

“Appendix 1: report to the Peak District
National Park Authority outlining a
potential Giving Strategy for the Authority”

Peak District National Park A Strategy for Giving 2015

V1.9



**PEAK
DISTRICT
NATIONAL
PARK**

PEAK DISTRICT NATIONAL PARK – A STRATEGY FOR GIVING

1. Scope of Strategy

Aim: To maximise financial giving to the PDNPA to fulfil our statutory purposes and align with the National Park Management Plan, Mission and Corporate Strategy.

The Park is seeking to:

- *Have strategic certainty about what it needs to put in place to maximise giving for the Authority.*
- *Know what the likely amount of giving is from each source.*
- *Transform the Authority's modest first steps to achieve a reliable, sustainable and growing 'giving' proportion of its income generation.*
- *Know what platform the Authority needs to put in place in terms of mechanisms, culture and structure to achieve this.*
- *Have a resourced action plan to put this in place.*

2. Background

The PDNPA has a long history of seeking, and securing, support from external partners and both individuals and organisations. A number of projects to increase the level of giving from such sources have been undertaken over recent years with varying degrees of success. The Authority started the process of testing out a number of pilot projects in 2014/15 with respect to looking at new ways of increasing giving. These have included seeking donations at Ranger events, larger events giving and the Access Fund. The results of these projects are detailed in the companion document to this Strategy.¹

3. New Directions

With its core grant being reduced the PDNPA has produced a bold strategic response to developing its business over a transitional year.² This Plan lists four key Directional Shifts including S1: '*Develop strong commercial and fundraising programme of activities.*' This, in turn has three areas of delivery namely the development of Giving, Income Generation and Fundraising from external sources. This Strategy delivers the first of those areas of development.

¹ PDNPA Giving Strategy Research & information Report, *Peter Stone Consulting Limited*, 2015

² PDNPA Performance & Business Plan 2015/16, *PDNPA*, 2015

4. Peak District National Park – A Giving Strategy

4.1 Summary

This strategy makes a series of recommendations about the best way for the Authority to develop its giving activity. It reviews a wide range of possible giving areas and recommends that the Authority should seek to develop a basket of giving areas simultaneously. There are two clear reasons for piloting a number of areas at once. Firstly, like many organisations with little history of promoting giving, the Authority cannot be certain, at this stage, which areas will perform best and it needs to gain this knowledge quickly. Secondly the basic work of developing giving takes a number of years so it is critical that the Authority starts basic work now if it is to optimise giving returns as quickly as possible.

A number of areas of giving activity are described in detail in this Strategy; the following table indicates the potential of each. The overall cost, return and return on investment (ROI) are shown. In addition the sort of recommended 'stretch targets' that would be set for the recruited personnel are also shown to demonstrate the potential of each area. Three columns then show speed of delivery (S), relative scale of return (R) and relative cost of return (C) using RAG ratings. Finally, priority (P) shows the author's recommended priority order of development where 1 is highest priority.

Area	Cost	Return	ROI	Stretch	ROI	S	R	C	P
Supporters	49 ³	297	6.1:1	400	8.2:1	Green	Green	Green	1
Campaigns	27	98	3.6:1	200	7.4:1	Yellow	Green	Green	2
Visitor Payback	21	70	2.6:1	100	4.8:1	Red	Yellow	Red	7
Donations	8	75	9.4:1	75	9.4:1	Green	Yellow	Green	3
Legacies/In Mem ⁴	4	10	2.5:1	25	8.3:1	Red	Green	Green	4
Events	15	63	4.2:1	75	5:1	Green	Yellow	Red	6
Corporate	3	51	17:1	60	20:1	Yellow	Yellow	Green	8
High Net Worth giving	12	100	8.3:1	100	8.3:1	Red	Green	Green	9
Gift Aid/Charity	5	80	16:1	109	18.2:1	Yellow	Green	Green	5
Staffing	389	0	-	0	-				
Total	516	844	1.6:1	1,319	2.6:1				

It is important to note that the costs of delivery exclude staffing costs; these are critical to all areas of delivery and the costs will be relevant to all of the above areas. At this stage it is assumed that the costs are spread evenly across all areas of delivery and can therefore be excluded.

