



NCB Links Project  
- Increasing Sustainability

# NCB Links Project - Increasing Sustainability



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# Session Objectives

- What is a fundraising strategy & why do you need one?
- Structure of a fundraising strategy
- Review of existing fundraising methods
- Overview of alternative income streams
- Setting and monitoring fundraising goals and targets

# The Key Fundraising Principle



*“The process of fundraising is the same for all groups but the mechanisms and scale are different” (Tobin Aldrich, WWF)*

## \*Four Types of Income Streams

Gifts

Grants

Contracts

Open  
markets

<http://www.ncvo.org.uk/practical-support/funding>



# What is a Fundraising Strategy?

*“A fundraising strategy is a plan that sets out the funding need for an organisation, project or event, alongside..... the identified actions, timescales and possible funding resources to meet this need.”*

## \*Why have a Fundraising Strategy?

What do **YOU** think are the benefits?



# Fundamentals of a Strategy

- Working document
- 3-5 year period
- Buy-in from senior management
- In line with organisational strategy, ethos and funding needs
- Shared throughout the organisation
- Focus on sustainability

# Strategy Structure

1. Vision
2. Mission/Objectives
3. Values
4. Fundraising Audit
5. Strategies & Tactics



## Strategy Structure continued...

6. Fundraising Objectives
7. Budget
8. Schedule
9. Monitoring and Evaluation

## \*Vision v Mission (Cancer Research)

“Our vision is to bring forward the day when all cancers are cured.”

Our mission is;

- To carry out world class research into the biology and causes of cancer;
- To develop effective treatments and improve the quality of life for cancer patients
- To reduce the number of people getting cancer;
- To provide authoritative information on cancer

# Values

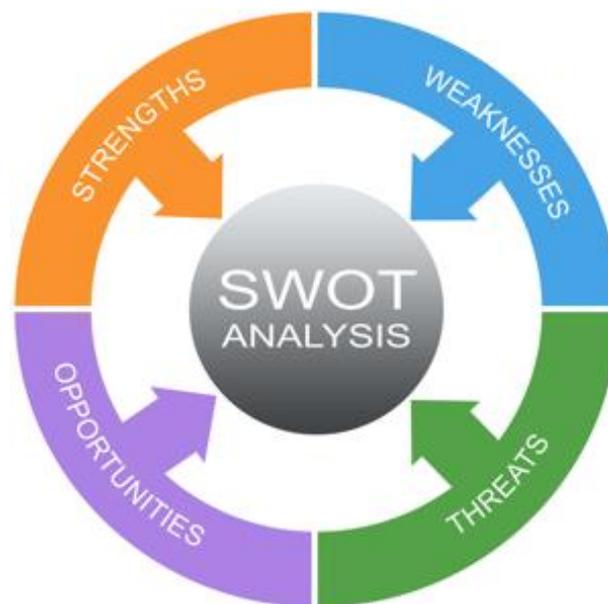


# Fundraising Audit Tools

- SWOT Analysis
- PESTLE(E) Analysis
- Competitor Analysis
- Collaboration Analysis
- Market Analysis
- Internal Analysis



# \*SWOT Analysis



# \*PESTLE(E) Analysis

Political

Economic

Social

Technological



Ethical

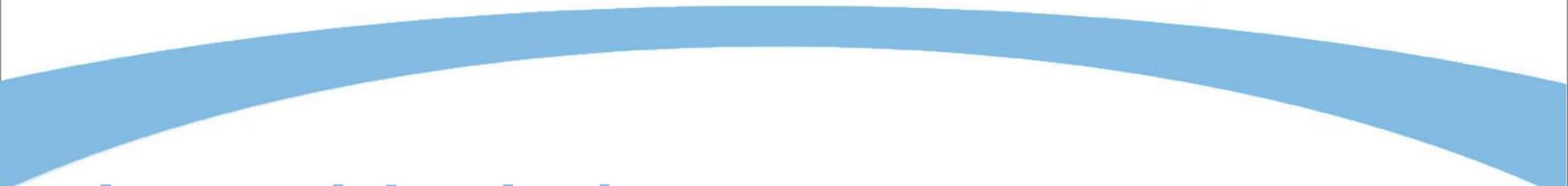
Environmental

Legal

## \*Competitor (& Collaboration) Analyses

- Industry leaders
- Other non-profits serving the same cause
- Non-profits of a similar size

***NB Your competitors are also your potential collaborators!***



## Internal Analysis

- Are you currently meeting fundraising targets?
- How successful are your current techniques/methods in terms of return on investment?
- How diverse is your income?
- What are your fundraising resources?
- How much does each service really cost?
- What needs further funding? What is finishing?

