

**Burgess Hill Town Council
Arts Centre Appeal
£2.1 million to be raised
Feasibility Study & Report**



Feasibility Study & Report

A good feasibility study will take into account such factors as the attractiveness of the appeal to prospective funders (of all kinds), their capacity and propensity to give to such a project, the networks available among members, patrons, past donors etc. to unearth prospects and to ascertain their interest and the efficiency and enthusiasm of everyone at the organisation to undertake such an endeavour. In reality the Feasibility Study is made up of the majority of the Preparatory Phase of the appeal itself. Once the feasibility work has been completed we can be rest assured that, in fact, the appeal has started, as most of the preparatory work for the appeal itself will have been completed.

The Feasibility Study will consist of the following elements:

Research

Research is vital for a successful result. We need to research the following relevant people/organisations:

- Philanthropic wealthy individuals – Burgess Hill/Sussex
- Philanthropic families – Burgess Hill/Sussex
- Relevant UK Trusts and Foundations – Burgess Hill/Sussex
- Relevant UK companies – Burgess Hill/Sussex

The catchment area of Burgess Hill includes some very wealthy parts of the south-east and it will be essential to galvanise wealthy people and their families to support this appeal as much as they are able. Good research will allow us to do this.

Prospect Lists

Then we will put together a number of prospect lists that will constitute suspects and prospects who might be interested in the organisation – the lists for trusts & foundations will include the names of the chairman, trustees and senior officer of each trust as well as the larger companies in the area who could consider sponsorship proposals.

We will use these lists by showing them to appeal patrons and appeal committee members (and other relevant people) to see who they know and to whom they would be willing to contact on our behalf. These lists are essential to have at hand at the networking meetings – it is by far the best way of measuring people's networks and they act as a trigger that often leads to other useful connections.

Appeal Patrons

We will research people who might be interested in becoming Appeal Patrons. Appeal Patrons are 'high-level' people who have good personal links with high net worth individuals, with trustees of some of the regional and major national trusts & foundations and with corporate leaders. The appeal patrons are recruited on the basis that they are willing to meet with us and share their contacts. Once they do this we then suggest certain letters for them to write to their contacts (depending on whom they are and what they might be able to do for the appeal). This works especially well with approaching trustees of the major UK trusts in parallel with sending in formal applications/submissions when the time is right. Members and staff of the organisation would help to indicate

prospective Appeal Patrons. We will approach 4-5 prospective Appeal Patrons to interview them for the feasibility.

The feasibility process will include visits to each appeal patron individually to ascertain their contacts and who they can bring to the appeal. We will also ask them to suggest other people within their circles whom we could visit as part of the feasibility process. We will also ask them what they think of Burgess Hill Project and the possible appeal. These meetings will consist of the appeal patron, the consultant and one person from the Council. Sometimes it is better for the consultant to go on his own, but we will discuss this on a bespoke basis. When we meet with appeal patrons we will make it plain that we come to them as part of a feasibility study to ascertain the feasibility of raising £2.1 million to fund the Burgess Hill Project.

Appeal Chair & Committee

It is always a good idea to recruit an Appeal Chair and Appeal Committee of some 6-7 members who each give a substantial gift and then go to their own contacts to get more gifts from them. The feasibility study will ascertain the possibilities of recruiting a chairperson for this committee and then the members. The chairperson would be expected to give/get £250,000 or more and each committee member between £50,000 - £100,000 or more. We would produce lists of potential appeal chairs and committee members and then meet with some of these people to ascertain their interest in the project and the possibility of them becoming the chair or a committee member if the appeal goes ahead.

A Note on Unearthing Suspects/Prospects

To find the names of people who could support such an appeal in a substantial way we will hold confidential 'prospect listing' meetings with groups of members and senior staff to give them the opportunity to share any names and knowledge of possible future donors.

A Note on Meetings

We believe that it is important to actually meet with potential prospects/donors to the appeal. This is the only way we can realistically gauge proper interest in the appeal. A paper exercise will only go so far – fundraising is about people.

Draft of the Case Statement/Appeal Brochure

We will also need to produce a good draft of the case statement (appeal brochure) that outlines the project, its aims and its costs – we need something to put in front of people when we meet with them. This will be written by the consultant and confirmed by the client. The document itself needs to be a polished, well-designed brochure – we will be showing it to some serious people who will expect a good quality document. We only need 25-30 copies of these. We know designers and printers. From the costings and plans (from the November 2017 Power point presentation) we will put together a 'shopping list' for potential donors which will help to focus their attention.

Feasibility (Networking) Meetings

Then with the appeal brochure and the prospect lists we will undertake a round of meetings with certain key people:

- prospective Appeal Patrons
- prospective Appeal Chairs and Appeal Committee members
- prospective major donors (£250,000 and above)
- prospective large trust funders (£100,000 - £250,000)
- prospective corporate leaders (potential sponsorship proposals)

We estimate that we would have to have meetings with some 8-10 external people to enable us to undertake a meaningful feasibility to raise £2.1 million.

