spent and what it has achieved. This applies to charitable trusts and foundations, the Lottery, the Arts Council and any local authority funding.

The level of detail required varies according to the amount of the grant. The norm is that the information required falls into the following categories:

- Quantitative information: equalities data, numbers of beneficiaries, budget etc.
- Qualitative data: case study, feedback, proposal output and outcomes etc.

The Fundraising Committee will need to see evidence that funders receive appropriate reports and ensure the fundraiser is given access to sufficient monitoring and evaluation information. This will mean working with the artists and medical staff involved and getting feedback from patients.

9.5 Financial Systems

It is BSUH Charitable Funds that is proposed as the governing charitable body that is seen to be doing the fundraising. Gifts will be made to this body. The fundraiser will therefore need to liaise with the finance department to ensure that a system is in place to receive gifts and manage the budget spend and produce accounts on behalf of the fundraising committee.

The fundraiser will need to set up their own spread sheets on excel to monitor the income against asks and use this to coordinate items with the Charitable Funds' finance department.

9.6 Gift Aid

Gift Aid could bring in £12,500 based on gift aided donations of a total of £50,000.

Gift Aid is the government scheme which allows charities to reclaim the basic rate tax already paid on any donation. It applies to UK tax payers and is a voluntary additional act from the donor.

The Gift Aid reclaimed is calculated as 20% of the 'gross amount' of the donation - i.e. the value of the amount before you paid tax on it.

So a net donation of £1 from you becomes a gross donation of £1.25 after the Gift Aid.

Higher rate taxpayers can in addition claim back up to a further 37.5p for each pound donated, which they can keep or pass on to charity

The fundraiser needs to set up the administrative system to record all gift aid declarations. A declaration says that the donor pays enough tax to cover what the charity will reclaim from HM Revenue & Customs.

The fundraiser then claims the gift aid from HMRC at the end of the financial year.

10.0 APPENDICES

10.1 Appendix 1: Fundraiser Draft job Description

Job Description

High Value Giving Fundraiser

Part-time (pro rata 0.5) two-year, freelance contract

Salary: based on the full time equivalent salary £35,000-£37,000

Background

Brighton & Sussex University Hospitals NHS Trust (BSUH) needs to raise £200,000 towards the delivery of a the Public Art Strategy for the 3Ts (Teaching, Trauma and Tertiary care) hospital redevelopment programme.

The 3Ts programme will modernise the Royal Sussex County Hospital (RSCH) in Brighton to ensure the best possible care for patients over the coming decades. It will achieve this by replacing some of the oldest buildings still in clinical use within the NHS, with state of the art facilities.

This Public Art Strategy establishes a vision for the integration of art within the new 3Ts development. It proposes a rich, innovative and varied series of commissions and programmes that will enhance the new buildings and contribute sustainably and effectively to their development.

Art within the 3Ts development will help create a therapeutic environment that supports the social, emotional, psychological and physical needs of patients and which connects the hospital to the communities it serves.

A series of programmes and commissions are proposed for key areas such as welcome spaces, 'The Sanctuary' multi-faith space, garden and landscaped spaces, waiting rooms and a range of clinical spaces. An on-going Arts Programme will encourage a continued sense of a hospital that is vibrant, welcoming and part of the community it serves

Vision

Art within the 3Ts development will help create a therapeutic environment that supports the social, emotional, psychological and physical needs of patients and which connects the hospital to the communities it serves.

This vision springs from and complements the core values of BSUH and the design philosophy underpinning the whole 3Ts development.

Aims

The aims for the Public Art Strategy are to:

- Create a healing environment that is welcoming, therapeutic and restful
- Create environments that respond to the specific needs of patients
- Provide distraction, pleasure and stimulus to patients, staff and visitors
- Help create a strong and welcoming identity for the Hospital, and reflect the culture and identity of the local community
- Create excellent working environments for staff
- Contribute towards creating a landmark building for the area which engenders a sense of civic pride

- Help make it easy for people to find their way around the building
- Support the Trust's aims to create a sustainable building
- Create close working partnerships with the local arts community

Job Description

BSUH seeks to appoint an experienced fundraiser to raise high value gifts from various donor sources. They will be responsible raising major gifts primarily from individuals, charitable trusts and Arts Council England. The overall target is £200,000 towards the implementation of the 3Ts arts programme.

