

<b>Business Plan for Causeway Community Foundation</b>	<b>13<sup>th</sup> December 2016</b>
<b>To: The Leisure and Development Committee For Decision</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Accelerating our Economy and Contributing to Prosperity
<b>Outcome</b>	Maximise Investment Funding
<b>Lead Officer</b>	Funding Unit Manager
<b>Cost: (If applicable)</b>	£21,500

**The purpose of this report is to recommend progression of the development of a community foundation for the Causeway Coast and Glens Borough Council area.**

### **Background**

In early 2016 Causeway Coast & Glens Borough Council successfully applied for funding of £10,000 from the Strategic Investment Board (SIB) to undertake research and develop a business plan for the development of a Community Foundation for the Causeway Coast and Glens Borough Council area.

A community foundation is a vehicle for charitable giving that allows individuals, companies, public authorities, philanthropists etc. to direct their giving to causes or geographic areas they care about. Community foundations work with individuals, families and companies to design bespoke grant making strategies that target particular issues or focus on particular geographical areas. There are 48 accredited community foundations in the UK (<http://ukcommunityfoundations.org>).

An area of outstanding natural beauty such as Causeway Coast and Glens Borough Council area holds a special place in the hearts of many people. There are many with roots in the area who have achieved fame and success locally, nationally and internationally and who hold this emotional attachment to the area and there are others who have visited and become enchanted by the natural beauty and wonder of the area. The Causeway Community Foundation would seek to capitalise on that enchantment as a means of bringing investment and funds into the area for the improvement of physical, social and community life.

### **Strategic and Policy Context**

As Northern Ireland strives to reduce the scale and influence of public sector support and intervention, there is a need for alternative sources of private funding to be found. This is equally applicable to all sectors and one of the reasons why Community Foundations are an ideal fit. Not only do they seek to address identified local social needs but in doing so they frequently use economic development as a tool for both engagement and as an instrument for promoting sustainable change.

In an age of ongoing financial austerity with interest rates continuing to tumble and ongoing uncertainty relating to the impending UK departure from the EU it is inevitable that there will be a need for ongoing prioritisation in terms of both central and local government spend. Quite simply there is not going to be enough money to sustain existing priorities never mind facilitate visionary future plans for development.

For councils like Causeway Coast and Glens Borough Council with visionary plans for the social and economic development of the area, there is a need to be able to access new and additional funds to support such visions to become a reality.

### **Soundness and Quality of Concept**

The fact that 48 other communities in the UK have already gone down this route successfully shows that the concept is both sound and feasible. Additionally these Foundations currently manage over 2,300 funds on behalf of families, companies and individuals. In 2014, £790 million was donated by individual and corporate donors in the UK in £1 million + donations to Foundations. This represents 51% of total income donated in 2014 via £1million + donations.

In Northern Ireland there are a small number of fundraising Foundations and Trusts including CFNI, The Fermanagh Trust and the Acorn Trust in Derry/Londonderry.

### **The Research Project**

Council's Funding Unit procured the services of Advantage Solutions to research the potential for establishing a Causeway Community Foundation to maximise the income generation potential of the locality. The brief included an options appraisal and feasibility study to identify and appraise the various strategic and operational models of delivery.

Outputs included:

- Identification of the preferred option.
- Preparation of a five year business case for the preferred option, including full financials. (Business Plan attached as Annex A)

### **Identified Options**

**Option 1:** The development of a standalone Foundation, which like the 48 existing Foundations in the UK would have its own board, employ staff, raise money from a wide portfolio of donors.

**Option 2:** The development of a managed fund(s) that is dedicated to spending in the Causeway Coast and Glen's area, but management of the fund(s) and all associated administration is handled by an already existing foundation such as CFNI.

**Option 3:** There is no demand for the project and it is not a viable option.

**Option 4:** The development of a managed fund(s) that is dedicated to spending in the Causeway Coast and Glen's area, but management of the fund(s) and all associated administration is handled by Causeway Coast and Glens Borough Council.

## Summary of the appraisal of options

Appraisal Criteria	Option 1	Option 2	Option 3	Option 4	Weighting %
There is an opportunity for new giving that recognises the privacy of the giving relationship.	12	12	0	12	15
The opportunity to link potential donors with locality based needs/causes.	12	13	.0	14	15
A proactive approach to generating 'new money'.	18	14	0	18	20
Best value for money in terms of social impact.	14	16	0	18	20
Capacity to maximise economic impact.	13	15	0	18	20
Looking to embrace best practice in philanthropic giving and spending impact.	8	10	0	10	10
<b>TOTAL</b>	<b>77%</b>	<b>80%</b>	<b>0%</b>	<b>90%</b>	<b>100%</b>

## Budget and Financial Projections

The following table presents a summary of the projected budgetary income and expenditure for the preferred Option (Option 4):

	Year 1	Year 2	Total £
<b>Other Funding / Income</b>			
Corporate	21,500	21500	43,000
Public	21,500	21500	43,000
Donor income		250,000	250,000
<b>TOTAL</b>	<b>43,000</b>	<b>293,000</b>	<b>336,000</b>
<b>Expenditure</b>			
Development of case for support materials including website	5,000	5000	10,000
Donor development costs	25,000	25,000	50,000
Travel and Accommodation Costs	8,000	8,000	16,000
Legal Costs	5,000	5,000	10,000
P/T (25 HRS) Administrator and Donor Care Manager		25,000	25,000
Office overhead costs		4,000	4,000
<b>Capital</b>			
Office equipment		4000	4,000
Contingency	4,000	3000	7,000
<b>Total Expenditure</b>	<b>47,000</b>	<b>75,000</b>	<b>122,000</b>

Please note all figures in red to be provided as in kind support via the Causeway Coast and Glens Borough Council.

### **In Conclusion**

The establishment of a dedicated Community Foundation offers a unique opportunity to harness and maximise the emotional attachment to attract local, regional, national and international, private and corporate High Net Worth financial support to be able to address social and economic needs.

It would provide a proactive opportunity for regional, national and international entrepreneurs to propose project ideas and concepts that could help to socially and economically improve the lives of residents within the Causeway Coast and Glens Borough Council area.

With regard to the strategic development and management of a suitable funding mechanism, the key priority is initially to be able to identify and establish an effective Board with the commitment, dedication and gravitas to be able to persuade and influence identified high net worth individual and corporate donors to give their financial support.

### **Recommendation**

It is recommended that Council progress to the next phase for the development of the Causeway Community Foundation with 50% of the associated costs to be included in next year's Funding Unit budget. The Funding Unit will also source external sources of funding to help alleviate any cost to Council.



