

# **Good Easter Parish Council – Fundraising Feasibility Study for The Development of a New Village Hall and Sports Pavilion**

## **Synopsis**

Good Easter Parish Council (GEPC) is facing two current challenges: a dilapidated sports pavilion in an excellent location adjacent to a good-sized football pitch, and a village hall with a range of challenges, including a lack of outdoor space, parking, access and limited toilet and kitchen facilities, thus limiting its usage. The council has a positive vision to create a vibrant community space, attract increased usage, and improve sustainability with the potential for growth. To achieve this, it is exploring the idea of developing a new building to replace the village hall and sports pavilion.

GEPC envisages the new building being a 30m x 7m combined building on the site of the sports pavilion, which will accommodate 75 people with table seating and approximately 120 people with cinema style seating. The building project is estimated to take two years.

The purpose of this report is to consider the feasibility of fundraising for this project, known from herein as The Capital Appeal, rather than considering the feasibility of the whole project. However, key elements of the build have been taken into consideration, as they are likely to impact on GEPC's ability to raise the required funds and affect its appeal to funders.

Capital Appeals are notoriously large, time-consuming and complex projects which if not managed carefully can present significant challenges for the organisations involved. Considering the size of GEPC, in terms of annual income/expenditure, resources and general capacity, this activity is far outside its usual operating activity and should therefore be treated as a major project.

### **Documents Reviewed**

- Good Easter Block Plans as Existing and Proposed
- Good Easter Plans and Elevations as Proposed
- Good Easter Parish Council Website



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## Vision

The vision for GEPC is, "A vibrant village that supports the growth of families, those in later years to thrive and to increase sporting and communal events, drawing people into our welcoming community."

## Purpose

The purpose of this vision is centred around: -

- Ensuring provision for the growing population of families with primary school age children.
- Supporting those in later years to combat social isolation and loneliness.
- Developing sporting activities and the ability for good attendance from supporters.
- Developing a strong offering of food and beverages to enhance belonging and community.
- Ensuring good accessibility and community safety through well-lit and accessible parking.

## External Fundraising Audit

To complete this fundraising feasibility review, it is necessary to undertake an audit of the external fundraising environment and UC has therefore reviewed several published research reports to gain a comprehensive picture of the sector as a whole, and how it has fared over the last few years. The following documents were analysed to inform this picture, and the findings strongly indicated a sector that has become more competitive in recent years in response to multiple pressures, including the Covid-19 pandemic, cost of living crisis, significant statutory funding cuts, and increased regulation;

### Documents Reviewed

- Fundraising Benchmarks Report, AAW Group in partnership with the Chartered Institute of Fundraising, 2024
- Non-Profit Pulse Report 2024, Tracking change in Europe and the development of AI, European Fundraising Association, Chartered Institute of Fundraising, Salesforce
- Salary Report 2023: Fundraising, Charity Job and The Chartered Institute of Fundraising, 2023

- The state of UK fundraising 2018 benchmarking report, Blackbaud in partnership with the Institute of Fundraising (IOF), 2018
- 2018 IOF Year in Fundraising, IOF, 2018
- Insights into charity fundraising, IOF & YOUNGOV, May 2017
- East of England Fact Sheet, IOF & YOUNGOV, May 2017
- Inside the mind of a grant-maker, Elin Lindstrom and Joe Saxon, 2013
- Get Raising, The Social Change Agency (Peridot, Hubbub, IOF), 2016
- Managing in a new normal, PWC, 2016
- Closing the Loop Report 2015, Blackbaud, Everyday Hero, IOF, 2015
- Major Donor Giving Research Report, An Updated Synthesis of Research into Major Donors and Philanthropic Giving, NFP Synergy, Oct 2017
- Charity Today 2017, ACEVO, Charity Comms, IOF, CAF, 2017
- Third Sector Magazine, Haymarket Group, 2024

The findings have influenced a wide range of considerations in each income stream that will need to be considered in any subsequent fundraising strategy.

## **Financial Climate**

As of the 1st of March 2022, there were 170,513 main charities and 15,105 linked charities registered with the Charity Commission in the UK compared to a previous high of 169, 297 in 2007 ([www.Gov.uk](http://www.Gov.uk)). It should also be noted that this is in addition to Community Interest Companies and other types of not-for-profit organisations, the vast majority of whom will secure income through multiple forms of fundraising, making this a highly competitive sector. However, whilst data is not yet available for 2023/2024, Third Sector Magazine has been publishing almost daily articles about charities closing or making redundancies for the past six months. Therefore, this may see a slight decrease in competition during GEPC's predicted fundraising period.

*"Across Europe, nonprofits are still experiencing fallout from the ongoing cost of living crisis. 2023 saw the crisis impacting everything from service delivery and resources to staffing levels and staff wellbeing. Service demand and costs continue to rise, while organisations are reporting a tight squeeze on donations and funding, with many seeing diminishing government support. As a result, 20% of survey respondents said they were concerned about the future, with 14% changing the way they deliver services and 12% cutting back on them. Just 6% were unaffected". (Non-Profit Pulse Report 2024).*

## Return on Investment

Table 1.0 below indicates the return on investment that can be expected across different income streams; however, it should be noted that returns on investment will depend on the financial circumstances of each individual nonprofit, alongside the popularity of the cause, track record and the relationships in place.

