Arts
Fundraising
National
Occupational
Standards
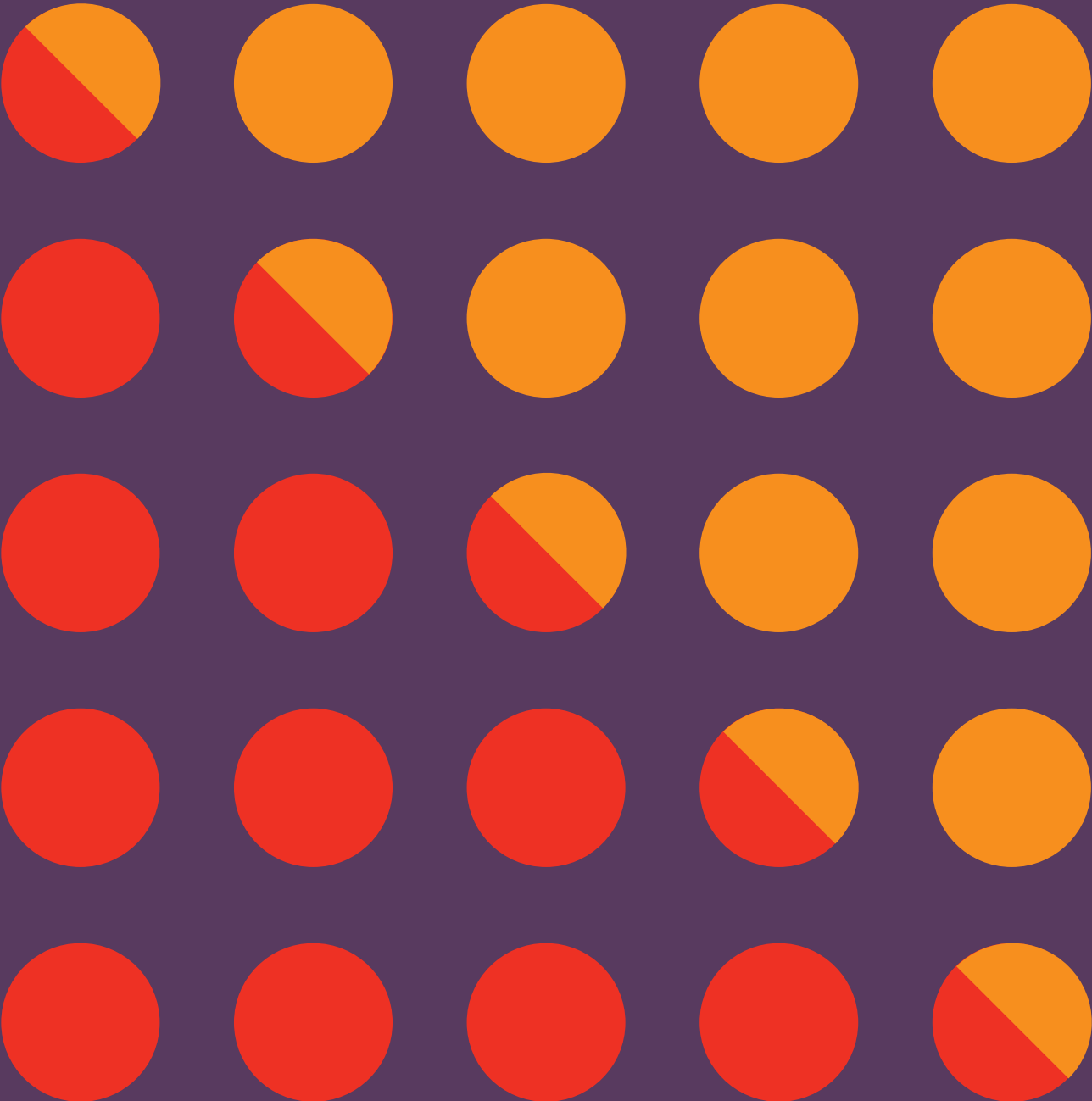
arts
fundraising &
philanthropy

Arts Fundraising
National Occupational Standards

In 2013, The Arts Marketing Association and Arts Fundraising and Philanthropy Consortium worked with Skills Third Sector to create a set of National Occupational Standards for Fundraising. These set out the skills that staff and volunteers who are responsible for raising funds for their organisation should have, as well as what they should know and understand in order to do their job well. These were updated in 2020.

In 2023, Arts, Fundraising and Philanthropy further reviewed and updated these standards in line with current content and to reflect any changes in fundraising and data protection guidelines.

The fundraising standards comprise three major groupings:

S	F	M
SUPPORT	FUNDRAISING	MANAGEMENT

They have been structured in this way to make it easier for users to identify standards that may be relevant to their role.

We should note that, whilst these have been updated, fundraising as a profession is changing very rapidly, becoming ever more important to the financial and artistic sustainability of organisations, and professionalising its activities very swiftly. These National Occupational Standards can, therefore, only illustrate the skills required at this point in time to deliver an efficient and effective fundraising operation.

Arts Fundraising
National Occupational Standards

NOS URN	Standard Name	Function Support/ Fundraising/ Management	Level of expertise Beginner/ Intermediate/ Advanced
AFNOS 1	Assist with planning fundraising activity and implementation	S	B/I
AFNOS 2	Contribute to the development of relationships with supporters	S	B/I
AFNOS 3	Use your communication skills to support the work of fundraisers	S	B/I
AFNOS 4	Support the work of your fundraising team	S	B/I
AFNOS 5	Receive and process donations	S	B/I
AFNOS 6	Manage data and research to support fundraising	S	B/I
AFNOS 7	Assist with fundraising reporting	S	B/I
AFNOS 8	Develop and implement a plan for corporate fundraising activity	F	I/A
AFNOS 9	Develop and implement a plan for the generation of grant income from trusts, foundations and public sources	F	I/A
AFNOS 10	Develop and implement a plan for one-off and regular individual giving	F	I/A
AFNOS 11	Develop and implement a plan for major gift fundraising	F	I/A
AFNOS 12	Develop and implement a plan for legacy fundraising	F	I/A
AFNOS 13	Develop and implement a plan for community fundraising	F	I/A
AFNSO 14	Develop and implement a plan for fundraising events	F	I/A
AFNOS 15	Monitor, enhance and sustain relationships with supporters of your cause	F	I/A
AFNOS 16	Conduct a fundraising audit	M	I/A
AFNOS 17	Develop and implement an overall fundraising strategy	M	A
AFNOS 18	Manage supporter retention	M	A
AFNOS 19	Monitor and evaluate fundraising performance	M	A
AFNOS 20	Manage fundraising resources	M	A
AFNOS 21	Plan and co-ordinate joint working for fundraising	M	A
AFNOS 22	Promote public trust and confidence in fundraising	M	A
AFNOS 23	Provide leadership in your area of responsibility	M	A
AFNOS 24	Work with trustees to enhance fundraising success	M	A
AFNOS 25	Use information technology effectively in fundraising	ALL	ALL
AFNOS 26	Use digital platforms and mediums in fundraising	ALL	B/I
AFNOS 27	Diversify income across multiple fundraising streams	F	I/A
AFNOS 28	Develop and implement ethical fundraising policies	M	A
AFNOS 29	Fundraise legally and in accordance with regulation	M	A
AFNOS 30	The environmental impact of fundraising	M	I/A

S SUPPORT   F FUNDRAISING   M MANAGEMENT

AFNOS 1
Assist with planning fundraising activity and implementation

Overview

This standard is about assisting the work of fundraisers as they develop a fundraising plan, and assisting them during its implementation. This could concern a specific fundraising project or campaign, or cover fundraising activities more generally. You will need to support the fundraising planning process, which may include identifying potential sources of funding and resources. You will need to present information in the format agreed with the relevant person and review the information you have collected in order to contribute your own suggestions to the fundraising plan.

You must confirm the scope of your work and identify the tasks and the deadlines that you will need to work on and to with the relevant person. You must also report any problems that occur when undertaking your tasks, as well as agree suitable solutions with the relevant person. You must be able to evaluate the success of the activity as a whole and your own contribution to that activity.

This standard is appropriate for people new to fundraising and those supporting fundraising activities in your organisation.

Performance criteria

You must be able to:

P1   clarify the aims of the fundraising activity and how your tasks fit into the activity as a whole

P2   clarify the specific scope and responsibilities relating to the task

P3   plan and prioritise your workload in consultation with the relevant person

P4   identify any initial problems within and outside the scope of your role that might impact on the task and communicate these to the relevant person in line with organisational requirements

P5   seek feedback about similar activities that have been completed in the past to inform your work

S

AFNOS 1
Assist with planning fundraising activity and implementation

P6   identify sources of potential funding and resources as directed by the relevant person

P7   identify and review relevant sources of fundraising information

P8   use the most appropriate sources of information to ensure they are relevant and up to date

P9   record all sources of information and store this with the results of your research

P10   present the material in a format that meets the needs of the target audience

P11   seek advice whenever necessary in order to complete your assigned tasks in line with organisational requirements

P12   plan and coordinate the availability of resources where they are required to support fundraising activity

P13   provide reports of your progress at the times agreed and in the format required by the relevant person

P14   identify any problems within and outside the scope of your role and communicate the details to the relevant person in line with organisational requirements

P15   agree any variations that might be necessary to your tasks with the relevant person and amend work as needed

P16   monitor the success of your work and, at the conclusion of the fundraising activity, review its success with the relevant person to inform fundraising planning

Knowledge and understanding

Context specific
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the organisation's case for support

K3   the organisation's current approach to fundraising, and the role and importance of fundraising within the organisation

S

AFNOS 1
Assist with planning fundraising activity and implementation

K4 the scope and objectives of the relevant fundraising plan

K5 the scope and context of the responsibilities you are required to undertake

K6 the nature of the information required and how it will inform the fundraising plan

K7 sources of information and relevant people within the organisation you can ask for advice

K8 the timescale within which your tasks must be completed

K9 who the relevant person is to clarify and agree the tasks that you are required to carry out

K10 who the relevant person is to ask for advice and feedback

SECTOR SPECIFIC
You need to know and understand:

K11 the external context/environment in which your fundraising plan will be delivered

K12 how and where to access information about funding sources and resources

K13 the appropriateness of different sources of funding and resources

K14 how to locate and interpret fundraising data

K15 how to take part in reviewing the success of the fundraising activity and your own contribution with the relevant person

K16 the current fundraising regulations and how they apply to your organisation's fundraising strategy

S

AFNOS 1
Assist with planning fundraising activity and implementation

GENERAL
You need to know and understand:

K17 how to maintain records of your work and ensure records are stored in accordance with GDPR/data protection policies held by your organisation

K18 how to present your findings and make suggestions to the relevant person in a clear and concise manner

K19 the need for professional confidentiality, within and outside of the organisation

Additional Information

Glossary
A case for support can take a variety of forms, up to and including a full fundraising strategy and plan. For the purposes of these National Occupational Standards, a case for support is a short, document which outlines why a donor should support your cause over any other, evidence to back up your assertions (which could be quantitative or qualitative, but will often include emotional reasons for support as well as rational), and details on how a donor can get involved.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of data protection/GDPR policies relating to your organisation.

S

AFNOS 2
Contribute to the development of relationships with supporters

Overview

When working in fundraising it is vital that the opportunity to make contacts and build up a solid base of support is maximised. You will, therefore, need to ensure that your own conduct – including answering the phone, communicating by e-mail or letter, or meeting with potential, current or lapsed supporters face-to-face – contributes to acquiring, maintaining and enhancing relationships.

You must also ensure that you present a positive image of your organisation in any contact you have with supporters, and are sensitive to their needs and requirements, recording these as appropriate.

This standard is appropriate for people new to fundraising and those supporting fundraising activities in your organisation.

Performance criteria

You must be able to:

P1   present yourself, your colleagues, and your organisation professionally when dealing with existing, potential, and lapsed supporters, directly and indirectly, in line with organisational requirements

P2   appropriately respond to all supporter communication within agreed timescales

P3   provide accurate and up to date information

P4   record any changes required to the contact details, access requirements, data protection or communications preferences for supporters

P5   record your work in a format agreed with the relevant person. You should understand and be able to use your organisation's fundraising database (if appropriate)

P6   research and draft information to assist in communications with existing and potential supporters as agreed with the relevant person

S

AFNOS 2
Contribute to the development of relationships with supporters

P7   present your work to the relevant person for their approval

P8   evaluate feedback received on your work for future improvement and ensure you are amending future work in line with feedback

P9   recognise how to effectively utilise different digital communication methods in a post-covid environment – for example, video calls/meetings

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the relevant person to clarify and agree the tasks that you are required to carry out

K3   any special needs that supporters may have, why it is important to take account of special needs and how to do so

K4   how to maintain clear and accessible records of supporters in line with GDPR/data protection requirements

K5   suitable methods of communicating information to existing and potential supporters and how to assess the suitability of each method of communication

K6   why people support the organisation and what motivates them to provide such support

K7   the operation of other departments and the importance of internal communication and co-operation

K8   why it is important to seek feedback from existing, potential and lapsed supporters to inform future fundraising activity

S

AFNOS 2
Contribute to the development of relationships with supporters

SECTOR SPECIFIC
You need to know and understand:

K9	the common enquiries that fundraisers receive, the types of information that you need to provide and how to get access to such information
K10	how to contribute to the preparation of effective and informative fundraising communications and ensure that all communications adhere to principles of good practice
K11	the Fundraising Code of Practice and how it should influence how you deal with various categories of supporter
K12	the work of the Fundraising Standards Board and your organisation's procedures for dealing with all feedback, including any complaints
K13	the principles of data protection/GDPR and your organisation's procedures for recording individual preferences
K14	the external context/challenges in which your current/potential donor base is operating

GENERAL
You need to know and understand:

K15	how to plan and prioritise your workload in consultation with relevant persons
K16	how to deal with enquiries politely and promptly
K17	the importance of evaluating feedback received on your work and adjusting your approach accordingly
K18	how to use information technology to facilitate the management of relationships and store information
K19	the need for professional confidentiality, within and outwith the organisation

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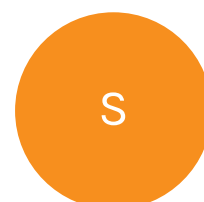
AFNOS 2
Contribute to the development of relationships with supporters

Additional Information

Glossary

Supporters are any individuals who may be visitors, audiences, customers, ticket purchasers, donors, (e)mailing list members, members, friends, etc – in other words, anyone who has declared an interest in your organisation, virtually or in real life.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of your organisation's data protection/GDPR policy.

S

AFNOS 3
Use your communication skills to support the work of fundraisers

Overview

This standard is about using the full range of communication skills to support the work of fundraisers. It involves participating in meetings, contributing to discussions in the relevant medium and dealing with requests for information from members of your team and others working in your organisation. You will need to demonstrate that you can also communicate effectively with individuals outside your organisation as you fulfil your fundraising role. These may be supporters, but they may also be individuals working for other organisations.

You will need to demonstrate that you can handle any enquiries you receive promptly and effectively, passing on information to the relevant person clearly and accurately. You will also be required to show you can respond to any enquiries in a polite and sensitive manner.

There are two elements

1. Contribute to discussions within fundraising
2. Handle fundraising enquiries from others

This standard is appropriate for people new to fundraising and those supporting fundraising activities in your organisation.

Performance criteria

Contribute to discussions within fundraising

P1   listen carefully to others, identify their intentions and check that you understand them correctly

P2   make contributions that help the discussion achieve its objectives

P3   adapt your contribution using accepted protocols to suit the situation

P4   support the discussion with information that is accurate, relevant and up to date

S

AFNOS 3
Use your communication skills to support the work of fundraisers

P5   record the outcome, in line with data protection/GDPR policies, of discussions and ensure that you are clear about work that you might be required to undertake as a result

P6   seek feedback on previous performance to help identify ways you can improve your practice

HANDLE FUNDRAISING ENQUIRIES
You need to know and understand:

P7   confirm you have understood the nature of the enquiry, and from whom it has come

P8   follow-up on the enquiry in line with organisational requirements

P9   ensure all communications regarding enquiries are recorded – in line with data protection and GDPR policies – and:

    P9.1   contain relevant details

    P9.2   are accurate

P10   refer the necessary details to the relevant person where further action is required in line with organisational requirements

P11   discuss and resolve any misunderstandings in communication with the relevant person

P12   feedback details relating to the nature of fundraising enquiries into reporting systems in line with organisational requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the vision, aims, ethics, culture, past history and mission of your organisation

K2   the organisation's case for support

K3   who is the relevant person to instruct you and approve your work

S

AFNOS 3
Use your communication skills to support the work of fundraisers

K4 how to communicate appropriately with external persons and organisations in a manner and through the medium approved by the relevant person

K5 the information you are required to collect from people making enquiries

K6 how to safely record that information and when to pass on the enquiry to the relevant person

K7 the importance of ensuring that the urgency of the enquiry is indicated to the relevant person

SECTOR SPECIFIC
You need to know and understand:

K8 the variances when dealing with different types and levels of supporter

K9 the work of the Fundraising Standards Board and your organisation's procedures for dealing with all enquiries, including any complaints and who is best to tackle these

K10 the principles of data protection/GDPR and your organisation's procedures for recording individual preferences/reporting data breaches

K11 the external context/challenges in which your audience base is operating within

GENERAL
You need to know and understand:

K12 how to use active listening techniques

K13 how to use accepted protocols for different methods of communication and understand how to respond in an appropriate manner

K14 the need for professional confidentiality, within and outwith the organisation

S

AFNOS 3
Use your communication skills to support the work of fundraisers

Additional Information

Glossary

Active listening techniques refer to a heightened awareness of listening, using relevant communication skills to take note of all verbal and non-verbal information that the other person demonstrates when communicating.

Accepted protocols for different methods of communication refers to the differences in what is acceptable etiquette within your organisation and in the wider context in terms of face to face conversations, written letters, telephone contact, e-mail or other digital communication methods.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of your organisation's data protection/GDPR policy.

S

AFNOS 4
Support the work of your fundraising team

Overview

This standard is about working effectively within a team and helping to improve the team's work, as well as responding positively to feedback on your work within the team. The team in this standard could include people working at a lower, higher or the same level as you and include volunteers or paid staff.

There are two elements

1. Work effectively with other team members
2. Help to improve the work of your team

This standard is appropriate for people new to fundraising and those supporting fundraising activities in your organisation.