# Causeway Community Foundation

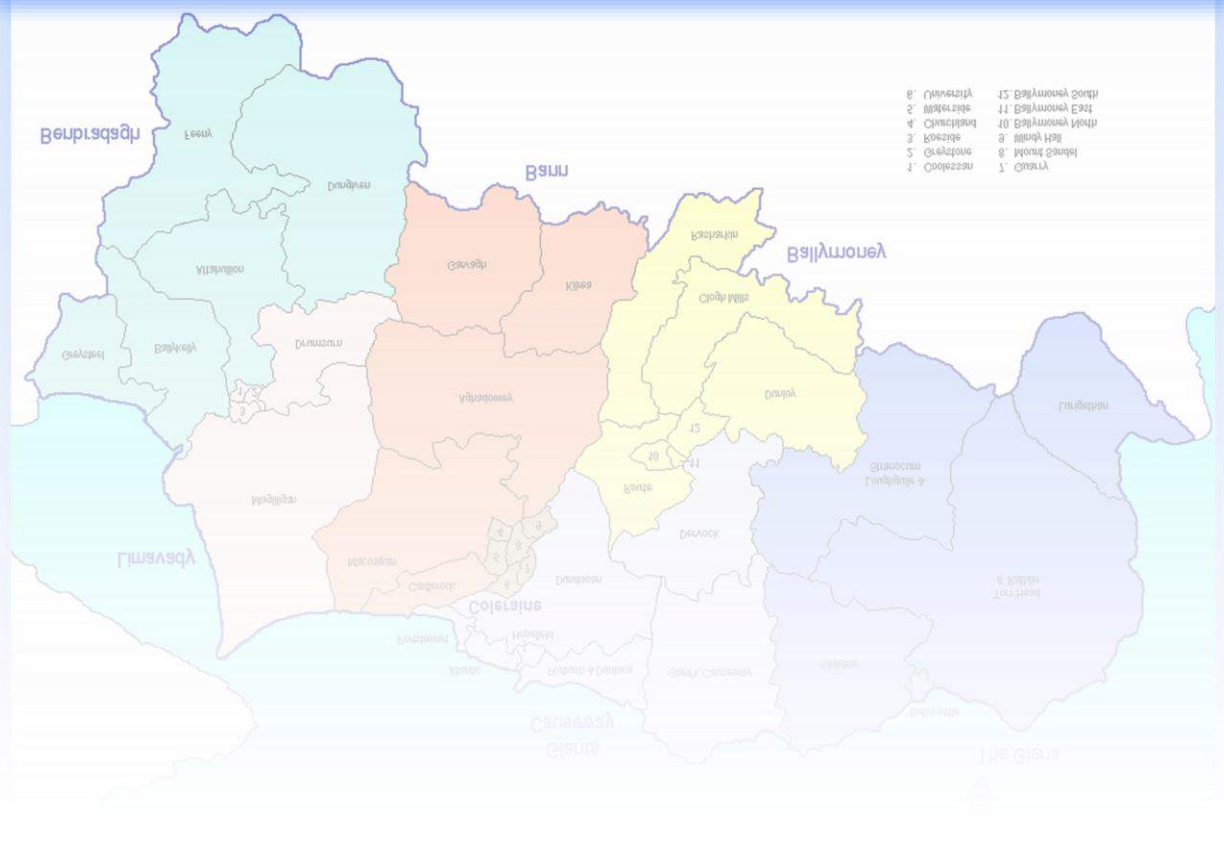
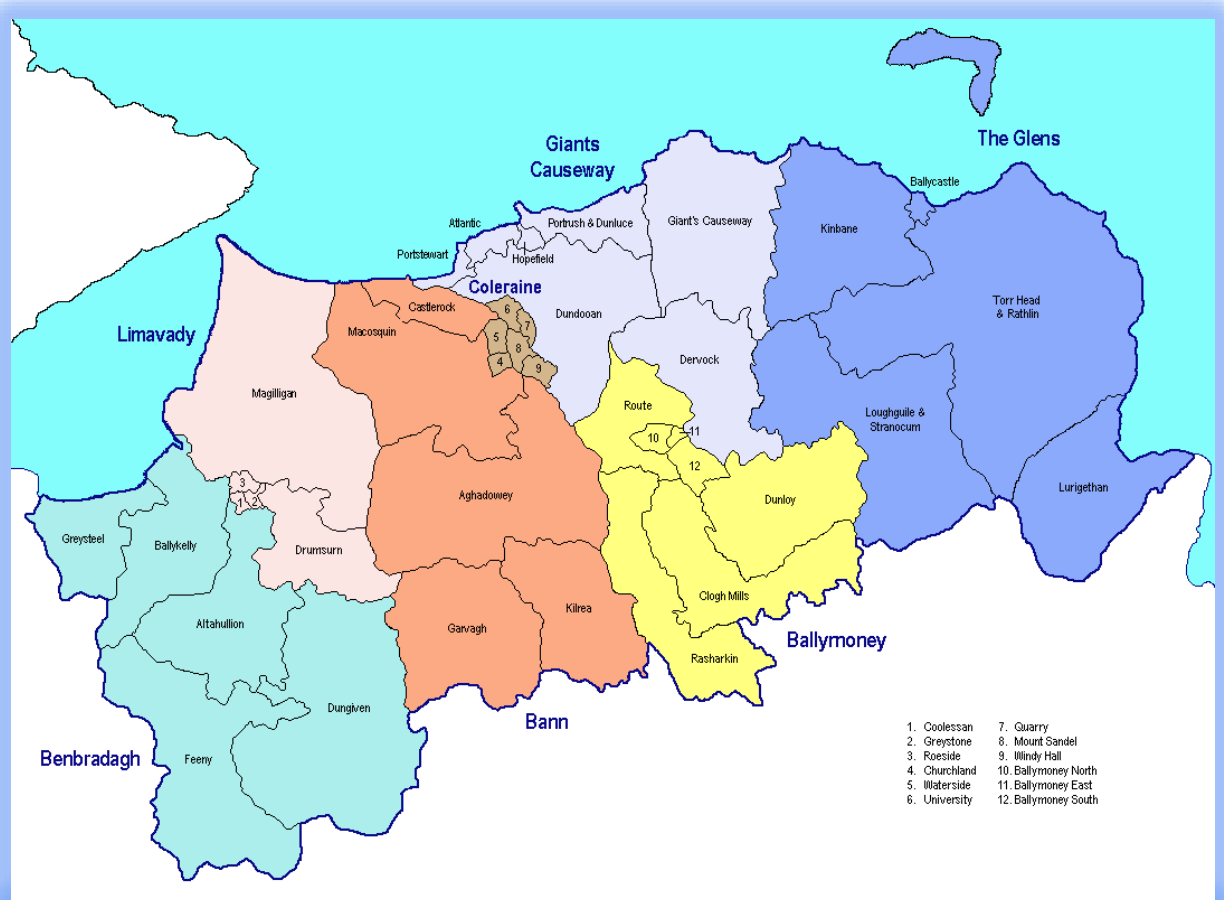
## Business Plan

Advantage Solutions  
in association with  
Red Socks Consulting

**August 2016**

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## DISTRIBUTION ACROSS SUBSECTORS IN 2013

### COUTTS EXPERTISE

As the first private bank in the UK to establish a dedicated philanthropy team and drawing on many years of experience in the fields of philanthropy in the UK and internationally, dedicated experts in the Coutts Institute offer advisory services to clients at all stages of their philanthropy journeys, whether they are just starting out or very experienced.

Each year Coutts provides a report looking at the number of gifts/donations in excess of £1 million in the UK and how the various sectors benefit.

<http://philanthropy.coutts.com/en/reports/2014/united-kingdom/findings.html>



TOTAL **£1.36bn** 292 gifts of £1m+



HIGHER EDUCATION

**£552.1m**

**65** gifts of £1m+



Community Foundations

**£308.23m**

**78** gifts of £1m





INTERNATIONAL

£119.09m

29 gifts of £1m+



ARTS, CULTURE & HUMANITIES

£91.03m

25 gifts of £1m+



HEALTH

£79.6m

19 gifts of £1m+



HUMAN SERVICES

£56.4m

24 gifts of £1m+



OVERSEAS [2]

£49.76m

22 gifts of £1m+



EDUCATION (NOT UNIVERSITIES)

£43.78m

16 gifts of £1m+



RELIGION

£21.65m

3 gifts of £1m+



PUBLIC & SOCIETAL BENEFIT

£21.65m

7 gifts of £1m+



ENVIRONMENT

£16.78m

4 gifts of £1m+

## 1. Executive Summary

Characterised by its beautiful beach resorts, its natural environment of parks, rivers, forests and glens, the Causeway Coast and Glens Borough Council area is home to world renowned heritage sites such as the Giants Causeway and globally recognised golf destinations such as Royal Portrush. It presents a strong arts and cultural offering with established cultural activities, festivals and globally renowned sporting events such as the Milk Cup and the North West 200.

However in an age of ongoing financial austerity with interest rates continuing to tumble and ongoing uncertainty relating to the impending UK departure from the EU it is inevitable that there will be a need for ongoing prioritisation in terms of both central and local government spend. Quite simply there is not going to be enough money to sustain existing priorities never mind facilitate visionary future plans for development.

For those councils like Causeway Coast and Glens Borough Council who have visionary plans for the social and economic development of their area there is a need to be able to access new and additional funds if such visions are to ever likely to become a reality.

46 council areas across mainland UK have sought to access such additional funding by tapping into the financial potential offered via the establishment of a local Community Foundation

*'A community foundation is a vehicle for charitable giving. Community foundations work with individuals, families and companies to design bespoke grant making strategies that target particular issues or focus on particular geographical areas.'*

### **£500m**

Total managed endowment now stands at **£500 million**

### **£3,200**

The average grant size is **£3,200**

### **£65m**

Grants were made to the value of **£65 million** in 2013-14, an increase of 7% on the previous year. Across the network, **almost 20,000 grants** were made.

