"HOW TO" FUNDRAISE FROM THE COMMUNITY

A COURSE PREPARED FOR THE

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WHAT IS COMMUNITY FUNDRAISING?

The term 'community fundraising' means different things to different organisations and there are a number of different definitions and terms used, including:-

- Regional fundraising
- Local fundraising
- Public fundraising
- Volunteer fundraising
- Community appeals

Below are a few definitions:-

"To start, develop and move on profitable, local, fundraising relationships." NSPCC

"The purpose of our regional fundraising is to generate income through the use of volunteers." RNLI

"Community fundraising is about mobilising communities to support your cause, through fundraising activities appropriate to that community" Acorns Children's Hospice

"Maximising income from individuals and community groups who wish to support Cancer Research UK through their own efforts within the local community through a face to face relationship with the charity." Cancer Research UK

"Community fundraising comprises all those things that don't lend themselves to centralised control – the leftovers." Simon Burne (fundraiser)

EXERCISE: Thinking about what you do. What is your organisation's definition of community fundraising? Try to come up with a 'mission statement' for community fundraising

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OPPORTUNITIES AND CHALLENGES AROUND COMMUNITY FUNDRAISING

A good, well organised community fundraising strategy aims to maximise and capitalise upon fundraising opportunities, whilst ensuring that mechanisms are in place to manage the challenges that community fundraising may bring up.

EXERCISE: What are the opportunities and challenges with respect to community fundraising?

<u>**OPPORTUNITIES**</u>   <u>**CHALLENGES**</u>

Community fundraising, in general, has a very low return on investment compared to other forms of fundraising – as the Institute of Fundraising puts it:-

> *"Despite its high visibility in our communities, on paper, these techniques are actually some of the least efficient ways to raise funds for our charities. Only just over 1% of all charity income comes from community fundraising. Now when we look at return on investment figures, where we compare how much the different fundraising streams cost in relation to how much they bring in, community fundraising can sometimes bring in as little as £2 for every £1 spent."* [1]

Nevertheless, community fundraising is important because it allows organisations to:-

- Promote their work locally / regionally
- Connect with the local community
- Allow beneficiaries to become involved
- Reach a wider audience
- Get new 'names' for your donor-base
- Try new fundraising methods and activities
- Reduce the burden on fundraising staff (potentially)
- Reduce the cost of fundraising (potentially)
- Raise more money!

EXERCISE: What needs to be in place to address / manage the challenges?

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[1] Institute of Fundraising video: The 5 Minute Fundraiser: Community Fundraising
http://www.institute-of-fundraising.org.uk/guidance/five-minute-fundraiser/

MANAGING COMMUNITY FUNDRAISERS

There is a subtle, but significant difference between volunteers who fundraise 'on behalf' of your organisation and those who fundraise 'in aid of' your charity. The former are deemed to be a part of your organisation and under your direct control, whereas the latter have a much looser relationship and are not deemed to represent your organisation. Indeed, there may be occasions when you do not even know who these people are.

When dealing with volunteers raising money 'on behalf' of your charity, organisations must:-

- Insure both the volunteer and the organisation to ensure they are both protected
- Provide health and safety guidance
- Have written role descriptions
- Recruit individuals competent for the role
- Check their suitability and credentials
- Give guidance on compliance with fundraising law

In order to manage community fundraising effectively – and as a matter of best practice (according to the Fundraising Standards Board), organisations must:-

- Have a written volunteer policy, including a confidentiality policy for personal details

- Not discriminate on grounds of race, sex, sexual orientation, religion, age or disability when recruiting

- Have clear policies and procedures in place to protect children and vulnerable adults involved

- Provide written information clarifying the relationship and covering requirements such as the use of the organisation's logo and brand

- Offer appropriate training and have clear guidelines on the handling of money, particularly cash

- Take action if volunteers behave inappropriately

When dealing with volunteers fundraising 'in aid of' the charity, Organisations must:-

- State clearly that the relationship is 'in aid of'
- Explain the limits of insurance cover
- Consider the fit between the activity proposed and the organisation
- Take appropriate advice on what level of assistance the charity should provide

EXERCISE: Consider the following checklist. How do you rate your organisation?

