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# FUNDRAISING REVIEW

Leeds Museums and Galleries

December  
2022

  
**Good Fundraising**  
from vision to reality

Leeds Museums  
& Galleries

# FUNDRAISING REVIEW

Leeds Museums and Galleries

## Contents

Executive Summary	3
Background	5
Methodology	6
Context	7
Review Findings	9
Development Trust Potential	19
Review of Specific Sites	21
Recommendations	49
Conclusion	52
Appendix	53

# EXECUTIVE SUMMARY

## FUNDRAISING REVIEW



1. **In June of 2022, Cath Longley was commissioned to undertake a fundraising review of Leeds Museums & Galleries (LMG). This report is the culmination of this review and includes details of the findings, an assessment of the potential for a Development Trust, reviews of individual sites and a series of recommendations.**
2. The review involved consideration of the context of LMG in social, economic, political and cultural terms. Current strategies and relevant research outlining fundraising trends were consulted, and discussions held with 44 individuals who work for or support LMG. Recommendations made are practical and realistic based on research undertaken and experience of fundraising within the heritage sector.
3. Leeds is the UK's fastest growing city and remains one of the major, and fastest growing UK destinations for Foreign Direct Investment and UK based investment with over 30,000 VAT and/or PAYE registered businesses and more than 3,470 small and medium-sized enterprises.
4. The population of Leeds is rising. In terms of deprivation, it was ranked 28th in the 2019 most deprived local authorities. 24% of Super Output Areas are in the 10% most deprived nationally.
5. Leeds City Council is Labour controlled and Labour also holds 5 out of the 8 parliamentary seats.
6. The current instability in the political and economic outlook make the need for fundraising at LMG even greater, to support future resilience and sustainability.
7. Leeds has some of the best arts and culture in the country and LMG is at the heart of this. Leeds 2023 Year of Culture presents great opportunity for promotion and collaboration.
8. Review Findings
  - i. There are a wealth of fundraising opportunities at LMG and a clear and demonstrable need for funds.
  - ii. Fundraising is currently underdeveloped at LMG, with the exception of the pursuit of grant funding opportunities. A Development Trust would create the potential to extend the opportunities to secure income from grants.
  - iii. There are challenges with accessing financial information, predominantly around donation income and receiving income and expenditure and cashflow forecasts for specific projects and sites for the purposes of grant applications.
  - iv. There is no existing fundraising culture embedded in the team at LMG.
  - v. LMG is currently embarking upon a new commercial strategy and fundraising activities need to work alongside this. Commercial relationships need to remain transactional, whilst fundraising relationships should focus on the philanthropic. Much can be gained by working closely and maximising commercial activities with the inclusion of a fundraising 'ask'.
  - vi. There is currently no capacity amongst the team at LMG for fundraising activities, investment will be needed at a level of around £70k per annum. Return on investment can be expected to grow to 1:5 when fundraising is well established.
  - vii. There are a considerable number of organisations that support LMG in different ways. No one organisation financially supports the whole of LMG as a Development Trust would.
  - viii. There is a complex relationship between Museums & Galleries and Parks & Countryside that impacts upon the potential for fundraising. A Development Trust would ease some of the difficulties.
  - ix. Legacy is a growth area for arts and heritage and a legacy campaign holds great potential for LMG.

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- x. The installation of contactless donation points holds potential for LMG but technical issues, such as the reliability of wi-fi and ability to connect to existing networks, will need to be explored.
  - xi. Connecting with the digital audiences at LMG holds great potential for fundraising.
  - xii. The Learning Team present many opportunities to engage with supporters and secure donations.
9. The potential of the establishment of a Development Trust at LMG, based on the successful model used by Barnsley Museums and Heritage Trust has been considered. The many advantages and disadvantages of this approach are outlined.
  10. A review of individual sites to assess their fundraising potential is accompanied by recommendations for action. Whilst all sites have specific actions, there are a number of general actions that all sites could benefit from undertaking. These include –
    - Adopting a trial and test approach to fundraising activities
    - Creating transparency over the destination of donations
    - Incorporating clear fundraising messaging that includes legacy and text to donate
    - Installation of donation boxes
    - Training for Visitor Assistants
    - Including a 'donation' ask with activities, especially if free
    - Including donation buttons and messaging on websites and social media activity
    - Highlighting items in need of conservation
    - Encouraging regular giving
    - Pursuing grant applications
    - Exercising caution over corporate approaches
  11. A series of recommendations for LMG, based on the research and findings from this report include –
    - Develop a fundraising function
    - Follow actions recommended for each site
    - Establish a Development Trust
    - Work closely with supporter organisations
    - Consider including the wider estates, currently under Parks and Countryside, in the remit of a Development Trust
    - Carefully recruit the trustees and management team for a Development Trust
    - Adopt a 'trial and test' approach to fundraising, starting small and growing organically
    - Prioritise the following fundraising methods –
      - Trusts, Foundations and Grant Fundraising
      - Individual Giving
      - Legacy
      - Corporate/Organisational Partnerships
    - Adequately resource the fundraising function
    - Commercial activities should take precedence over fundraising activities, but they should work closely together to maximise fundraising potential
    - Develop key messages and a case for support that is centred on the benefits to people
    - Work closely with the communication and engagement teams to maximise reach
    - Decide whether donations made on a particular site are solely used to benefit that site
    - Provide fundraising training for Visitor Assistants
    - Maintain a close working relationship with the finance team
    - Foster a fundraising culture at the heart of LMG

# BACKGROUND

In June of 2022, Cath Longley, Lead Consultant at Good Fundraising, was asked to undertake a fundraising review of Leeds Museums and Galleries (LMG), taking into consideration the perspective of each of its nine museums as well as the wider service. The purpose of this review will be to assess the potential for fundraising and outline recommendations, indicating where resources should be focussed to gain the maximum return for any investment. This review results in a series of recommended action points, that, if followed, will lead to the development of strong and sustainable fundraising income streams at LMG. This will contribute to its future resilience and sustainability. Developing strong and sustainable fundraising income streams falls within Outcome 1 of the LMG Strategy 2022-27, Deepening Connections, Widening Impact, in which there is a commitment to, 'Develop and embed a new approach to fundraising and sponsorship'. This review supports this process. Together with the commercial strategy, the recommendations of this fundraising review will help to support LMG to meet its income targets, that are set to raise by £250k in both 2023-24 and 2024-25.

One of the options that will be considered by this report is the creation of an independent Development Trust with charitable status that will manage fundraising activities on behalf of LMG. This will be an independent body that has a very close relationship with the teams at LMG, sharing its vision and raising funds to benefit its sites, collections and

activities. The benefits and challenges presented by such a model will be explored and the report will benefit from learning gained by other local authority museum services that have already adopted this approach. In particular, the report will be informed by the learning gained at Barnsley Museums Service, where this model has been adopted. The author of this report has successfully managed the fundraising development of Barnsley Museums and Heritage Trust, since its inception in 2016, seeing income increase from just £15k per annum to over £500k. Full permission to share information and learning gained has been provided by the Group Leader, Arts and Heritage for Barnsley Metropolitan Borough Council.



# METHODOLOGY

This report begins by considering the context of Leeds in social, economic, political and cultural terms with reference to the wider, volatile economic and political climate that is faced. Fundraising trends, research and theory have been considered, with prominence given to learning gained from fundraising activity that has taken place at local authority museums in Yorkshire. In particular, the experience of Barnsley Museums and Heritage Trust, a successful Development Trust established in 2015 to support Barnsley Museums has informed findings.

Strategies and plans including the 2022-2027 Strategy, Deepening Impact, Widening Connections and the new Commercial Strategy have been consulted, to ensure that any recommendations from this report fit within the overall plan for LMG and do not clash with other potential activities. Discussions and consultations with members of staff at all levels within LMG, as well as representatives of supporting organisations, have taken place.

Those consulted in the research for this report include –

- 21 Visitor Assistants
- 3 Site Development Officers
- Head of Service, Leeds Museums & Galleries
- Head of Operations & Enterprise, Leeds Museums & Galleries
- Finance Business Partner
- Head of Audience Development
- Head of Learning & Access
- Head of Collections & Programmes (and LDC Keeper)
- Registrar & Collections Manager
- Principal Keeper, Temple Newsam
- Keeper, Abbey House Museum & Kirkstall Abbey
- Keeper, Leeds Industrial Museum
- Keeper, Lotherton Hall
- Estate Manager, Lotherton Hall & Temple Newsam
- Principal Keeper, Leeds Art Gallery
- Principal Keeper, Leeds City Museum
- Trustee of Leeds Philosophical & Literary Society
- Deputy Chair, Leeds Art Fund
- Board Member, Leeds Art Fund
- Secretary, Friends of Leeds City Museums
- Representative of I-Xperience
- Head of Visitor Experience & Commercial, York Museums Trust

Recommendations from this report have been designed to be practical and realistic rather than based on theory. They aim to support LMG to develop an effective and successful fundraising function that will lead to a diverse new income stream and contribute to future sustainability and resilience for LMG.

# CONTEXT

## CITY OF LEEDS



### ECONOMY

The city's economy was worth an estimated £26.8bn GVA and the Leeds economy has slightly outperformed that of the UK for much of the last decade, Gross Domestic Product

(GDP) increased by 6.7% from 2011 to 2020 compared to 6.5% for the UK. Leeds's stronger relative performance in the 3 years prior to the pandemic in 2020 was also evident in the average GVA per head of population, which increased 12.2% between 2016 and 2019 compared to a UK average of 10.1%.

### EMPLOYMENT AND KEY SECTORS

Leeds has a broad-based economy and strengths in Health, Financial Services and Digital. We are home to six universities and have a strong concentration of knowledge-based jobs. The city has the largest base of finance and professional services outside London, we are leaders in health and are pioneers in sustainable and green finance. The city has employment of 479,000 (BRES) and total employment in Leeds grew by 13% between 2011 and 2020 compared to 8.4% in the UK excluding London.



### BUSINESS IN LEEDS

The city is home to over 30,000 (30,210) VAT and/or PAYE registered businesses and more than 3,470 small and medium-sized enterprises. The number of mid-size and large companies and organisations based in Leeds is significantly above the national average. There are a number of key businesses in Leeds that have over 1,000 employees, representing a diverse range of sectors, including Lloyds Banking Group, Jet2.com, ASDA Group Limited and EMIS Group Plc. The business population of Leeds has increased at a significantly faster rate than the UK average over the last decade, growing by 37% compared to 25% for the UK and 20.4% for the UK excluding London.

### INVESTMENT AND DEVELOPMENT

Leeds is the UK's fastest growing city and remains one of the major, and fastest growing, UK destinations for Foreign Direct Investment and UK based investment.

We currently have a strong active investment pipeline across diverse sectors in the near term and in the next 3 to 5 years, with significant input from the LEP as we continue to be a destination of choice with the addition of the Bank of England, the UK Infrastructure Bank, Department for Transport, Financial Conduct Authority, together with the private sector, including Channel 4, Reed Smith, Iwoca and Link Asset Group, all relocating to Leeds.

## POLITICS AND PEOPLE

The Leeds population size has increased by 8.1%, from around 751,500 in 2011 to 812,000 in 2021. This is higher than the overall increase for England (6.6%). In 2021, Leeds ranked second for total population out of 309 local authority areas in England, maintaining the same position it held a decade ago. In terms of deprivation, Leeds ranked 28th in the 2019 most deprived local authority on the Local Concentration Measure. 24% of the 482 Super Output Areas in Leeds are in the 10% most deprived nationally and 5 wards have more than half their Super Output Areas in the 10% most deprived nationally.

