

Second edition

Community Fundraising

Edited by
Sam Rider



‘For a small regional charity like ours, this is a vital resource in diversifying our income strategy. This comprehensive fundraising guide not only helped us broaden our supporter base with limited resources but also improved our approach and retention plans.’

Matthew Cornish, Fundraising and Development Manager, The Bevern Trust

‘A fantastic overview of the key areas of community fundraising. Highly recommended, especially for new or sole fundraisers. A handy guide to be referred to again and again throughout your career.’

Sarah Goddard, Chair of Institute of Fundraising Community Fundraising Special Interest Group

‘Focusing on all aspects of modern-day community fundraising from strategy and planning to people management, audiences and techniques, this guide provides practical advice and insightful case studies throughout. Community fundraising is on the march – and this book will be of value to anyone looking to grow their knowledge and develop their community fundraising portfolio.’

Luke Mallett, Associate Director, Supporter Engagement, CLIC Sargent

‘Written in a no-nonsense and engaging way by expert practitioners, this is a fascinating look into the gratifying world of community fundraising. Anyone new to fundraising, or wanting to develop their knowledge further, will find it valuable. Whether it is the up-to-date techniques and practical tips or the case studies and useful templates, there is something here for all community fundraisers.’

Lucy Squance, Director of Supporter-led Fundraising, Alzheimer’s Research UK

‘With a growing interest among professionals in community fundraising and so few resources out there, there couldn’t be a better time for the new edition of this book. Drawing on established wider research but applying it in a pragmatic approach to the subject, this comprehensive guide will make essential reading for all community fundraisers.’

John Trampleasure, Director of Fundraising and Communications, RAF Benevolent Fund

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To all the hardworking unsung professional
community fundraisers out there, dedicated to facilitating
the differences that their organisations and supporters are
committed to making.

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About the Fundraising Series

Despite paid fundraisers having existed in some form since the middle ages, fundraising as we know it today is still an emerging profession. The Institute of Fundraising has only been in existence since 1983 and it took a further decade for academics to begin to take an active interest in the science behind giving to others.

A vitally important element of any profession is its body of knowledge – this is what enables members of a profession to grow, learn and reflect. Immersing oneself in that knowledge is, arguably, what makes one a professional fundraiser.

This series is an important part of bringing together fundraising's body of knowledge. It combines the best of the practical knowledge of experienced fundraisers with, increasingly, the expanding body of academic knowledge around giving and asking.

The series seeks to address the full range of fundraising activity and techniques. Each volume addresses a key element in the spectrum of fundraising techniques. As fundraising techniques evolve and develop, new titles in the series are added and old ones revised. Each title seeks to explore a fundraising activity within its historical, ethical and theoretical context, and relate it to current fundraising practice as well as guide future strategy. The series offers something for anyone who is aspiring to be a professional, whatever the size or type of their organisation or the stage of their career.

The Philanthropy Centre is proud to partner with the Directory of Social Change in the series' production. Furthermore, the series would not be possible without the input of many dedicated professionals involved in its writing and production; we thank everyone who has contributed to its development.

Adrian Sargeant PhD
Claire Routley PhD
The Philanthropy Centre

About the Directory of Social Change

The Directory of Social Change (DSC) has a vision of an independent voluntary sector at the heart of social change. We believe that the activities of independent charities, voluntary organisations and community groups are fundamental to achieve social change. We exist to support these organisations in achieving their goals.

We do this by:

- providing practical tools that organisations and activists need, including online and printed publications, training courses, and conferences on a huge range of topics;
- acting as a ‘concerned citizen’ in public policy debates, often on behalf of smaller charities, voluntary organisations and community groups;
- leading campaigns and stimulating debate on key policy issues that affect those groups;
- carrying out research and providing information to influence policy-makers, as well as offering bespoke research for the voluntary sector.

DSC is the leading provider of information and training for the voluntary sector and publishes an extensive range of guides and handbooks covering subjects such as fundraising, management, communication, finance and law. Our subscription-based website, Funds Online (www.fundsonline.org.uk), contains a wealth of information on funding from grant-making charities, companies and government sources. We run more than 300 training courses each year, including bespoke in-house training provided at the client’s location. DSC conferences and fairs, which take place throughout the year, also provide training on a wide range of topics and offer welcome opportunities for networking.