4.2 Areas of Giving

4.2.1 Supporters

The development of a supporter scheme is pivotal to the development of the Giving Strategy. The development of a database of supporters will allow the Park to maintain a regular dialogue with all of those individuals to seek their ongoing support and to encourage the deepening of their relationship with the National Park. The exact rates to be charged will require further discussion but it is likely that

³ Includes data base costs

⁴ No income included for legacies

the Authority could charge similar (or slightly lower until awareness develops) rates to those used by Friends of the Peak District, the Wildlife Trusts and others. These will be something along the lines of:

- Individual: £25 per annum
- Joint: £30 per annum
- Family: £35 per annum

It is expected that careful use of branding and marketing will be able to create a distinct identity for the Peak District National Park (as opposed to the Authority) to create a vehicle which members of the public will choose to support. Recruitment would take place through Visitor Centres (utilising both high profile literature and the training of staff) and online (through the website). In time it may be possible to have on site recruitment using volunteer recruiters (as the National Trust does at Longshaw, for example).

In order to develop a supporter database it will be necessary to ensure that the Park has the staffing and the software capable of handling subscriptions as they are generated. This will involve the Authority acquiring CRM (Customer Relationship Management) software to manage such a project. The costs of such software can vary significantly depending on the complexity of the tasks it will need to undertake and the number of users it will need to support but a budget of £20,000 is suggested as being required. Such software will enable the Park to record its customer history with every supporter and will allow e-mailings and postal mailings to be tailored to the giving history of each individual. There will also be a requirement for a recruitment drive to generate supporters and this will involve the production of publicity and marketing materials and the training of relevant staff in selling the benefits of being a Park supporter. Finally there will be a need to ensure that the PDNPA has sufficient staff time to undertake all of the tasks around recruitment and development of supporters.

Year	Description	Income	Cost
2015/16	Activity: Scheme establishment Resources: Scheme design, Staff training, Literature	£0	£5,000
2016/17	Activity: 400 supporters recruited; primarily through CST personnel Resources: Staff training, Literature	£12,000	£8,000
2017/18	Activity: 1,500 supporters recruited through wider marketing campaign and CST/OST personnel Resources: Press activity, web presence, staff training, literature	£45,000	£4,000
2018/19	Activity: 3,000 supporters recruited through wider marketing campaign and CST/OST personnel Resources: Press activity, web presence, staff training, literature	£90,000	£4,000
2019/20	Activity: 5,000 supporters recruited through wider marketing campaign and CST/OST personnel Resources: Press activity, web presence, staff training, literature	£150,000	£4,000

Key dependencies: Acquisition of database, technical support for the CRM, staff in post and trained in its use, CST/OST staff promoting the campaigns

Key risks: Delays in specifying and acquiring the database delay the development of supporter recruitment and other areas, potential competition with other organisations, need to ensure tax efficient system of membership is arranged

4.2.2 Campaigns

In tandem with the development of a supporter database the Authority would launch campaigns for specific projects/causes and appeal to its supporters (as well as the public in general) for their donations to those campaigns. The Park will look carefully at its strategic priorities as well as the areas of work which it intends to undertake and will determine which of these is most urgent and/or would be most likely to be supported by supporters and the general public. There are many causes and areas of activity for which such appeals might be made – whether these are location based, such as the trails (and their structures), moors or edges, or theme based such as birds, education or walking. A strong appeal subject will be developed along with detailed creative treatments and these will then be launched to both the general public and to the growing supporter database. Donations would be logged on line, email feedback to supporters would be issued and further, follow up, requests for support might be made if the target was close to being achieved. There would need to be a clear process for the determination of the campaign subjects linked to the Park’s 3 year business plan (current examples might be the Trails infrastructure, North Lees Estate and Access in general). Close integration with general marketing and PR support would also be essential.

Year	Description	Income	Cost
2015/16	Activity: Initial appeal subject determined. Agency briefed to design appeal/campaign Resources: Staff time	£0	£3,000
2016/17	Activity: Launch of appeal to supporters and the public, responding to appeal Resources: Staff time, appeal costs	£3,000	£600
2017/18	Activity: Residual donations to first appeal. Second appeal developed and launched to the public; responding to appeal support Resources: Staff time, marketing materials	£13,500	£4,650
2018/19	Activity: Continued activity on second appeal including mailing to supporters; responding to appeal support Resources: Staff time, marketing materials	£20,000	£8,500
2019/20	Activity: Third appeal developed and launched; responding to appeal support Resources: Staff time, marketing materials	£40,000	£10,500