Estimated Length of Appeal

We believe that we would need some two years to raise the £2.1 million needed (including the Feasibility Study) – but this would need to be confirmed by the feasibility exercise.

Early Thoughts

Dame Vera Lynn and Judy Parfitt

We have already recruited Dame Vera Lynn as a Patron and also Judy Parfitt and we are already in the process of asking them to confirm statements about the project so that we may include these in the appeal brochure. We also feel that it is well worth considering naming the new building the ‘Dame Vera Lynn Arts Centre’ and to get her permission for this as soon as possible. This will greatly enhance the profile of the appeal and will give it a wider audience.

Cultural Development Fund

We understand that a preliminary application has already been submitted. We will advise on the full application if the project has been chosen for a possible grant.

Internal ambition and co-ordination

It will be important that everyone within the organisation, from the Chair and the CEO down, are all ready for the challenge of an appeal and agree with the reasoning behind it. We will need full co-operation from all the senior staff. This aspect will form part of the feasibility.

Staff resources

It will be necessary to ascertain what extra staff resources will be needed and when, to work on the capital appeal. This may include resource on research, dealing with major donors, undertaking trust approaches and applications, corporate fundraising etc. We will lay out in detail what will be necessary.

Public Appeal

As the ‘private phase’ is going on, we will be preparing for the public phase (where we ask members of the public to double their efforts to fundraise for the appeal). It is critical that the launch of the public appeal is timed well and that it is not launched too early.

Large gift to ‘kick-start’ the appeal

It is always a good idea to kick-start an appeal with a large gift from the organisation itself. We understand that there is some £125,000 available from the Martlets Hall project.

Asking

Once we get in front of some potential major givers in the feasibility process, it is important to have ambition and to ask them straight if they may be willing to help financially and to give them a figure of what we are looking for from them. Ambiguity at this early stage is not advisable, especially for a feasibility study. Some people feel daunted by the prospect of asking for money – it is often alien to them and does not feel right. Therefore we can provide ‘asking training’ (we have an excellent asking methodology that most people feel very comfortable with) and the consultant will be available to accompany ‘askers’. However, for the feasibility it is perfectly fine for the consultant to undertake the asking – which would be a theoretical ask, based on whether the appeal goes ahead or not.

Naming Rights

It is a good idea, in the feasibility stage to discuss the possibilities for naming rights for the new building and the areas and rooms. There are areas/rooms that could be covered by naming rights including the Auditorium, the Gallery, the Foyer, a Music Studio, a Dance Studio and some meeting rooms. Some of these will be attractive to corporate sponsors.

Governance Structure

We highly recommend that there is a registered charity that owns the appeal through which gifts/donations are channelled. Grant-making organisations, including trusts & foundations, are more comfortable giving to charities and individual gifts (for example, from HNWIs) can be gift-aided thereby increasing the level of gift by at least 25%. A new charity could be registered (which takes about 4-5 months) or donations could be channelled through an appropriate existing charity. This needs further discussion and we will review this advice within the feasibility study.

Longer-term Management of the Venue

There are various alternatives and we will discuss and advise as appropriate, including the use of volunteers as much as possible. There may well be implications associated with very few of the fundraising sources on the longer-term management of the venue – for example, there may well be sponsorship deals that last for 3-5 years or maybe even more – we will advise accordingly.

Capital Appeal Methodology

As an integral part of the Feasibility Study, we would work with the chair, the members and the senior staff at Burgess Hill Town Council to produce an Appeal Strategy consisting of the following three phases:

1. Preparatory Phase
 - a. Research Stage
 - b. Resources Stage
 - c. Recruitment Stage
2. Private Phase
3. Public Phase

See Appendix 1 – Capital Appeal Full Methodology (*modus operandi*) & Costs

Appeal Strategy

Together, we will work out the detail of the strategy methodology, the resources needed to undertake the full appeal (including staff needs), the appeal timetable and its costs. We will also look at the full range of options for the role of consultants in the appeal – from simply high-level advice and strategy right down to acting as the Appeal Director and bringing in associate consultants for support.

The Appeal Strategy will be produced with people in the organisation. It is important that the Council ‘owns’ the document.

Feasibility Report

The Feasibility Study & Report will be a realistic study that will take into account actual resources of the organisation in terms of funding, people, their skills and networks etc. It will attempt to meet the real needs of the organisation as it considers raising £2.1 million.