# \*Boston Matrix

High

Market Growth

Low

Stars



Question Marks



Cash Cows



Dogs



High

Market Share

Low

## \*Fundraising Resources

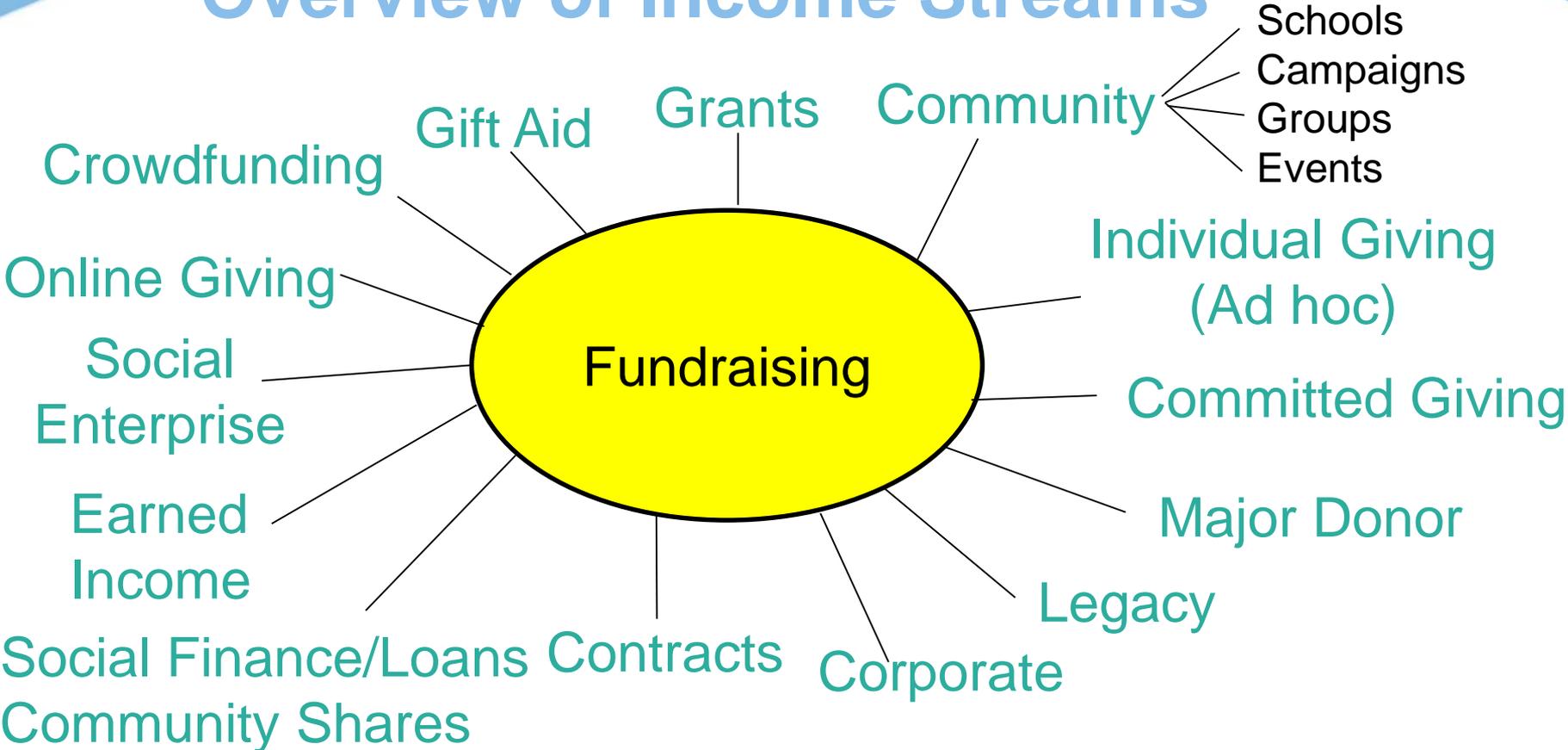
People

ICT

Finance

Comms.

# \*Overview of Income Streams



# Gifts

- Community – Schools/Campaigns/Groups/Events
- Individual giving
- Committed giving
- Major donor
- Legacy
- Crowdfunding
- Online giving
- Corporate



# Grant Makers



NI Trust Group Voluntary Action Booklet - <http://www.nicva.org/resource/ni-trust-group-voluntary-action-booklet>

# Grant Makers - "Faith-based"

**Westhill**  
make things happen



The Wingate Foundation 

Inter Faith Week



The Beatrice Laing Trust



the Victoria Homes Trust  
Victoria Homes Trust - improving the lives of children in Northern Ireland since 1882



The Henry Smith  
Charity

founded in 1628

Finding the perfect funder...