For details of all our activities, and to order publications and book courses, go to www.dsc.org.uk, call 020 7697 4200 or email cs@dsc.org.uk.

About the authors

Susannah Forland

Susannah is currently Head of Income Diversification and Growth at the WEA, the adult learning organisation, and has over ten years' experience of working in various areas of fundraising within local, national and international charities. She has also worked for Maggie's, JDRF and National Deaf Children's Society.

Susannah has managed national, regional and local fundraising teams and led on national partnerships, campaigns, products and events. She also has extensive experience in devising and developing new fundraising strategies, budgets and plans for charities that have wanted to grow and diversify their income and portfolios.

Jane Galloway

Jane is a consultant and trainer in the not-for-profit sector and a Senior Lecturer at the University of Chichester on the UK's first Charity Development Degree BA (Hons).

Having initially worked in the private and commercial sectors, Jane started fundraising in 1988 for a museum in West Wales. She then worked for Macmillan on a capital appeal and subsequently on a £3 million appeal for a London teaching hospital. In all these roles, volunteer management was pivotal in raising money and awareness.

Prior to setting up her own consultancy business, Jane was CEO of a national conservation charity and now assists a wide range of organisations with their ongoing strategic development and training needs, including working with the Association of Jersey Charities on raising awareness of the Charities (Jersey) Law.

Liz Haigh-Reeve

Liz has over 25 years' experience at a senior level within the voluntary sector. She was Director of Fundraising and Communications at The Children's Trust for 14 years and was also, among other roles, Director for Fundraising and Capital Appeals at RSBC, Director of Income Generation at Demelza Hospice Care for Children. Prior to that Liz led fundraising at

the National Society for Epilepsy, the CF Trust and Leukaemia Research Fund.

In 2015, Liz established Fundraising Works Ltd and her growing team provide strategic and operational support, insight and fundraising development to organisations of all sizes.

Lianne Howard-Dace

Lianne is an experienced fundraiser with a specialism in community and events fundraising. She began her career as a hospice fundraiser and has worked for Depaul UK, RSBC and Christian Aid. Lianne now works with a variety of organisations to help them make the most of their community fundraising and is particularly interested in innovation, stewardship, and learning and development in the charity sector.

An MSc graduate of London South Bank University, Lianne is also co-author of *The Complete Fundraising Handbook* (seventh edition) and speaks regularly at conferences and events on the subject of community fundraising.

Gill Jolly

A psychology graduate, Gill has been involved in professional fundraising since the mid-1980s as a fundraiser, manager, director and trainer of fundraisers and support teams. She has worked at a senior level in a number of charities and since 2000 has had her own consultancy, Achieve Consultants Ltd. She also works as a trainer, coach and consultant as well as working at a senior level on an interim basis.

Working across the UK and beyond, Gill's experience spans charities of all different sizes, shapes and causes. She loves the challenges and thrills of helping organisations achieve their fundraising goals. She has also sat on a number of grant-making boards and awards panels.

Having worked for years with both the Directory of Social Change and the Institute of Fundraising, where she helped develop the qualifications programme, Gill was honoured to be named a Fellow of the IoF in 2012.

Michelle Martin

Michelle has over 20 years' experience working in fundraising. Her career has mostly been spent in various roles in events, regional and relationship fundraising at Macmillan Cancer Support. She currently heads up the

Development and Implementation team, helping grow Macmillan's income from regional fundraising, challenge events, philanthropy and supporter events and corporate partnerships.

Michelle is passionate about delivering a brilliant supporter experience. She led the development of supporter journeys and the implementation of CRM systems and champions using the best data and insight to make great decisions. She is an advocate for grassroots fundraising and leads the regional fundraising volunteering team at Macmillan.

Andrew Peel

Andrew is an award-winning fundraiser and consultant with over 25 years' experience in the UK charity sector. Having led fundraising teams at Help the Aged, the British Red Cross and Sightsavers, he set up Peel Consulting in 2007 and has now worked with more than 100 charities, including the British Heart Foundation, Diabetes UK, Guide Dogs, Salt-dean Lido, TB Alert and a wide range of hospitals and hospices.