However even these figure do not tell the true story. The money available for investment spend via community foundations is greater than the £500 million aforementioned. This figures relates exclusively to the 46 Community Foundations who are members of the UK Community Foundations and takes no account of the millions of additional funding held by organisations such as The Fermanagh Foundation who are not members of the UK Community Foundation organisation.

The most successful foundations are those that not only engage with and reflect the needs of the entire community that they serve but that look to lead when it comes to embracing the latest investment trends in terms of entrepreneurship and sustainable income generation.

The old traditional Community Foundation model of creating an endowment fund and using the interest for grants to support a broad range of identified projects and good causes is not currently an appropriate model of development.

For example, with a current interest rate of only 0.25% a £5 million endowment would only yield annual interest of £12,500 (we appreciate that some of this money will be yielding a higher return as it is invested in a portfolio of stocks and shares).

Quite simply the young entrepreneurs of the 21<sup>st</sup> Century are not prepared to see their money tied up in such low yielding dividends.

To entice the support of today's entrepreneurs a much more inclusive, creative and flexible approach to generating and facilitating philanthropic investment is required. Quite simply the modern successful Community Foundation will need to be able to accommodate the expressed desires of donors to give support irrespective of what the good cause or project is that they have identified as wishing to support.

As far as possible the motto should be to let the donors determine what it is they wish to support and how they wish to do so rather than the Community Foundation determining the limits of potential support by giving the Community Foundation a dedicated thematic focus such as for example a desired interest in fostering and promoting economic regeneration.

As such the key to success is likely to be the potential of any future Causeway Coast and Glens Community Foundation to be able to identify, and market (both on and off

line) a wide portfolio of social, economic, historical, cultural, and arts projects that appeal to potential donors be they local, national or international.

*'The opportunity to generate new money that is not limited in terms of the thematic interests that it has the potential to support is a very exciting prospect.'*

This quote by an individual who responded to the consultation process encapsulates the generally optimistic and enthusiastic way in which the concept of establishing a Causeway Coast and Glens Foundation was universally received.

He went on to say that

*'Any new entity needs to be flexible, democratic and inclusive enough to take advantage of every appropriate financial opportunity that presents.'*

There was acknowledgement within council that while the concept of harvesting donor support had raised its head on a number of occasions there has never been a vision as to how such an opportunity could best be utilised to generate financial support for a broad based menu of thematic interests.

The research has shown that to be successful it is critical that the future development of any local Foundation does not rest solely with public or statutory sector leadership. The simple reality is that entrepreneurs who give off their own money have historically disliked government and have a tendency to shy away from the constraints (perceived or otherwise) that they associate with government involvement.

What is required is a partnership of mutual interest between the private, voluntary and statutory sector that works collectively to showcase the broad range of thematic project interests and needs that exists across the entire catchment area of the Causeway Coast and Glens Borough.

To promote and showcase these projects (both on and off line) there is a need for both start up financial investment and time to produce high calibre project marketing materials.

Equally importantly is the need to recruit and establish a dynamic Foundation Board that will take responsibility for asking potential High Net Worth Donors for financial investment in support of the broad thematic menu of identified project interests.

Not only must the board members be able to demonstrate peer to peer influence but they should have an established track record of securing investment in their respective fields. Similarly it is critical that all areas of the borough have a suitable champion (s) on the Board promoting and advocating their case for support.

This Board could be assisted and supported by project ambassadors such Darren Clarke, James Nesbitt, Liam Neeson, and others who will utilise their international fame and love for

Causeway Coast and Glens to generate and identify potential contact leads around the world that they will cultivate and pass on to the Foundation Board.

There also needs to be an acknowledgement that all the answers, no matter what the thematic interest or need are not always to be found within Causeway Coast and Glens, that entrepreneurs with their creativity and wealth of experience have the potential to generate concepts that offer visionary solutions to local problems and needs.

The Causeway Foundation should be open for business when it comes to giving expression to such visionary ideas.

In conclusion the concept of establishing a Causeway Coast and Glens Foundation as a dedicated area foundation represents a very organic and flexible development that ultimately will look to place maximum emphasis on being as responsive as possible to the generated interests of potential donors.

It should be the limitation of the donors vision that will be the key restricting factor in determining the thematic project needs to be addressed and not the range of thematic interests being showcased by the Foundation Board.

Next steps require a commitment to build on the interest generated by this research phase, to delay is to potentially miss the opportunity or for the development concept to be high jacked by another council who recognise the exciting potential to access new money that the concept offers.

## 2. The Proposed Project

### 2.1 Main Elements

The Antrim Coast area within the council's boundaries of Causeway Coast & Glens Borough Council is an area of outstanding natural beauty which with its jewels of the Giants Causeway, Whitepark Bay, Ballintoy harbour, Carrick a Rede and the Glens is renowned throughout the world.

However this natural beauty hides numerous social and economic needs, a poor infrastructure, high levels of unemployment, an increasingly ageing community, poor digital superhighway provision, an inadequate provision of visitor accommodation options, to name but a few.

The establishment of a dedicated Community Foundation/Trust or Fund offers a unique opportunity to harness and maximise the emotional attachment to attract local, regional, national and international private and corporate High Net Worth financial support to be able to address both these and other social and economic needs.

It would provide a proactive opportunity for regional, national and international entrepreneurs to propose project ideas and concepts that could help to socially and economically improve the lives of residents within the Causeway Coast and Glens Borough Council area.

With regard to the strategic development and management of a suitable funding mechanism the key priority is initially to be able to identify and establish an effective Board with the commitment, dedication and gravitas to be able to persuade and influence identified high net worth individual and corporate donors to give their financial support.

In terms of the administration of any funds secured the options appraisal and feasibility study identified a start up administrative arrangement with Causeway Coast and Glens Borough Council as potentially the best development option. However during the initial donor development phase (12 -18 months) there is no need for the Board to commit to any permanent operational delivery relationship. Quite simply until the board have significant funding secured there is ultimately no need for any decision regarding the operational management and dispersion of grant income to be decided.

Furthermore there are key critical decisions that need to be taken by an appointed local Board in conjunction with the local community regarding how any future Community Foundation/Trust or Fund may look to function before appropriate operational management structure can be put in place. For example, is the intention to establish an endowment fund and if so is it to be a traditional endowment model or to be a 'Spend Down' endowment during an agreed period of time? What (if any) programmes, projects

dedicated funds, etc would be established to compliment and/or take the place of a traditional endowment fund? etc.

What is key to any development model is that the voice of local people is at the centre of the decision making process when it comes to the allocation of funds. The most successful Foundations are those that sit at the very heart of their respective communities, where 'localism' gives donors, both individuals and corporate, a unique opportunity to put something back into an area and/or community where they have the personal motivation to do so.

Any future model of development also needs to be able to recognise that many people on the Island of Ireland struggle with the concept of philanthropy in terms of the public profile that can be created via giving. Put simple whilst some philanthropists feel that they do not get due recognition for their contributions many others do not want the public attention that giving at a significant level can attract. There is a need for both requirements to be effectively addressed.

***“Our philosophy is that it’s a very personal thing not to be publicised. It’s better to do it in a low key way as opposed to everyone knowing about it.”***

**(GIVING BY HIGH NET WORTH INDIVIDUALS IN NORTHERN IRELAND Summary Research Report April 2013).**

With regard to actual financial targets to be achieved there are no common denominators, with the size of investments available to individual Community Foundations varying greatly from Foundation to Foundation. For example the Fermanagh Trust started with an individual donation of £500,000 which today with current rates of interest would generate little more than £25,000 per year.

‘Through Flow’ funds – grants or money given by either individuals or corporate for immediate spend would give any new body established in Causeway Coast and Glens a wonderful opportunity not only to enhance their brand identity and profile but also to stimulate engagement with the organisation and its vision and mission.

As a rule of thumb the Institute of Fundraising which is the professional body for fundraising would argue that in terms of an income target any investment in fundraising should look to generate at least a minimum of 10 times the identified cost. As such, based on the financial projections in the Options Appraisal in an 18 month development phase you would anticipate a minimum income secured or pledged amount of circa £600,000.