The appointment will be on a freelance contractual basis, part-time over 2 years, to implement the 3Ts public art fundraising strategy for our arts projects for the new buildings within the Brighton and Sussex University Hospitals.

The successful candidate will be the first person to hold the position and must be able to confidently work on their own and to a Fundraising Committee.

To support the post holder we have developed:

- A Fundraising Strategy based on the priorities of the 3Ts Public Art Strategy
- Cases for support for each of the arts projects for which funding is required, including project budgets
- Researched appropriate charitable trusts and foundations to whom approaches should be made
- Identified local high value prospects and undertaken initial prospect research

The main duties of the post holder

- Establish a new Fundraising Committee
- With the support from BSUH to research, identify and recruit 7 influential people to form the Fundraising Committee
- Use the funding research already undertaken develop and implement a major donor fundraising strategy and a charitable trust and foundations fundraising strategy
- Work with the Fundraising Committee to secure major donor gifts from individuals
- Secure gifts in relation to income targets defined for each of the projects in the 3Ts arts programme
- Develop networks amongst donors and prospects
- Ensure proper financial accountability in the receipt of gifts
- Set up and manage gift aid procedures and the claiming of gift aid
- Manage and steward gifts and implement a recognition programmes

The successful applicant will have the following skills and experience

- Significant experience and proven success in generating philanthropic funds both from individuals and charitable trusts and foundations.
- Experience of developing relationships with individuals including high value prospects and donors and proven success in securing significant income.
- Demonstrable ability of identifying, researching and stewarding donors
- Knowledge of how to commission detailed prospect research
- Strong communication and presentation skills
- Proven track record of delivering income to agreed targets and timescales
- Excellent leadership experience with ability to work on their own and to a Fundraising Committee
- IT literate with good working knowledge of MS Office and fundraising databases
- Strong organisational skills with the ability to time manage, plan and prioritise

Person Specification

Relevant Experience, Skills and Knowledge

Essential

- At least 3 years of previous experience of successfully fundraising major gifts from individuals.
- At least 3 years proven success of raising grants from Trusts and Foundations and other similar grant making organisations (ACE etc.).
- Proven ability to develop strong relationships with, and to solicit major gifts from, individuals
- The ability and knowledge to advise on the most appropriate handling of high-level gifts to maximise the levels of support received.
- Proven ability to develop strategic approaches for a variety of projects.
- Experience of working with colleagues at senior level, i.e. Chief Executive, Director or Trustee level, and of representing an organisation at a high level.
- Experience of fundraising databases and the internet, and fully conversant with MS Office.

Desirable

- Experience of fundraising in the arts

Relevant Qualifications

- Educated to degree level or equivalent

Communication and Interpersonal Skills

- Strong communication and negotiating skills, demonstrating honesty and integrity in all interactions.
- An articulate and confident manner, demonstrating sensitivity and diplomacy in order to develop good relationships with potential funders with a view to solicit major gifts.
- Excellent communication skills to produce fundraising proposals and accurate reports to a high standard of presentation to inform individuals of fundraising activity and progress.
-
- Excellent time management skills with the ability to prioritise a varied and diverse workload and to work independently with minimum supervision, calmly under pressure and to meet deadlines.
- Experience of working as part of a team to deliver projects.
-
- Experience of working with a diverse range of colleagues within a large and complex organisation.
-
- The post holder should be target driven, self-motivated and enthusiastic but should also be a good team player, committed to the success of 3Ts Public Arts Strategy.
-

Desirable

- Experience of public speaking and making presentations to a variety of audiences



www.visitbrighton.com

Celebrity Residents

Past Celebrity Residents

Charles II	After his escape from the Battle of Worcester in 1651 he crossed the country disguised as a servant. He spent his last night on English soil at the George Inn, West Street (later renamed The King's Head in his honour) and was taken to France by a Brighton man, Nicholas Tetterzell. His escape is celebrated every May with a race from Brighton to France called the Royal Escape Race.
George IV	Built the first Royal Pavilion, a modest classical building designed by Henry Holland. The Royal Pavilion as we know it today was designed by John Nash and built over and around Henry Holland's building.
Queen Victoria	Lived briefly at the Pavilion before moving due to the increasing size of her family.

