



NCB Links Project

- Increasing Sustainability

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6th February 2019

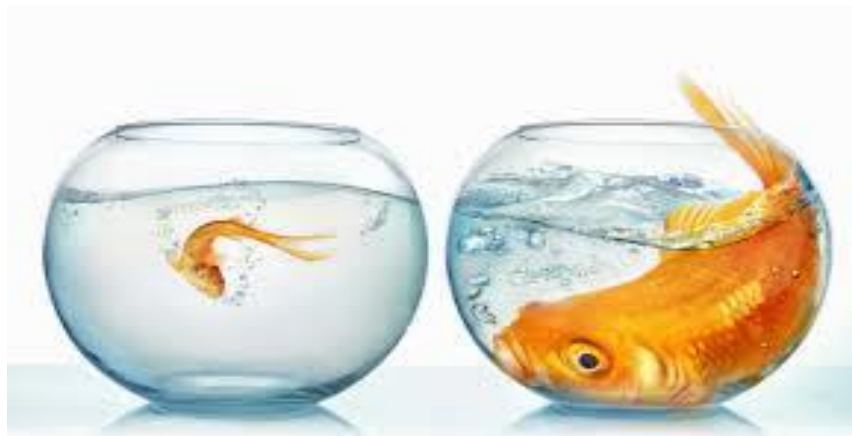
Lynn Kennedy, Fundraising Advice Officer, NICVA