Performance criteria

WORK EFFECTIVELY WITH OTHER TEAM MEMBERS
You need to know and understand:

P1   communicate with other team members, checking that you have made your meaning clear

P2   work in a way that supports the work of other team members, within the limits of your job role and whilst being able to complete your own work on time

P3   pass on essential information to other team members as soon as possible

P4   carry out any commitments you have made to other team members in line with organisational requirements and in a timely manner

P5   explain to team members any circumstances that may prevent you from meeting agreed commitments

P6   develop effective working relationships with other team members, especially if/when working remotely

P7   identify any problems with your working relationships and work with other team members to solve these problems

S

AFNOS 4
Support the work of your fundraising team

P8 follow your organisations procedures if there are problems with working relationships that you cannot resolve with your team members

HELP THE WORK OF YOUR TEAM
You need to know and understand:

P9 identify areas where your team could improve its work

P10 suggest improvements in line with agreed procedures

P11 make suggestions for improvements at an appropriate time and place

P12 listen to and respond to other team members' ideas about your suggestions in line with organisational protocols

Knowledge and understanding

You need to know and understand:

K1 why effective teamwork is important and how you can contribute to your team's effectiveness

K2 the people who make up your team, how they contribute to the organisation's work and their own personal circumstances

K3 the responsibilities of your team and why they are important to the organisation as a whole

K4 the artistic vision, aims and objectives of your organisation, alongside understanding your organisation's culture and processes and 'how things work'

K5 why it is important to communicate clearly and effectively with members of your team and how to do so via techniques such as:

K5.1 e-mail and social media

K5.2 face-to-face

K5.3 telephone

K5.4 writing short progress reports and notes

K5.5 video calls/meetings

AFNOS 4
Support the work of your fundraising team

K6 the limits of your job role and what you can and cannot do when helping members of your team, including conflicts of interest

K7 what you should do if helping a member of your team makes you fall behind with your own work, or if delays in receiving information has a negative impact on your workload and timescales

K8 the types of essential information that need to be passed onto members of your team and why you need to pass it on as soon as possible

K9 the types of working relationships that help the team to work well and the types of relationships that do not

K10 how to deal with difficult working relationships

K11 the procedures in your organisation to deal with conflict

K12 why it is important for teams and organisations to continue to improve the way they work

K13 how to look for and identify possible improvements at work and in working relationships

K14 how to make suggestions in a constructive way that do not sound too critical, including how best to provide feedback

K15 the appropriate time and place to make suggestions for improvements in the way the team works

K16 why you should deal positively with team members' ideas about your suggestions

K17 the need for professional confidentiality, within and outwith the organisation

Additional Information

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

S

AFNOS 5
Receive and process donations

S

Overview

This standard is about receiving and processing donations. Fast and accurate processing of donations received is a key element of supporter care, and the creation and maintenance of accurate financial records is an essential administrative function in fundraising.

You will need to understand and be able to use the systems and processes your organisation has in place. Since much of the information will be sensitive in nature, you will need to be accurate and maintain confidentiality.

This standard is appropriate for people new to fundraising, and those supporting fundraising activities in your organisation.

Performance criteria

You must be able to:

P1　check and process incoming donations in line with organisational requirements

P2　record data protection preferences in line with organisational and GDRP/data protection requirements

P3　issue an appropriate acknowledgement/thank you in line with organisational requirements

P4　maintain security and confidentiality at all times in line with organisational requirements and external data protection/GDPR requirements

P5　how to report data breaches, and to who, to ensure compliance with GDPR and other data protection processes

P6　notify the relevant person if you encounter any difficulties or discrepancies, in line with organisational requirements

P7　comply with legal requirements and codes of practice

P8　seek feedback on your performance to help identify ways you can improve your practice

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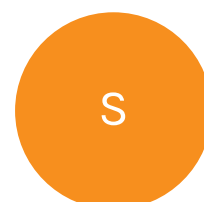
AFNOS 5
Receive and process donations

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the types of incoming payment that are handled regularly by your organisation

K2 your organisation's procedures for processing donations and how to use the relevant parts of your organisation's database and/or box office system to record donations

K3 what documentation needs to be completed for each form of gift

K4 how to access and update existing donor records

K5 how to issue receipts / acknowledgements / thank you letters, and what processes to follow in doing so, with the long-term aim of building stronger relationships with donors which may lead to repeat donations

K6 the types of discrepancies that may occur and to whom you should report them

K7 sources of information and advice within your organisation

K8 your organisation's timescale standards for communication

K9 the importance of security and confidentiality of information and how to maintain these in line with GDPR/data protection policies

K10 the limits of your own authority and what steps to take if any action falls beyond this

SECTOR SPECIFIC
You need to know and understand:

K11 the impact of legislation and regulation on data amendment and donation processing and where to seek information regarding these issues

K12 how tax-effective giving mechanisms function and how to communicate these to donors

AFNOS 5
Receive and process donations

K13 how to ensure PCIDSS compliance regarding credit card transactions and to ensure GDPR/data protection when handling financial transactions

K14 the need for professional confidentiality, within and outwith the organisation and to ensure you are compliant at handling financial data

Additional Information

Glossary

A **gift** may be a donation, grant or bequest, given to support the work of a non-profit organisation.

A **Box Office** is an event booking and ticketing system, which may also include a CRM database.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

S

AFNOS 6
Manage data and research to support fundraising

Overview

This standard concerns the use and management of research and data to support fundraising.

In this standard you will need to show that you can use a range of internal and external sources, including digital channels, to search for and select fundraising information as required by the relevant person. This could include, for example, subscribing to appropriate e-mail newsletters and blogs, or participating in briefings and networks, to ensure that you keep up to date on fundraising. It may also extend to detailed prospect research, including wealth-screening or donor profiling, conducted internally where software is available, or through a third party such as a data agency.

You will also need to show that you can present data in the agreed format using information and communication technology. This standard is also about inputting information onto a database or box office system, and maintaining that information.

There are two elements

1. Search for, commission and present information
2. Manage, analyse, store and update data

This standard is appropriate for people new to fundraising and those supporting fundraising activities in your organisation.

Performance criteria

SEARCH FOR, COMMISSION AND PRESENT INFORMATION
You must be able to:

P1   find and select the internal and external information you need to support fundraising activity using a range of sources, and commissioning primary research where required, as agreed with the relevant person

S

AFNOS 6
Receive and process donations

P2 ensure you are compliant with all GDPR and data protection requirements when sharing data with third parties and that all commissioning organisations are compliant

P2 join appropriate networks (on- and off-line) and maintain good on-going communication

P3 produce information in line with organisational requirements and be able to adapt information for different internal stakeholders

P4 present information in a format appropriate to the needs of the end user

MANAGE, ANALYSE, STORE AND UPDATE DATA
You must be able to:

P5 input information into a box office system, database or analytical tool in line with organisational requirements

P6 update information stored in databases or box office systems, in line with organisational requirements

P7 comply with data protection/GDPR legislation and organisational policies and procedures

P8 respond to requests for information by relevant people using data for which you are responsible

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2 the relevant person to approve your work

K3 the time and other resources at your disposal

S

AFNOS 6
Receive and process donations

K4 where and how to obtain suitable sources of information for fundraising that are relevant to your task and the work of your organisation, including third parties from whom primary research might be commissioned

K5 how to maintain contact and request updates from potentially suitable sources of information

K6 the appropriate names and files to use when saving documents and where to save such information to ensure safe and secure storage in line with GDPR/data protection

K7 which users are permitted to view database or box office information

SECTOR SPECIFIC
You need to know and understand:

K8 printed sources of fundraising information including professional magazines and journals

K9 online sources of fundraising information

K10 forms of online information, including:

K10.1 downloads

K10.2 newsgroups

K10.3 blogs

K10.4 podcasts

K10.5 relevant social networking sites

K11 latest technological advancements surrounding data collection/development and how these relate to good research/development of data

GENERAL
You need to know and understand:

K12 he importance of understanding what is being researched, and the possible results one might expect to find/the hypothesis being tested

AFNOS 6
Receive and process donations

K14 the importance of maintaining an effective database and its potential applications

K14 the data components that might be included in a database, including:

    K12.1 geographic

    K12.2 demographic

    K12.3 lifestyle and attitudinal information

    K12.4 giving pattern data

    K12.5 attendance/ticket purchasing history data

K15 legal and ethical requirements regarding the collection, storage, and use of information, particularly data protection/GDPR legislation and PCIDSS compliance

K16 how to present information clearly, consistently and in an appropriate format

K17 the need for professional confidentiality, within and outwith the organisation

Additional Information

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of your organisation's data protection/GDPR policy.

AFNOS 7
Assist with fundraising reporting

Overview

This standard is about assisting other fundraisers in measuring and reporting on the results of fundraising activity. This could concern a specific fundraising project or campaign, or cover fundraising activities more generally. It might also include providing feedback to external funders.

You will need to research and collate financial and other data, and calculate simple ratios with the aid of spreadsheet or database packages. You may also need to include supporter feedback, details about the nature of enquiries and other non-financial information necessary to inform future fundraising practice.

You will need to present the resulting information in the format agreed with the relevant person.

You will need to clarify your own tasks and identify the deadlines that you will need to work to with the relevant person.

This standard is appropriate for people new to fundraising and those supporting fundraising activities in your organisation.

Performance criteria

You must be able to:

P1	clarify your tasks and responsibilities with the person you are supporting and the time available for you to complete your tasks
P2	plan and prioritise your workload in consultation with relevant persons
P3	understand the aim of the reporting process, who the reporting process is for (whether this is internal or external), and how your tasks fit into the process as a whole
P4	use the procedures and tools provided to facilitate fundraising/financial reporting in your organisation
P5	enter fundraising data from source documents in line with task requirements

S

AFNOS 7
Assist with fundraising reporting

P6 maintain security and confidentiality in line with organisational requirements

P7 provide reports of your progress at the times agreed and in the format required by the relevant person

P8 notify the relevant person if you encounter any difficulties or discrepancies in line with organisational requirements

P9 agree any variations to your tasks with the relevant person

P10 comply with legal requirements and codes of practice in line with organisational requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the detail of your tasks within the fundraising reporting process

K2 the timescale within which your tasks must be completed

K3 your organisation's procedures for fundraising reporting and how to use the relevant database or spreadsheet tools, and/or other reporting tools

K4 sources of information and relevant people in the organisation you can ask for advice

K5 the importance of security and confidentiality of information and how to maintain these

K6 your organisation's procedures for quality control and how to comply with these

K7 why it is important to seek feedback from supporters to inform future fundraising activity

K8 your external audience and their needs for effective reporting

S

AFNOS 7
Assist with fundraising reporting

SECTOR SPECIFIC
You need to know and understand:

K9	the types of reports which your organisation produces and who the organisation reports to
K10	the legal requirements relating to reporting, especially those relating to financial reporting
K11	the metrics and calculations that are used in measuring and reporting the results of fundraising activity
K12	the impact of legislation, regulation, and codes of practice on fundraising reporting and where to seek information regarding these issues

GENERAL
You need to know and understand:

K13	how to use spreadsheet and database reporting tools
K14	how to interpret data to create a meaningful and useful narrative to support your organisation's aims and objectives
K15	how to utilise effective reporting to support fundraising activity
K16	how to present reports in a clear and concise manner
K17	the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
People within organisations may be employee colleagues, in fundraising teams or elsewhere, or volunteers, including but not limited to board members, directors and trustees.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

S

AFNOS 8
Develop and implement a plan for corporate fundraising activity

Overview

This standard is about raising funds and other resources from corporate supporters and partners. This support may include monetary donations, gifts in kind, pro bono donations of staff time or staff secondments, access to staff for fundraising activities, partnerships, payroll giving, sponsorship or access to staff and customers for fundraising purposes.

The fundraising cycle has four key phases – research, plan, implement and review – and all of these must be considered as you develop a clear and achievable plan to secure corporate support, involving other colleagues or stakeholders where possible in the planning and implementation. It will identify how you are going to secure funds and other resources from corporate supporters, the methods you will use, organisational resource requirements, and what your corporate supporters expect to achieve as a result. It is likely that your plan will form part of your organisation's overall fundraising strategy.

This standard has two elements

1. Develop a plan for corporate fundraising activity
2. Implement a plan for corporate fundraising activity

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

Performance criteria

Develop a plan for corporate fundraising activity
You must be able to:

P1   clarify the scope of your responsibilities and what is expected of you in terms of fundraising and financial targets

P2   review the performance of past corporate fundraising to improve future practice and utilise learning to develop a corporate fundraising strategy

F

AFNOS 8
Develop and implement a plan for corporate fundraising activity

P3   review the corporate environment to identify and create relevant corporate fundraising opportunities, including but not limited to:

    P3.1   relevant trends

    P3.2   critical issues

    P3.3   competitor activity

    P3.4   giving patterns

    P3.5   macro-environmental factors, often identified through STEEPLE analysis or similar

    P4   identify events, projects or areas of work suitable for corporate support, thinking about the appropriateness of external involvement and the benefits which might be offered in exchange

P5   use explicit or implicit data on, and research into, audiences, visitors, customers, participants and other stakeholders to create profiles and segments which may help in the identification of corporate supporters and partners

P6   generate creative ideas and proactively seek out new opportunities to raise new and/or additional funds from corporate supporters

P7   establish a plan to convert ideas / opportunities into actions, a timescale, and objectives for the corporate fundraising plan in line with organisational requirements, and external budget cycles

P8   identify and research prospective supporters by gathering and analysing information on companies and key individuals within, from a range of on- and off-line sources, and prioritise prospects in line with the aims and ethics of your organisation, its ethical fundraising policy and corporate fundraising plan. Special consideration should also be given to avoid conflicts of interest, or potential conflicts of interest, relating to any prospect and your organisation.

P9   develop proposals that meet the needs of your corporate prospect, creating where required, presentations or documents designed to win their support, and involving and liaising with colleagues where helpful

F

AFNOS 8
Develop and implement a plan for corporate fundraising activity

P10   select fundraising products and approaches in accordance with the available resources

P11   maintain records of potential supporters and partners in line with organisational requirements and GDPR/data protection legislation

P12   discuss your corporate fundraising plan with your line manager and other relevant colleagues or stakeholders and seek authorisation to implement the fundraising plan

IMPLEMENT A PLAN FOR CORPORATE FUNDRAISING ACTIVITY
You need to be able to:

P13   provide details in your plan on what you aim to achieve, how, by whom and by when

P14   present a compelling proposition, in writing and/or in person, as to why your organisation is best placed to deliver the marketing/CSR objectives of the potential sponsor and/or – particularly in the case of corporate donations – deserves their support

P15   check that potential corporate supporters approached, and agreements made, are consistent with any ethical policy your organisation holds

P16   negotiate appropriate relationships with corporate supporters and partners that are consistent with their needs, the aims of your organisation, the values of your brand, and your audience/visitor base, and successfully close the deal

P17   communicate the requirements and expectations of the corporate supporter to the relevant people within your organisation, with particular consideration to the communications, delivery and marketing teams

P18   co-ordinate with colleagues working in other areas of fundraising to prevent duplication of effort in approaching particular individuals or organisations for support, and to utilise existing networks for approaches wherever possible

P19   implement the corporate fundraising plan according to its steps and schedule, developing a compelling proposition for each potential supporter and delivering a winning pitch

F

AFNOS 8
Develop and implement a plan for corporate fundraising activity

P20 maintain and update records in line with organisational requirements and in line with GDP/data protection requirements

P21 monitor the implementation of your plan in line with organisational requirements

P22 evaluate the success of your corporate fundraising activity against agreed objectives

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2 the ethical policy of your organisation as it applies to corporate support and partnerships. It is also important to understand the wider external climate in relation to ethics and ethical fundraising.

K3 your organisation's brand; its structure, personality and values

K4 detailed information on your organisation's supporter base, including information on your audiences/visitors such as socio-demographic, behavioural and attitudinal data

K4 the deadlines and scope of your work

K5 the resources at your disposal including staff, volunteers, time, money and specialist advice (both internal and external)

K6 how to access information regarding potential and current corporate supporters, especially their current criteria for support and patterns of past support

K7 the details that you need to include within your plan including:

K7.1 the objectives you are planning to meet

K7.2 the approaches you have selected

K7.3 a schedule of key activities

K7.4 the timescale

F

AFNOS 8
Develop and implement a plan for corporate fundraising activity

K8 who needs to approve and authorise your plan and the processes within your organisation for consultation and approval

K9 the importance of consulting with colleagues and other stakeholders during the development of the plan and how to do this effectively

K10 the support that will be offered by senior colleagues within your organisation during implementation, including:

K10.1 trustees or board members

K10.2 senior managers

K10.3 artistic personnel

K10.4 marketing and communications teams

K11 the overlap between corporate fundraising and other fundraising disciplines, including:

K11.1 major donor campaigns

K11.2 trusts

K11.3 one-off, low- and mid-level individual fundraising

K11.4 community fundraising

K12 how to monitor the implementation of your plan and evaluate its success

K13 how to draft partnership agreements or memoranda of understanding, or, as appropriate, who to approach to have these drawn up

K14 how to work with corporate supporters to establish long-term, sustainable relationships, which will include providing corporate supporters with meaningful information in order to:

K14.1 sustain their trust

K14.2 obtain feedback

K14.3 monitor the on-going relationship with them

K15 how to maintain records of your work, in line with organisational requirements and GDPR/data protection legislation

F

AFNOS 8
Develop and implement a plan for corporate fundraising activity

SECTOR SPECIFIC
You need to know and understand:

K16 corporate behaviours, specifically the motives for business support of arts and cultural organisations, how decisions about support are taken, what benefits will be required to be delivered, and how the success of such relationships is typically evaluated

K17 the tax benefits (and VAT implications) that apply to various forms of corporate support, from the perspective of the giver and the recipient, and where to seek information regarding these

K18 the risks and benefits of entering into partnerships with corporate supporters and how to monitor and evaluate these – for example, the resource requirements for effective activation of sponsorship arrangements

K19 the impact of legislation, regulation and codes of practice on corporate fundraising and where to seek information regarding these issues

K20 the forms that corporate support might take and how to administer these, including:

  K20.1 cash donations

  K20.2 gifts in kind

  K20.3 gifts of stocks or shares

  K20.4 sponsorship

  K20.5 payroll giving

  K20.6 cause related marketing

  K20.7 corporate membership schemes

K21 the various benefits that corporate supporters may wish to include in a partnership relationship – including access to/contact with audiences, high net worth individuals, stakeholders and other organisational supporters – and which are morally and ethically acceptable to the arts organisation, and possible with the confines of the law

K22 how to write a clear and comprehensive corporate fundraising plan

F

AFNOS 8
Develop and implement a plan for corporate fundraising activity

K23 how to monitor the implementation of your plan and evaluate success

K24 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary

Ethical policy refers to a statement that defines the principles on which the charity bases its involvement with third party organisations.

Fundraising products refers to schemes and other ways of securing a source of support. For the corporate sector, these might include cash donations, gifts in kind, gifts of stocks or shares, sponsorship, corporate membership schemes, payroll giving, and cause related marketing.

Corporate partnerships refer to a relationship entered into with a corporate body, usually based on a contract, which delivers benefits to both the charity and the corporate body.

High net worth individuals are people who are sufficiently financially secure that they could afford to make a major donation to your organisation. Typically, they will have been identified through wealth-screening or other research techniques.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of your organisation's data protection/GDPR policy.

