

2. Be aware that donors are looking at the truly needy of the world. Universities, arts, theatres and galleries are competing for money with disaster relief and Third World charities. Competition for funding is fierce.

3. People often enjoy giving more than earning money – **as long as they believe in the cause.** So target your fundraising campaigns carefully.

4. Review and revise your organisation and plans. Fundraising is becoming more sophisticated. Do you really understand your key stakeholders? What doors can they open? At Chetham's School, for instance, the willingness of champions to introduce their friends to the magic of student concerts was a vital part of the fundraising effort.

Take creative action now

Everyone is chasing a much smaller pot of available funds. Fundraisers with the most targeted and strategic approach will be the winners. Now is the time for you to arrange a think tank to review the past, revisit the future plans and get ready to capitalise on tax breaks when they come.

For more information on our **Curve of Involvement**®, contact Dan Shiels: dan@tarnside.co.uk



Tarnside News

State of the Nation

The past 12 months have been a roller coaster ride through the recession. We're proud to say that we've executed some highly successful appeals against the gloomiest financial backdrop that any of us has seen in our working lives. This has required a strategic approach mixed with tenacity and flexibility in equal measures. The results are great testament to our clients and their ability to build strong relationships with grant makers. Once again successful fundraising has proved to be a careful blend of art, patience and the science of marketing.

We're looking forward to an exciting year ahead. General cuts in funding and the 'big community' zeitgeist mean that the pressure is on for many organisations to find new and innovative forms of fundraising. We're currently developing work with fascinating new clients from a broad range of charitable sectors. If you'd like an informal chat, please call us. We'd be delighted to discuss ideas with you.

Tarnside People

We're delighted to welcome Amy Blake, our highly experienced and able fundraising consultant, back from maternity leave. She's already firing on all cylinders and is working on some exciting new appeals.

Our team has been joined by Dan Shiels our new account manager. Dan's background in financial services, management development and ensuring office rigour make him an ideal complement to the team at Tarnside.

Patrick & the Tarnside Team



Changing the World with Music

A case study of how Tarnside helped Chetham's School secure £30m for a new school of music through the worst recession in living memory

Chetham's is the largest specialist music school in the UK. Chetham's is also an integral part of the North West's rich cultural heritage, housed in buildings that are nearly 600 years old and boasting a truly unique and magical atmosphere. Their medieval buildings are one of Manchester's real gems – listening to, and indeed playing music in the Baronial Hall is an unforgettable experience.

Four years ago, land adjacent to the School became available and the Feoffees (the name of the trustees) were faced with the difficult choice of either allowing the School to remain in crumbling buildings built for another age, or purchasing the land to build purpose designed facilities to complement its world class teaching. To purchase the land, build a main school building and a 350-seat concert hall would cost around £36million. The School had no experience

of major fundraising, but the Feoffees made a heroic decision that Chetham's should have the facilities it deserved.

Not surprisingly there were a great many challenges to overcome to get the fundraising initiative moving.

- The economic climate has made fundraising difficult
- Chetham's has a compelling story but it is little known outside the classical music world
- Key players were heavily involved in other activities leaving little time for the appeal
- The North West Development Agency had promised funds but with tight time scales imposed

Tarnside led the School Feoffees through a process to help them develop a clear strategy for fundraising success.



3. Engagement of Appeal Champions

We identified that the engagement of appeal champions would be critical to the success of the project. The purpose of champions is to access and influence decision makers within prospective funders to ensure that the appeal would get a proper hearing and receive funding. In addition, this approach would help ensure this appeal would be at the top end of each funder's giving scale. This approach paid dividends with donations from individual music-loving givers of £1million, and several of £250,000.

1. Developing a 'Clarity of Vision'

With so many activities and partnerships evolving for the site, it was important for the Feoffees to agree on the parameters for the appeal. After detailed discussion it was decided that the school building would take the lead because it was the most costly and the most appealing to potential funders. The 'Vision' centred on Chetham's ability to rejuvenate itself, its image, and core message 'Change the World with Music'.

2. Identifying Funding Streams

Our Feasibility Review for this project set out three strands of potential income for the School:

- Regionally – in and around Manchester where the key message would be the civic pride for Chetham's School
- Nationally – the key message focused on Chetham's premier reputation in the music world
- Statutory – both of the above key messages were relevant here, plus the development of Manchester itself

A £30 million contract has been signed and building is underway

We are delighted to report that Chetham's School will soon have a brand new set of facilities to help them become a world-class centre of musical excellence. The fundraising effort has, to date, involved two years of hard work, dedication, commitment and enthusiasm from the Feoffees, staff, students and appeal champions.

Chairman Paul Lee reflected the views of his team and stressed the importance of scoping at the beginning of a project:

"Tarnside provided us with a professional fundraising service and template which guided us in introducing potential donors and supporters to the exceptional qualities of the staff and students of Chetham's School." Paul Lee, Chairman of the Feoffees of Chetham's School.

If you would like more information on how Tarnside can help you plan your appeal, please contact Patrick Boggon: patrick@tarnside.co.uk



The Billionaire Pledge

Forty American billionaires (worth a combined £145 billion) recently signed a pledge to donate 50% of their wealth to good causes. This initiative sets an example for giving to the needy at a time of recession and economic gloom. For fundraisers it provides a remarkable illustration of the **Curve of Involvement**® practice recommended by Tarnside. The American billionaires have formed a club with shared ideals, shared resources and all the benefits of mutual help and support. What a wonderful formula to replicate at every level of society.

"Fundraisers must revisit their strategies and develop new ways to involve and inspire those with the wealth to share."

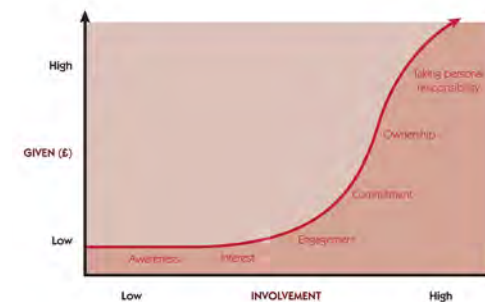
Our own Government's vision for 'The Big Society' says individuals need to shoulder philanthropic responsibility for the foreseeable future. But it fails to offer the kind of tax incentives that propelled America into leadership of the giving culture. This means fundraisers must revisit their strategies and develop new ways to involve and inspire those with wealth to share. Families such as the Sainsburys have made significant donations that have brought many iconic projects to life. The National Gallery, British

Museum, the Royal Shakespeare Theatre in Stratford, Chetham's School in Manchester have all benefited from the generous support of the Sainsbury Family Charitable Trusts.

Nothing happens by chance.

Follow the **Curve of Involvement**®

The Tarnside Curve of Involvement®



How do you win the commitment of large potential donors? Consider the following:

1. Potential donors need to be enthused and brought together to share a common dream and commitment. Follow the **Curve of Involvement**®.