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

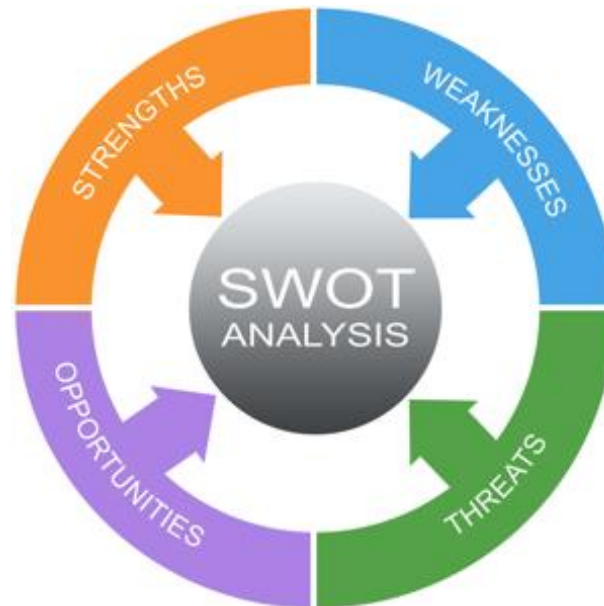


Fundraising Audit Tools

- 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



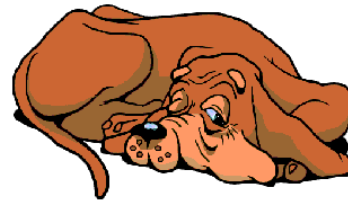
Question Marks



Cash Cows



Dogs



High

Market Share

Low



*Fundraising Resources

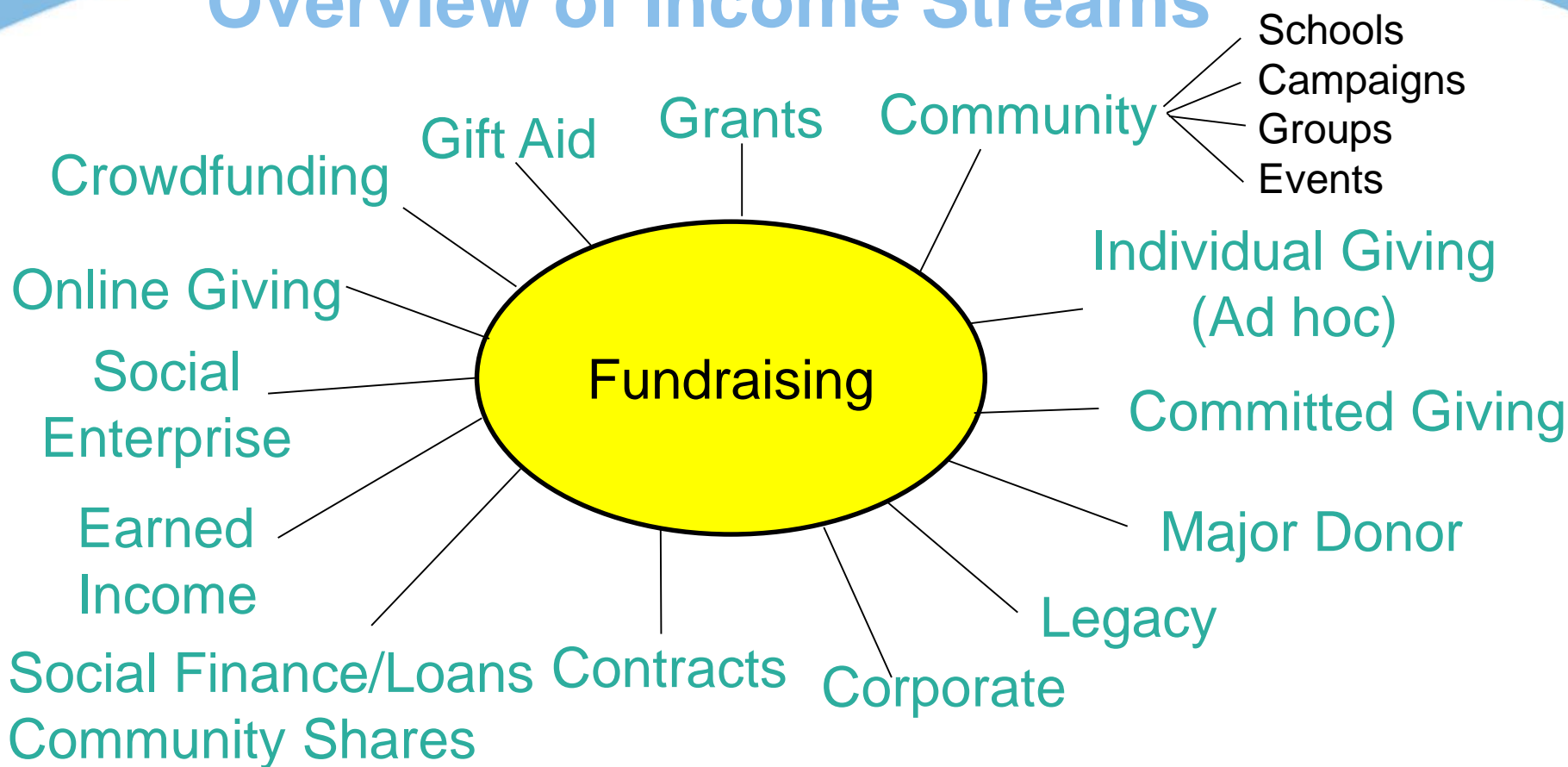
People

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
- 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™



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

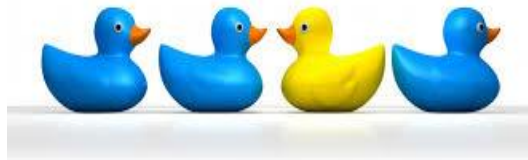
https://knowhownonprofit.org/campaigns/brand/marketing-1/copy_of_segmentation

<https://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?



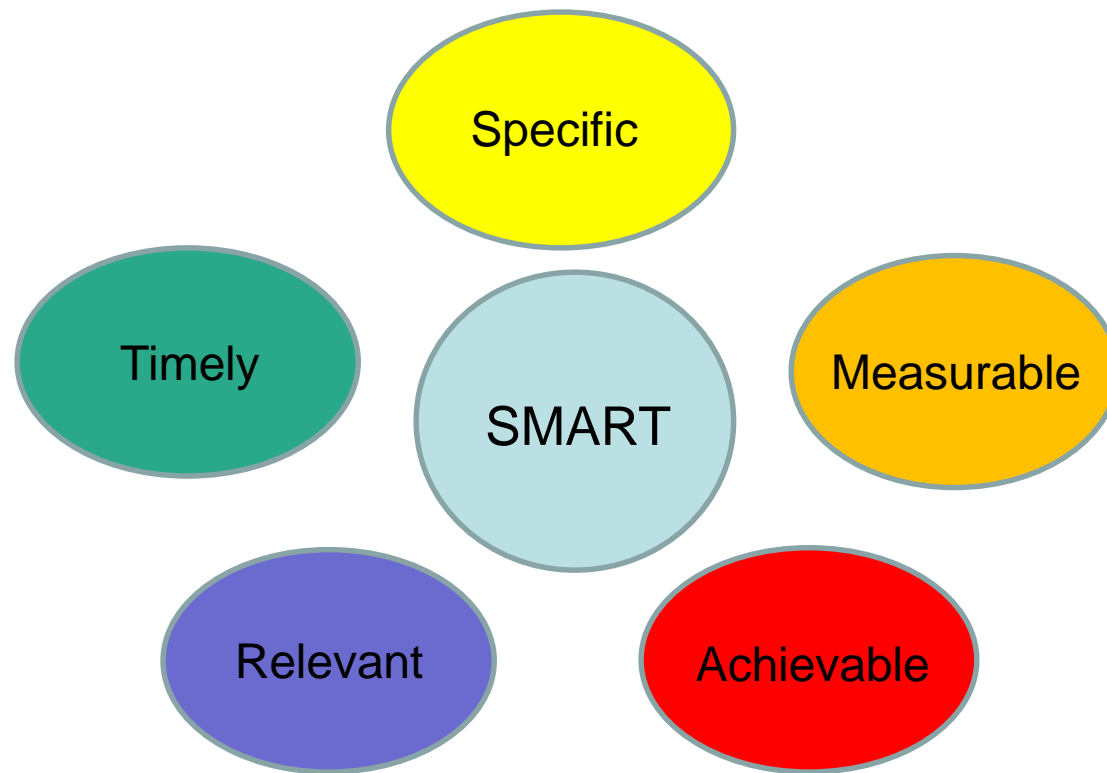


Tactics

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

- What is a fundraising strategy & why do you need one?
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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

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 @nicva_FRAdvice

 Fundraising Advice NICVA

www.nicva.org

www.grant-tracker.org