

BFS Income Generation Strategy for 2019 - 2024

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Introduction

The key purpose of this strategy is to help the board think about what they are doing when fundraising and generating additional income to ensure there is enough unrestricted income being brought into the society to help it stay financially stable as well as sustain the reserves of Beltane Fire Society (BFS). The fundraising & income generation strategy looks at where BFS is currently in terms of fundraising & additional income streams; where we would like to be in the future; and what actions need to be implemented to achieve the financial targets we are setting out in this document.

The Board will review this strategy annually alongside its Financing Strategy and will expect to fully renew a strategy around every 5 years to guide the development of BFS. This strategy will help focus our fundraising & income generation director, committee and volunteers (applicable when these positions are indeed active) and should constantly be a focus in the board of trustees.

The key pieces of reference for this document are:

1. The annual accounts & financial records of the charity to help answer where our money has come from
2. The budgets to help illustrate how much it will cost to implement plans and the financial implications this will have
3. Relevant policies approved by the board

The reason for the scope of this strategy being over 5 years and not a shorter period of time is due to the nature of the BFS board where trustees must stand each year for re-election and this strategy is to help the board not lose its direction or knowledge on what is expected with the finances.

Where we are now

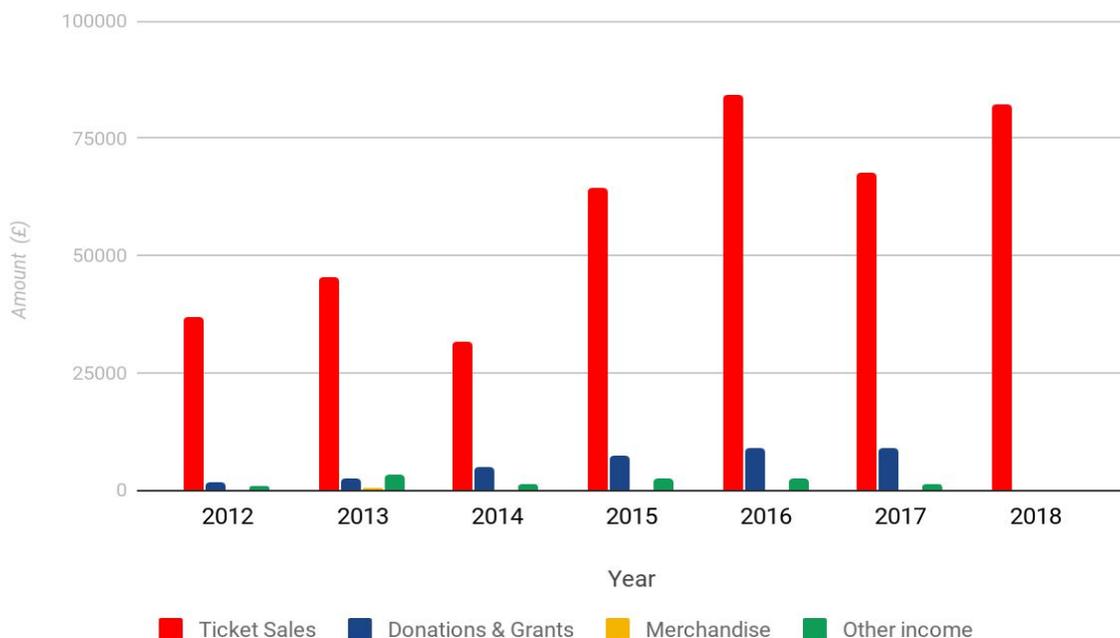
Fundraising & Income Generation History

Beltane Fire Society (BFS) has existed for 30 years, 20 as an unincorporated entity and then 10 more as a registered charity and has 3 key aims:

1. to advance the education of the general public in the traditions of the Celtic lunar calendar fire festivals and their relevance to contemporary culture.
2. to further an awareness of and promote participation in the Scottish traditions of street theatre, music and pageantry.
3. to advance the performing arts through the development of skills in professional performance and production within a cooperative and collaborative environment.

