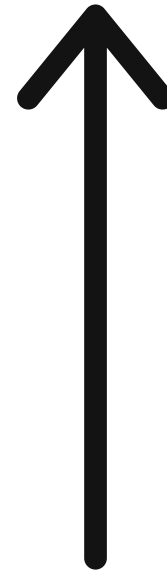




Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**

**Final Evaluation**



**RAISE**

**ARTS, CULTURE**

**& HERITAGE**

**Programme 2018 – 2023**

Chartered Institute of Fundraising



**YAF** YOUNG  
ARTS  
FUNDRAISERS

**September 2023**

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# FOREWORD

As we present this final report, we take a moment to reflect on the incredible journey of the **RAISE: Arts, Culture & Heritage programme**. It has not only fulfilled its mission but has also left a lasting legacy within the arts and culture fundraising sector, not only in England but also beyond. We are immensely proud of the progress made, the individuals and organisations we've supported, and the positive transformation we've witnessed. I am delighted to see that our participants report a **45% increase** in fundraising knowledge and confidence as a result of the RAISE programme.

This report serves as a testament to the dedication, passion, and collaborative spirit that fuelled the RAISE programme. It documents our shared accomplishments and offers inspiration for the future. As we close this chapter, let's carry forward the lessons learned and our commitment to champion fundraising within the arts and cultural sector.

While the programme may be concluding, the impact of RAISE will endure as a beacon of innovation, inclusivity, and excellence in fundraising for generations to come. Together, we've championed the charitable case for the arts and culture, empowered fundraisers, and fostered a more inclusive and diverse sector.

In closing, I want to extend my deepest gratitude to everyone who contributed to the success of the RAISE programme—volunteers, participants, supporters, and the dedicated team behind this initiative. Your unwavering commitment has been the driving force behind our achievements.

With gratitude and optimism,

---

**Katie Docherty**

Chief Executive Officer  
Chartered Institute of Fundraising (Chartered Institute)



# CSN STATEMENT

In 2012, Cecilia Giménez stared horrified as water dripped onto a picture of the face of Christ. Appalled by the crumbling state of the frescoes on the walls of her local church in Borja, Spain, the 81-year-old amateur watercolour painter offered to restore the picture. Unfortunately, with little training or experience, Cecilia's efforts weren't hugely successful. The resulting work was likened to a "crayon sketch of a very hairy monkey in an ill-fitting tunic," attracting international criticism and sparking online memes still popular today.

Fundraising, like conservation, is a skilled job. When done well, it provides the foundation for performances, exhibitions, and cultural experiences. It removes barriers to life-changing cultural moments and fosters the next generation of creative talent.

However, success requires more than enthusiasm. Inadequate fundraising skills risk long-term damage to our organisations, generous donors, and the broader sector.

For five years, the RAISE programme collaborated with the Chartered Institute of Fundraising, its Cultural Sector Network, and Young Arts Fundraisers to elevate cultural fundraising in England. This report celebrates RAISE's impact on fundraisers and their organisations.

We're hugely proud of this programme and grateful to those who contributed.

However, this is not "job done". Over the past five years, cultural fundraisers faced mounting pressures due to COVID, rising energy costs, and inflation. This situation won't change soon. With stretched funding sources, there's increasing pressure to secure philanthropic income.

To fulfil the country's cultural ambitions, we can't rely solely on amateurs. Meeting our organisations' and supporters' needs requires a skilled, nationwide fundraising workforce committed to best practices. In essence, to offer high-quality cultural experiences nationwide, cultural organisations need high-quality fundraisers.

We'll continue working with partners and stakeholders to advocate for cultural fundraising investment, ensuring fundraisers for arts, culture, and heritage can create memorable, accessible experiences for years to come.

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**David Burgess** | Chair, Chartered Institute's Cultural Sector Network

**Martin Kaufman** | Chair, RAISE Steering Committee

**Dana Segal** | Past Chair, Chartered Institute's Cultural Sector Network

**Anna Vaughan** | Past Chair, Chartered Institute's Cultural Sector Network

# INTRODUCTION

## RAISE: Arts, Culture & Heritage (RAISE)

Is a **Chartered Institute of Fundraising's**<sup>1</sup> programme of support for arts, culture and heritage fundraisers across England through **networking events, mentoring and professional development opportunities**. Funded by the **Arts Council England** for a period of five years (April 2018 to September 2023), the programme was delivered in partnership with the Chartered Institute's **Cultural Sector Network** and **Young Arts Fundraisers** to:



<sup>1</sup> The Chartered Institute of Fundraising (Chartered Institute) is the professional membership body for UK fundraising. [www.ciof.org.uk](http://www.ciof.org.uk)

