



Your Guide to Successful Fundraising

with WRS Insurance Brokers



Contents

Four Steps for Successful Fundraising with WRS Insurance Brokers.....	4
How to Create a Fundraising Plan.....	5
Researching Possible Donors and Funders for your Charity.....	10
Fundraising Income – 4 Steps to Help Build a Successful Grant Application.....	12
Outcome and Impact – Understanding Key Terms in Funding Applications.....	13

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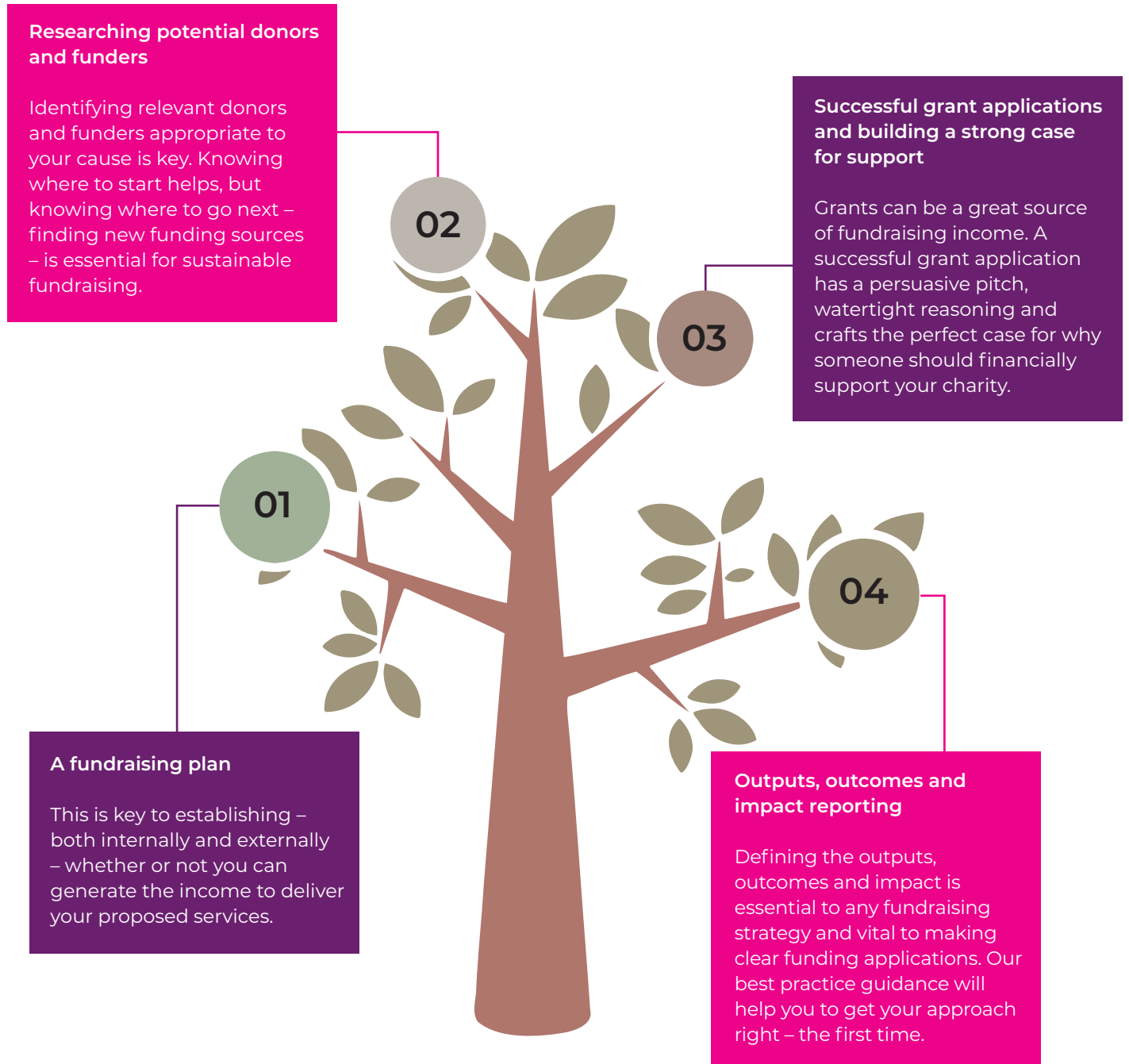
WRS Insurance Brokers are proudly part of the Benefact Group, which is owned by one of the UK's leading grant making charities, the Benefact Trust.