Key dependencies: Supporter recruitment programme starting on time, staff in post, relevant staff being trained, CST/OST staff promoting the campaigns

Key risks: Campaigns cannot be effectively launched until database acquired and supporters recruited, initial campaigns will therefore generate a poorer rate of return

4.2.3 Visitor Payback

The Authority has already made some real progress in developing an events coordination system which encourages a contribution from event organisers and thus develops 'visitor payback'. Models elsewhere in the country show what can be done with such payback schemes – in the Lake District the 'Nurture Lakeland' project raised £111,674 in 2013/14. The intention is that there would need to be initial discussions with both Nurture Lakeland and Love the Broads to determine if there could be a possibility of using the materials that they have already produced or, alternatively, if either organisation could run the PDNPA's scheme under a license agreement. In addition it will be necessary to ensure that any other interested parties in the area are also consulted about the launch of a scheme to ensure that only one such scheme is developed.

Working on the basis that the PDNPA would develop a standalone scheme it is envisaged that it would operate on a similar basis to the Nurture Lakeland one – that local businesses would be recruited to promote the scheme and to seek donations from their visitors. A combination of accommodation owners, visitor attractions and local producers would be recruited to the scheme. Evidence is that when asked, the number of visitors willing to make such donations can be very high indeed (95% in the case of accommodation providers in Cumbria). At this stage all the financial forecasts are based on accommodation providers alone since it is envisaged this would be launched first.

Year	Description	Income	Cost
2015/16	Activity: Discussions with other potential scheme providers, design and development of scheme and literature Resources: Staff time	£0	£5,000
2016/17	Activity: Launch of scheme, recruitment of businesses Resources: Staff time, publicity and marketing	£2,500	£3,000
2017/18	Activity: Continued marketing of scheme, widening out to different types of payback Resources: Staff time, publicity and marketing	£7,500	£3,000
2018/19	Activity: Continued marketing of scheme Resources: Staff time, publicity and marketing	£20,000	£7,000
2019/20	Activity: Continued marketing of scheme Resources: Staff time, publicity and marketing	£40,000	£3,000

Key dependencies: Staff in post, marketing

Key risks: Competing VP schemes discussed/launched

4.2.4 Donations

The Park will seek an increase in the level of donations it receives through a variety of approaches:

- Visitor Services CST and OST staff will be trained in requesting that people consider making a donation whenever they seek advice or guidance at Visitor Centres (as well as asking people to consider becoming supporters)

- Visitor Centres will also need higher profile donation facilities to advise of the ongoing need for donations from visitors
- Higher profile donation boxes will be developed wherever it is consider safe and cost effective to do so
- Donations will be sought on-line as part of the development of the events system where the ability to seek donations is to be incorporated (these have been budgeted under the 'Events' heading)

Year	Description	Income	Cost
2015/16	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, donation facilities, marketing	£11,500	£1,500
2016/17	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£13,500	£1,500
2017/18	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£15,000	£1,500
2018/19	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£17,000	£1,500
2019/20	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£18,000	£1,500

Key dependencies: Relevant personnel trained, promotion of donation facilities around the Park

Key risks: Need to ensure that cash security and other financial procedures are up to date

4.2.5 Legacies and In Memoriam Donations

This area has great potential for the Authority. The very nature of legacies and their promotion requires a long term fundraising approach but with so many older people enjoying the area it is an important area of giving to start to develop. A legacy and In Memoriam donations campaign will be developed to promote the benefit of leaving a legacy to the Park. The general benefits of leaving a legacy for the future will be stressed in such a campaign as will the more tangible benefits of In Memoriam donations.

The Authority will define how far it is willing, and able, to develop a range of opportunities with which people could associate their In Memoriam donations. This may take the form of donating a set level of funds to pay for a specific item such as a bench, a gate or plaque or a length of footpath or trail. It will be critical that such a level of fees covers the costs of the item, the staff time to erect it and makes a surplus for the Authority. In addition, a set fee to allow the scattering of ashes and the planting of a memorial tree will be developed and included within the campaign's marketing. In future years work around developing a specific project such as a 'buy a brick'/plaque schemes for sites such as Millers Dale and other properties will be assessed.