Andrew specialises in corporate and trust fundraising, and in developing impactful proposals, applications, pitches and strategies for clients. He is also a trustee of two charities in Brighton. A full member of the Institute of Fundraising, Andrew received its Professional Fundraiser of the Year Award in 1997.

Hannah Redmond

Hannah is an award-winning marketer and innovator with 12 years' experience of leading fundraising, marketing and innovation strategies for leading charity brands in the UK.

Hannah has developed some of the most successful new products in the sector, including Brave the Shave and Go Sober for Macmillan Cancer Support, as well as growing the charity's flagship fundraising event, The World's Biggest Coffee Morning, from a £10 million to £30 million annual initiative.

Sam Rider

Sam is overall editor of the new edition of *Community Fundraising* as well as contributing several of the chapters. She has 30 years' experience of fundraising and change management, including roles as a fundraising director and leading charities as a CEO. Working for national, international and regional charities, in sectors ranging from homelessness and

criminal justice to hospices, the environment, education and the arts, she has devised and delivered transformational growth strategies.

Her work now focuses on educating a new generation of fundraisers. This involves writing and delivering undergraduate and postgraduate degrees in charity and philanthropy and teaching as a course leader for the Institute of Fundraising's Academy team. Through her consultancy work, she helps charities to identify the best ways in which they can deliver their mission by strengthening their fundraising and income-generation programmes.

Claire Singlehurst

Claire joined Macmillan in 2012 and is the Director of Relationship Fundraising, with responsibility for teams specialising in raising funds – through corporate partnerships, major gifts, challenge and special events, and regionally based fundraising – for people living with cancer. Prior to joining Macmillan, she worked in the private sector, latterly at Boots and predominantly throughout her career in leadership roles in target-oriented environments.

Having lost her sister to cancer in 2010, and experiencing first-hand Macmillan's support for families affected by cancer, Claire became a volunteer and took part in their challenge event to trek along the Great Wall of China. Following this trip, Claire put her skills and experience to use professionally within Macmillan and is now responsible for a team of around 400 people and hundreds of volunteers across the UK.

John Tasker

John is a passionate believer in the potential of events to inspire and engage people to do amazing things and support inspirational causes.

As a founding partner of massive, a specialist events agency, he works with charities in the UK and overseas to improve their results from new and existing events. So far, he has worked on more than ten of the UK's 25 biggest and most successful campaigns and also on events projects for Adidas, Jack Wills, London Marathon, parkrun, Great Run Company and the BBC.

Previously, as Head of Events for Cancer Research UK, he oversaw the UK's largest and best-known mass participation fundraising event, Race for Life, turning around a decline in both contribution and overall participation and set up an innovation team which developed three £2 million+ campaigns which are still fundraising today.

Debbie Warren

Debbie has worked in the not-for-profit sector for over 25 years, most recently setting up her consultancy, Inspired Fundraising, in 2011 to deliver first-class strategic planning and services to the not-for-profit sector. This has involved working with household names such as Macmillan, the Eden Project, WWF and Centrepont, and helping smaller charities set up new fundraising programmes.

Debbie has a particular interest in digital fundraising and how communications can be used to encourage giving from individuals. Past projects involving product development, strategic planning and data analysis have helped to raise millions of pounds for the sector.

Acknowledgements

The first edition of *Community Fundraising* was published at the start of the new millennium and it is a testament to its editor, Harry Brown, that the book served its readers so well for many years. The fundraising landscape has moved on significantly in recent years, and so it has taken sterling efforts to prepare this second edition for the next generation of community fundraisers.

For their expert and wise advice, plaudits go to both the chapter contributors and the individuals who have advised on the content. Many thanks to them for sharing their extensive knowledge and experience.

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Foreword

As a respected community fundraising consultant said to me when I was starting out, ‘People give to people. We thrive on our connections with others’.

As far back as you care to look, people have been raising money and volunteering to help others. It’s that desire to engage with others and passion for a purpose that makes community fundraising what it is and makes me proud to be a part of it. Civil society is founded on grassroots mobilisation and looking out for others. Generosity has always fed the spirit!