<https://www.grant-tracker.org>

## Advantages of Grants

- Undertake new activities which couldn't currently cover their own costs
- Pilot new ways of delivering services
- Support research & development
- Build capacity
- Cover some core costs



# Contracts

- Tenders replacing SLAs/grants for govt. depts., agencies & arms-length bodies
- Based on commercial principles (M.E.A.T)
- Potential for profit and better cashflow
- Helps diversify funding base
- Less monitoring and evaluation (allegedly)
- Full Cost Recovery (can cover all real costs)

<https://www.wcva.org.uk/funding/advice/planning/full-cost-recovery>

<https://www.tnlcommunityfund.org.uk/funding/funding-guidance/full-cost-recovery>



# Disadvantages of BOTH Grants and Tenders

- Short-term in nature
- Relatively restrictive
- May not “fit” your project well
- May require organisational changes
- Ever-increasing competition
- Time-consuming – investment with no return



## Open markets

- Social enterprise [www.socialenterpriseni.org](http://www.socialenterpriseni.org)
- Social franchising
- User fees/charging for services
- Trading, e.g. charity shops, selling expertise
- <http://www.hmrc.gov.uk/charities/tax/trading/subsidiary.htm>

# Online Giving



**JustGiving**<sup>™</sup>



TOTAL  
**GIVING**

wonderful



the**BigGive**.org.uk



**fundraise**.com



 **GlobalGiving**

goldengiving

# Gift Aid – Don't Miss Out!

- Maximises the value of donations (25p in the £)
- Can be claimed on donations of money made by individual UK taxpayers (not companies)
- Must be recognised by HMRC or CCNI as a charity or CASC
- Donors must make a Gift Aid declaration
- Gift Aid Small Donations Scheme (GASDS)
  - cash & contactless card donations up to £20 don't need a declaration BUT your organisation must be registered for Gift Aid



<https://www.gov.uk/claim-gift-aid/overview>

# Strategies

- Overall direction
- Positioning
- Case for Support
- Segmentation

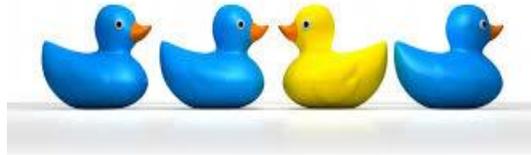
[https://knowhownonprofit.org/campaigns/brand/marketing-1/copy\\_of\\_segmentation](https://knowhownonprofit.org/campaigns/brand/marketing-1/copy_of_segmentation)

<https://www.youtube.com/watch?v=FMU3YrAsDeU>

# Positioning

***“Defining in the minds of your target audience what you stand for and can offer in relation to other non profits”***

- Can you articulate your USPs (Unique Selling Points)?
- Is everyone in the organisation clear about your USPs?
- Are your USPs communicated in everything you do?

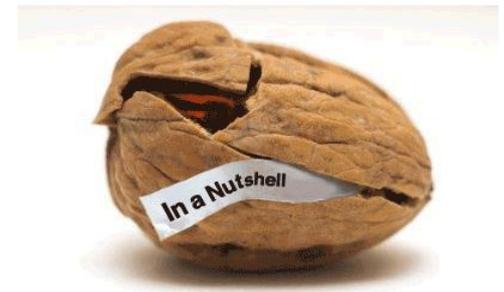


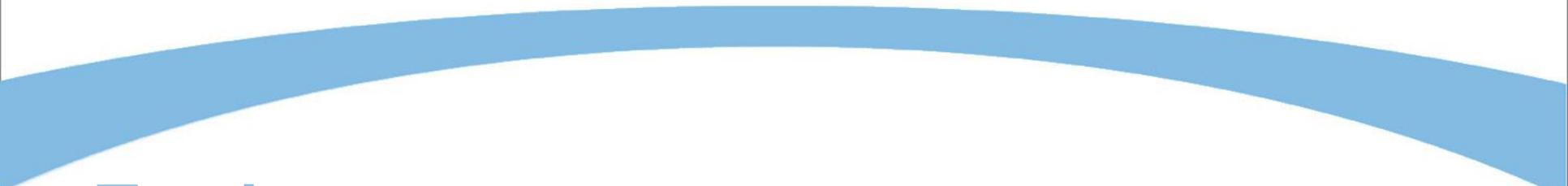
# Case for Support



## \*“Elevator Pitch”

- Who do you plan to help?
- Why do they need your help?
- How, when and where will you help them?
- What real difference will you make?
- Has it been done before?
- Does it fit with your experience/track record?



