

CHAPTER

10

RAISING THE FUNDS

TEAM PRAYER

Blessed are you, Lord God of all creation; through your goodness we have this money to offer, the fruit of our labour and of the skills you have given us. Help us to be generous in return, and support our Parish as it seeks to serve you, and proclaim the Gospel afresh to each and every generation.

Fundraising is obviously one of the most crucial parts of any project. It is a lot of hard work and sometimes the most dispiriting aspect of a project when you seem to be receiving more rejections than grant offers. But when you are successful in obtaining a grant or a fundraising event raises more than you expected, it can provide a positive validation of your project.



There are several key points to make here:

- **Never** begin any work before you have confirmed offers of funding.
- Do not **start** a fundraising campaign until you know how much you need to raise. It is important to have an identifiable goal and to be upfront about the levels of giving needed, funding targets and deadlines, and church finances in general.
- You need to be able to share **your vision** and inspire others to support your project.
- Make sure you talk about the people ‘inside’ the building – those who will benefit from your project.
- Think about the how you are going to approach people about the funding needs of the project. Where possible the face-to-face personal touch is always best, and asking for advice before asking for money can encourage people to support the project emotionally, physically and financially.
- Avoid mass mailings to funders. It’s often best practice to have the generic information about your project in front of you, and then tailor it to each specific funder.
- What are your USP’s (unique selling points)? What are the key features of your project that will appeal to funders and help tackle local issues?
- Fundraising is also about *Friend-raising* and hopefully a lot of your local fundraising will also bring you more friends and supporters

- It is important that your case for support can be explained in 2-3 sentences and that everyone in your church and those involved in the project are all - as far as is possible - 'on side' and are telling the same story. Ensure that everyone - the incumbent, the church wardens, flower arrangers, people who do the teas at the coffee morning - are able to say what is happening clearly and simply e.g. *"We are putting in toilets and a kitchen so that more groups can come and use the church/we are going to be opening the church every Saturday during June and July."* Mixed messages and stories can easily start rumours.
- Do your **research** first to check potential funding sources both nationally and in your area. What have other churches in your area achieved?
- Don't underestimate the time fundraising will take. Some trusts will only meet twice a year to consider applications, and even the bigger funders are likely to only make decisions on a quarterly basis.

Above all, keep an open door, an open ear and encourage questions and feedback.



ORGANISING A FUNDRAISING CAMPAIGN

Some of the actions listed here have been covered in previous chapters – if they have already been done, then you are half way to doing your fundraising i.e. you have the narrative and the evidence. You will also have a business plan to explain in detail what the money is for.

Parish Resources have developed a series of templates and guidance notes on all aspects of developing and running a Fundraising Campaign including a Funding Strategy template which can be a useful tool to help you set out your fundraising strategy and bring together all the basic information you need for making funding applications. www.parishresources.org.uk/capital-campaign-workshop-resources-2017

1. Create a Fundraising Team

The appeal will need strong leadership, a steering committee of some kind, good administrative support, and lots of people supporting it through prayer.

Appoint someone to lead on fundraising, however, this should never just be one person's responsibility.

Setting up a small sub-group to deal with funding applications is a sensible approach. You need two or three people who have the time to research and complete the application forms. You need to ensure you have some experienced people on your committee: ideally someone with fundraising experience, but if that is unavailable then individuals with administration, education, marketing or charity experience will make great additions to the group. Look outside the congregation, as there may be those skills in the wider community.

Fundraising works best when lots of people are involved in many activities – but these must be well-coordinated and take place within a short timescale.

LOVE IN ACTION!

St Luke's exists to build community in the local area, and to bring spiritual inspiration, emotional support and practical help to those in need

Parents and Toddlers
St Luke's Got Talent
2.5% made me sweat
I am Helen

Welfare advice
The Big Project will make the church a better place to be.
Kate (page 15)

Creative projects
2. Help support your 2. come here, 2. Fall as far as you really need to.
Hollie (page 13)

Wednesday Drop-in
2.5% everything to us BBA & Trinity
St Luke's has been a blessing to me, Mary

Bring & share
2.5% is shared when we bring something with children on a Sunday afternoon, lunch on a neighbour's door to see if they are OK or when we see many people from the community wander in for a cup of tea and a chat.
Love in action! Eber

Community Network lunches

Festivities

Tips

The new building will have:
access for everyone, a chill-out room for quieter activities, and a community kitchen. We will keep the foundations and the timber structure, remove the asbestos and rotten woodwork, and fully insulate the building.