Because of the inherent difficulty in predicting when legacies will be received no income has been assumed from this source. Once the Authority has a track record of, it is suggested, at least five years' active promotion of legacies then it will become possible to rely on some fairly small recurrent amount of legacy income. In terms of In Memoriam donations it is assumed that around £500 p.a. will come in place of funeral flowers. The remainder has been estimated as being a number of different attribution opportunities (such as plaques associated with tree plantings or gates, etc.) at an average income of £250 per opportunity (and cost of £50).

Year	Description	Income	Cost
2015/16	Activity: Continued receipt of legacy and in mem donations. Development of future legacy/in mem materials Resources: Staff time, printed/web materials	£1,000	£2,100
2016/17	Activity: Promotion of legacies and in mem donations. Administration of pledges. Installation of plaques. Resources: Staff time	£2,000	£300
2017/18	Activity: Promotion of legacies and in mem donations. Administration of pledges/donations. Installation of plaques. Resources: Staff time, printed and web materials	£2,000	£300
2018/19	Activity: Promotion of legacies and in mem donations. Administration of pledges/donations. Installation of plaques. Resources: Staff time, printed and web materials	£2,000	£300
2019/20	Activity: Promotion of legacies and in mem donations. Administration of pledges/donations. Installation of plaques. Resources: Staff time, printed and web materials	£3,000	£500

Key dependencies: Staff in post, agreement on permitted types of attribution, staff time to erect plaques, etc.

Key risks: Care required to ensure that National Park character is maintained by careful decision-making on objects/projects to be sponsored

4.2.6 Events

Through its events booking system the Park will work with all event organisers and attendees to seek donations. A clear price list is being established to ensure that all attendees are given the opportunity to donate a set amount on top of any attendance/booking fee. In addition event organisers need to be encouraged to make a donation in proportion with the scale and vision of their event – this would give

them the ability to indicate that they were supporting the Peak District National Park and would allow them to associate themselves via the use of the PDNPA logo and an agreed form of wording.

The Park will also work with the organisers of future events to help make these events successful and to create new and original events. Such events might include Trails marathons or cycle rides and may come from the potential organisers of such events – or from the Park’s staff developing the concept of such events and then tendering for potential partners. There will be considerable potential to generate fees both from working with the organisers of such events in return for a fee and from the participants in terms of a payback donation.

Year	Description	Income	Cost
2015/16	Activity: Holding of events for partners, development of donations facility Resources: Staff time	£3,500	£0
2016/17	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£4,500	£0
2017/18	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£7,000	£0
2018/19	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£18,000	£5,000
2019/20	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£30,000	£10,000

Key dependencies: System rolling out on time, system being as successful in ‘asking’ for donations, continued interest from third parties in Peak based events

Key risks: Events organisers choose not to support the Park, relatively high workload for return

4.2.7 Corporate Support

The Authority will seek to develop its existing relationships with corporate supporters and will seek to establish a number of new relationships. Where the Authority has existing relationships it will continue to ensure that it maintains the best relationships with the relevant corporate personnel. Care will be taken to maintain relationships between the Authority and the companies at all levels to ensure that they recognise the value of their support to the Authority.

In terms of new corporate supporters a ‘hit list’ of potential companies with an appropriate synergy with the Authority and its work which could support the organisation will be developed. In tandem with this work a range of opportunities where corporate support is required will also be developed for discussion with these organisations. These opportunities may include areas where gifts in kind would be useful (for example labour and/or materials) and those where a donation would allow the authority to undertake the work required. Once this work has been undertaken contact would need to be made with the companies and visits made to ‘sell’ the projects to them. Close liaison would be needed

throughout the project to ensure that companies got good communication, value for money and payback – to ensure future support.

Year	Description	Income	Cost
2015/16	Activity: Management of existing relationships Resources: Staff time	£0	£1,000
2016/17	Activity: Production of hit list of potential partners and opportunities for support, start to contact potential partners Resources: Staff time	£5,000	£0
2017/18	Activity: Continued recruitment of potential partners, delivery of relevant programmes Resources: Staff time	£12,000	£1,000
2018/19	Activity: Continued recruitment of potential partners, delivery of relevant programmes Resources: Staff time	£17,000	£0
2019/20	Activity: Continued recruitment of potential partners, delivery of relevant programmes Resources: Staff time	£17,000	£1,000

Key dependencies: No significant dependencies but reference to the UK National Parks work, sponsorship policy and the Due Diligence panel

