

Case study

The Martlets Hospice



Preparation and Development for Major Donor fundraising

The Project: The Martlets Hospice has been helping local people in and around Brighton and Hove living with terminal and life limiting illness since 1997. The Hospice operates on a full-time basis throughout the year, offering both In-patient care and Martlets@Home care, with a full range of auxiliary therapeutic services. Currently, over 400 adult patients and around 1,500 of their family members and friends are helped every year.

The project target was £2.5 million towards the extension and refurbishment of the hospice building in order to extend their services.

The Brief: Action Planning originally undertook a feasibility study for the hospice to determine support for a wider capital appeal, the results of which showed that the achievable target of £1.5 million was more realistic; subsequently, the Trustees revised their plans and budget. Action Planning was then asked to work in-house to 'kick start' the appeal process and to aid the fundraising team, to implement the initial stages of preparation to launch the appeal, and to develop a major donor fundraising programme.

Action Planning carried out a comprehensive programme researching and preparing key actions, documents, strategies and policies for the implementation of the project at The Martlets Hospice. Our focus was to see that all aspects of project planning were being covered, to highlight to the Trustees any details that needed further consideration and decisions, to define roles and responsibilities and to put in place practices and procedures before presenting the Appeal to the wider public.

We carried out research on the grant-making trusts and foundations which were most likely to support The Martlets; this detailed research enabled us to prioritise funding sources for applications, check deadlines and have to hand crucial information, facts and figures prior to the application process.

Discussion was undertaken on the role, responsibilities and possible members of an Appeal fundraising committee; names of potential senior volunteers and/or lead donors were discussed and researched, with a list of top priorities established.

The fundraising database was evaluated as to whether it was sufficient for the more sophisticated needs of a major donor programme. The role of events was also given detailed thought, including how the 10th Anniversary of the hospice might be used to support the fundraising programme.

Summary: After several weeks of intensive work, it became clear to the fundraising and the senior management team at the Hospice that their first priority was to develop a major donor programme in order to strengthen their readiness to run a successful capital appeal in the future. Action Planning was therefore asked to switch priorities and to concentrate on providing the strategy that would facilitate this programme. Our final report was developed after extensive discussions with the in-house fundraising team. It gave a comprehensive step-by-step guide to the relevant key factors, processes and resources necessary in a major donor programme. It laid out the foundation for the team to implement a successful fundraising programme at The Martlets.



The Martlets Hospice



The Martlets Education Centre

"It was a joy to work with Action Planning. They achieved all the outputs we had identified at the outset on time. They were sufficiently flexible to adapt to a changed focus for the consultancy as our needs changed abruptly during the time they were working with us."

Gary Moyle, Charitable Trusts and Foundations, Major Donors Fundraiser

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