



Community &
Voluntary Services
cheshire east

Income Generation Strategy session 5

Welcome and Introductions

welcome

Aims and Outcomes

To equip you and your organisation to plan for the future, identifying a diverse range of funding opportunities through a strategic approach to income generation...

By the end of this session you should have increased:

- Knowledge of community fundraising methods
- Ability to action plan and bring Income Generation Strategy together
- Confidence through sharing ideas and problem solving

What we'll cover today:

- Feedback – Action plans
- Community fundraising – Events, raffles, prize draws
- Spotlight: 2 x Speakers on community fundraising
- Summarising Income Generation Strategy - questions
- Next steps / Session 6

Feedback from homework

5 minute feedback per organisation

- Key learning from Income Generation sessions
- Action plan / goals / next steps / ideas



Community Fundraising

Events

- What do you want to do?
- Do people want it?
- What do you want to achieve?
- Who needs to be involved?

Community Fundraising

Events

- Permissions
- Legal
- Investment
- Project Plan

Community Fundraising

Lotteries

Lotteries include raffles, tombolas, sweepstakes and some other activities.

In the law of England, Wales and Scotland, a lottery is a type of gambling which has three essential characteristics.

- You must pay to enter the game.
- There is always at least one prize.
- Prizes are awarded purely by chance.

Community Fundraising

The Gambling Act 2005 created six categories of lotteries.

1. Private lotteries, including: (private-society lotteries; work lotteries; residents' lotteries).
2. Lotteries held at events (known as 'incidental lotteries').
3. Customer lotteries. (Please note that, as customer lotteries cannot make a profit, they are not suitable for fundraising)
4. Small-society lotteries.
5. Large-society lotteries.
6. Local-authority lotteries. (These are run by local authorities and so are outside the scope of the code.)

Community Fundraising

Lotteries – The Draw

- The draw must be witnessed and you should make a record of the result.
- You must include all paid-for, valid ticket entries in the draw.
- If you are going to transfer late entries to the next draw, you must be clear about this when you sell the ticket.
- If, for any reason, the draw date needs to be delayed from that shown on the ticket, you must take all reasonable steps to make sure that everyone who has bought a ticket knows about the change, and you must discuss it with the issuer of the licence.
- If you are large society lottery you need to notify the Gambling Commission of the new draw date in writing email: licensing@gamblingcommission.gov.uk

Break

Spotlight – Community Fundraising

Speaker – Angela Slack (St. Luke's Hospice)

Spotlight – Community Fundraising

Speaker – Becky Lea (Bridgend Centre)

Income Generation Strategy

Questions

Income Generation Strategy

Cover/Summary page (mission and aims, etc.)

Income Generation Strategy - Overview and Key messages

FORM A

Organisation Name:		Fundraising Strategy Period (i.e. 2020-2022):	
What <u>are</u> your organisation's Mission, Vision and Aims? <i>(Be Specific)</i>			
Who are your main beneficiaries?			
In terms of fundraising and sustainability, what is most important to you as an organisation?			
Why would someone choose to donate to your organisation?			
Total overall budget (for fundraising strategy period – as above):	Total budget Year 1:	Total budget Year 2:	Total budget Year 3:

Income Generation Strategy

Current and Potential Income Streams

Step 1 – Identify current and potential income streams

- What is the amount of income per year in each stream?
- Are any of these income streams likely to come to an end? When?
- What proportion of your organisation's total income comes from each income stream?
- What is the level of risk in that income stream (of it suddenly reducing or ending)?
- What is the potential for growth across the income streams, or within one type of income? You can reduce your risk levels by diversifying.
- What would be your preferred (but realistic) mix of income streams?

Income stream	Number of providers	End date	Current amount £	Current % of total income	Risk			Potential for growth			Preferred % of total income
					Low	Medium	High	Low	Medium	High	
Donations											
Individuals											
Private sector											
Grants											
Trusts and foundations											
Public sector agencies											
Private sector											
Contracts											
Voluntary organisations											
Public sector agencies											
Private sector											
Trading											
Individuals											
Voluntary organisations											
Public sector agencies											
Private sector											

Income Generation Strategy

Budget / Cash Flow

	A	B	C	D	E	F	G	H	I	J
1	Item	Year 1 cost	Total 1 year cost (£)	Year 2 cost	Total Year 2 cost (£)	Year 3 cost	Total Year 3 cost (£)	Total Cost (£)	Notes	
2	Running Costs									
3	Rental costs							0		
4	Utilities: gas/ electricity							0		
5	Broadband							0		
6	Insurance							0		
7	Stationary							0		
8	Marketing Materials							0		
9	Support Worker costs									
10	Part-time / Full-time							0		
11	Salary							0		
12	Employer Pension contributions							0		
13	Employer NI contributions							0		
14	Travel expenses							0		
15	Training costs							0		
16	Volunteer costs									
17	Travel expenses							0		
18	Training/ induction/ Recruitment							0		
19	TOTAL EXPENDITURE		0		0			0		
20										
21	TOTAL INCOME									
22										

When do you need it? Cashflow

Up-front?

