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Before you begin!

Fundraising is part of running a successful community ministry or project. It is never an isolated exercise. Therefore this chapter deals with planning a project. Please read this chapter carefully; *don't skip it - fundraising haphazardly will give equally haphazard results!* Planning and organisation, along with good healthy doses of prayer and submission to God, will make a huge difference to your fundraising success and the overall success of your project.

It is important to be organised and strategic, ensuring that all projects, and subsequent fundraising, are congruent with your parish mission. Also essential is a good structure to support the people who will be carrying out the community ministry. This section examines mission first then structure and support.

Your mission

“A successful church fundraising strategy will have its focus, not on the financial needs of the church, but on the mission of the church.”¹

Our parish mission statement is:

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.....

Our parish goals are:

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.....

¹ Brady, *Raising money for the church* 13

Re-examining your parish mission and goals should make it relatively easy to see if the proposed ministry fits into the direction God is leading your church.

Once you've done this you need to ensure there will be a good support system for the ministry. It could be that the Vicar has a heart for community ministry and wants to oversee those ministries directly. But remember that vicars are very busy people. Some parishes have appointed a volunteer to oversee and support their community ministries; others have a trust and the trustees do this.

However you decide to support community ministries, it is vital that the ministry leaders feel cared for and are supported. This support needs to be practical as well as spiritual; supporting them in prayer is one of the most valuable ways a church can offer support. They also need clear lines in communication: one person to whom they can go when they have an issue to discuss, one person who will ask how it is going every so often and who will take the time to genuinely listen, and to work with them on solving any obstacles. Leaders need the resources to fulfil their roles well e.g. they need enough money and volunteers to work in the ministry.

All ministries have times when everything is going well. All ministries also have down times when things are not going smoothly. It is during these down times that good structures will come into their own and ensure the leaders have the ability and capability to cope with the on-going pressures of ministry. It is worth taking some time to think, pray and discuss with others what kind of support structure will work best in your parish.



To Trust or not to Trust

Information included in this section is intended for general guidance and should not be taken as legal advice. Please be sure to check your specific circumstances and obtain professional legal advice where applicable.

Most parishes in Nelson do not have a separate legal identity. Even the Nelson Anglican Diocese is not a legal entity. However the Nelson Diocesan Trust Board is a legal entity. Currently parishes who have not established a trust must apply for funds² under the umbrella of the Nelson Diocesan Trust Board. Theoretically parishes ought to notify the Trust Board when they apply for funds as the Board is the legal identity held accountable for any funds received.



Some parishes have established a charitable trust. Another possibility is to set up an incorporated society. This then means the Parish has its own legal identity and can apply for funds in its own right, without any reference to the Trust Board.

Charitable Trust

A Trust is an agreement between people (called Trustees) to manage property over which they have control either to benefit other people or for charitable purposes. A Trust board may be incorporated under the Charitable Trusts Act 1957 if its objects are charitable.

Incorporated Society

This is a group of people with a common interest, normally registered under the Incorporated Societies Act 1908. It is also possible to incorporate a society as a Board under the Charitable Trusts Act if objects are charitable.

Both a trust and an incorporated society are exempt from paying income tax but will still have to register for GST and PAYE where applicable.

² This does not include Lottery funding. A separate agreement exists with Lotteries whereby the Diocese notifies Lotteries of parishes which can apply in their own right.

Advantages of establishing a Trust ³

- The separate legal entity of the Trust helps limit the liability of the local church and Nelson Diocesan Trust Board in the event of legal action being taken.
- A Charitable Trust has greater access to funding from government and philanthropic sources.
- A separate legal entity is useful for entering into contracts and leases and for purchasing property if necessary. Staff can be employed by the Trust.
- The Mission and Vision of the Church for the local community can be entrusted to a group of suitably skilled people who are appointed by the Church.
- The Trustees are appointed by the Church to govern the Community Ministry and can focus on this. The Trust is usually accountable back to the church through the Trustees. The Church provides spiritual care, support and encouragement.
- The Trust has the responsibility for meeting contractual, statutory and legal requirements. The Trustees are responsible for ensuring that suitable policies are in place and are being adhered to, and that the finances of the Trust are sound.