The difference the Big Project will make
The new facilities will improve the quality of what we can offer the community, enabling those who need a quieter space to use the extra chill-out room for small groups or one-to-one support. It will create more meeting space, and encourage more people to access our different groups.
We have plans to use the new building for better provision for the visual and performing arts which are very popular at St Luke's.
The more spacious kitchen will encourage new skills particularly in young people and will be available to people who may wish to hire rooms for special events. The building will be a source of pride for the area, and offer hope to those who feel marginalised or isolated. Already, the Big Project is having a positive effect on many people's lives as they get involved.
Rev'd Jane Sherwood, Vicar

Bishop John, Patron of the Big Project
St Luke's is a brave and impressive church serving a community with high rates of deprivation and punching well above its weight. Its work with children and vulnerable families is particularly effective. I'm proud to support the practical and well-grounded caring activity that St Luke's offers to so many.

Directors of the new building

Fundraising is an integral part of any project. The fundraisers should be fully involved in the project development group so that they understand all aspects of the project. Communication must be maintained between all parts of the project e.g. the building project team. The fundraisers should provide regular feedback to the Group so that if raising funds is slow or there are too many rejections, the whole Group can work together to see if a change of strategy is required. Likewise, the fundraising committee must be updated with progress on the project especially, if opening up the roof reveals unforeseen additional works for which extra funds have to be found.

2. Hiring a Professional Fundraiser

For very large projects, you may consider employing a professional fundraising consultant to help you meet your funding target. However, as professional consultants charge for their services (often on a percentage of the funds raised, which can be as high as 10%), it is important to make sure you research this option thoroughly and are confident that the expenditure is justified. The other way is to employ someone on a day rate with an arrangement whereby their hours are reduced as the appeal progresses. Some consultants will offer a “fixed price” arrangement for two-stage applications whereby they will charge for the first stage up-front and include a fee for the second stage (should the first stage application be successful) which can be costed-in to the budget as “Professional Fees”.

You should go through a ‘tendering process’ to help ensure that you employ the right person, check out their church fundraising references and give them a detailed brief which makes clear what they are being paid to do.

Beware! Employing a fund raising consultant most emphatically does NOT guarantee that your application will be successful. It is also worth mentioning, that many funders do not recognise this as a legitimate project cost so you may well have to find the funds to pay for this service from your own resources

The General Data Protection Regulation (GDPR)

Remember you will need to comply with the GDPR when fundraising especially if you are collecting people’s contact details. Parish Resources has practical guidance here

www.pariahresources.org.uk/gdpr

3. Setting up a Project Prayer Group

Many churches establish a Prayer Group at the beginning of a project; to pray for the project and the Group leading the project during key times. The Prayer Group should be sent meeting minutes so they can keep up to date with project developments. Members of the Prayer Group may also be asked to attend meetings and pray specifically for Group Members or difficult decisions being made.

Prayer will play an incredibly important part throughout the project journey, and inviting members of the congregation to pray for the project can also be a key way of keeping them involved, giving them ownership of the project and ensuring the Project Group feel supported.

4. Make sure you are ready to start asking for money

It’s tempting to rush into asking people for money, but it’s important to think about the order in which you’re asking people, and at what stage of the project you’re asking for funding as well. It’s important that the Group can provide the following:

- a clear vision that can be explained in two or three sentences;
- realistic goals;
- objectives that are clear and measurable;
- details showing that the project has been fully costed;
- proof that you have obtained the necessary permissions;
- a strong case for support which will show why the project is needed;
- proof that you have worked out a fundraising strategy.

Most fundraising projects start with an approach to your ‘warmest donors’ i.e. the people who already support your organisation. A church’s warmest donors are their congregation and so it is vital that the church starts with them – remember it’s your church and you’ve got to help pay for it.

Most churches will hold a Gift Day (a follow on from the Vision Day) to demonstrate how the congregation can raise x percent over x number of years, to help fund the project. Ask the congregation to consider what they could pledge on top of their regular giving, which, with Gift Aid could total x amount after 3 years.