Key risks: Companies continue to have restricted sponsorship/support budgets

4.2.8 High Net Worth Giving

It is likely that PDNPA staff or members already have links with a number of ‘high net worth individuals’. These are individuals with access to significant disposable income which could, if conditions were satisfactory, be turned into significant donations for the Authority. A significant amount of work will be required to determine the relationships which already exist and to develop those relationships to the point where it might be possible to seek funding. The steps that will be followed are:

- *Gathering of information from members, staff and others about who they know of who might have a love of the Peak District (based in the Peak District or elsewhere) who might fall into the HNW category and the depth of any relationship they may have with them*
- *Desk research into the background of these individuals, their interests and possible routes to get in touch with them*
- *The development of occasions for the Chair and/or Chief Executive to meet some of these key individuals*
- *The gradual building up of relationships with these individuals so that they are more fully aware of the work of the Authority*
- *Eventually, the seeking of donations for specific causes close to the hearts of these potential donors*

At this early stage of development it is suggested that a relatively minor amount of funding from this source should be anticipated. With a long development period and an unproven population of HNWs it is suggested that a small target of, say, £100,000 should be set for this area over the life of this

strategy. Because of that long development period this income has all been budgeted in the final two years of the Strategy.

Year	Description	Income	Cost
2015/16	Activity: Information gathering starts Resources: Staff time	£0	£1,000
2016/17	Activity: Information gathering, desk research, development of initial approaches Resources: Staff time	£0	£1,000
2017/18	Activity: Continued approaches, start of events/tours Resources: Staff time, costs of events	£0	£3,000
2018/19	Activity: Continued approaches and events/tours, start of asking process Resources: Staff time, cost of events	£50,000	£4,000
2019/20	Activity: Continued approaches, events/tours and asking Resources: Staff time, cost of events	£50,000	£3,000

Key dependencies: Adequate flow of information about likely HNWs, willingness of personnel to engage with HNWs in this manner, Due Diligence panel

Key risks: Failure to attract support of relevant parties, failure to make the case for large donations adequately, possible perception of compromising Park purposes and duty if not handled transparently and with sensitivity

5. Establishment of a Separate Charitable Entity

A key way to optimise the funds the Authority receives could revolve around the establishment of a charitable ‘arm’. Such an arm could enable the Authority to undertake a number of things that it cannot currently undertake:

- *Apply to a much wider range of charitable trusts and foundations than it can at present and thus generate a significant level of funds from this source*
- *Apply to be registered for Gift Aid to enhance the value of a range of donations into the charity*
- *Ensure that the charity is a separate entity and that donations are not ‘funding Government activity’ and thus, potentially, generate additional support*
- *Register for other giving schemes e.g. Give as you Live*

There are two main models which might be adopted. The first would be a simple charitable organisation established to facilitate the first two of the above points in particular. The most desirable situation would be for the Authority to be the sole corporate trustee (as many local authorities are with properties under their control). It is not currently clear whether a National Park has the powers to fulfil such a role and this will need to be clarified. Under the second model the Park would establish a charitable structure which would have a larger number of trustees and which would be substantially independent of the Park – similar to that operated in Cumbria under the ‘Nurture Lakeland’ brand.

A key issue would be that an independent charity would be able to fund any relevant work in its area meaning a potential loss of control over the funding received. The Charity Commission are likely to favour an arrangement whereby the majority of trustees are not taken from the Authority. No income has been ascribed to this area other than an estimate of the Gift Aid which might be secured (see 6 - Income and Expenditure) although the creation of such an entity would facilitate additional grant applications.

The issue has also been raised around whether the PDNPA might consider a trading subsidiary instead of/as well as a charitable entity. The decision to create such a body would not benefit the organisation's giving *per se* – it would merely create a vehicle through which all relevant trading could be routed and might well have tax benefits. This would require separate consideration.