Benefact Group are a diverse family of specialist financial services businesses, driven by our shared ambition to do right by our customers, and united by a common purpose to give all available profits to charity and good causes.

Since 2016 we have donated over £100 million. Giving our profits to good causes means we are motivated by something far greater than the need to satisfy shareholders' returns, allowing us to focus on the highest levels of customer service and satisfaction. It also means that we can bring additional value added services, like this document on fundraising, to both our existing and prospective customers.

For more information on the Benefact Group please visit [benefactgroup.com](https://www.benefactgroup.com)

Four Steps for Successful Fundraising with WRS Insurance Brokers



6 tips for creating a clear Fundraising Plan

1. What's your vision?

Behind any successful fundraising plan is a clear and inspiring vision. It is a brief aspiration description of what your charity would like to achieve. A good vision ensures everyone within your organisation is working towards the same goal; your external message is clear and consistent; and any potential funder immediately understands why your cause is worthy of their support.

What makes a good vision:

- Short and concise
- Compelling
- Specific to your charity
- Agreed upon internally
- Consistent across all your documentation.

Good examples:

"Our vision is a society where all children irrespective of their background are able to achieve their full potential and where young people play an integral role in this."

Students4Students

"Committed to improving the lives of everyone affected by cancer and inspiring others to do the same".

Macmillan Cancer Support

2. What's your situation?

To move forward, it is important to first look back. Undertake a thorough fundraising review to understand where you are now, what works well for your charity and what doesn't. Things that are important to include in your review are:

- Current income
- Current funding needs
- The sources you are currently approaching (e.g. individuals, local businesses)
- The methods you are currently using (e.g. social media, emails, telephone campaigns)
- Levels of current fundraising success
- Skills and experience of your fundraising team or volunteers
- The commitment of your board and trustees to fundraising
- Who your current audience/supporters/donors are.

3. What's your funding made of?

As a general rule, the more funding streams a charity can draw from, the less severely affected they are by unforeseen circumstances such as lost revenue, pandemics and economic shocks. If you have the ability to diversify funding streams, or at least start that journey, then your charity will be better protected against any future bump in the road.

A more sustainable fundraising mix might be made up of:

Quick wins

Great for short-term monetary gain. This could be an email campaign to a group of existing supporters or an easy to set up online event (Zoom quiz etc.)

Long-term gains

The income streams that support your future, the results of which may take time to reap. These may include legacy programmes, corporate partnerships, or the development of relationships with major individual donors.

Improved existing activity

Making sure current fundraising activity is reviewed, refreshed, tightened and improved; not only to nurture the existing income, but to cultivate opportunities for new contributors.

New activities and approaches

Do what you've always done and at most you'll get what you've always got. New approaches shouldn't make up the bulk of your plan – as there is a risk involved – but with new platforms for fundraising and communication appearing every year a change in activity could be key to promoting growth.

4. What are your key milestones?

Planning your level of activity will be informed by the targets you set. It's important to plan the value of funds you expect to receive and when. Use our fundraising planning template to help set financial targets.

Remember you may also have non-financial targets, such as increasing your social media engagement, visibility in sector etc. These targets may not factor into your income stream now, but are important building blocks for future fundraising success. Include these non-financial targets in your plan.

5. What's your timeline?

It's important to create a timetable of project milestones and key dates for fundraising events, appeals and other activity. This should be a living document that gets updated as often as every week. It needs to be shared within your organisation, so everyone involved in fundraising is up to date and can access it.

Use our fundraising planning template to get started.

6. Take the next step

A plan, a vision, or a good idea has no purpose if it sits on a shelf. A plan should be an evolving document that acts as a barometer and guide for any action. It's now what you do with you plan...

Fundraising Plan

Writing a fundraising plan is an important step that will help your organisation fundraise successfully. It helps to identify funding opportunities, organise your time, allocate tasks and make sure you meet deadlines.