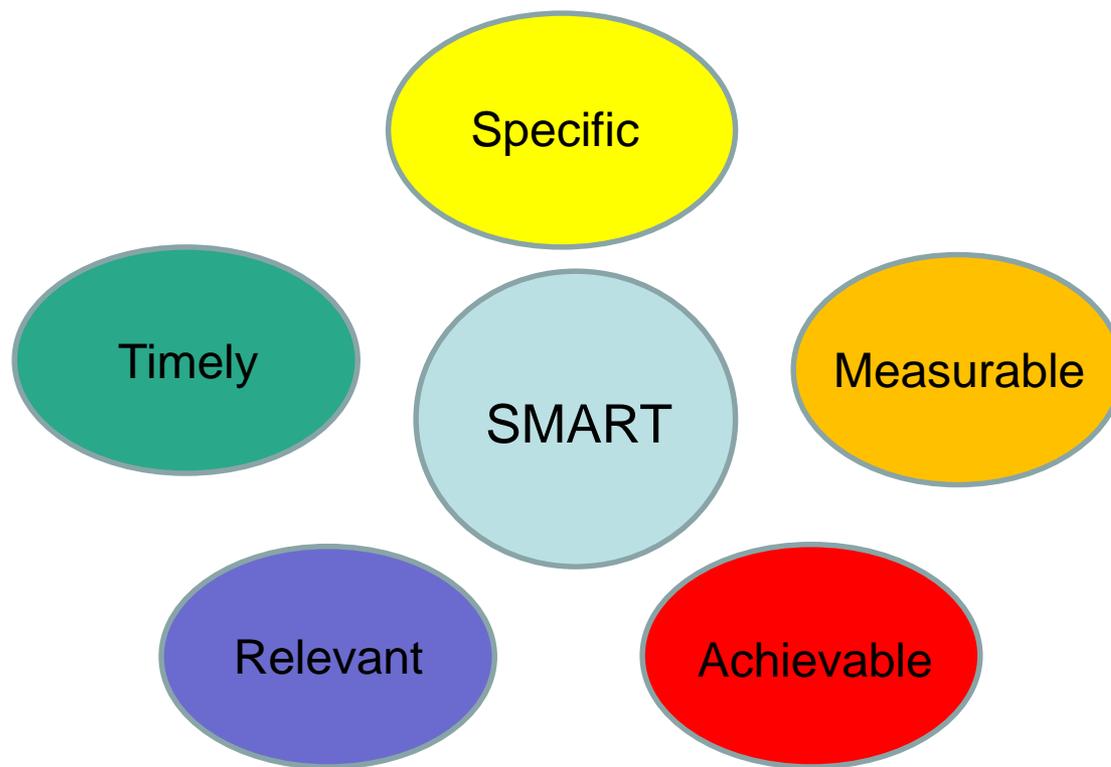


## Tactics

The finer details regarding;

- Methods of fundraising to be used
- Funding sources to be targeted & planned approaches
- Donor development/recruitment strategy
- Development of fundraising infrastructure
- Development of products/services

# SMART Fundraising Objectives



# Setting Fundraising Objectives

- Amount of funds that will be raised & the time frame
- Where funds will be raised (i.e. individuals, corporate, Trusts and Foundations, local or central government, European funding, trading, contracts, tenders, fees, etc.)
- The acceptable costs of raising these funds

***e.g. “We will raise £50,000 by the end of 2020 through community events with a budget of £12,500 for direct costs”***

- Fundraising cost cutting measures?
- Non-financial fundraising objectives

## Budget

- Cost the proposals (past experience, market costs)
- Research other resources needed? Training? ICT? Volunteers? New staff?
- Arrive at the overall cost

# Scheduling

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
Direct Mail	X							
Press Ads	X							
Big Lottery Fund Application			X					
Belfast City Council Tender					X			
“Night in the Cells” Event			X				X	
Raffle		X			X			
Corporate Event								X