During the Project?

Responding to change

What is the urgency? What level of risk?



Money-saving

What can/do you do to save money / reduce costs

- Use staff across projects
- Recruit volunteers to compliment service
- Better use of trustees
- Pro Bono support
- Contacts / networks
- Partnership work
- Share resources
- Use technology
- Shop local
- Negotiate fees/costs with suppliers
- Review assets (inc. Property)
- Challenge HR/Finance manager or treasurer
- Is the cost sufficient to mission and aims?
- Tax relief – are you claiming it?
- DO enable funding/resources to invest in fundraising activities

Fundraising Strategy – SWOT Analysis

FORM D

Strengths – *What are you good at? What resources do you have? What is your most successful fundraising method?*

We have a diverse trustee board with business contacts and community fundraising experience

Most successful at community fundraising activities to date doing the same activities every year

We have good relationships with key stakeholders in the local community, and access to land and venues to run small-medium scale events

Been successful in small scale year-on-year grants

Opportunities – *Can you work with others? Any local activities you can link into? Do you have skills/ knowledge within your staff/volunteer team?*

We can link into CVS to increase our fundraising team of volunteers and to bring more trustees on board

Rather than running own annual events and relying on all of our own resources, we should assess which other organisations have similar goals to us and who we could potentially work with in the future

Build relationships with key contacts at Cheshire East Council to learn more about commissioning opportunities.

Access free / invest in low cost fundraising training courses for the team

More people online – can we utilise digital fundraising opportunities?

Make more of our social media channels

Weaknesses – *What are you not-so-good at? Do you have the people/ resources needed? Training needed?*

Not good at online fundraising / contracts

We have a small team so not able to share the workload when diversifying.

We don't provide access to regular training to our board, volunteers or staff around fundraising.

We rely on the same annual events every year rather than looking at diversifying our income

Rely on small, short term grants. Need to consider longer-term funding

Threats – *Can you afford to invest staff time? Are your board supportive? Are there any political / geographical changes that could affect you?*

We rely on fundraising events for over 50% of our annual income so when a pandemic hits we lose this income. We have been too reliant on this funding.

Other than board members, we have a small team to share out fundraising activities amongst.

There is a similar organisation applying for same activities/projects in a nearby location so we fear we will competing for the same grants (I.e. awards for all)

We have low reserves so struggle to release the funds needed for some fundraising campaigns

We need innovative ideas to attract funders

Income Generation Strategy

Considering your potential income streams

Considering your Organisation		Considering your <u>Beneficiaries</u> and Stakeholders	
Mission	How does the activity fit within your mission?	Community Need	How would the income stream respond to beneficiary needs?
Governance	What governance procedures will be required? Is there a policy on who cannot donate to you?	Partners	How will your current partners and future partners respond?
Organisation Form	How will this income stream affect the legal structure of your organisation? Are you a registered charity (to claim Gift Aid)?	Market	Is there a market for your project/service? Who are your competitors?
Management	Which management Structure do you need?	Funder Restrictions	How would funder restrictions impact on it?
Considering your Resources		Considering your activities	
People (staff, Trustees, Volunteers)	Do you have the right people in your organisation to manage this income stream?	Services	What services/activities will you be required to deliver?
Skills	Does your team have the skills? Should you invest in training?	Product	What products will you need to start developing?
Finance	What kind of financial management arrangements will be required? Will this provide unrestricted income? Are you registered for Gift Aid?	Location	Will you work in the same location or somewhere new?
Space and Access	Do you have the right accessible space for your project?	Activity Level	What changes in activity level can you expect?

**Fundraising Strategy – Potential Income (with deadlines)
ACTION PLAN**

FORM F

Amount needed - YEAR 1/2/3 (see budget):

Activity / Output	Amount to raise	Who	What for	Resources needed (staff / time / financial investment)	Deadline	Status / Notes
GRANTS						
CONTRACTS						

What's next?

Session 6

- Thursday 1st July 10am-12pm
- 1-2-1 sessions with Mark / Suzy to talk through Income Generation Strategy and other outstanding questions

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