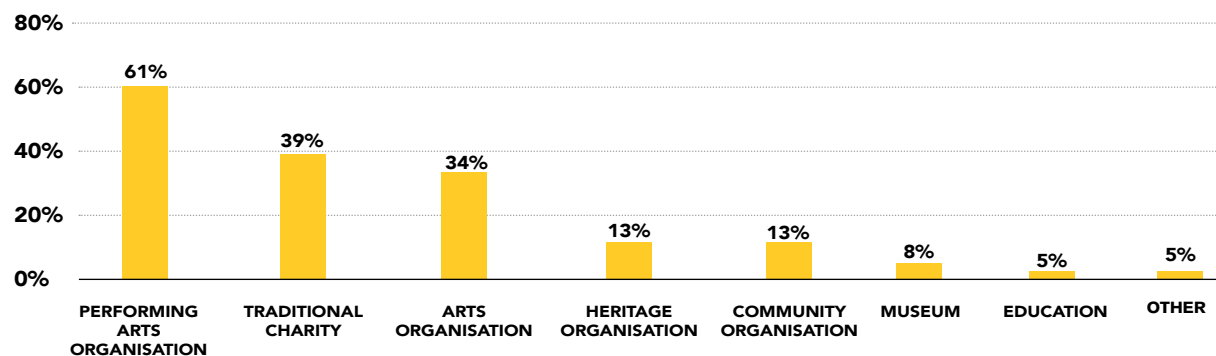
### Participant Profile

RAISE has successfully engaged with a wide range of fundraisers from the arts and culture sector across England, and beyond. In line with its aims, the programme prioritised applications from individuals who self-identified as part of the following communities:

- GLOBAL MAJORITY
- EARLY-CAREER ARTS AND CULTURE SECTOR FUNDRAISERS: ANYONE WHO IS IN THEIR FIRST FIVE YEARS OF FUNDRAISING CAREER
- SMALL AND MEDIUM CHARITIES: ORGANISATIONS WITH AN ANNUAL TURNOVER (CONTRIBUTED AND EARNED INCOME) UP TO £750,000
- D/DEAF AND DISABLED PEOPLE

# PARTICIPANTS PROFILE

## Participants' Organisations

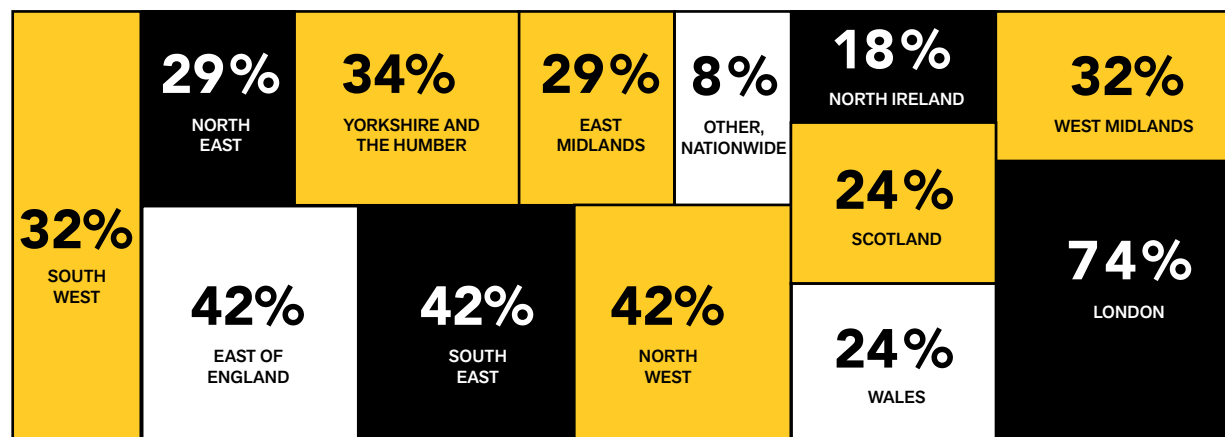


The RAISE programme has facilitated greater geographical diversity and representation within the arts and culture sector amongst fundraisers.

Whilst London remains the focus of employment and activity in the fundraising and philanthropic sector, RAISE has successfully widened access to fundraising support across England, Scotland, Wales, and Northern Ireland through its online offer.

## Regions or nations where participants' organisations operate<sup>2</sup> – 2023

<sup>2</sup> Percentages reflect the fact that organisations are active in multiple nations and regions.



# RAISE EVENTS

RAISE delivered **75 in-person and online events and sessions** in partnership with the Chartered Institute's Cultural Sector Network and Young Arts Fundraisers. All events and sessions were tailored to support and be relevant to arts and culture sector fundraisers from early careers to senior professionals.