5. Develop your Case for Support

Your case for support is essentially the Need, Solution and Outcome you have identified as part of your project. This provides a succinct story to communicate to potential funders. For example:

The Need: *you need a toilet*

The Solution: *you will install a toilet*

The Outcome: *you will have a toilet*

However, this isn’t going to appeal to everyone, especially those who aren’t that interested in toilets! Most individual donors and many funders will be more interested in who will benefit i.e. which people and also how will those in the wider community benefit? So to have an appealing case for support, you must talk about the people your project will benefit. If we introduce ‘people’ to the toilet Case for Support, it looks slightly different:

The Need: Ron has been coming to St Mary’s Church for over 55 years. Ron is 80, lives on his own and has no family nearby. He’s stopped coming to church including the Wednesday community because we don’t have the facilities he needs.

The Solution: So we’re going to install a toilet so we have the facilities that Ron needs.

The Outcome: And the outcome will be that Ron will return to church, to receive friendship and fellowship from his community and his isolation and loneliness will be alleviated.

Along with an appealing case for support, you need to have a well-defined project with a clear set of aims/outcomes. A useful exercise early on is to list and discuss all the key points and messages about your project – the scope of the work, why it’s important, all the benefits and for whom, costs etc. This will help to clarify and strengthen your fundraising messages.

6. Provide the evidence

The case for your project will need to be backed up by evidence i.e. facts and figures. This will come from the results of your community audit, feasibility studies and your business plan. Funding bodies will be looking for evidence that your project is needed, and that it is well-planned, realistic and fully costed.

Can you show that you have the support of relevant local organisations e.g. the parish council, local school, community groups etc.? It will be helpful to provide letters of support from potential users.

7. Develop a Fundraising Strategy

This is basically compiling a list of the different sources of funding available, that you are going to try to access. It is important that you have a mix of income streams, so your project funding is more sustainable, but also that more people / organisations are invested in the success of your project. It is also sensible to start locally and move outwards. Your list might look something like this:

- Church funds – you may have some reserves, a fabric repairs or a project fund.
- Church assets – you may have a hall or other building that you may have decided that you could consider selling or renting to another organisation, but only after very careful consideration and having sought the right advice.
- Your congregation - the appeal must start with church members, who should be as generous as they can be. External donors will want to know that church members are fully behind the project before they commit themselves.
- The wider community e.g. local donations and fundraising events. Here it is very important that you can show how they will benefit from your project. Fundraising events can be great way of building up relationships with your community.
- Significant Donations - you can ask people for donations and where possible make full use of Gift Aid. You can also ask people for interest-free loans or pledges. People may find it more manageable to give monthly by setting up a standing order. It is important to get all such agreements in writing.
- Local businesses – donations, in-kind support. (See Chapter 8).
- Local Trusts and local funders e.g. local authorities and charities – they will be interested in local visible projects and some may have specific criteria and interests.
- National grant-givers - trusts and funders e.g. the national lotteries. (See Chapters 11 and 12 on identifying funders and making applications.)
- If necessary your fundraising can be supplemented by grants or loans from your denomination governing body.

8. You might also consider Setting up a Friends Group

This can be a good way to harness the skills and fundraising potential of the wider community. A lot of people who don't come to your church to worship may well care about the building or the project and want to help and a Friends Group can be a good way to get them involved. If you have one already, enlist their help in fundraising for your project.

9. Local Fundraising events

Organising fundraising events can be hard work, but it is a way of involving the local community and building new relationships. It is also a good way of communicating the latest about your project and obtaining regular feedback. Do not underestimate the importance of **local fundraising** – many funders will expect to see a percentage of the money raised by the local community, as it is evidence of local involvement and commitment.

There are plenty of ideas out there from the traditional church fete and bookstalls, to sponsoring a brick or even worm charming. Better Fundraising Ideas is a website which provides numerous ideas as well as advice on how to put them into practice.

www.better-fundraising-ideas.com

In 2015, Ecclesiastical ran a Fundraising ideas competition. You can read about the top 25 most imaginative and innovative ideas and learn how to put them into practice. www.ecclesiastical.com/churchmatters/news-and-faqs/useful-information/fundraising/index.aspx. On the same page you will also find useful advice on organising and publicising events including talking to the media.

It is important to think through how much person-power you have. Decide whether you can realistically manage regular weekly fundraising events, or a few major ones.