The simple reality is that until major money has been either pledged or secured (the Board can determine what this target amount should be) and/or potential donors are making specific stipulations, the Board do not have to make any decisions regarding the future strategic and operational direction of the Foundation/Trust or Fund.

One person who responded to the community consultation process relating to the potential to establish a Foundation/Trust or Fund stated that he believed the process needed to be very organic to allow for donors with a relationship and/or interest in the geographical catchment area to help shape the very nature of the giving in which the body engages. He went on to state that any new entity needs to be flexible, democratic and inclusive enough to take advantage of every appropriate financial opportunity that presents.

## **2.2 Soundness and Quality of Concept**

The fact that 48 other communities in the UK have already gone down this route successfully shows that the concept is both sound and feasible. Additionally these Foundations currently manage over 2,300 funds on behalf of families, companies and individuals. In 2014, £790 million was donated by individual and corporate donors in the UK in £1 million + donations to Foundations. This represents 51% of total income donated in 2014 via £1million + donations.

It should also be noted that these are solely the Community Foundations that are members of the UK Community Foundations and the number does not include local trusts and Foundations like that in Fermanagh who are not members of the UK body.

More comfort for those starting out on this path should also be taken from the fact that there are 100's of Community Foundations in Europe and numbers are growing rapidly.

In Northern Ireland there are a small number of fundraising Foundations and Trusts including CFNI, The Fermanagh Trust and the Acorn Trust in Londonderry. On the Island of Ireland you can also add to this number the Community Foundation for Ireland and numerous local trusts and foundations of which some of the most successful are the County Monaghan Trust ( [www.countymonaghanfund.com](http://www.countymonaghanfund.com)) or the Cork Community Foundation ([www.corkfoundation.com](http://www.corkfoundation.com)) which has a primary focus on powering community enterprise.

Not only has there been a growth in the number of Foundations in the UK and Europe but their income (despite the ongoing difficult financial climate) continues to grow. Research carried out in 2011 by RSM McClure Watters as part of the Vision in Philanthropy week organised by an informal partnership of Northern Ireland organisations with an interest in philanthropy identified not only the potential for growth in philanthropy in Northern Ireland but also an increased desire to support local good causes which strengthens the case for locally based Foundations/Trusts or Funds.

Giving NI research carried out in 2013 highlighted that of the sample of 24 High Net Worth (HNW) Individuals consulted, their average annual grant was between £10,000 and £20,000. The reality is that given the relatively small number of HNW in Northern Ireland larger donations of six figures and higher are most likely to come from the International Diaspora

with an association or affinity of some nature with the Causeway Coast and Glens Area. The real challenge is in firstly identifying these people and secondly in being able to engage them in actually giving.

The Causeway Coast and Glens area has some natural advantage in that not only does it have one of World's most beautiful and stunning coastlines but in recent years it has been fortunate to become closely associated with the phenomenally Internationally successful Home Box Office (HBO) Series Game of Thrones which uses numerous set locations on the Causeway Coast and Glens area for filming. This has exposed the natural and stunning beauty of the area to a worldwide audience. It has also encouraged other major production companies from both America and the UK to use locations across the area for filming.



Famous location: The Irish village of Ballintoy has already received global attention after scenes for hit show Game Of Thrones were filmed there (article in [www.dailymail.co.uk](http://www.dailymail.co.uk) March 21<sup>st</sup> 2016 talking about the new Brad Pitt produced film The Lost City of Z starring Sienna Miller which used The Village church in Ballintoy as a production set).

This association with celebrity is undoubtedly enhanced with the areas own prodigal sons and daughters which among others include golfers Darren Clarke (2016 Ryder Cup Captain) and Graham McDowell, actor Jimmy Nesbitt, Olympian rowers Alan Campbell, Richard and Peter Chambers and Joel Cassells part of the British team that took lightweight pairs gold at the 2015 World Rowing Championships.

Casting the net just a little wider Liam Neesons love of all things associated with the Glens of Antrim and in particular Cushendall is well known and many a local will tell you that Robert De Niro is no stranger in the village.

And one to watch out for...we have Shane McNaughton a renowned hurler from the hurling McNaughton dynasty in Cushendall who is treading the boards with a part in a recent production at the Belfast MAC and heading to New York later this year to further immerse himself in the acting experience.

The area is also showcased throughout the world via successful global events such as the NW200, The Milk Cup and The Armoy Motorcycling Race of Legends and the Circuit of Ireland Rally. Collectively these events achieve millions of annual online hits worldwide.

Perhaps the most important element of the proposed project is the actual level of need. Although very beautiful and visited by millions of holiday makers each year these statistics cannot hide the fact that much of the work in the area is seasonal and low paid.

A more detailed look at the aggregated economic data as outlined in the Councils Economic Strategy and Action Plan highlights the following:

- 5.59% of the population were unemployed, with 45.58% of this figure classified as long-term unemployed.
- 42.93% of the population had no or low-level qualifications.
- Average wages in the Council area are lower than the Northern Ireland level.
- VAT registrations are falling in the Council area, with a decrease of 8.1% in registrations over the period 2013/14. This figure mirrors the Northern Ireland average.
- Causeway Coast and Glens Council area is characterised as a small business economy, with the main employer sectors registered as agriculture, forestry and fishing, construction and retail.
- In relation to multiple deprivation figures for Northern Ireland based on aggregates of the NIMDM 2010 statistics, the new Causeway Coast and Glens LGD (2014) has an overall rank of 11%, which means that 11% of the population of the area is living in the top 10% most deprived Super Output Areas.

The LGD also scores 3rd highest in terms of the percentage of the working age population experiencing employment deprivation.

The Employment Domain measures employment deprivation defined as involuntary exclusion of the working age population from work. Therefore 13% of the population in the area is excluded from work because of factors outside their control such as availability of jobs.

### 3. Strategic and Policy Context

As Northern Ireland strives to reduce the scale and influence of public sector support and intervention there is a need for alternative sources of private funding to be found. This is equally applicable to all sectors and one of the reasons why Community Foundations are an ideal fit. Not only do they seek to address identified local social needs but in doing so they frequently use economic development as a tool for both engagement and as an instrument for promoting sustainable change.

A key element of increased localism is the Community Planning process which is a key component of district councils' expanding role. There is a legislative duty on government and its agencies to work together in developing and delivering the community planning process. Though there is much confusion regarding the definition and delivery of community planning, and it is not yet certain when it will come into effect, it is clear that involvement of the community in the decision making process is fundamental. Sustainable development works best when driven by people who are working together. Through community planning, councils will have the opportunity to sit around the table with community and voluntary groups, service providers, budget holders and citizens. Problems can be addressed in an inclusive and holistic manner, allowing for better coordination and use of resources.

Ideally the Community Plan for Causeway Coast and Glens should not only provide a perfect framework for the identification of social and economic needs and priorities but it should be the product of collective community engagement and a democratic process that should complement the timing for the proposed creating of a Causeway Coast and Glens Foundation/Trust or Fund.

One of the key strategic principles is that the 'Donor Ask' should be about people and communities, it should be about improving lives, providing opportunities, enhancing skills and capacity and as a consequence there will be positive direct and indirect economic benefits.

Consequently any new Foundation/Trust or Fund would have a positive part to play in terms of Causeway Coast and Glens Economic stated vision and associated priorities for the area both in the short and longer term.

***“Our Vision is of a high value-added, skilled, innovative and enterprising economy.”***  
(Causeway Coast and Glens Borough Council – Economic Strategy and Action Plan  
2015 -2018).

The priorities identified to help realise the vision are:

- Assist local businesses to grow and become more competitive and innovative.
- Strategically position Causeway Coast and Glens as a place to do business.
- Expand and develop the tourism sector in the area.
- Develop business opportunities arising from the Renewable Energy sector, Digital Causeway, the Knowledge Industry and Agrifood Sector.
- Ensure that local infrastructure meets business needs.

These priorities would form part of any case for support that would be developed and presented to potential individual or corporate High Net Worth Donors. They would be an integral part of a portfolio of needs presenting potential donors with a menu of opportunities.