<b>Return On Investment per £1 Invested per Income Stream</b>		
	<b>Charities with an income under £10m pa</b>	<b>All Charities</b>
Trusts	£5.99	£10.79
Companies	£4.47	£5.98
Major Donors (HNWIs)	£4.90	£7.36
Grants	£6.94	£23.12
Legacies	£49.1	£125.45
In Memoriam Giving	£10.7	£37.49
Individual Giving	£2.31	£3.18
Community Fundraising	£6.11	£3.07
Events	£1.84	£0.10
Lotteries	£2.80	£3.65
Raffles	£4.88	£4.75

Key highlights from this research are detailed below;

- Trusts had the most evenly distributed income source, with the average charity receiving just under £1m annual income.
- For two-thirds of the participants, their largest gift from major donors was for a value of less than £100k.
- Whilst not all participants ran a weekly lottery, they have become a significant income source for a lot of charities, accounting for 5% of all fundraised income.
- The Fundratios report also shows the median size of grants secured was £6,516.

## Competitor Analysis

Reviewing a trading area within nearby proximity of Good Easter Parish reveals a batch of potential competitors for the proposed new village hall, outlined below in table 2.0.

Venue	Activities/Facilities
Pleshey Village Hall	Venue hire, sports field, parking
High Easter Village Hall	Venue Hire, playing fields, parking, licensed bar
Reid Rooms	Venue hire, weddings, onsite accommodation
Newland Hall	Venue hire, weddings, onsite accommodation
Colville Hall	Venue hire, weddings, onsite accommodation
Maidens Barn	Venue hire, weddings, onsite accommodation
Hare Roxwell	Pub with live music events
Horse and Groom Writtle	Pub with associated walks
Axe and Compass	Pub with music and quizzes
Pig and Whistle	Pub
Galvin Green Man	Private dining rooms for special occasions
Writtle College	Venue hire
Skreens Park Activity Centre	Adventure sports

### Recommendation

These competitors will need to be further investigated and detailed in the fundraising Case for Support, to demonstrate GEPC's awareness of and connection to the local area to funders.

## PESTLE Analysis

A PESTLE Analysis has been completed for the Capital Appeal as detailed below in table 3.0.

Political	Economical	Social	Technical	Legal	Environmental
With a new Government taking power in July 2024 there are likely to be substantial policy changes over the next few years with regards to planning and building, which could impact on GEPC's plans.	Whilst 2024 has seen inflation fall from the sharp rises seen in 2022, with conflict in Europe and the Middle East escalating, there is potential for inflation to rise again and impact on GEPC's budget for the planned build.	NCVO's Road Ahead 2020 report highlights Social Isolation as a key challenge for the country. This was similarly reflected in a recent YouGov poll indicating that 28% of people across all ages said they had no one they would call a best friend and over 15% said they had no close friends." The development of the new village hall is likely to address a lack of social connections in the village/reduce social isolation and could be considered as	Recent years have seen the development of many online fundraising platforms which are often a low resource method of raising funds during the public phase of a capital appeal.	2015 saw Sir Stuart Etherington undertake a review of fundraising regulation, which resulted in new laws being introduced, with charges now levied for those charities undertaking public fundraising of over £100,000 per annum.  A review was undertaken in 2023 with proposed 20%-50% increases to the levy, depending on the level of fundraising expenditure, introduced from September 2024.	Care of the Environment is playing an increasing role across government policy particularly in planning, and it is understood from the letter GEPC received from Chelmsford City Council's Planning Department that its Sustainability Policy is of key importance.

		a strong component of a fundraising Case For Support.			
With the most recent City Council elections taking place in 2023 and not being due again until May 2027, it will be important to develop relationships with Chelmsford City Council and obtain detailed understanding of their plans and strategies.	“More charities intend to diversify their income streams this year, primarily through investing in new income streams”. The above quote from the 2016, Managing in A New Normal, Report by PwC indicated increased competition across many income streams. As the Covid-19 pandemic hit in 2020 this competition was further intensified, particularly in trust fundraising, as income streams became unviable in lockdown.		The use of new payment methods e.g. handheld card readers, Apple Pay, Pay Pal etc have the potential to facilitate community fundraising.	September 2024 saw the Charity Commission issue its first warning to a council over charity mismanagement. This follows the Charity Commission’s new Chief Executive, writing to all councils in August 2024, regarding the risks of not complying with their duties as Trustees. As a result, the regulator has published new guidance in partnership with the Local Government Association for councils who are Trustees of Charities.	Many major funders are now requesting a copy of non-profit’s Environmental Policies and Procedures and/or including key questions about environmental practices in funding applications.
	The charity sector has been experiencing increased demand for				



	<p>services for some time and with pain promised in the upcoming budget this is unlikely to abate anytime soon. This will likely serve to further increase competition. This is having a significant effect on trust fundraising with three grant makers pauses their programmes in September/October 2024 due to unsustainable level of applications being received.</p>				
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## Internal Fundraising Audit

To complete this fundraising feasibility review, it was necessary to undertake an initial consultation with GEPC and this was undertaken on the 26<sup>th</sup> of September 2024 with the following members of GEPC in attendance.

- Cllr Leila Balin
- Cllr Tim Glass
- Cllr Paul West
- Cllr Malcom Johnston
- Town Clerk Lucy White

Alongside this, several internal documents were supplied and reviewed as detailed in the sections below.

### **Organisational Structure and Strategy**

GEPC is comprised of 6 Councillors, some with delegated duties, and a Town Clerk. Whilst GEPC would be leading on this project, there is also a separate Village Hall Committee and a Sports Pavilion Committee. GEPC is considering establishing a registered charity through which it will manage the proposed Capital Appeal. Charities with an income of £5,000 or more PA are required to register with the charity commission and as can be seen from the prospect research attached as Appendix A, 28% of the potential funders listed make it clear that they only support registered charities in their published giving criteria. For several of the other funders listed, this criterion is not known therefore, this percentage is likely to be higher. In addition, registering as a charity covers a series of governance questions for funders, thus facilitating the process of applying for funds. As such, establishing a Registered Charity will be key in terms of the project's fundraising success.