Feasibility Study - Timetable

Research

Donor Research (incl. Trusts & Foundations)	Month 1
Research – Prospective Appeal Patrons	Month 1
Research – Prospective Appeal Chair & Committee	Month 1
Prospect Listing Meetings	Month 2
Donor & Prospect Lists	Months 1-2

Resources

Draft Case Statement	Months 1-2
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Feasibility Meetings

Internal Meetings (c.2-3 meetings)	Months 2-3
External Meetings (c. 8-10 meetings)	Months 3-4

Appeal Strategy

Meetings with key internal people	Months 4-5
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Write up

Feasibility Report	End of Month 5
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The Costs

CONSULTANCY		Nos. Days Consultancy		Cost
		Paddy	Matthew	
Research	Donor research - HNWIs	1 day		675.00
	Donor research - Trusts		1 day	475.00
	Donor research - Companies		0.5 day	237.50
	Prospective Appeal Patrons	0.25 day		168.75
	Prospective Appeal Chair & Cttee	0.25 day		168.75
	1-2 Meetings - Prospect Listing (Internal)	0.5 day		337.50
Resources	Draft Case Statement/Appeal Brochure	2 days	1 day	1,825.00
Feasibility	Meet with 2-3 internal people*	1 day		675.00
	Meet with 8-10 external people**	3 days	2 days	2,975.00
	Ascertain possible funding from T&Fs***		1.5 days	712.50
Strategy	Internal meetings with key people	0.5 day		337.50
Report	Write-up of Feasibility Study & Report	1 day	0.5 day	912.50
				9,500.00
OTHER COSTS				
	Appeal Brochure Design			540.00
	Appeal Brochure Printing (25 copies)			100.00
				640.00
				10,140.00

* CEO, Chair and other members/councillors

**Appeal Patrons, Appeal Chair & Committee, et.al.

***Senior Trust Administrators/Trustees

Consultancy daily rate for Paddy is £675/ day. For Matthew daily rate is £475/day. Travel is not charged. VAT is not charged. Invoices to be paid monthly for work carried out.

PROPOSAL

We propose that Burgess Hill Town Council engages Paddy Hunter-Murphy Associates Ltd to undertake a feasibility study & report to ascertain the possibility of raising £2.1 million.

Terms of Service

Paddy Hunter-Murphy Associates Ltd work on the basis of our best endeavours to fulfil our clients' requirements. We make no guarantee that a target sum, or any sum, will necessarily be raised. We will aim to achieve the agreed target sum.

Under the terms of The Charities Act 1992 we will submit our standard contract for service, should we be engaged to assist. One important clause in this contract provides for the termination of our services at one month's notice at any time so that our work may be handed over in good order to successors, if required.

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29th August 2018



Finance Monthly Global Awards 2017 – Fundraising Adviser of the Year UK
Member – Association of Fundraising Consultants (13 years)
Member – Institute of Fundraising (28 years)
Certified Fund Raising Executive – CFRE (21 years)

APPENDIX 1

Capital Appeal - Full Methodology (*modus operandi*) & Costs



Appeal Methodology

Every appeal is very different and has its own nuances and characteristics, but to complete the Burgess Hill Project Appeal we need to undertake the following;

There are three phases:

4. Preparatory Phase
 - d. Research Stage
 - e. Resources Stage
 - f. Recruitment Stage
5. Private Phase
6. Public Phase

1. Preparatory Phase

a. Research Stage

Research is vital for a successful result. We need to research the following:

- Philanthropic wealthy individuals interested in wildlife
- Philanthropic families interested in wildlife
- Relevant UK Trusts and Foundations
- Prospective Appeal Patrons (high-level people)

It is important to get the research correct as, at the end of the day, it is likely that most of the money will come from relevant trusts & foundations, wealthy people connected to the charity/area, the appeal patrons and/or members of the appeal committee.

b. Resources Stage

Appeal Brochure

At the same time as the research is taking place we write, design and produce a 'case statement' that simply lays out all the reasoning for the appeal and costs it out in detail (all with a donor's point of view in mind). This document will suit all the needs of a prospective funder and will answer most of their questions.

No effective fundraising can begin until the case for support has been committed to writing and has become "owned" by all of the main advocates of the campaign. Several drafts of the case are normally required before the final document Case Statement is ready.

It is important that the fundraising consultant writes and produces the case statement together with relevant people from within Burgess Hill Town Council (the client). It is this case statement that is then adapted into an appeal brochure.

The appeal brochure is used for major donors and the case statement is used for trusts & foundations.

c. Recruitment Stage

In parallel we need to recruit two sets of people – some appeal patrons and an appeal committee.

Appeal Patrons

We need to recruit 4-5 appeal patrons. These are ‘high-level’ people who have good personal links with high net worth individuals as well as with trustees of some of the regional and major national trusts and foundations. The appeal patrons are recruited on the basis that they are willing to meet with us and share their contacts. (We will not specifically ask them for money, but it is often the case that some do give to the appeal at some time).

