

# Create Gloucestershire Fundraising Development Consultant.



Create Gloucestershire is looking to recruit a fundraising development consultant to drive forward a private fundraising programme, funded by the Arts Council of England.

Our ultimate goal is to raise new private funds for the arts and cultural sector in Gloucestershire to sustain and innovate the offer in the county.

The project provides an exciting opportunity to work with a consortium of some of the most dynamic arts organisations in Gloucestershire with specialisms in a range of different art-forms including dance, visual arts, craft, theatre, film and circus.

Each organisation is a member of Create Gloucestershire, an umbrella arts and cultural organisation founded in 2011 to be the leading research and development resource for the arts and cultural sector in the county. It is driven and resourced by its members and its purpose is to enable and support strategic and collective action at a time of unprecedented financial pressures on the arts. Its goal is 'making arts everyday', a greater understanding of the central role and purpose of the arts in our lives. A list of our 8 manifesto pledges can be found [here](#).

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We are looking for a fundraising development consultant who has:

- a proven track record in raising funds from private donors.
- experience of mentoring and coaching to build up the long-term capacity of the sector.
- knowledge of working for a consortia and some of the challenges and opportunities this presents.
- an understanding of and commitment to the arts and cultural sector in Gloucestershire.

The contract will be for 2 years. There is a budget of £70,000 which needs to be inclusive of VAT and expenses. The consultant could be either home based or have a desk provided in a member's premises subject to availability.

The deadline for completed application is 5pm, 26th June 2013  
Interviews will be held on Friday 12<sup>th</sup> July, venue tbc



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## 1. Overall aims:

Create Gloucestershire are looking to recruit a fundraising consultant to drive forward a private fundraising capacity building action plan, funded by the Catalyst programme from Arts Council England. You can download the [action plan here](#) which gives full details of our analysis of the internal and external fundraising context and the outcomes we want to achieve.

Our ultimate goal is to raise new private funds for the arts and cultural sector in Gloucestershire to sustain and innovate the offer in the county.

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## 2. Key tasks for the Fundraising Development Consultant:

The project is planned for a 2 year period with the four key delivery phases. Key tasks for the Fundraising Development Consultant in each of the phases is detailed below.

The fundraising consultant will be part of the Create Gloucestershire delivery team that includes Pippa Jones, Director and Mel Scaffold, Facilitator. Create Gloucestershire will be responsible for the majority of the administration and co-ordination of the project in liaison with the appointed Consultant.

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## **Phase 1: Gearing Up. (Months 1-6)**

**Task 1:** Facilitate workshops with Create Gloucestershire and consortium members to analyse and agree which delivery objectives in the action plan are shared, which individual and which delivered in clusters.

**Task 2:** Deliver joint and individual training for staff, trustees and volunteers to establish a baseline understanding and knowledge of the private giving fundraising cycle and the process of identifying and cultivating donors.

**Task 3:** Prepare a generic Board audit that each organisation can use to identify Trustees who are able and interested in developing a private fundraising role and gaps. Identify 1 or 2 people for each organisation who can then be trained and supported to feel confident and comfortable asking for donations.

(NB In the long-term this network may emerge into an overarching development council but it is not clear at this stage whether individuals will want to link themselves to specific venues/organisation or would prefer an association with the overall Gloucestershire arts sector.)

**Task 4:** Develop a set of standard policies and procedures for private giving which are then tailored to reflect and meet individual needs of the consortia partners.

**Task 5:** Recommend best methodology to identify, track and steward donors on an on-going basis and the best IT/admin systems to track and steward donors.

**Task 6:** Develop fundraising collateral specific to private giving that and support consortia members to tailor this to reflect and meet individual project needs. Eg Gift Aid Forms, Pledge letters, Tax advice, activity brochures etc.