GEPC does not have an organisational plan or strategy but is part of the city council's organisational plan/strategy. It will be important to check that this project is aligned with that plan/strategy. In addition, it will be critical for GEPC to produce an in-depth business plan for the proposed village hall, to support the Fundraising Case for Support.

### **Recommendations**

Whilst there are many non-profits that do not have registered charity status e.g. Community Interest Organisations, it is acknowledged that establishing a Registered Charity will be critical to the success of fundraising for the village hall.

It is recommended that GEPC engages with CVS Chelmsford or RCCE (Rural Community Council of Essex) to obtain support to establish a Charity.

GEPC will need to develop a comprehensive Business Plan for the proposed village hall with detailed financial projections and cash flow forecast for up to five years post build, to demonstrate self-sufficiency now and in the future.

## **Financial Position**

GEPC charges a standard rate of £10 per hour for occasional bookings of the village hall and £7 per hour for regular bookings. It is understood from the consultation that this is broadly similar to the rates charged by surrounding village halls, and also reflects the lack of outdoor space and parking at the current village hall.

As of the 31<sup>st</sup> of March 2024, GEPC has reserves (total value of cash and short-term investments) of £28,490 and total fixed assets plus long term investments and assets of £385,956 with £0 borrowings. It is understood from the consultation that the Village Hall itself also has a surplus of £25k.

Furthermore, a review of GEPC's Accounting Statements for the last 3 years show a generally positive and stable financial position which will also give funders confidence to invest in the organisation.

GEPC has provided a very rough estimate of £150,000 - £250,000 for the value of the land on which the current village hall sits, with full planning permission.

### **Documents Reviewed**

- Accounting Statements for 2023/2024 for Good Easter Parish Council
- Accounting Statements for 2022/2023 for Good Easter Parish Council
- Accounting Statements for 2021/2022 for Good Easter Parish Council

## **Recommendations**

It is recommended that the above-mentioned reserves/funds are shown as designated/committed to the Capital Appeal in the financial case for support/Business Plan.

GEPC will need to check and confirm the estimated value of the land on which the current village hall sits and the potential contribution it could make to the Capital Appeal. Land Value Estimates for Policy Appraisals 2019, provided by the Ministry of Housing, Communities and Local Government suggest 1 hectare of land in Chelmsford equates to a value of £5,160,000. However, this is based on multiple assumptions, and it may be preferable to seek comparative land valuations.

It is recommended that GEPC models its projected costs and income figures against the seated 75 or cinema style 120 seating capacity for events and details this in the Business Plan. Further modelling key dates in the year, will demonstrate to funders the commercial viability of the hall.

## **Planning Status**

GEPC received a letter from Chelmsford City Council's Planning Department on the 24th May 2024 (Appendix X) which whilst positive in some respects, highlighted several elements of concern with regards to the planned combined build. It stated that, 'taking into account Policy DM21 regarding the protection of community facilities, it is unclear why the village hall cannot be used for or converted to any other community facility in-line with criterion 1.' It also stated that, 'without a new community building being secured and legally tied to the redevelopment of the pavilion/new community building, the loss of the village hall in isolation would be seen as the loss of a community building which our policies do not support'. Furthermore, the letter makes clear that legal and financial evidence would need to be produced demonstrating that the dwelling would be part of a sustainable funding plan for the new facility. It is understood from the consultation that building the new village hall on the sports pavilion site itself, whilst not guaranteed, is not likely to be problematic in terms of planning permission.

This is important because it was initially envisaged that the sale of this land for housing would contribute approximately £250k towards the build. As such, GEPC currently envisage a 50/50 chance of success with raising funding by selling the land and/or that the value of this land may be reduced by the potential need to build a smaller property to accommodate a garden and parking. The possibility of obtaining a bridging loan was also discussed with GEPC in the initial consultation and is seen very much as a last resort but not out of the question.

### **Documents Reviewed**

- Letter from Chelmsford City Council's Planning and Development Management Team – 24<sup>th</sup> May 2024

### **Recommendation**

It will be important for GEPC to ensure the need to sell the property to achieve the wider plan is clearly explained in any future planning application and that the particulars of the letter received from Chelmsford City Council on the 24<sup>th</sup> of May 2024 are further clarified to inform any future Fundraising Case for Support.

It is advised that GEPC does not commence any actual fundraising application/campaign work until planning permission is in place for the sports pavilion site, as many major capital funders will not pledge support until this is in place and therefore turn down applications on this basis.

## **Fundraising Case for Support**

Though a small village, with a population of approximately 382 people, there has been a settlement in Good Easter since at least roman times and it has much history. This may potentially enable it to attract funding from organisations interested in preserving the history of the village.

Good Easter also sits alongside the infamous Essex Way footpath and its twisting, turning lanes are very popular with cyclists, potentially providing an additional market for the village hall and attracting funders with an interest in sports/fitness wellbeing, alongside the major pull factor of redeveloping the sports pavilion itself.

In addition, the demographics of Good Easter, namely its older population, combined with its remote, rural location, means it is likely to be able to develop a strong case for support focusing on social isolation and loneliness. The demographics for Good Easter also show a higher than the England average of 5–9-year-olds. With the current village hall currently located on a country lane with no parking, there is also potentially a strong case for improving road safety for this age group by relocating the village hall.

Therefore, GEPC should be able to develop a strong case for support for the proposed project that appeals to a very broad base of funders including those with interests in history, sports/fitness/wellbeing, older people, children, reducing social isolation/loneliness, rural communities and road safety. GEPC is also likely to be able to produce a strong financial case for support and commit to pledge some of its reserves/surplus towards the project.