Year	Description	Income	Cost
2015/16	Activity: Discussions with Charity Commission, registering of new entity Resources: Staff time, establishment costs	£0	£5,000
2016/17	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0
2017/18	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0
2018/19	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0
2019/20	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0

Key dependencies: No significant dependencies

Key risks: Charity Commission response uncertain, potential time and cost involved in multiple applications, potential lack of desired control over trustee/Board composition

6. Resources Required

6.1 Staffing

As well as the direct expenditure required to facilitate the development of all of the areas of giving there will be a need for additional personnel. The posts envisaged at this stage are as follows:

- *Post One – Giving Manager (f/t, suggested salary £45k gross, w.e.f. 01/01/2016) - A senior post which would be responsible for undertaking a lot of the detailed implementation and planning in 2015/16 and beyond. This work would include specifying the database, developing events/campaigns and liaison with other teams*
- *Post Two – Giving Coordinator (p/t, suggested salary £20k gross pro rata, w.e.f. 01/01/2016 moving to f/t 01/07/2016) - This post would be responsible for research and administration across all areas of giving*

- *Post Three – Support Manager (f/t, suggested salary £32k gross, w.e.f. 01/04/2017) - a dedicated post designed to develop the Visitor Payback and Corporate Support areas in particular*

In addition to the above paid posts, further consideration of the use of volunteers – and in fundraising in particular – will be needed. Their effective use would minimise staffing costs and would optimise delivery. Although it is understood that any new posts will need to go through the job evaluation process it is important to note that a premium may well have to be paid in the area of fundraising/giving posts.

6.2 Training

It will be important to consider training and development opportunities for existing staff through this process. It has been assumed that any new post will be filled with someone with the right blend of skills for the role. Existing staff (including CST and OST personnel) will also need training but, again, this will depend on which staff are asked to handle which roles. Obvious areas where staff may require training will include:

- *Visitor Centre staff – training in handling donations, subscriptions and promotion*
- *Rangers – training in how best to ask for support and donations*
- *I.T. staff – integration of CRM and other Park software*

7. Finance

7.1 Income and Expenditure

The Authority has little track record in generating funds through giving and estimating the level of funds which might be secured from any source is not straightforward. There are a number of factors which could affect the success of any activity including: the degree to which the Park is seen as separate from Government; competition; quality of activity; delivery of services and so on. It is the author's judgement that the targets in this giving strategy should be viewed as very achievable and able to be exceeded – hence the inclusion of 'stretch targets' at the beginning of this document. Industry norms for this sort of activity suggest that, when mature, such activities might be expected to generate a 3: 1 or 4:1 return on investment. The average across all areas in this document (if the stretch targets are achieved) would be 2.6:1 which could be considered a good return on investment. In future years' experience would suggest that the return on investment would get better still as the giving areas 'mature'. The income and costs are described in detail at Appendix One. A summary is as follows:

INCOME	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	0	12,000	45,000	90,000	150,000
Campaigns	0	7,000	20,500	25,000	45,000
Visitor Payback	0	2,500	7,500	20,000	40,000
Donations	11,500	13,500	15,000	17,000	18,000
Leg/In Mem	1,000	2,000	2,000	2,000	3,000
Events	3,500	4,500	7,000	18,000	30,000
Corporate	0	5,000	12,000	17,000	17,000
High Net Worth Giving	0	0	0	50,000	50,000
Gift Aid	1,438	4,375	11,000	25,250	37,875
TOTAL	17,438	50,875	120,000	264,250	390,875

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	5,000	8,000	4,000	4,000	4,000
Campaigns	3,000	600	4,650	8,500	10,500
Visitor Payback	5,000	3,000	3,000	7,000	3,000
Donations	1,500	1,500	1,500	1,500	1,500
Leg/In Mem	2,100	300	300	300	500
Events	0	0	0	5,000	10,000
Corporate	1,000	0	1,000	0	1,000
High Net Worth Giving	1,000	1,000	3,000	4,000	3,000
Separate charitable entity	5,000	0	0	0	0
Other (includes staffing)	41,250	69,000	101,000	101,000	101,000
TOTAL	64,850	83,400	118,450	131,300	134,500

Surplus/Deficit	(47,412)	(32,525)	1,550	132,950	256,375
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7.2 Strategic Certainty

The Authority is seeking to understand the strategic financial certainty that could be anticipated from a giving portfolio and the timescales for the delivery of this certainty. With little track record to go on – and a very crowded marketplace in terms of the number of calls on people’s funds – it is difficult to be definite about the level of return that will be generated until the activities have been tested. It may be considered prudent to assume a lower level of giving even though somewhat pessimistic forecasts have been made of income generation. At present the estimate of certainty of any income source coming in has been assumed to be in the region of 66% (based on previous experience of this type of approach). This gives the following figures:

	2015/16	2016/17	2017/18	2018/19	2019/20
Forecast Income	17,438	50,875	120,000	264,250	390,875
Forecast Expenditure	64,850	83,400	118,450	131,300	134,500
Certainty	11,509	33,578	79,200	174,405	257,978
Surplus/(Deficit) over Certainty	(53,341)	(49,822)	(39,250)	43,105	123,478

It is important to note that it is expected that the Forecast Income figures these figures are, as has been said, fairly pessimistic and it should be very possible to exceed them – hence the suggestion of ‘stretch’ targets on Page 3.