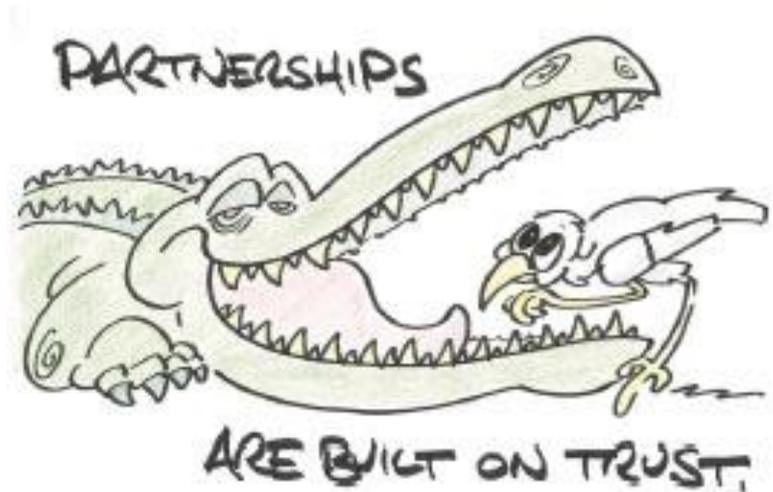
## Monitoring & Control

- Actual income achieved against targets
- Actual costs incurred against those budgeted
- Achievement of non-financial targets
- Performance of specific forms of fundraising
- Appropriateness of the strategy/tactics adopted
- What needs to change? How? What is needed to make the necessary changes?

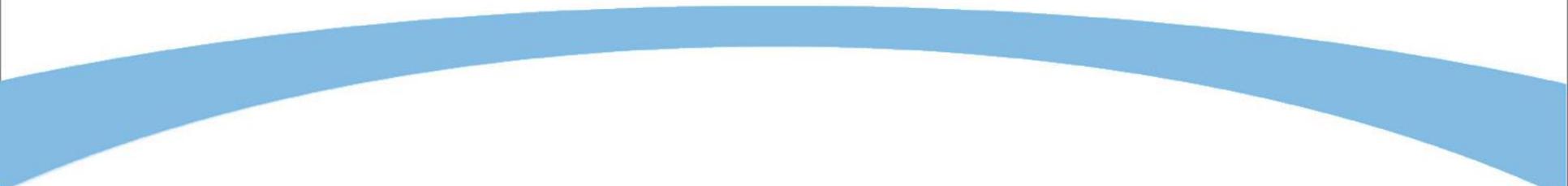
# Review of Session Objectives

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# Key Principle for Partnership Working



**Organisations don't work in partnership.. People do!**



## Benefits of Partnerships

- Can increase your voice
- Can increase your influence
- Can increase access
- Can lead to better services for beneficiaries
- Can improve your success rate for grants and tenders
- Reduce risk

# How to Build a Partnership

- Find the right people & get them involved
- Build a common Vision
- Keep beneficiaries at the centre
- Do your due diligence & develop good governance
- Invest in the relationship
- Recognise that there will be difference
- Come to the table, stay at the table & compromise

## 8 Collaboration Dos & Don'ts

- **Don't** overthink it – great partnership working is a leap of faith
- **Do** check for buy-in
- **Do** make certain it's a collaboration of the willing – not the reluctant
- **Do** focus on long-term trust and relationships
- **Do** take time to negotiate your purpose/process/action plan
- **Do** put a steering group in place
- **Do** have a written agreement
- **Don't** be afraid to walk away!

# Best Practice in Fundraising



<https://www.youtube.com/watch?v=dF1g-hGSet0&feature=youtu.be>

<https://www.fundraisingregulator.org.uk/code>

<http://www.nicva.org/resource/northern-ireland-the-fundraising-regulator-and-the-code-of-fundraising-practice>

# Registering with the Fundraising Regulator

- FR funded through a voluntary levy on organisations **SPENDING** £100,000 or more each year **ON FUNDRAISING**.
- Roughly 20 NI organisations are liable to pay the levy versus 2000 in England and Wales!
- Fundraising organisations spending less than £100,000 a year on fundraising can still [register](#) - annual fee of £50.

***“Registering allows organisations to publicly demonstrate their commitment to ethical fundraising.” (Fundraising Regulator)***

## Key Facts: Code of Fundraising Practice

- Outlines standards expected of **ALL** charitable fundraising organisations across UK
- Aims to cover **ALL** fundraising activities
- Developed by fundraisers - Institute of Fundraising (IoF) & Public Fundraising Association (PFRA)
- Formally transferred from IoF to Fundraising Regulator at its launch on 7th July 2016

# The Code's Overarching Principles...

Fundraising should be –

- Legal
- Open
- Honest
- Accountable



# Fundraising Advice Service

Tel: 028 9087 7777

[lynn.kennedy@nicva.org](mailto:lynn.kennedy@nicva.org)

 @nicva\_FRAdvice

 Fundraising Advice NICVA

[www.nicva.org](http://www.nicva.org)

[www.grant-tracker.org](http://www.grant-tracker.org)