The challenges GEPC will likely encounter in developing a strong case for support relate primarily to the village's small population and a lack of deprivation.

- **Small Population:** Some funders are particularly numbers driven and will undertake a cost benefit analysis which will likely be unfavourable to GEPC. ( $\text{£}900,000/382 \text{ population} = \text{£}2,356 \text{ pp}$  or  $\text{£}600,000/382 \text{ population} = \text{£}1,570 \text{ pp}$ ). This could be negated to an extent by bringing down the investment versus the amount requested ratio. This may involve a thorough examination of the proposed building costs and in addition, GEPC may wish to consider a wider beneficiary area/group in its Fundraising Case for Support than simply the current population of the parish itself. For example, it is understood that users of the football pitch currently come from another parish. and there is another small social housing development planned/underway.

Furthermore, outreach opportunities presented by the new village hall, alongside a potential appeal to cyclists from surrounding areas, and an increased village

population due to a small social housing developed that is planned/underway may similarly increase the projected beneficiary numbers.

- **Lack of Deprivation:** The Indices of Multiple Deprivation (IMD) are commonly used by funders to identify whether an area is deprived and to what extent. Areas are grouped into deciles from 1-10 with 1 being the most deprived. Funders interested in supporting deprived communities usually focus on areas that fall into deciles 1 and 2. (The 10% most deprived nationally and the 20% most deprived nationally).

The 2019 IMD data shows that Chelmsford, as a whole, falls into Decile 9 and a current day postcode search for Good Easter Parish shows that the LSOA (Local Super Output Area) falls into Decile 5 overall. Therefore, it is unlikely to be able to build a strong fundraising Case for Support around deprivation. However, the data does also show a few anomalies that may be worth focusing on in the fundraising Case for Support. This includes the fact that when broken down, the data shows that the LSOA falls into Decile 1 for, 'Barriers to Housing and Services' and Decile 1 for, 'Living Environment'.

This could also potentially be further negated by highlighting the financial challenges faced by cohorts within the population. Indeed, it is understood from the consultation that the village has a huge range of demographics from single parents on universal credit to very wealthy pensioners and there are currently two areas of social housing in the village.

The current village hall appears to have relatively good current usage with a wide range of different events, activities undertaken as detailed in table 4.0 below. However, Councillors feel the usage could be increased both in terms of numbers and the variety of groups using the facility.

Activity	Frequency	Number of Attendees
Bridge Club		
Lunches/Cream Teas		
Pilates		
Yoga		
Karate		
Parish Council Meetings		
Local Elections/Vote Counting		
Church Functions/Fundraisers		
Pop up Pubs	Twice per year	70
Football Team		
Village Fete	Annually	
Dog Show	Annually	



From a fundraising point of view this is a good position on which to base an appeal, as funders will likely wish to see increased capacity and usage in return for their investment.

Recommendations
Future population projections will need to be included in the fundraising Case for Support, that consider future planned developments.
GEPC will need to obtain current usage figures and predicted future usage figures to demonstrate the projected increase in beneficiary numbers when producing a fundraising Case for Support.

## **SWOT Analysis**

### **Strengths**

- GEPC's remote location will enable it to develop a strong case for support around tackling social isolation
- GEPC is able to show a positive financial position with upto £45,000 of reserves that it could potentially contribute towards the build, which is likely to appeal to/be a requirement of major funders
- A contribution of £150k-£250k by GEPC towards the build as a result of selling the land on which the current village hall is based will significantly increase the likelihood of success with the fundraising campaign
- GEPC has put £50,000 aside in the budget to cover fees , which would enable it to appoint an overarching project manager and fundraiser if it chose to do so
- GEPC has a long-term well established relationship with St Andrew's Church which may be able to provide support for community fundraising activities/events.
- Sportsfield Association and Village Hall Committee
- Level of engagement with county council which may be able to provide some support
- GEPC has a track record of undertaking consultations with its parishioners and acting on what is said, which is likely to increase the engagement of parishioners in fundraising
- GEPC's rural location may encourage some funders with this interest to contribute

### **Weaknesses**

- Lack of experience of managing such campaigns
- No funding relationships currently in place
- Data shows that ROI's are typically lower for smaller organisations and the income stream with the highest ROI cannot easily be planned for as part of a capital appeal
- The letter received from CCC's planning officer presents the project with numerous hurdles to be overcome, which will likely take considerable time and resilience
- GEPC does not currently have an overarching project manager in place to manage the project and the above-mentioned planning hurdles
- GEPC does not currently have resources in place to manage the fundraising aspects of a capital appeal
- GEPC's low population could deter some funders from supporting the project as a cost/benefit analysis is likely to be weak.
- Good Easter's lack of deprivation may deter some funders from supporting the project



### Opportunities

- Data shows that community fundraising, events and raffles typically attract higher ROI's for smaller organisations
- GEPC's willingness to establish a registered charity will increase its chances of successfully raising the required amount
- Establishing a registered charity to manage the village hall may also address some of the legal/constitutional concerns in CCC's planning report
- With elections having taken place for CCC councillors in 2023 there is an opportunity to further develop relationships to gain support for the project for the duration of the fundraising period
- The nearby proximity of the Essex Way may provide an opportunity to attract funders with an interest in walking/health activities
- The lengthy history attached to the village may provide an opportunity to attract funders with an interest in history

### Threats

- Possible reputational damage if the required funding is not achieved
- Increasing levels of competition in fundraising
- Build costs increasing the required amount to be raised
- Increased vigilance of councils by the Charity Commission is likely to result in a greater administrative burden for those councils managing charities
- Requirements to comply with CCC's planning policies may reduce the size of dwelling and therefore income that can be secured towards the build, thus increasing the amount of fundraising required
- CCC's desire to see the new build completed before the sale of the land on which the current village hall sits is likely to be a significant hurdle to the fundraising campaign