Identify existing successful fundraising events the church does, and talk about how to use these events to raise additional income for the project. You might also want to schedule a series of fundraising events throughout the next two years, encouraging members of the congregation to help organise them. These can be small but successful on-going projects e.g. from 'buy a brick' to larger, one-off events such as a barn dance. If you're organising large fundraising events remember to make them enjoyable and to invest in high quality refreshments and entertainment. Community Fundraising Events are not just about how much you raise, but are also about raising community spirit and knowledge and awareness of the project.

Be careful that your project fundraising does not cut across your regular parish fundraising, and the fundraising that is used to meet your day-to-day running costs. You don't want to negatively affect the financial stability of your church – this has been known to happen.

10. Online Donations

Think about **how** the church can receive donations. As well as encouraging regular donations via Standing Order or Direct Debit, people should be able to make one-off donations online. Registering your church with an online donations platform is simple, and you can put a button on your website and a link in any literature publicising your project.

For further information, please visit www.parishresources.org.uk/digital-giving

11. Target your appeal

'Please support our appeal' is not enough nowadays. Some individual donors prefer to pay for or contribute to, something specific e.g. the cost of a room, furniture or equipment needed, or for specific work with children or elderly people. Funders will also be interested in different aspects of the project so the details and costs of these need to be worked out so that you can send targeted proposals to relevant funders.

12. Create imaginative publicity materials

Think about how you can create enticing, readable and clear leaflets/posters. Ensure you include pictures of people as well as of the building.

It may also be worth creating a range of materials. These could include specific posters and leaflets for the local community and a more detailed brochure for your local authority, businesses, trusts and national funding bodies.

13. Talk to people

Letters and leaflets have their place, but any major appeal needs people talking to people, e.g. to persuade members about the levels of support needed, to identify and use contacts that people may have, and not least to convey your enthusiasm!

Public meetings, one-to-ones, and presentations will be needed to explain the project, build motivation and enthusiasm, and deal with objections and concerns.



14. Keep to a Timescale

Enthusiasm and momentum can soon be lost if things are allowed to drag on. Fundraising should be the top priority for your church – but only for a limited period. Depending on the size and complexity of the project, plan for the appeal to be completed in roughly two years, i.e. six months for preparation and planning; three months for the members appeal; twelve-fifteen months for the external appeal.

15. Celebrate Significant Landmarks

Keep everyone informed of progress. 'We have raised the first £10k'. 'We have been awarded a National Lottery Heritage Fund Grant'.

16. Acknowledge and say thank you to everyone who has supported you.

Invite them to the launch event!

CASE STUDY

ST JOHN THE BAPTIST, KINGSTON LISLE, DIOCESE OF OXFORD, COFE

www.kingstonlisle.net/church

Population: 225 (2011 census)

This 12th Century church, listed Grade II*, was put on Historic England's Heritage At Risk register in 2014 and the church and small congregation was faced with fundraising for a £400,000 restoration.

It was decided to tackle everything at once. Angus Saer, the churchwarden who led the project, says: "It was important to do everything as part of one project and for everyone to know that they wouldn't be asked for any further funds for at least 50 years."

Beginning with urgent repairs to the roof, timbers and walls, they re-rendered the exterior, put in new heating and lighting, conserved the 14th Century wall paintings, redecorated the interior, improved the seating and flooring, and restored the 15th-19th Century woodwork.

The urgent repairs eligible for an HLF grant under the GPOW programme came to £245k. Having applied once before and been rejected, they were awarded an HLF Stage 1 pass on 24th March 2014.

To find sources for further funding, Angus then went on to the Heritage Funding Directory website and applied to a total of 32 local and national grant providers. The project received 22 grants including from the Heritage Lottery Fund, the National Churches Trust, Oxfordshire Historic Churches Trust and ChurchCare. Aside from these applications, robust community fundraising efforts raised £56k through donations and £24k from four concerts, two pub quizzes and sponsorship events. The 'Sponsor a Tile' initiative offered residents and others with connections to the church the opportunity of naming the 150 stone tiles on the porch roof for posterity. People wrote names, messages and memorials to loved ones, raising £2,000 and crucially involving the whole community. A 'Sponsor a Pipe' campaign for the new pipe organ raised £7,000.