Fundraisers exist to connect people with causes. We are a conduit or a means to an end, not an end in itself. Human stories, the experience of making a difference together with others, are what drive people to engage. Something to remember lest we become too occupied with our brand, our bottom line, our size and our return on investment.

And, as the world changes, so do our routes to engage with one other. The ability to connect through digital has transformed the possibilities of community fundraising exponentially. It offers organisations of all sizes a new means to engage, to reach and to scale in ways previously impossible. The most democratic and social form of fundraising, digital technology now provides people greater freedom to shape and share their fundraising as they mobilise their peers through localities, interest groups and in specific activities.

As always, focus is key to success. What you don’t do is as important as what you do. So, this book provides a comprehensive route map for anyone, in a small or large organisation, wanting to set up and scale a community fundraising operation both sustainably and efficiently. It also offers a fantastic opportunity to learn from others who have trodden the path before.

I hope you enjoy it and relish your career in community fundraising. I have never felt more passionate about the roles I have had than those that have been at the heart of a community. Be proud of what you do and the difference you make.

Tracy Griffin, Executive Director of Marketing, Fundraising and Communications, Scope

Community fundraising in context

Sam Rider

One of the marvellous things about community is that it enables us to welcome and help people in a way we couldn't as individuals.

Jean Vanier, *Community and Growth*¹

Introduction

Community fundraising is often the public face of a charity, comprising the wide range of participative activities that are most visible in communities. As a means of mobilising large numbers of supporters, it can raise substantial sums, as well as awareness of and engagement in a charitable cause.

Community fundraising provides opportunities for anyone to be a fundraiser and is often our first experience of supporting a charity as children. Most people prefer to give by cash,² typified by the public's preference for giving cash via collecting tins or buckets.³ Over a third of people say they have sponsored someone in the past 12 months, and 23% have fundraised through an event.⁴ Over recent years there has been an increase in large-scale community fundraising campaigns⁵ – such as Go Sober (Macmillan Cancer Support) and Christmas Jumper Day (Save the Children) – and community fundraising has proved itself relatively recession-proof. The innovations of online giving platforms and the ease with which people can solicit and share support through social media are key factors in this growth. Charities are also embracing new technology, such as contactless donation devices, and using supporter data to gain insights to design activities that better reflect supporters' behaviours, experiences and motivations. The greater difficulties and costs of traditional donor recruitment have further shifted many charities' focus towards participatory methods of fundraising.

Community fundraising is taking a more central position within many charities' fundraising portfolios, with a benchmarking report showing that 87% of charities saw their community fundraising income grow between 2015 and 2018, and with 71% planning to continue to invest in the area.⁶

This chapter first looks at the history of community fundraising to see how it has evolved and how it is an embedded part of our human

activity as social animals. It then seeks to define community fundraising by examining:

- what constitutes fundraising communities and networks;
- the participatory nature of community fundraising;
- the power of peer-to-peer recruitment, including:
 - how individuals engage people in their personal and professional networks to give and recruit others to support an activity (known as ‘chains of contributors’);
 - how individuals’ giving of time and money propagates the contributions of others (known as ‘contribution multipliers’);
 - how being asked by others influences individuals’ giving and participation.

The chapter next explores the multiple motivations of community fundraisers and the scale of community fundraising in the UK, and concludes by examining the benefits and challenges that can arise in this fundamental form of fundraising.

A brief history

Since the start of recorded history, people have asked others to help strangers through gifts of time, money and goods. Much of the documented history of giving is biased towards great gifts given by individuals of wealth. Although less is written about collective participatory low-level giving, there is evidence that it has its own heritage, with many recognisable forms of community fundraising stretching back through the centuries.