F

AFNOS 9
Develop and implement a plan for the generation of grant income from trusts and public sources

Overview

This standard is about the process of securing grant income from grant giving charitable trusts or foundations and/or public sources, such as one of the four national arts councils, local or national government funding, the European Union, the National Lottery.

You will need to plan your approach in order to achieve the fundraising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

The fundraising cycle has four key phases – research, plan, implement and review – and each and all of these must be considered as you develop a clear and achievable plan to generate grant income, which will identify the purposes for which funding will be sought, how you are going to secure the necessary funds and the timescales you will be working to. It will be important to consider the funding cycles and grant criteria of potential funders, and to use this knowledge to shape and develop relevant approaches. You will also need to consider the resource implications of your plan, including the time you need to allocate to tasks; both your own and/or members of your team. It is likely that your plan will form part of your organisation's overall fundraising strategy.

There are two elements

1. Develop a plan for the generation of grant income
2. Implement a plan for the generation of grant income

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

Performance criteria

DEVELOP A PLAN FOR THE GENERATION OF GRANT INCOME
You must be able to:

P1   clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets

F

AFNOS 9
Develop and implement a plan for the generation of grant income from trusts and public sources

P2 review the performance of past grant fundraising activity to improve current or future practice and utilise learning to develop strategy. For example, understanding your organisation's success rate in relation to soliciting grant funding.

P3 liaise with colleagues across the organisation to identify potential projects or areas of work that might attract grant support, and the associated information needed to submit high quality proposals

P4 co-ordinate with colleagues working in other areas of fundraising to prevent duplication of effort in approaching a particular organisation and to utilise existing networks for approaches wherever possible

P5 collect all the information necessary to compile the cases for support, and identify opportunities for tailoring the case to meet the needs of particular funding streams

P6 establish a timescale and financial objectives for the plan

P7 conduct research and prioritise potential funders in line with your organisation's business plan or fundraising strategy

P8 discuss your plan with your line manager or relevant colleagues and seek authorisation for its submission as necessary

P9 establish and maintain records of potential funders for future purposes in line with organisational requirements and GDPR/data protection requirements

IMPLEMENT A PLAN FOR THE GENERATION OF GRANT INCOME
You must be able to:

P10 provide details in your plan on what you aim to achieve, how, by whom and by when

P11 communicate the requirements and expectations of the grant maker to the relevant people within your organisation

P12 review prospective funder information to develop the relevant approach, involving colleagues or departments with an interest in the work for which you are seeking funding, and set out requirements for each individual supporting the development of high-quality bids

F

AFNOS 9
Develop and implement a plan for the generation of grant income from trusts and public sources

P13 create and/or oversee and/or submit compelling applications that reflect the requirements of funders and respond to their specific requests for qualitative and quantitative information in order to make a decision on support for your organisation

P14 communicate successfully with colleagues regarding the success, or otherwise, of applications, and associated grant requirements (being recorded formally as restricted funds, acknowledgement of support, logos, etc)

P15 monitor the implementation of your plan in line with organisational requirements

P16 evaluate the success of your generation of grant income activity against agreed objectives and amend plans as needed

P17 prepare and submit any progress reports or evaluation documentation that might be required involving colleagues or stakeholders who have an interest in the work for which you have received funding

P18 maintain appropriate communication with funders to develop on-going relationships in line with organisational requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2 the ethical policy of your organisation

K3 your organisation's funding needs, including its needs for restricted and unrestricted funds

K4 the deadlines and scope of your work

F

AFNOS 9
Develop and implement a plan for the generation of grant income from trusts and public sources

K5 the resources at your disposal including:

K5.1 staff

K5.2 trustees

K5.3 volunteers

K5.4 time

K5.5 money

K5.6 specialist advice

K6 how your organisation calculates the costs of its activities, including an appropriate share of overhead, ideally on a full cost recovery basis

K7 the grant cycle and criteria of potential grant makers

K8 the details that you need to include within your plan

K9 who needs to approve and authorise your plan and the processes within the organisation for consultation and approval

K10 the importance of consulting with colleagues and other stakeholders during the development and implementation of the plan

K11 the support that will be offered by senior colleagues (including their networks) within your organisation during implementation, including:

K11.1 trustees or board members

K11.2 senior managers

K11.3 artistic personnel

K12 the overlap between trust and public fundraising and other fundraising disciplines, including:

K12.1 major donor campaigns

K12.2 corporate fundraising

K12.3 one-off, low- and mid-level individual fundraising

K12.4 community fundraising

K13 how to monitor the progress of your plan and evaluate its success

F

AFNOS 9
Develop and implement a plan for the generation of grant income from trusts and public sources

K14 the requirements of individual funders for feedback and reporting

SECTOR SPECIFIC
You need to know and understand:

K15 the background, purpose and practice of funders

K16 funding patterns and grant criteria of potential funders

K17 the external context in which current/potential funders are operating

K18 how and where to access information regarding sources of funding – including an understanding and knowledge of online resources to support research

K19 the impact of grant-making trends, legislation, regulation, codes of practice and where to seek information regarding these issues

K20 how funders evaluate the proposals they receive and why many proposals are accepted/rejected

K21 how to write a clear and comprehensive grant fundraising plan

K22 how to adapt a generic case for support to meet a funder's criteria

GENERAL
You need to know and understand:

K23 how to maintain records of your work in line with data protection/GDPR requirements

K24 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Relevant approaches refer to likely methods used to secure grant income including completion of application forms, proposals, tenders, bids, funder cultivation events or meetings, or letters.

F

AFNOS 9
Develop and implement a plan for the generation of grant income from trusts and public sources

Ethical policy refers to a statement that defines the principles on which the charity bases its involvement with third party organisations.

Restricted and unrestricted funds refer to any conditions that may be placed on funds raised by the organisation. A donor can place a restriction on their gift by stating that it can only be used to fund a specific project or activity. These funds are known as restricted. Unrestricted funds can be spent freely by the trustees in furtherance of the charity's objects.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

Overview

This standard is about fundraising from individuals for one-off and regular gifts and/or friends or membership schemes. The acquisition and communication is most likely to occur through direct response channels, including digital, although there are increasing opportunities to solicit impulse gifts through point of sale donations, text or mobile giving, and crowdfunding. You will need to plan your approach to achieve the fundraising objectives for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

It is important to note that the recruitment of donors that should never be considered in isolation, as what happens to them once they have given their first donation is relevant and important. This is covered in greater detail in AFNOS 19, and AFNOS 12 on Major Gifts might be considered, for some, a next stage in a journey from low- and mid-level donations.

The fundraising cycle has four key phases – research, plan, implement and review – and all of these must be considered as you develop a clear and achievable plan to fundraise through direct response channels. The plan will specify recruitment objectives, segmentation or targeting, media selection, the case for support, budget, timescales and the campaign metrics that will be employed. It will also include analysis of the channel performance and industry benchmarks in order to ensure the channels with the best chance of success are used. It is likely that your plan will form part of your organisation's overall fundraising strategy.

There are two elements

1. Plan direct response fundraising activities
2. Implement direct response fundraising activities

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

Performance criteria

PLAN DIRECT RESPONSE FUNDRAISING ACTIVITIES
You must be able to:

P1 clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets

P2 review the current one-off and regular giving fundraising environment to identify opportunities relevant to your fundraising objectives, including:

> **P2.1** trends

> **P2.2** benchmarks

> **P2.3** critical issues

> **P2.4** giving patterns, including recency, frequency and value, alongside motivations to give

> **P2.5** giving mechanisms for impulse, one-off and regular gifts – including an understanding of the latest technology available to solicit giving

> **P2.6** pricing of similar membership schemes, their VAT and Gift Aid status, and real and perceived value of benefits offered

> **P2.7** macro-environmental factors, often identified through STEEPLE analysis or similar

P3 review the performance of past campaigns /activity to improve future activity and adapt plans in line with key learnings

P4 generate creative ideas and proactively seek out new opportunities to increase income – liaising with colleagues as needed

P5 establish a plan to convert opportunities / ideas into actions, timescales, objectives and a budget for the direct response marketing plan

P6 define the target segment of potential donors best suited to meet your fundraising objectives, based on research into existing and lapsed donors, audiences, visitors, customers, participants and other stakeholders, leading to profiles and segmentations

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

P7   develop the case(s) for support and solicitation propositions, and identify opportunities for tailoring the case to meet the needs of particular target segments or audiences

P8   identify relevant test plans – consulting with colleagues and senior staff as necessary – and objectives that meet direct response marketing principles

P9   select appropriate recruitment techniques for each segment in accordance with the available resources, including direct response tools for recruitment

P10   identify and create data collection and reporting systems, in line with data protection/GDPR requirements, with relevant links to the fundraising database, to fulfil agreed monitoring, response and quality assurance requirements and in line with data protection legislation

P11   identify and establish appropriate analytic tools to monitor trends and understand results in line with organisational requirements

IMPLEMENT DIRECT RESPONSE FUNDRAISING ACTIVITIES
You must be able to:

P12   provide details in your plan on what you aim to achieve, how, by whom and by when

P13   build in appropriate campaign metrics to measure and control your plan for evaluation and budgetary purposes – setting clear and measurable Key Performance Indications (KPIs)

P14   review all activity on a regular basis and amend the strategy or tactics in the light of the results of any tests undertaken

P15   brief, liaise with and manage third party or internal suppliers in line with organisational requirements, regulations and codes of practice

P16   discuss your fundraising plan with your line manager and other relevant colleagues and stakeholders and seek authorisation for its go ahead as necessary

P17   implement the fundraising plan, according to its steps and schedule, to build strong and sustainable relationships with potential and existing donors

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

P18 ensure that requests for support are made at an appropriate juncture, with the donors' wishes being taken into consideration on the timing, value and recognition of the gift

P19 maintain and update records in line with organisational and data protection/GDPR requirements

P20 monitor the implementation of your plan in line with organisational requirements, and data protection and other relevant legislation

P21 evaluate the success of your activity against agreed objectives

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your

K2 the deadlines and scope of your work

K3 results and evaluations or recommendations of past direct response recruitment activities

K4 the resources at your disposal including:

K4.1 staff

K4.2 volunteers

K4.3 time

K4.4 money

K4.5 specialist advice

K4.6 your data and networks across the organisation

K4.7 technology

K5 the details that you need to include within your plan, including:

K5.1 the objectives you are planning to meet

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

K5.2 the approaches you have selected

K5.3 a schedule of key activities

K5.4 consideration of VAT and Gift Aid, where appropriate

K5.4 the timescales

K6 the importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively

K7 who needs to approve and authorise your plan and the processes within the organisation for consultation and approval

K8 the support that will be offered by senior colleagues within your organisation during implementation, including:

K8.1 trustees or board members

K8.2 senior managers

K8.3 artistic personnel

K8.4 marketing and communications teams

K9 the overlap between low- and mid-level individual giving and other fundraising disciplines, including:

K9.1 major donor campaigns

K9.2 trusts and public funding

K9.3 corporate sector

K9.4 community fundraising

K10 your organisation's existing relationships with suppliers of goods and services relating to direct marketing

K11 your organisation's processes, systems and service level agreements regarding fulfilment and data processing, ensuring these are in line with the latest data protection/GDPR requirements

K12 how to monitor the implementation of your plan and evaluate its success

K13 what happens next to an individual who gives to your organisation and the communications they will receive

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

SECTOR SPECIFIC
You need to know and understand:

K14 how to write a clear and comprehensive one-off and regular individual giving fundraising plan to achieve low- and mid-level donations

K15 the impact of legislation - including data protection/GDPR legislation, regulation and codes of practice on direct marketing activity, and charity law on the application of Gift Aid – and where to seek information regarding these issues

K16 individual giving target segments, and donor characteristics and motivations

K17 the importance of, and benefits to be derived from, a supporter database for effective customer relationship management including direct marketing

K18 the typical performance benchmarks for each direct response channel in donor recruitment or stewardship

K19 how to conduct an analysis of a database to provide donor profiles and segments to support delivery of direct response marketing results

K20 how to ensure that errors are minimised in data for analysis

K21 how – and from where – to source lists of potential supporters, including existing internal customer and/or supporter databases; internal networks; box office records; website, email or social media opt-in sign-ups; purchased 'cold' lists; and reciprocal lists, in line with appropriate data protection legislation

K22 how – and from where – to purchase other media such as on and offline advertising space, TV and radio airtime and social media channels

K23 the guidelines to follow in selecting and working with a Professional Fundraising Organisation (PFO) partner for the supply of direct dialogue or telephone fundraising services, if not using in-house resources

K24 how to write a clear and comprehensive direct marketing plan

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

K25 methods and metrics of evaluating the success of direct marketing fundraising

K26 the importance of supporter care when recruiting individuals to your charity

GENERAL
You need to know and understand:

K27 how to maintain records of your work in line with data protection/ GDPR requirements

K28 the principal direct response channels available and their merits

K29 the principles of profiling, segmentation, testing, targeting and analysis

K30 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Individual Giving might encompass a single gift to a one-off appeal, repeated gifts over a period of time, direct debit or standing order giving, friends or membership schemes, or monetary responses to crowdfunding appeals or a request for donation at point of sale (e.g., checkout process in online box office transaction, or additional sum added to bill in restaurant or shop in the form of a donation). It is not intended to cover major donations.

Direct response fundraising tools might include direct mail, inserts, door drops, telephone, email or mobile fundraising, crowdfunding and other giving websites, direct dialogue, point of sale donations, (e.g. in bar or shop, or at box office), press advertising, radio, direct response television advertising, social media, pay per click, affiliate marketing or banner advertising. This is an evolving area and in future might include new ways of giving.

F

AFNOS 10
Develop and implement a plan for one-off and regular individual giving

Donor describes the individual who is making a monetary gift or donating something of value to your organisation.

Campaign metrics might include return on investment; brand awareness; traffic to a website; number of contacts who become donors. Defining clear objectives at the start of a fundraising campaign enable measurement of success.

Professional Fundraising Organisation (PFO) or Fundraiser partner refers to an individual, or a group of individuals, which carries on a fundraising business for gain which is wholly or primarily engaged in soliciting or otherwise procuring money or other property for charitable, philanthropic or benevolent purposes. Professional Fundraisers and PFOs who, for example, recruit regular donors on-street for charity clients, are required by law to make specific statements. The term 'Professional Fundraiser' is defined in the Charities Act 1992 in England & Wales; the Charities and Trustee Investment (Scotland) Act 2005.

Profiling, segmentation, testing, targeting and analysis: Fundraisers seek to define a donor's 'profile' to ensure that the donor is marketed to in a means that is relevant to them. This might include behavioural or attitudinal information, gathered through purchase, survey responses, purchased third party organisation such as wealth-screen, etc. The fundraiser may 'test' the behaviour or responses of this segment, by, for example, testing whether sending appeals by email is more effective than direct mail. Building a 'profile' of a donor or donor group, enables the non-profit to target the group in a way that they will respond to best – this can save the organisation significant sums in sending unwanted or irrelevant appeals. Analysing the response rates including the average donation or the frequency of giving enables the fundraiser to maximise return on investment.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an excellent understanding of latest data protection/GDPR requirements.

F

AFNOS 11
Develop and implement a plan for major gift fundraising

Overview

This standard is about developing and implementing a plan to raise funds from individuals through the solicitation of major gifts.

The definition 'major gift' will vary from organisation to organisation, but these are typically high value gifts solicited personally by a fundraiser, trustee, senior staff member, existing peer donor, senior volunteer, or some combination of these individuals. Although early planning is particularly important in cultivating people who are potential major donors, at the centre of major gift fundraising is the solicitation ('the ask'): the act of asking an individual for a donation. Most major donations come as a result of a long-term relationship between the donor and the relevant persons in an organisation, and may be one-off, pledged over an agreed period of time, or recurring on a regular basis. AFNOS 19 provides more information on retention. AFNOS 11 covers low- and mid-level gifts.

The fundraising cycle has four key phases – research, plan, implement and review – and all of these must be considered as you develop a clear and achievable long-term plan to generate major donor support, involving colleagues and other stakeholders wherever possible in the planning process. It will identify and prioritise the individuals to be approached and how you will cultivate appropriate relationships, make the solicitation and, once a donation has been made, practice good stewardship. It is likely that your plan will form part of your organisation's overall fundraising strategy.