Does your organisation have…?	Yes / In place	No / Not in place	Not sure / Need to check
Volunteer policy			
Volunteer agreement			
Volunteer role descriptions			
Insurance that specifically covers volunteers			
A training policy / programme for volunteers			
A code of conduct for volunteers			
A formal volunteer recruitment process to ensure the right person for the role			
Take up references for volunteers			
An induction programme for volunteers			
Regular support and supervision mechanisms for volunteers			
Do the following organisational policies cover volunteers?			
Equal opportunities policy			
Health and safety policy			
Confidentiality policy			
Child protection and / or vulnerable adults policy			
Complaints policy and procedure			
Policy on the use of the organisation's logo / brand			
Money handling procedures			

EXERCISE: What issues would you include in a code of conduct for 'on behalf of' volunteers?

DRAFT LETTER FOR 'IN AID OF' VOLUNTEERS

The following draft letter for 'in aid of' volunteers is recommended by the Institute of Fundraising.

Dear Volunteer,

Thank you for telling us about your plan to fundraise in aid of our charity. We have set out some basic guidance on the following page to help you fundraise safely and lawfully, which we hope you will find helpful.

*Collecting Funds
You need a licence from your local authority to collect funds on the street or in a public place or by going from house to house. It is illegal to collect funds in this way without a licence. There are special rules about collection buckets.

*Raffles & Lotteries
There are strict and complex laws relating to raffles and lotteries and you should consult one of our fundraising managers before organising a raffle or lottery.

*Events
- Ensure that your event is organised efficiently and safely. We cannot accept any responsibility for your event nor for anyone who participates in it.

- You should conduct a risk assessment to ensure that you have proper plans for the safety of participants. The Health and Safety Executive has further information *(www.hse.gov.uk)*.
- Ensure that participants are fully briefed about the event, including (where relevant any risks, fitness requirements, special equipment or clothing required and standards of behaviour expected
- Ensure that your event is properly and adequately supervised. Where children are included, this includes:
  - Providing proper adult supervision
  - Checking that the child's parents/guardians have given their permission for their child to take part
  - Carrying out appropriate background checks if adults are to have unsupervised access to children.
  - Consider what insurance cover you need for your event.
  - Check whether you need any special licence; e.g. a public entertainment licence or licence to sell alcohol.

Gift Aid

Please ask donors/sponsors to sign a gift aid declaration. This enables us (and higher rate tax payers) to claim tax back from the Government and increases the overall benefit to the charity. We can provide you with model forms.

Fundraising materials and publicity

All of your fundraising should make it clear that you are fundraising in our aid but that you do not represent the charity. We enclose style guidelines to help people become familiar with our fundraising material and to help generate interest in fundraising activity/event.

Transfer of Funds

All funds collected should be sent to the charity within [number] weeks of collection. Expenses must not be deducted from the sums collected unless you have approved this with us and provided us with a receipt.

For further help and advice about fundraising in aid of [name of charity] please do not hesitate to contact:
[Contact Details:]
[Name of Charity:] A registered charity: (Number:[XXXXX])

STRATEGIC DEVELOPMENT OF COMMUNITY FUNDRAISING

Your community fundraising strategy should begin with your community fundraising mission statement (defined earlier) and it should fit within your overarching strategy for raising money from individuals. This broader strategy should look something like this (overleaf):