Potential Risks of a Trust

A potential danger for church-based community ministries operating under a trust is that of gradual separation from the Church. This only seems to happen over a long period of time where relationships have seriously broken down. A separation like this can be prevented by ensuring that:

1. Trustees are approved by the vestry
2. Trustee's term of office is not overly long⁴. (Baptist Action recommends 2 years but I think up to five is acceptable)
3. Trustees regularly report to Vestry (via an AGM is fine)
4. At least one member of Vestry is appointed as a Trustee
5. The Vicar has an ex-officio role on the Trust

Please note that if you decide against a trust when applying for funds, you must use well set out church accounts with any surplus funds sourced for a particular purpose very clearly tagged for that purpose.

³ This information comes courtesy of Baptist Action.

⁴ This should occur on a rotational basis so that not all trustees are leaving at the same time.

You must also ensure evangelistic activities are able to be separated from community ministries. No funders (other than Christians) will fund for evangelism. This may require some thought and prayer about the purpose for doing ministry. Is it about showing the compassion of Christ or is it solely for evangelism?⁵

Establishing a Trust

All the information you need to set up a trust is in the last section of this Resource Kit. This information sets out the steps to follow along with roles needed, and also includes a sample Trustee Covenant and Job Description.

The most important qualification for a Trustee is to be passionate about community ministry. All other things can be learned.

Deciding not to have a Trust

If you decide not to run with a Trust or Incorporated Society, you will need to clearly separate what are in-house activities (i.e. primarily available for parishioners) and what are community ministries (primarily available for wider community) for which you may try to raise outside funds. Your church accounts must clearly delineate the activities, with church business and community ministry income and expenditure appearing separately. This is perfectly do-able.⁶

Charities Commission

It is not yet clear what effect the establishment of the Charities Commission will have on our Diocesan Trusts. A process has not been spelt out by government. However it is possible that all Charitable Trusts will have to register with the Commission. This will almost certainly be the case if you wish to retain tax exempt status. This may in turn mean increased costs as certain levels of reporting may be required.

⁵ In the writer's view, the compassion of Christ when demonstrated with no strings can lead to people wanting to meet this Jesus. But if we are ministering only to win souls, we are missing the boat. People can tell straight away if we have a hidden agenda. Love is not love if only offered conditionally. Community ministry seldom results in lots of bums on seats in the short term so if this is a goal, you are setting yourself up for failure.

⁶ Greymouth Parish raises considerable funds for youth ministry without a separate legal identity.

Take a gamble?

There are differing opinions in the church as to whether or not parishes should utilise gambling funding. At this time our Diocese has not made an official statement on the matter.

Nevertheless it is important for each parish to think and pray about this issue. Please do not just “go with the flow.” Sincerely, and with an open mind, seek the Lord’s will as to what is best. Ask yourselves and others about the impact that using gambling monies has on the wider community as well as on your own projects.

A resources that may help you in your decision making is:

Dealing with Gambling in New Zealand, a Community Resource Pack available from Gambling Watch, PO Box Hamilton www.gamblingwatch.org.nz

Facts

Gambling

- ∇ New callers to the Gambling Problem Freephone Helpline (0800 654 655) increased by 24% in the 2002 year.⁷
- ∇ In 2001 the number of new callers was 3800; in 2003 new callers numbered 4600.
- ∇ In the 2002/03 financial year, New Zealanders spent \$5.6 billion on pokie machines. The average amount spent per machine per year in NZ is \$225,840.⁸

Funds

- ∇ Lotteries funding comes entirely from gambling specifically from Lotto.
- ∇ Gaming Trust monies comes directly from poker machines in the hotels.
- ∇ COGS distribute monies from Vote NZ money – this is not gambling money.

Arguments for using gambling monies:

- ∇ Someone else will use the money and gain the benefit if we don’t claim our share.
- ∇ We will not have enough money for our projects if we don’t get it from here.
- ∇ We can take something impure and “sanctify” it to God’s use.⁹

⁷ Gambling Watch, Dealing with Gambling in New Zealand, p 3

⁸ Nelson Mail, 28 February 2004, p 1

⁹ It is worth pointing out that God sanctifies, we don’t.

- ▽ The end does justify the means.

