

FUNDRAISING STRATEGY

Introduction

Strategic Objectives of the Organisation

In the Hale Community Centre's Business Plan 2022-25 we state that we wish:

To be financially sustainable (and continue to strengthen the management of the Hale Community Centre)

along with:

- To keep the building available, accessible and safe for the use of local people and others
- Be a trusted and valued contributor within our community with other local partners
- Provide and enable a range of opportunities and activities which respond to the needs of local people and where all are made to feel valued and safe.
- Signpost to advice and information for all sections of the community.

Background to the Fundraising Strategy

Trustees are conscious that will have a deficit at the end of this financial year and that our budget for 2023-24 predicts a deficit of over £20,000. This is clearly unsustainable and because of this a working group of trustees has been formed to explore ways of raising more sustainable unrestricted income and to draw up a fundraising strategy, which would consider:

1. The current position
2. How much we need to raise and for what
3. Proposed/potential sources of income
4. Who is going to raise the funds identified as needed

1.Current Position

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • An attractive centre with good facilities • Commitment from staff and volunteers (including trustees) • Good working relationship with neighbours – Family Centre and Hale School – and with the Housing Association, Vivid – and with other local organisations • Good relationships with our local authorities • Good level of reserves • Increasing engagement with local community on Sandy Hill 	<ul style="list-style-type: none"> • Lack of large enough space for some hirers • Restricted/ limited parking options for centre visitors • Insufficient unrestricted income to support needed infrastructure for present level of activities • Lack of engagement with Hale community as a whole

Opportunities	Threats
<ul style="list-style-type: none"> • Increase unrestricted income eg via eg company sponsorship, individual donations • Identify ways of increasing engagement with the wider community 	<ul style="list-style-type: none"> • Increased competition from other organisations for hired space • We fail to increase income sufficiently to cover costs • We fail to engage further with the local wider community

Current Unrestricted Income

Income Source	Amount	How Secure is funding Source
Support costs from restricted Income	£7-8,000	Secure
Secure Bank Interest	£1,600	Secure
Grants	£7,000	Variable
Donations	£3,000	Variable
Room Hire	£35-40,000	Fairly Secure
Fund Raising Events	?	
Other?	£2,000	
Total	£59,600-64,60	

From 2023/2024 Budget

2. How much we need to raise and for what

For What?	How Much? (£)
Payroll Costs	45,000
Cleaning	9,500
Resources (heating, lighting, water rates, IT costs & telecoms)	7,600
Repairs & maintenance	6,000
Other expenditure, including insurance	2,870
Total	£70,970

From 2023/2024 Budget

Total operating costs, as identified above, are of the order of £71,000, meaning that we face a shortfall of something like £10,000 in the coming financial year. In addition, we are aware that to effectively support our present level of activities we need to raise more in order to strengthen our infrastructure.

3. Proposed/Potential Sources of Unrestricted Income

As can be seen the main source of unrestricted income comes from Room Hire and this income has been increasing considerably from around £14,000 in 2014-15 to an anticipated £35-40,000 in 2023-24, which includes income from hiring space in the Youth Centre.

Most other sources of unrestricted income are unpredictable, variable or known to be time-limited.

Earned Income

A key role of the Centre Manager, along with the Centre Administrator, is to market the Community Centre's facilities through social media, advertising and networking. As has been pointed out above much has been achieved over the last few years. As we now have additional hiring opportunities via the Youth Centre, we need to be clearer what the potential is for income here. Whilst challenges to increasing income from hire of the hall have been identified – unsatisfactory parking facilities and restricted use of main hall – there might be some further scope for increasing income from this source.

- Evening use of the lounge and hall for adult parties, baby showers etc.
- Use of the training facility by commercial organisations

Efforts should, therefore, continue to be made to actively explore the above.

Events

The organisation and participation in events has been the responsibility of the Centre Manager, along with the team. Events to date, whether our own or attendance at others, have been seen primarily as marketing opportunities. However, small amounts of money have been raised through them and where possible and feasible this should continue, as below:

- Music in the Meadow – participation in this has so far raised the most through the sale of cakes and tea. This is an event that we are unlikely to be able to participate in on a regular basis because of demand for the opportunity. However, we should approach Farnham Town Council, say on a biennial basis;
- Hale Carnival – we have supported the event and participated annually raising about £30 running a stand on the day and we have been given £250 by the Hale Carnival Committee as part of its charity disbursement of profits of the carnival.

At the same time, however, we should consider a fundraising event of our own with input from the trustees.

Individuals

Individuals who contribute to the Centre can do so through Gift Aid, and a main aim is to turn a one-time donor or event attendee into a recurring donor as they can contribute significantly to unrestricted income.

(Gift Aid is a scheme run by HM Revenue and Customs (HMRC) that means charities can reclaim 25% on donations where tax is paid by the donor at no extra cost.)

Telling a story can help here as well as identifying what particular sums would finance eg £10 pays for one youth session for one youngster.

Corporates

Most of the large corporates support national or international causes in ways that in the main link directly to the company's core business. Some also support volunteers who wish to support a local cause, for example Barclays. Here we'd have to identify a local employee and bring to their attention a project(s) that would appeal or do PR and marketing that might get to the attention of an employee(s).

Other opportunities would be through sponsorship or donations in kind, for say raffles, and these are likely to be the most successful avenues for us to explore. Keys to success here will be identifying what we have to sponsor that would appeal to particular companies and who in the company is best to approach.

What we have might be of interest to sponsor or putting it another way 'why would a company sponsor us' and in relationship to each what would be a reasonable sponsorship sum?

Possible answers to 'what':

- Community Centre as a whole
- Newsletter and other publicity
- IT screen of activities
- Specific rooms if we have a special use for them eg Training room, lounge
- Community garden

- Summer and other activities
- Transport, if we thought we needed a vehicle

Possible answers to 'which companies':

- Estate agents eg Purplebricks, Castles, Bridges, Bourne, Trovit, Martin & Co
- Tech Recycle, Odiham Road, Farnham
- Kelly's if we had a fundraising event we wanted organised and funded and which we believed we could successfully promote.

Possible answers to 'why':

- We potentially provide them with new business through our publicity
- We provide a link to their business
- We provide a 'feel good factor'

4. Who is going to raise the funds needed

The main avenues for growth in funding proposed is that from events, individuals and corporates. As things stand the Centre Manager and her team do not have the time to follow through on this. Their energies should go towards maximising earned income, continuing to run events and ensuring income for our projects/activities.

This leaves the trustees with the responsibility to follow through.

Conclusions

The first action is to ensure the Centre Manager has administrative support to provide maximum opportunities for exploring all possibilities in increasing earned income. And alongside this to put in place on-going review and monitoring of progress against agreed objectives.

This draft strategy needs to be discussed and finalised, with agreed actions put to the Board.

Norma Corkish
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