Use this template to help develop a timeline for different activities that comprise your fundraising. Examples are shown before, with empty templates for you to fill out located at the end.

Example research template

Activity	Who is responsible?	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Project / campaign milestones													
Project objectives agreed	All	2nd											
Research into potential donors complete	Grants and Trusts Fundraiser	30th											
Budget/costs plan complete	Head of Fundraising			20th									
Phase one fundraising													
Approach 'A local business'	Head of Fundraising					15th							
Application to XYZ trust	Grants and trusts						1st						
First individual giving appeal	Head of Fundraising								1st				
Phase two fundraising													
Second individual giving appeal	Head of Fundraising										2nd		5th
Coffee and cake morning	Fundraising volunteer											20th	

Monthly planner

For bigger fundraising projects, you could also create additional monthly activity tables that will give further detail.

Activity for June	Who is responsible?	Date	Action
Compile list of local			
Businesses to approach	Sara, fundraising lead	1st	Complete research template with key information
Signatures on fundraising letter to local businesses	Chairperson	13th	Ensure letters have been signed by the chair of trustees
Send fundraising letters	Keith, fundraising volunteer	15th	Mailing of prepared letters to the agreed list of local businesses that could support us

Fundraising targets

As well as planning your project and fundraising activity, it will be important to plan the value of grants and donations you expect to receive and when. If you have set a fundraising target, this will help you keep track of the funding gap you are working to close.

Funding source	Amount	Date	Other notes
Funds received / committed already			
ABC Trust	£10,000	Received 1 March	Via cheque
Mr & Mrs Smith	£5,000	Received 5 March	Via cheque
Total pledged so far:	£15,000		
Applications made			
DEF Trust	£10,000	Decision 4 April	
GHI Company	£5,000	Expected in three weeks	Letter sent to CEO
Total awaiting decision:	£15,000		
Prospects – application not yet made			
JLK Trust	£20,000	Decision on 15 August	Begin draft. Submit on 15 March
MNO Solicitors	Unknown	No official decision date	

Research template

Activity	Who is responsible?	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Project / campaign milestones													
Phase one fundraising													
Phase two fundraising													

Monthly planner template

Activity for June	Who is responsible?	Date	Action

Fundraising targets template

Funding source	Amount	Date	Other notes
Funds received / committed already			
Total pledged so far:			
Applications made			
Total awaiting decision:			
Prospects – application not yet made			

Researching possible donors and funders for your charity

How to find funding

The second step after making a plan is putting that plan into action.

Sadly, sustainable fundraising isn't a 'build it and they will come' situation, it is a challenging and ever-presented process that requires time and toil. But we do have some hints to make it easier and more effective.

How to find funding?

Finding funding or potential donors starts by identifying the revenue streams available to you. The likelihood of a perfect investor just landing in your lap is slim, and even if they did it's important to identify a diverse range of funding sources, so not to leave yourself exposed should the unexpected occur.

Consider a mix of the following:

- **Statutory sources** – local authority or national government grants and contracts
- **Grant making bodies** – including trusts and foundations; lottery funding and community funds
- **Corporates** – including sponsorship, mentoring or pro-bono work and payroll giving
- **Community and individuals** – including regular giving, volunteering, running fundraising events for you, legacies, membership and crowdfunding
- **Earned income** – including e-bay stores and charity shops, running cafés, selling merchandise or hiring premises
- **Events** – including sporting challenges, digital events, galas, coffee mornings and concerts.

Site	Description	Cost
Charities Excellence framework	Contains several online health-check questionnaires for your charity to review fundraising, governance and impact. You must register on the site for access.	Free
Funds Online	Contains four lists of funding sources including grant-making charities, statutory sources and contributions from companies. Run by the Directory of Social Change, which provides further resources and training on its website.	Subscription
GrantNav	General directory for charitable funding.	Free
Grants Online	Contains regional funding information, as well as funds organised by cause.	Free
Local community foundations	46 local community foundations across the UK provide support to local grassroots charities and groups. Check the UK Community Foundation website to see local support in your area.	Free
Lottery good causes	Provides information on the various lottery fund programmes available.	Free
The Heritage Funding Directory	Funding for the heritage sector.	Free