## CURRENT POLITICAL AND ECONOMIC CLIMATE

At the time of writing this report, it is safe to say that the economic and political situation is in a state of flux. There is instability in the markets, and the country is facing recession. The cost of living crisis is impacting upon people's ability to give and the energy crisis is exacerbating the situation. This makes any predictions for the future extremely challenging. Whilst this situation is likely to impact negatively on fundraising potential, it does not remove the need to invest in and pursue fundraising activities. No funding sources are 100% secure at the moment, local authority budgets are facing an even greater squeeze and competition for external funding is at its most fierce. In fact, there has never been a more important time to do everything possible to diversify income streams, spread the risk and invest in fundraising to become more resilient and be in the best position to weather the storm.

## CULTURE IN LEEDS

Arts and culture in Leeds is some of the best in the country, boasting internationally renowned works. There is a wealth of creative organisations and spaces offering diverse programmes with performances, festivals, live music, street art, history and heritage, contemporary, modern and earlier art. Leeds 2023 Year of Culture will bring together the vibrant and diverse art and culture in a year long celebration. At the heart of arts and culture in Leeds is LMG.

LMG is one of the largest local authority-run museum services in England, contributing over £24 million a year to the local economy. It consists of 9 individual sites, each with something special to offer. The sites are wonderful and diverse, encompassing nationally important collections, Grade 1 listed buildings and a Scheduled Ancient Monument. 1.3 million objects and 8 collections (4 with designated status), encompassing Industrial History, Social History, Fine Art, Decorative Art, Dress and Textiles, World Cultures and Archaeology, fall under its care. This treasure trove of fascinating sites, spaces and collections is used to create connections with people and work towards social justice, arts-led care, health & wellbeing and environmental responsibility. The resulting engagement activities and cultural learning offer involves formal and informal learning and extends from schools, to specialist groups and families.



# REVIEW FINDINGS

A wealth of information regarding the potential for fundraising at LMG has emerged from the review. This has been categorised into a number of major themes that highlight the challenges and opportunities that face LMG in fundraising terms. These themes refer to the whole museum service and specific reviews of each site will be dealt with in a later section.

## WIDESPREAD FUNDING OPPORTUNITIES

Reassuringly, amongst the sites, spaces and collections of LMG, there is a clear and demonstrable need for more income, whether it be for collections, work to the fabric of the site or for activities that support people. The need also spans a variety of issues from a pure heritage focus to tackling climate change to wellbeing. This is critical to securing funds, either via organisations or individuals, and will need to be captured in a case for support for LMG that can be adapted to different circumstances.

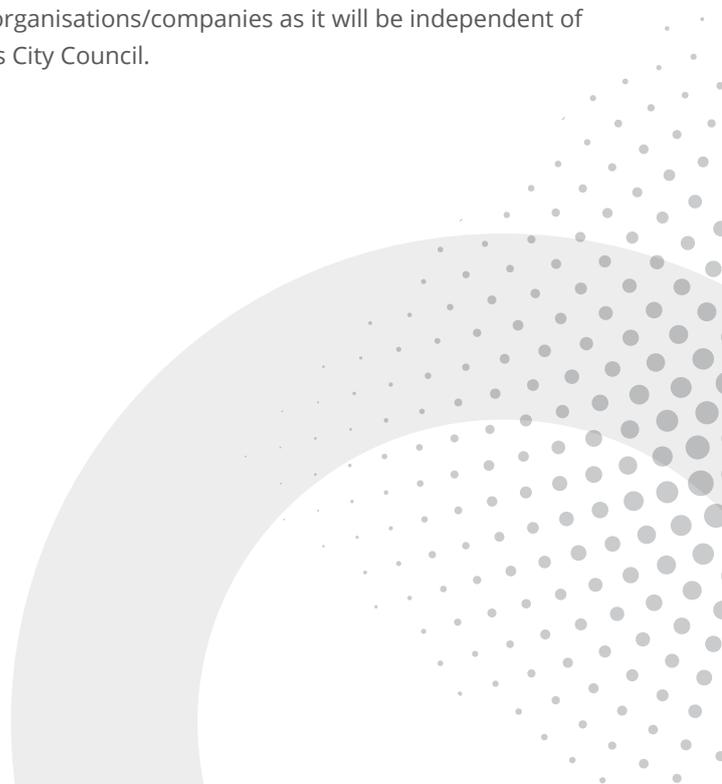
From a fundraising perspective LMG offer an almost unlimited number of opportunities to engage supporters and grant funders. They extend way beyond the traditional funding needs that are attractive to heritage funders or those linked directly to traditional museum and gallery work. Funds that seek to improve well-being, tackle the climate crisis or combat social isolation, for example, are just as potentially accessible to LMG as those that support heritage activities and conservation or are targeted at historic buildings.

Latest figures indicate that there are upwards of 10,000 grant making trusts in the UK, a number that is growing rapidly, year on year, giving out over £3 billion in income. This represents great fundraising potential for LMG given the diversity of its activities, the variety of different funder criteria that it is able to meet and the sheer number of potential funders that are available.

LMG already does very well in accessing the more traditional heritage funds e.g. National Lottery Heritage Fund, Arts Council, V&A Purchase Grant, Paul Hamlyn and Jerwood Foundation. Through working with the Leeds Art Funds there has also been funding secured via the Garfield Weston Foundation that requires charitable status to award grants. However, in order to maximise the potential for securing grants, a properly resourced Development Foundation with

charitable status is necessary. Without this in place, LMG will be denied access to a large number of potential funds, as many of the grant funders exclude funding to Local Authorities, or any organisation that does not have charitable status.

Similarly, the variety of the diverse sites and the work of LMG, means that visitors, supporters and organisations will be able to find an area of work to identify with, that aligns to their values and interests. The potential pool of support is not, therefore, limited to a particular interest group or demographic and points towards a potentially large demographic of supporters for both individual and organisational/corporate fundraising. Again, a Development Trust will maximise the potential of income from individuals and organisations/companies as it will be independent of Leeds City Council.



## UNDEVELOPED FUNDRAISING

Fundraising is currently very much underdeveloped at LMG, with the exception of seeking grants through well known, traditional, heritage, museum and arts funders as described in the previous section. There is no planned approach to encourage donations from individuals or organisations, and donation boxes on site support other charities e.g. Leeds Art Fund. This is a situation that would be improved by a Development Trust which would become a focal point for donations.

Whilst there has been some really encouraging success in securing funding from companies and organisations to support special exhibitions, this has often been ad hoc and led by curators rather than part of an overall plan or strategy. Again, the creation of a Development Trust would create separation from the Council, which would make the ask for support from companies and organisations much easier, as they will be more likely to support a charity than a local authority.

Previous attempts at formalising a fundraising/development function have been unsuccessful and costly, which has led to concerns about the risk of fundraising. Given the current position of fundraising at LMG, it has great opportunity to develop. It is very much a blank canvas and there is the

chance to make a considerable difference in the fundraising income achieved. This reduces the risk of any investment in fundraising as the untapped potential for fundraising is so great. There is little data available to analyse trends in fundraising at LMG, but it is safe to say that income is very low and a coordinated, planned focus on fundraising is highly likely to create an uplift in income received. The establishment of a Development Trust would render access to and analysis of data very straightforward. This can be used to trial different approaches and focus resources on the most lucrative sources of income for Leeds. This method of trial and error, with a willingness to change fundraising plans to focus on the most successful activities, is critical to successful fundraising.



## FINANCE CHALLENGES

LMG faces a number of challenges with the financial management of fundraising income. It is difficult to ascertain whether the problem lies with the process and procedures or just communication and knowledge amongst the museum team. Nevertheless, the consequence is the same, and, currently, the museum teams feel little or no incentive to consider or undertake fundraising activities alongside their already very busy roles. Museum staff referred to a 'Black Hole' that donations disappeared into, meaning the wider Leeds City Council accounts. They believed that the donations raised at their sites would be impossible to access or use to support their site or activities. It was explained by a representative of the finance team that this wasn't the case and that donations formed a part of the budget line that could be drawn down from, provided that the site wasn't overspent in other areas. Increasing income from donations can also prevent cuts to museum budgets and the loss of staff. However, the 'Black Hole' remains the perception of the teams and the consequence of this is no incentive to encourage donations or engage in fundraising activities. A Development Trust would rectify this situation as donation income from each site would be clearly traceable and the process of ensuring that this income can be invested back in the site where it originated would be enabled.

In addition, there are challenges in gaining the relevant financial information to support funding applications. Often funders will require budgets and cash-flows that are site specific and this can be tricky. Given the pressures on the finance teams at Leeds City Council, there could be difficulties and delays incurred in producing such information. This reduces the ability of LMG to be responsive to new funds and take advantage of all potential opportunities. Unfortunately, this is not a situation that a Development Trust would be able to influence, as often the funder would require financial information about the site that will benefit from any funding.

Any income related activity raises the question of VAT. This is a complex issue and there has to be consideration about the VAT implications particularly when seeking large capital grants for VAT exempt activities. However, whilst the situation with VAT is complex, and all major funding

applications should be considered for VAT and other implications by the finance team, it should not prevent the development of a strong fundraising function at LMG. The need to clarify the VAT implications for fundraising activities will be necessary whether or not a Development Trust is established.

A Development Trust would not be VAT exempt. In terms of the VAT situation between LMG and the Development Trust, it should be noted that the Development Trust can make charitable grants to LMG without any VAT implications. However, occasionally, funds will be secured by the Development Trust on the basis that LMG is the deliverer of the project. In this instance LMG will have to issue invoices to the Trust to claim payment for the work done. In such circumstance LMG will have to charge VAT on its invoice to the Trust. This means that the funds secured will be 20% less of the value to LMG than if it had secured the funding itself. However, there are three points to make on this issue-

1. In most cases funds are transferred as grants rather than against invoice for project delivery.
2. In all likelihood, the funds secured would be funds that LMG would be unable to access, so 80% of the funds would be better than nothing.
3. If care has been taken at application stage, the VAT will have been included on the project costs in the application so that the amount required by LMG will be covered in the grant. The only restriction on this is when a fund has a set limit for grants e.g. if a fund is limited to £10,000 per grant, LMG will only ever receive £8,000 of this as the rest is VAT. However, this is known before application and project costs and expectations should be set accordingly.

Whilst VAT issues can appear complex, working closely with the Finance Team and taking advice from an independent accountant (that any Development Trust would need), can easily clarify the situation. The relationship between Barnsley Museums and Heritage Trust and Barnsley Museums works very well and VAT is certainly no barrier to the creation of a strong and successful fundraising income stream for the LMG.

## FUNDRAISING CULTURE

There appears to be no established culture of fundraising embedded in the museum teams and sites at LMG. As previously mentioned, the exception to this is in terms of seeking funding from the limited pool of grant funders that are available to local authority museums, which is undertaken thoroughly. There is also an occasional approach to a sponsor for exhibitions.

Whilst all the teams recognise the very real need for additional funds across all areas, they are not proactive in developing fundraising ideas and activities. Fundraising is not a priority at sites and raising funds from donations is seen as very much secondary to maximising commercial activities. The lack of incentive to encourage donations, created by the belief that donation income disappears into the wider Leeds City Council, contributes to this situation. There is a great reluctance amongst Visitor Assistants to encourage and talk to visitors about donations. Research undertaken at the National History Museum has highlighted that taking a proactive approach to donations, paying attention to the positioning of donation boxes and engaging visitors in conversations about donations, can increase donations by up to 64%. Closer to home, at Barnsley Museums, working with Visitor Assistants to encourage donations saw an increase of donations from £8k per year to £23k per year. York Museums Trust reported similar successes. In a recent online survey undertaken on social media, 92% of participants indicated that they would be prepared to donate to one or more of the LMG sites.

Developing key messages around LMG being a place that wants donations, is worthy of donations, needs donations and will spend them well will be an important part of the communications plan for any fundraising activities. However, there is a need to promote this message amongst the museum team and the wider council departments before disseminating it publicly.