7.3 Key Performance Indicators

Once the strategy has been adopted it will be necessary to refine and expand the implementation plan in order to reflect the decisions which will have been made around investment, timescales and priorities. For each of the key areas of activity it would be desirable to create a series of Key Performance Indicators which will allow the Authority to measure the success of each major area of development. Such indicators are likely to include:

- *Return on Investment (£s raised per £ spent)*
- *Deadline (date achieved vs. date planned)*
- *Percentage growth (% increase over time)*
- *Numerical growth (actual increase in £/activity over time)*

- *Satisfaction levels of donors*
- *Brand awareness levels*
- *Numbers of supporters recruited*

APPENDIX ONE – Income and Cost Forecasts

INCOME	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	0	12,000	45,000	90,000	150,000
Number	0	400	1,500	3,000	5,000
Fee	0	30	30	30	30
Campaigns	0	7,000	20,500	25,000	45,000
Campaign One – public donations	0	5,000	5,000	0	0
Campaign One - supporter donations (20% response @ £25)	0	2,000	5,500	0	0
Campaign Two – public donations	0	0	10,000	10,000	0
Campaign Two - supporter donations (20% response @ £25)	0	0	0	15,000	10,000
Campaign Three – public donations	0	0	0	0	10,000
Campaign Three- supporter donations (20% response @ £25)	0	0	0	0	25,000
Visitor Payback	0	2,500	7,500	20,000	40,000
Number of Businesses	0	25	50	100	200
Average number of nights/donations p.a.	0	50	75	100	100
Donations per night	-	2	2	2	2
Donations	11,500	13,500	15,000	17,000	18,000
Donations to Volunteers Service	5,000	5,000	5,000	5,000	5,000
Car Parks	500	500	1,000	1,000	1,000
Visitor Centres/Trails Donations	2,000	3,000	4,000	5,000	6,000
Ranger-led Events/Guided Walks	4,000	5,000	5,000	6,000	6,000
Leg/In Mem	1,000	2,000	2,000	2,000	3,000
Legacies	0	0	0	0	0
In Memoriam	1,000	2,000	2,000	2,000	3,000

INCOME	2015/16	2016/17	2017/18	2018/19	2019/20
Events	3,500	4,500	7,000	18,000	30,000
Events for Partner Organisations	3,000	3,000	4,000	4,000	5,000
Event Participants' Payback	500	500	1,000	1,000	2,000
Organisers' Donations/Fees	0	1,000	2,000	3,000	3,000
PDNPA Events	0	0	0	10,000	20,000
Corporate	0	5,000	12,000	17,000	17,000
Sponsorship	0	3,000	5,000	10,000	10,000
Gifts in Kind	0	1,000	5,000	5,000	5,000
Donations	0	1,000	2,000	2,000	2,000
High Net Worth Giving	0	0	0	50,000	50,000
Donations	0	0	0	50,000	50,000
Gift Aid (assume average of 50% of Supporters, Campaigns, VP, Donations income attract GA at 25%)	1,438	4,375	11,000	25,250	37,875
TOTAL	17,438	50,875	120,000	264,250	390,875