Although BFS has a long history now, there has not always been a constant focus on building up fundraising or income generation skills which has led to an inconsistent approach in how BFS attempts to generate additional income. BFS currently has 1 main source of income, done on a specific day of the year with another handful of days in the year where donations are raised during busks, external events we are invited to or at the Samhuinn Fire Festival (which has now been a ticketed event since 2018). This shows that there is a huge dependency by the society for this one night (now two night's of the year since the start of ticketing Samhuinn Fire Festival) of the year where we charge for tickets to attend. If there is any reason to cancel a Beltane Festival, this would leave a huge hole in the accounts for the charity which, although we have a reserves policy, would be a massive strain on our finances.

Currently the society has no external funding, sponsorship income, regular membership fees or funding from grants or awards that have been applied to. The graph below shows the breakdown of income for BFS in the last 7 years (2018 still to be finalised in here):



Funding & Income already in place

Although there has not always been a driving focus on increasing the charity's fundraising capabilities, there are several ways that BFS can currently fundraise from its community and others. These are listed below:

1. *Donations taken at Busks*

Where performers will showcase some of their performance for the upcoming festival and the public will leave donations in the 'hat. Happens twice a year and the average donation value is £200

2. *Donations taken at Samhuinn*

On the night of the Samhuinn Fire Festival we did have bucketeers who collected donations from those attending the free, unticketed event when this was the format. This was both weather and people dependant with the average collected around £2,000. **As Samhuinn may continue as a ticketed event since 2018, this may no longer be a source of donations but would instead be a source of ticketed income.**

3. *Miscellaneous external events*

These are from ad hoc requests of external parties who are hosting events and have invited BFS to take part. Some of the income from this is given to encourage volunteer participation and so the average leftover donation is around £300-400.

4. *Paypal*

BFS does currently have a paypal account on which it can accept donations from people online. It is currently located on the 'Support Us' tab of the BFS website and isn't well advertised to members or the public unless they click the tab itself.

5. *Easyfundraising*

BFS does currently have an easyfundraising account on which people can purchase things online and a percentage of that sale will be donated to BFS. There must be £15 on our account before it can be claimed by BFS and currently has two supporters using it.

SWOT Analysis

A SWOT (Strength, Weakness, Opportunities & Threats) analysis has been reviewed and listed issues, both current and predicted for the future, which may affect our fundraising & income generation over the next 5 years. They have been summarized from the appendix in the table below:

Strengths	Weaknesses
* Internationally recognised festival, giving us high brand recognition * Very dedicated volunteers who are	* We can get distracted with hosting the festival * Lack of resources/ infrastructure to pursue

passionate about BFS	opportunities * Conflict between the festival as entertainment for the audience and a ritual/performance for members of the society
Opportunities	Threats
* Engage with different groups and communities * Increase number of festivals we host (also a threat of burnout)	* Change of board members can change the importance of diverse income * Mission drift * Potential inconsistency to festival location * Note being able to recruit key groups for the festival via our volunteer membership (i.e. Stewards, Court, Tech, Contact Point)

STEEPLE Analysis

A STEEPLE (Social, Technological, Economic, Political, Legal & Environmental) analysis has been reviewed and listed issues, both current and predicted for the future, which may affect our fundraising & income generation over the next 5 years. They have been summarized from the appendix in the table below:

Social	Technological
* There is now a greater number of ways to reach people who have never heard of us before * Lots of crafty volunteers who are willing to assist us	* With tech advancements there is now a number of ways to get BFS known to a wider audience * Online fundraising opportunities are more plentiful with things like Facebook donation button, Amazon Smile, Just Giving, etc.
Economic	Political
* A bad Brexit deal means that people and trusts could be faced with a lot less disposable income making it harder to secure income * Edinburgh's economy is currently very healthy and has a lot of tourists willing to spend their money * Brexit would also affect exchange rates and have an affect on the tourism to our festivals	* Interest of other councils in Scotland in having BFS attend their events, showing we have a market outside of Edinburgh * Increasing restrictions on charitable activities coming from Westminster impacting on what we can and can't do as an organisation * Brexit issues may affect long standing volunteers who are from EU countries and who may not have been granted settled status
Legal	Environmental
* Legal bodies are becoming more involved these days (Suing, H&S failures, Safeguarding) so need to be extra careful	* BFS has a positive attitude towards the environment that may attract people to us * Using Calton Hill too much, especially with

<p>* Scottish Fundraising regulations are more sensible and easy to approach than elsewhere in UK</p>	<p>large group numbers, can damage the hill making us seem more irresponsible</p>
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Where we want to be

5 Year Plan

The reason for the plan being set for 5 years is to allow the board to develop BFS' fundraising & income generation capabilities at a reasonable rate so as to not overstretch the charity too soon. It also allows the trustees to have a focus on where they are guiding the charity to ensure its financial stability with these additional income streams. Finally, fundraising & generating new sources of income does not always pay dividends quickly so there may be delays from time to time and by having the goal set for 5 years, it takes into consideration these possible delays.

