



## Revenue Raising

This guide outlines some of the many ways your group can raise revenue to support its activities. It offers some tried and tested tips, which can be used in conjunction with the many links to useful resources.

One of the main points repeated throughout this guide is the importance of planning. Taking the time to establish or clarify your group's goals and to understand your revenue needs are essential to success.

### Grants

A grant is a form of revenue that is often provided on a one-off basis. Grants are generally awarded based on how well your group's application meets the grant program's criteria.

The following types of organisations may offer grants:

- Government (Federal, State and Local)
- Philanthropic (individual, family, community or business trusts, social enterprise)
- Corporate (business sector)

Each funding body will have different application requirements and grant program criteria.

Not all grant opportunities will suit your group. Some may require your group to have Deductible Gift Recipient (DGR) Status, while most will require your group to be an incorporated body or to have an auspice agency. Some will allow you to spend funds on equipment or staffing, and others will not. You will find the fine print in a funding body's grant guidelines.

### Plan for grants

As a group take the time to clarify your goals and identify the ones that will require additional revenue over the next 12 to 24 months. Your group may already

have a strategic plan that will assist with this and help your group to identify the types of grant opportunities you should focus on.

Most grant applications will require your organisation's important details such as postal address, incorporation number and bank account details. It is a good idea to record all these details in a single word document or spreadsheet as this will make it easier for different group members to locate this information when completing grant applications.

### Make the most of training opportunities

Take advantage of any programs and resources that are offered to your group. The City of Greater Bendigo hosts grant writing and support workshops throughout the year. While these workshops are aligned with the Council's grants programs, the principles are transferable to filling in any grant application. You can find some further information [www.bendigo.vic.gov.au/community-services/grants-events-and-volunteers/community-grants](http://www.bendigo.vic.gov.au/community-services/grants-events-and-volunteers/community-grants)

There is also a useful page on the Funding Centre website which has some valuable hints and tips. You can visit [www.fundingcentre.com.au/help/grantseeking-basics](http://www.fundingcentre.com.au/help/grantseeking-basics) for more information.

### Actively seek grants

Be active in your search for new and existing grants. There are a few useful places you can look for grant funding opportunities:

The City of Greater Bendigo has an e-newsletter titled GEE (Grants, Events Etc). This regular newsletter provides a summary of funding opportunities, local events and other useful tips and links. You can sign up to this free resource by emailing [gee@bendigo.vic.gov.au](mailto:gee@bendigo.vic.gov.au)

Cast your net wide. Funding opportunities can arise in many places other than through the obvious government agencies. Depending on the type of funding you are seeking there are always opportunities to be explored, such as multicultural or universal access funding.

"Our Community" provides a newsletter for a small fee. Titled 'Easy Grants', it offers access to a large grant database. Further information can also be found at [www.fundingcentre.com.au](http://www.fundingcentre.com.au)

Some other funding bodies supply helpful e-newsletters as well. Groups will often email you funding opportunities as they arise but it is also a good idea to watch their websites and community announcements for any grant-related news.

### Write succinct applications

Be concise when writing your grant application. Detailed planning ensures that your grant application is clear and more easily compiled. Well-written sentences and carefully structured paragraphs also help to ensure that both your organisation and proposed project are well represented and understood. Always ask a colleague to proof read your application, as a second set of eyes can really help to strengthen your application.

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### Follow provided grant guidelines

It is important to read through all grant guidelines carefully. This will ensure that your organisation understands what is expected of it. It will also provide you with a good idea of what a particular funding body is looking for.

Funding bodies set grant guidelines to:

- Encourage applicants to assess their own eligibility
- Meet various requirements
- Evaluate all applications equally

Adhering to the grant guidelines will give you the best chance at success as they clarify the:

- Process for applying (online/hard copy)
  - Eligibility of your club/organisation to apply (i.e. sporting or hobby type clubs)
  - Quantity of funding available
  - Important application dates
  - Details of the grant manager
  - Various assessment criteria
  - Terms and conditions of the funding
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### Communicate with the grant administrator

It is worth phoning grant administrators to discuss grant criteria and your proposed project's eligibility. This can help avoid expending time and energy on grant applications that have very little chance of being successful. Talking to the funding body will also help to clarify any questions you may have about the grant guidelines and application processes.

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### Support applications with evidence

Always ground your application in evidence. Although the amount of additional information required to support your application will vary, it



is important to remember evidence is essential. Some of the steps above, such as following grant guidelines and contacting grant administrators, will assist you to gauge the levels of evidence required. A funding body's status and the grant being applied for may influence these levels.

Use the body of your application to outline any evidence you plan to provide.