Arguments against using gambling monies:

- ▽ We are propping up a corrupt system which directly disadvantages “the least of these” if we use gambling funds.
- ▽ We are enabling the government and those who make money from gambling to pretend they help the community.
- ▽ We will be seen by others to be endorsing gambling.
- ▽ Using gambling monies makes us just like the money changers in the temple and we know what Jesus did to them.
- ▽ The end does not justify the means.

Note:

Some people/groups differentiate between “fast” and other gambling. (Fast gambling is that which instantly loses/gains money e.g. pokie machines. Fast gambling creates addiction very quickly and is carried out in an environment specifically manufactured to ensure the gambler remains there as long as possible. Other gambling includes lotto, horse racing, raffles etc. and is where you put your money down some time before you get the results.) Groups which don’t agree with fast gambling will not apply to gaming trusts for a grant but will apply to Lotteries.

Gaming Trusts profit is down around 40% this year (2005) almost certainly because of the new smoking legislation. This directly impacts the amount of money allocated to community projects.



Personal Perspective¹⁰



I would argue strongly against using gambling money though I have not always taken this position.

So many families and children are negatively impacted by problem gambling that it is hard for me to justify propping up such a harmful system. It is true that no-one forces anyone else to gamble. However few of us really know what it might be like to have no hope for the future or to be so compelled by our addictions to continually act in a way that harms ourselves and those we love.

It seems to me that our voice against the harm done in the lives of gambling addicts and their families must necessarily be compromised if we use gambling money.

If we continue to use monies gleaned from gambling, the government and individual businesses can rightly use the argument that a proportion of the money goes back to the community, even though that proportion is small.

In addition, I fear we may be justly accused of causing some to fall into sin if we use gambling money even for good purposes. 1 Corinthians 8 indicates that our liberty must not be exercised if it might cause harm for to anyone else.

Sometimes funding is hard to come by and gaming trusts are one of the few sources of money that can be used to buy capital items. However Hudson Taylor said "*Depend upon it. God's work, done in God's way, will never lack for supplies.*"

I think he was right.

¹⁰ Refer www.gamblingwatch.org.nz for further information.

Project Planning

It is important to bear in mind your overall church mission and goals when thinking about beginning a new ministry or project.¹¹ The project should fit in with this over-arching mission and to be well thought out and planned for. So let's look at some specifics required for good planning.

What need drives your project?

You must clearly establish the community need that your ministry or project will meet? If there is no basic need, your ministry is not likely to be successful. You ought to be able to prove the need does actually exist. Ask the following questions as a starting point:

- ∇ What research have we done?
- ∇ Who have we consulted that can substantiate the need? This ought to include groups who are aware of the community: community constable, schools, local council and social agencies.
- ∇ Have we read the latest Census report for our parish area?¹²
- ∇ Have we read our local council's Long Term Community Council Plan?¹³

Clearly identifying the need will determine your target group and will suggest ways to meet the need.

Please note that you should not replicate a project that another group in your area is already involved in. Funders will not provide finances for services that duplicate others unless your project is going to supply something that others groups are not.¹⁴

Funders may consider funding another group if the existing service is not able to cope with the scale of the need. However, it may be best to consider whether your parish can assist in the existing service if there are parish members who have a passion for this. Participation by Christians in "secular" community ministries can be a powerful testimony to the wider community and can also help Christians to stay grounded in reality.

¹¹ If the project doesn't fit in with the existing mission but you feel very clearly that God is calling the church to carry out the project, perhaps it is time to review the overall mission and goals of the church.

¹² Each parish has a copy. The Anglican Centre also has a copy of each parish census statistics.

¹³ This is available on the Council's website.

¹⁴ The gospel message may well be part of this, but remember that no secular funder will provide funds for evangelism.

What outcomes will the project deliver?

What do you want to achieve with your project? This must be specific and measurable. "Increasing participants self-esteem" is not specific enough. "At the end of this year participants will have produced a variety of greetings cards using natural materials and low cost items" is very specific.

Clear outcomes will ensure a relatively easy evaluation process. It is a good idea to build in evaluation processes through out the year. This means you can adjust your project delivery early rather than later if that is necessary.

Will your congregation support your project?

There needs to be a strong sense of ownership by church folk to generate success and sustainability. If the project is only owned by a small group of people within the congregation, the project is very likely to be separate from church life either now or in the future.