The community fundraising strategy operates at the lowest level of the pyramid and one of its key functions is to recruit new donors – usually through the activities of volunteer fundraisers.
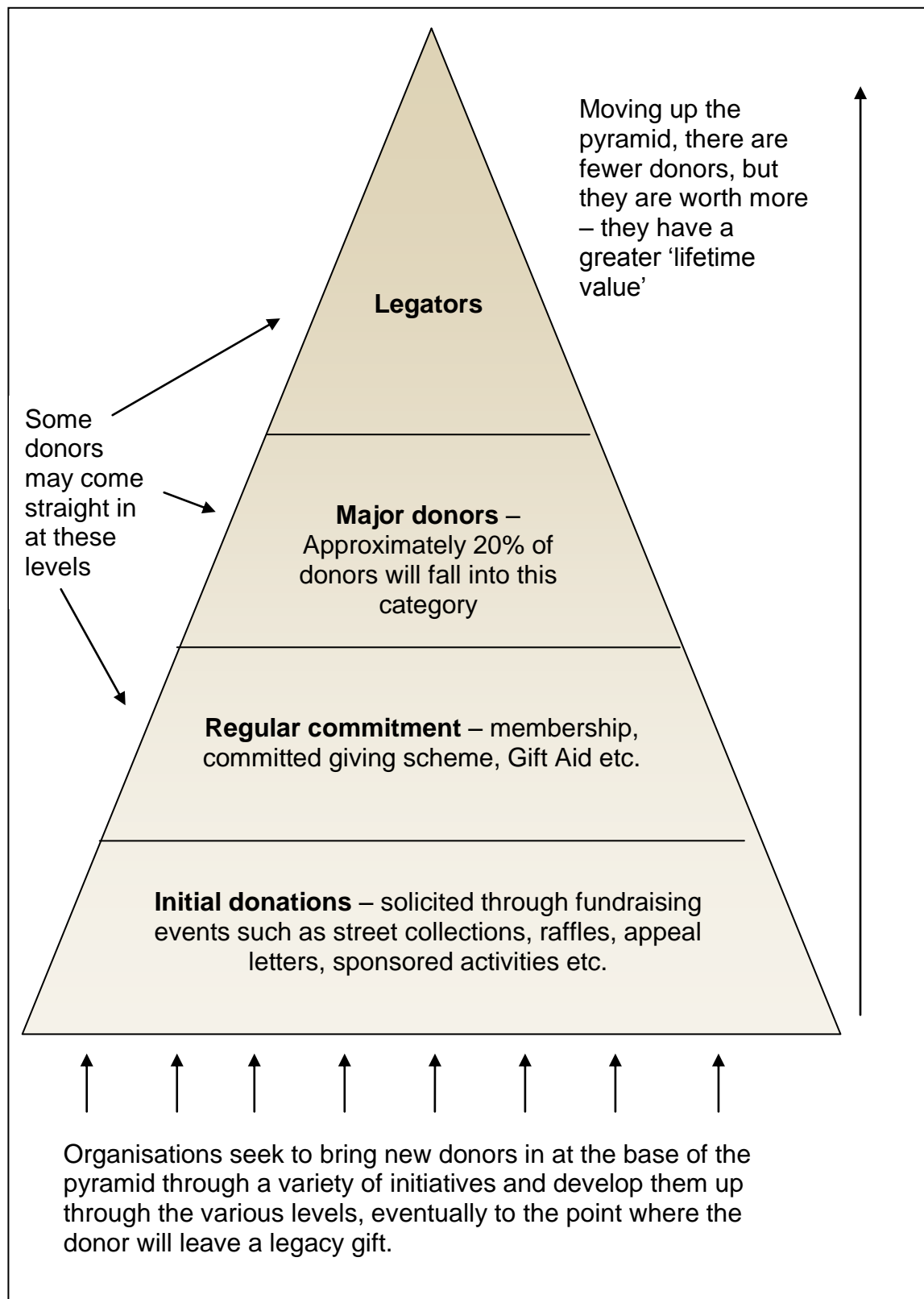
It is true to say that most activities that take place at the base of the pyramid have a very low return on investment – some may even be 'loss leaders' – this is fine if the aim is to recruit new donors, but not if the aim is to raise money.

Typical features in a community fundraising strategy include:

- Overarching aim(s) of community fundraising
- The various markets for community fundraising – e.g. schools, churches, businesses
- Supporter types – e.g. individuals, corporates …
- Activities to be undertaken
- Communication and promotion methods
- Recruitment and retention strategies (for both volunteers and donors)
- Supporter development
- Outcomes and targets (for the different markets, supporter types and activities) – not just financial targets, but may include profile, PR, donor recruitment etc.
- Success criteria – what will you count as 'success' in relation to an event?
- Monitoring and evaluation mechanisms
- Staffing and resources required – may include things like database, promotional materials, collecting tins, badges etc…
- Budget

This strategy then needs to be supplemented by an annual plan which describes in some detail the activities to be undertaken to meet the strategic objectives. This will be along the lines of:-

- What (needs to be done)
- How (the activities involved)
- Who (will do the work)
- When (will the work be done, including deadlines)
- Calendar of events for the year

Moving up the pyramid, there are fewer donors, but they are worth more – they have a greater 'lifetime value'

Legators

Some donors may come straight in at these levels

Major donors – Approximately 20% of donors will fall into this category

Regular commitment – membership, committed giving scheme, Gift Aid etc.

Initial donations – solicited through fundraising events such as street collections, raffles, appeal letters, sponsored activities etc.

Organisations seek to bring new donors in at the base of the pyramid through a variety of initiatives and develop them up through the various levels, eventually to the point where the donor will leave a legacy gift.

*A NOTE ABOUT DATA PROTECTION

Data protection legislation is becoming more robust and organisations need to be careful about the information they keep on supporters and any future communications with them.

Erring on the side of caution, organisations should offer all new contacts the right to 'opt out' of future communications and should not explicitly solicit donations without having gained the contact's consent.

In practical terms, this could mean including relevant tick boxes on, for example, sponsorship forms and thank you letters.