This might include reference to:

- Priorities from your strategic plan
  - Facts and statistics about local needs
  - Consultation with relevant community groups and individuals
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### Differentiate between incorporated and auspice

Discuss and analyse the format of your group. Most funding bodies require your group to be an incorporated body, because an incorporated body can make contracts, own property and receive funding. Also, liability rests with the incorporated association.

Auspice is the term used when an incorporated body or similar legal entity takes responsibility (this may include financial, legal and public liability risk) on behalf of another non-incorporated body that is applying for or undertaking the project.

The incorporated body applies for funding on the group's behalf and then takes responsibility. This responsibility includes ensuring that the funded project is completed and that all of the funding can be accounted for (acquitted). It is

recommended that the two organisations establish an auspice agreement.

If you would like further information about auspice agreements, please contact the City of Greater Bendigo Community Strengthening Team.

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### Consider partnering

Partnering with another group is not always a funding requirement, but it can be looked upon favourably. This is because partnering can strengthen your project (and application) as it often increases resources, networks, publicity and promotion.

Collaboration may also bring particular skill sets or new expertise to your project. You may already be working with another community group – sharing resources or expertise – so consider partnering with them. It will often provide you with a stronger chance of receiving funding.

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### Ensure budgets are detailed and accurate

Carefully consider your budget. Some funding bodies require a detailed budget that asks for all the expenses and income for the project, and while it may sound obvious, it is essential that your budget income and expenditure column balance by adding up to the same amount. It is also important to reflect both the cash and in-kind contributions of your group (and other partnering groups). Ensure figures are realistic and read the funding guidelines to establish whether you need quotes for the key components of the project's expenditure.

## Manage successful grants

Review your application as soon as you receive a grant.

A common situation is that the scope of the project may have changed since you submitted the application. This might be for a variety of reasons, including a difference between the amount of funding applied for compared to the amount of funding actually received. It is important to renegotiate the scope of your project subject to the changed conditions; your funding body will assume acquittal against the initial application unless told otherwise.

If the funding body's grant administrator has not already contacted you, phone them to discuss any possible changes. They will most likely ask you to put any changes into an email (and it is recommended that you do this), so that a record exists for acquittal reference.

Your group will also need to discuss who will manage the grant funds and who will manage the project delivery. This will help to ensure that all timelines are met, and that an accurate record of grant expenditure is maintained.

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## Communicate with Grant Managers

Stay in touch with the funding body's grant administrator once you have received the grant funding. It is also important to communicate with the grant administrator about any issues that arise during project delivery. Grant administrators want you to succeed in the delivery of your project and may have excellent tips or ideas to help you along.

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## Continuously consider project evaluation

Evaluate your project right from the beginning. It is important to consider how you will present evidence on the success or challenges of your funded project.

This evidence could include:

- The number of participants or people benefitted by the project
- Feedback or surveys regarding participants in the project
- Photographs demonstrating methods of project delivery



## Provide a timely and accurate acquittal

Commit to providing a detailed acquittal, as the process is a great opportunity to reflect on your project.

It is also very important to acquit all the funds you received. If any of your funding remains unspent, phone your funding provider's grant administrator. They will advise you on possible strategies to expend the remaining funding in an appropriate way, or let you know if you need to return the unspent funds. As in your application, it is extremely important that your income and expenditure balance.

Include photos and an analysis (based on funding body requirements) of the project's outcomes. Your acquittal is an important part of the funding cycle. It assists the funding body to show accountability in the funding process. It also can put your group in a favorable position to receive future funding.



### Links/ resources

- City of Greater Bendigo Community Grants Program [www.bendigo.vic.gov.au/community-services/grants-events-and-volunteers/community-grants](http://www.bendigo.vic.gov.au/community-services/grants-events-and-volunteers/community-grants)
- The Our Community Funding Centre [www.fundingcentre.com.au](http://www.fundingcentre.com.au)
- What is DGR Status [www.nfplaw.org.au/DGR](http://www.nfplaw.org.au/DGR)

## Events and Activities

Remember the importance of events and activities. They are a great way to raise funds for your group and to build awareness about the work that your group is pursuing. Activities might be as simple as a sausage sizzle at a local market or more complex such as a two-day festival. Both are a great way to not only raise revenue but to engage with the wider community.

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## Engage in the planning phase

Generate ideas by assessing the types of activities and events currently happening in your community and start brainstorming ideas within your group. Discuss a broad range of activity and event types, and pinpoint the ones that will most likely achieve your group's needs. Explore the amount of revenue you may need to raise and what works best for your group in terms of time and resources available.