To ensure parish ownership, there should be a strong affirmation from Vestry, clergy and the wider parish that this project is something God is calling the church to be involved in. Congregational support should be demonstrated by parish people offering their time, prayer support, and financial contributions. This may come from individuals or the church as a whole. There ought to be a commitment in the parish budget to the project as well or at least to community ministries generally.



If the church is not prepared to commit to the project then you have no mandate to ask funders or others outside the church community to support it. It cannot be overstated how important buy-in is. The strength of parish-based community ministries, as opposed to agencies delivering social services, is that the parish members can build relationships and offer a depth of caring not often found in social agencies.

Will the wider community support your project?

Discussing the project before implementing it will generate much good will. The community will have a stronger sense of buy-in if they are consulted - it may be that some even wish to be part of making the project happen and you may gain very helpful support.

Consultation does not mean people from outside the church must be involved in running or working in the project. However there will be instances where

this is helpful and appropriate. There are times and situations when it makes good sense to work with other groups - funders like it and it is a great witness to the wider community!

You may decide it is best to work on your project solely with people from your own church. As long as you have enough people with the necessary skills to help this is okay.

If you do plan to include other groups or individuals, especially those who are not Christian, then think through how this will work for you and for them. Will you pray together before a ministry session begins?¹⁵ People from outside the church need to be okay with this and with the ethos of your ministry. You may also want to think about what level of input volunteers from the wider community may have; are they going to contribute towards decision making? What level of contribution will they have? How might that change if there are less from inside the church and more from the wider community?

What resources do you need?

People



Your key resource (apart from knowing you are doing God's will) is people. Take into account their vision, skills, availability, godliness and teach-ability. Everything else is doable if you have the right people.

“Well meaning but unskilled Christians messing around in people's lives can be very dangerous.”¹⁶

You will need to consider the following roles:

- Coordinator/Facilitator/Leader – it can work very effectively to have two co-leaders.
- Support group/committee – for organisation and general support as required.
- Helpers – to set up and clear up, provide baking or whatever else is needed
- Relationship builders – to offer support and encouragement to the project participants.¹⁷
- Pray-ers

¹⁵ And I suggest you do!

¹⁶ The person who said this shall remain anonymous but has a good point!

¹⁷ Several church ministries are not as effective as they might be because no-one has the time to really get to know the participants and to offer them pastoral care.

Of course some folk may fulfil more than one of the above roles. It is very important though, that the load does not fall too heavily on any one person, whether the person is paid or a volunteer!

You will need to ensure you have enough money to ensure your people are adequately supported. This might include allowing for wages (holiday pay and ACC levies) and/or volunteer reimbursement¹⁸ (mileage, childcare, postage, telephone calls etc), supervision, and volunteer appreciation.

You will also need job descriptions for workers whether they be volunteers or paid. Job descriptions do not need to be complicated but they must describe the key tasks required. It is very important for the workers to know exactly what is expected of them, who they are responsible to, and where they fit in the bigger picture of what God is doing.

Venue

Ideally the venue ought to be on church premises, provided the premises are suitable and will not pose an insurmountable barrier to potential participants. Being closely linked with the church in this way will gradually ensure that participants become familiar with the church facilities and feel at home there.¹⁹



The venue must be welcoming – light and cheerful, not too hot or cold, spacious without being overwhelming and as comfortable as possible. It does not have to be expensive to make your venue welcoming. A large hall can be made more intimate with screens or designated spaces. A few colourful cushions or some home-grown art work can really lift the atmosphere. Music playing quietly in the background makes a place more homely.

As well as adequate space for the operation of the ministry, you may need to consider space for administration and storage of files and equipment. Another important consideration is access to toilets, kitchen facilities and if necessary a safe place for children to play (perhaps toys and/or a crèche).

Equipment

Equipment needs to be functional and look good without being ostentatious. You may need office furniture, a computer, sports equipment, catering equipment, tables and chairs, sports gear, equipment to play music or view

¹⁸ Generally speaking, the church lags well behind other community groups in providing volunteer reimbursement and also in general volunteer support.

¹⁹ Some parishes deliberately have special events in the church itself e.g. a nativity scene at Christmas, which the children visit. This can help break down any potential barriers to coming to church services.

overheads etc.²⁰ Please consider carefully how you will store any private information.

Before purchasing anything ask around. It is amazing what people have stored away that is not being used. People generally respond well to specific requests. However you should not assume that everything will be donated. People can resent being expected to front up with gear to cover shortcomings in planning.