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	5,000	8,000	4,000	4,000	4,000
Recruitment Campaign Design	2,000	0	0	0	0
Recruitment Literature	2,000	2,000	2,000	2,000	2,000
Staff Training (2 days @£500)	1,000	1,000	1,000	1,000	1,000
Press/Social Media Activity	0	0	1,000	1,000	1,000
Development of Online Supporter Recruitment	0	5,000	0	0	0
Campaigns	3,000	600	4,650	8,500	10,500
Campaign Design	2,000	0	2,000	2,000	0
Campaign Literature and Banners	1,000	0	1,000	2,000	0
Appeal Packs (@£1.50)	0	600	1,650	4,500	10,500
Press/Social Media Activity	0	0	0	0	0
Development of Online Presence	0	0	0	0	0
Visitor Payback	5,000	3,000	3,000	7,000	3,000
Literature Design and Production	5,000	1,000	1,000	5,000	1,000
Press/Social Media Activity	0	2,000	2,000	2,000	2,000
Donations	1,500	1,500	1,500	1,500	1,500
Donation Boxes/Facilities	1,000	1,000	1,000	1,000	1,000
Literature	500	500	500	500	500
Leg/In Mem	2,100	300	300	300	500
Literature	2,000	0	0	0	0
Plaques, etc.	100	300	300	300	500
Events	0	0	0	5,000	10,000
PDNPA Events	0	0	0	5,000	10,000

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
Corporate	1,000	0	1,000	0	1,000
Literature and Materials	1,000	0	1,000	0	1,000
High Net Worth Giving	1,000	1,000	3,000	4,000	3,000
Materials, Research, etc.	1,000	1,000	0	1,000	0
Events and Tours	0	0	3,000	3,000	3,000
Establishment of a separate charitable entity	5,000	0	0	0	0
Legal Advice	5,000	0	0	0	0
Costs of Registration	0	0	0	0	0
Other Costs	41,250	69,000	101,000	101,000	101,000
Giving Manager	11,250	45,000	45,000	45,000	45,000
Giving Coordinator	5,000	20,000	20,000	20,000	20,000
Support Manager	0	0	32,000	32,000	32,000
Database Purchase and Associated Costs	20,000	1,000	1,000	1,000	1,000
General Training	5,000	3,000	3,000	3,000	3,000
TOTAL	64,850	83,400	118,450	131,300	134,500
SURPLUS/(DEFICIT)	2015/16	2016/17	2017/18	2018/19	2019/20
	(47,412)	(32,525)	1,550	132,950	256,375

APPENDIX TWO: Implementation Plan

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Supporters	Detailed supporter offer, rates and management approaches finalised																								
	Recruitment campaign developed and launched																								
	Supporters start to be recruited																								
	Ongoing supporter management commences																								
Appeals & Campaigns	Initial appeal subject agreed																								
	Creative agency briefed to design appeal/campaign																								
	Campaign promoted to public																								
	Appeal promoted to supporters																								
	Second major appeal/campaign determined																								
	Creative agency briefed to design appeal/campaign																								
	Campaign promoted to public																								
	Appeal promoted to supporters																								
Donations	Agreement over location of additional donation facilities reached																								
	Development of new donation boxes/facilities																								

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Installation of new donation boxes/facilities																								
Visitor Payback	Detailed discussion held with Nurture Lakeland and Love the Broads about using their models of Payback																								
	Detailed discussions with other PD based organisations interested in Payback schemes to ensure that only one scheme is launched in the area																								
	Development of all materials for a PD Payback Scheme																								
	Launch promotion of PD Visitor Payback Scheme																								
Events	Launch of booking system																								
	Generation of increased donations from event organisers/attendees starts																								
	Development of new raft of potential PD events which could be tendered out																								
	Tendering of new events																								
	Possible launch of new events																								
Legacies/In Mem.	Internal discussion around what can be offered (in attribution terms) under an In-Mem campaign																								

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Development of joint Legacy/In-Mem campaign																								
	Development of marketing materials																								
	Launch/maintenance of campaign																								
Corporate support	Ongoing management of existing relationships																								
	Development of hit list																								
	Development of corporate support opportunities																								
	Corporate visits																								
	Increased corporate support received																								
HNW donors	Information gathering on potential HNWs																								
	Desk research into HNWs																								
	Development of HNW events/programme																								
	Development of relationships																								
Separate Trust	Detailed research into the ramifications of a separate charitable trust undertaken																								
	Proposal prepared and considered within the PDNPA																								
	Development of separate entity																								
	Launch of separate entity																								
	Development of Gift Aid claims																								
Database	Specified and purchased																								

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Trialled and installed																								
Staffing	Recruitment of Admin post																								
	Recruitment of Giving Manager																								
	Recruitment of Supporter and Appeals Manager																								
Training	Database training for staff undertaken																								
	Supporter recruitment/management training for relevant staff undertaken																								
	Training of relevant staff in seeking donations																								