There are also plenty of ideas available online:

- The Funding Centre Event Help Sheets [www.fundingcentre.com.au/event/help](http://www.fundingcentre.com.au/event/help)
- Pinterest [www.pinterest.com/fundraiserhelp/fundraising-ideas](http://www.pinterest.com/fundraiserhelp/fundraising-ideas)

Start planning once you have an activity or event idea. Discuss a timeline and be sure to identify any required resources you need to source.

## Research event management

Reference a wide variety of resources when planning your group's activities and events. The City has a range of resources available to assist event planners

[www.bendigo.vic.gov.au/community-services/grants-events-and-volunteers#events](http://www.bendigo.vic.gov.au/community-services/grants-events-and-volunteers#events)

Some key considerations in the planning phase are:

- Budget
- Location (accessibility)
- Timing (consider other community events, public holidays)
- Sponsorship (to boost fundraising capacity)
- Marketing and promotion
- Risk assessment and management
- Required permits (food, venues, roads)
- Scheduling and allocating tasks

For further advice contact the City of Greater Bendigo's Major Event's Team or see the Funding Centre's Event Help Sheets online at [www.fundingcentre.com.au/event/help](http://www.fundingcentre.com.au/event/help)

## Donations

Donations can provide a revenue boost to your group and can be presented in the form of money or goods. They can be received via:

- Collection tins
- Bequests
- Major sponsors – both individuals and corporate
- Online (through a website or crowd funding)

## Position yourself to receive donations

Undertake group planning. It is the first step towards positioning your organisation to receive donations. Consider the following questions:

- What do you want to have donated (money/resources)?
- Do you have a Deductible Gift Recipient status (see page item)?
- How will you receive donations (cash/online/post)?
- Do you have a receipting system, an accounting system and a bank account?
- How will you acknowledge donations (individually/publicly/via annual report)?

Some of these useful links will provide you with further information and advice on donations:

- Paypal (can assist in setting up a donation button on your website) [www.paypal.com/us/webapps/mpp/get-started/donate-button](http://www.paypal.com/us/webapps/mpp/get-started/donate-button)
- Our Community information on Donations and the GST [www.ourcommunity.com.au/management/view\\_help\\_sheet.do?articleid=25](http://www.ourcommunity.com.au/management/view_help_sheet.do?articleid=25)

## Acquire deductible gift recipient (DGR) status

Research whether your group can obtain deductible gift recipient (DGR) status. DGR status allows donors to claim a tax deduction on donations made.

There are two types of DGR endorsements as outlined on the Australian Tax Office (ATO) website:

- An organisation that is endorsed as a whole
- An organisation that is endorsed for the operation of a fund, authority or institution that it owns or includes

To apply for DGR endorsement, go to the ATO website [www.ato.gov.au](http://www.ato.gov.au) and search for the GiftPack.

As stated on the ATO website, to be entitled to DGR endorsement your organisation must:

- Fall within a general DGR category as set out in the income tax law
- Possess an Australian Business Number (ABN)
- Have an appropriate dissolution/revocation of endorsement clause or clauses
- Maintain a gift fund (if seeking endorsement for the operation of a fund, authority or institution)
- Be in Australia (with some exceptions)



## Consider crowdfunding

Continue researching innovative ways to fund your group's activities and ventures.

One popular method, crowdfunding, involves establishing a fundraising campaign for your project online. As well as being a good way to raise funds for specific activities and events, crowdfunding is a great way to directly involve people with your cause and possibly gain new members (see next item).

Crowdfunding involves projecting a specific and detailed financial target online, often using a readily available crowdfunding platform. Once a clear target has been set those who have access to the page can pledge a chosen amount to your cause. In some cases crowdfunding project pledges are only paid if the complete financial target is achieved. As this is mostly a web-based activity, some people think crowdfunding is an easy way to raise revenue... but what is true for all other revenue raising ventures remains true for crowdfunding, planning is still necessary!

The Funding Centre [www.fundingcentre.com.au](http://www.fundingcentre.com.au) has teamed up with Pozible [www.pozible.com](http://www.pozible.com) to provide you with a useful factsheet on crowd funding basics.