## Resources

GEPC has not currently identified an overarching project manager for the Capital Appeal, although one of GEPC's Councillors indicated a willingness to manage the construction elements of the project during the initial consultation. A delay in appointing an overarching Project Manager, or a decision not to do so, will likely impact on the speed with which fundraising activity can progress. In terms of fundraising activity, whilst the initial stages of the Capital Appeal could be managed on an external basis, it is likely full or part time salaried support will be needed for fundraising communications/events/publicity etc in the semi-private and public phases of the Capital Appeal, outlined in diagram 1.0. It is understood that £50,000 of fees have been built into the project budget, though it is not clear if this would cover the costs of the above-mentioned overarching Project Manager/fundraising staff, or whether this is to cover additional expected fees.

In terms of fundraising resource, The Fundraising Benchmark 2024 report showed that there was one member of fundraising staff (FTE) for each £0.6m of fundraising income for the whole sample, ranging from one per £0.3m for charities under £10m, to one per £0.9m for charities over £100m. In addition, Charity Job's Salary Report 2023 showed that the average fundraising salary in 2022 was £37,700 and provided the useful guide detailed in table 5.0 below, depending on the level of experience required;

Average Salary By Experience Levels 2019 - 2022				
Experience Level	2019	2020	2021	2022
Entry Level / Graduate	£25,300	£23,700	£24,800	£24,900
Junior	£29,600	£28,200	£27,700	£29,200
Experienced (Non Manager)	£33,400	£34,100	£33,800	£35,300
Management	£42,600	£42,900	£43,400	£44,000
Senior Executive	£60,600	£62,300	£55,100	£56,100
Director	£72,700	£75,700	£66,000	£66,800

GEPC also has a Village Hall Committee and Sportsfield Association that may be able to take on some voluntary responsibilities for community fundraising in the latter stages of the Capital Appeal.

Recommendation
Whilst it is acknowledged that appointing staff to support the project will attract further cost, given the complexities already identified in this early stage of the project, the likelihood of the project collapsing without these resources in place is considered to be high. Therefore, it is recommended that GEPC appoint an overall Project Manager, who can support fundraising, alongside appointing specific fundraising resources as required.

## Stakeholders

GEPC undertook a consultation with parishioners about usage of the village hall a couple of years ago and parishioners identified that they wanted Carpet Bowls to be provided. This was provided and lasted for approximately one year, establishing a good track record. GEPC have confirmed they will undertake a consultation about the plans for the combined building prior to any fundraising taking place. They have also identified the stakeholders listed in table 6.0 below, that they would be required to communicate with regarding the Capital Appeal.

Stakeholder Group	Interest	Relationship
Parishioners	Use village hall for functions/activities	Long-term, well-established relationship, to be further developed to increase engagement of all
St Andrew's Church	Use village hall for functions	Long-term, well-established relationship
Boreham and The Leighs Ward Councillor	Ward facility	To be further developed
Village Hall Committee	Responsible for the running of the village hall	Newly developed
Sportsfield Association	Responsible for the Football pitch and sports pavilion	Newly developed
Hirers of the village hall and sports pavilion including the football team	Use village hall and football pitch	Long-term, well-established relationships
Essex County Council	Use village hall for local elections	Long-term, well-established relationship
Rural Community Council for Essex	Support to establish a charity	?
Local MP	Constituency facility	To be established

Recommendations
Many large funders like the National Lottery have clear policies to support 'community led' projects therefore, it will be imperative that the above-mentioned consultation is completed and presented to potential major funders in the Fundraising Case for Support and associated applications. Case studies or qualitative interviews would also strengthen bids and neighbouring areas should also be included as potential users.
Appropriate donor reward and recognition opportunities e.g. naming of the building, guaranteed usage etc will need to be identified to support the Capital Appeal. Therefore, it is recommended

that a piece of work takes place to agree these opportunities and the basis on which to allocate them.

Many funders will wish to see 'seed funding' (a % of total funds that differs per funder) in place before pledging a major donation therefore, it is recommended that GEPC enquires with stakeholders about the available local funds it may be able to apply for. E.g. with Chelmsford City Council, Councillors locality budgets, RCCE Grant programme on behalf of ECC for community halls, CVS Chelmsford.

## Income Streams

The potential benefits and disadvantages of multiple income streams and their ability to support the Capital Appeal have been considered, as detailed in table 7.0 below.

Income Stream	Current Status	Considerations	Recommended To Pursue
<b>Statutory Fundraising</b>	N/A	It is likely many major donors will wish to see some local support in place prior to making a funding commitment (pledge). In addition, statutory bodies will often consider multiple forms of non-profit, if detailed evidence of non-profit status can be provided.	Yes
<b>Trust Fundraising</b>	N/A	Trust Fundraising is one of the few income streams that has the ability to attract large donations and often comprises a sizeable proportion of capital appeals.	Yes
		GEPC's current constitution means it is likely it would currently struggle to attract major donations from trusts/foundations, as a significant proportion of these stipulate that they will only consider making grants towards registered charities, therefore, it will be key to explore registered charity status if pursuing this income stream.	