There are two elements

1. Plan major gift fundraising activity
2. Implement your plan for major gift fundraising activity

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

F

AFNOS 11
Develop and implement a plan for major gift fundraising

Performance criteria

PLAN MAJOR GIFT FUNDRAISING ACTIVITY
You must be able to:

P1   clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets

P2   use a variety of analytical tools to review the major gift fundraising environment, identify relevant trends, critical issues, macro-environmental factors, and giving patterns to identify opportunities relevant to your fundraising objectives

P3   review the performance of past major gift fundraising activity to improve future activity

P4   establish funding priorities for the organisation, working closely with colleagues involved in planning and delivery of projects or areas of work, to help develop the case for support

P5   conduct research into potential supporters using appropriate internal and external sources of information in line with organisational requirements, and identify those prospects most likely to support the organisation

P6   establish a timescale and objectives for the major gift fundraising plan, and identify appropriate fundraising techniques in accordance with the available resources

P7   check that you have the understanding and buy-in of senior management and volunteers in the major gift fundraising process

P8   evaluate and prioritise potential supporters for cultivation to reflect the agreed funding priorities

P9   develop a compelling case for support to meet rational needs, and / or trigger an emotional response, from the specific target audience:

   P9.1   for the organisation as a whole

   P9.2   for the programmes or projects you are seeking to fund

F

AFNOS 11
Develop and implement a plan for major gift fundraising

P10 ask for, and secure, donations after selecting and implementing appropriate solicitation strategies in line with organisational requirements and with the donors' history and profile, taking into account a variety of different methods of donor engagement

P11 build rapport, establish trust, and maintain good on-going communication with donors in line with their personal wishes (including recognising the differing communication methods which might be preferable in a post-covid environment – for example, video calls/conferencing)

P12 select recognition tools and strategies in line with the fundraising and ethical policies of your organisation, and to maximise and develop the donors' involvement with the organisation where appropriate and desired

P13 promote joint work with other colleagues and stakeholders within the organisation in the cultivation and stewardship of major donors to maximise the benefits to your organisation, and to maximise and develop the donors' involvement with the organisation where appropriate

P14 co-ordinate with other areas of fundraising to prevent duplication of effort in approaching a particular individual in line with organisational requirements and to utilise existing networks (where necessary) to support approaches

P15 maintain records of potential sources of funding and resources as you identify them for future purposes – including repeated gifts – in line with organisational requirements and data protection/GDPR legislation

IMPLEMENT YOUR PLAN FOR MAJOR GIFT FUNDRAISING ACTIVITY
You must be able to:

P16 provide details in your plan on what you aim to achieve, how, by whom and by when

P17 implement the fundraising plan according to its steps and schedule

P18 discuss your fundraising plan with your line manager and other relevant colleagues or stakeholders and seek authorisation for its go ahead as necessary

F

AFNOS 11
Develop and implement a plan for major gift fundraising

P19 develop a stewardship and recognition plan for each major donor in line with organisational requirements

P20 record contacts, connections, and relationships with current or potential major donors in line with organisational and data protection/GDPR requirements

P21 monitor the implementation of your plan in line with organisational requirements

P22 evaluate the success of your major gift fundraising activity against agreed objectives

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2 the ethical policy of your organisation as it applies to major gifts and major donors

K3 the funding priorities for the organisation

K4 the deadlines and scope of your work

K5 the resources at your disposal including

    K5.1 staff

    K5.2 volunteers

    K5.3 time

    K5.4 money

    K5.5 specialist advice

K6 individual giving behaviour, specifically the motives that major donors might have for supporting your organisation and the relationships that they have already established with your organisation

F

AFNOS 11
Develop and implement a plan for major gift fundraising

K7 the details that your plan needs to contain including:

K7.1 the objectives you are planning to meet

K7.2 the approaches you have selected

K7.3 the programmes you have agreed to seek funding for

K7.4 a schedule of key activities and an understanding of who within your organisation will be engaged to support the plan

K7.5 the timescales

K8 the support that will be offered by senior colleagues within your organisation including:

K8.1 trustees or board members

K8.2 senior managers

K8.3 artistic personnel

K8.4 top-level volunteers, such as members of development committees/advisory groups

K9 the overlap between major gift fundraising and other fundraising and marketing disciplines, including:

K9.1 corporate sector

K9.2 trusts

K9.3 low and mid-level individual giving, and legacies

K9.4 community fundraising

K9.5 ticket sales, including subscriptions, where appropriate

K10 who needs to approve and authorise your plan and the processes within the organisation for consultation and approval

K11 the importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively

F

AFNOS 11
Develop and implement a plan for major gift fundraising

K12 the support that will be offered by senior colleagues within your organisation during implementation, including:

    K12.1 trustees or board members

    K12.2 senior managers

    K12.3 artistic personnel

    K12.4 communications and marketing/sales teams

K13 the overlap between major gift fundraising and other fundraising disciplines, including:

    K13.1 corporate sector

    K13.2 trusts and public funding

    K13.3 one-off, low- and mid-level individual fundraising

    K3.4 community fundraising

K14 how to monitor the implementation of your plan and evaluate its success

SECTOR SPECIFIC
You need to know and understand:

K15 the forms that major donor support might take and how to administer these, including:

    K15.1 cash donations

    K15.2 stock or property donations

    K15.3 standing orders or direct debits

    K15.4 venture philanthropy

    K15.5 gifts of stocks and shares

    K15.6 gifts of artworks

K16 the impact of legislation, regulation and codes of practice on major gift fundraising and where to seek information regarding these issues

F

AFNOS 11
Develop and implement a plan for major gift fundraising

K17   the tax implications of the various forms that major donations might take, and who to consult for advice on this issue. This should include an understanding of tax benefits for donors.

K18   the different methods for approaching major donors, and the advantages and disadvantages of each method

K19   how to write a clear and comprehensive major gift fundraising plan

K20   how to maintain records of your work in accordance with data protection/GDPR legislation

GENERAL
You need to know and understand:

K21   how to maintain records of your work in accordance with data protection/GDPR legislation

K22   he need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Donor describes the individual, business or other body that is making a monetary gift or donating something of value to your organisation.

Stewardship refers to the process of adding value for a donor, taking care of their interests and managing your relationship with them after their donation.

Recognition tools and strategies refer to ways of publicly acknowledging major gifts. Donors of major gifts often expect their support to be acknowledged – this might range from a listing in your annual report to the naming of a building. If appropriate, it may be worth considering a role for the donor as a trustee/director, or membership of an advisory group. The key is to ensure that the donor's needs are met in an appropriate fashion.

Ethical policy refers to a statement that defines the principles on which the charity bases its involvement with third party organisations.

F

AFNOS 11
Develop and implement a plan for major gift fundraising

Venture philanthropy takes the mind-set, concepts, tools and techniques of venture funding and applies it to the charitable/not-for-profit sector. Typically this goes hand-in-hand with high levels of engagement from the donor, who is often able to offer expertise in addition to monetary support, which may be in the form of a donation or a loan, or a mix of the two.

Links to other NOS
Trustees and Management Committee National Occupational Standards, (Skills – Third Sector) indicates the role that trustees should play in supporting fundraising activity.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

F

AFNOS 12
Develop and implement a plan for legacy fundraising

Overview

This standard is about raising funds through the promotion and solicitation of legacies. You will need to plan your approach to achieve the fundraising objectives for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage. This is especially the case in legacy fundraising, as legacy gifts are typically the product of a very long-term association between an individual and an organisation.

The fundraising cycle has four key phases – research, plan, implement and review – all of these must be considered as you develop a clear and achievable plan to generate legacy support, consulting with colleagues and other stakeholders where possible. It will cover how you are going to identify prospective legators or audiences, the communication and fundraising methods you will use, your resource requirements and what you expect to achieve as a result. In this context you will not be able to assess the quality of your work by the income you generate, but will need to incorporate a variety of other metrics. It is likely that your plan will form part of your organisation's overall fundraising strategy.

There are two elements

1. Plan legacy fundraising activity
2. Implement legacy fundraising activity

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

Performance criteria

PLAN LEGACY FUNDRAISING ACTIVITY
You must be able to:

P1 clarify the scope of your responsibilities, what is expected of you in terms of targets and how performance will be measured

P2 review the legacy environment, identify trends, critical issues and giving patterns that may impact on achieving fundraising objectives

F

AFNOS 12
Develop and implement a plan for legacy fundraising

P3   conduct a review of the performance of past legacy promotion and fundraising activity within your organisation to inform future activity and utilising learning to develop future plans

P4   generate ideas and proactively seek out new opportunities to increase legacy giving which take into account current external trends

P5   establish a timescale, objectives and metrics for the legacy fundraising plan in line with organisational requirements

P6   conduct research into potential legators and use the results to identify suitable prospects or segments of your donor, audience, visitor or customer base that fit with your fundraising objectives

P7   select appropriate communication and solicitation strategies – including an appropriate case for support – and work with your line manager and other colleagues in line with organisational requirements

P8   consider the use of focus groups to test the case for support proposition, the proposed communication and solicitation strategies, and to give appropriate key staff the opportunity to practice talking about this type of fundraising

P9   identify opportunities for legacy promotion and integration of the legacy fundraising message throughout the organisation, and involve colleagues in line with organisational procedures

P10   plan how to provide recognition for legacy donors and pledgers in line with organisational requirements

IMPLEMENT LEGACY FUNDRAISING ACTIVITY
You need to know and understand how to:

P11   provide details in your plan on what you aim to achieve, how, who will achieve it and by when

P12   brief, liaise with and manage third party suppliers and other partners in line with organisational requirements

P13   discuss your fundraising plan with your line manager and other relevant colleagues and stakeholders and seek authorisation for its go ahead in line with organisational requirements

F

AFNOS 12
Develop and implement a plan for legacy fundraising

P14 implement the fundraising plan according to its steps and schedule

P15 maintain and update database records in line with organisational and data protection/GDPR requirements

P16 monitor the implementation of your plan in line with organisational requirements

P17 evaluate the success of your plan against agreed objectives

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2 the deadlines and scope of your work

K3 the resources at your disposal including staff, volunteers, time, money and specialist advice

K4 the details that you need to include within your plan including:

    K4.1 the objectives you are planning to meet

    K4.2 the approaches you have selected

    K4.3 a schedule of key activities – including an understanding of who within your organisation will be engaged to support the plan

    K4.4 the timescales

K5 the support that will be offered by senior colleagues within your organisation, including trustees or board members, senior managers and customer-facing staff

K6 who needs to approve and authorise your plan and the processes within the organisation for consultation and approval

K7 the importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively

F

AFNOS 12
Develop and implement a plan for legacy fundraising

K8 how to monitor the implementation of your plan and evaluate its success

K9 the ways in which projected demographic change will impact on legacy fundraising in future

K10 the need for appropriate tone and language when dealing with a topic that some people find very sensitive

SECTOR SPECIFIC
You need to know and understand:

K11 the impact of legislation, regulation and codes of practice on legacy fundraising activity and where to seek information regarding these issues

K12 individual donor giving behaviour, specifically the motives for legacy gifts and the barriers to this form of giving

K13 the role of professional intermediaries in the legacy process

K14 the role of third-party agencies and campaigns

K15 the various forms that legacy giving can take and the implications of each for both the prospective donor and your organisation

K16 the importance of soliciting legacies from all stakeholder groups and an understanding of those groups who might be better placed to approach for legacies

K17 the tax implications of legacy giving, with an understanding of where and when potential donors can/will need to seek independent advice

K18 how to write a clear and comprehensive legacy fundraising plan

K19 the external context in which supporters are operating and how this relates to legacy giving

F

AFNOS 12
Develop and implement a plan for legacy fundraising

GENERAL

K20   how to maintain records of your work in line with data protection/GDPR legislation

K21   the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary

Legators are individuals who make a legacy benefitting an organisation.

Prospects are individuals who have the potential to make a legacy benefitting an organisation, but who have not yet done so. They are likely to be existing supporters, at some level, or people who have had an historic (but possibly lapsed) connection with your organisation and/or its work.

Pledgers are individuals who have promised to make a legacy benefitting the organisation but who have not yet done so.

Professional intermediaries refers to people from whom you may need to take advice who have specialist knowledge and skills, such as solicitors and tax advisors, and/or from whom your prospects and pledgers may seek advice.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

F

AFNOS 13
Develop and implement a plan for community fundraising

Overview

This standard is about raising funds from communities, using a range of appropriate fundraising products. It is likely to involve working with volunteers or community groups who support your cause. Their involvement will need to be managed by you or someone else in the organisation who understands the community fundraising activity you are organising.

The fundraising cycle has four key phases – research, plan, implement and review – and all of these must be considered as you develop a clear and achievable plan for generating community support for your cause. Your plan will identify how you are going to secure funds and resources, the methods you will use, your resource requirements and what you expect to achieve as a result. It is likely that your plan will form part of your organisation's overall fundraising strategy.

There are two elements

1. Plan community fundraising activity
2. Implement community fundraising activity

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

Performance criteria

PLAN COMMUNITY FUNDRAISING ACTIVITY
You must be able to:

P1   clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets

P2   research the community fundraising market and environment, and identify appropriate fundraising opportunities to help meet your organisation's fundraising objectives

F

AFNOS 13
Develop and implement a plan for community fundraising

P3 review the performance of past community fundraising activity to inform decision-making and utilise learning to develop effective plans

P4 generate creative ideas and proactively seek out new opportunities to increase funds raised from community fundraising

P5 provide details in your community fundraising plan of what you aim to achieve, how, by whom and by when

P6 develop an appropriate case for support that meet the rational needs of, and / or triggers an emotional response from, the target market segment

P7 discuss your fundraising plan with your line manager and other relevant colleagues and stakeholders and seek authorisation for its go ahead as necessary

P8 assist with the completion of an appropriate risk assessment process for staff, volunteers, participants and the wider public, in line with organisational requirements

P9 understand different methods for collecting donations and the accessibility of each for different target groups

P10 check the integrity and security of any proposed donation collection processes, both on- and off-line, in line with organisational requirements

P11 check that any relevant legal and ethical requirements have been met, including Health & Safety

P12 check that your plan takes account of your organisation's policies and practices regarding the management of volunteers

P13 co-ordinate with other areas of fundraising to prevent duplication of effort in approaching a particular organisation or individual

P14 maintain records of potential sources of community support for current and future purposes in line with organisational and data protection/GDPR requirements

F

AFNOS 13
Develop and implement a plan for community fundraising

IMPLEMENT A PLAN FOR COMMUNITY FUNDRAISING ACTIVITY
You must be able to:

P15   work with colleagues to source, train, motivate, manage and retain volunteers

P16   carry out the community fundraising activities in line with the agreed plan

P17   monitor the implementation of your plan in line with organisational requirements

P18   adapt the planned activity in cases where new information or other internal or external factors make this necessary, in line with organisational procedures

P19   evaluate the success of your community fundraising activity against agreed objectives

P20   maintain and update database records in line with organisational and data protection/GDPR requirements

P21   keep a record of community (outreach) activity, connections, media coverage, and relationships for current and future purposes in line with organisational requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the deadlines and scope of your work

K3   the resources at your disposal including staff, volunteers, time, money and specialist advice

K4   the details that you need to include within your plan, including:

     K4.1   the objectives you are planning to meet

F

AFNOS 13
Develop and implement a plan for community fundraising

K4.2 the approaches you have selected

K4.3 a schedule of key activities and how this might be supported by colleagues

K4.4 the resources needed to implement your plan

K4.5 the timescales

K5 who needs to approve and authorise your plan and the processes within the organisation for consultation and approval

K6 the importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively

K7 how to monitor the implementation of your plan and evaluate its success

K8 how to maintain records of your work in line with organisational and data protection/GDPR requirements

SECTOR SPECIFIC
You need to know and understand:

K9 the impact of legislation, regulation and codes of practice that impact on local or community fundraising and where to seek information regarding these issues

K10 the impact of legislation, regulation and codes of practice that relate to working with volunteers and where to seek information regarding these issues

K11 giving behaviour and the motives that individuals or organisations might have for offering their support locally, attending an event, or engaging with a particular cause

K12 the forms that local or community support might take and how to administer these including:

K12.1 cash donations

K12.2 standing orders or direct debits

K12.3 Gift Aid

K12.4 corporate sponsorship

F

AFNOS 13
Develop and implement a plan for community fundraising

K13   the different mechanisms available to collect donations, and the latest trends in technology to solicit donations

K14   how to write a clear and comprehensive community fundraising plan

K15   how to create, develop, sustain and monitor local connections and relationships for current and future fundraising purposes

K16   the need for professional confidentiality, within and outwith the organisation

K17   the external context in which supporters are operating and how this relates to fundraising

Additional Information

Glossary

Community fundraising is delivered by bringing together groups of individuals who perceive themselves to be part of a 'community' to raise money for a specific cause. That community may be geographically or socially defined or may be a 'virtual' community that is brought together via digital fundraising techniques.

Appropriate fundraising products might include sponsored and special events; house-to-house and street collections; or volunteer-led fundraising activity.

Links to other NOS

There are a number of standards from the Management of Volunteers suite that support work with fundraising volunteers. These include:

SFT MVC3   Recruit and place volunteers
SFT MVC5   Induct volunteers
SFT MVD1   Plan, organise and monitor volunteering activities
SFT MVD2   Lead and motivate volunteers
SFT MVE4   Develop productive working relationships between volunteers and other stakeholders

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

F

AFNOS 14
Develop and implement a plan for fundraising events

Overview

This standard is about raising funds or acquiring potential donors through fundraising events. These may be one off, annual, virtual or challenge events. These could involve working with volunteers, either individual volunteers or through a committee, who support your cause. Their involvement will need to be managed by you or someone else in the organisation who understands the fundraising events you are organising.

You will need to plan your approach to achieve the fundraising objectives for which you are responsible. Good planning and accurate budgeting is essential and requires a great deal of attention at an early stage. You may be responsible for developing a fundraising events programme, or an individual fundraising event within a programme or season.

The fundraising cycle has four key phases – research, plan, implement and review – all of these must be considered as you develop a clear and achievable plan to generate income and contribute to other agreed objectives through events, consulting with colleagues and other stakeholders where feasible. It will identify the purpose and nature of the event, how participants will be recruited, how the event will be managed and the follow-up activities that will be undertaken. It is likely that your plan will form part of your organisation's overall fundraising strategy.

This standard has two elements

1. Plan a fundraising events programme
2. Plan and implement a fundraising event

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

F

AFNOS 14
Develop and implement a plan for fundraising events

Performance criteria

PLAN AN EVENTS PROGRAMME
You must be able to:

P1   clarify the scope of your responsibilities and what is expected of you in terms of fundraising and other targets with relevant persons

P2   research and review the event activity of other arts organisations and charities/non-profits working in your geographical area or with the same category of cause to prevent duplication and to develop compelling events to increase engagement

P3   generate creative ideas and proactively seek out new opportunities for fundraising events

P4   use internal and external research to identify target markets, or to deepen your knowledge of existing prospects

P5   understand the relevant HMRC legislation to maximise income

P6   review the performance of past event fundraising activity within your organisation to improve future practice and utilise key learnings to develop an effective events programme

P7   establish a timescale for planning and objectives for the fundraising event in line with organisational requirements

P8   develop the case for support, event themes and communication routes that meets the needs of the target audience

P9   select techniques and processes to solicit participation, support and contributions (including understanding the role of technology in facilitating donations), working with colleagues and other stakeholders where necessary, that meet the needs of the target audience

P10   establish and maintain appropriate systems and processes to deal with event enquiries in line with organisational requirements

P11   establish and maintain appropriate systems or processes to manage income, expenditure and return on investment

P12   plan the details of how each event will be managed, taking into account the available human and financial resources, and Health & Safety legislation

F

AFNOS 14
Develop and implement a plan for fundraising events

P13 brief, liaise with and manage third party or internal suppliers of specialist, logistical or technical support in line with organisational requirements, including negotiation of costs/fees and a resulting contract, where appropriate

P14 put in place a budget which can be monitored and updated as the implementation of the plan progresses in line with organisational requirements

P15 discuss your fundraising plan with relevant colleagues or stakeholders and seek authorisation in line with organisational requirements

PLAN AND IMPLEMENT A FUNDRAISING EVENT

P16 identify opportunities for event promotion, sponsorship, tax incentives and publicity throughout the organisation to ensure maximum benefits, in line with organisational requirements

P17 brief, liaise with and manage third party suppliers and other partners or contributors, internal and external, in line with organisational requirements

P18 implement the event plan according to its steps and schedule

P19 maintain and update records in line with organisational and data protection/GDPR requirements

P20 monitor the implementation of your event plan and budget in line with organisational requirements

P21 evaluate the success of your fundraising event against agreed objectives

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

F

AFNOS 14
Develop and implement a plan for fundraising events

K2   the deadlines and scope of your work

K3   the resources at your disposal including staff, volunteers, time, money and specialist advice

K4   the details that you need to include within your plan including:

     K4.1   the objectives you are planning to meet

     K4.2   the events or content you have selected

     K4.3   a schedule of key activities

     K4.4   the timescales

K5   who needs to approve and authorise your plan and the processes within the organisation for consultation and approval

K6   the importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively

K7   your organisation's guidelines and requirements for risk assessment and how to develop contingency plans/risk assessments

K8   how to monitor the implementation of your event and evaluate its success (both in the short and long-term)

SECTOR SPECIFIC
You need to know and understand:

K9   categories, roles and strengths or weaknesses of fundraising events and the Return on Investment of different types of events

K10   the different types of events and how to select one that is most likely to achieve your aims and objectives

K11   how technology can support the development and implementation of fundraising events

K12   the impact of legislation, regulation, and codes of practice on fundraising events and where to seek information regarding these issues

F

AFNOS 14
Develop and implement a plan for fundraising events

K13 individual giving behaviour, specifically the motives individuals might have for offering their support, attending an event, or for engaging with a cause

K14 how to write, implement and manage a clear and comprehensive event plan, including planning for contingencies

K15 methods and metrics of evaluating the success of fundraising events

K16 how to put together a table of benefits for corporate or individual event sponsors, and sell these effectively in line with organisational requirements

K17 management and co-ordination of volunteers or committees

K18 the external context in which supporters are operating and how this relates to your fundraising event

K19 the potential environmental impact of your event and how this can be minimised

GENERAL
You need to know and understand:

K20 how to maintain records of your work in line with organisational and data protection/GDPR requirements

K21 logistics planning, project planning and management

K22 the importance of anticipating and planning for special needs and/or requirements from potential guests

K23 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Fundraising events include a variety of activities and could include gala performances, balls and fundraising dinners, as well as sponsored sporting events, such as marathons, etc.