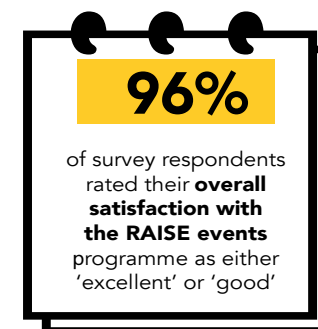
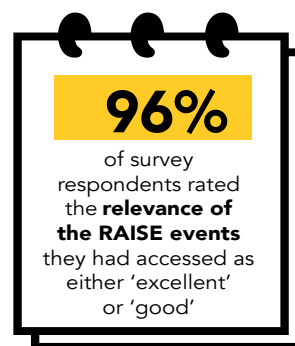


*I have much more confidence in myself to go out and achieve!*

*I have greater awareness of trends in fundraising, in particular around using tech to support fundraising*

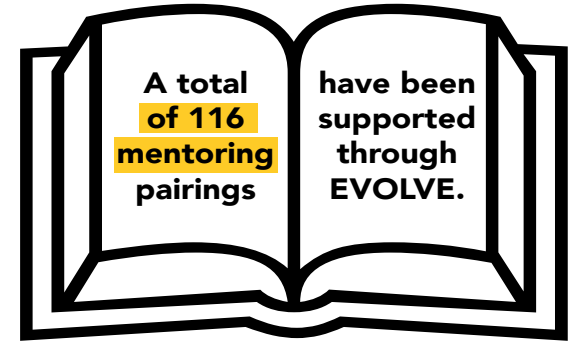
*It has informed much of my practice, mainly within the corporate and individual giving areas*

*It was very helpful to access in-person support, networking and development at the early stage of my career, helping me to build my expertise and confidence as well as feedback to my organisation*

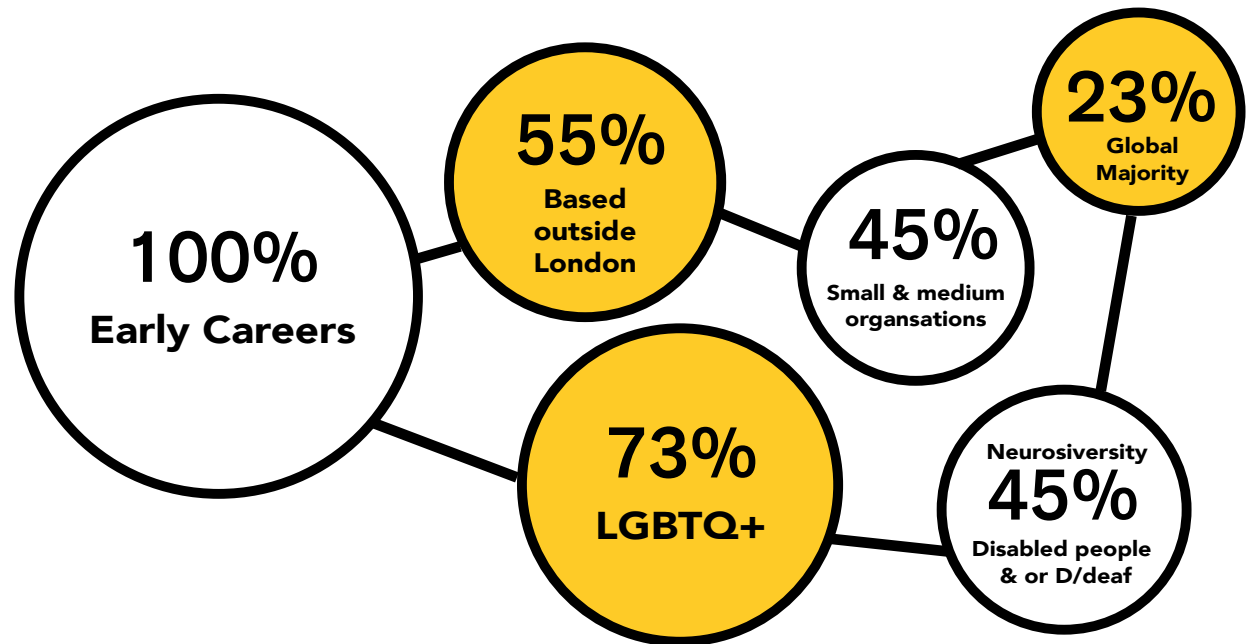


# MENTORING

**EVOLVE** is a year-long professional mentoring programme run by Young Arts Fundraisers (YAF) in partnership with the Chartered Institute's Cultural Sector Network as part of the RAISE programme. It aims to equip early-career arts fundraisers with the advice, networks, and peer support that they need to succeed.