Amongst the museum Visitor Assistants, there is no agreement as to how any donations that are secured should be spent. Teams at the city centre based, free sites appear flexible and are content for any donations to be spent elsewhere if necessary. However, the majority of the Visitor Assistants from the other sites are adamant that donations gained at their site should stay at their site. So great is the fear of losing the donations secured at their site, that they would retain this position, even if they were likely to receive more funds from a general donations pot than they would contribute. It indicates a clear lack of trust in terms of the processes and procedures surrounding donations.

Developing successful fundraising had a strong fundraising culture at its heart. This involves fundraising being part of

consideration and decision making at every level and in every different part of LMG. It is not something that is just carried out by the fundraisers, but rather, is embedded in the thinking of every member of staff and led by the fundraiser in close liaison with the Head of Service. In addition, there needs to be a commitment to learning as the fundraising landscape evolves quickly, and LMG will need to move with it. It is vital that LMG is considered a safe environment within which to make mistakes. Accepting that a fundraising idea or activity is ineffective, and halting it without fear of recrimination, is critical. Many organisations are hampered by unsuccessful fundraising activities that are peddled as successes by fundraising teams who fear consequences and blame if they reveal the true picture. Trial, error and learning are key pieces of the jigsaw. Get the culture right and fundraising will thrive.

A strong culture can be created with or without a Development Trust. However, the Development Trust, with its independence from the wider local authority, can be well placed to lead and foster a good fundraising culture without being restricted by Leeds City Council processes and procedures. It can be responsive and flexible to the needs of the museum teams. However, ultimately, the establishment of the conditions required for a strong fundraising culture within LMG will lie with the Senior Management Team. The way in which they approach fundraising will set the standard.



## RELATIONSHIP WITH COMMERCIAL OPERATIONS

LMG is currently developing a new commercial strategy and this will undoubtedly have an impact on fundraising activities and potential. There is often the potential for conflict between commercial and fundraising activities, e.g. charging for activities, exhibitions and entrance etc. impacts upon the potential amount of donations that can be raised.

The key difference between commercial and fundraising approaches is in the relationship that this creates with the visitor/supporter. With a commercial approach, the relationship becomes transactional and with fundraising/donations, a philanthropic relationship is created. Fundraising activities, therefore, should be those that encourage a philanthropic relationship within which donations are made out of a sense of goodwill, fairness and appreciation for the experience at sites. Donors will not expect anything in return, unlike a commercial transaction. In this sense any membership schemes should be kept within commercial operations rather than fundraising.

Admission fees, whether for the full site or special exhibitions can clearly impact upon donation income and this has been seen at Kirkstall Abbey. The teams there have reported a considerable drop in donations since admission charges were introduced. However, many charging museums and heritage attractions still benefit well from donations, and visitors are often prepared to make a donation if their experience has been good. In a recent online survey, 92% of participants indicated that they would be prepared to donate to one or more of the LMG sites. Visitors understand that museums and sites are costly to run and will be prepared to support the upkeep, specific projects and the care of collection items that are meaningful to them. The extent to which they will donate, however, will depend on the demographics of the visitors and their ability to donate, the quality of their experience as a visitor and their personal connection to the site or collection. Therefore, it varies dramatically for every institution. This supports the need for trialling and testing different approaches that have been outlined in the previous section.

Unfortunately, the majority of research in the area of charging v donations in museums is centred around large national museums in London and internationally. This is not easily transferable to LMG. However, it does suggest that adopting a donation/philanthropic model can lead to an increase in 40% on admission prices. However, caution needs to be exercised in applying research and theory based on museums that are national, London based or have blockbuster exhibitions. LMG does not have a developed fundraising function and will in all likelihood be unable to take full advantage of promoting donations over admission fees until it is well established. Even then, a trial and test

approach that allows LMG to learn about what works best for them and their visitors and supporters, and is able to grow and develop organically, is likely to be more successful given the likely resources available to fundraising.

York Museums Trust adopted a trial and test approach in relation to charging as opposed to suggesting donations for both admission to sites and exhibitions. The results were clear and contrary to the research mentioned above involving London based and international museums. When admission fees of £8 were suspended in favour of trialling donations, the donation per head was just 50p. Spend in other areas of the site, e.g. shop and café, also did not increase. When free entry to a site, with a suggested donation of £3, £5 or £7, was trialled in conjunction with a major exhibition that would normally have a charge of £10, the average income received was between just £1.50 and £2 per head. The model that is deemed the most successful is providing free entrance to a site, with a charge for any major exhibition. Whilst it is accepted that this will have an impact upon donations, the overall income will be much greater. Donations are still sought through donation boxes and encouraged by Visitor Assistants. This is a popular model that is used across many museums such as York Museums Trust, National Museums Liverpool, Manchester Museum of Science & Industry, and Gloucester Museum. At Barnsley there is a strong commitment to keeping exhibitions and admission to all sites free of charge.

There is also much to be gained when commercial and fundraising functions work together. Fundraising can benefit from 'piggy backing' on sound commercial activity instead of competing with it. Integrating fundraising messages into commercial activity can be effective and widen the potential fundraising audiences. Working with the commercial team to ensure that any membership scheme for visitors (that would be commercially run), is set up in a way that allows fundraising messages without contravening GDPR compliance, could lead to increased donations. Furthermore, it is often the commercial team that will hold relationships with businesses who may hire out facilities, and it is these same businesses that are likely to become supporters. A close working relationship between fundraising and commercial teams is vital and the sooner this is established in the development of commercial and fundraising plans the better.

## CAPACITY/INVESTMENT

It is evident that every member of the team at LMG is working to capacity. Every site is stretched and there are currently no free staff hours or budget that could be allocated to fundraising activities. However, to successfully establish an effective fundraising function at LMG there has to be investment, and the level of this investment will dictate the likely income from fundraising that will be achieved.

It is generally accepted that in the early stages of developing fundraising (1-2 years) it may take a while before even a break-even point can be reached. However, depending upon the context, in a more developed fundraising team a return on investment of 1:2 or 1:3 can be hoped for. When fundraising is well established, this can be grown to 1:5 or even higher when capital campaigns are involved. At Barnsley Museums and Heritage Trust, in recent years, the return on investment has grown to around 1:7. However, it is not expected that this will be the case every year and a more realistic average of 1:5 is looked for.

Investment will be crucial to develop fundraising, whether this is undertaken in-house or externally. Given the pressure that the whole team are under at LMG, it would make sense to start small and build a team up. This will allow fundraising to grow organically, trialling and testing different approaches and not putting too much pressure on the existing teams to help. It is a lower risk approach than attempting to establish a large fundraising function immediately.

In term of investment needed, until the decisions have been made regarding the specifics of what you want to achieve, only rough estimates can be provided. However, whether a fundraiser is recruited to work within LMG or a Development

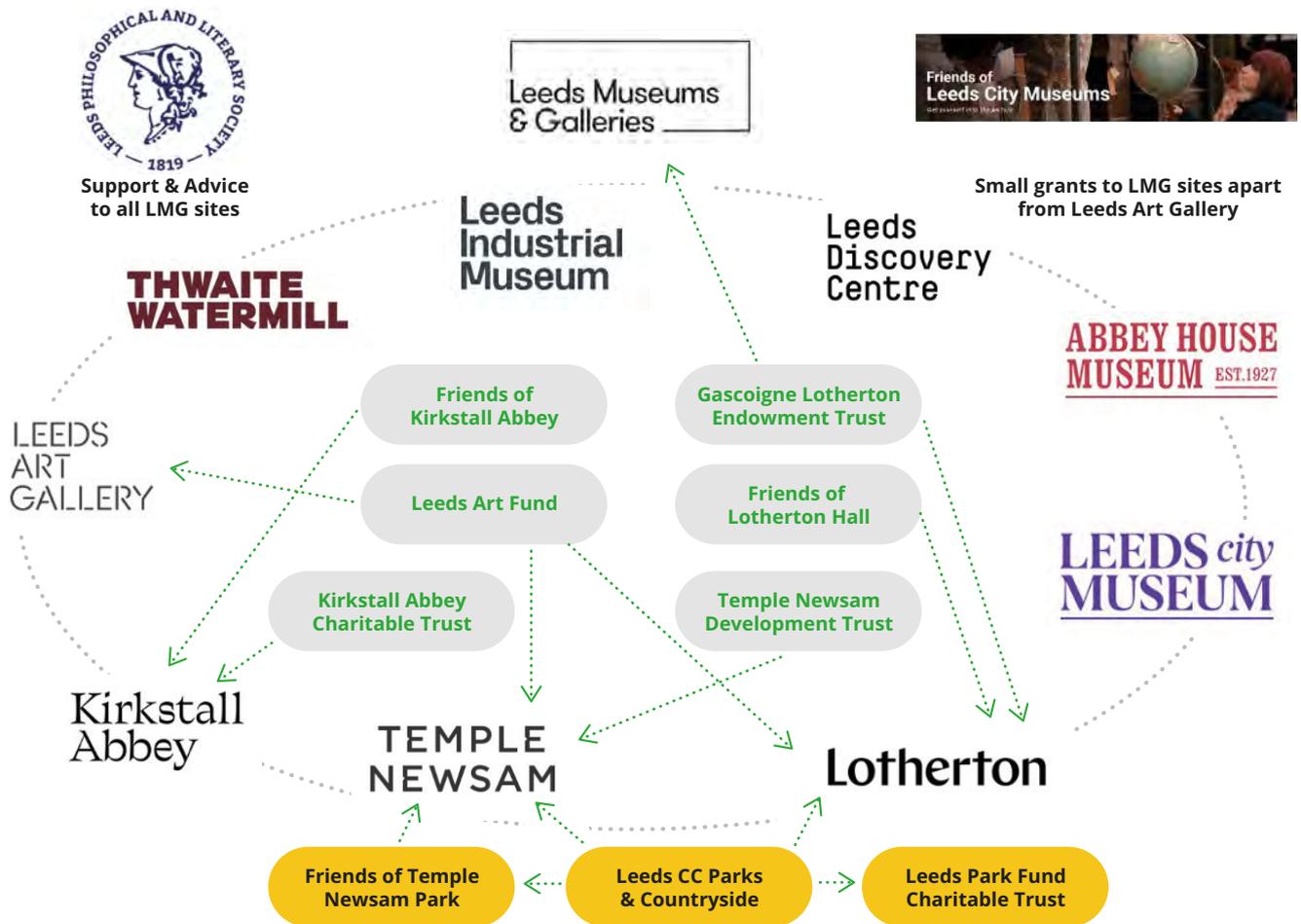
Trust, or an agency is used to deliver the fundraising function, the costs will be similar. At Barnsley Museums and Heritage Trust, the costs of delivering the fundraising, marketing, communication, and administrative functions, including payment of the accountant and all outgoings related to the Trust, amount to around £70k. This provides 80 hours of direct fundraising support per month, 80 hours of fundraising and administrative support and 20 hours of marketing and communications. This would be the minimum requirement for investment in fundraising, whichever path is chosen.



## MULTIPLE SUPPORT ORGANISATIONS

LMG is in the very fortunate position of having many different organisations that support its activities. Currently, each organisation is independent and offers support in different ways to different sites. Unfortunately, no one organisation is able to financially support the whole of LMG.

Supporter organisations so far identified from discussions with supporter groups and teams within LMG, together with the elements of LMG that they support are illustrated in the following diagram -



The number and diversity of supporting organisations is something to celebrate, but it also offers an additional layer of complexity when it comes to supporting the portfolio of sites. A Development Trust could work alongside these existing supporter groups, maximising their potential and impact for LMG, whilst operating as a funding source that is able to support all sites and has a close and consistent relationship with the LMG team.