F

AFNOS 14
Develop and implement a plan for fundraising events

Tax incentives could include the designation of an event as a Gala, where VAT reliefs and exemptions may be applicable.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

F

AFNOS 15
Monitor, enhance and sustain relationships with supporters of your cause

F

Overview

One of the most important aspects of fundraising is the development of a generous and loyal supporter base. This entails the creation and/or deepening of relationships with supporters, taking account of their needs for appropriate, timely and relevant communications. To achieve this, you will need to identify, through research, the type(s) of people who support your organisation, the reasons and motivations for this support, and their preferences for on-going communication and engagement.

A critical part of your role will be taking action to preserve the loyalty of your supporters, to increase their satisfaction and their feelings of being valued, as well as their value to the organisation over time. In the context of giving, you might achieve this by increasing the value of their gifts, the frequency of their giving, or encouraging them to upgrade from occasional to regular giving. As supporters may have multiple and complex relationships with your organisation, this is likely to entail you working closely with colleagues, particularly those with marketing responsibilities.

You may also want to consider soliciting legacy or major gifts from appropriate individuals. In the context of volunteering you might achieve this by planning to engage them in a range of activities reflecting their individual motives and goals.

There are three elements

1. Monitor the development of your organisation's supporters
2. Enhance relationships with your organisation's supporters
3. Sustain relationships with your organisation's supporters

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

AFNOS 15
Monitor, enhance and sustain relationships with supporters of your cause

Performance criteria

MONITOR THE DEVELOPMENT OF YOUR ORGANISATION'S SUPPORTERS
You must be able to:

P1 identify the existing and required information that you need to inform the development of supporter relationships, and future practice, in line with your fundraising objectives

P2 check systems are in place to acquire and hold information, in line with data protection/GDPR requirements, to enable your organisation to meet its fundraising objectives

P3 maintain supporter records in accordance with legislation, regulations, codes of practice and organisational requirements, paying particular attention to data protection and GDPR preferences

P4 confirm that the supporter records are kept current, accessible and useable in line with organisational requirements

P5 monitor and analyse sources of information to identify trends in the types and levels of support received

ENHANCE RELATIONSHIPS WITH YOUR ORGANISATION'S SUPPORTERS
You must be able to:

P6 use box office and other information, and research, to assess who presently supports the work of your organisation, and their reasons and motivations for this

P7 evaluate the methods used to maintain existing relationships with supporters to identify whether new methods need to be implemented

P8 check that your chosen methods of communication promote continued good relationships and commitment from existing supporters

F

AFNOS 15
Monitor, enhance and sustain relationships with supporters of your cause

SUSTAIN RELATIONSHIPS WITH YOUR ORGANISATION'S SUPPORTERS
You must be able to:

P9   check that communications with your existing supporters are appropriate and will serve the following purposes:

> **P9.1**   build rapport and establish trust
>
> **P9.2**   provide an opportunity to gather further support
>
> **P9.3**   maintain the enthusiasm of the supporter for the organisation and project
>
> **P9.4**   provide an opportunity for supporters to have a say on how often and how your organisation communicates with them
>
> **P9.5**   provide opportunities for supporters to upgrade their giving

P10   use methods of communication that meet the needs of supporters, and have an understanding of different communication methods

P11   produce a plan to develop the value of each segment of supporter that assists you in achieving your fundraising objectives

P12   solicit and review feedback from supporters for areas to improve relationships with them and to inform future fundraising activity

P13   conduct regular research with of each key category of supporter to establish the reasons why their support has lapsed

P14   update fundraising plans in accordance to research and findings

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the resources available to you and others in your organisation who develop and maintain support, working in particular with marketers

F

AFNOS 15
Monitor, enhance and sustain relationships with supporters of your cause

K3 the different types of supporters of your organisation and how to identify trends in the types and levels of support

K4 why people presently support your organisation and why they end their support

K5 the most effective ways of maintaining records on supporters of your organisation, and how to use technology in maintaining relationships with supporters – this may include an understanding of databases and CRM systems

K6 appropriate and effective methods to seek information from supporters

SECTOR SPECIFIC
You need to know and understand:

K7 how to write a clear and comprehensive supporter development

K8 the impact of legislation, including data protection/GDPR legislation, regulation and codes of practice on supporter development activity and where to seek information regarding these issues

K9 individual giving or volunteering behaviour, specifically the motives individuals might have for offering their long-term support and how best to maintain this support over a period of time

K10 how to analyse a database to provide information about supporter commitment and value to the organisation

K11 the role of technology in sustaining relationships and communicating with current supporters

K12 fundraising metrics and how to evaluate the response to your request for support

K13 the typical performance benchmarks for each communication channel and how to adapt communication to maximise Return on Investment

K14 the latest trends in giving, and how these relate to your organisation's fundraising plans for individual supporters

K15 the external context in which supporters are operating and how this relates to your own supporters

F

AFNOS 15
Monitor, enhance and sustain relationships with supporters of your cause

GENERAL
You need to know and understand:

K16 how to maintain records of your work in line with organisational and data protection/GDPR requirements

K17 the range of communication channels available, their relative merits and the basic principles of best practice in relation to each of these

K18 the principles of profiling, segmentation, testing and targeting – and how your organisation can utilise the latest technology to best support these elements

K19 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary

Profiling, segmentation, testing and targeting: Fundraisers seek to define a donor's 'profile' to ensure that the donor is marketed to in a means which is relevant to them. The fundraiser may 'test' the behaviour or responses of this segment, by, for example, testing whether sending appeals by email is more effective than direct mail. Building a 'profile' of a donor or donor group, enables the non-profit to target the group in a way that they will respond to best – this can save the non-profit significant sums in sending unwanted or irrelevant appeals. Analysing the response rates, including the average donation or the frequency of giving, enables the fundraiser to maximise return on investment. It is likely that marketing colleagues will be undertaking similar work, and it may be possible to overlay their findings, or combine the two, for more accurate targeting.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

F

AFNOS 16
Conduct a fundraising audit

Overview

This standard is about conducting an audit of the environment in which your organisation is operating and fundraising. This may be undertaken in isolation, but it is likely that it will form the first step of the fundraising planning process.

The fundraising audit should comprise a thorough strategic appraisal of the internal and external environment in which the organisation is operating. The audit ought to use appropriate tools to analyse and present the findings.

Audit findings should be used to inform future fundraising planning or strategy development.

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

You must be able to:

P1   define the scope of the audit in line with organisational requirements

P2   gather and record relevant information for the audit in line with organisational requirements

P3   identify and evaluate relevant external trends from the wider environment to inform the audit process, including the review of:

     P3.1   the external environment through a macro-environmental scanning analysis such as STEEPLE

     P3.2   fundraising activity of competitor organisations and the wider sector in which your organisation is operating

     P3.3   the potential to collaborate with other organisations for the purposes of fundraising

P4   conduct a market analysis of the critical issues, trends and giving patterns of the income streams covered in the scope of the audit

M

AFNOS 16
Conduct a fundraising audit

P5 conduct an internal fundraising audit, including the review of:

P5.1 the case for support, identifying any alternative ways to present the organisation to prospective and existing donors

P5.2 your organisation's past fundraising performance through a SWOT analysis, including information obtained via supporter feedback

P5.3 your organisation's fundraising structure, systems, processes and procedures and its ability to fulfil fundraising objectives

P5.4 your organisation's financial, human and technological resources that support the fundraising function, including key spokespeople and/or supporters who advocate on behalf of the organisation internally and externally

P5.5 the core values, aims, objectives and ethics of the organisation, which underpin its brand, including personality, marketing and communications mechanisms and tone of voice

P6 present a summary and prioritisation of the internal and external audit findings, using an appropriate tool, to inform decision-making

P7 interpret, present and communicate audit findings to the stakeholders in a way that meets their needs

P8 utilise audit findings to inform the development of future fundraising plans or overall strategy to support organisational sustainability

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation and the impact of its work

K2 the deadlines and scope of your work

M

AFNOS 16
Conduct a fundraising audit

K3   the resources at your disposal including

K3.1   staff

K3.2   volunteers

K3.3   time

K3.4   money

K3.5   specialist advice

K4   how to maintain records of your work, including the sources of any information gathered

K5   the organisation's generic case for support

K6   the organisation's actual or potential supporter base and their needs and expectations

K7   how to use supporter feedback to inform future fundraising activity

K8   how to use internal stakeholder feedback to inform future fundraising activity

K9   actual and potential competitors, including their activities and relative performance levels

K10   actual and potential collaborators or partners, including their activities and relative performance levels

K11   the organisation's structure

K12   the organisation's performance and the factors that influence this and how this compares to external competitors/organisations

SECTOR SPECIFIC
You need to know and understand:

K13   the impact of legislation, regulation and best practice on fundraising activity and where to seek information regarding these issues

K14   the key internal and external sources of fundraising audit data

K15   how to interpret primary fundraising research

K16   how to interpret secondary sources of fundraising data

M

AFNOS 16
Conduct a fundraising audit

K17	key fundraising measures and how to calculate
K18	how to benchmark your organisation's results against other similar organisations
K19	how to conduct an analysis of a fundraising activities
K20	how to write a clear and comprehensive fundraising audit report
K21	the external context in which your organisation is operating and how this relates to fundraising performance

GENERAL
You need to know and understand:

K22	how to use appropriate tools as part of your analysis
K23	how to engage internal stakeholders in the process and how to influence key decision makers through the results of your audit
K24	the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary

Appropriate tools you are likely to use in a fundraising audit include:

1. STEEPLE analysis
   (*Social/demographic, Technological, Economic Environmental (natural), Political, Legal and Ethical factors*)
2. competitor analysis
3. collaborator analysis
4. market analysis
5. internal analysis
6. SWOT analysis
   (*strengths, weaknesses, opportunities, threats*)

M

AFNOS 16
Conduct a fundraising audit

Fundraising measures refer to measures such as return on investment, response rates, attrition rates and donor lifetime value.

Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 1 (provide marketing intelligence and audience, visitor and participant insight) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

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AFNOS 17
Develop and implement an overall fundraising strategy

Overview

In your role you may be responsible for developing the organisation's overall approach to fundraising. It is the responsibility of the fundraising function to determine the organisation's development and fundraising strategy in order to generate resources to support the operations, sustainability and growth of the organisation. This will involve agreeing the overall fundraising objectives in consultation with senior managers and/or trustees. The agreed fundraising objectives should support the artistic vision and mission of the organisation, and link to its main business plan, including all supporting strategies such as marketing and audience development, education and learning, community and participation, and capital requirements.

It is the responsibility of the fundraising function to be accountable for advice to trustees and the CEO on the fundraising strategy, and to use this expertise with others (trustees and CEO, Finance Director) to inform and contribute to the organisation's strategic business plan and financial planning.

You will also be responsible for generating the strategic options that the organisation will take to achieve the agreed income objectives and develop the most appropriate tactics. This will include a consideration of the key sources of funding that may be sought, the generic case for support and the key donor segments that will be approached in each case. You will also need to consider the organisation's positioning, branding and communication strategies and ensure these are reflected in your approach.

You will also be responsible for embedding fundraising within the whole organisation, so that fundraising is not seen as an 'add on' or isolated function. The delivery of benefits will involve the whole organisation, so establishing excellent internal working relationships will be key to the success of the strategy.

Additionally, it will be crucial to develop strong external relationships, maintaining contacts and developing new ones to support the organisation financially. This will require highly developed communication and diplomatic skills.

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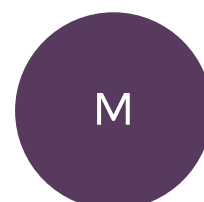
AFNOS 17
Develop and implement an overall fundraising strategy

You must ensure that all stakeholders are aware of their delegated activities and responsibilities. You will also need to co-ordinate your strategy with other senior colleagues and stakeholders to ensure that the fundraising tactics proposed in the plan are scheduled to complement the needs and activities of all other parts of the organisation (including campaigning, and artistic creation and output).

You must review the plan, monitor progress of your work and make necessary modifications to improve the effectiveness of its implementation. You will need to evaluate performance and fundraising results against the agreed objectives to determine success and consider future fundraising.

 There are two elements

1. Develop your overall fundraising strategy
2. Implement your overall fundraising strategy

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

DEVELOP YOUR OVERALL FUNDRAISING STRATEGY
You must be able to:

P1 analyse and interpret fundraising audit findings in line with organisational requirements

P2 agree fundraising objectives with senior colleagues and trustees, communicate vision and gain consensus on future direction, through consultation

P3 generate ideas and proactively seek out new opportunities to increase income

P4 develop appropriate strategic options to achieve these objectives that are:

AFNOS 17
Develop and implement an overall fundraising strategy

P4.1 supportive of the artistic vision, mission and aims of the organisation as a whole

P4.2 consistent with financial and other organisational requirements

P4.3 converting ideas into action and income

P4.4 reflecting the opportunities and threats highlighted in the fundraising audit

P4.5 appropriate for the resources available for the organisation

P4.6 in line with the potential fundraising return on investment for different fundraising mechanisms

P4.7 in line with organisational training needs for the successful implementation of the strategy

P4.8 deliverable in the current external environment in which your organisation is operating

P5 analyse the strategic options using appropriate tools to determine the tactics that you need to deploy to achieve fundraising objectives

P6 check that the tactics selected are consistent with the positioning, values, branding, communications and culture of the organisation and account for up to date fundraising legislation

P7 co-ordinate the implementation of the plan with relevant colleagues and other stakeholders to ensure that it complements, and wherever possible adds value to, the priorities and plans of other sections of the organisation

P8 identify, delegate and manage actions to develop the strategy nd the schedule of activity in line with available resources

P9 adapt and develop the strategy in response to opportunities and responding to the changing needs of your organisation and the public

P10 check that risk assessments have been conducted and contingency plans are available in line with organisational requirements

P11 ensure that systems are in place to monitor cash flow, budgets and resources of the strategy development process in line with organisational requirements

M

AFNOS 17
Develop and implement an overall fundraising strategy

IMPLEMENT YOUR OVERALL FUNDRAISING STRATEGY
You must be able to:

P12 develop and agree income and expenditure budgets for the achievement of the strategy, setting out clear actions, accountabilities and milestones

P13 confirm that all stakeholders have the information and resources necessary to perform their tasks in line with agreed objectives, and motivate and enthuse them, driving the strategy forwards effectively

P14 confirm that each person involved in implementation understands their role and has had opportunity to discuss any problems in line with organisational procedures

P15 ensure that requests for support are made an appropriate juncture, with the donors' or supporters' requirements being taken into consideration on the timing, value and recognition of the support, in line with the organisation's benefits, gift acceptance and recognition guidelines, which are likely to form part of the ethical policy:

P16 check that the progress of the fundraising activities is

    P16.1 monitored against agreed targets

    P16.2 reviewed against agreed targets

    P16.3 reviewed against any immediate changes to the external operating environment

P17 check that contingency plans are implemented where discrepancies emerge from the review against agreed targets

P18 assess the impact that the activities of other agencies and external events have upon the strategy

P19 implement any changes to your strategy needed to meet fundraising objectives, ensuring that the strategy is amended in line with key learnings developed through evaluation of the strategy

P20 ensure successful account management, and that the benefits and income associated with each account are delivered in accordance with legally binding agreements and expectations

P21 support staff in their personal development and improve organisational practices, using learning from the experience of implementing the fundraising strategy

M

AFNOS 17
Develop and implement an overall fundraising strategy

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation, its impact and case for support

K2 the deadlines and scope of your work

K3 the resources at your disposal including:

> **K3.1** staff
>
> **K3.2** volunteers
>
> **K3.3** time
>
> **K3.4** money
>
> **K3.5** specialist advice

K4 the fundraising market in which the organisation operates

K5 the organisation's actual or potential supporter base and their needs and expectations

K6 the organisations actual or potential competitors and collaborators

K7 new and available fundraising opportunities

K8 colleagues and other key stakeholders, their needs, objectives and expectations, and how to build and maintain strong relationships

K9 processes for consultation and approval within the organisation

K10 sources of information that can aid monitoring and evaluation

K11 the role of technology and technological trends in supporting fundraising activity

K12 the external context and how this relates to your identified fundraising strategy

AFNOS 17
Develop and implement an overall fundraising strategy

SECTOR SPECIFIC
You need to know and understand:

K13 key fundraising or marketing strategies such as:

K13.1 overall direction

K13.2 segmentation

K13.3 positioning and values

K13.4 branding

K13.5 fundraising activities

K14 the different methods available to raise funds and resources, their advantages and disadvantages and the relative performance of each

K15 models of individual and organisational giving behaviour

K16 how giving behaviour may be influenced by the way the case for support is presented

K17 the impact of legislation, regulation, and codes of practice on fundraising activity and where to seek information regarding these issues

K18 how to commission and interpret primary fundraising research

K19 how to interpret secondary sources of fundraising data

K20 key fundraising measures, how to calculate and interpret them

K21 how to monitor fundraising progress and ensure that plans fulfil the fundraising objectives

K22 how to communicate with and motivate fundraising staff, so that they develop skills appropriate to their role

K23 the skills/resource gaps within the organisation and the training opportunities available to support implementation

K24 how the actions and policies of other agencies and external forces may impact on the fundraising for which you are responsible and the strategic options available

M

AFNOS 17
Develop and implement an overall fundraising strategy

K25 how to write a clear and comprehensive overall fundraising strategy

GENERAL
You need to know and understand:

K26 the importance of medium and long term planning to the success of an organisation's overall strategy

K27 the principles of management and planning

K28 the importance of creativity and innovation in management and planning

K29 how to identify risks in relation to the achievement of objectives

K30 how to develop strategic objectives

K31 how to delegate responsibility and allocate resources to support an integrated

K32 how to develop measures and methods for monitoring and evaluating performance against the objectives of the plan

K33 risk assessments and how to mitigate against any potential issues which might arise upon implementation of the strategy

K34 the importance of highly developed communication and relationship building skills

K35 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Overall approach to fundraising refers to a range of fundraising activities or needs that your organisation may have and how they integrate with each other. This may include seeking on-going revenue funding, project funding or large capital appeals, each of which is likely to include a range of fundraising methods.