## Diversity of EVOLVE participants 2023/24





# MENTORING

## The EVOLVE programme

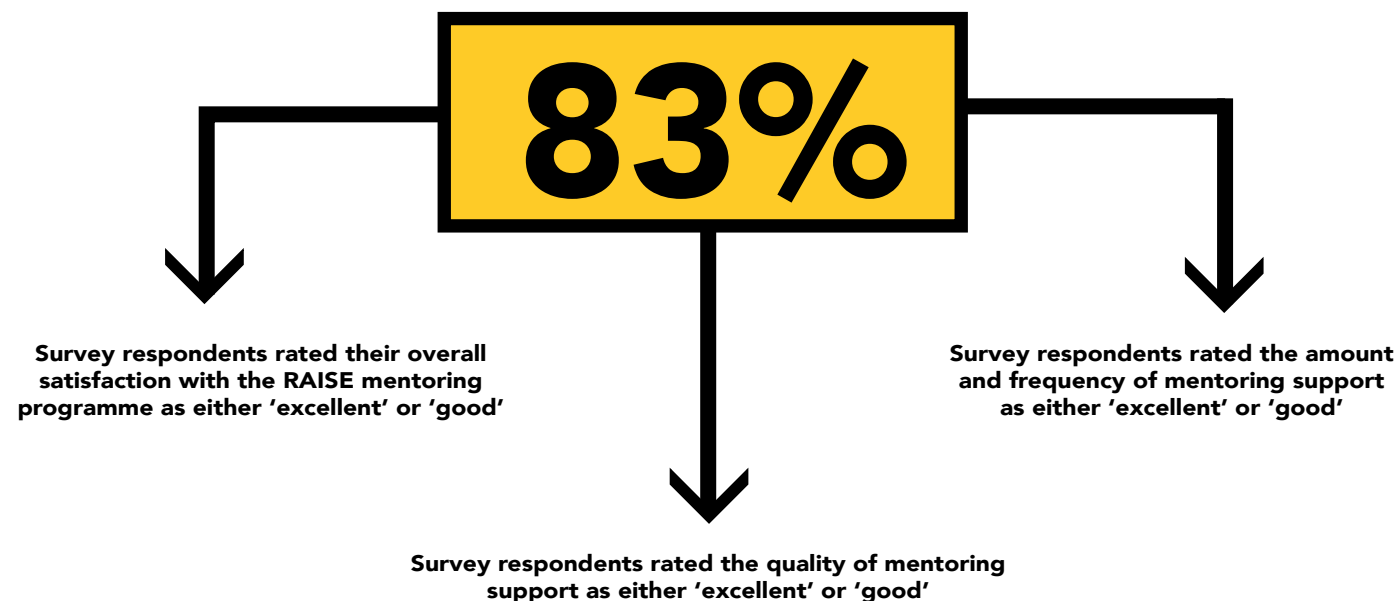
Matches early-career fundraisers in the arts and culture sector with senior or director level development professionals.

Pairs participants together as 'buddies' to build long-term supportive relationships amongst peers.

Six sessions of peer learning and networking, utilising action learning and coaching methods, featuring invited speakers and participant-driven agendas.

Spotlights cohort participants' work and careers via blog posts, articles and interviews.

