

## Business Planning and Fundraising Strategy Development

This programme will be delivered in-house via a programme of consultations and workshops to voluntary and community organisations in Hertfordshire. It is for charities and other not for profit groups who have no business plan and/or fundraising strategy or plan in place, or for those where the plan/strategy is out of date or no longer fit for purpose.

### **Why is it important to have a business plan and fundraising strategy?**

A business plan describes your organisation and its activities, or a specific project. It sets out your goals, plans, finances, and the risks you face. Your plan should also show that you understand your market, and that the work you do has both a social and financial return.

The fundraising strategy should be linked to your business plan and will:

- Make your charity more sustainable – ensuring that you have plans to generate income to cover all overheads and running costs
- Identify all potential sources of income and opportunities to diversify
- Provide a framework to support decision-making around funding and business opportunities. Will help you to stick to your vision rather than chase pots of money.

### **Who should participate?**

It is important that all the key people involved in strategy and income generation for the organisation are involved – so we recommend that each organisation forms a group that includes:

- Trustees/directors
- The CEO/most senior manager
- Other managers/staff/volunteers who have a strategic and/or fundraising role (or might have in the future)

Organisations participating in this programme will need to identify someone who will lead the work, ensure it progresses in a timely manner and conduct all the preparation and writing up required. You will be required to sign our terms and conditions that clarifies the responsibilities of both parties. Please note that the HCF fundraising consultant will not be responsible for writing the plan/strategy or for doing the actual fundraising. They will guide you through a structured process, help you to identify and evaluate all the potential options and provide relevant templates for your documents.

Here is an outline of what will be covered in each session and what pre-work the organisation will need to do to prepare for each one. The exact way in which the sessions are facilitated will be tailored to each organisation's needs and experience.

### Initial Preparation Session (1-1.5 hours)

The consultant will meet the lead from the organisation to establish what already exists and to scope the agenda for Workshop 1:

- Any previous business plan or fundraising strategy/how are they used/applied?
- Does the organisation have an up to date/relevant vision and mission statement?
- What analysis has been undertaken e.g. SWOT/PEST?

### Workshop 1: The Organisation and its Market (3 hours)

The whole team will work with the consultant to discuss:

- The existing materials/analyses above and refresh as needed
- Your market – stakeholders, beneficiaries, customers, competitors
- Growth strategy, ambitions, current/future projects

### Workshop 2: Operations and People (3 hours)

The whole team will work with the consultant to look at:

- The resources needed to run the organisation and to meet any growth plans
- The people and organisations you work with (partners and suppliers)
- Premises and equipment
- The workforce – key people, management, trustees
- Potential management, staff changes needed; skills gaps

### Finance and Risk Analysis (3 hours)

The consultant will work on this with the lead and the finance manager and/or treasurer looking at:

- Costs and expenditure
- Main sources of income
- Financial forecasts
- Risk register – if one exists; if not discuss the key risks so a register can be established

### Workshop 3: Understanding the Organisation and its Needs (3 hours)

The whole team will work with the consultant to:

- Audit current sources of income
- Consider future income requirements for maintaining current services, expansion, key changes/adaptations etc.
- Define the needs and aims for fundraising linked to organisational strategy

### Workshop 4: Choosing Fundraising Methods (3 hours)

Pre-work:

- Identify what (if any) budget and resources are available for fundraising
- Register with Herts.Community fundraising database

The consultant will facilitate the whole team to:

- Discuss targets and budgets
- Review of current and potential fundraising methods including potential requirements, constraints, pros and cons, best practice and any legal requirements

- Identify most appropriate methods/income sources for the organisation in line with budget, organisation strategy, current needs and timescales including the potential to start/grow earned income (trading or contracting)
- Discuss requirements for Workshop 5 and identify any activities the organisation will need to undertake in order to be able to make the most of the next session e.g. trust/foundation research, identify events they want to piggyback/participate in.

### Workshop 5: Developing the Plan (3 hours)

#### Pre-work:

- Activities as identified at end of Workshop 4
- Discuss plans with board to get feedback/buy in

#### Workshop programme:

- Discuss any feedback from board on chosen methods and amend accordingly
- Using template provided, start to flesh out a 12 month plan of activity
- Discuss and identify appropriate measures to track success
- Discuss timescales for review and construct appropriate monitoring sheet for the organisation to use

The sessions required by organisations will depend on what they already have in place at the start of the process. As a guide – below is our expectation and the HCF advisor will assess the situation as part of the Organisational Needs Analysis (ONA).

Organisation's Status	Sessions	Estimated Cost*
Good Business Plan No Fundraising Strategy	Initial Prep + Workshops 3,4,5	£450
Out of date Business Plan No Fundraising Strategy	All sessions	£800
No Business Plan or Fundraising Strategy	All sessions	£925

\*Cost includes fees for preparation and delivery. Excludes consultant's travel expenses.

Eligible organisations may fund this programme as part of their workforce development grant.