Where we're heading

- A reduced dependency upon ticket sales from Beltane Fire Festival as a source of income, so that instead of being over 85% of the income for the charity, it would be closer to 60%.
- A reserves account that will be closer to our target (at least 10% of minimum needed) than we currently are positioned (0%).

Purpose for the money raised

1. *Diversify Income*

The first priority of the additional income streams will be to help diversify the types of income coming into the charity. This is to ensure that the charity is not reliant on only one source of revenue which, if it had issues in a single year, could cause major problems for the society. It will also help the charity to grow in a more sustainable way than trying to maximise revenue from a single source.

2. *Assist in meeting with charitable aims*

BFS can use the additional funds to help enhance their work to better meet the charitable aims of the charity. This is done either by spending more on agreed activities using the additional revenue or by using the charities generated income to better support it's volunteers while the fundraising revenue is spent on the same standard of activities. There will also be a focus on looking at external funding for projects that can be carried out-with festivals or enhance those performing at our festivals. These can focus more on the community, education and skill sharing ideas that the members of the society have expressed an interest in expanding on.

3. *Provide a safety net*

Excess funding that is brought into BFS and is not spent in the year it is raised may be placed into the reserves to ensure there are sufficient funds to support BFS in future, especially to help combat the circular pattern of income.

How do we get there

Potential Income Streams

The board has previously met to discuss potential income streams in November 2017 and looked at the potential income streams advantages and disadvantages if they were pursued. The findings of the discussion is summarised in the table below:

	Advantages	Disadvantages
<p><i>Text Giving</i></p> <p>- Set up with providers where we would have a number that people could text the amount they wish to donate added onto their phone bill that month</p>	<ul style="list-style-type: none"> * Simple and easy for people * Doesn't take a lot of time 	<ul style="list-style-type: none"> * Limits to how much can be given * Needs to be promoted to be effective
<p><i>Easyfundraising</i></p> <p>- An online platform where suppliers donate a % of the spend to a charity/cause that person has chosen to support</p>	<ul style="list-style-type: none"> * Easy for people to do while online and not an additional task for them * No additional cost to the donor * Variety of retailers and food places 	<ul style="list-style-type: none"> * Small percentage of the shopping, usually 1%, so not huge gains * People need to remember to activate it or use the app * Person needs to have an account set up * Periodically these providers can cease trading so need to have back up providers
<p><i>Merchandise</i></p> <p>- BFS having either stalls on the hill or a ordering service on the website for special merch</p>	<ul style="list-style-type: none"> * Fairly simple to carry out * Profits all for the charity * Register for VAT on goods/ set up subsidiary company 	<ul style="list-style-type: none"> * Storage of items * Goods subject to public on whether they sell * Register for VAT on goods/ set up subsidiary company
<p><i>Space Hire</i></p> <p>- Either renting out a room or several parts of the space to other artists/ charities/ who-ever</p>	<ul style="list-style-type: none"> * Relatively low amount of work once someone is renting 	<ul style="list-style-type: none"> * Need to have conditions drawn up to ensure responsible partners * Damages to property would fall to us if they flake out on us
<p><i>Ticketed Samhuinn</i></p> <p>- If a suitable, reliable venue could be found, have Samhuinn as another ticketed event.</p> <p>As of 2018, Samhuinn has been a ticketed event.</p>	<ul style="list-style-type: none"> * Makes festival viable to turn a profit instead of being a sink hole for cash * Diversify dependence on one day of the year to two 	<ul style="list-style-type: none"> * Backlash from members and public on pricing * Same as Beltane that shit weather results in no-one paying to see the event
<p><i>Legacies</i></p> <p>People who have passed away make a donation to BFS in</p>	<ul style="list-style-type: none"> * Can be a large windfall of money * Low cost to pursue from our side of things * May not be money 	<ul style="list-style-type: none"> * Very sporadic source of income * Can take years to pay off * May not be money (Endowment or assets)

