

Case study

How have Trustees helped with fundraising at ENO?

Nicole Newman

Development Director

English National Opera (ENO)



This work is licensed under a [Creative Commons Attribution-ShareAlike 2.0 UK: England & Wales License](https://creativecommons.org/licenses/by-nc-sa/2.0/uk/)

Published 2014 on [CultureHive](http://CultureHive.com), a place to discover and share best practice in cultural marketing

Supported by



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Created and managed by



In partnership with



English National Opera (ENO) is a full time producing company with a world-class reputation for new, exciting and distinctive opera. We are committed to creating new audiences for opera through English language performances which are affordable and accessible to everyone. At the heart of our work is a commitment to nurturing British talent.

The majority of ENO's main Board are actively involved in fundraising and have been instrumental in a 100% increase in fundraised income in the past three years.

This is a case study on how I have worked with ENO Trustees to increase fundraising, other than via their own giving.

Objectives

There are two key areas that I work closely with our Trustees to develop:

1. Access to their networks
2. Access to their expertise and experience.

Target audience

High-net-worth (HNW) individuals and corporate contacts known to our Trustees.

Process

1) Networks

- a) We developed a series of sub-Committees and Development Boards focused on a specific target/project to enable Trustees to focus their involvement and give their contacts an official role (eg Corporate Advisory Board, Gala Committee); each sub-Committee member was given a set of criteria for joining (eg they had to join as a Patron, had to introduce x number of contacts a year/host x number of events); attendance at meeting was minimal.
- b) Trustees and Committee members were asked to host one evening a year to invite their contacts to an ENO production on basis that the Development team could follow-up/an ask was expected. Costs of evenings were covered by ENO (so a benefit to the Trustee).

2) Strategy/Mentoring

- a) One Trustee is responsible for Development – works with me on leading the strategy and feeding back to the Board.
- b) Different Board members provide personal advice to me on mentoring and strategy depending on their expertise, eg corporate proposals, developing a Case for Support, management/leadership.

Outcome

Networks have resulted in 1,000 new HNW prospects being introduced to ENO over 2-3 years; also resulted in over eight new Corporate Members and over £350k a year in Gala income.

Personal mentoring and relationships with all Board members has resulted in 100% Board giving and better understanding of fundraising (and expectation management) at Board level, as well as a clear strategy and improved professional good practice within the department.

Key points for effective practice

- A highly motivated and focused Chair of Board (and of all sub-Committees) who is prepared to ensure all Trustees deliver against the criteria set for joining.
- Personal engagement between Development Director and Development team and Trustees. For example, regular access to all Trustees and understanding at Trustee level that they need to engage with Development – even if it is not to give themselves.
- Risks: some Trustees are uncomfortable with any fundraising involvement – may mean quality Trustees are ‘put off’ joining Boards – needs to be handled well by Chair.
- Cost: networking needs to be made as easy as possible for Trustees – we cover all costs of tickets and catering.

Conclusions

All this requires Chairs to put fundraising at the centre of Board development and Board discussions.