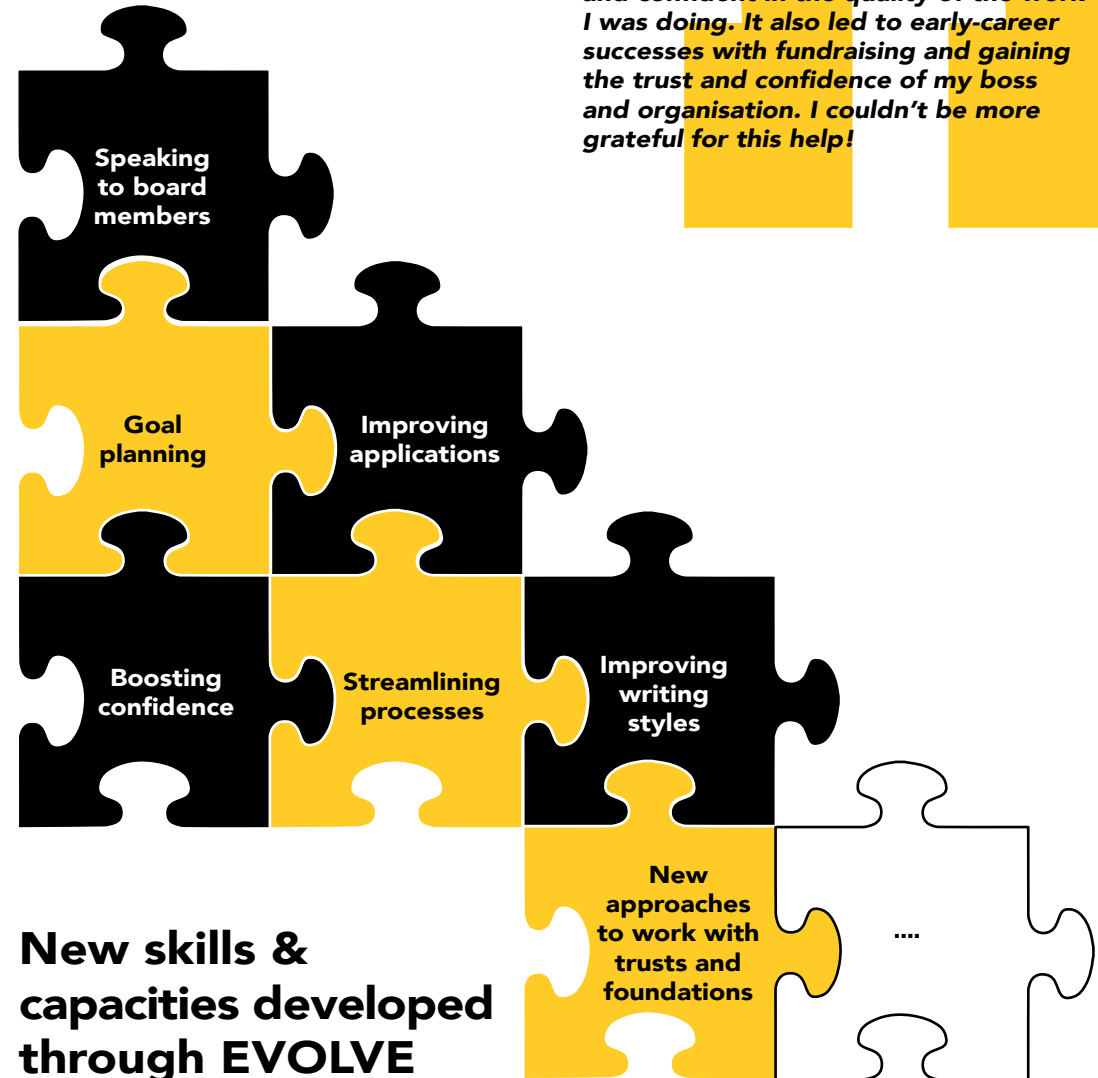
Supports programme alumni with further advice and networking opportunities.



# MENTORING



*My mentor was very helpful, she set me on the right path early in my career and it led to my feeling self-sufficient and confident in the quality of the work I was doing. It also led to early-career successes with fundraising and gaining the trust and confidence of my boss and organisation. I couldn't be more grateful for this help!*



**New skills & capacities developed through EVOLVE**

# BURSARIES FOR EVENTS

The RAISE programme provided



to fundraisers in the arts and culture sector to access a range of Chartered Institute’s **conferences** and **events**, including special interest groups conferences, **Fundraising Conventions** and **Cultural Sector Network conferences**.



of RAISE bursary beneficiaries stated that they would not have accessed the events without a bursary.

### Feedback on the efficacy of RAISE event bursaries



*I work for a small charity hence it is difficult to continuously fund such opportunities for staff members. The bursary allowed me to access a very important, large-scale event in fundraising which allowed me to gain insight into fundraising tactics and methods in overcoming particular barriers and obstacles.*



*It enabled me access to knowledge that has informed my fundraising practice.*

# BURSARIES FOR EVENTS

## Aims and aspirations from RAISE events bursary

Participants hoped to achieve a variety of individual and organisational aims and aspirations from attending events and conferences as a result of bursary support:

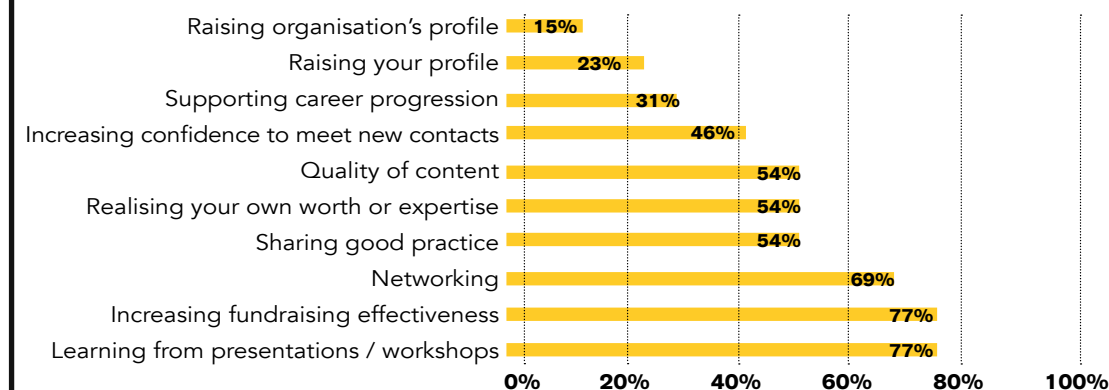


- **Recognising important and/or growing concerns in the sector and identifying methods to tackle these.**
- **Identifying quick wins for generating new income.**
- **Gaining confidence and knowledge to improve and expand organisations' fundraising activities.**
- **Accelerating careers.**
- **Developing expertise.**
- **Comparing good practice across the sector.**
- **Developing professional networks.**
- **Learning from outside of the arts and culture sector.**
- **Keeping up to date with trends in fundraising.**
- **Learning new fundraising techniques.**
- **Gaining ideas and inspiration.**

**83%**

of RAISE event bursary beneficiaries had either totally or mostly achieved their aims

## Best elements of the RAISE events bursary offer



# BURSARIES PROFESSIONAL DEVELOPMENT

RAISE provided **41 bursaries** to support fundraisers in the arts and culture sector to access Chartered Institute's courses and qualifications:

Introduction to Fundraising course

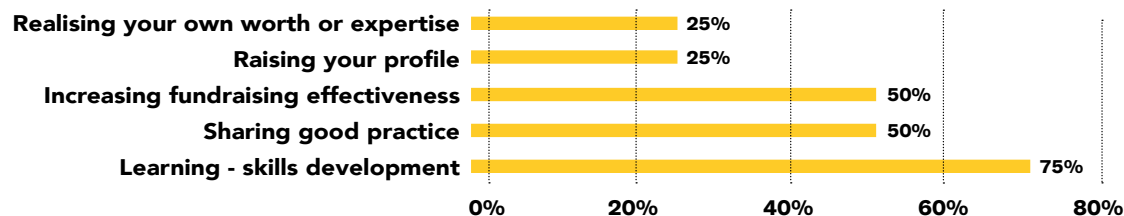
Certificate in Fundraising qualification

Diploma in Fundraising



## Best elements of the RAISE professional development bursary offer

Participants outlined a range of ways in which attending and/or accessing Chartered Institute's qualifications and courses with the support of a RAISE bursary had made to their fundraising practice and/or their organisations:



# OUTPUTS

**Between 2018-2023,  
RAISE achieved:**

**45**  
EVENTS

Online and in-person events in partnership with Chartered Institute's CSN and YAF

**116**  
MENTORING

Mentoring pairings for early-career arts and culture sector fundraisers

**243**  
BURSARIES

- 116** — Fundraising Convention
- 36** — Chartered Institute's Cultural Sector Network Conference
- 28** — Chartered Institute's Autumn Conferences 2022
- 22** — Chartered Institute's Spring Conferences 2023
- 21** — Introduction to Fundraising course
- 18** — Certificate in Fundraising qualification
- 02** — Diploma in Fundraising

**64**  
CONTENT

Publish arts and culture fundraising content

**30**  
SESSIONS

Dedicated arts and culture sessions at Chartered Institute's events

- 49** — Speaker submissions for Fundraising Convention
- 98** — Applications for National Fundraising Awards

**5,692**  
NEWSLETTER AND  
SOCIAL MEDIA

Subscribers to CSN and RAISE newsletters and social media followers

# IMPACTS

## A. Impact on participants BEFORE & AFTER accessing the RAISE programme

The attribution of the **RAISE** programme to a range of practical and professional development impacts is assessed by participants to be very high:

### Increases in self-reported skills ratings of 'good' or 'excellent' - PRACTICAL IMPACTS

Developing a fundraising strategy	↑ UP 48% POINTS
Initiating contact with funders	↑ UP 45% POINTS
Designing a case for support	↑ UP 35% POINTS
Completing application forms	↑ UP 27% POINTS
Fundraising skills	↑ UP 24% POINTS



### Increases in self-reported skills ratings of 'good' or 'excellent' - PROFESSIONAL DEVELOPMENT

Ability to build new professional networks	↑ UP 30% POINTS
Fundraising confidence	↑ UP 45% POINTS
Fundraising knowledge	↑ UP 45% POINTS
Income generation - potential	↑ UP 48% POINTS
Quality of your fundraising practice	↑ UP 29% POINTS



# IMPACTS

## B. Individual Fundraising achievements attributed to the RAISE programme

The **RAISE** programme can be linked, to varying degrees, to a range of fundraising achievements. Whilst the attribution of programme impact to overall fundraising achievements is difficult to assess, programme participants outlined a range of individual and organisational successes that have been supported by their experiences. These are highlighted through the quotes below.