In April 2015 the Stage 2 application was submitted and a grant of £144,400 was awarded in July 2015. Work started straight away and the repairs were completed at the end of January 2016.



The £14k conservation of the wall paintings fell outside the HLF funding and was carried out during and after the restoration works to the chancel. In addition, all the woodwork in the church (including the 15th Century pew ends which were of particular interest to Historic England) was cleaned and polished by a local specialist. The carpets were removed and the Victorian tiles were cleaned, greatly improving the acoustics of the church, which recently hosted its first concert in living memory.

Angus says he would sum up the keys to successful fundraising as:

- do your research;
- tell a story;
- sell it with soundbites;
- polish the commas;
- make a connection.

You can watch a webinar on this fundraising campaign that Angus Saer presented for Giving to Heritage on YouTube www.youtube.com/watch?v=9sF_1lluung

Angus also stresses the importance of publicity to keep everyone updated and involved, as well as encouraging project leaders to build the excitement and spread the word. During and since the restoration, articles have been written for the village website and newsletter, and for the A Church Near You website. The church featured in a Christmas publicity campaign for the National Churches Trust, which also asked Angus to speak on its behalf on BBC Radio Oxford and to write an article for the Telegraph Online: www.telegraph.co.uk/news/religion/11933401/How-we-kept-a-tiny-rural-parish-church-alive.html.

St John the Baptist was reopened by the acting Bishop of Oxford at a special celebration service on 20th March 2016 (Palm Sunday). The church doesn't have toilets or kitchen facilities, though the PCC is thinking about how they could incorporate these.



The final stage of the restoration project is the installation of a new pipe organ. Including the 'Sponsor a Pipe' campaign, £30k has been raised for this. The PCC is now working with the diocesan organ advisor on either buying a second-hand organ or building one using parts from redundant organs in the area. Further grant applications will be made once the plans are finalised. The long-term aim is for the church to host recitals and choral concerts to encourage more visitors as well as to cover the annual maintenance costs of the new instrument.

OTHER TYPES OF FUNDRAISING

In recent years, new ways of raising money for community projects have emerged. These enable local people, including those who will directly benefit from your project, to offer financial support and in some cases to make a financial investment. These initiatives can allow you to engage with new donors from a wider group of people who recognise the value of what you are doing.

All these methods rely on having the right organisational structures in place, the right financial systems and control, a good website and the expertise to make use of social media to gain the maximum amount of publicity.

If successful, you will also have gained a list of donors, members and/or investors who will expect to be kept informed about the project. You need to ensure you have sufficient administrative systems and people resources in place to manage this into future years i.e. some community share schemes can be active for as long as 25+ years.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising monetary contributions from a large number of people. It is usually managed by setting up a project website where people can register their contributions. NB contributions are not eligible for gift aid.

Crowdfunder, the UK's largest crowdfunding platform offers a platform on which to set up and run your crowdfunding campaign. It also explains how it works and how to combine crowdfunding with a match from other funders such as the HLF.

www.crowdfunder.co.uk

Stir to Action has a useful *How to Run a Crowdfunding Campaign* toolkit here www.stirtoaction.com/toolbox/crowdfunding

A report commissioned by the Department for Digital, Culture, Media and Sport highlighted how crowdfunding can help arts and heritage organisations www.nesta.org.uk/report/matching-the-crowd-combining-crowdfunding-and-institutional-funding-to-get-great-ideas-off-the-ground

CASE STUDY

ST JOHN THE BAPTIST CHURCH, PENZANCE, DIOCESE OF TRURO, COFE

www.penlecluster.org.uk/young-people-and-families/playzonepenzance.php

Population: 21,200 (2011 Census)

Playzone@Penzance is a soft play area for children installed at the back of St John the Baptist Church, Grade II, in Penzance. The 2017 winner of the Marsh Awards for Innovative Church Projects 2017, it's open every day and provides a safe and fun space for the community's children.

The awards, run jointly by the National Churches Trust and the Marsh Christian Trust, look for: *'projects that deliver a clear benefit to the wider community, show best practice in management and sustainability, serve marginalised communities and demonstrate a real understanding of local needs'*.