<b>Corporate Fundraising</b>	N/A	Corporate fundraising is another income stream that can provide sizeable gifts towards a capital appeals in general. Indeed, "Corporate sponsorship across the sector was worth £361.9 million in 2015/16. However, it should also be noted that the overall combined % of pre-tax profit donated has increased due to only a handful of companies giving more whereas total donations by the FTSE 100 were down to £1.9b in 2016". (IOF year in fundraising 2018).	No
		It is unlikely that the majority of corporates would be interested in supporting GEPC's capital appeal, given the small size of the local population and lack of nearby, sizeable businesses. The exception perhaps being, large building companies who may be interested in building in the area and thus in contributing to the local community.	
<b>Community/Individual Fundraising</b>	N/A	Community fundraising requires significant efforts, can be time-consuming and traditionally yields low values.	Yes
		The Fundraising Benchmark Report 2024 shows that this income stream is typically more successful for smaller charities/organisations than for larger charities/organisations.	
		Community fundraising is likely to have the effect of increasing engagement with the village hall, which is another objective GEPC wish to achieve.	
		Starting off with a crowdfunder during the public phase of the capital appeal could be a good way of raising the required remaining funds. This can also help to open match-funding opportunities.	
		A card reader and wifi coverage could support donations via community events, creating a simple, low-cost way of raising funds.	

<b>Individual Major Donors</b>	N/A	"Britain's wealthiest gave around £3.207bn to charitable causes in 2017". In addition, there was a, "62% increase in the number of organisations benefiting from giving at this level, (£1m), from the years 2007 to 2016". (IOF year in fundraising 2018).	Yes
		Good Easter Parish's population is older than the national average with 33 per cent of people living here aged over 60, compared with 23 percent nationally. Here, the 60 to 64-year-old age range has the highest number of residents. Considering older residents are more likely to have accrued wealth this would suggest there is good potential for attracting major donors.	
<b>Legacies (Gifts in Wills)/In Memoriam Giving</b>	N/A	Whilst legacies show the greatest ROI by far and GEPC's older population means this income stream is likely to sit well here in terms of general fundraising, this income is highly unpredictable and therefore cannot realistically form part of a fundraising plan for the Capital Appeal.	No
		It may, however, be worth GEPC producing and distributing a legacies leaflet, to raise the prospect of people contributing towards the parish in this way and/or working in partnership with local solicitors.	
<b>Events/Lotteries/Raffles</b>	N/A	This income stream requires significant effort and traditionally yields low values.	Yes
		The Fundraising Benchmark Report 2024 shows that this income stream is typically more successful for smaller charities/organisations than larger charities/organisations.	
		GEPC is likely to have local volunteers who can support this activity.	
		This activity is likely to have the effect of increasing engagement with the village hall, which is another objective GEPC wish to achieve.	

## Developing an Appropriate Funding Matrix

In order to raise the required amount of money it is suggested that several major donations have to be secured. This is because unlike a large national charity, GEPC does not have a base of existing donors from whom a multitude of smaller donations can be easily secured. Therefore, initial prospect research has been undertaken and attached as Appendix A, to give GEPC an idea of the potential donors and their sizes. In this initial prospect research, the focus has been on capital funders, (general and local). As/if the fundraising campaign progresses and an engaging fundraising Case for Support is developed, it is likely that many additional prospective funders will be identified. In addition, it will be important to evidence to donors considering making a large gift that a strategy is in place to raise the total amount. This will give them confidence that their donation will be able to be used for the purpose donated. *“Whether an organisation sees a donation as sufficiently large for an individual (funder) to qualify as a major donor may be defined by what is appropriate to the organisation in terms of budget size, total income or the size of the majority of donations received. For some organisations it may mean a gift of £10,000, for others a gift of £10 million”.* (NFP Synergy, Major Donor Research Synthesis Report, 2017). Therefore, a proposed matrix has been detailed below to demonstrate the size of gifts that will be required from different donor types and numbers. This has also been based on research regarding comparator organisations to determine appropriate classifications of donors for GEPC in terms of gift size and donor type as detailed in table 8.0 below;

Income Stream	Gift Range	Classification
Trust / Foundation	>£50,000	Major donor
Trust / Foundation	£10,000 - £50,000	Mid-Level donor
Trust / Foundation	<£5,000	One Off/Regular giver
Corporate	>£10,000	Major donor
Corporate	£2,000 - £10,000	Mid-Level donor
Corporate	<£2,000	One-Off/Regular giver



Individual	>£10,000	Major donor
Individual	£5,000 - £10,000	Mid-level donor
Individual	<£500	One-Off/Regular giver

It is envisaged that not all donor classifications will be used as part of the Capital Appeal, as the effort required to attract donations for the Capital Appeal is likely to outweigh the benefit. Therefore, donor types/classifications and gift amounts, specifically for the capital appeal have been identified. If GEPC were to raise the total amount of £900,000 the required fundraising matrix would look as identified below in table 8.1;

Donor Type	Gift Size	Number	Total Raised	%
National Statutory Grants (Sport England, National Lottery)	£75,000	2	£150,000	17%
Local Statutory Grants (CCC, ECF,ECC)	£5,000	3	£15,000	2%
Major Trusts/Foundations	£50,000	8	£400,000	45%
Mid-Level Trusts/Foundations	£10,000	8	£80,000	10%
Individual Major Donors	£10,000	5	£50,000	7%
Individual Mid-Level Donors	£5,000	30	£150,000	17%
Community Fundraising (multiple donors)	Varying	Multiple	£27,500	1
Events/Lotteries/Raffles	Varying	Multiple	£27,500	1
<b>Total</b>			<b>£900,000</b>	

There is also potential for the building project to be split into two separate phases and GEPC have stated in this case they would build the village hall first. Overall building costs for this first stage of development are estimated to be approximately £600,000, which would make the project easier to raise funds for. In addition, this would potentially enable GEPC to attract repeat donors, making the second phase of fundraising significantly easier than the first, as repeat donors would have seen outcomes achieved from their first investment and therefore be more likely to support again. If GEPC were to phase the project the required fundraising matrix would look as identified below in table 8.2;