## RELATIONSHIPS WITH OTHER TEAMS (MUSEUMS AND GALLERIES V PARKS AND COUNTRYSIDE)

At LMG, some of the sites, particularly Lotherton Hall and Temple Newsam, have complicated management arrangements that involve Museums & Galleries as well as Parks & Countryside. This causes complications for fundraising as the sites are separated between two departments, rather than being able to present themselves as one site, hampering a strategic approach. The National Lottery Heritage Fund are reluctant to award significant grants until this is rectified. There are also difficulties around Parks and Countryside accessing funds to support the heritage assets in the grounds. The complicated relationship between Museums & Galleries and Parks & Countryside is exacerbated by the fact that different finance teams manage their funding. This will make capturing information required for bids even more difficult.

There is also no consistency to donations that are collected on site. Some donations are for support groups that support the Museums & Galleries, such as Leeds Art Fund, whilst

others go to supporter groups such as Leeds Park Fund that support the Parks and Countryside. This is inconsistent and confusing for donors.

The establishment of a Development Trust would not solve this difficult situation, however it will make it easier to manage in fundraising terms. As outlined in the section on Multiple Support Organisations, a Development Trust will be able to circumnavigate the different criteria and complications of certain support groups only supporting particular aspects of LMG work. Through the Development Trust there will be one Trust that can support any aspect of LMG that is deemed necessary, and could, for example, support heritage assets within the grounds of Temple Newsam, without added complications. However, there is some fear amongst the parks and Countryside team that they may struggle to have a voice and influence on funding if a Development Trust is established.

## LEGACIES

Legacy fundraising is a growth area for arts and culture, but currently it appears that any legacies left to LMG are diverted to supporter organisations such as Leeds Art Fund to distribute. A Development Trust would be able to rectify the situation and accept legacies for LMG, restricting them to specific sites or purposes if required, or distributing them to wherever is needed across the sites should the terms of the legacy allow. Legacy trends suggest that 30% of visitors over 60 years of age, may leave a legacy to LMG. Even if just a small percentage of these did leave a legacy, it would have a transformational impact. Since incorporating legacy messaging in its communications, Barnsley Museums and Heritage Trust has benefited from a number of small legacies and in memory donations and has recently benefited from a £180,000+ legacy.



## CONTACTLESS DONATIONS

LMG does not currently use contactless donations systems at any of its site. However, it is something that Visitor Service Assistants believe would help donation income. The pandemic sped up the move away from cash towards contactless payments and there is certainly an increase in people no longer carrying spare cash. Visitors are more comfortable with this method of payment than they were just a few years ago and it is used well in other museum services such as Kirklees, Sheffield and York. Evidence suggests that the introduction of contactless terminals creates additional income and does not reduce the amount of donations received in cash, rather it supplements it. Research that involved national London based museums together with other charities operating outside the arts and culture sector indicated that 84% of organisations installing contactless payments saw a full return on investment within 12 months. Overall there was a 340% return on investment.

However, there can be challenges with wi-fi, (a problem that has been highlighted at some sites in Leeds), and integrating these systems within council networks. This proved too great a barrier at Barnsley and the terminal that was trialed has been returned. However, given the obvious benefits of the contactless system, this is something that will be revisited at Barnsley and should be seriously considered in Leeds. There will, however, need to be careful research of the suppliers and systems that are available to ensure that they meet the needs of the organisation and work within the constraints of any wi-fi restrictions. Up until recently, Goodbox was a popular choice used by museums in York, Manchester, London and Scotland, but unfortunately, they have recently fallen into administration.

## DIGITAL POTENTIAL

The potential for fundraising through digital channels including the website, social media, crowdfunding and campaigns delivered via e-mail, is greater than ever. The pandemic really accelerated the use of digital channels and its growth has helped reach much wider potential audiences of supporters. It is now accepted as the norm and can boost information sharing and gather support without physical visits to sites.

Currently, LMG have access to 11,000 contacts. Unfortunately, this data set does not have permissions in place to be used for fundraising messages. However, it can be used to communicate messages and stories that demonstrate the need for funds at LMG. In addition, fundraising campaigns and messaging can be communicated via social media and with over 23k followers on Facebook, 32k on twitter and 10k on Instagram, this can really extend the reach in terms of fundraising messages.

This would need to be backed up by appropriate fundraising messages on the website. Currently, websites for the individual sites do not have any fundraising information or donate now button. The main site for LMG does contain fundraising information, but to access it, a potential supporter has to click first on the Engage button and then on the Support Us button. Donating online is not ideal on

the LMG website as the system treats the donation as if it is a purchase in the shop which sets the tone for a transactional relationship.

The team at LMG are keen to support fundraising activities and recognise that this has not been a priority to date. They are prepared to explore methods of capturing future data in a way that allows for direct fundraising asks. The team already have experience of successfully delivering crowdfunding campaigns.

A Development Trust would have the advantage of control over its own data and messaging. It could ensure that at the point of data capture permissions were obtained, so as to facilitate direct fundraising messages. It would also be free of any restrictions that Leeds City Council may have on what, when and how information was sent. It would also be able to establish its own website, clearly communicating the need for support and stories of how this has made a difference to LMG and the community. The digital activity of a Trust would not work in isolation from LMG and does not negate the need to include fundraising messages and donate buttons throughout LMG's digital activity. However, it would work to amplify the messages and focus support on the most urgent needs.

## POTENTIAL VIA LEARNING TEAM

The Learning Team at LMG are well established and highly respected. They work across all sites and with a wide variety of schools, community groups and organisations. Whilst many activities are workshops for schools and specialist groups that are charged a fee, more than 250k people participate in free family activities. There is huge potential to gain donation income from this. Currently, there is little incentive for the team to secure donations from participants because of the confusion surrounding the destination of donations. However, the team recognise the potential and would be keen to be involved in fundraising if there was transparency.

Whilst the team are successful in securing grant funding, they are limited to funders that do not require charitable status. Therefore, they have been unable to secure support from funders such as The Foyle Foundation and Garfield Western Foundation who will not only fund projects, but also the operational costs of the learning team.

A Development Trust would be able to support fundraising through learning activities as well as help to raise support for the staffing and operations of the team itself. A Development Trust would provide clear transparency for the donation process and how these are used to support activities. It would also be a vehicle for accessing funds through its charitable status that the learning team are unable to access.

# DEVELOPMENT TRUST POTENTIAL



Throughout this report the potential that a Development Trust could bring to LMG has been considered. There are many different forms of Trusts that have been set up to support museums in the last decade. The proposed model for LMG is specifically based upon the Development Trust that was established by Barnsley Metropolitan Borough Council (BMBC) in 2015, with the purpose of raising funds for Barnsley Museums.

Characteristics are as follows –

- The Trust is an independent charitable trust set up to raise funds for Barnsley Museums, although it is able to raise funds for other organisations in Barnsley should it wish to.
- The Trust has been set up as a Charitable Incorporated Organisation that protects the Trustees from liability.
- The Trust is independent and no Councillors or museum staff from BMBC are trustees, although the Service Director and Group Leader for Museums attend Board Meetings.
- An agency is contracted to deliver the fundraising work of the Trust, and this is paid predominantly by BMBC, with the support of the Arts Council. However, in recent times the Trust has begun to cover some of its operating costs. This was chosen as a model as it prevented the Trust from having to develop a formal Human Resource function and creates flexibility that can respond to the changing needs of the Trust. Using an agency with a number of staff available to undertake the work and additional clients, prevents any complications with IR35 regulations, which could be a problem if using a freelancer when the nature of their work and commitment to the single contract could result in their classification as an employee for HMRC tax purposes. In addition, as BMBC pay the fees, they retain a close relationship with the Trust, and it is in the Trust's interests to meet the needs of the Museum Service. However, there is no obligation to do so, which maintains the independence of the Trust.
- Should it be necessary, the constitution of the Trust allows for the Museum and its assets to be incorporated within it, although to date that has not been the intention and it remains a purely fundraising entity.

With this model in mind, there are several advantages and disadvantages brought about through the involvement of a Development Trust in the fundraising activities of a local authority museum service. These are considered below in the context of this model and LMG – **SEE TABLE ON NEXT PAGE**

Advantages	Disadvantages
Creates a separation from the Council, with donors more likely to support a charity.	Potential political opposition.
A single Trust working for the whole of LMG can work with external funding organisations and create a focal point for donations and simplify the process.	It would be independent and therefore not under the control of the Council, although if the Council is paying its costs it is in the interest of the Trust to follow its priorities.
Creates opportunities to apply for funding from trusts and foundations that only support charities.	There will need to be a considerable investment to establish the Trust before a return can be expected.
Ability to accept legacies on behalf of LMG.	Recruiting the right trustees and management team will be key and recruitment can be difficult in the present climate. Representatives of LMG and the Council should not be trustees but could, and should, attend board meetings.
Cuts across council bureaucracy and restrictions.	It would be an additional supporter organisation.
Allows for the collection of Gift Aid and the Small Donations Scheme.	Gaining financial information for bids would still rely on the Council Finance Team.
Allow more control over when donations are spent.	There will be an administration cost and the requirement for an independent accountant with the need to provide charity commission returns but this is not onerous and potential costs are included later in the report.
Can be an independent advocate on behalf of LMG.	The Parks and Gardens Team are concerned about losing their voice if a Development Trust was created.
Creates better opportunities to create partnerships with companies and organisations as distanced from the Council.	Without good communication the Trust risks being out of the loop with wider council initiatives.
Will be able to respond quickly and flexibly to funding opportunities.	There can be practical challenges such as gaining access to the Council wi-fi network to support electronic donations on site.
Will provide access to networks of contacts, knowledge and experience of trustees.	
Provides the ability to transcend issues created by different departments managing the same sites e.g. Temple Newsam and Lotherton	
It will have the ability to develop its own messages and communications.	
The donation process becomes transparent and ends the worries amongst the team of a 'Black Hole'.	
It will provide a more creative and independent environment for sharing ideas.	
It allows for bespoke projects and publicity to be generated.	



# REVIEW OF SPECIFIC SITES

This section of the report outlines the current position and recommended actions for each site. Some of the information and actions are repeated as they are relevant to multiple sites. However, each site has been reviewed individually and contains unique differences that can impact upon its fundraising potential.

- **TEMPLE NEWSAM ESTATE**
  - **LOTHERTON HALL**
  - **THWAITE WATERMILL**
  - **ABBAY HOUSE MUSEUM**
  - **KIRKSTALL ABBEY**
  - **LEEDS INDUSTRIAL MUSEUM**
  - **LEEDS DISCOVERY CENTRE**
  - **LEEDS ART GALLERY**
  - **LEEDS CITY MUSEUM**
- 

## TEMPLE NEWSAM ESTATE

Temple Newsam is a magnificent Tudor-Jacobean mansion set in 1500 acres of parkland, woodland and farmland landscaped by 'Capability' Brown. The house and estate are owned by Leeds City Council and open to the public. The site is managed by two separate departments within Leeds City Council, LMG and Parks and Countryside. The challenges of this for management and fundraising have been covered previously and will impact upon the recommendations for fundraising development at the site. Recommendations will, therefore, focus on fundraising for the House itself, which is managed by LMG. However, the possibilities of raising funds for the historic assets in the wider estate will also be considered, which would be made possible should a Development Trust be established.

The estate is made up of large woodland, (the second largest part of the Forest of Leeds). The house captures over 500 years of history and is brought to life by telling the stories of the people who lived and worked there, through all art forms, including digital, music, theatre and fine art. The collections show how the house was used as a family home, which was once birthplace to Lord Darnley, notorious husband of Mary Queen of Scots. It contains substantial holdings of fine and decorative art which are designated as being of national significance, including the Chippendale Society collection of Chippendale works that are on permanent loan. Home Farm is a working farm and one of the largest rare breed centres in Europe. All animals at Home Farm are native to the UK and most are classed as Rare Breeds by the Rare Breed Survival Trust.