Parts of Penzance have the highest levels of deprivation in Cornwall and even in Europe – and there were few safe indoor spaces for children to play. Consultations at community events and with local schools gave the community a chance to decide what facilities they wanted. And so in 2015 – after a crowdfunding effort in which £2,202 was raised within 28 days - the church removed half its pews and moved the font to make space for the playzone, which local children helped to design.

The total cost of the project was £30,000, but they managed to find the remainder from charities that fund work which benefits young families. The crowdfunding exercise got publicity and illustrated the keen support from the local community. The project breaks even, but they continue to raise funds so that they can offer free sessions to families in need and school “well done” prizes!

The Revd Sian Yates says: *'it was important to involve local people right from the start. A local school helped with the design. Tiger Play were superb and working directly with the young people about designs and a lot of the artwork was created at holiday clubs'*.

It's a win-win for the community and the church as with the heating on for four hours a day the building 'feels loved' and the damp smell has gone. And with the help of volunteers it's now open seven days a week and has become a safe space for all - including vulnerable families. The venue also provides much-needed employment, plus work experience for a rota of volunteers.

And a group called Coachhouse, which provides accommodation for vulnerable young people, sells low-priced cakes and lunchboxes.

There are playzone sessions each week for children to unwind after school, and a session targeted at fathers on Saturday mornings and when the public sessions are closed, local schools use the facilities.

With its new layout, the church can be much more flexible and is now used for parties and other meetings. The local breastfeeding group; Aspire, which works with children in need and Alcoholics Anonymous all meet in the church and work is being done with a women's refuge as well.

The judges of the award liked the: *'exceptional involvement with parents and children, especially the contribution of local children in designing the equipment. Impact is high in this community, which has high levels of deprivation. The project is contributing significantly to the use, engagement and condition of the building'*.

COMMUNITY SHARES

This has already been mentioned in Chapter 4 as part of Governance.

The term 'community shares' refers to withdrawable share capital; a form of share capital unique to co-operative and community benefit society legislation.

Community shares can save local shops and pubs, finance renewable energy schemes, transform community facilities, support local food growing, fund new football clubs, restore heritage buildings, and above all, build stronger, more vibrant, and independent communities.

This type of share capital can only be issued by co-operative societies, community benefit societies and charitable community benefit societies. This means that you have to set up an organisation, an Industrial and Provident Society (IPS) which is a type of Mutual Society. It is a legal entity with a long history, which can be used for organisations that conduct an industry, business or trade either as a co-operative or for the benefit of the community. Like companies, IPSs are bodies corporate; however, they are not registered under the Companies Acts. Instead, the legislation that governs IPSs is the Co-operative and Community Benefits Societies and Credit Unions Act 1965, formerly the Industrial and Provident Societies Act 1965 until its renaming in 2010. www.legislation.gov.uk/ukpga/1965/12/contents. The registering body which administers them is the Financial Services Authority.

You can find out more about community shares and how they work based on whether you are an investor, enterprise or practitioner, on the Community Shares website.

www.communityshares.org.uk

SOCIAL INVESTMENT

Social investment is money provided to help an organisation to generate more income or be more effective. It is not a grant or a donation. Social investment allows charities and social enterprises to access new or larger scale opportunities to deliver social and financial returns. This should allow the organisation to have a positive impact on their beneficiaries in a more sustainable way, and allow the investment to be repaid, often with interest.

The **National Lottery Community Fund** (formerly the Big Lottery), which has used a percentage of its funding to ensure that social investment is accessible to the charity sector through a number of its programmes, has also undertaken research into its effectiveness. They are keen to increase the involvement of the charity sector in developing enterprising behaviour and using social investment. www.tnlcommunityfund.org.uk/insights/social-investment-publications

The **Esmée Fairbairn Foundation** will provide social investment in the form of different types of repayable finance to charities and other not-for-profit organisations, with the aim of creating social impact. www.esmeefairbairn.org.uk/social-investment

Many of the community and ethical banks have community-targeted funding to help new project start-ups e.g. **Big Society Capital**, and the **Triodos Bank**... among others. A lot of the funding on offer is social investment opportunities. So check out their websites.