Donor Type	Gift Size	Number	Total Raised	%
National Statutory Grants (Sport England)	£75,000	1	£75,000	13%
Local Statutory Grants (CCC, ECF,ECC)	£5,000	3	£15,000	3%
Major Trusts/Foundations	£50,000	4	£200,000	33%
Mid-Level Trusts/Foundations	£10,000	6	£60,000	10%
Individual Major Donors	£10,000	5	£50,000	8%
Individual Mid-Level Donors	£5,000	30	£150,000	25%
Community Fundraising (multiple donors)	Varying	Multiple	£25,000	4%
Events/Lotteries/Raffles	Varying	Multiple	£25,000	4%
<b>Total</b>			<b>£600,000</b>	

However, if Sports England or another major donor were to donate/pledge a large amount for the sports pavilion, GEPC could demonstrate that a strong percentage of the total funding had already been raised/pledged for the combined project. This would then increase the likelihood of success amongst other funders and impact the rationale for phasing the project.

### Recommendations

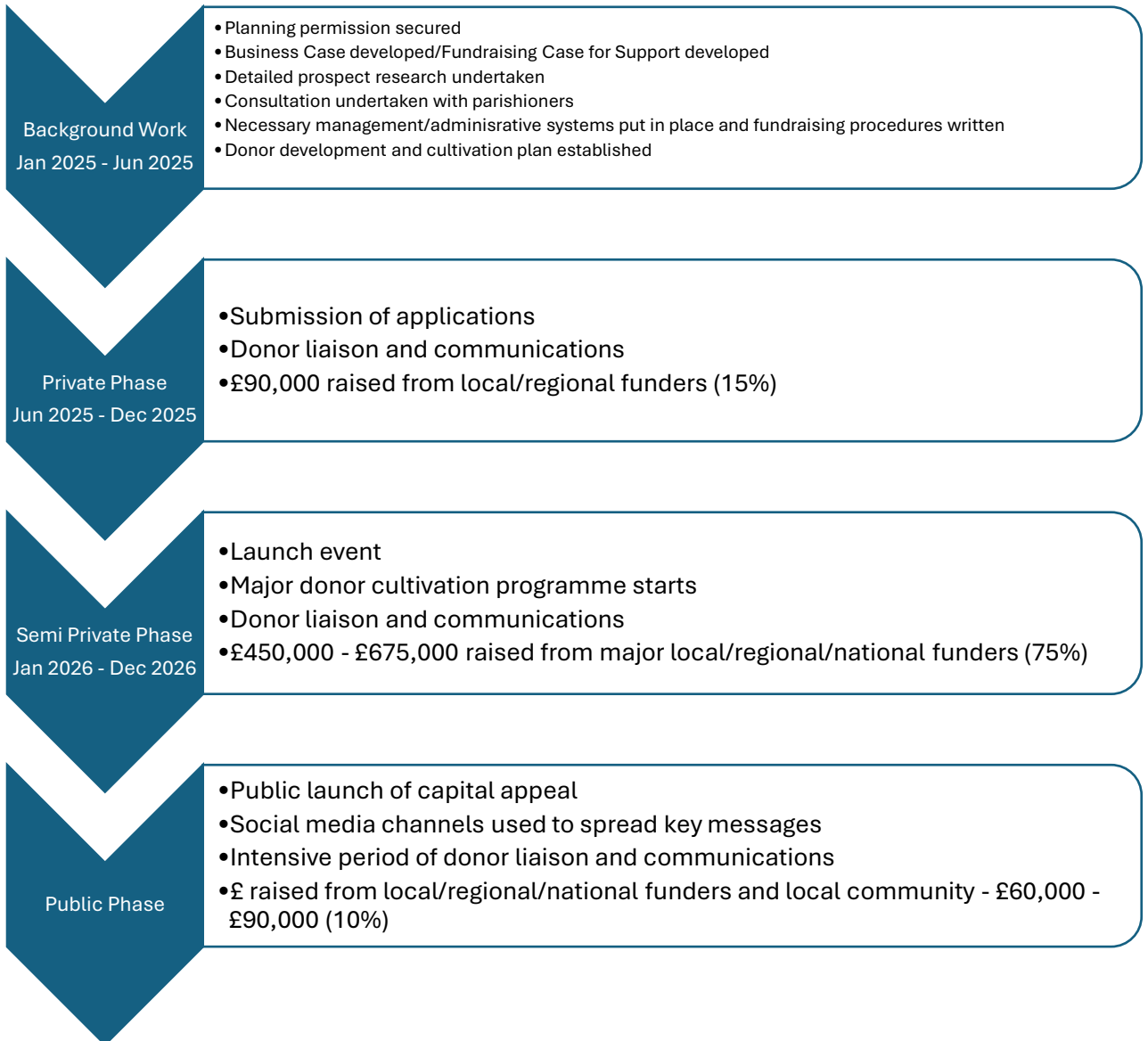
Given the large amount of funding required for the project it is recommended from a fundraising perspective that the project is split into the two mentioned phases. However, it is understood that this is not a preferred option for the following reasons;

1. The requirements of the building project would dictate that if the project was to be split into two phases, the village hall would need to be built first. However, the need for the sports pavilion is considerably greater.
2. The potential for the sports pavilion not to happen if it has to wait for phase two of the project to commence.

Therefore, GEPC's Committee will need to make a decision on project phasing based on all the available data.