M

AFNOS 17
Develop and implement an overall fundraising strategy

Positioning refers to the act of defining in the minds of the target audience what a particular organisation can offer, or stands for, in relation to other arts, cultural, charitable and/or not-for-profit organisations.

Brand refers to core values of an organisation which, when communicated in a clear and consistent manner, become a promise or experience that a product, service or company will deliver. Brands have to be managed, but can create trust and loyalty, leading to stronger relationships. A brand often includes – but is not limited to – a logo, fonts, colour schemes and symbols, all of which are developed to represent implicit values, ideas, and personality.

Fundraising objectives refer to what your organisation is trying to achieve through its fundraising activities. These objectives should be consistent with the artistic vision, mission and business plan of the organisation and informed by the fundraising audit findings.

Appropriate tools you are likely to use in a fundraising audit include:

1. STEEPLE analysis (*Social/demographic, Technological, Economic Environmental (natural), Political, Legal and Ethical factors*)
2. competitor analysis
3. collaborator analysis
4. market analysis
5. internal analysis
6. SWOT analysis (*strengths, weaknesses, opportunities, threats*)

Segmentation refers to ways of segmenting the donor market to ensure that each group, or segment, can be marketed in a way that will maximise their support. Breaking the donor base down into specific segments and targeting messages accordingly increases the likelihood of success.

Fundraising measures refers to measures such as return on investment, response rates, attrition rates and donor lifetime value.

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AFNOS 17
Develop and implement an overall fundraising strategy

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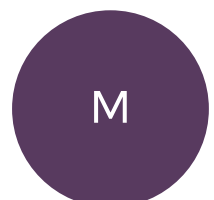
Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 3 (Develop the audience, visitor and participant proposition) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

S

AFNOS 18
Manage supporter retention and development

Overview

This standard is about managing and developing supporter retention, which is a key strategic fundraising issue. You will need to use supporter segmentation and profiling effectively, and monitor and evaluate the quality of service provided to different segments of supporters. You should evaluate appropriate opportunities for supporter recognition or the provision of added value and ensure that these are an integral part of the overall fundraising strategy, in line with your ethical policy. You will recognise the importance of existing supporters and their potential for income generation, as well as their key role in providing feedback to help inform future fundraising activity.

It may also be appropriate to plan activities specifically designed to achieve greater loyalty, such as maximising lifetime net donor value through membership or regular giving schemes, or offering a wider variety of ways in which supporters can engage with the organisation. All initiatives must be guided by a firm understanding of supporter behaviour and motivation, and how their relationship with your organisation may change over time. It is essential to consider this in the context of your organisational objectives and the importance of income generation. You must also ensure that appropriate systems exist to help you measure the development and retention of supporters. As such, you will need to ensure that these systems monitor the levels of support and identify results, trends and changes in supporter numbers, types and values.

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

You must be able to:

P1   interpret supporter giving trends and behaviours to plan further fundraising activities using results based evidence, including supporter feedback

P2   segment the existing supporter base in line with your organisation's fundraising strategy
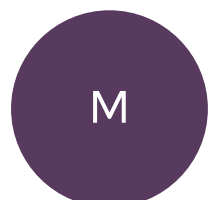
AFNOS 18
Manage supporter retention and development

P3   develop and implement a relationship fundraising strategy for each segment, reflecting supporter value to the organisation, the importance and cost-effectiveness of retention, and the available resources which contributes to meeting the organisation's fundraising objectives

P4   recommend changes to the fundraising portfolio, and ensure that the activities available are those capable of generating the highest levels of supporter loyalty, from potential, existing and lapsed supporters, to contribute to meeting the organisation's fundraising objectives

P5   review and appraise the organisation's communication strategy to ensure this continues to meet the needs of supporters, and positions the organisation appropriately to build strong and beneficial relationships with new and existing supporters, to build rapport and establish trust. An understanding of the external environment in which your organisation operates will be important in reviewing your own communication strategy.

P6   check appropriate systems are in place to provide data on the development and retention of supporters in line with organisational requirements

P7   calculate and interpret key loyalty metrics to inform decision-making

P8   identify multiple ways in which supporters of the organisation could be encouraged to engage with the organisation to contribute to meeting the organisation's fundraising objectives

P9   check that all the members of your team understand the impact that supporter loyalty has on meeting the organisation's fundraising objectives and how to mitigate against any issues regarding internal communication

M

AFNOS 18
Manage supporter retention and development

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2 the deadlines and scope of your work

K3 results and evaluations or recommendations of past fundraising activities

K4 the resources at your disposal including;

K4.1 staff

K4.2 volunteers

K4.3 time

K4.4 money

K4.5 specialist advice

K4.6 your data

K5 the determinants of supporter loyalty, including the role of satisfaction, commitment and trust

SECTOR SPECIFIC
You need to know and understand:

K6 the determinants of supporter loyalty, including the role of satisfaction, commitment, and trust

K7 methods of supporter segmentation and how to evaluate the viability of each segment

K8 the principles and practices of relationship fundraising appropriate to the fundraising field in which you work

K9 the impact of legislation, regulation, and codes of practice on supporter retention and development activity and where to seek information regarding these issues

M

AFNOS 18
Manage supporter retention and development

K10	how to interpret secondary sources of fundraising data
K11	how to commission and interpret primary fundraising research
K12	key retention metrics and how to calculate and interpret
K13	how to monitor fundraising progress and ensure that plans conform to strategic goals
K14	the importance of raising money from existing supporters
K15	the role of technology and technological innovation in supporter retention
K16	how to upgrade levels of giving and reactivate supporters that have stopped giving
K17	how to communicate with and motivate staff, so that they develop skills appropriate to their development role
K18	how to write a clear and comprehensive retention plan and strategy
K19	the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary

Loyalty metrics refers to analytic tools such as retention or attrition rates, lifetime return on investment, lifetime value and levels of supporter satisfaction.

Retention metrics refer to analytic tools such as net income, return on investment, response rates, average gifts, attrition rates and supporter lifetime value.

Segmentation and profiling refers to ways of segmenting the donor market to ensure that each group, or segment, can be marketed to in a way that will maximise their support. Building up a 'profile' of each donor segment or group enables the fundraiser to build a picture of what might appeal to each group, thereby targeting them more effectively.
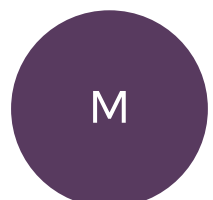
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AFNOS 18
Manage supporter retention and development

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Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 4.6 (manage and provide community engagement marketing) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.
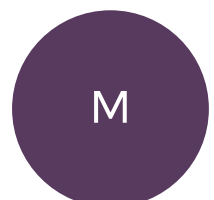
AFNOS 19
Monitor and evaluate fundraising performance

Overview

This standard is about monitoring and evaluating your organisation's fundraising strategy and the level of performance being achieved.

Circumstances may change between the preparation of a fundraising audit, the co-ordination of the various plans involved in the strategy, and between the initial launch and on-going delivery of the strategy or tactics.

To be able to cope with such changes you must be able to review and revise your approach and take action to improve the effectiveness of the fundraising effort.

There are two elements

1. Monitor and evaluate delivery of your fundraising strategy
2. Review and amend your fundraising strategy

Findings from the evaluation of fundraising performance are likely to inform and add value to your organisation's overall performance evaluation.

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

MONITOR AND EVALUATE DELIVERY OF YOUR FUNDRAISING STRATEGY
You must be able to:

P1   determine performance indicators and measures against which the fundraising strategy or tactics can be assessed, using relevant analytic tools

P2   monitor and evaluate the impact of internal and external factors on the performance of the organisation's fundraising strategy

P3   identify timescales, expenditure and income targets and review the content of plans devised to achieve them

M

AFNOS 19
Monitor and evaluate fundraising performance

P4 seek feedback from those involved in the implementation of the strategy, including supporters, to inform future practice

P5 ensure that there is a robust audit trail and income allocation system in place (including account codes, purchase order numbers, time management systems, etc)

P6 monitor and evaluate fundraising performance against the indicators and measures agreed, and in line with organisational requirements

P7 ensure that the delivery of the fundraising strategy is in line with the organisation's wider aims and objectives

REVIEW AND AMEND YOUR FUNDRAISING STRATEGY
You must be able to:

P8 establish which aspects of your organisation's fundraising activity are performing according to the strategy and which aspects may benefit from amendment

P9 identify any amendments to the strategy required as a consequence of changes to the wider organisation's aims and objectives and/or fundraising performance

P10 identify any amendments to the strategy required as a consequence of changes to the wider operating context

P11 listen and respond to feedback from others in your organisation on the success and failure of the individual and overall plans

P12 agree with members of your team changes needed to fundraising activity based on the evidence

P13 revise the measures and review dates and record the modifications in line with organisational requirements

P14 inform all those involved in the implementation of the strategy of the modifications made, in line with organisational requirements

P15 use indicators and measures to inform and adapt future fundraising activity

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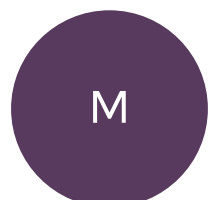
AFNOS 19
Monitor and evaluate fundraising performance

P16 promote the evaluation of fundraising activities and its importance to the organisation in maintaining organisational sustainability and ensure monitoring and evaluation is undertaken throughout the organisation in line with strategy and organisational requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 your responsibilities and authority including boundaries and any overlaps with others' responsibilities and authorities, including higher level managers and trustees

K2 the organisation's culture with respect to fundraising and how to develop fundraising culture to support the implementation of the organisation's fundraising strategy

K3 fundraising objectives and the strategy devised to achieve these objectives

K4 detailed plans, prepared in accordance with the overall strategy, including contingency plans

K5 projected levels of funding or resources anticipated

K6 actual levels of funding or resources attracted

K7 different types of funding and resources attracted

K8 criteria for assessing the performance of the strategy

K9 resources which can be applied to the implementation of the strategy

K10 procedures for implementing amendments and revisions to the strategy

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AFNOS 19
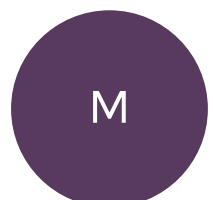## Monitor and evaluate fundraising performance

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SECTOR SPECIFIC
You need to know and understand:

K11	performance indicators or measures applicable to fundraising
K12	the interpretation of published accounts and management accounting reports
K13	the distinction between restricted, unrestricted and designated funds
K14	legislation, regulations and codes of practice applicable to monitoring fundraising strategy
K15	external benchmarking tools, where they exist

GENERAL
You need to know and understand:

K16	the importance of monitoring and evaluating and their impact on short-term and long-term financial performance
K17	the importance of consulting with colleagues and other stakeholders in developing indicators and measures, and in ensuring buy-in to the process
K18	how to achieve organisational consensus on any changes needed to fundraising activity based on the evidence available
K19	principles and practice of providing constructive feedback to others
K20	the importance of promoting the success of fundraising activities and programmes both internally and externally
K21	the need for professional confidentiality, within and outwith the organisation

AFNOS 19
Monitor and evaluate fundraising performance

Additional Information

Glossary
Analytic tools can be used to evaluate or analyse the performance of fundraising, including tools such as:

1. total net income raised
2. benchmarking performance against that of competitors or market leaders
3. social return on investment

Performance indicators applicable to fundraising include:

1. return on investment models
2. post investment appraisals
3. actual performance versus objectives
4. Recency Frequency Monetary values
5. donor lifetime value models
6. retention or attrition rates

Restricted or unrestricted funds refer to any conditions that may be placed on funds raised by the organisation. A donor can place a restriction on their gift by stating that it can only be used to fund a specific project or activity. These funds are known as restricted. Unrestricted funds can be spent freely by the trustees in furtherance of the charity's objects.

Designated funds are part of unrestricted funds that trustees have earmarked for particular project or use without restricting or committing funds legally.

Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 1 (provide marketing intelligence and audience, visitor and participant insight) and 5.2 (evaluate marketing effectiveness) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

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AFNOS 20
Manage fundraising resources

Overview

As someone in control of fundraising, you will be accountable for the management of resources allocated to this task. You will be required to monitor, review and oversee an overall budget and the distribution and utilisation of non-financial resources, including material, technological and human resources.

When monitoring reveals areas where resources could be allocated more effectively or additional resources are required, it is your responsibility to determine the most appropriate allocation or re-distribution of resources, recommend and implement the changes. You must also ensure that in managing your resources you take proper account of the risks inherent in each activity. This requires an evaluation of all risks, not just financial ones.

There are three elements

1. Allocate fundraising resources for maximum effect
2. Monitor the fundraising resource allocation
3. Review and reallocate fundraising resources

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

ALLOCATE FUNDRAISING RESOURCES FOR MAXIMUM EFFECT
You must be able to:

P1 identify the full range of fundraising activities that are planned or are already taking place

P2 identify what resources are required to facilitate fundraising activities and the budget allocated for them

P3 conduct a risk assessment of the activities, including:

P3.1 any risks for which full health and safety risk assessments will be required

P3.2 any risks that impact on the insurance cover available

M

AFNOS 20
Manage fundraising resources

P4 compare the scope of resources available to determine whether gaps exist, and whether additional resources may be required to facilitate successful fundraising performance

P5 ensure resources are allocated in accordance with:

    P5.1 the skills base within your organisation

    P5.2 the time frame within which you are operating

    P5.3 agreed organisational and fundraising priorities

    P5.4 your budget

    P5.5 acceptable levels of risk

    P5.6 the ethical policy of your organisation

P6 identify and build in contingencies to cope with necessary changes, such as changes in staffing

P7 consult with and communicate your decisions to those who will implement them in line with organisational requirements, providing appropriate support and training as required

MONITOR THE ALLOCATION OF FUNDRAISING RESOURCES
You must be able to:

P8 establish a time and logistical cycle to review fundraising resource allocations in line with organisational requirements

P9 identify how resources are utilised, in line with organisational requirements

P10 seek feedback on how resources are allocated to inform future activity

P11 identify potential innovations (including utilisation of technology) to more effectively manage resources

REVIEW AND REALLOCATE FUNDRAISING RESOURCES
You must be able to:

P12 identify discrepancies between projected and actual fundraising activities

M

AFNOS 20
Manage fundraising resources

P13   determine areas where resources might be re-allocated or where additional resources are required to help achieve fundraising objectives

P14   revise resource allocations and present your recommendations to your line manager or relevant people in line with organisational requirements

P15   fit any reallocation of human resource with the expertise and personal development plans of individuals, ensuring successful cross-organisational and inter-team working where required

P16   negotiate the reallocation or addition of resources with those who will implement your decisions, in line with organisational requirements

P17   amend your budget to reflect any reallocation of resources, in line with organisational requirements

P18   make recommendations on the need for increased resources, if necessary

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the scope of your task, the responsibilities and limits of your authority

K3   the fundraising strategy and the purpose and relative value of the activities

K4   the resources currently allocated to activities

K5   the types of changes that may need to be undertaken to ensure the safety of fundraising activities

K6   what appropriate documentation, including insurance cover, may be required

K7   who to instruct to undertake health and safety risk assessments

K8   the budget at your disposal and how to monitor and oversee its allocations

K9   organisational guidelines and procedures for the preparation and approval of budgets

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AFNOS 20
Manage fundraising resources

K10 organisational guidelines and procedures for monitoring and reporting of performance against budgets and revising budgets

K11 the performance to date of the planned fundraising activity and any amendments to the activity schedule and projected outcomes

K12 how to ensure that the expertise, experience and personal development plans of all colleagues involved in the delivery of the fundraising strategy, both paid and unpaid, are taken into account when reallocating resources

SECTOR SPECIFIC
You need to know and understand:

K13 legislation, regulations and codes of practice applicable to:

    K13.1 personal accountability and the management of resources

    K13.2 organisational accountability and the management of resources

GENERAL

K14 how to negotiate resource re-allocation whilst maintaining good working relations

K15 the main causes of variances, how to identify them and the corrective action which could be taken to address them

K16 the importance of providing regular information on the performance of your area to relevant people

K17 how to encourage colleagues to think about ways of reducing expenditure and increasing income

K18 the need for professional confidentiality, within and outwith the organisation

M

AFNOS 20
Manage fundraising resources

Additional Information

Links to other Standards Frameworks
The Arts Marketing Association standards framework nos. 6.2 (manage financial resources), 7 (work with other internal departments and third parties) and 8 (manage and develop teams and individuals) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

M

AFNOS 21
Plan and co-ordinate joint working for fundraising

Overview

This standard is about working effectively with other teams within your own organisation, and with other organisations. It includes establishing and monitoring shared goals and effective working relationships.

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

You must be able to:

P1	identify business functions within your organisation or in external organisations, and key stakeholders within these, relevant to achieving your fundraising aims and objectives
P2	create partnerships, steering groups, communities and networks (on- and / or off-line), establishing and agreeing a clear focus and purpose for the group in line with the fundraising strategy
P3	facilitate, curate and encourage discussion within groups and networks, to encourage and foster a sharing of ideas, thoughts and conversations
P4	establish stakeholders' interest in and understanding of your fundraising aims and objectives to secure their involvement in line with organisational requirements
P5	recognise and respect the roles, responsibilities, interests and concerns of the stakeholders in other business functions or organisations
P6	broker communication between partners when working with multiple stakeholders
P7	consult with stakeholders in relation to key decisions and activities, taking account of their views, including their:

P7.1	priorities
P7.2	expectations

M

AFNOS 21
Plan and co-ordinate joint working for fundraising

P7.3 attitudes

P8 effectively negotiate with stakeholders to achieve mutually beneficial outcomes and ensure they buy-in to proposed changes

P9 identify and resolve conflicts of interest and disagreements with stakeholders in ways that minimise damage:

P9.1 to work or activities

P9.2 to the individuals involved

P9.3 to the organisation

P10 create agreements with stakeholders in line with organisational requirements including :

P10.1 service level agreements

P10.2 partnership agreements

P10.3 memorandum of understanding agreements

P11 undertake actions agreed with stakeholders in line with the terms of any agreements made, leading on none, some or all of the project as decided by the group

P12 advise stakeholders of difficulties or where it will be impossible to fulfil agreed actions in line with the terms of any agreements made

P13 monitor the effectiveness of the cooperation across business functions and other organisations in achieving the organisation's fundraising objectives

P14 identify areas where cooperation has proved effective and share any learning from this with the stakeholders involved

P15 identify areas where cooperation has not proved effective and address any area of concern with those involved, in line with agreements with stakeholders

P16 ensure that all opportunities are taken for fundraisers to support colleagues on a reciprocal basis to further organisational income and impact

P17 put in place a procedure for escalation of issues in the event of non-agreement or non-compliance, in case it should be necessary

M

AFNOS 21
Plan and co-ordinate joint working for fundraising

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the ethical policy of your organisation as it applies to joint working for fundraising

K3   the scope of your task, the responsibilities and limits of your authority

K4   work roles and responsibilities of individuals and stakeholders

K5   the identified information needs of stakeholders

K6   mechanisms for consulting with all stakeholders on key decisions and activities

K7   planning and decision making processes of all stakeholders

K8   power, influence, politics and management culture of all stakeholders

K9   mechanisms for monitoring and reviewing the effectiveness of working relationships between all stakeholders

K10   the external context in which current or potential partners are operating

SECTOR SPECIFIC
You need to know and understand:

K11   data protection and fundraising legislation, and fundraising regulations and codes of practice

K12   developments, issues, and concerns of importance to stakeholders in the sector

M

AFNOS 21
Plan and co-ordinate joint working for fundraising

GENERAL
You need to know and understand:

K13	the different functions in all stakeholders and their roles and responsibilities in achieving overall aims
K14	the reasons why there may be conflicts and misunderstandings between stakeholders and how such conflicts may be resolved
K15	principles of effective communication and persuasion, and how to apply them
K16	principles of conflict resolution and how to manage conflict between a range of stakeholders
K17	how to consult, communicate and coordinate in relation to key decisions and activities
K18	the importance of taking account of the views of all stakeholders and being transparent in decision making
K19	how to identify and meet the information needs of stakeholders
K20	the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Stakeholders refer to people inside and outside the organisation who have an interest in plans for joint fundraising activities. These may include colleagues, trustees, donors or partners from other organisations, amongst others.

Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 7.4 (build business relationships, networks and partnerships) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

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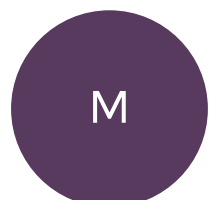
AFNOS 22
Promote public trust and confidence in fundraising

Overview

This standard requires you to demonstrate that you take steps to ensure that your organisation is accountable and transparent in communicating with supporters, whilst still communicating its features and benefits. It requires you to consider broader issues that might impact on the public trust, such as your organisation's ethical policy and the environmental impact of your fundraising practice. It also requires you to recommend changes, as appropriate, to your trustees.

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

You must be able to:

P1   check that you and members of your team adhere to the Institute of Fundraising's code of professional conduct and have a clear understanding of the latest legislation relating to fundraising

P2   check that all fundraising activity for which you have responsibility meets the requirements of legislation, regulation, codes of practice and your organisation's ethical policy

P3   give supporters, donors, beneficiaries, and other stakeholders a clear and compelling understanding of how your organisation works, including its mission, its fundraising, and its outcomes/impact in line with organisational requirements

P4   respect the reasonable requests of supporters, donors and other stakeholders for information, in line with legal and organisational requirements

P5   check that all members of your team are able to answer common questions posed by supporters, donors, beneficiaries, participants, employees, the public and the media, in line with organisational requirements and/or understand when and where to seek advice or support on answering questions

M

AFNOS 22
Promote public trust and confidence in fundraising

P6   check that all fundraising communications contribute to explaining how the organisation operates, the benefits of its existence and what it has achieved, in line with organisational requirements

P7   check that there are systems in place to generate data in respect of the costs and effectiveness of fundraising, in line with organisational requirements

P8   identify how supporters would like to be communicated with and where possible seek to comply with their requests, in line with organisational and data protection/GDPR requirements

P9   check that a procedure is in place to deal with supporter enquiries and concerns, in line with organisational requirements

P10   check that a complaints procedure is in place and that it is clear to supporters and the public how this may be instigated

P11   check that supporter feedback and dialogue is encouraged and used to inform future activity, in line with organisational requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the artistic vision, aims, ethics, culture, past history and mission of your organisation

K2   the scope of your role, responsibilities and limits of your authority

K3   your organisation's ethical policy and why it is important to have one

SECTOR SPECIFIC
You need to know and understand:

K4   why accountability and transparency are important

K5   the key drivers of trust in an organisation

K6   the reputational risks an organisation faces if it engages in unethical or other forms of poor fundraising practice

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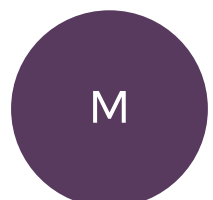
AFNOS 22
Promote public trust and confidence in fundraising

K7	the legislation, regulation and codes of practice impacting on fundraising activity and data protection, and where to seek information regarding these issues
K8	the requirements of self-regulation and work of self-regulatory bodies
K9	how to calculate and explain the costs of fundraising incurred by your organisation
K10	the difference between restricted and unrestricted funds and the fundraising implications of soliciting them

GENERAL
You need to know and understand:

K11	how to establish a complaints handling procedure
K12	current trends in respect of public attitudes towards the not for profit
K13	how to collect and make use of a wide range of supporter feedback, with the aim of converting people into strong advocates and ambassadors for the organisation's work
K14	the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary

Accountability refers to being responsible to someone for actions taken, about being able to explain, clarify and justify actions. It implies that someone has a right to know and hold an organisation to account and that the organisation has a duty to explain and account for its actions.

Transparency refers to being easy to understand and being open, frank and honest in all communications, transactions and operations.

Ethical policy refers to a statement that defines the principles on which the charity bases its involvement with third party organisations.

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AFNOS 22
Promote public trust and confidence in fundraising

Restricted and unrestricted funds refer to any conditions that may be placed on funds raised by the organisation. A donor can place a restriction on their gift by stating that it can only be used to fund a specific project or activity. These funds are known as restricted. Unrestricted funds can be spent freely by the trustees in furtherance of the charity's objects.

Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 4.4 (manage and provide public relations services) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

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AFNOS 23
Provide leadership in your area of responsibility

Overview

The standard is about providing direction to people in a defined area or part of an organisation, and motivating and supporting them to achieve the vision and objectives for the area.

This standard is relevant to managers with responsibility for leading a significant area within the organisation.

Performance criteria

You must be able to:

P1 engage people within your area of responsibility in defining its direction and committing their energies and expertise to achieving its results

P2 clearly and enthusiastically communicate a vision and shared values of where your organisation is going and its culture

P3 ensure people understand how the vision, objectives and operational plans for your area link to the vision and objectives of the overall organisation

P4 inform your team of their tasks and responsibilities in a way that promotes good working relationships and clarifies boundaries

P5 steer your area successfully through difficulties and challenges, as well as changes in the external operating environment

P6 develop a range of leadership styles and apply them appropriately to people and situations:

P6.1 directive skills – provide structure and focus for yourself and your team. Establish and control budgets, targets and timetables. Provide training and clear instructions for new staff and / or new areas of work. Communicate regularly and effectively with all the people working within your area, and show that you listen to what they say.

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P6.2 coaching skills – use active listening to gain understanding of staff views and feelings. Seek feedback on learning outcomes of positive and negative experiences. Help and encourage the staff member to develop their skills and knowledge. Give people support and advice when they need it, especially during periods of setback and change.

P6.3 influencing skills – give credit where it's due. Ensure that the originators and developers of ideas which are successfully implemented receive recognition for their achievement. Motivate staff members to do their job well, and to develop their own ways of working. Gain consensus on future direction. Communicate vision. Results-focused and get results required from staff. A catalyst for change and continuous improvement.

P6.4 collaborating skills – build confidence of the staff member so that they believe in their own ability. Broker communication with others in the team and / or cross-departmentally) to help develop collaborative working. Encourage people to take the lead in their own areas of expertise, and show willingness to follow this lead.

P6.5 delegating skills – empower staff to take own decisions at an appropriate level for their role and skills, including taking acceptable risks in pursuing innovation and to make and learn from mistakes. Act as a sounding board for staff members to discuss ideas. Review progress at an appropriate timeframe. Encourage staff to set own objectives and targets. Encourage people to take responsibility for their own development needs.

P7 identify and periodically review the approach to, and level of, innovation within your area of responsibility

P8 win, through your performance and behaviour, the trust and support of people

P9 monitor the work of your team to ensure that members of your team are undertaking their tasks efficiently, effectively and in accordance with their work plan

P10 communicate regularly, making effective use of a range of different communication methods with all the people working within your team and show that you listen to what they say

M

AFNOS 23
Provide leadership in your area of responsibility

P11 motivate people across your team to achieve their work and development activities and provide recognition when they are successful

P12 ensure your availability to solve any emergent problems, and to ensure a healthy flow of information among all relevant persons

P13 seek advice and guidance from your line manager or other relevant colleagues if you need help to achieve your team's objectives

P14 advise your team that you will be reviewing their performance and carry this out in an objective manner that will not compromise their work

P15 provide feedback to each individual on:

　P15.1 the work of the team as a whole

　P15.2 the work of that individual

P16 consult your team for:

　P16.1 constructive suggestions to improve performance

　P16.2 opportunities to improve information flow

　P16.3 any foreseeable problems in completing the plan

　P16.4 evaluation on your own performance, in addition to asking your line manager for feedback

Knowledge and understanding

GENERAL KNOWLEDGE AND UNDERSTANDING
You need to know and understand:

K1 your own role within the organisation and the role(s) of your team, seeking clarification from your line manager where necessary

K2 how to engage people within your area of responsibility in defining its direction and committing their energies and expertise to achieving its results

K3 the differences between managing and leading

M

AFNOS 23
Provide leadership in your area of responsibility

K4   how to create a compelling vision for an area of responsibility

K5   how to select and successfully apply different methods for communicating with people across an area of responsibility

K6   different leadership styles and how to select and apply these to different situations and people

K7   how to get and make use of feedback from people on your leadership performance

K8   types of difficulties and challenges that may arise and ways of identifying and addressing them

K9   how to create and maintain a culture that encourages and recognises creativity and innovation

K10   the importance of encouraging others to take the lead and ways in which this can be achieved

K11   how to empower people effectively

K12   how to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement

INDUSTRY/SECTOR SPECIFIC KNOWLEDGE AND UNDERSTANDING
You need to know and understand:

K13   legal, regulatory and ethical requirements in the industry/sector, including Health & Safety

CONTEXT SPECIFIC KNOWLEDGE AND UNDERSTANDING
You need to know and understand:

K14   individuals within your area of responsibility, their roles, responsibilities, competences, preferred learning styles, and potential

K15   your own values, motivations and emotions

K16   your own strengths and limitations in the leadership role

**K17**   the strengths, limitations and potential of people that you lead

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AFNOS 23
Provide leadership in your area of responsibility

K18	your own role, responsibilities and level of authority
K19	the vision, objectives and culture of the overall organisation
K20	the vision, objectives, culture and operational plans for your area of responsibility
K21	types of support and advice that people are likely to need and how to respond to these
K22	leadership styles used across the organisation
K23	the need for professional confidentiality, within and outwith the organisation

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

1. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
2. Make time available to support others
3. Support others to make effective use of their abilities
4. Encourage others to take decisions autonomously, when appropriate
5. Recognise the achievements and success of others
6. Encourage and welcome feedback from others and use this feedback constructively
7. Act within the limits of your authority
8. Refer issues outside the limits of your authority to appropriate people
9. Show integrity, fairness and consistency in decision-making
10. Take personal responsibility for making things happen
11. Protect your own and others' work against negative impacts
12. Seek to understand people's needs and motivations
13. Create a sense of common purpose
14. Communicate a vision that inspires enthusiasm and commitment

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AFNOS 23
Provide leadership in your area of responsibility

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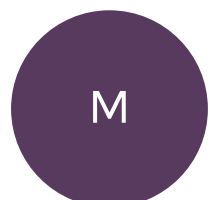
15. Model behaviour that shows, and inspires others to demonstrate respect, helpfulness and cooperation

16. Exhibit entrepreneurial skills, to think creatively (often outside of areas and resources of direct control) with a pragmatic approach and an ability to make things happen

17. Use a range of leadership styles appropriate to different people and situations
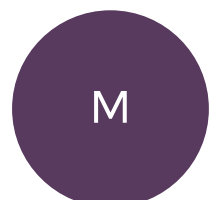
AFNOS 24
Work with trustees to enhance fundraising success

Overview

This standard is about involving trustees in your organisation's fundraising activity in ways that are appropriate to their role, and the size or structure of your organisation.

It is about ensuring that these individuals understand the role that they might play in enhancing the performance of the fundraising function. This is likely to relate to their strategic responsibilities as trustees, including developing ethical policies or managing reputational risks which could arise from poor fundraising practice. It may also involve trustees in advising on and assisting with appropriate forms of fundraising, such as events, major gift or capital appeals, and making peer-to-peer requests for support, under the guidance, and with the knowledge, of fundraising personnel.

There are three elements:

1. Support trustees in providing strategic direction for fundraising activity
2. Involve trustees in fundraising activity
3. Report to trustees on fundraising performance

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

Performance criteria

SUPPORT TRUSTEES IN PROVIDING STRATEGIC DIRECTION FOR FUNDRAISING ACTIVITY
You must be able to:

P1   communicate the importance of effective fundraising in achieving an organisation's aims

P2   communicate the nature and importance of a Board's role in achieving fundraising objectives

M

AFNOS 24
Work with trustees to enhance fundraising success

P3   involve trustees in the development of your organisation's fundraising strategy in line with the wider organisational strategic plan; communicate your vision to the trustees; and gain consensus on future direction

P4   support trustees in developing key policies important to maintaining high standards of fundraising practice/ethics in line with legislation, regulation and code of practice

P5   ensure that trustees understand their obligations in regard to data protection/GDPR legislation, regulation and codes of practice

P6   check that trustees understand the importance of transparency and accountability in the public reporting of fundraising results in line with legislation, regulation and code of practice

P7   involve trustees in updating your organisation's fundraising strategy using results from your evaluation of fundraising performance

INVOLVE TRUSTEES IN FUNDRAISING ACTIVITY

P8   identify ways in which trustees can contribute to fundraising activity using their skills and contacts, and motivate and enthuse them to do so

P9   seek agreement from trustees about any roles they will take in carrying out fundraising activities in line with their legal, ethical and organisational responsibilities

P10   support trustees in carrying out their fundraising activities, including peer-to-peer approaches for financial or in-kind support, and work with them to increase their comfort levels and success rates in carrying out those activities, offering training and other support as necessary, and recognising their contribution appropriately

REPORT TO TRUSTEES ON FUNDRAISING PERFORMANCE
You must be able to:

P11   provide reports on the performance of the organisation's fundraising function to help trustees review on-going performance, including:

     P11.1   the key drivers of fundraising performance in your organisation

     P11.2   summary statistics, including relevant metrics

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P11.3 an explanation of the pattern of performance achieved, highlighting strengths and weaknesses in performance

P12 support trustees in using the information provided to take action to improve performance, in line with your role and responsibilities

P13 respond appropriately to requests from trustees for additional information or clarification, reducing any misconceptions or misunderstandings about the operation of the fundraising function

P14 demonstrate how your fundraising strategy and activity help to develop and maintain positive relationships with supporters, and provide benefits to your organisation

P15 demonstrate the importance of supporter retention and the rationale for investing in this area

P16 demonstrate how fundraising strategies and plans help to develop and maintain positive relationships with supporters and the resultant benefits in terms of loyalty and donor lifetime value

P17 demonstrate how an effective fundraising strategy allows an organisation to make efficient use of its resources by focusing upon the target audiences and supporters most responsive to its solicitations

P18 demonstrate how new fundraising products/services allow the organisation to satisfy changing supporter needs and how this generates return on investment

P19 report on the environmental impact of the organisation's fundraising activities and suggest changes in policy, as appropriate

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the artistic vision, aims, ethics, culture, past history and mission of your organisation

**K2** the scope of your role, responsibilities and limits of your authority

M

AFNOS 24
Work with trustees to enhance fundraising success

M

K3	the current level of knowledge and understanding among trustees about the process of fundraising, typical returns from fundraising and fundraising reporting
K4	the identified information needs of trustees and other stakeholders
K5	the organisation's planning and decision making processes
K6	the role trustees might play in assisting with or facilitating fundraising activities
K7	power, influence, politics and management culture within the organisation

SECTOR SPECIFIC
You need to know and understand:

K8	why accountability and transparency are important
K9	fundraising legislation, regulation, ethics, and codes of fundraising practice
K10	data protection/GDPR legislation, regulation and codes of practice
K11	how to calculate and explain the costs of fundraising incurred by your organisation
K12	the difference between restricted and unrestricted funds and the fundraising/legal implications of soliciting them
K13	the importance of donor retention and loyalty
K14	current trends in public perceptions of non-profit organisations and current fundraising practice
K15	current trends in media perceptions of non-profit organisations and current fundraising practice
K16	typical returns from fundraising activity
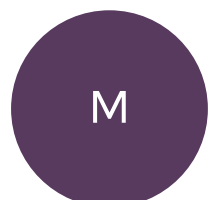
AFNOS 24
Work with trustees to enhance fundraising success

GENERAL
You need to know and understand:

K17 potential barriers to promoting the value of fundraising within an organisation, the reasons for these and methods for overcoming them

K18 common misunderstandings about the nature of fundraising, fundraising costs and the public reporting thereof

K19 the principles of strategic management and business planning

K20 the importance of corporate social responsibility and how to reflect this within an organisation's fundraising strategy

K21 the importance of consulting with colleagues and other stakeholders in promoting the value of fundraising and how to do this effectively

K22 how to develop measures and methods for monitoring and evaluating the performance of fundraising and the return on investment achieved

K23 the importance of analytical skills to make evidence-based decisions on future fundraising and income generation activities for maximum return on investment

K24 the skills required to implement change within an organisation

K25 the ability to distinguish between different fundraising techniques which trustees may have seen applied in other organsiations, and their suitability for the current situation

K26 the need for professional confidentiality, within and outwith the organisation

Additional Information

Glossary
Key policies which are important for fundraising include ethical, environmental impact, use of third party suppliers, data protection, health and safety and volunteer policies.

M

AFNOS 24
Work with trustees to enhance fundraising success

M

Accountability refers to being responsible to someone for actions taken, about being able to explain, clarify and justify actions. It implies that someone has a right to know and hold an organisation to account and that the organisation has a duty to explain and account for its actions.

**Transparency** refers to being easy to understand and being open, frank and honest in all communications, transactions and operations.

Trustee's skills and contacts can be identified through registers of interests, skills audits or one to one discussions or performance reviews of individual trustees. These are usually implemented on a regular, often annual basis, as well as forming part of the induction process for new trustees.

Restricted and unrestricted funds refer to any conditions that may be placed on funds raised by the organisation. A donor can place a restriction on their gift by stating that it can only be used to fund a specific project or activity. These funds are known as restricted. Unrestricted funds can be spent freely by the trustees in furtherance of the charity's objects.