Current Celebrity Residents

Actors

Ralph Brown	Star Wars: The Phantom Menace (as Ric Olie), Alien 3, Wayne's World 2, Crying Game, Withnail & I (as Danny), TV includes the Lock, Stock series (lives in Kemptown)
Steven Berkoff	Octopussy, The Winds of War and theatre actor/playwright
Joan Plowright	Stage and screen actress and widow of Laurence Olivier
Stephen Tompkinson	Drop the Dead Donkey, Grafters, Ballykissangel, Brassed Off (lives in Hove)
Anna Quayle	Chitty Chitty Bang Bang, Casino Royale (1967) The Avengers, Grange Hill
Nick Berry	Harbour Lights, Heartbeat, EastEnders. Lives in Hove.
Patsy Palmer	EastEnders Bianca (Kempton)
Victoria Gould	EastEnders Polly (Kempton)
Paul Moriarty	EastEnders George Palmer (Saltdean)
Dora Bryan	A Taste of Honey, The Great St Trinians Train Robbery film. TV and Stage (Madeira Drive, Kempton)
Darren Day	Star of musicals has a house in Hove
Judy Cornwell	Stage & TV ('Daisy' in Keeping Up Appearances)
Victor Spinetti	Oh What A Lovely War, The Beatles 'HELP!' and Magical Mystery Tour films
Heather Peace	London's Burning's Sally Fields

For all things Brighton: www.visitbrighton.com

Patrick Bergin	Hollywood actor (films include Sleeping with the Enemy with Julia Roberts) has a home here
Carol Cleveland	Monty Python team
Tony Adams	Crossroads' Adam Chance
Brian Capron	Coronation Street serial killer Richard Hillman

Music

Norman Cook	DJ Fatboy Slim (also ex Housemartins, Freak Power, Beats International). Lives with wife Zoe Ball on "Millionaire's Row", Hove
Noel Gallagher	Oasis singer/guitarist (has a home in Hove)
James Morrison	Singer / songwriter lives in Hove
Nick Cave	Singer with Nick Cave and the Bad Seeds, lives in Hove
Tim Booth	Singer with group 'James'
Chris Difford	Songwriter - most notably with Glen Tilbrook in Squeeze
Captain Sensible	Ex of 'The Damned' and solo artist
Sandi Thom	Singer / songwriter
Herbie Flowers	Jazz musician, played with David Bowie, Sky, & Lou Reed - played bass line on 'Walk on the Wild Side'
The Levellers	New age pop group - own Metway offices, Kemptown
Gaz Coombes	Lead singer of Supergrass
Damian Harris	DJ Midfield General and owner of Skint records
Luke Cresswell	Stomp, Yes/No people, Heineken ads, etc
Claire Martin	Jazz singer - Has show on Radio 3
David Van Day	Bucks Fizz singer (ex Dollar)
Low Fidelity Allstars	Skint label recording artists
John Digweed	DJ, lives in Hove
Marti Pellow	Solo Artist and former member of Wet, Wet, Wet
Samuel Preston	Lead singer of The Ordinary Boys
Peter Andre	Singer and husband of glamour model Jordan

Comedy

Steve Coogan	TV comedy actor: Alan Partridge, Paul/Pauline Calf, Tony Ferrino and Dr Terrible
Henry Normal	Steve Coogan's writing partner
Simon Fanshawe	Former Perrier Award winning stand up, now a Radio DJ (Kemptown)
Mark Little	Ex 'Neighbours', ex Big Breakfast presenter and actor (Hove)
Mark Williams	Fast Show, Shakespeare in Love
Graham Duff	Writer and star of BBC Three's Ideal

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