their will in place of leaving it all to family/ friends.	(Endowment or assets)	
<p><i>Patreon Page (or other types of Fundraising pages)</i></p> <p>- An artist page of which would allow people to donate each month to BFS and we could either make it known that rewards would not be a thing or that every now and then we could do a special streaming of a practice or whatever we decide if we wanted rewards.</p>	<ul style="list-style-type: none"> * Possibility of continuous donations in months where no income is expected * Accessible worldwide and can increase people that have heard of us 	<ul style="list-style-type: none"> * Needs to be consistent in handling (can be super responsive one month and then slow the next) * Baseline of communicating with audience monthly
<p><i>Lugnasadh</i></p> <p>- During the Fringe, Edinburgh is swamped with tourists who are happy to throw their money at various acts in the city. BFS misses out this prime opportunity from having a members only celebration of Lugnasdh when we could easily throw something together with fire & some drums. The best part being that if it seemed to be feasible, we could allow those taking part a portion of the takings as reward for helping with the event (depending on Break-even analysis).</p>	<ul style="list-style-type: none"> * May allow excess profits to be shared with volunteers taking part and build up performance experience * People from around the world who have never seen us may get access to see what we do now 	<ul style="list-style-type: none"> * Appears commercial to members and public leading to backlash * Asking too much from our volunteers * Logistics of hosting another festival and planning that with City of Edinburgh Council
<p><i>Quarter Day Events</i></p> <p>- Work in partnership with SSC (or other event spaces) to provide either ticketed or donation friendly events in line with the quarter days.</p>	<ul style="list-style-type: none"> * Helps build relationships with local community & business which may open doors for BFS * Falls under charitable aim of educating people about Scottish street theatre & Celtic lunar calendar festivals 	<ul style="list-style-type: none"> * Asking too much from our volunteers
<p><i>Grants & Trusts</i></p> <p>- BFS does have a Funding Scotland account where it is able to look at what funds & grants are currently open for applications to every organisation in Scotland, the UK and even the EU. This could be used for specific projects we have in mind</p>	<ul style="list-style-type: none"> * Can have funding for staff or contractors to fulfill specific roles * Can have full cost recovery (e.g. Pays for the thing we ask for and a % of overheads) * Can get funding for several years or for specific one time projects 	<ul style="list-style-type: none"> * Time consuming to write applications and wait for decisions * Success rate can be low to start off * Database or similar needed to track applications * Requires high level of governance, ability to monitor, evaluate, and report back on activities

(Women only group?) or to be used to hire a part-time admin assistant (or any role we feel we need to pay for) who could do help with the burden of work we take on due to not having actual employees.	* Once started, a pipeline of funders can be lucrative over time	
<i>Sponsorships</i> - Look at working in partnership with very like-minded businesses to offer either discounts or free products for the membership of BFS. This is in response to being allowed to mention they support BFS in their publicity or even BFS advertising their help to the society.	* Could get large discounts/free items that would aid festival groups	* Can appear commercial or selling out * Sponsors may make demands we don't feel comfortable with * Backlash from members & public depending on who we partner with
<i>Gift Aid Claims</i> - HMRC does allow for a gift aid claim to be placed with them if we have donations of various small amounts that can't be traced back to individual, such as donation buckets on Samhuinn night.	* Extra money from the government for alerting them to our donations * Online process & form after getting total from the amounts * Does not 'follow' donation income so if that is restricted, this can still be unrestricted	* Takes time for HMRC to feed the funds back to us * Slightly time consuming to ensure everything is recorded correctly
<i>External Events</i> - Attending events & performing at the request of others. Needs a proper policy in place if going ahead & a pricing structure to ensure everyone is treated equally.	* Gives us an audience we might not always interact with	* Ad hoc basis and dependant on suppliers needs/demands
<i>Workshops / Events</i> - Hosting workshops or other events run by our members and charging people to attend	* Allows for further skill sharing and education of public in line with charitable aims * Helps develop our volunteers throughout the year	* Volunteers could burn out * Not enough interest to be sustainable * Rival events and workshops