What to look for – researching charity grants and funding

Name	Name of potential funder or donor
Type	The type of potential funder that you want to approach. These include trusts, foundations, corporate funders, statutory bodies and philanthropic individuals who may be able to support your activities.
Area of interest	The potential funder's areas of interest, the fit with your organisation and the projects/activities which need funding. For example, the funder may be interested in the protection of the environment and natural heritage; promoting the arts or helping marginalised sectors of society.
Past giving	Other charities, projects or organisations that a funder has supported in the past, and what kind of grants they have awarded. The funder may have a particular track record in supporting grass root community groups or the restoration of museums and heritage buildings. Understanding what a funder likes, or has a tendency to support, will help you to work out if they are a good match for your organisation. Knowing about relevant past grants or gifts, including the amount, will also help you gain a sense of what level of gift to request.
Key people	Try to find a list of trustees, key executives or administrative staff (such as a grants manager) of a given trust, foundation or funder. These should be listed in their annual reports or provided on the given funder's Charities Commission website listing. Try to map a route to any of these through your networks to effect an introduction or letter of endorsement.
Procedure	Any key elements in the funder's application process including deadlines and any financial information or supporting materials that they require. Some may wish you to complete a paper application form (rather than online) while others have an online quiz to assess your suitability for their grants. Some funders have several deadlines per year so think about which deadline ties in best with your charity's governance process.
Important to note	Any special considerations relating to your approach to this funder or donor for a grant or gift. For example, some funders exclude capital projects or ongoing costs.
Target amount	The target amount that you will be seeking from this donor, taking their areas of interest and track record into consideration.
Next steps	E.g. set up a meeting or draft an application.

Fundraising Income:

4 steps to help build a successful grant application

Grants can be a great source of fundraising income.

A successful grant application will need to have a persuasive pitch delivering the right message, providing a concrete case for why someone should consider financially supporting your cause.

Take a look at the key principles for a good grant application below.

1. Follow their guidelines

It seems straightforward, but every grant application is different – in structure, formality and even how you fill it in. Treat each application individually as each funder will have its own guidelines. Your application needs to meet their funding criteria.

2. Think your proposal through thoroughly

Careful consideration from planning, to research, to proposal plays an enormous part in the potential a positive outcome.

- Clarify who is responsible for the grant application for the charity. This may be one dedicated fundraiser or a wider team who share the load. It is important to be clear on who is responsible for delivering, and they have enough time and support to do so.
- Your trustees and leadership should commit time and resources to fundraising. It is important your trustees understand that successful fundraising, particularly grant applications, take time and resources are committed to fundraising across the organisation.
- Take time before jumping into grant applications to research and record all possible donors and funders. Step 2 provides more guidance to help you do this.
- Consult your local community. Consultation events, focus groups and questionnaires are a great way to find out what local needs are. This is evidence you can include when applying for grants to show why your project is needed.
- Have well organised administration and financial management. You will need to be able to show

that your finances are well managed, including regular financial statements and annual reports and accounts.

3. Carefully write your application

At the end of every application is someone looking for a reason to help, or not.

The easier you make that process, the more likely you are to succeed.

- Ensure you have a strong vision and mission statement, which clearly expresses the difference your charity wants to make and how it will achieve this. Step 1 has more guidance on writing a strong vision statement.
- Have a compelling and clear case for support which conveys the need for your charity's project, activities or services; what your solution to the need is; and what outcomes your solution will provide. This can be used as a backbone to all your grant applications and approaches.

4. Ensure your application is well-rounded and includes all the key information required

Make sure your grant application has covered the key points. This includes:

- The need for your work or project
- The difference the project will make and reasons why you are best placed to do this.
- Accurate costs and forecasts which include timings of anticipated grants
- Timeframe – what will happen when
- How the project will be delivered and sustained. It is important for your organisation to demonstrate they have the governance structures and track record to deliver.
- Monitoring and evaluation – what will success look like and how they will know this?
- Permissions in place for the project to succeed.