For example: *"XYZ organisation would like to contact you regarding future fundraising activities. Please tick this box if you **do not** want to be contacted in the future"*

If such an option is given in a thank you letter, a freepost envelope should be provided (people should not have to pay to 'opt out).

Naturally, your supporter database should be able to record and manage such 'opt out' requests (failure to do so could lead, inadvertently, to a breach of the data protection legislation).

Data protection legislation is a very complex area. Delegates requiring more detailed information should refer to Paul Ticher's book *Data protection for voluntary organisations* available from the DSC. Chapter 12 is particularly relevant.

The Institute of Fundraising also publishes a free factsheet, downloadable from their website, www.institute-of-fundraising.org.uk

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EXERCISE: How might you ensure that you maximise opportunities for capturing the names of supporters attending community fundraising events?

INNOVATIVE IDEAS

Volunteer fundraisers need to be given ideas for activities that they can undertake to raise money for your charity.

EXERCISE: Work through the alphabet and come up with a (preferably new) fundraising activity for each letter

A

B

C

D

E

F

G

H

I

J

K

L

M

N

O

P

Q

R

S

T

U

V

W

X

Y

Z

RECRUITING VOLUNTEERS

The best place to start with recruiting volunteers is through those people who are already known to the charity. This could include:-

- Staff - some charity staff undertake challenge events for example, collecting sponsorship from colleagues, friends and family
- Trustees - as above!
- Existing volunteers
- Beneficiaries and / or ex-beneficiaries
- Friends and family of beneficiaries
- Members (if you are a membership organisation)
- Donors and supporters

Looking more widely, you might try:-

- Your local volunteer bureau / CVS
- Local colleges / universities

There are also a number of volunteering websites, including:-

- www.volunteering.org.uk
- www.do-it.org.uk
- www.volwork.org.uk
- www.timebank.org.uk
- www.vinspired.com
- www.volunteermatch.org

As mentioned previously, you should adopt a formal recruitment process for 'on behalf of' volunteers.

VOLUNTEER MOTIVATIONS

If you want people in the local community to raise money for you, it will be important to understand their motivations for wanting to help in this way. This will assist with:-

- Job / task / activity design (what you might ask them to do)
- Recruitment (where to find people with the appropriate skills)
- Retention (how to give people their 'motivational paycheck')

EXERCISE: Why would / do people volunteer to fundraise for your organisation? What are / might be their motivations?

AND Do your volunteers have any particular characteristics (e.g. age, gender, ethnicity, interests…)

Studies of volunteer motivations have shown that volunteers need:-

- to feel wanted / needed
- to be asked to do things
- to feel they are supporting a worthy cause
- a sense of achievement
- to feel a sense of belonging (to a group of like-minded individuals)

Research also suggests that volunteer motivations fall into three main categories:-

- Affiliates – those who want to be part of a social or community network

- Achievers – those who are task orientated and want projects with clear outcomes

- Influencers – those who want to shape the organisation and its work in some way

Failing to understand and meet supporter motivations is likely to lead to a loss of support and the different types of activities suggested by these motivations will require different kinds of support (and recognition) from the community fundraiser.

EXERCISE: Match the following activities to one of the three motivational types (Affiliate / Achiever / Influencer):

An evening stuffing envelopes with other volunteers

Organising a pub quiz

Taking part in a pub quiz

Chairing a fundraising committee

Doing a sponsored parachute jump

Hosting a fundraising dinner for friends

Developing a new fundraising idea

Volunteer fundraisers like to be _clear_ about exactly what is expected of them, so they need to be thoroughly briefed, not just about the work that is expected of them, but the times and places where they will be required.

THANKING VOLUNTEERS

As with any form of fundraising, building, maintaining and developing relationships are critical to success. Thanking volunteers plays a key role in relationship development and in ensuring that volunteer motivations remain high.

EXERCISE: How might you thank and reward your fundraising volunteers?

SETTING UP VOLUNTEER NETWORKS AND' FRIENDS OF' GROUPS

Your organisation should have (or develop) a database of community fundraisers which records not only who these supporters are, but what they do for your organisation, together with details about the amount of money they have raised.

It can significantly aid motivation if volunteer fundraisers are able to link up with each other to share experiences, ideas and gain mutual support. Some charities therefore set up volunteer networks or 'friends of' groups.

EXERCISE: How might you go about setting up a 'friends' group of volunteer fundraisers?

