

QuAC Fundraising & Public Relations Strategy 2003

Introduction

This paper establishes an overarching strategic direction for fundraising by QuAC. Included in the strategy is the need for fundraising activity plans to be established in each QuAC region as well as activities at the state-wide level. These activity plans will then be incorporated into the strategy.

History

In the five financial years to 2001/2002, QuAC has raised between 2 and 8% of its income each year through fundraising, bequests, art unions and donations. Over the last five years, 47% of self-generated income has been from bequests, 28% from fundraising and 24% from donations.

Fundraising was a priority for the Administrative Director between 1994 and 1997. However, the time spent in fundraising had an opportunity cost in terms of the lack of time and interest in other priority areas. Similarly, before 1998, significant staff time was spent in events and fundraising such as World AIDS Day activities. This, too, involved an opportunity cost in terms of core project priorities. Further, not all fundraising ventures were successful and many events made only small profits or returned a loss.

Since 1997/1998, the role for staff in events and fundraising has been shifted towards coordinating and assisting, with the hands-on role prioritised for volunteers. At the same time, responsibility for developing and overseeing local fundraising plans was delegated to the Regional Advisory Committees. For some large-scale activities, such as the statewide World AIDS Day/AIDS Awareness Week project, a specific paid coordinator is employed short-term.

A new Fundraising and Public Relations Strategy adopted in 1998 was designed to achieve a greater focus on successful fundraising activities and redress the previous over-reliance on events. A small Fundraising Coordinator position was established however this proved unsuccessful due to the limited paid hours and other resources available. A proposal has been developed with the AIDS Trust of Australia (ATA) to provide seeding funds for a full-time Fundraising Coordinator position, which would also take on responsibility for one major annual ATA fundraising activity in Queensland. At the time of writing this policy, the proposal is being prepared for consideration by the ATA Board of Trustees.

General principles of fundraising

Fundraising professionals agree that the effectiveness of fundraising will be increased by:

- asking for a contribution towards a specific goal
- asking for a contribution for a specific purpose
- more personal methods of asking
- peers asking peers
- peers role modelling giving
- asking people already close to the issue
- avoiding over-reliance on special events
- asking individuals, rather than general requests of corporations, and
- building a relationship with the donor over time.

(Source: Michael Macklin speaking to the QuAC Board, 2001 and Peter Dalton, Fundraising Australasia, Summer 1995/96.) Specific issues for QuAC

Experience teaches us that the following issues are of special importance to QuAC:

- ensuring that Government maintains its commitment to appropriate funding, even if we are successful in fundraising from others
- care should be taken to ensure that fundraising does not dominate over other priorities for the organisation or its leadership
- the importance of role modelling (eg, the phenomenon of the Sunshine Coast bequests)
- the importance of regional issues, with some donors in the regions wanting the money spent in their region (again, the Sunshine Coast is the obvious example) and
- the importance of recognising the opportunity cost of management involvement in fundraising.

In addition, the QuAC Board identifies the following specific issues for fundraising:

- fundraising activity should be conducted in a manner that supports QuAC's strategic objectives such as:
 - representation of issues for people living with HIV/AIDS
 - public relations
 - organisational change to reconnect with communities
- fundraising activities should return above \$ per event, and
- there should be no more than ** fundraising activities per region per year.

Other players

The AIDS Trust of Australia is the only national AIDS fundraising body in Australia. QuAC has received some \$95,000 of funds from the Trust over its history. Under a new disbursements scheme, ATA guarantees QuAC 8% of its non-tied disbursements. This financial year (2002/2003), QuAC received approximately \$22,000.

David Kopp Foundation raises money for Wattlebrae Ward at the RBH. It raises relatively small sums of money, mainly through special events.

The role of the Board in fundraising

The primary role of the Board is to ensure that the organisation is worth raising money for!

The Board as a whole should:

- have a clear sense of mission and a clear understanding of the need for funds
- set the strategic parameters, and
- set the reporting requirements.

Board members as individuals should:

- be prepared to model the way by making a significant personal donation in accordance with their means, and
- should attend all fundraising events.

Annual fundraising action plan

Particular actions are set out in the table below.

Strategy	Who	When	Cost	Target
Sound management of fundraising <ul style="list-style-type: none"> All proposals for FR must be approved by the GM, on a cost-benefit basis. Proposals to include objects, performance indicators, project plan, budget by line item, time lines (incl. process for timely withdrawal if event is likely to lose money), evaluation and proposed disbursement of funding. Update promotional material. 	GM	Ongoing	Cost neutral	N/A
	HEM	March 2003	\$2,000	N/A
Strategic approach to fundraising <ul style="list-style-type: none"> Develop a local plan for 2003 fundraising activities in each region. Develop a plan for state-wide fundraising and public relations 	RACs	January 2003	Nil	To be included in each activity plan
	Fundraising Coordinator	March 2003	Nil	
Bequests <ul style="list-style-type: none"> Distribute new bequests brochure again. Advertise in Pro-Bono and other appropriate publications 	Fundraising Coordinator	May 2003	\$1,000	N/A
	ROSM	Annual	\$1,200	
Direct mail appeals <ul style="list-style-type: none"> 2 direct mail appeals to all contacts of QuAC and QPP, one for end of financial year and the other at Christmas. To be signed by celebrity or eminent person. 	Fundraising Coordinator	Dec. 2002 June 2003	\$500	\$5,000
Public appeals: Red Ribbons	WAD Coordinators	Nov/Dec 2002	Minimal	\$10,000
Other charitable foundations <ul style="list-style-type: none"> Gaming Machine Community Benefit Fund Monthly grants newsletter 	Leadership Team / QPP Committees	Ongoing	Nil	\$50,000
Appoint patrons	Board	April 2003	Nil	N/A
TOTAL			\$4,700	\$65,000