The benefits of positive relationships with supporters can be demonstrated in terms of loyalty (including non-financial support such as volunteering and enhancing organisational reputation) and donor lifetime value to your organisation. It is also important for trustees to understand the kinds of benefits that supporters may get from their association with your organisation, including feedback about outcomes of the work they are supporting or a sense of achievement or feeling valued, amongst others.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.
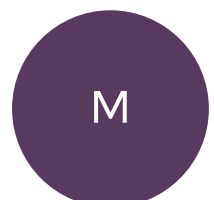
AFNOS 25
Use information technology effectively in fundraising

Overview

This standard concerns the effective use of IT, digital fundraising software, and supporter and contact databases in fundraising. It has been separated out as, at present, it is often seen as a separate function, but should in time be absorbed into all relevant AFNOSs, as one of a range of tools available to fundraisers.

IT systems and tools underpin the majority of fundraising functions, and it is essential to be aware of the importance, potential and limitations of each in facilitating effective fundraising activity. A supporter or contacts database is likewise a key tool, especially in individual fundraising and direct marketing.

You will need to develop a working knowledge of the IT tools and systems available within your organisation, and an awareness of how these could be augmented or developed to assist in fundraising. You will also need to understand, use and be able to brief others in the use of any supporter and contacts database system that is available to you. It is likely that the development and maintenance of the organisation's IT and database resources will be someone else's responsibility.

There are two elements

1. Use IT tools effectively in fundraising
2. Use supporter and contacts databases effectively in fundraising

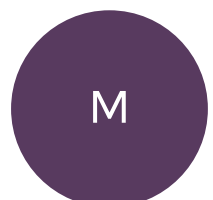This standard is appropriate for people involved in fundraising at all levels.

Performance criteria

USE IT TOOLS AND SYSTEMS EFFECTIVELY IN FUNDRAISING
You must be able to:

P1   demonstrate your ability to use the IT tools available to the fundraising function within your organisation in line with your roles and responsibilities

AFNOS 25
Use information technology effectively in fundraising

P2   identify the type and quality of IT resources you need to meet your agreed fundraising objectives and the latest trends to support performance and efficient working

P3   identify any shortfall between required and allocated IT resources in line with your roles and responsibilities and develop a case for investment in IT/technology

P4   research and benchmark the effective use and development of IT tools within fundraising in your organisation in line with your roles and responsibilities

P5   discuss your research findings with the relevant people and recommend changes in the allocated IT resources in line with your roles and responsibilities

P6   seek information or training required to stay up to date on the development of IT tools in line with organisational procedures

P7   access IT specialists or supporting services to overcome any difficulties or potential difficulties in using IT systems and technologies

P8   consult to ensure that the user experience and perspective of staff, volunteers, and external stakeholders, including supporters, is borne in mind when designing, implementing, improving or procuring IT systems

**USE SUPPORTER AND CONTACTS
DATABASES EFFECTIVELY IN FUNDRAISING**
You must be able to:

P9   identify the type and quality of data you need to meet your agreed fundraising objectives

P10   identify any shortfall between required and allocated database functionality to help meet fundraising objectives

P11   discuss with and recommend changes relating to database functionality to the relevant people in line with meeting the organisation's fundraising objectives

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AFNOS 25
Use information technology effectively in fundraising

P12 research and benchmark the effective use and development of supporter and contacts databases in fundraising in line with meeting the organisation's fundraising objectives

P13 implement requirements of data protection/GDPR legislation, codes of practice and your organisations policies and procedures and ensure all technology adheres to requirements

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the relevant person within the organisation to consult with, or approve any changes to:

K1.1 IT resources or procedures

K1.2 database resources or procedures

K2 the relevant person within the organisation to discuss or implement IT or database training requirements for you and your immediate colleagues

K3 the structure, content, basic functionality, value, potential and limitations of supporter and contacts databases in your organisation

K4 planned IT and database developments within the organisation that might impact on fundraising performance

K5 what existing support agreements, policies and processes are in place

SECTOR SPECIFIC
You need to know and understand:

K6 the impact of legislation, regulation and codes of practice regarding data protection/GDPR, data storage and the use of data in fundraising and where to seek information regarding these issues

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AFNOS 25
Use information technology effectively in fundraising

K7   where and how to source information on the use of supporter and contact databases and IT tools in fundraising in relation to:

    K7.1   benchmarking

    K7.2   best practice

    K7.3   competitors' practice

K8   the latest sectoral trends in relation to IT/technology and how these might improve or adapt your own organisational processes

K9   the latest technology (such as Artificial Intelligence) available to support fundraising, its potential usage, its efficacy, and any ethical considerations in utilisation

Additional Information

Links to other Standards Frameworks
The Arts Marketing Association standards framework no. 4.3 (target audiences/ visitors, website users and participants by direct and digital marketing) may provide useful supporting material.

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

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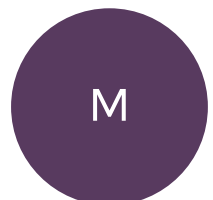
AFNOS 26
Use digital platforms and mediums in fundraising

Overview

This standard concerns the effective use of digital platforms and mediums to support fundraising. It has been separated from AFNOS 25 to specifically highlight fundraising through digital platforms, rather than using digital tools to support fundraising.

Crowdfunding and fundraising through other digital platforms are growing income sources for the sector and as such it is important for fundraisers to gain an understanding of how to use these effectively.

You will need to develop a working knowledge of the digital platforms available, and an understanding of the benefits and challenges of each option. You will also need to know how to develop effective campaign messaging and strategies for these platforms, and to be clear as to how it differs for digital platforms versus offline or other fundraising mechanisms.

There are two elements

1. Use digital platforms effectively for fundraising
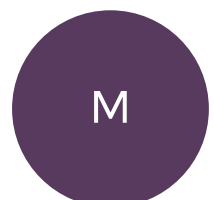2. Develop campaigns and strategies for digital platforms

This standard is appropriate for people involved in fundraising at all levels.

Performance criteria

USE DIGITAL PLATFORMS EFFECTIVELY FOR FUNDRAISING
You must be able to:

P1   demonstrate your ability to use the digital platforms available for fundraising within your organisation in line with your roles and responsibilities

P2   identify the opportunities and potential for digital fundraising and crowdfunding in line with your supporter base and future activity

P3   understand the additional resources required to successfully deliver crowdfunding or digital fundraising and make a case for investment in this area

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AFNOS 26
Use digital platforms and mediums in fundraising

P4   seek information or training required to stay up to date on the development of digital fundraising in line with organisational procedures

DEVELOP CAMPAIGNS AND STRATEGIES FOR DIGITAL PLATFORMS
You must be able to:

P5   develop clear and compelling messaging appropriate for the digital platform

P6   work with appropriate team members to create digital marketing strategies for the promotion of digital fundraising campaigns

P7   understand the end-to-end process of a digital or crowdfunding campaign and where support from wider team members will be needed

P8   evaluate crowdfunding campaigns and implement learning to improve future effectiveness

## Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the relevant person within the organisation to consult with, or who can approve any changes to digital platforms and procedures

K2   the relevant person within the organisation to discuss or implement digital fundraising training requirements for you and your immediate colleagues

K3   the structure, functionality, value, potential and limitations of online fundraising platforms

SECTOR SPECIFIC
You need to know and understand:

K4   the latest sectoral trends in relation to digital fundraising and how these might inform your own organisational processes

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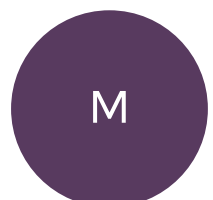
AFNOS 26
Use digital platforms and mediums in fundraising

K5 the different mediums, platforms and technology which could be used for digital fundraising

K6 the risks relating to utilising digital fundraising

K7 the ethical considerations of utilising certain type of digital fundraising initiatives

K8 where and how to source information on the use of digital fundraising platforms in relation to

    K8.1 benchmarking

    K8.2 best practice

    K8.3 competitors' practice

Additional Information

Glossary

Crowdfunding refers to the practice of funding a project or venture by raising money from a large number of people who each contribute a relatively small amount, typically via the Internet.

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

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AFNOS 27
Diversify income across multiple fundraising streams

Overview

This standard concerns the development of a diversified income portfolio for an organisation or project. Diversification of income is vital for long term resilience in the arts.

You will need to identify untapped sources of income – for example earned income – and amend your fundraising strategy to develop a more diversified income portfolio. This should take into account all relevant and accessible information, and trade off diversification considerations with the importance of investing in fundraising sources that see high returns for the organisation.

There are two key elements to this

1. Create an understanding of the target income portfolio for the organisation
2. Understand the steps required to achieve the target

This standard is appropriate for people involved in senior management or leadership in fundraising.

Performance Criteria

CREATE AN UNDERSTANDING OF THE TARGET INCOME PORTFOLIO FOR THE ORGANISATION
You must be able to:

P1 access and use relevant benchmarks to understand the standard income portfolio for organisations comparable to your own, including by:

P1.1 artform

P1.2 location

P1.3 income size

P2 identify areas of potential new income, outside of your current income portfolio

P3 generate realistic income targets and plans from each fundraising stream

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AFNOS 27
Diversify income across multiple fundraising streams

UNDERSTAND THE STEPS REQUIRED TO ACHIEVE THE TARGET
You must be able to:

P4   understand the resources required to invest in new strands of income, including where resources need to be reprioritised

P5   work with appropriate team members to develop clear plans and a strategy for income growth from new areas

P6   ensure buy in from everyone involved in fundraising for your organisation, leadership, and the board

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1   the history of fundraising at your organisation, including key successes and evaluation of any previous attempts to diversify income

K2   the position of your organisation with regard to existing relationships with funders and potentially un-accessed sources of funding

K3   your organisation's business model and fundraising strategy

SECTOR SPECIFIC
You need to know and understand:

K4   the established sources of income for the arts and cultural sector

K5   your organisation's business strategy

K6   developments and trends within the arts and cultural sector with regards to diversification of income

K7   where to find relevant sector benchmarks

K8   any changes to the external context which might impact upon your organisation or the sector's income generation potential

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AFNOS 27
Diversify income across multiple fundraising streams

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Additional Information

External Links

Arts Fundraising & Philanthropy has developed a benchmarking dashboard for the arts and cultural sector, based on data from organisations within the Arts Council England National Portfolio. This dashboard can be filtered by organisational features including art form, location and income.

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AFNOS 28
Develop and implement ethical fundraising policies

Overview

This standard concerns the development and implementation of appropriate ethical fundraising policies. Such a policy should underpin all fundraising activity at the organisation, and should be grounded in the activity and values of an organisation.

Ethical fundraising is a significant topic within the charity sector and beyond, and as such it is important that organisations have a clear policy that can be used to justify the acceptance or non-acceptance of funds.

You will need to develop a strong ethical policy for your organisation, review it at regular intervals agreed with your board, and understand how it should be incorporated into day to day practice.

There are two elements

1. Create an appropriate ethical fundraising policy
2. Implement the ethical fundraising policy day-to-day

This standard is appropriate for people involved in senior management or leadership in fundraising.

Performance Criteria

CREATE AN APPROPRIATE ETHICAL FUNDRAISING POLICY
You must be able to:

P1   decide who in your organisation will prepare, initiate and manage the process of developing an ethical fundraising policy, considering the support they will need from senior managers and stakeholders

P2   determine the scope of the policy, including the fundraising mechanisms it needs to cover and whether it covers wider organisational ethics beyond fundraising

P3   know who in your organisation needs to be consulted in the development of the policy. This may include the Board, major funders, key staff, beneficiaries, or partners.

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AFNOS 28
Develop and implement ethical fundraising policies

P4 consult with key stakeholders through facilitated conversations and ensure early stage buy-in with the ethical fundraising policy

P5 bring together a small group of stakeholders to draft the policy and consider key areas within the ethical policy, including:

> **P5.1** general ethical risks

> **P5.2** risks related to beneficiaries or mission of the specific organisation

P6 defend the policy, making each point understandable and clearly articulated

P7 ensure that a final policy is appropriate at minimising risks whilst not needlessly ruling out potential supporters

IMPLEMENT THE ETHICAL FUNDRAISING POLICY DAY-TO-DAY
You must be able to:

P8 establish a framework for conducting due diligence on potential new fundraising sources in line with the ethical fundraising

P9 ensure that all staff, trustees and volunteers involved in fundraising for your organisation understand the ethical policy, and how it should be used in their day-to-day activity

P10 decide the process for responding to criticism around ethical fundraising. This can include not responding; communicating with key relationships; issuing a public response defending your position; or changing the decision around accepting fundraising

P11 put in place mechanisms for the escalation of conflicts with the ethical policy to the ethical fundraising policy leader and senior leaders

P12 manage, appropriately, any issues arising from the implementation of your ethical fundraising policy

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AFNOS 28
Develop and implement ethical fundraising policies

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1	the specific ethical fundraising risks for your organisation
K2	the key stakeholders for your organisation who must buy-in to the policy
K3	which existing relationships and funders may be in conflict with a newly adopted policy

SECTOR SPECIFIC
You need to know and understand:

K4	the broader picture of ethical fundraising risks in the arts and charity sectors

Additional Information

External Links
The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

The Institute of Fundraising provides information on ethical fundraising and offers some more comprehensive guidance on corporate relationships.

The majority of fundraising organisations, including the UK's leading charities and arts organisations, treat their ethical policies as confidential business information. However, some do publish their policies online and this can help demonstrate ethical commitment to beneficiaries and help ensure policies are upheld. Some examples to look at include: Amnesty UK; British Lung Foundation; The British Library; and Mind.

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AFNOS 29
Fundraise legally and in accordance with regulation

Overview

This standard concerns the development, implementation and oversight of fundraising practice that is in accordance with the law and fundraising regulation.

The Fundraising Regulator was founded in 2016 to replace the Fundraising Standards Board. It is an independent regulator of charitable fundraising across England, Wales, and Northern Ireland, protecting donors and supporting fundraisers. At present, it is an opt-in, self-regulatory scheme.

There are two elements

1. Ensure your practice and knowledge is legal
2. Build effective communication with the Fundraising Regulator

This standard is appropriate for people involved in senior management or leadership in fundraising.

Performance Criteria

ENSURE YOUR PRACTICE AND KNOWLEDGE IS LEGAL
You must be able to:

P1	read and understand the Code of Fundraising Practice
P2	be open with the public about your fundraising processes
P3	be willing to explain fundraising practice when asked for more information
P4	act with integrity
P5	demonstrate respect for potential donors in all contact

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AFNOS 29
Fundraise legally and in accordance with regulation

**BUILD EFFECTIVE COMMUNICATION
WITH THE FUNDRAISING REGULATOR
You must be able to:**

P6	resolve complaints from the public about fundraising where possible
P7	escalate complaints that cannot be resolved to the Fundraising Regulator
P8	maintain communication with the Fundraising Regulator and provide access to required information for it to resolve complaints

Knowledge and understanding

**CONTEXT SPECIFIC
You need to know and understand:**

K1	where the Code of Fundraising Practice conflicts with current fundraising practice at your organisation
K2	the methods of fundraising used by your organisation and specific regulations that govern these methods

**SECTOR SPECIFIC
You need to know and understand:**

K3	where arts fundraising most frequently tends to breach the Code of Fundraising Practice
K4	where additional self-regulation may be required for arts fundraising practice

Additional Information

External Links
The Institute of Fundraising's Code of Fundraising Practice should be read alongside this NOS. You should also have an understanding of the latest data protection/GDPR legislation.

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AFNOS 30
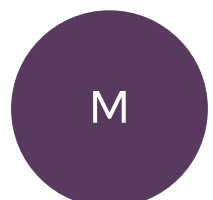## The Environmental Impact of Fundraising

Overview

This standard is about understanding the environmental impact of your fundraising activities and plans and how these fit into the wider organisational aims and objectives surrounding environmental responsibility.

The environmental impact of activities (fundraising or otherwise) is a significant topic within the charity sector and beyond. It is important that fundraisers have a clear understanding of the environmental impact of their activities and plans, how to reduce this impact and how plans fit in with wider organisational objectives surrounding environmental responsibility.

Performance Criteria

You must be able to:

P1   work in a way that contributes to environmental sustainability and the move towards a net zero future, in accordance with your organisation's policies and targets

P2   reduce your impact on the environment within the context of your role

P3   follow environmentally safe working practices and take precautions to minimise environmental impact

P4   review your organisation's fundraising plans, identifying activities which may have a negative impact on the environment

P5   seek feedback about the environmental impact of activities which that have been completed in the past to inform your future plans

P6   plan your activities to consider environmental best practice

P7   liaise with key stakeholders within the organisation surrounding environmental sustainability

P8   seek advice whenever necessary in order to ensure your activities consider environmental best practice

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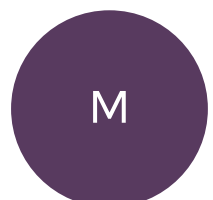## The Environmental Impact of Fundraising

P9 provide reports of your progress to key internal stakeholders

P10 monitor the environmental impact of your activities and, at the conclusion of fundraising activity(ies), review its success and failures to inform future planning

P11 articulate your organisation's environmental policy to help educate current/existing supporters around the importance of environmental sustainability

Knowledge and understanding

CONTEXT SPECIFIC
You need to know and understand:

K1 the environmental policy of your organisation and its goals and aims in this area

K2 your organisation's procurement policy and how the choice of suppliers might impact the environmental impact of your activities

K3 the organisation's current approach to fundraising, and the current environmental impact of activities

K4 how to contribute to environmental sustainability in accordance with organisational policies and targets

K5 why it is important to protect the environment

K6 the different scopes of Carbon Footprint

K7 the different fundraising methods which can used to minimise environmental impact

K8 the requirements for environmental monitoring and reporting

K9 the relevant legislative requirements relating to environmental limits, targets, and impact

K10 sources of information and relevant people within the organisation you can ask for advice

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AFNOS 30
The Environmental Impact of Fundraising

K11 who the relevant person is to contact regarding your environmental policy

K12 who the relevant person is to ask for advice and feedback

SECTOR SPECIFIC
You need to know and understand:

K13 how and where to access information about environmental best practice

K14 organisational examples of environmental best practice within the sector

K15 the impact of good environmental fundraising practice on fundraising success and donor cultivation/retention

K16 current environmental regulations and how they apply to your organisation's fundraising strategy/activities

K17 professional development opportunities to enhance your understanding of environmental sustainability

K18 sustainability networks in your region and how these can support you in developing good practice in terms of environmentally friendly fundraising

GENERAL
You need to know and understand:

K19 how to present your findings and make suggestions to the relevant person in a clear and concise manner

K20 the need for professional confidentiality, within and outside of the organisation

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AFNOS 30
The Environmental Impact of Fundraising

Additional Information

External Links

The following toolkit produced by the Chartered Institute of Fundraising provides a solid base of information which might be useful to read alongside this module.

This guidance – released by the UK Government – might also be useful reading in undertaking this module.

Carbon Literacy Training – carbonliteracy.com