

SFT F13

Develop and implement a plan for the generation of grant income



Overview

This standard is about the process of securing grant income from trusts or foundations and statutory sources. 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 – 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 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.

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Performance criteria

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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 performance of past grant fundraising activity to improve current or future practice
- P3 liaise with any service provision colleagues to identify potential projects or areas of work that might attract grant support
- P4 co-ordinate with colleagues working in other areas of fundraising to prevent duplication of effort in approaching a particular organisation
- P5 collect all the information necessary to compile the case for support that meets the needs of your potential funders
- 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

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
- P13 monitor the implementation of your plan in line with organisational requirements
- P14 evaluate the success of your generation of grant income activity against agreed objectives
- P15 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
- P16 maintain appropriate communication with funders to develop ongoing relationships in line with organisational requirements

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Knowledge and understanding

You need to know and understand:

Context specific

- K1 the 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
- 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
- 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 how to monitor the progress of your plan and evaluate its success
- K12 the requirements of individual funders for feedback and reporting

Sector specific

You need to know and understand:

- K13 the background, purpose and practice of funders
- K14 funding patterns and grant criteria of potential funders
- K15 how and where to access information regarding sources of funding
- K16 the impact of grant-making trends, legislation, regulation, codes of practice and where to seek information regarding these issues
- K17 how funders evaluate the proposals they receive and why many proposals are rejected
- K18 how to write a clear and comprehensive grant fundraising plan
- K19 how to adapt a generic case for support to meet a funder's criteria

General

You need to know and understand:

- K20 how to maintain records of your work

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Additional Information

Glossary

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

Ethical policy refers to a statement which 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 freely spent 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.

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