In addition you may need to allow for consumables such as stationery items, craft materials, and food or drink.

Publicity

The way your message is portrayed is very important especially initially. Make sure your message is consistent and that you have chosen the best place to spread that message. Newspaper advertisements can be costly but you can usually advertise in the community column of your local paper and on the community radio for free.



Brochures, business cards, flyers, posters and advertising (radio, newspaper etc) must all give the core message of the project in a way that conveys a warm welcome and communicates a sense of fun and caring. It must be clear to the reader or listener exactly what you are offering: what the participants will gain from coming along, where they should go, what time, cost, and if they need to bring anything. Have someone who is not directly involved in the project proof read any written material you plan to send out. Don't worry if you don't have a logo – that is not necessary but congruence in style is. The aim is that your publicity clearly reflects the nature of your ministry.

Funds

Next to people, money is often seen as the most important resource for getting a project off the ground. You'll notice that it is at the bottom of this list. That is because if the project is genuinely owned by the parish and the key people are available, the money will usually follow. God has promised provision to those who follow him.

You still need a realistic budget though. This should cover all expenses and projected income – you should include what the church will provide and be

²⁰ Test everything in advance to ensure it works properly. Train other workers in the use of the equipment and always ensure more than one person knows how to operate it.

aware of the value of donated goods and time, in case these are not always available.²¹

Below is an example of a simple budget. This might be for a ministry such as a preschool music group:

Budget – Terrific Tumbling Tots	
2005/2006 financial year	
Starting balance	\$150
Income ²²	
Donations (from individual church folk)	\$200
Grant (from church budget)	\$400
Donation of venue use including power	\$400
Proceeds from parish fair	\$200
Grants (funders)	\$1000
Participant contributions	\$1200
Total income	\$3400
Expenses	
Venue hire	\$400
Volunteer expenses	\$500
Postage, printing and stationery	\$300
Equipment	\$1000
Supplies	\$500
Carpet square	\$700
Total expenses	\$3400
Balance (Income + balance - expenses)	\$150

Operations and Sustainability

This writer has earlier suggested the need for a good structure to sustain the delivery of community ministry. The importance of having adequate support and encouragement for the leaders and workers cannot be overstated. The leaders and workers are truly a blessing from God and need to be nurtured and valued as such.

²¹ It is important for funders to see the church contributing in some way. Supplying the venue may not be a sufficient contribution on its own.

²² Some funders ask for volunteer hours to be included under income also. This is usually worked out at \$10 per volunteer hour.

Part of the structure for on-going ministry delivery includes having written policies that will protect the workers and your church. The number and detail of policies you need is determined by the size of your ministry and the level of funding you receive. Even small ministries though, should have written policies on health and safety, reimbursement of volunteers, supervision, privacy, preventing sexual harassment, vehicles and quality of ministry. While this may seem a bit daunting and even unnecessary, it is not until something goes wrong that the need for such policies is apparent. Then it can be too late.

Many parishes already have policies in place and the Diocesan Office also has samples of many policies. You may be able to use the same policies or tailor them to suit the specific ministry.

Make every effort to plan for sustainability both in terms of the necessary people and also for financial resources if this is possible. It is not often possible to secure funding for the future and sometimes God does require a step of faith. However, at the very least, you ought to be always updating your list of possible funders²³ and have a clear picture of how much funding you require.

Reflecting on your ministry as a team is an important part of sustainability. Plan regular evaluation times so that your progress is being monitored and your ministry is responsive to changing needs. Ensure the whole team is involved in this reflection process which could happen say every quarter with a more in depth evaluation annually.

Conclusion

The importance of thorough project planning cannot be overstated! When God gives a vision, he expects we will be diligent in carrying out that vision in a responsible and caring manner. Planning at the early stages will prevent many glitches and will avoid a lot of unnecessary stress. Ministry is challenging yet very rewarding and will be greatly enhanced by good planning.

²³ Fundview can help you with this. This is a database of most funders available in New Zealand and is accessible via the internet. Most public libraries and all Department of Internal Affairs offices have a copy and will provide access to the public. If you cannot access either of these avenues, phone the Community Ministries Enabler at the Anglican Centre (03 548 3124) and I will go and look up the information for you.