This also sits very comfortably with the Councils stated pump-priming role and the recognition in the Economic Strategy and Action Plan of the need to:

In terms of the development of Community Foundations and Trusts there has been a

***‘draw upon transferring powers and budgets as well as seek to involve new and innovative funding to deliver actions required to meet the Strategy’s vision.’***

massive explosion in growth in Europe to coincide with the current plight of migrants flooding in from the Middle East and Africa.

In Northern Ireland while the picture has remained relatively static for years there has been more development interest in the Republic of Ireland. In fact one of the biggest challenges has been in dealing with the culture associated with the concept of philanthropy.

This cultural characteristic is equally applicable across the Island of Ireland.

***‘The report suggests that what is needed is a model of philanthropy which aligns with Irish culture and values and not a direct import of a US style of philanthropy.’***  
(Giving and Gaining The Community Foundation of Ireland).

## 4. Evidence of Needs

An initial mixed telephone and face to face consultation process took place across the catchment area with:

- East Londonderry MP and MLA's<sup>1</sup>.

Gregory Campbell	MP/MLA
Claire Sugden	MLA
John Dallat	MLA
Adrian McQuillan	MLA
George Robinson	MLA
Cathal O' Hoisin	MLA
  
- North Antrim MP and MLA's.
- Ian Paisley Junior      MP
- Daithi McKay            MLA
- Mervyn Storey          MLA
- David McIlveen         MLA
- Paul Frew                 MLA
- Jim Allister              MLA
- Robin Swann             MLA
- Business Leaders.

Norman Lynas,	Lynas Foods
Andrew Lynas,	Lynas Foods
Mark McKinney	ATG Group
  
- Business Representative Bodies.

Causeway Chamber of Commerce
Invest NI North East
Invest NI North West
Coleraine Town Partnership
  
- Enterprise Agency.
- Education Representatives.
- Funders with specific interest in the Causeway area.
- Church Representatives.
- Community and Cultural Network Representatives.
- Strategic staff leaders from Causeway Coast and Glens Borough Council:-

1/ Ms Julie Welsh - Head of Community and Culture
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<sup>1</sup> Please note the consultation took place before the May 2015 Stormont elections

- 2/ Mr Richard Baker - Director of Leisure and Development
- 3/ Ms Wendy Mc Cullough - Head of Health, Well -Being and Sport
- 4/ Mr Peter Thompson - Head of Tourism and Recreation
- 5/ Mr Paul Beattie - Head of Prosperity and Place
- 6/ Mr Jonathan Gray - Project Manager (SIB)
- 7/ Mrs Patricia O'Brien – Funding Unit Manager

**Views expressed by strategic staff leaders from Causeway Coast and Glens Borough Council.**

Comments made:

- Unanimous support for the vision concept
- That entrepreneurs/potential donors should be encouraged to come forward with development ideas and concepts
- The Foundation could offer council another funding mechanism by which to fund potentially difficult/controversial projects
- The need for appropriate start up investment in order to ensure that the foundation is widely promoted in a highly professional and cutting edge manner
- That the operation of the foundation coupled with its ongoing revenue support will not fall into the councils lap
- In order to ensure maximum local, national and international engagement the council should be represented on the foundation as an equal but not lead partner
- A positive that the foundation is not constrained by a thematic focus but rather all suitable projects should be equally promoted letting potential donors determine where their investment interests rest.
- Any foundation board must be equally reflective of the needs, interests and voices of the entire borough community
- Potential difficulty in finding and recruiting both female and younger entrepreneurial board members

## **General views stated in wider consultations with regard to the proposal to create a Causeway Foundation.**

Comments made:

- General welcome to the idea.
- Applauding the initiative to develop such a fund.
- Supporting the idea in principle.
- A cautious welcome, until more details would become available as to how it would be developed, managed and administered.

Noting that very few would oppose any idea that could bring fresh investment into the area.

## **The Key social and/or economic priorities of the Causeway Foundation in its first 5 years of operation were identified as:**

- Using money to support those with fresh ideas.
- Investing in tourism as it brings economic and social benefits.
- Providing funds to those who have positive and constructive ideas that will bring regeneration.
- Using funds for low/no interest loans to stimulate growth of businesses.
- Ensuring money is not drained away by those who can access money elsewhere.
- Ensuring money is not drained by fund administrative costs.
- Using funds to address long term disadvantage, social exclusion and marginalisation.
- Addressing ongoing sectarianism and religious division.
- Providing support for start-up businesses and the agricultural economy.
- Recognising regional and local strategies but not being contained by them.

## **Those commenting on potential needs were also very keen to have their views and opinions about the management, governance and administration of any future funds reflected:**

- Board should not be controlled by Council or Stormont.
- There should be an independent chair.
- The majority of board members should be residents of the area.
- There should be special expertise on the board e.g. from Invest NI and NICVA.
- There shouldn't be a board/committee.



- What is needed is a business person with the drive to grasp, mentor and support with monies so as to allow meaningful speedy progress to assist ideas to flourish.
- The management board should be broadly representative of the makeup of the community, both geographically, and by background.
- The Board should not be too large, but should also have a larger group to which it can refer or reflect concerns and issues.
- Consider the potential for a regional body to manage and distribute funds.
- Fund managed and administration costs should be kept to a minimum.
- Decision making process should not be hampered by needing Council sign off.
- Fund distribution must be fair and equitable.
- Must not be driven by those with local area agendas. Must be able to think about the greater good of all of the Causeway Coast and Glen's area.
- Board should include those locally who have an interest in developing a sustainable economy.

**The following concerns about the development of a potential Causeway Foundation were also raised:**

- Keep it free from political interference or control.
- It would need to avoid potentially divisive projects.
- Avoid overlap with existing provision.
- Must not displace public funds.
- Need to ensure there is a significant initial investment fund otherwise the pot will quickly be expended.

**Other comments:**

- Expression of interest in assisting with development ideas.<sup>2</sup>
- Potential to shared office space with another funder.
- Access to use of boardroom facilities.
- Promotion of the new Foundation in the City of London.
- Potential for a modest level of start-up financial support offered.

**Research has also shown that:**

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<sup>2</sup> Follow up meeting held with The Honourable the Irish Society

The Foundation /Trust and its active work would also serve as a boost for third level education in the area including attracting foreign students and this would assist the University of Ulster at Coleraine campus and possible special summer schools as well as full time and part time learning.

Drawing upon the example of the Irish Republic's successful 'Wild Atlantic Way' initiative the Causeway Coast and Glens Foundation would also target support for the development of a Causeway Coast and Glens coastal pathway to attract and maximise visitors foot fall into the area of ocean heritage and mystique connecting them to the unique meeting of two bodies of water - the North Atlantic and the Irish Sea and with its rich sea faring history and ocean bound culture. This includes the voyage of the Spanish Armada, the direct ties to the First and Second World Wars and the long history of the cultural and familial ties of all traditions in the Causeway Coast and Glens to nearby Scotland.

There could also be scope for flagship projects that would potentially represent a first not only for Causeway Coast and Glens but for the Island of Ireland.

## 5. Project Options Considered and Preferred Option

During project development we have considered various option variables. Our rationale is set out in the table and the following support notes.