Outcome and Impact

Understanding key terms in funding applications

Outcome and Impact – understanding key terms in funding applications

Grant funders are increasingly interested in outputs, outcomes and impact to help them understand what your charity does and the difference their donation could make. Understanding the terminology is key to writing clear funding applications, as well as helping you to improve the work you do.

The difference between outputs and outcomes

If you can clearly articulate your project outputs and outcomes, your application is more likely to be understood by a potential funder. In turn, this can make them more inclined to support your project.

Some funders such as the National Lottery Heritage Fund (NLHF) base their entire grant-making criteria (and therefore grant committee decision-making) around outcomes. How well a proposed project can articulate its outcomes will influence the success or failure of an application. NLHF also expects to see clearly defined outputs.

The National Lottery Heritage Fund website has useful guidance on how to meet their outcomes criteria. The guidance is relevant when applying to all potential funders.

An output is the services or goods that are delivered. An outcome is the difference the output will make. The examples below provide a quick and easy way to remember the difference between an output and an outcome:

- Your charity may run a sports club for young people. The output of this project is free 90-minute training sessions for 50 young people at your after-school football club. The outcome is that more young people have increased health and wellbeing and improved social skills.
- The output of your charity's activity may be that you provide 100 bereaved people each year free counselling services. The outcome is that more people have improved mental health and feel less alone.

A common mistake is to confuse outputs and outcomes with inputs. Inputs are the people, objects and resources you use to deliver your project or

activities. For example, an educational charity may use teachers to deliver training. Here, the number of students receiving training is the output, as they benefit from the activity, and the teachers are the input, as they are helping to deliver the activity.

Deciding what your organisation will measure and report on

When you apply for a grant, you will be asked how you will measure and report success. To answer this question, your organisation will have needed to identify some outputs and outcomes that you want to achieve.

The first step is to decide on the desired project outcome. What difference do you actually want your project to make to people's lives?

Once you have decided upon the desired outcome, then think about your outputs – the service or goods that will help you get to this outcome. For example, if your desired outcome is to reach young people and reduce antisocial behaviour, your outputs will be to reach 10 young people every day by employing a sessional youth worker to run daily drop ins.

These desired outputs and outcomes then become the basis of what you will measure and report on. Be sure to sense check them with the following criteria:

- Do the outputs look reasonable for the cost?
- Are the outcomes a logical result of the outputs?
- Are the outputs clearly attainable?
- Are the outcomes ambitious but achievable?
- Are the outcomes things you really want the project to achieve.

How to measure your outputs and outcomes

Once you have decided on your desired outcomes, it is useful to create a table to show how you are going to measure them.

The importance of measuring the success of your project

Once you have received a grant, some funders will expect you to report back to them, and inform them on the success of your project. They will tell you the timelines and format for this.



It's important to remember why project monitoring, evaluation and reporting is in place. It is not just for the benefit of funders, although they may have particular formats and timelines that you need to stick to. If you approach it with the mentality that this is just a hoop to jump through for funders you will have entirely missed the point and it will be very tedious!

The fundamental reason for project monitoring and evaluation is so that you can do more of the things you want to do as an organisation. It is there to help your organisation ask important questions about what is and isn't working well.

Example table of outcomes and measurement

Outcome	Target values after 1 year	Target values after 2 years	Measured by
The parent and toddler group will provide support to the most vulnerable families and create a strong network of support for families	<ul style="list-style-type: none"> • 20% increase in attendance (to 24 children) • 60% of parents report the group is a significant support to them 	<ul style="list-style-type: none"> • 100% increase in attendance (to 40 children) • Increase in proportion of single parents from Y1 baseline 	<ul style="list-style-type: none"> • Weekly count of attendance • Create an annual survey to send to attendees of the group
The pet rehoming scheme will rescue vulnerable animals, and ensure they have love and care	<ul style="list-style-type: none"> • 40% increase in pets successfully re-homed • 85% of rehoming successful after 6 months (both pet and new owner happy) 	<ul style="list-style-type: none"> • 60% increase in pets successful re-homed • 95% of rehoming successful after 6 months 	<ul style="list-style-type: none"> • Rehoming records and files to count number • Create a survey to send to new owners after 6 months