## TEMPLE NEWSAM



## CURRENT POSITION

- Temple Newsam is a stunningly beautiful, historic, country house that provides a high quality visitor experience and holds great potential for fundraising.
- There is a clear need for additional income both for the house, its collections, activities and historic assets in the parkland.
- There is no fundraising resource in terms of staffing and grant fundraising activities are included within the role of other members of the museum team, led by the Principal Keeper.
- There are admission charges to the house ranging from £8 per person or £27.70 for a family, entrance to the farm is additional to this. Free admission is offered in a number of instances if a Leeds Max Card is held or there is membership of certain supporting organisations e.g. Leeds Art Fund and Friends of Leeds Museums.
- There are no free workshops where donations could be asked for, but some activities are included within the admission fee which provide the opportunity for a donation ask.
- Tours led by staff also carry a charge, although there is the potential for a donation ask in respect of audio tours.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- Donation boxes are not prominent and the donation box that was observed was for Leeds Art Fund.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- Only a small proportion of visitors to the estate (1.8m), enter the house (26k).
- Income is currently achieved through purely commercial activities such as admissions, weddings, corporate hire, schools, events, filming and the shop.
- There is a need to improve the car parking situation and orientation around the estate.
- The site benefits from support from Leeds Art Fund.
- Fundraising from eligible grant funders is fully pursued and has been successful. However, it is hampered by the dual management of the site between the different departments at Leeds City Council.
- The historic assets in the wider estate, struggle to receive the funding they require, as a result of the dual management of the estate.
- The possibility of a Charitable Trust being set up to manage the site and bring it under one management, with one vision, is being pursued.
- Whilst there is a desire to have contactless donation points at the site, there is concern amongst the team about any donations disappearing into the wider Leeds City Council and not being invested at Temple Newsam.
- The wi-fi at Temple Newsam is considered to be good and strong enough to support a contactless donation system.
- The team are more comfortable with generating ideas for commercial activity rather than fundraising, as this supports their income target more clearly and directly than fundraising.
- There is no corporate fundraising support at Temple Newsam.
- There is a precedent for volunteering at Temple Newsam which could be used to support fundraising.
- The fact that there is no point of sale within the house could limit the ability of Visitor Assistants to engage in donation asks.
- There is a mixed response amongst Visitor Assistants around encouraging donations, providing gift aid envelopes, and capturing visitor details for fundraising purposes. However, some were prepared to try this approach.
- Whilst there was some flexibility, Visitor Assistants would be keen for donations made at Temple Newsam to benefit the site, rather than the wider LMG.



## RECOMMENDED ACTIONS

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development trust.
- The establishment of a Development trust for LMG would clearly support fundraising activity at Temple Newsam and create a focal point for donations that could benefit from gift aid.
- Whilst admission fees would limit the amount of donations collected, there is still potential for income from this source and trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the house, outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the house and moved periodically to test their effectiveness.
- The whole team, and especially Visitor Assistants, should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the need for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Temple Newsam website along with messaging about the need for funds.
- A method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum, where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended, the pear is returned to the donor, making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are included within the admission fee should include messaging that donations are welcome and donation boxes should be easily accessible.
- Fundraising through corporate support should not be ignored but only pursued if there is a clear and close connection with the company. This could be useful for any special exhibitions or events but can be a very high resource method of fundraising. It risks distraction from other fundraising methods that are needed to create the right fundraising culture amongst staff and visitors.
- Items within the collection, that are in need of restoration, should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Temple Newsam and methods to donate always incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Temple Newsam is already eligible for, would be made possible, thus extending this already successful form of fundraising.

## LOTHERTON HALL

Lotherton Hall is a charming Edwardian House and country estate that was once home to the Gascoigne family. It contains around 3,000 objects that come from five collections. The Gascoigne gift, less than a third of the collection, was given in stages between 1955 and 1979 and comprises paintings, sculpture, furniture, silver, jewellery, porcelain, prints, drawings and textiles. The Costume Collection is made up of historic and modern clothes and accessories. The Eastern pottery and porcelain collection was given by Frank Savery in 1966. Modern craft collections include ceramics, furniture, jewellery, and metalwork by leading British artists as well as The Cooper Collection, on loan from a private owner. This includes Victorian and early 20th century furniture and ceramics. Within the grounds is a conservation zoo, Wildlife World where people can see animals from around the globe.

The site is managed by two separate departments within Leeds City Council, LMG and Parks and Countryside. Currently only 12% of Lotherton admission income goes to LMG. The challenges of this for management and fundraising have been covered previously and will impact upon the recommendations for fundraising development at the site. Recommendations will, therefore, focus on fundraising for the Hall itself, which is managed by LMG. However, the possibilities of raising funds for the wider site will also be considered, which would be made possible should a Development Trust be established.

**Lotherton**



## CURRENT POSITION

- Lotherton Hall is a beautiful Edwardian House and Country Estate with accompanying conservation zoo, that provides a high quality visitor experience and holds great potential for fundraising.
- There is a clear need for additional income both for the house, its collections, activities, the conservation zoo and other amenities around the site.
- There are admission charges to the site ranging from £9 per person or £27 for a family, with a number of concessions provided. Free admission is offered for Leeds MAX card holders and in a number of instances with membership of certain organisations e.g. Leeds Art Fund, Museums Association, Friends of Leeds Museums.
- It was felt that there are opportunities for the sponsorship of exhibitions and events, especially in relation to the adult event workshops.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- Donation boxes are not prominent and the donation box in the Hall is for Leeds Art Fund.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- Only around 30% of visitors to the site visit the Hall, although visitor numbers overall are high. They were between 400k and 500k pre-pandemic and whilst these dropped considerably during the pandemic, they are now increasing. The most recent figures were around 300k.
- Income is currently achieved through purely commercial activities, predominantly admissions.
- The site benefits from some support from Leeds Art Fund.
- Donations are collected for Leeds Parks Fund in the café, which do not support the Hall.
- Fundraising from eligible grant funders is fully pursued and has been successful.
- There was a general feeling that contactless donation points would not be effective at the site and the wi-fi was not strong throughout the Hall.
- There was a mixed response amongst the team as to whether visitors would be prepared to make • donations, and a definite reluctance amongst some Visitor Assistants to encourage them. They were also not keen to give out gift aid envelopes.
- The team were, however, largely prepared to support donations made at Lotherton being distributed at other sites if the need was greater, although the caveat to this was that the messaging would have to be very clear.
- There is an ongoing in memoriam scheme for benches within the Parks and Countryside that raise around £5k each year. Sensibly, there is a time-limit on the life of the benches, after which, they can be given to the donor, removed, or replaced.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at the Hall and create a focal point for donations that could benefit from gift aid.
- Whilst admission fees will limit the amount of donations collected, there is still potential for income from this source and trialing and testing different methods would help it to reach its potential.
- Incorporating clear messaging within the Hall, that includes outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. Positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the Hall and should be in support of the Development Trust and moved periodically to test their effectiveness.
- The whole team, especially Visitor Assistants should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the need for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Lotherton website, along with messaging about the need for funds.
- A method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more and being visibly recognised on site. This works extremely well at Cannon Hall Museum, where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended, the pear is returned to the donor, making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are included within the admission fee should include messaging that donations are welcome and donation boxes made available.
- Whilst there is opportunity for sponsorship of exhibitions and event programmes, fundraising through corporate support should not be ignored, but only pursued if there is a clear and close connection with the company. This can be a very high resource method of fundraising. It could distract from other fundraising methods that are needed to create the right fundraising culture amongst staff and visitors.
- Items within the collection that are in need of restoration, should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items. This can be extended to the conservation zoo with a sponsor an animal scheme.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Lotherton. Methods to donate should always be incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Lotherton Hall is already eligible for, would be made possible, thus extending this already successful form of fundraising.

## THWAITE WATERMILL

Thwaite WaterMill is a former mill on an island in the River Aire, showcasing the Leeds milling industry. It is a fully restored working water-powered mill built in 1823-25, and is “one of the best last remaining examples of a water-powered mill in Britain”.

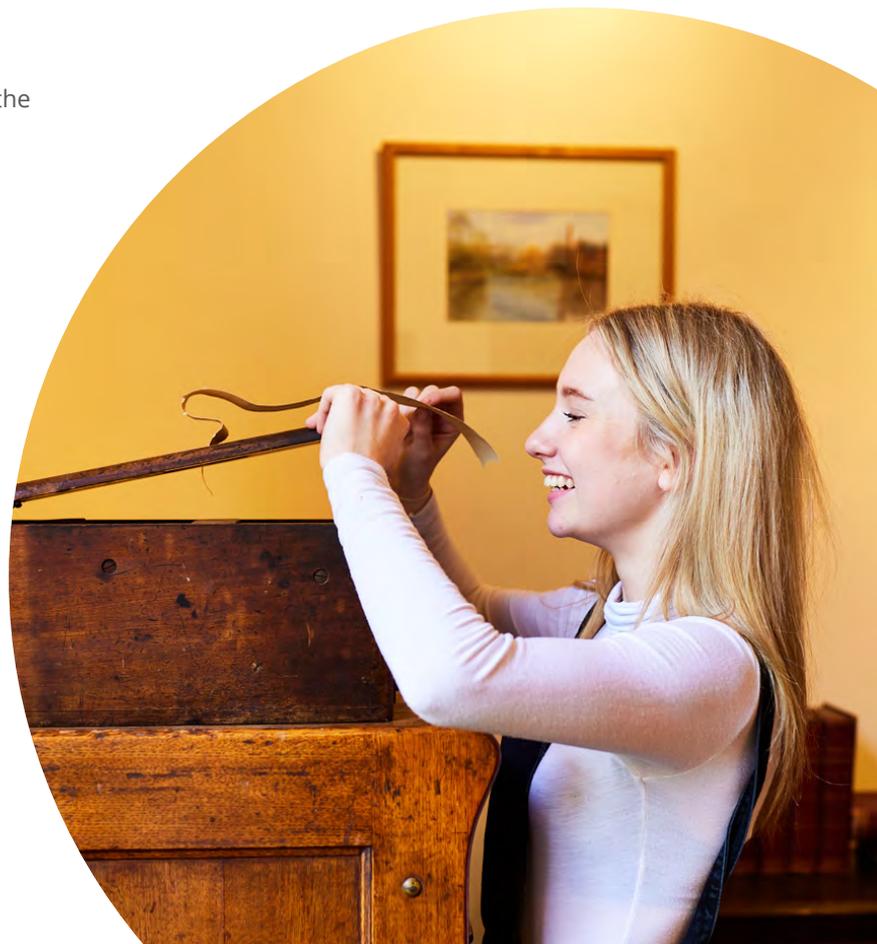
As well as the functioning waterwheels, the mill contains a collection of machinery used at various times. The manager’s house has been restored to reflect life in the 1940s, before electricity was installed. The site also includes a steam crane from 1946, wildlife areas and nature trails. The museum is also responsible for the canal boat moorings that are on site, although there is an issue regarding license agreements that needs resolving.