Option Type	Key Considerations	Outcome
1/ Project established as a 'Stand Alone' Foundation.	<ul style="list-style-type: none"> <li>• Uncertainty regarding level of initial income generated vis a vis required set up and investment expenditure.</li> <li>• Access to required skills base – need to identify budget to pay for donor development phase.</li> <li>• Need to identify and recruit a dynamic board who are capable of working peer to peer.</li> <li>• Need to create an appropriate legal entity for donor development phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk high re level of start up costs.</li> <li>• No need to make this level of investment on infrastructure until we test the level of interest via donor development phase.</li> </ul>
2/ Established a Trust of Fund(s) under the umbrella of the Community Foundation for Northern Ireland.	<ul style="list-style-type: none"> <li>• Access to required skills base – need to identify budget to pay for donor development phase.</li> <li>• Need to identify and recruit a dynamic board who are capable of working peer to peer.</li> <li>• Need to create an appropriate legal entity for donor development phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Dilution of local identity.</li> <li>• Potential conflict of interest re priorities.</li> <li>• No need to make any decision re any potential future working arrangement with CFNI until the Board has the opportunity to gauge the level of success of the donor development phase.</li> </ul>
3/ Do nothing.	<ul style="list-style-type: none"> <li>• Missing the opportunity that exists in terms of the areas high international profile associated with for example Darren Clarke and Ryder Cup, NW200, Game of Thrones, Milk Cup, Giant's Causeway, Carrick a Reid etc.</li> <li>• Danger that others will exploit the opportunity (CFNI).</li> </ul>	<ul style="list-style-type: none"> <li>• Decision not to adopt this option.</li> <li>• Need to secure Donor Development funding.</li> <li>• Need to identify and secure a suitable Board.</li> </ul>

<p>4/ The development of a managed fund(s) that is dedicated to spending in the Causeway Coast and Glens Area, but management of the fund(s) and all associated administration is handled by Causeway Coast and Glens Borough Council.</p>	<ul style="list-style-type: none"> <li>• Ability to hit the ground quickly.</li> <li>• Lower administration costs.</li> <li>• Access to specialist support within the council.</li> <li>• Maximising local identity.</li> <li>• Experience of handling funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Best value for money</li> <li>• Maximisation of localism</li> <li>• Potential access to start up funding support.</li> </ul>
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### **Rationale Support Notes for Preferred Option**

The preferred option taken forward to feasibility appraisal was Option 4, the development of a managed fund(s) that is dedicated to spending in the Causeway Coast and Glens Area, but management of the fund(s) and all associated administration is handled by Causeway Coast and Glens Borough Council.

However the following provisos were identified:

- While the council could provide key financial mobilisation support it would not dominate the decision making process as it would simply be one of a number of sectoral funding partners represented on a project Board.
- A need for the creation of an independent local board as some funders may be reticent to engage with a body where a statutory body is perceived to be driving development.
- The Board needs specialist input in terms of donor development and donor management support

The reality is that there is no immediate need for any Board appointed to drive the Donor Development phase of the project forward to be making any decision regarding the future operational delivery of any Foundation/Trust or funds until such times as the 12-18 month Donor Development phase has been completed and there is more clarity with regard to the nature of the funds available and any direction that donors give re potential spend.

However what is required to take this project forward is an appropriate, ring fenced budget to drive the Donor Development phase and the identification and recruitment of a Board capable of securing High Net Worth individual and corporate donations.

## 6. Budget and Financial Projections

The following table presents a summary of the projected budgetary income and expenditure for the preferred Option:

<b>Projects Name:</b>	<b>Causeway Coast and Glens Community Foundation</b>
<b>Projects Number:</b>	
<b>Partners:</b>	<b>The community, public, private and corporate sectors</b>
<b>Currency:</b>	<b>Sterling</b>

	<b>Year 1</b>	<b>Year 2</b>	<b>Total £</b>
<b>Other Funding / Income</b>			
Corporate	21,500	21500	43,000
Public	21,500	21500	43,000
Donor income		250,000	250,000
<b>TOTAL</b>	<b>43,000</b>	<b>293,000</b>	<b>336,000</b>
<b>Expenditure</b>			
Development of case for support materials including website	5,000	5000	10,000
Donor development costs	25,000	25,000	50,000
Travel and Accommodation Costs	8,000	8,000	16,000
Legal Costs	5,000	5,000	10,000
P/T (25 HRS) Administrator and Donor Care Manager		25,000	25,000
Office overhead costs		4,000	4,000
<b>Capital</b>			
Office equipment		4000	4,000
Contingency	4,000	3000	7,000
<b>Total Expenditure</b>	<b>47,000</b>	<b>75,000</b>	<b>122,000</b>

Please Note all in red to be provided as in kind support via the Causeway Coast and Glens Borough Council.

### Budget Rational

#### Year 1

1. In order to ensure that the Foundation concept is not derailed from day one by the allegation that it is being driven by the public sector<sup>3</sup> it is important to try to secure ( initial investment support from a range of different sectors. (Note interest has already been expressed by both Lynas Foods and The Honourable the Irish Society).

<sup>3</sup> Worldwide there has been a historic reluctance on the part of individual donors to fund where the level of state involvement is felt to be too high.

The situation could also be addressed by a commitment by sectoral investors to fund different years/phases of the project. As such this would enable the project to take full advantage of any funding/investment opportunities that arise.

2. It must also be stated that it is very important to look to build on any momentum established as a consequence of this research phase.
3. There are 3 options to consider for the costs associated with the Donor Development Phase. Council could either:

- **Contracted professional input in the form of a team with an established track record in donor development and philanthropy**
- **Allocate staff time towards this phase, or**
- **Look to spread the net of expertise as widely as possible by harnessing the combined expertise, knowledge and contacts of appropriate dedicated staff time and a contracted team with cutting edge knowledge in current philanthropic donor development.**

A decision on how to progress the development stage should not be made solely on the basis of comparable costs, for example while £25,000 would purchase 100 days consultancy input at £250 per day (inclusive of all associated expenses), £25,000 could pay for 3 days a week ( 156 days inclusive of holidays ) of a senior Council Officer (PO2 grade).

Factors such as the potential overall income target to be secured, the flexibility that a team presents in the case of unexpected work absence, the potential to multitask in terms of action planning etc also need to be seriously considered.

In fact there is a strong argument for the adoption of a positive, front foot strategy as per option three that harness the combined expertise of appropriate staffing and management time with that of the contracted specialist support. Such an approach would enable the Board of the Foundation to be able to maximise the potential donor development contacts that both the staff and contracted specialists possess.

**Please note** - The Donor Development budget is based on experience of what was required for similar projects and does not include the cost of all associated national and/or international travel, the production of all on and offline marketing materials and hospitality/entertainment.

The advantage of contracting in professional experience is that you have no overhead costs and would get access to a team of who would bring a range of relevant experience, expertise and skills to bear on the project.

The argument can be made that the advantage of a Council Officer is that the relationships being developed with the donor is with Council rather than with independent facilitators. However in reality the relationship should be with the Community Foundations appointed Board of which the council is an equal partner.

Option 3 as a method of development delivery is likely to require an additional cost of £25,000 to facilitate the appointment of in-house staffing support in year 1. Travel costs relate to either staff or independent facilitators doing donor development work abroad and/or Board members meeting with potential High Net Worth Donors.

Specialist Legal costs would be required both in terms of the setting up of the Foundation and the handling of donor donations.

Office Overhead costs are to be facilitated in house by the council.

## **Year 2**

1. In year two a similar budget has been identified for the continuation (for at least 6 months) of the Donor Development.
2. If the selected arrangement is working effectively the Council may opt to continue this for a further 6 months. If not the budget projection would allow the Council to look either recruit a different service provider and/or to increase to fulltime the role and input of a new Administrator and Donor Care Managers position.<sup>4</sup>
3. There is also a budget figure allowed for equipping and furnishing a small rental office.

### **Please Note:**

A contingency budget has been included to facilitate any unexpected additional expenditure which is almost inevitable given the novelty of the development concept.

Decisions need to be taken after 18 months about the future operational direction and structure of any Foundation/Fund or Trust. At that point the Board will be in a more informed position to make such critical decisions.

Should income levels and/or the number of grants and associated required administration far exceed projected two year figure then decisions can always be brought forward.

It is anticipated that income would potentially focus on of 'Through Flow' funds with, where appropriate, endowment funds however this will be dependent on the model of funding (and investment) that the Board adopt.

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<sup>4</sup> Would it be possible for the council to provide this support either in kind or for an agreed fee for this initial two year period? If so this would potentially significantly reduce the overall two year budget expenditure.



## 7. Risk Analysis

If a community is risk averse it is probably unlikely to venture down the route of investing in establishing a local Foundation/Trust or Fund(s). There has been an historical reluctance in Northern Ireland for communities to engage in potential income generation strategies with which:

- They are not familiar;
- Have not been tried and tested by many others; and
- There is no guaranteed investment return.

However the options appraisal and feasibility study highlight the fact that what is currently offered is a measured risk and that the potential financial gains, in terms of access to new and additional money, far outweigh any initial investment costs.

Even the most conservative projections for a financial return of £250,000 over 18 months would more than offset the identified set up costs associated with the initial Donor Development phase.