“

***Settling into a new job and securing £250k worth of new income in my first six months!***

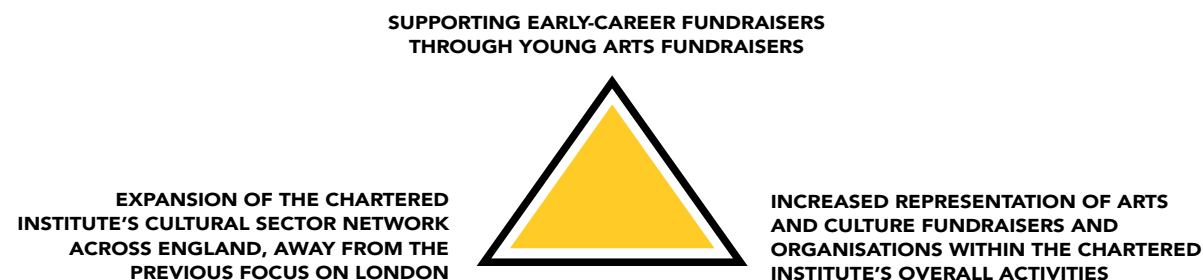
***Within the first six months of my role, I was tasked with raising funds for a young artist programme within my organisation. With the help of my mentor, I learnt how to structure efficient cases for support and through targeted and proficient applications was able to raise the majority of funds for the first year of the programme within the first six months in my position!***



# IMPACTS

## C. Developments within the Chartered Institute and programme's partners

The RAISE programme has changed the way that the Chartered Institute engages with arts and culture sector fundraisers and organisations by increasing their profile through a combination of representation, empowerment, upskilling and diversification. Key achievements include:



↑ UP **6,300%**

Increase in **'arts and culture' resources** on the Chartered Institute's website, including written content pieces and videos. All the resources are free and will be available for future reference.

↑ UP **40,2%**

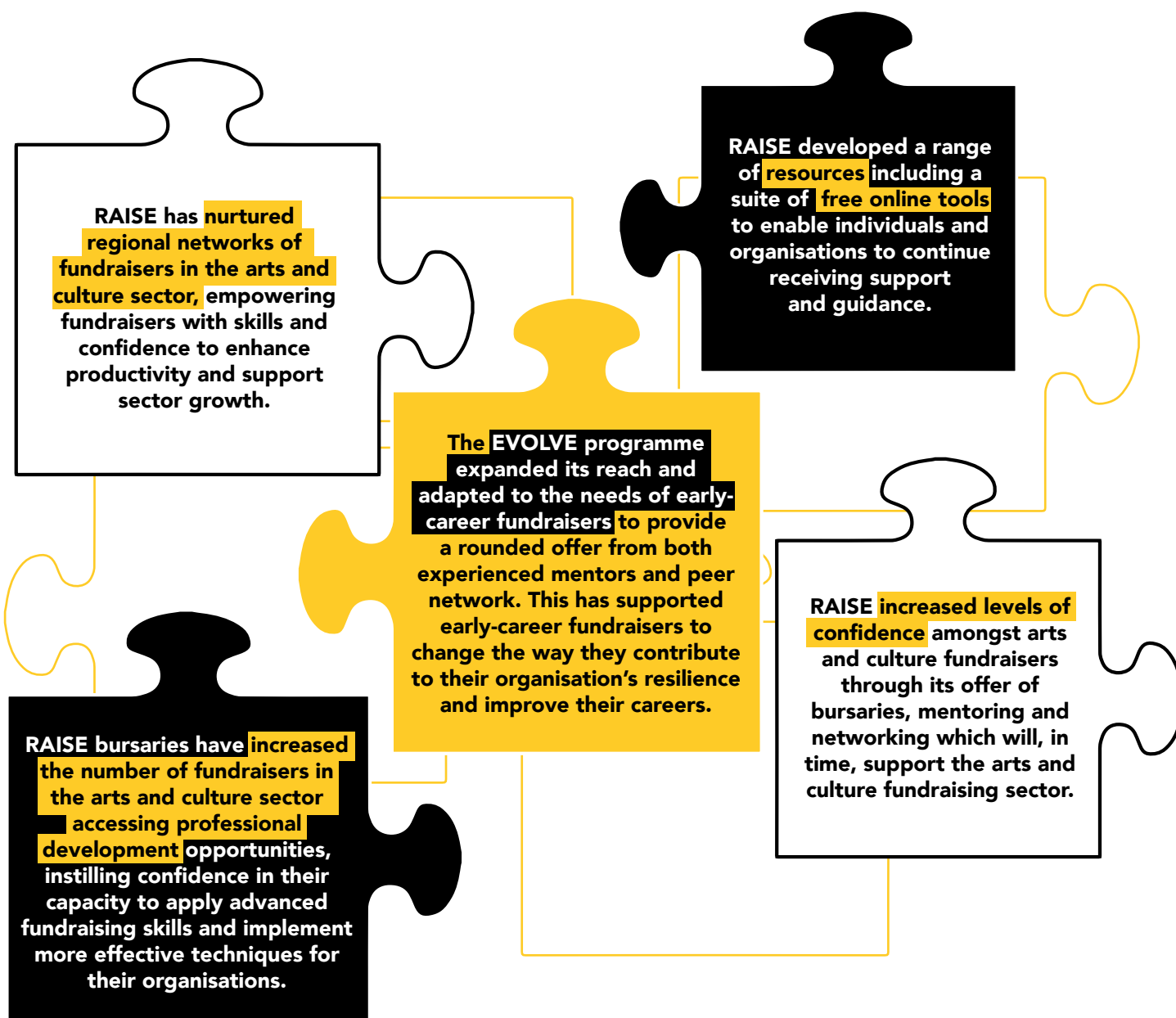
Increase in **newsletter subscribers** and **social media followers** from arts and culture organisations since January 2018.