## Capital Appeal Phasing

Whether or not GEPC decided to split the project into two separate phases, it is also recommended that any fundraising work be phased as follows;



## Conclusion

Capital Appeals are rarely simple and whilst this report demonstrates how the funding for this project could potentially be raised and considers the feasibility of different fundraising methods and income streams, there are currently several significant and complex challenges to be overcome in terms of the wider project. Therefore, it is important that these challenges are addressed, and decisions are taken following the analysis of all available information, of which this Fundraising Feasibility Report should form one part.

These decisions in turn may impact upon the feasibility of fundraising for the village hall, and it is therefore further acknowledged that as work progresses and multiple aspects of the Capital Appeal change, with different elements of the project impacting upon each other, GEPC will need to continually review its fundraising strategy.

In addition, as the project progresses GEPC will need to monitor the phasing of the Capital Appeal against the timescales for building the village hall, which are often subject to slippage. As such, ensuring donors and stakeholders are communicated with effectively throughout the appeal will be of critical importance.

The recommendations table 9.0 below provides a summary of all fundraising recommendations outlined throughout this report with suggested timescales, aligned with the Capital Appeal phasing diagram 1.0. Alongside this, some key preliminary work to be undertaken by GEPC as a next step, commencing in October 2024, has been suggested, and it is recommended that this is completed prior to the 'background work' phase of the Capital Appeal commencing in January 2025.

## Summary of Recommendations

No	Recommendation	Timescale
1	These competitors will need to be further investigated and detailed in the fundraising Case for Support, to demonstrate GEPC's awareness of and connection to the local area to funders.	Jan 2025-Jun 2025
2	Whilst there are many non-profits that do not have registered charity status e.g. Community Interest Organisations, it is acknowledged that establishing a Registered Charity will be critical to the success of fundraising for the village hall and it is recommended that GEPC engages with CVS Chelmsford or RCCE (Rural Communities Council of Essex) to obtain support to do this.	Oct 2024-Jun 2025
3	GEPC will need to develop a comprehensive Business Plan for the proposed village hall with detailed financial projections and cash flow forecast for up to five years post build, to demonstrate self-sufficiency now and in the future.	Jan 2025-Jun 2025
4	It is recommended that the above-mentioned reserves/funds are show as designated/committed to the Capital Appeal in the financial case for support/Business Plan.	Jan 2025-Jun 2025
5	GEPC will need to check and confirm the estimated value of the land on which the current village hall sits and the potential contribution it could make to the Capital Appeal. Land Value Estimates for Policy Appraisals 2019, provided by the Ministry of Housing, Communities and Local Government suggest 1 hectare of land in Chelmsford equates to a value of £5,160,000. However, this is based on multiple assumptions, and it may be preferable to seek comparative land valuations.	Oct 2024-Jun 2025
6	It is recommended that GEPC models its projected costs and income figures against the seated 75 or cinema style 120 seating capacity for events and details this in the Business Plan. Further modelling key dates in the year, will demonstrate to funders the commercial viability of the hall.	Jan 2025-Jun 2025
7	It will be important for GEPC to ensure the need to sell the property to achieve the wider plan is clearly explained in any future planning application and that the particulars of the letter received from Chelmsford City Council on the 24 <sup>th</sup> of May 2024 are further clarified to inform any future Fundraising Case for Support.	Oct 2024-Jun 2025
8	It is advised that GEPC does not commence any actual fundraising application until planning permission is in place for the sports pavilion site, as many major capital funders will turn down applications on this basis.	

9	Future population projections will need to be included in the fundraising Case for Support, that consider future planned developments.	Jan 2025-Jun 2025
10	GEPC will need to obtain current usage figures and predicted future usage figures to demonstrate the projected increase in beneficiary numbers when producing a fundraising Case for Support.	Jan 2025-Jun 2025
11	Whilst it is acknowledged that appointing staff to support the project will attract further cost, given the complexities identified in this early stage of the project, the likelihood of the project collapsing without these resources in place is considered to be high. Therefore, it is recommended that GEPC appoint a Project Manager, who can support fundraising.	Jan 2025-Jun 2025
12	Alongside this, GEPC will need to appoint specific fundraising resources required to support the Capital Appeal	Jan 2025-Jun 2025
13	Many large funders like the National Lottery have clear policies to support 'community led' projects therefore, it will be imperative that the above-mentioned consultation is completed and presented to potential major funders in the Fundraising Case for Support and associated applications.	Oct 2024-Jan 2025
14	Appropriate donor reward and recognition opportunities e.g. naming of the building, guaranteed usage etc will need to be identified to support the Capital Appeal. Therefore, it is recommended that a piece of work takes place to agree these opportunities and the basis on which to allocate them.	Oct 2024-Jan 2025
15	Many funders will wish to see 'seed funding' in place before pledging a major donation therefore, it is recommended that GEPC enquires with stakeholders about the availability of local funds. E.g. with Chelmsford City Council, Councillors locality budgets, RCCE Grant programme on behalf of ECC for community halls, CVS Chelmsford.	Jan 2025-Jun 2025
16	Given the large amount of funding required for the project it is recommended from a fundraising perspective that the project is split into the two phases. However, it is understood that this is not a preferred option for the following reasons; <ol style="list-style-type: none"> <li>1. The requirements of the building project would dictate that if the project was to be split into two phases, the village hall would need to be built first. However, the need for the sports pavilion is considerably greater.</li> <li>2. The potential for the sports pavilion not to happen if it has to wait for phase two of the project to commence.</li> </ol> Therefore, GEPC's Committee will need to make a decision on project phasing based on all the available data.	Oct 2024-Jan 2025
17	Produce a detailed business plan with forecasted income and expenditure	Jan 2025-Jun 2025
18	Undertake detailed prospect research	Jan 2025-Jun 2025
19	Produce a comprehensive fundraising Case for Support	Jan 2025-Jun 2025