**THWAITE  
WATERMILL**



## CURRENT POSITION

- Thwaite Watermill provides real insight into industrial heritage, with fully operating machinery, in a beautiful location. Despite its limited opening hours of weekends and holidays, with group visits at other times, it still holds some potential for fundraising.
- There is a clear need for additional income at the Mill, especially to support the upkeep, maintenance and development of the site, as well as to support staffing. The site is currently in decline in terms of income and visitor numbers.
- There is no fundraising resource in terms of staffing and grant fundraising activities are included with the role of other members of the museum team, led by the Principal Keeper who also holds the responsibility for Leeds Industrial Museum.
- The Mill has not recently benefited from donations from supporting organisations but could in theory benefit from Friends of Leeds Museums.
- Support has recently been secured from Suzuki with the provision of a lawnmower.
- There are admission charges to the Mill, ranging from £5 per person or £11 for a family, with concessions for Leeds Card holders and free admission with some memberships.
- Activities are sometimes included within the admission fee which could provide the opportunity for a donation ask.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- No donation box was observed during a visit.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- There are currently only around 9k visitors to the site, but pre-pandemic, this was more like 20k.
- Income is currently achieved through purely commercial activities such as admissions, weddings, room hire and school visits.
- Whilst there is a desire to have contactless donation points at the site, there is concern amongst the team about any donations disappearing into the wider Leeds City Council and not coming back to support Thwaite Mill. Whilst wi-fi is patchy on site, it is deemed to be more stable in reception.
- There is a precedent for volunteering at Thwaite Mill which could be used to support fundraising.
- Visitor Assistants were very reluctant to consider encouraging donations, but there was more support for distributing gift aid envelopes. It was felt that admission fees made it very difficult to ask for donations.
- Those consulted at Thwaite Mill felt very strongly that donations made at Thwaite Mill, should benefit the site rather than the wider LMG.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at Thwaites Mill and create a focal point for donations, that could also benefit from gift aid.
- Whilst admission fees would limit the amount of donations collected, there is still potential for income from this source and trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the mill, outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging, explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. Positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the site and moved periodically to test their effectiveness.
- The whole team, and especially Visitor Assistants, should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the need for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Thwaite Mill website, along with messaging about the need for funds.
- Once established and successful at Lotherton and Temple Newsam, a method of encouraging regular individual giving should be considered at Thwaite Mill. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum, where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended, the pear is returned to the donor, making space for new supporters. The theme for this should be in keeping with the mill.
- Any activities that are included within the admission fee should include messaging that donations are welcome and donation boxes should be easily available.
- The relationship with Suzuki needs to be stewarded and other corporate support should not be ignored, but only pursued if there is a clear and close connection with the company. This shouldn't be undertaken at the expense of other fundraising methods that are needed to create the right fundraising culture amongst staff and visitors.
- Aspects of the Mill that are in need of restoration should be highlighted, with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Thwaite Mill. Methods to donate should always be incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Thwaite Mill is already eligible for, would be made possible, thus extending this already successful form of fundraising.

## ABBNEY HOUSE MUSEUM

Abbey House Museum, in Kirkstall, is a Grade II listed building and was originally the inner gatehouse for Kirkstall Abbey, a 12th-century Cistercian monastery founded by monks from Fountains Abbey.

Abbey House was purchased by Leeds City Council in 1926. The Council opened the house to the public as a museum of bygones and folklore in 1927. In the 1950s, three historical street scenes were added to the museum.

The museum was refurbished and updated in 2001 with a dozen new street scenes, recreating life in Leeds around 1880. Visitors can now stroll along accurately recreated Victorian streets and step inside shops, pubs, and houses. Upstairs, the galleries feature childhood collections, community-curated displays and temporary exhibitions.

**ABBNEY HOUSE**  
**MUSEUM** EST.1927



## CURRENT POSITION

- Abbey House Museum is a popular museum that provides a high quality visitor experience and holds great potential for fundraising.
- There is a clear need for additional income predominantly for upkeep and refurbishment, activities and staffing.
- There is no fundraising resource in terms of staffing and grant fundraising is not routinely sought.
- Fundraising has been undertaken by the staff team and relationships built with Kirkstall Forge. This has been used to fund events and street parties for people who are socially isolated.
- There are no donation boxes within Abbey House since a previous donation box was stolen.
- There are admission charges to the house ranging from £6 per person or £13.50 for a family, with concessions and fee entry with certain memberships or a Leeds Max Card.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- Around 60-70k visitors visit Abbey House each year.
- Income is currently achieved through purely commercial activities such as admissions, room hire, schools, events, and the shop.
- There are mixed views as to whether contactless donation points would be a worth installing on site. Some members of the team felt that it would not be worth the investment, whilst others felt that it could work well.
- The wi-fi at Abbey House Museum is considered to be good and strong enough to support a contactless donation system.
- There is a mixed response from Visitor Assistants about encouraging donations, providing gift aid envelopes and capturing visitor details for fundraising purposes. However, some were prepared to try this approach.
- There is real concern amongst the team about where donation income would go and little incentive to engage in fundraising activity, as they were not confident that it would come back to the site.
- Overall, the team at Abbey House Museum would be keen for donations made at Abbey House Museum to benefit the site, rather than the wider LMG, although some were more flexible on this.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at Abbey House Museum and create a focal point for donations that could benefit from gift aid.
- Whilst admission fees would limit the amount of donations collected, there is still potential for income from this source. Trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the museum, outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. Positioned around the museum including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the museum and moved periodically to test their effectiveness.
- The whole team, and especially Visitor Assistants, should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the need for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Abbey House Museum website, along with messaging about the need for funds.
- Once established and successful at Lotherton and Temple Newsam, a method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended the pear is returned to the donor making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are included within the admission fee should include messaging that donations are welcome and donation boxes should be made available.
- Relationships with previous funders and companies like Kirkstall Forge should be stewarded and pursued. However, additional corporate support should only be pursued if there is a clear and close connection with the company. This could be useful for any special exhibitions or events but can be a very high resource method of fundraising. It can distract from other fundraising methods that are needed to create the right fundraising culture amongst staff and visitors.
- Items within the museum, that are in need of restoration or refurbishment, should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Abbey House Museum. Methods to donate should always be incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Abbey House Museum is already eligible for, would be made possible, thus extending this already successful form of fundraising.

## KIRKSTALL ABBEY

Kirkstall Abbey was founded as a daughter house of Fountains Abbey in 1147. Twelve monks and an abbot from Fountains established an abbey at Barnoldswick, near Skipton. After 5 years at Barnoldswick the monks moved to a new site at Kirkstall.

Kirkstall Abbey lasted until it was suppressed by Henry VIII in 1539. Unfortunately, by the 18th century Kirkstall Abbey was a romantic ruin, visited by artists. In the 1890s the City of Leeds gained the site and laid out the abbey grounds as a public park.

Kirkstall Abbey Visitor Centre tells you more about the lives of the 12th century monks and has a unique catalogue of images of the abbey from the 18th century to the present day.

Kirkstall  
Abbey



## CURRENT POSITION

- Kirkstall Abbey, is a stunningly beautiful Abbey that is over 1000 year old. It is hugely popular with visitors providing an excellent visitor experience. It holds great potential for fundraising.
- There is a clear need for additional income, predominantly for staffing and events as well as maintenance and upkeep of the site.
- Recently, charging for admission was introduced at the Abbey, which has brought about a major decline in donations. Admission is charged at £5 per person and £11.25 for families. There are various concessions and free entry offered with membership of a number of organisations or a Leeds Max card.
- There is no fundraising resource in terms of staffing and no grant fundraising activities are pursued.
- Kirkstall Abbey is a popular site with over 220k visitors.
- Friends of Kirkstall Abbey Park support the site through Parks and Countryside rather than LMG.
- Kirkstall Abbey is held in Trust by Leeds City Council.
- The Abbey has two donation boxes.
- Tours of the Abbey are provided free of charge.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- Income is currently achieved through mainly commercial activities such as admissions and events such as the monthly markets.
- Whilst there is a desire to have contactless donation points at the site, there is concern amongst the team about any donations disappearing into the wider Leeds City Council and not coming back to support Kirkstall Abbey.
- The wi-fi at Kirkstall Abbey is patchy and may be unsuitable for a contactless donation system.
- There is a precedent for volunteering at Kirkstall Abbey, which could be used to support fundraising.
- There is a mixed response from Visitor Assistants about encouraging donations, providing gift aid envelopes and capturing visitor details for fundraising purposes. There were concerns about already having to explain too much to visitors. However, some were very happy to try this approach.
- Visitor Assistants were happy for donations made at Kirkstall Abbey to benefit the wider LMG as well as this particular site.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- Whilst admission fees would limit the amount of donations collected, there is still potential for income from this source and trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the visitor centre and Abbey grounds, outlining the clear need for funds, should be introduced.
- This messaging should include legacy messaging explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. Positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the visitor centre and moved periodically to test their effectiveness. If practicable, they should also be placed in the Abbey grounds.
- The whole team, and especially Visitor Assistants, should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate these messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the needs for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Kirkstall Abbey website along with messaging about the need for funds.
- Once well established at other sites, a method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended the pear is returned to the donor making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are included within the admission fee should include messaging that donations are welcome and donation boxes are available. This should especially be the case for the free tours.
- Fundraising through corporate support should not be ignored but only pursued if there is a clear and close connection with the company. This could be useful for any special events but can be a very high resource method of fundraising. It can distract from other fundraising methods that are needed to create the right fundraising culture amongst staff and visitors.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Kirkstall Abbey. Methods to donate should always be incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Kirkstall Abbey is already eligible for, would be made possible.

## LEEDS INDUSTRIAL MUSEUM

The Leeds Industrial Museum at Armley Mills is a museum of industrial heritage. The Grade II\* listed building, housing the museum, was once the world's largest woollen mill. The current structures were built in 1805 by Benjamin Gott and closed as a commercial mill in 1969. They were taken over by Leeds City Council and reopened as a museum of industrial heritage in 1982.

The museum contains exhibits from the 18th century through to the present day and tells the history of manufacturing in Leeds, including textiles, printing, film and engineering. The museum includes collections of textile machinery, railway equipment and heavy engineering equipment.

The Textile Galleries include spinning wheels and working looms. The Power House Galleries are home to a host of small and large engines, and the Mill Managers Cottage shows what life would have been like for those living and working in the mill during Victorian times. There is also a collection of printing presses and film equipment in the 'Media in the Mill' Galleries which link Leeds to the early days of film making. It is also home to the 1920s Palace Picture House. The 24 seat cinema is one of the smallest working cinemas in the world.

**Leeds  
Industrial  
Museum**



## CURRENT POSITION

- Leeds Industrial Museum is housed in a beautiful, historic building, with an incredible collection that provides a fascinating insight into the industrial history of Leeds. The variety and quality of the collection hold much potential for fundraising.
- There is a clear need for additional income both for the building, its collections, activities and facilities.
- There is no fundraising resource in terms of staffing and grant fundraising activities are included within the role of other members of the museum team, led by the Keeper.
- There are admission charges to the museum ranging from £5 per person or £11 for a family. Free admission is offered in a number of instances if a Leeds Max Card is held or there is membership of certain supporting organisations e.g. Leeds Art Fund and Friends of Leeds Museums.
- There is no donation box on site.
- The museum team are not clear about where donations actually end up.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- Income is currently achieved through purely commercial activities such as admissions, schools and the shop.
- It benefits from funds from Friends of Leeds Museums.
- Fundraising from eligible grant funders is fully pursued and has met with some success.
- There is some scepticism as to whether an electronic donation system would work on site, due to the reluctance of visitors to donate given the cost of entry, the preference of visitors to donate small change and the patchy wi-fi.
- There is no recent corporate fundraising support at Leeds Industrial Museum.
- There is a strong reluctance amongst Visitor Assistants in terms of encouraging donations, providing gift aid envelopes and capturing visitor details for fundraising purposes. However, some were prepared to try this approach.
- Visitor Assistants felt very strongly about donations made at Leeds Industrial Museum, benefiting the site rather than the wider LMG.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at Leeds Industrial Museum and create a focal point for donations that could benefit from gift aid.
- Whilst admission fees will limit the amount of donations collected, there is still potential for income from this source and trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the museum, outlining the clear need for funds, should be introduced.
- This messaging should include legacy messaging, explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. Positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the museum and moved periodically to test their effectiveness.
- The whole team and especially Visitor Assistants should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the need for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Leeds Industrial Museum website, along with messaging about the need for funds.
- When established and successful at other sites, a method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended the pear is returned to the donor making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are included within the admission fee should include messaging that donations are welcome and donation boxes should be made available.
- Fundraising through corporate support should not be ignored, but only pursued if there is a clear and close connection with the company. This could be useful for any special exhibitions or events but can be a very high resource method of fundraising. It can distract from other fundraising methods that are needed to create the right fundraising culture amongst staff and visitors.
- Items within the collection, that are in need of restoration, should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Leeds Industrial Museum and methods to donate always incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Leeds Industrial Museum is already eligible for, would be made possible.