As Redmond Mullin points out in his chapter in *Thoughtful Fundraising*, collections are a recurrent historical theme in Europe. Donation boxes have been used since antiquity and the weekly church collection became commonplace in England in the sixteenth century, thanks to Henry VIII’s declaration in his Beggars Act that all religious leaders in the country should use every effort, especially through their sermons, to elicit contributions from their congregations to go to people in need.⁷ Major historical appeals, such as the building of Milan Cathedral between 1386 and 1391, not only relied on major gifts but also engaged local communities with jumble sales, street and house-to-house collections, and sponsored events. There is even evidence of a sponsored bell-ringing at Rouen in the Middle Ages.⁸

As outlined by Beth Breeze in *The New Fundraisers*, with the Age of Enlightenment in the eighteenth century came a gradual democratisation of giving and asking. Then the spread of wealth generated by the Industrial

Revolution, which started around 1760, coincided with more widespread mass fundraising activities.⁹

As early as the eighteenth century, funds were raised through selling bespoke fundraising merchandise, such as slave medallions, designed and produced by Josiah Wedgwood and worn by people in support of the Society for Effecting the Abolition of the Slave Trade.¹⁰ Then in the nineteenth century in Britain jumble sales and fairs provided significant funds for the Anti-Corn Law League's campaigns, with one such event raising £25,000 (about £2.5 million in today's money) in 1845.¹¹ And, in England, charity dinners, gala events, street collections and public collections were essential to voluntary-funded hospitals.¹² Fundraising through fairs and events was not just a Victorian phenomenon. Fundraising had been a component of some of the oldest English events, and in the twelfth and thirteenth centuries both St Bartholomew and Sturbridge Fairs raised hospital funds, through proceeds from alcohol and amusements.¹³

The RNLI is credited with the first mass street collection in 1891 when Sir Charles Macara organised a cavalcade of horse-drawn lifeboats through the streets of Manchester.¹⁴ By 1894 this form of mass fundraising via volunteers had been recognised by the RNLI as a means of raising vital unrestricted funds that could contribute towards running costs.¹⁵ Agnes Morrison's 1914 flag day for wounded First World War soldiers involved 3,600 collecting tins and raised £3,800 (the equivalent of £350,000 today), which took 60 volunteers two days to count. Morrison recognised the benefit of accessing existing networks to recruit collectors and partnered with the Boys' Brigade and Boy Scouts.¹⁶ Devolving tasks to volunteers was a key feature of these fledgling participatory fundraising initiatives. During its early days, the NSPCC relied on a loyal band of female collectors. By the end of the nineteenth century, around 6,000 women – organised by local districts – were volunteering to collect for the NSPCC.¹⁷ Volunteer committees played a critical role in the Duke of Gloucester's Red Cross and St John Appeal during the Second World War. Raising the most funds ever in UK history, the appeal tapped into third-party networks such as schools and associations, and inspired social fundraising events from dog shows to concerts by the stars of the day.¹⁸ And, although Band Aid's £8 million sales of 'Do They Know It's Christmas?' in 1984 was groundbreaking, performances in 1899 of Rudyard Kipling's 'The Absent-Minded Beggar', written and put to music to raise funds for Boer War soldiers, generated the equivalent of £25 million today.¹⁹

In the second half of the twentieth century, community fundraising expanded from volunteer-led jumble sales, coffee mornings, committees and collections to more centralised campaign management. In 1966 Oxfam pioneered a series of local sponsored walks that raised £50,000,²⁰ and in the 1980s national charities began to employ paid local fundraising

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Community Fundraising

Community fundraising is one of the oldest, best known and most resilient forms of fundraising. Often the public face of a charity, it can mobilise large numbers of supporters, raise substantial sums and increase awareness of and engagement in a charitable cause.

Community fundraisers have a rewarding, but also enormously challenging, role. To help you to develop the right skills and know-how to hone your approach, this guide brings together some of the charity sector's top community fundraisers to share their expertise and practical advice.

This second edition explores everything that you need to know. Packed with case studies, it covers strategy, planning and the key activities that make up community fundraising, from cash collections to small-scale and mass participation events. It also offers techniques on managing volunteers and stewarding participants, and considers recent developments, including how to:

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- Apply the results of data analysis
- Comply with the relevant legislation
- Develop digital communications strategies
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‘A fantastic overview of the key areas of community fundraising. Highly recommended, especially for new or sole fundraisers. A handy guide to be referred to again and again throughout your career.’

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