## **Phase 2: Finding and cultivating high worth donors. (Months 6-12)**

**Task 1:** Undertake detailed donor research as follows:

**-database mining** to identify all individuals who have links with consortia members and/or have shown an interest in the arts and could make donations above £10K. (NB It is more than likely that this

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process will involve database “clean up” beforehand as the majority of the consortia partners reported the need to update contact lists.)

**-contact mapping** with trustees and volunteers and staff to identify links with the potential donors identified in the database mining.

**Task 2:** Support the consortia to map out a programme of cultivation opportunities for the year pooling venues, resources and contacts to ensure 2/3 high-profile, professional events that can especially attract high worth donors.

**Task 3:** Develop individual cultivation plans for each prospect identified by the donor research. Provide specialised support and mentoring to individual CEOs and trustees to support them in the process of asking for funds from major donors.

### **Phase 3: Identifying and cultivating medium to small level donors. (Months 12-18)**

**Task 1:** Support consortia members to refresh and reinvigorate current Friends schemes as a way to cultivate medium or smaller donors. This may involve developing a county-wide Friends scheme for “Gloucestershire Friends of the Arts” as well as boosting individual offers of consortia members. Both options will focus on developing “offers” with businesses in the local area e.g. bars and restaurants.

**Task 2:** Support Create Gloucestershire Director to develop a county-wide Gloucestershire Arts Ambassadors programme of high profile and influential people who will help to engage a wide group of people in the arts and draw them to current and future cultivation events.

**Task 3:** Explore the potential of crowd funding by running events that bring artists and small arts ventures together with potential investors both on and off line. The aim of these events would be as much about investment as about raising the profile of the arts “offer” with a different socio-economic group of individuals.

**Task 4 :** Explore and develop a generic legacy offer and support each consortia member to implement within their organisation if appropriate.

### **Phase 4: Delivering and embedding change: 18-24 months**

**Task 1:** Ongoing support to consortia members as they deliver cultivation events scoped above plus individual donors being

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approached for funding by staff, volunteers and trustees.

**Task 2:** Ensure each new or potential donor is embedded into new stewardship systems receiving regular communication and updates from either members, Create Gloucestershire or both.

**Task 3:** Oversee review and evaluation of the Catalyst programme to ensure learning for future strategies is understood and implemented.

### **3. Who we are looking for:**

We are looking for a fundraising consultant who has:

- A proven track record in raising funds from private donors, ideally but not essentially for the arts and cultural sector.
- Experience of mentoring and coaching so that the skills and confidence of consortia members can be built up over the period of the project.
- Experience of delivering training and facilitating meetings in an inclusive and non-hierarchical way.
- Knowledge of current fundraising policies, procedures and other collateral and experience of writing these for a range of organizational contexts
- Experience of running cultivation events in a range of different settings.
- Knowledge of working for a consortia and an insight into the challenges and opportunities this presents.
- Commitment to the arts and cultural sector in Gloucestershire
- Insight into different models of Friends and Ambassadors schemes and how these can be used to grow and sustain loyalty
- Understanding of how to evaluate a development process and the key issues to ensure this happens effectively.

### **4. Contract details:**

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The contract will be for 2 years. There is a budget of £70,000 which needs to be inclusive of VAT and expenses. The consultant could be either home based or have a desk provided in members premises subject to availability. We are interested in individual freelancers and/or secondments.

### **5. If you are interesting in applying:**

Please send your CV and a covering letter of no more than 3 sides of A4 with your response to the following questions:

1. What private funds have you raised in the last 3 years and for whom? Please provide one of these as a reference.
2. Which individuals and or organizations have you provided mentoring/coaching for in the last 3 years? Please provide one of these as a reference.
3. Your views on the pros and cons of working with and for a consortia.
4. Why you are interested in developing the arts and cultural sector in Gloucestershire and what do you consider are the current key challenges and opportunities?
5. The one personality trait you would bring to the team that would ensure this project was a success.

Please email this to [hello@creategloucestershire.co.uk](mailto:hello@creategloucestershire.co.uk) by 5pm on the 26th June 2013.

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