## LEEDS DISCOVERY CENTRE

Leeds Discovery Centre is home to over one million objects and is the city's purpose-built museum storage and conservation facility. Based at Clarence Dock, the Discovery Centre provides access to the collections and is a fantastic resource for schools, educational groups, and researchers. From toucans to telephones, meteorites to masks, there is something for everyone to enjoy. The Discovery Centre works closely with local community groups and organisations to arrange bespoke visits and events.

Leeds  
Discovery  
Centre



## CURRENT POSITION

- The purpose-built Discovery Centre provides a treasure trove of objects, a high-quality visitor experience and holds great potential for fundraising.
- There is a clear need for additional income for the upkeep of the building, staffing and the care and conservation of the objects within it.
- There is no fundraising resource in terms of staffing and grant fundraising activities are included within the role of other members of the museum team.
- Admission to the store is free by appointment or with a small charge to groups that combine a visit with tea or lunch and a talk from a curator. There are a wide range of talks available and these cost either £7 or £12 per person depending upon whether lunch or just tea is provided.
- During the holidays there are free workshops provided.
- Tours led by staff, by appointment, are free of charge, provided that it is not an organized group tour with a curator talk.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- A donation box is on site, but it is not prominent and there is confusion amongst the team regarding where donations go, as they don't think that they can access them to support the site.
- The team are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- The team have connections with researchers and interested community groups who hold the potential to support LMG further in fundraising terms.
- Income is currently predominantly achieved through purely commercial activities such as group visits and schools workshops.
- There is a desire to have contactless donation points at the site although there is concern amongst the team about any donations disappearing into the wider Leeds City Council.
- The wi-fi at the Discovery Centre is considered to be good and strong enough to support a contactless donation system.
- The team are keen to consider ways in which they could gain more support and have proposed giving bespoke talks to supporting companies.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at the Discovery Centre and create a focal point for donations, that could benefit from gift aid.
- With free admission, there is real potential to secure income from donations and trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the Centre, outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging, explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications, to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the Centre and moved periodically to test their effectiveness.
- The whole team and especially Visitor Assistants should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the needs for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Discovery Centre website, along with messaging about the need for funds.
- Any activities that are provided free of charge should include messaging that donations are welcome and donation boxes should be made available.
- The Centre should be used as a way of cultivating any current and potential corporate supporters from all sites, through bespoke tours of the stores.
- Items within the Discovery Centre, that are in need of restoration, should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds for the Discovery Centre and methods to donate always incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that the Discovery Centre is already eligible for, would be made possible.

## LEEDS ART GALLERY

Leeds Art Gallery is a grade II listed building & is home to one of the best collections of 20th-century British art outside London. It showcases a wealth of paintings, sculpture, works on paper and new media by well-known artists and presents a dynamic exhibitions programme which includes the prestigious Northern Art Prize

In 1912, the Leeds Art Collections Fund (now known as the Leeds Art Fund) was formed to support the gallery's acquisitions, and at its centenary exhibition in 2012, it displayed the 430 works it had helped to acquire. In 1982 it was modified by the conversion of three Victorian houses on Cookridge street to create the Henry Moore Institute, which is now linked by a bridge to the gallery and contains the main sculpture collections.

A £1.5 million renovation was completed in June 2007, including opening the magnificent Victorian Tiled Hall which links the gallery and the library. At first floor level, there is direct access from the gallery to the Art Library. The gallery includes a ground floor lecture theatre named after Henry Moore, which is used for a variety of events. It closed again in January 2016 for extensive renovation to replace the Victorian glazing in the roof, re-opening 13 October 2017 when the renovation uncovered the glass roof in the Central Court Gallery, which had been covered by a false ceiling.

LEEDS  
ART  
GALLERY



## CURRENT POSITION

- Leeds Art Gallery holds a magnificent collection of art housed in a beautiful building. It provides a high-quality visitor experience and holds great potential for fundraising.
- There is a clear need for additional income for the collections, events, activities, and staffing.
- There is no fundraising resource in terms of staffing and grant fundraising activities are included within the role of other members of the museum team, led by the Principal Keeper.
- There is free admission to the gallery.
- There are occasionally free workshops where donations could be asked for.
- There are no obvious fundraising messages about the need for funds communicated during a visit.
- There is one donation box that supports the Leeds Art Fund.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- Leeds Art Gallery is very popular with an estimated 500k visitors a year.
- Income is currently achieved through grant fundraising and commercial activities such as corporate hire of spaces and the shop.
- There are a variety of spaces that are used for corporate hire and on occasion lectures are given.
- There are connections with companies in the area and names of previous supporters are displayed on the stairs.
- There has been previous success of crowdfunding campaigns with the Art Fund (National).
- Leeds Art Gallery has benefited from support from Leeds Art Fund and has accessed funding from charitable trusts and foundations through the Fund.
- There are strong connections with universities in the City.
- Fundraising from eligible grant funders is fully pursued and has been successful.
- There is a desire to have contactless donation points at the site, although there is some concern as to whether the wi-fi will support this.
- There is a mixed response amongst Visitor Assistants about encouraging donations, providing gift aid envelopes, and capturing visitor details for fundraising purposes. However, many were happy to try this approach.
- Visitor Assistants were happy for donations received at the Gallery to be used to support the wider LMG.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at Leeds Art Gallery and create a focal point for donations that could benefit from gift aid.
- Given the popularity of the Gallery and the large number of visitors that are admitted free of charge, there is great potential for income from this source and trialing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the Gallery, outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging, explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications, to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the galleries and moved periodically to test their effectiveness.
- The whole team, and especially Visitor Assistants, should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate messages to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the needs for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Leeds Art Gallery website along with messaging about the need for funds.
- A method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum, where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended, the pear is returned to the donor, making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are provided should include messaging that donations are welcome and donation boxes should be made available.
- Connections with historic corporate supporters should be cultivated and stewarded. They should be approached for sponsorship of special events and exhibitions.
- Any opportunities presented by Leeds Year of Culture should be seized, including opportunities to raise profile, promote the need for funding, working collaboratively and securing sponsorship and other forms of support.
- Items within the collection that are in need of restoration should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Leeds Art Gallery. Methods to donate should always be incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Leeds Art Gallery is already eligible for, would be made possible, thus extending this already successful form of fundraising.

## LEEDS CITY MUSEUM

Located in the heart of the city, Leeds City Museum is a treasure trove of six galleries and home to some incredible collections, including the Leeds Tiger and Nesaymun, the Ancient Egyptian Mummy.

The Natural World collection in the Life on Earth gallery features centuries-old fossils, extinct animal bones and stunning species from around the world. The Collector's Cabinet holds even more curious objects and shows how they came to Leeds from the 1700s to the present day. Different cultures are explored from across the globe inside the World View gallery.

The 1st floor houses the Leeds Story galleries, which tells the history of how Leeds has been shaped throughout the years, from the very first archaeological finds to incredible inventions, as well as regularly changing community displays, which are co-curated with different groups of people from around Leeds.

The top floor is the Ancient Worlds gallery, which tells the story of ancient civilisations including Rome, Greece and Egypt showcasing the amazing ways in which people lived and worked. Their stories are told through art and objects, and how their discoveries informed our view of the world today is explained. The museum also hosts two temporary special exhibitions each year.

**LEEDS** *city*  
**MUSEUM**



## CURRENT POSITION

- Leeds City Museum displays a fascinating collection, in a stunning building, and excellent location, that provides a high-quality visitor experience, and holds great potential for fundraising.
- There is a clear need for additional income for the collections, activities and staffing.
- There is no fundraising resource in terms of staffing and grant fundraising activities are included within the role of other members of the museum team, led by the Principal Keeper.
- Fundraising is sometimes undertaken on a project-by-project basis.
- The museum is free of charge with occasional admission fees for special exhibitions.
- There are two donation boxes, but no prominent fundraising messages about the need for funds communicated during a visit.
- Visitor Assistants are not involved in communicating messages about the need for funds, nor do they actively encourage donations.
- In pre-covid years the museum attracted up to 300k visitors each year and whilst this has dropped to 100k, the visitor number are improving.
- Income is currently achieved through purely commercial activities such as corporate hire, cafe and the shop.
- There is high demand for external room hire of the Broderick Hall and the two meeting rooms Thoresby and Denny.
- Leeds City Museum can access the support of Friends of Leeds Museum.
- There is a desire to install contactless donation points at the site.
- The wi-fi at Leeds City Museum is considered to be good and strong enough to support a contactless donation system.
- Corporate support has been secured for a current exhibition and is regularly sought for special exhibitions but is often on an ad hoc basis.
- Visitor Assistants are enthusiastic about the prospect of encouraging donations, providing gift aid envelopes and capturing visitor details for fundraising purposes.
- Visitor Assistants are happy for donations made at Leeds City Museum to be used for the benefit of the wider LMG.



## RECOMMENDED ACTION

- A trial and test approach for all fundraising activities should be implemented, starting small before focusing on the most successful methods.
- Clear transparency for the destination of donations should be implemented, which would be made easier with designated funds within a Development Trust.
- The establishment of a Development Trust for LMG would clearly support fundraising activity at Leeds City Museum and create a focal point for donations that could benefit from gift aid.
- With free admission and a potential of 300k in visitor numbers, on-site donations hold great potential and trailing and testing different methods would help it to reach its potential.
- Incorporating strong messaging within the museum, outlining the clear need for funds should be introduced.
- This messaging should include legacy messaging, explaining how a gift in a will can make a difference.
- Messaging should appear wherever possible, and consideration should be given to inclusion on interpretation boards, leaflets, posters, bags etc. positioned around the site including toilets and spaces where people gather.
- Text to donate messages should be incorporated with fundraising communications, to give visitors a quick and easy method of support.
- Donation boxes should be positioned throughout the museum and moved periodically to test their effectiveness.
- The whole team, and especially Visitor Assistants, should have a clear understanding of the messages and be familiar with them. Visitor Assistants should be encouraged to communicate message to visitors.
- Training should be provided for Visitor Assistants to grow their confidence in encouraging donations and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising, as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income.
- Messages outlining the need for funding should be communicated in all event promotion, social media and digital activity.
- A donate now button should be included on the Leeds City Museum website, along with messaging about the need for funds.
- A method of encouraging regular individual giving should be considered. This would involve individuals giving £10 per month or more, being visibly recognised on site. This works extremely well at Cannon Hall Museum where a flat sculpture of a pear tree displays pears engraved with names and messages from donors. When the regular donation is ended the pear is returned to the donor making space for new supporters. Whatever theme is decided upon should be relevant to the site.
- Any activities that are provided should include messaging that donations are welcome and donation boxes should be on hand.
- Connections with historic corporate supporters should be cultivated and stewarded. They should be approached for sponsorship of special events and exhibitions.
- Any opportunities presented by Leeds Year of Culture should be seized, including opportunities to raise profile, promote the need for funding, working collaboratively and securing sponsorship and other forms of support.
- Items within the collection, that are in need of restoration, should be highlighted with fundraising targets that are communicated to visitors onsite and online. Crowdfunding should be considered for particularly popular items.
- Any celebrations, formal events or commercial activities should be considered for their opportunity to communicate the need for funds at Leeds City Museums and methods to donate always incorporated, whether these be prominent donation boxes or text to donate information.
- Should a Development Trust for the whole of LMG be decided upon, fundraising via trusts and foundations, as well as additional applications to the funders that Leeds City Museum is already eligible for, would be made possible.