In terms of other potential risks the research has identified the following concerns:

In undertaking the business plan the researchers have taken cognisance of the risks that are presented by the project and outlined the following Risk Register Log.

Central to the proposed risk plan is the need for any appointed Board to agree to undertake:

- A quarterly review of the risks identified;
- Establish systems and procedures to mitigate those risks identified in the plan; and
- Implement procedures designed to minimise any potential impact should those risks materialise.

### **Risk Log**

A risk log will be created for this project. The risk register will be available to the strategic project management group and any risks identified will be discussed at appropriate intervals.

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ANNEX A

Risk	Impact	Probability	Action Required	Lead Responsibility
Failing to secure investment funding.	Critical impact as the Donor Development phase could not commence.	<b>Medium</b> given: <ul style="list-style-type: none"> <li>a) Level of investment required.</li> <li>b) Failure to recognise potential economic benefits.</li> <li>c) Other funding priorities.</li> <li>d) Failure to secure funding from different sectors.</li> </ul>	a) To convince potential strategic sectoral leaders as to the potential value of return on any start up investment.	Council and SIB.
Failure to recruit a Board of the required calibre.	Critical impact as the Board are required to undertake the ask from High Net Worth Donors.	<b>Low</b> given: <ul style="list-style-type: none"> <li>a) The emotional attachment to the area.</li> <li>b) The calibre of resident.</li> <li>c) The exciting nature of the project.</li> <li>d) The opportunity to put something positive back for the whole community.</li> </ul>	a) Work with local organisations and individuals on the ground to identify potential board members. b) To ensure Council wide representation. c) To ensure an age, gender and ethnic mix.	Council SIB, Community SIB.
Monetary risks/budget over-run.	High as alternative resources are limited.	<b>Low</b> given: The experience of all parties involved and the monitoring of progress by an appointed Board.	a) Agreement on budget spend. b) Agreement on financial reporting. c) Agreement on the process for the payment of all invoices.	Project Board.
Lower than	High as it is likely	<b>Low</b> given:	Identification and	Sectoral Project Partners

anticipated donor income.	to determine the ultimate viability of the project continuing.	<ul style="list-style-type: none"> <li>a) Start up investment is low.</li> <li>b) Opportunities for sponsorship and gifts in kind to offset costs.</li> <li>c) International profile.</li> <li>d) Celebratory links and relationships.</li> <li>e) Access to consultancy skills base.</li> </ul>	appointment of an enthusiastic and dynamic Board prepared to ask for High net worth donations.	and Board.
Higher than anticipated Donor income.	Low as Board will take required actions to meet level of demand/interest.	<b>Medium</b> given: the growing global interest in the area and the Diaspora community.	Potential to seek administrative support on a fee basis from CFNI.	Project Board.
Fallout or serious disagreement among Board.	High as the individual and collective efforts of all partners are integral to the project delivery.	<b>Low</b> given: <ul style="list-style-type: none"> <li>a) An agreed trust deed.</li> <li>b) The development of an agreed action plan.</li> <li>c) The calibre and experience of the people involved.</li> <li>d) Potential for arbitration.</li> </ul>	<ul style="list-style-type: none"> <li>a) Access to arbitration.</li> <li>b) Clear agreement on policies and procedures.</li> <li>c) Access to legal advice.</li> </ul>	Board, legal support.
Failure to recruit appropriate Professional Donor Development Support.	Critical Impact as this input will be required to identify, source and secure opportunities for Board to pitch to High Net Worth	<b>Low</b> given: skills base is available both in NI and across UK.	<ul style="list-style-type: none"> <li>a) Need to identify budget to secure professional service.</li> <li>b) Look to secure gifts in kind to offset some identified costs.</li> </ul>	Sectoral project partners.

	Donors. Also required to develop other potential income sources such as a Legacy Campaign.			
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## 8. Horizontal Themes – Sustainable Development & Equality

### **Environmental sustainability**

The Causeway Coast and Glens Foundation/Trust or Fund will have a positive environmental impact.

Not only would the project work closely with the council and its local Biodiversity Action Plan but it would look to promote sustainable social enterprise projects that would utilise the environment in a positive way to promote economic development.

As per best practice the project would:

- In all tendering and procurement consider the most resource-efficient and sustainable options; (Green procurement procedures, GPP)
- Avoiding investments that may have a significant negative environmental or climate impact, and supporting actions to mitigate any remaining impacts;
- Adopt greening measures for the organization and implementation of events;
- Giving preference to environmentally friendly transport options for short travel distances;
- Follow the procedures described in the environmental management system and certification (EMAS); and
- offsetting CO2 emissions when travelling by plane.

Consideration has been given in preparing the business case to adopting a green business model encompassing the following principles and practices:

- Resource sufficiency (e.g. sharing models, 'less is more', higher energy efficiency, higher levels of recycling);
- Greater use of renewable energy; and
- Use of video conference facilities.

### **Inclusion and diversity**

The project is positive in that it will be providing free services and support for the most vulnerable and isolated people and communities within the designated catchment area.

The project will:

- Consider the economic potential of the ageing population both in terms of an adapted demand for products and services and as a supply of “social enterprise” to services.
- Consider the promotion and support of working from home IT solutions.
- When implementing projects and developing products and services the Board shall consider if they inadvertently create new barriers for individuals or specific groups.
- Ensure that the implemented activities, products & services do not generate discrimination on the basis of: sex, sexual orientation, disability, age, race, ethnicity, colour and membership of a national minority, nationality or national origin, religion or belief, language, social origin birth, property, political or other opinion.

### **Equality between men and women**

The project will actively promote all of the following indicative principles:

- Equal representation of men and women in the project organisation at all levels and active involvement of both genders in the decision making.
- Elimination of the risk for unintentional creation of new barriers for specific genders.
- Contribution to a more gender-balanced labour market.
- Making use of the economic potential of the female population, both in terms of entrepreneurship and as partners in innovation processes.
- Ensuring that the implemented activities, products and services do not generate discrimination on the basis of gender.

### **Sustainable Development**

The project will also fully embrace the principle of Sustainable Development as adopted by the European Council in June 2006; as well as the respective national Sustainable Development Strategies within each of the project national jurisdictions.

At Causeway Coast and Glens we view:

**"Sustainable development as development that meets the needs of the present, without compromising the ability of future generations to meet their own needs."**

As such the project will endeavour to ensure at all stages of the development of the project and in terms of the identified operation plan that the project will be both resource efficient and will endeavour to ensure that all steps possible are in compliance with and exceed, where possible, sustainable development policy.

## **Equality**

Relevant economic data and statistics relating to the area indicate the need for services and supports for an increasingly growing aging retirement community as well as suitable full time permanent employment opportunities for young people.

Ongoing consultation also indicates that issues associated with increasing rurality, cultural conservatism, and a lack of available time during the working week make accessing appropriate services and support for already isolated people increasingly difficult.

## 9. Management Arrangements

### Delivery Plan

Actions required to operationalise the proposed project, and the timing of these actions.

1. Sept - Dec 2016 Decision to proceed with the project proposal to the Donor Development phase.
2. Sept - Dec 2016 selection of preferred option to carry out Donor Development phase (1=appoint contracted team; 2=identify staff member and allocate staff time, 3 = combination of 1 and 2).
3. Jan – March 2017 –identification of chairperson and Board members.
4. Jan – March 2017 – development of case for support materials including website.
5. April 2017/ongoing – donor development and donor pitches.

### Responsibilities

If a decision is made to take the Business Plan forward there will be a requirement for those who invested in the initial research phase to give impetus to getting the development phase up and running and to look to pull together a partnership leading to the identification of a potential Chairperson and Board members.

It is critical that any Board is capable of working at a peer to peer level and that the members of the Board are appointed on the basis that they will be asking potential High Net Worth Donors to financially contribute to the vision and mission of the Causeway Coast and Glens Foundation/Trust or Fund. The Board also needs to be totally reflective of the geographical area encompassed by the Causeway Coast and Glens Foundation if it is to secure widespread community support.<sup>5</sup>

Coherent delivery: There will be a need to ensure coherent project delivery through:

1. An initial meeting of the project sponsors to agree the next steps way forward.
2. The identification and appointment of a Chairperson and associated Board members.
3. The agreement of an action plan re donor development.
4. A reporting arrangement established between Board and donor development capacity.