Good Finance is a website run by the Big Society Capital. Their aim is to make social investment available to charities and social enterprises by explaining how it works and helping groups decide if it might work for them. www.goodfinance.org.uk

Social Investment Business, which came out of the Communitybuilders Fund, provides loans, grants & strategic support to charities & social enterprises to help them change the lives of the people they work with. www.sibgroup.org.uk

The **Charity Bank** is an ethical bank that will make loans to charities and social enterprises. www.charitybank.org/ethical-bank

The **Good Exchange** is an online platform bringing funders and donors together with those seeking funding via one online application form. If you are a charity, Community Interest Company (CIC), social enterprise or community group looking for the more effective ways to raise money have a look. www.thegoodexchange.com

CASE STUDY

ST BENEDICT'S, GLASTONBURY, DIOCESE OF BATH & WELLS, COFE

www.stbens.ukpc.net

<https://en-gb.facebook.com/StBenedictsChurchGlastonbury/>

Population: 8,932 (2011 Census)

The Grade I, Anglican Church of St Benedict was built in the 14th century with its tower being added in the 15th. It stands across the road from St Benedict's school – and the institutions retain close links with the pupils using the church for song, prayer and dance.

In 1970 an appeal enabled considerable refurbishment to be carried out to the ailing fabric of the church. In 2010, in answer to the congregation and PCC's vision for the church to fulfil a role of 'Welcome, Hospitality and Education' to the local community, an ambitious programme of reordering was started, with the first phase, the upgrading of the vestry into a kitchen facility and the installation of toilets, being made possible by the sale of the 1950s church hall and the land around it.

Financed by the sale of a church hall and completed in 2013, the second phase transformed the church into an inviting, usable and flexible space for different community groups – and, importantly, the children of St Ben's School.

It involved the replacement of the pews with chairs except in the south aisle, the levelling

of surfaces within the church, new flooring, a modern underfloor central heating system and the installation of state of the art audio-visual equipment,

The work included moving the entrance from the side of the church, from a busy street with no pavement, to being situated on an axis with the church and accessed through a walled garden. While the existing heavy timber door was retained, a glass door was added, which is welcoming and connects the church to the street. The large stained glass window over the door is back-lit at night – giving off a welcoming glow – and acts as a beacon for the church.

The hall that was sold to raise capital for the reordering has been transformed into a place of worship for a pagan group, the 'Goddesses' and a good relationship has been forged between the two groups.



Losing the pews was controversial but was deemed part of the 'bigger picture' and the installed chairs won a competition run by ChurchCare. The flexibility has allowed new forms of worship to emerge, including 'cafe church' and feasts. The kitchen and WCs are on the side of the church separate from the main volume and a small servery for teas and coffees was retained in the main space. This has been simply and elegantly detailed and works well.

The most recent donation to the church of a Bechstein grand piano, in 2015, means that St Benedict's is now an increasingly attractive concert venue.

TOP TIPS



- Remember the 80/20 rule – you want 80% of the funds coming from 20% of the donors. Identify and pursue 3-5 significant sources of funding which will make up the bulk of your fundraising target. Secure this first and then spend time securing the smaller pots of money, which will make up the remaining amount.
- If your church has unrestricted reserves held ‘for a rainy day’... this project is your rainy day! It’s about credibility, can you honestly ask people to give £50,000 towards the project, when the church has £50,000 it could give, but won’t? Everyone has to give and give and give – remember it’s your church; you’ve got to pay for it!
- Approach your warmest donors first. It’s much easier to approach people and organisations that know and trust you, than it is to approach people who’ve never heard of you before. People like to be part of something they can see is a success, so approach the unknown when you’ve already secured a significant bulk of your fundraising target.
- It is a very competitive environment. Your application should be the best you can make it so that it stands a chance of being successful.
- Invest plenty of time in the research phase, the more you research external funders, the more informed your project will be.
- It is very likely that you will have to put in some of your own funds to cover the initial costs. Some funders may allow you to claim some of this back.

CHAPTER 10 CHECKLIST 

Have you established a sub-group to deal with funding applications?

Does the group have its own financial resources that it is willing to put into this project?

Have you written your case for support?

Have you developed your fundraising strategy?

Have you approached your congregation initially for pledged support?

Have you thought of fundraising ideas and scheduled events to involve the wider community?

Have you identified which sources of funding you will approach and in what order?