Incorporation of a dedicated 'arts and culture' playlist within the Chartered Institute's YouTube channel, generating 900+ views.

↑ UP **45%**

Increase in **speaker applications** from the arts and culture sector to Fundraising Convention since January 2018, helping to increase their profile within the wider fundraising community.

# RAISE LEGACY



# RECOMMEN- DATIONS

## Ongoing need and recommendations

Whilst the **RAISE** programme has provided the learning and emerging impacts to support fundraisers in the arts and cultural sector, consultation highlights there is a need to maintain support if these impacts are to be sustained and built on by:

- ✓ **Continuing to encourage the sector to be less “London-centric”**
- ✓ **Sustaining actions to increase diversity in arts fundraising, particularly for individuals that self-identify as part of the global majority, d/Deaf and disabled and from a working class background.**
- ✓ **Continuing to encourage and provide opportunities for early-career fundraisers to increase their profile and career progression.**
- ✓ **Maintaining local networking opportunities for fundraisers experiencing similar issues.**
- ✓ **The introduction of a national ‘sector barometer’ poll to track changes in key indicators of impact (e.g., skills, knowledge, and competency), and identify emerging sector issues for arts and culture sector fundraisers can inform future funding and support down to a local level.**
- ✓ **Developing packages of CEIAG<sup>3</sup> support to publicise fundraising as a career option in schools and colleges will provide the sector with a base of skills to minimise the need for ongoing support packages.**
- ✓ **Promoting wider cultural networks across sector organisations.**

**“  
I wish there were more programmes such as this, specifically fundraising tailored to the arts. We all need all the help we can get to increase income to help the sector survive and thrive.**”

<sup>3</sup> Careers Education, Information, Advice and Guidance.

# ACKNOWLEDGEMENTS

The positive impact of the **RAISE** programme stands as a testament to the commitment and collaborative spirit of a diverse group of individuals and organisations. This joint effort involved Chartered Institute's staff members, passionate volunteers, esteemed partner organisations, and visionary fundraisers from the arts and culture sector from England and beyond.

To all those who contributed to the multifaceted tapestry of this initiative, we extend our heartfelt gratitude. Your efforts, both seen and unseen, have played an indispensable role in making **RAISE** a success.

In particular, we wish to express our deepest appreciation to the following individuals and entities who went above and beyond:

- **Arts Council England**
- **Chartered Institute's Cultural Sector Network**
- **Glenys Garth-Thornton** | Chartered Institute's Head of Professional Development
- **Jamie Buttrick** | JB Research
- **RAISE Regional Advocates**
- **RAISE Steering Committee members**
- **Rosario Bellolio** | RAISE Programme Coordinator
- **Young Arts Fundraisers**



This evaluation has been carried out by **Jamie Buttrick** from **JB Research**.

Project Coordinator **Rosario Bellolio**.

Designed by **Carola Ureta Marín**.

[www.carolaumarin.com](http://www.carolaumarin.com)



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