### Procurement

The only significant procurement in this project relates to the Donor Development consultancy, website and donor case for support materials and legal support<sup>6</sup>. To ensure

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<sup>5</sup> If required we would look to secure geographical representation on the Board by recruiting representatives based internationally who can participate using social media.

<sup>6</sup> It would be hoped that some of the identified budget costs might be met via 'Gifts in Kind' support.



proper procurement guidelines are adhered to the project sponsors will apply procurement policies, which have been developed over many years.

## **Governance**

Management structure and governance arrangements:

As previously stated there will need to be an interim operational agreement to be established by the Board with input agreement from both the council and the development consultants.

A final model of operation is not likely to be required until the near completion of the initial Donor Development phase (12-18 months) when the Board can identify an appropriate way forward in terms of strategic and operational management based on their level of financial success.

## **Staffing**

As per a permanent governance model the preferred option identifies no need for any staff appointments until year 2 of the project. In terms of the need for the position of Administrator and Fund Development Manager and the actual contracted hours it is impossible to say at this stage given that:

- a) The contracted donor development team could potentially be very successful and continued beyond the initial 18 month contracted period.
- b) It may not be successful and the decision is made to take all future development in house in terms of the creation of a f/t administrative and donor development position.
- c) The administration is initially provided by the council as a support service on a gift in kind or contract basis.

## **Monitoring and evaluation**

In the Donor Development Stage there will be a need to monitor the progress being made. Initially responsibility will rest with the funders but in due course will transfer to the project Board.

The Board will lead an ongoing review of all activities (as outlined in the marketing and communications strategy) and take corrective action as and where required.

## 10. Communications and Marketing Plan

One of the key challenges facing a newly established Causeway Coast and Glens Foundation/Trust or Fund is how it locates and interacts positively with potential Diaspora High Net Worth Donors and more specifically young, entrepreneurs with a social conscious who may have concerns about the more traditional Endowment based approach taken by many Community Foundations.

A key element of the Donor Research phase is the meshing and cross referencing of local on the ground needs in the Causeway Coast and Glens area with a view to the identification of a small number of potential High Net Worth Donors who are referred to as the 'Low Hanging Fruits'.

As such we need to build on the needs identified in section 3 by individuals, community groups, churches, counsellors, councils, MP's, business networks and corporate, educational establishments etc.

Having established this donor profile we can then determine how best to make subsequent approaches in terms of communicating the vision, mission and on the ground social and economic needs.

However there is also a Diaspora of contacts that we do not know, that we have no way of determining where they are, how do we make connect with these individuals?

The web and in particular social media make this possible. However we need to identify high calibre project materials that entice and attract interest and utilise the services of an online marketer with the skills to develop a marketing strategy that utilise all available social media platforms in order to attract engagement<sup>7</sup>.

The marketing materials will include:

- A logo and mission statement.
- A high quality website using cutting edge design techniques in order to maximise hits.
- An interactive capacity using all available social media platforms.
- Appropriate usage of graphics and photographs capturing and showcasing the outstanding natural beauty of the area.
- High quality printed project materials in a presentation folder.

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<sup>7</sup> Advantage Solutions have an existing relationship with a marketer at the Ulster University's Business School

## Profile

The Foundation will look to recruit local celebrities as Patrons and champions who will promote the Foundation and its work. Among others this will include Darren Clarke, Graham McDowell, James Nesbitt, Liam Neeson, etc.

As part of a high profile on and off line Project launch the Foundation would aim to have one or more of these Patrons present when the Foundation is launched.

The launch venue, date, etc will be determined at a later stage.

It is hoped that these patrons, will help to furnish potential donor leads across the world and in addition may even engage in meetings if their presence in certain locations coincides with the potential of the Chairperson or Board member to meet with a potential High Net Worth Donor.

We would also wish to explore the potential of patrons to play a part in helping to establish 'Friends off' groups in various locations around the world.

For example:

In reaching out on a targeted and cost effective basis overseas the Foundation/Trust could also set up, drawing upon its high level contacts in the US with a special interest in the Causeway Coast and Glens whether by familial, cultural or other proven ties - active satellites "Friends of the Causeway Coast and Glens" structures in Boston, New York, Washington, Pittsburgh the Canadian Cities of Halifax and Toronto as starting points. Working with the District Council in attracting key individuals to visit the areas and to work with the District Council and the Trust solely on the ground to build active support links for each of the communities within the geographic area of the Causeway Coast and Glens as a key access point for visitors to those North American cities from the areas seeking to promote the region.

When these locations in the US and Canada are established, working provision could be made for development in cities such as Denver and Chicago moving westward across the US with an emphasis on critical mass. The heads of each group in each city could in turn serve on an overall structure in North America for The Friends of the Causeway Coast and Glens and take direction from the Foundation's Board.

The following draft marketing plan clearly demonstrates how we envisage the marketing of any Causeway Coast and Glens Foundation/Trust or Fund successfully engaging with the target audience and sustaining this engagement over the lifetime of the project.

Activity	Responsibility	Budget (Euro)	Timeline	Measurable Outcome
Design and publication of all on and off line case for support materials including a website and brand identity.	Donor Development Consultants.	£5,000 budget identified although potential to secure part or all of this as a gift in kind should be explored.	Jan/March2017.	<ul style="list-style-type: none"> <li>• Production of all materials</li> </ul>
A launch of the project (on and off line) involving one or more of the patrons and an announcement of the Chairperson and Board members.	Board assisted by Donor Development consultants.	In kind support.	April 2017 .	<ul style="list-style-type: none"> <li>• Number of editorials and online hits.</li> <li>• Information to be included in International society publications.</li> </ul>
Ongoing progress updates via social media.	Board.	Nil.	Ongoing.	<ul style="list-style-type: none"> <li>• Hits on Website.</li> <li>• Offers of support.</li> </ul>
Carry out six monthly market analysis.	Board.	Nil.	Sept 2017.	<ul style="list-style-type: none"> <li>• Identification of corrective action.</li> </ul>
Proactively address marketing and/or communication gaps.	Board with support of Donor Development Consultants.	Nil.	Ongoing following initial 6 monthly marketing analysis.	<ul style="list-style-type: none"> <li>• Targeting gaps.</li> </ul>
Announcement of first grants both on and off	Board with patron.	Nil.	To be determined.	<ul style="list-style-type: none"> <li>• Increase profile and awareness.</li> </ul>

line.				
Future proofing of virtual marketing and communication techniques.	Board needs to ensure that the project fully embraces the inevitable new developments in social media communications over the lifetime of the project.	Nil.	Will be determined by the launch dates of new social media platforms.	<ul style="list-style-type: none"> <li>Numbers of clients hits on various social media platforms.</li> </ul>
Ongoing donor and grant announcements and highlighting any events/activities where Foundation is the financial beneficiary.	Board.	Nil.	Ongoing.	<ul style="list-style-type: none"> <li>Increased profile and awareness.</li> </ul>

## 11. Exit Strategy

Any future strategic direction including exit strategy needs to be determined by the appointed Board assisted by the Donor Development support team.

An exit strategy will be required if:

- a) The donor development phase does not, in the Boards opinion, raise sufficient funding to justify continuing to invest in donor development consultancy. In this scenario it is likely that the Board would seek to agree to establish a fund(s) to sit under the operational management of the CFNI who would allocate grants as per instructions/guidelines from the Causeway Board.

Alternatively the money could be passed over to CFNI to spend at their discretion within the target geographical area however this transfer of control to CFNI could prove problematic with regard to compliance with the donors wishes.

An exit strategy would not apply in the case of the Foundation/Trust or Fund adopting a 'Spend Down' strategy with regard to an existing endowment fund. The Board would simply need to determine and agree the period over which they intend to Spend Down the funding.

Such a scenario would not however account for any non endowment funding that the Board may also have under their control. Again it would be anticipated that an agreed arrangement for future spend could be agreed with CFNI.

Any exit strategy scenario needs to take account off:

- On-going costs.
- Full compliance with donor wishes.
- Due diligence with regard to meeting identified needs in the Causeway Coast and Glens Area.