The following is a suggested methodology for setting up a volunteer network:-

1. Profile your database to find out where your fundraising volunteers are based
2. Based on this information you might organise a local, regional or national event where they can come and meet some of the charity's staff. Volunteers and, if appropriate, beneficiaries
3. Advertise in your newsletter / website that you are looking to recruit fundraising volunteers
4. Ask volunteers if they are willing to share their contact details with other volunteers (be mindful of data protection here)
5. Put volunteers in contact with each other via email
6. Set up a dedicated area for fundraising volunteers on your website
7. Produce a special newsletter for your fundraising volunteers
8. Hold regular networking events
9. Think about 'rewards' such as badges and certificates

Volunteer networks, by their very nature, tend to be fluid, being built upon networks of personal contacts. However, people move house, change their jobs, meet new people etc. on a regular basis; thus the contacts change. In addition, some types of fundraising activities will appeal more to some than to others. Therefore, maintaining a volunteer network can be quite time consuming.

ACTIVITY PLANNING AND DEVELOPMENT

Understanding some of the principles of project planning will not only help staff to plan activities, but will enable that knowledge to be used to support volunteer fundraisers in the community.

One of the most important aspects of this is the ability to identify ALL the various tasks associated with a proposed fundraising activity and to ensure that they are organised in the right order and in a timely fashion. Under-estimating how long things will take is a key source of stress and failure!

Providing templates and planning support to volunteer fundraisers provides encouragement and confidence and is much more likely to lead to a successful fundraising event.

EXERCISE: What is it that makes community fundraising events successful?

AND / OR: What templates and planning documents could you supply to volunteer fundraisers?

Some really useful documents / templates include:-

- Institute of Fundraising Codes of Fundraising Practice
- Task lists for different types of events
- Checklists for different types of events
- Sample schedules
- Risk assessment templates
- Sponsorship forms
- Promotional leaflets
- Poster templates
- Calendar of events
- Brand guidelines

TO SUM UP…

The keys to successful community fundraising include:-

- Being clear about what community fundraising means in your organisation and where the boundaries are with respect to other types of fundraising (such as corporate fundraising or major donor fundraising)

- Having a community fundraising strategy

- Having the appropriate policies, procedures and infrastructure in place for the management of volunteers and volunteer networks

- Having the support of others in the organisation and a willingness of others to use their contacts – especially trustees

- Understanding donor motivations and matching the right volunteers to the right tasks

- Having an armoury of fundraising ideas and initiatives that can appeal to a wide audience, together with appropriate supporting materials

- Organisational ability and a methodical approach to planning fundraising activities that can be communicated to volunteer fundraisers

- Thanking and appreciating the work that volunteer fundraisers do and asking them to do more!

APPENDIX 1: GANTT CHART EXAMPLE: PUB QUIZ

		Task Name	Duration	Start	Finish	Resource Names
1		Agree date with pub landlord	1 day	Mon 05/04/10	Mon 05/04/10	Maureen
2		Decide maximum team size	1 day	Mon 05/04/10	Mon 05/04/10	Joe
3		Decide entry fee	1 day	Mon 05/04/10	Mon 05/04/10	Joe
4		Design and print posters	5 days	Tue 06/04/10	Mon 12/04/10	Adam
5		Put up posters	1 day	Tue 13/04/10	Tue 13/04/10	Steve
6		Advertise in local paper	14 days	Tue 06/04/10	Fri 23/04/10	Maureen
7		Invite friends, family, neighbours	3 days	Tue 06/04/10	Thu 08/04/10	All
8		Appoint quiz-master	1 day	Tue 06/04/10	Tue 06/04/10	Maureen
9		Research quiz questions	14 days	Wed 07/04/10	Mon 26/04/10	Joe
10		Print question sheets	1 day	Tue 27/04/10	Tue 27/04/10	Adam
11		Decide format of evening	1 day	Wed 07/04/10	Wed 07/04/10	Joe,Maureen
12		Hire microphone	1 day	Tue 06/04/10	Tue 06/04/10	Steve
13		Buy raffle tickets	1 day	Tue 06/04/10	Tue 06/04/10	Maureen
14		Acquire prizes from local businesses	14 days	Tue 06/04/10	Fri 23/04/10	Laura,Maureen
15		Get donation tins for bar area	3 days	Tue 06/04/10	Thu 08/04/10	Laura
16		Hold event	0 days	Tue 27/04/10	Tue 27/04/10	
17		Collect entry and raffle money	1 day	Wed 28/04/10	Wed 28/04/10	Maureen
18		Send money to charity	1 day	Thu 29/04/10	Thu 29/04/10	Maureen