FURTHER RESOURCES

Guidance on Fundraising

The Church of England's Parish Resources website offers a range of guides to help you target funding for projects - either for capital building works, community outreach projects or for mission. They provide advice on preparing and organising a funding strategy and appeal, including guidance on funding sources, making applications, budgeting, writing business plans and fundraising.

www.parishresources.org.uk/capital-campaign-workshop-resources-2017

There is detailed guidance on Gift Aid here www.parishresources.org.uk/giftaid

The National Churches Trust (NCT) website has a section on how to fundraise for your project. This includes advice on creating a budget, ideas for local fundraising, applying for grants and how to use online and text giving.

www.nationalchurchestrust.org/managing-building-projects/how-fundraise-your-project

NCT offers advice and guidance on a range of issues for projects / churches that intend to apply for an NCT grant to help them to get

their project to application stage. They send out presentations and advice on sources of funding and fundraising tips for a range of project types.

NCT also offers one-to-one chats at events and training days which they attend regularly around the country. They are also planning a series of video presentations for those who can't come to events.

You can contact the NCT by email support@nationalchurchestrust.org or phone: 020 7222 0605

The **Institute of Fundraising** offers plenty of advice and resources on all aspects of fundraising.

www.institute-of-fundraising.org.uk

Giving to Heritage was the Heritage Alliance's training programme for fundraisers in the heritage sector. Although the initiative has ended, the website still provides guidance on a range of topics such as 'Making the case for support', 'Major donor fundraising', 'Corporate partnership', 'Using digital and social media', 'Crowdfunding', 'Community Shares' and 'Social investment'. You can also watch webinars where people talk about they raised funds for their particular project including places of worship.

www.theheritagealliance.org.uk/gth

The **Voluntary and community sector (VCS)** infrastructure organisation can provide vital support for voluntary organisations and community groups in the form of advice on setting up new projects as well as information on available local grants and support in the application process. **NAVCA** (National Association for Voluntary and Community Action) is the national voice of local support and development organisations and their directory will help you identify your local organisations.

www.navca.org.uk/find-a-member-1

The **Churchbuild** website looks at the range of different types of fundraising.

www.churchbuildingprojects.co.uk/how-to/6-finance/6-4-ways-to-raise-the-money

The **Directory of Social Change** offers fundraising training, online resources, publications and events as well as undertaking bespoke research.

www.dsc.org.uk

Catalyst Cymru (part of the Welsh Council for Voluntary Action) provides a useful website for heritage fundraising at

www.wcva.org.uk/funding/catalyst-cymru

The **Charities Aid Foundation** (CAF) toolkit, *Fundraising Fundamentals* is intended to help charities put the foundations in place for an effective fundraising strategy.

www.cafonline.org/charities/fundraising/fundraising-fundamentals

Friends Groups

The **National Churches Trust** has guidance on how to set up a Friends Group and offers a model constitution

www.nationalchurchestrust.org/building-advice/resource-centre?category_tag=434&search=&search_resources=1

The **Parish Resources** website has guidance on running a Friends Scheme.

www.parishresources.org.uk/friends-schemes

London Diocese has also written a toolkit on setting up a Friends Group

www.london.anglican.org/kb/building-friends-a-toolkit-for-new-friends-groups

Publications

How to: Fundraise from private sources (2014) is part of **The Prince's Regeneration Trust's** innovative education programme BRICK (Building Resources, Investment and Community Knowledge).

It offers the tools and knowledge necessary to set up and deliver a sustainable fundraising strategy, focusing on attracting funding from private sources. It covers a number of fundraising methods which may be useful for your project, including: community fundraising, friends groups, major donor fundraising, Gift Aid, legacies, corporate partnerships, crowdfunding and online fundraising.

www.princes-regeneration.org/publications

Grow Your Church's Income: A guide to securing long-term financial health by Maggie Durran (Canterbury Press, Norwich 2011, ISBN-13:9781848250390)

UK Church Fundraising Handbook by Maggie Durran (Canterbury Press Norwich, 2010 (new edition), ISBN: 978-184825002-4) A practical Manual and Directory of Sources.

www.canterburypress.hymnsam.co.uk/authors/maggie-durran

Fundraising for a Community Project by Simon Whaley (How to Books, 2007, ISBN: 978 184528174-8)

Fund Raising for Churches by Jane Grieve. Aimed at all churches, this book takes the most effective methods of fundraisers and shows how they can be used and adapted specifically for Christian churches. (1999, ISBN-13: 9780281050581). Only available on Amazon.