Once they share their contacts with us, we then suggest certain letters for them to write to their contacts (depending on whom they are and what they might be able to do for the appeal). This works especially well with approaches to trustees of the major UK trusts in parallel with sending in formal applications/ submissions.

The Council CEO and members would help to indicate people to be approached to become Appeal Patrons. We can even approach some people cold.

Appeal Committee Members

We need to try and recruit an Appeal Committee of some 4-5 members who each give a substantial gift and then go to their own contacts to get more gifts from them. First we recruit the Chair then the Members. The decision on who to approach for Chair is an extremely important one – he/she would have to give or get some £250,000

It is possible that each committee member has a particular role (e.g. high-end major donors, UK trusts & foundations etc.) but this depends entirely on whom we approach and how. This would need to be discussed in detail at the right time. Each committee member would need to commit to give or get some £50,000 or more. The appeal committee will meet regularly (possibly every 6-8 weeks to begin with) when each committee member will review their approaches and ‘asks’. Asking training will be given and the consultant can be available to attend key ‘asks’ and support the volunteer ‘asker’.

It is possible to run an appeal without an appeal committee, especially for appeals of £3 million or less. Since 2008/09 it has becoming increasingly more difficult to recruit people to come onto an appeal committee. An appeal run without an appeal committee would still have a small group of trustees, senior staff and others to report to and to interact with.

2. Private Phase

This is the most important part of the whole appeal process and will be undertaken in two parallel streams:

The recruitment phase ends with us documenting all the contacts the appeal patrons (and others who are willing to support us) and the members of the appeal committee, then organising bespoke approaches to these individuals.

1. Major Donors/HNWIs

We will work with the appeal chair and committee members to get them to identify High Net-Worth Individuals (HNWIs) they know personally, for some sort of approach/ask. Some may be willing to support the asking. We can support them and train them to help us with this.

2. Trusts & Foundations

We will visit each appeal patron and ascertain their contacts in detail. Once this has been done we decide on who is going to approach whom, and then manage these approaches by compiling and using a Networking Chart. Then a letter campaign is organised which ensures that personal letters are sent to the trustees of major and relevant trusts with a 'private' approach. Only after an exchange of personal letters do we actually send a formal application to the trust administrator/director.

This methodology increases income from trusts by some four- to five-fold as opposed to simply sending 'cold' applications.

A Note on Corporate support

An appeal might be the right vehicle for some local/regional businesses to consider some serious corporate support. Furthermore they may well be interested in some kind of recognition for this in the form of a naming right on the new building somewhere.

Naming Rights

It is important to consider this early in the planning stages of the appeal. We need to lay out what areas of the new building could be named and for what amounts of support. This will act as a 'shopping list', especially for major donors and corporate supporters but also for some trusts & foundations who do like to be named.

Appeal Pyramid (to raise the £ 3 million)

We would aim to raise the largest gifts first – for example one at £250,000, two at £100,000, 5-6 gifts at £50,000 and 10-12 gifts at £25,000 and so on. This will show confidence in the appeal and will build momentum. The private phase for a £2.1 million appeal would normally last about 12-18 months. Gifts into the Appeal Pyramid could include regular direct debit gifts.

3. *Public Phase*

Generally the public phase only starts when the private phase has been completed. This is usually the most difficult decision to keep to. It is always tempting to launch the public phase early, but it is wise that we go through the private phase first.

The public phase begins with a public launch using everything we can to publicise the appeal that galvanises the public to fundraise for the appeal. We would need to use all the contacts we have, including celebrities and close local media contacts. We can advise on certain events and ways to support this public phase fundraising.

Estimated Costs of full Capital Appeal (assuming 24 months)

<u>Preparatory Phase</u>	8,250.00
<u>Appeal Strategy</u>	337.50
<u>Appeal Brochure</u>	640.00
<u>Feasibility Report</u>	912.50

SUB-TOTAL 10,140.00

		Paddy	Matthew	Other
<u>Private Phase</u>				
Networking Exercise 2	4 days	1,350.00	950.00	
Approaches to wealthy people	3 days/month for 12 months	16,200.00	5,700.00	
Trusts' Applications*	4 days/month for 12 months	8,100.00	17,100.00	
Corporate approaches	0.5 day/month for 12 months		2,850.00	
Appeal brochure edits				1,500.00
<u>Public Phase</u>				
Public Launch	4 days	1,350.00	950.00	
Public Launch	(design, materials, website etc.)			10,000.00
Public Phase	1 day/month for 6 months		2,850.00	
Fundraising Officer (9 months)	(£20k pro rata)	-	-	15,000.00
		27,000.00	30,400.00	26,500.00
		SUB-TOTAL 83,900.00		

TOTAL 94,040.00

*includes all grant-making bodies including Cultural Development Fund and lottery

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