# RECOMMENDATIONS

1. Given the untapped potential for fundraising, an investment in a fundraising function at LMG is highly recommended. This will provide an additional and diverse income stream for the service that will increase its resilience and support it through the potential unstable economic times ahead.
2. The recommended actions outlined for each of the sites should be followed.
3. It is clear from this report that the establishment of a Development Trust would increase the potential for fundraising at LMG, as well as simplifying the process. There are many benefits of operating an LMG wide Trust. These include simplifying the management of donations, creating a distance from the Council when asking for money, creating the ability to access funding from charitable trusts and foundations, managing messaging and having control over which areas of the service grants and donation income can be used to support.
4. A Development Trust will need to work closely with existing supporter organisations in a collaborative way, to avoid losing their support or that of their members and supporters. Conversations with Leeds Art Fund, Friends of Leeds Museums and Leeds Philosophical and Literary Society, indicate that they are open to the possibility of a Development Trust and would welcome involvement in conversations about the future fundraising needs of LMG.
5. Consideration should be given to the remit of the Development Trust and whether it could support the funding needs of LMG and its sites, including the estates and parks within them, rather than just the buildings. This would allow for grants to be made to support the estates and parks, if these were a priority for the sites e.g. the historic assets within the Temple Newsam estate. It will also allow for messaging and donation boxes to be placed throughout the sites.
6. Trustees for the Development Trust and the management team that operate the Trust and undertake the fundraising, will need to be recruited very carefully. In both Middlesborough and Bristol, the Trust was operated by staff within the Local Authority, with an independent Trustee Board. In both these instances, the Development Trusts have not been able to support the delivery of museum service activities to the desired extent in recent years. In Middlesborough this has resulted in the Trust being brought to an end and in Bristol the Trust is going through a process of self review.. However, in Barnsley, where there is an independent board of Trustees and the services of managing the Trust are contracted out, rather than undertaken by Council staff, it has been highly successful. Given the current climate in which recruitment of experienced and effective fundraisers is very difficult, using an external company or agency is advised. This provides a variety of experience and removes the HR burden on the Trust. This report highly recommends following the Barnsley model.
7. Any fundraising activity for LMG should begin on a trial and test method. Fundraising is unpredictable at the best of times and given the currently volatile political and economic situation, approaching fundraising with trialling and testing reduces both the risk and initial investment. Attempting to go too far and too fast, will risk additional pressure on the existing LMG teams, frustration, and an inability to take full advantage of fundraising opportunities. Through a trial and test approach, the fundraising function can grow organically, and more investment can be focused on areas and sites where there is clear growth, implementing the fundraising activities that work best.
8. The methods of fundraising that should be prioritised are outlined below. Amounts that could potentially be raised from each source are difficult to predict and will depend upon the amount of resource made available for fundraising. However, at Barnsley Museums and Heritage Trust these methods of fundraising increased income from £15,000 a year to over £500,000, with the majority being derived from Trusts and Foundations-

- **Trusts, Foundations and Grant Fundraising** – This is by far the most lucrative form of fundraising. With the establishment of a Development Trust the potential increases considerably as it opens a wider pool of funders that can be applied to as a charity. This regularly accounts for 70-80% of income for Barnsley Museums and Heritage Trust. In some instances, funds can be secured from the same funder for both LMG and the Development Trust. The key to success is working closely with LMG on a pipeline of applications and having flexibility over applications being submitted in the name of the Development Trust or LMG depending upon which would appeal most to the funders. A list of funders that could be approached through a Development Trust is listed in Appendix A.
- **Individual Giving** – this includes onsite donations, giving online, crowdfunding, contributions to a regular gift scheme or one-off donations. Using a site-specific approach is the best method of securing individual gifts, as people often have a special connection to sites. Gift Aid should be captured wherever possible, and the Small Donation Gift Aid Scheme should be used.
- **Legacy** – whilst it can take a while to achieve results with a legacy campaign, it is simple to include in messaging and can result in transformational donations. Legacy messages should be included across all communications and messages on sites and online, with legacy impact stories shared regularly in newsletters and on the website.
- **Corporate/Organisational Partnerships** – These should be sought wherever a strong connection already exists and stewarded so that they lead to further support in the future. A smaller number of good quality partnerships that can be sustained and grown is better than a larger number of smaller partners. Universities and Colleges as well as community groups and organisations should be considered for partnerships. LMG has a great deal to offer in return for support and sponsorship opportunities can emerge from this area of support.

There are many different methods of fundraising that all have different requirements in terms of investment of time and resources and expected return. The methods of fundraising listed above, are those that are deemed achievable and manageable with a small team, with limited resources. Other potential forms of fundraising, such as soliciting grants from high net worth individuals or through event fundraising, take a much more developed fundraising function and greater time and resources to implement effectively. However, should there be a clear link with a high net worth individual, then this should still be pursued. However, focusing too heavily on this method of fundraising in the early stages of fundraising development could lead to distraction from the fundraising activities listed above that will lead to strong fundraising foundations being laid.

9. It is essential that adequate resources are allocated to a fundraising function for LMG whether a Development Trust is decided upon or not. An indication of the budget required is outlined below. It includes one-off costs and on-going budget needs. This budget would need to grow as fundraising develops and becomes more successful but more complex.

Donation Boxes and Signage/Messaging across sites	£20,000	One-off Cost (this could vary considerably depending on the amount of boxes and signage decided upon)
Fundraising Contract	£38,400	Ongoing
Admin/Finance Contract	16,320	On-going
Marketing and Comms	7,440	On-going
Additional costs – accountant, memberships, regulatory body registration, contracts for electronic donations, contingency etc.	£5,000	
<b>Total</b>	<b>£87,160</b>	

10. In income terms, whilst commercial and fundraising functions should work closely together, it is recommended that activities for commercial income take precedence over fundraising. Commercial activity is more likely to result in the greater income. Whilst some research has suggested to the contrary, recent testing in York has discovered that charging for activities and exhibitions raises substantially greater income than a donation ask. However, there is great potential for fundraising activities to 'piggy back' on commercial activities and it is recommended that a donation ask become part of the culture in commercial activities. It is recommended that any membership scheme (commercially run), is set up in a way that allows for the fundraising ask to be incorporated and fundraising needs and campaigns to be communicated to supporters. In addition, contacts with companies made on a commercial basis should also be used as a starting point for a potential partnership.
11. It is recommended that key messages are developed for LMG, with additional specific messages for each site. They should be based on the need for fundraising and the impact that has, not only on the collections and the museums, but for people. These can be developed into a case for support to accompany applications and campaigns and they should always centre around the human factor.
12. Fundraising and LMG communications and engagement teams need to work closely together. Messages should be consistent, clear and coordinated. The digital reach of LMG should be utilised wherever possible and used to amplify messages and fundraising opportunities.
13. A decision will have to be made as to whether donations made at one site are used for the benefit of that site alone, or used to support the wider LMG. It will be very difficult to change once a system is implemented and currently the majority of staff are keen for donations to remain at their site. The decision will impact upon messaging, so has to be clear. Any deviation from donations remaining for the benefit of the particular site, will make it more difficult to gain the support of Visitor Assistants in encouraging donations at some sites. At Barnsley Museums and Heritage Trust donations at any site are used for the benefit of the wider museums service and the Visitor Services Team are content with the situation.
14. Training of Visitor Assistants in encouraging donations is recommended. This will grow their confidence and should be delivered at a pace that they are comfortable with. It is important to work with Visitor Assistants and not impose inflexible conditions on their fundraising as this will prevent them engaging in the process. A careful implementation of training at Barnsley Museums resulted in a 400% rise in onsite donation income. Similarly at York Museums Trust, the training of Visitor Assistants was highly effective.
15. Working closely with the Finance Team at LMG is recommended to ensure that fundraising does not conflict with any of their plans or processes or contravene any financial regulations. This is particularly important if large capital project funding is sought. The Finance Team will be required to provide income, expenditure and cash flow information for bids, so maintaining a good relationship will be vital.
16. Finally, fostering a fundraising culture at the heart of LMG is recommended to support the reaching of fundraising potential. This involves fundraising becoming an integral part of the decision making throughout the whole team at LMG and led from the top. The whole team should accept a responsibility for fundraising that is led and carried out by the fundraisers, as opposed to fundraising being seen as an add on to the team. Making fundraising a part of the staff induction and an agenda item at team meetings is an effective method of achieving this. Establishing a strong fundraising culture involves a culture of continual learning within which it is safe to share ideas, recognise when something isn't working and trial a new approach.

# CONCLUSION

This report provides a bespoke and comprehensive insight into the current position and future potential of fundraising at LMG. It is based on discussions with 44 individuals working in, or connected to, LMG, an understanding of the unique context of a Leeds based museum, analysis of data where it has been available and sector wide learning. It is infused with knowledge and experience of fundraising, gathered over 25 years, in a wide variety of fields and includes specific advice based on learning gained whilst successfully managing a Development Trust in Barnsley. Recommendations provided, are designed to be practical and realistic. They have not been parachuted in from traditional fundraising theory or research, which is often based on National Museums that does not easily transfer to a local authority museum service in Yorkshire. Instead, recommendations have been carefully designed against a background of knowledge, understanding and experience of the sector, to work in the unique circumstances of LMG, and the economic and political environment within which it operates.

The need for fundraising at LMG is clear and the potential is great. The creation of a Development Trust would be unquestionably the best way in which to follow the recommendations outlined in this report and realise the fundraising potential for LMG. In the current unstable political and economic environment, the establishment of a fundraising function at LMG would support the necessary diversification of income and put LMG firmly on the route to greater resilience. This will ensure that LMG is able to continue in its vision to create deeper connections with the people they serve using the collections and sites they care for, and to widen their impact on the world.



# APPENDIX A

A selection of Trusts and Foundations from which LMG would be eligible to gain funds with the support of a Development Trust (this is not a comprehensive list).

Idlewild Trust	Paul Hamlyn Foundation
Woodmansterne Art Conservation Awards	The Scurrah Wainwright Charity
Leeds Art Fund	A B Charitable Trust
Art Fund	Woodward Charitable Trust
Awards for All	Swire Charitable Trust
Garfield Weston Foundation	Ashley Family Foundation
Foyle Fund	Freshgate Trust
Community Foundation	Hilden Charitable Trust
Esmee Fairbairn Foundation	Schroder Charitable Fund
Postcode Local Trust	Steel Charitable Trust
Coop Community Fund	Worshipful Company of Weavers
NLHF – under grants under £10k	Clothworkers’ Foundation
NLHF – grants £10k - £250k	D’Oyly Carte Charitable Trust
Arts Council Project Grants	The Ragdoll Foundation
Tesco Bags for Help	Morrisons
Landfill Tax funders	Tudor Trust
Wolfson Foundation(Direct rather than DCMS funds)	The Brelms Trust
Drapers’ Charitable Fund	Grocer’s Charitable Trust
Baily Thomas Charitable Fund	Pilgrim Trust
Freshgate Trust	David & Claudia Harding Foundation
DR Mortimer & Theresa Sackler Fund	GF Charitable Trust
PF Charitable Trust	Invigorate Charitable Trust



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