## Links and resources

- The Funding Centre's Donations Help sheets provide a great deal of useful information [www.fundingcentre.com.au/donation/help](http://www.fundingcentre.com.au/donation/help), including Getting Ready to Receive Donations [www.fundingcentre.com.au/help/receiving-donations](http://www.fundingcentre.com.au/help/receiving-donations)
- A Guide to Major Donations [www.fundingcentre.com.au/help/major-donations](http://www.fundingcentre.com.au/help/major-donations)
- Top 10 Tips for Fete Planning [www.fundingcentre.com.au/help/fete-planning](http://www.fundingcentre.com.au/help/fete-planning)
- Crowd funding basics [www.fundingcentre.com.au/help/crowdfunding-basics](http://www.fundingcentre.com.au/help/crowdfunding-basics)
- Paypal [www.paypal.com/us/webapps/mpp/get-started/donate-button](http://www.paypal.com/us/webapps/mpp/get-started/donate-button)
- Donations and the GST [www.ourcommunity.com.au/financial/financial\\_article.jsp?articleid=25](http://www.ourcommunity.com.au/financial/financial_article.jsp?articleid=25)
- Club finances [www.clubhelp.org.au/club-finances/fundraising](http://www.clubhelp.org.au/club-finances/fundraising)
- Healthy funding ideas for your sporting organisation [www.bendigo.vic.gov.au/community-services/sport-and-leisure/healthy-funding-ideas-your-sporting-organisation](http://www.bendigo.vic.gov.au/community-services/sport-and-leisure/healthy-funding-ideas-your-sporting-organisation)

## Memberships

Memberships are primarily about gaining community support and participation in your group, as wider group involvement is often important in achieving your goals. However, some groups have fees associated with memberships as part of their revenue raising strategy.

There are many ways to structure a group's membership to engage a variety of people. You can keep memberships simple or include different benefits such as special privileges, discounts, along with access to supporting facilities or training opportunities.

- You may also consider the following membership categories:
- Associate or social memberships (members who don't meet the general criteria)
- Corporate membership (for businesses and community groups)
- Lifetime memberships
- Friends-of-group memberships

Maintain existing members by employing the same strategies you use to your membership base. Having a clear purpose, good communication skills and a strong public profile are all examples of healthy membership dealings.



### Links and resources

- ClubHelp [www.clubhelp.org.au/membership](http://www.clubhelp.org.au/membership) has some great ideas for sporting club membership options
- The Funding Centre has a Memberships Structures Help Sheet [www.fundingcentre.com.au/help/membership-structures](http://www.fundingcentre.com.au/help/membership-structures) helpful for not-for-profits

## Sponsorship

Consider seeking sponsorship for your group's activity or event. Sponsorship is a mutually beneficial relationship between your group and a sponsor. It is important to plan for approaching sponsors and be particularly clear about the benefits the sponsor will receive from the partnership. ClubHelp recommends being creative, flexible and strategic when it comes to developing sponsorship relationships.

### Seek sponsorship using clear steps

- **Plan for sponsorship** by identifying your group's funding needs and any potential sponsors. Also, develop a detailed proposal to consider what your group can offer sponsors in return for their support.
- **Sell your proposal** by organising face-to-face meetings with potential sponsors. This is a good opportunity to identify what the sponsor might be looking for and the extent of their potential interest. Be sure to identify timeframes during this step.
- **Maintain your sponsors** by ensuring that you honour all agreements with them. Ensure that your group's good reputation is maintained by continuously seeking feedback from your sponsors about their experience.

ClubHelp recommends being creative, flexible, and strategic when it comes to developing sponsorship relationships. Their website provides further detail on how you might approach each of the above points and more.

Another useful resource is The Funding Centre's Sponsorship Help [www.fundingcentre.com.au/sponsorship/home](http://www.fundingcentre.com.au/sponsorship/home), which provides further advice on finding sponsors, choosing the right business partner and what to do when a partnership goes wrong.

The Funding Centre offers a useful list in their **Top 10 Rules for Sponsorship Hunters**. They suggest that:

1. **There is no such thing as free money** so remember that sponsorship is not just about your needs; it's also about the sponsor's needs.
2. **Sponsors don't have to love you** so it is a good idea to make sure they can see commercial benefits.
3. **Look for a good fit** by insisting that sponsors are relevant to your event or group.
4. **It is a job for a team** so communicate why sponsorship is important to your whole group. Members must treat sponsors like marketing partners.
5. **Vaccinate against logo-itis**. Remember: sponsorships are about more than sticking logos on everything.
6. **Get started early** as it is important to realise that it can take time to secure sponsorship.
7. **Get it in writing**, as it is important to clarify all details of your sponsorship arrangement.
8. **Aim high** and cement one or two meaningful sponsorships rather than many small ones.
9. **Allow time for relationship building** and try not to rush the process.
10. **Get educated** by considering training or reading some useful material. You can always learn by networking as well.



### Links and resources

- Club Help Obtaining Sponsorship [www.clubhelp.org.au/club-finances/sponsorship](http://www.clubhelp.org.au/club-finances/sponsorship)
- Funding Centre Sponsorships Help Centre [www.fundingcentre.com.au/sponsorship/help](http://www.fundingcentre.com.au/sponsorship/help)