There was also a discussion at the Blether in November 2018 where members of the society expressed opinions on what they would like to see from BFS in its fundraising and income generation approaches. From this, there has been three avenues to handle the potential income stream and what the further actions will be. The first avenue was for the potential income stream to be discussed in detail in the financing strategy and included:

- Ticketed Samhuinn (which has now been the case since 2018 onwards)
- Laugnasadh Event

The second avenue was for the potential income stream to not be pursued in the near future but to be kept on file for when it may be more appropriate for pursuing and includes:

- Text Giving
- Patreon (or similar)
- Sponsorship

The final avenue was for the potential income stream to be pursued and used as a basis for going forward in creating actions for this fundraising & income generation strategy and included the following:

- Easyfundraising
- Quarter Day Events
- Merchandise
- Legacies
- Grants & Trusts
- Workshops / External Events
- Gift Aid claims
- Space Hire

Resources Required

As it stands, the only resources required from BFS will be some standard office equipment for planning sessions and a small budget outlined later on for each year. This may change in later years with merchandise then requiring space at Beltonia.

Infrastructure Required

One of the key requirements for the strategy to be successfully implemented are a person, or ideally a team forming a committee, who are willing to invest the time needed to ensure the fundraising and income generation ideas being carried out is effective and legal. The other vital piece of infrastructure for fundraising will be knowledge, either already within BFS or readily available from appropriate bodies such as the Institute of Fundraising. BFS should make it as easy as possible for those interested in fundraising & income generation to help out and also ensure everyone can access the same information and where possible, training. **We also have a professional fundraiser who is a volunteer for the society who is willing to teach volunteers how to do trust fundraising.**

Targets (Financial and Non-Financial)

The budget for the entire financial year is set around November/ December each year, however the board have forecast what may be needed for the future and have suggested targets for the fundraising & income generation committee to achieve. The table below lists target revenue and the predicted amount raised that year (subject to change when the budget is being formalised each November):

	2019 Actuals	2020	2021	2022	2023	2024
Overall Income Target	1,905.17	6,900	7,500	7,725	9,000	9,100
Grant giving bodies	500	2,000	2,100	2,200	2,400	2,500
Merchandise	1,306.77	1,200	1,200	1,250	1,500	1,500
Events & Workshops	75	1,000	1,500	1,500	2,000	2,000
Donations	23.40	100	100	150	200	200
Gift Aid	0	100	100	125	150	150
Space Hire	0	2,500	2,500	2,500	2,750	2,750

In relation to each of the aims, there are certain objectives that make up that aim that create non-financial targets as well for the next year:

- Aim: In the next financial year, we aim to raise **£2,000** from grant giving bodies by:
 - Obj 1: Update our Case Statement and standard letter of application to grants
 - Obj 2: Maintain our database of possible funders (100+ entries)
 - Obj 3: Securing a grant from **2** bodies that have not funded us before
 - Obj 4: Securing a medium grant of £750 from a single grant giving body
 - Obj 5: Secure 2 gifts of £100 from grant giving bodies

- Aim: In the next financial year, we aim to raise **£1,200** from merchandise by:
 - Obj 1: Look at our merchandise 'catalogue' (10 items) and see what we should focus efforts on next (with an idea for what is good on the hill for the audience)
 - Obj 2: Calculate break-even on all items to ensure not operating a loss
 - Obj 3: Scope out if a 'merch point' at our festival is possible or if it should be a function on our website instead

- Aim: In the next financial year, we aim to raise **£1,000** from events & workshops by:
 - Obj 1: Holding **two** events to mark another festival in the celtic calendar
 - Obj 2: Attend at least 3 external events which contributes financially to the charity
 - Obj 3: Develop a list of events and workshops that BFS could host that align with our charitable aims
 - Obj 4: Connect with other arts, heritage, and charity organisations to see what the scope for hosting other quarter days festivals could be

- Aim: In the next financial year, we aim to raise **£100** from donations by:
 - Obj 1: Redevelop BFS website to have dedicated section to Supporting Us explaining the key information
 - Obj 2: Securing a total of 10 supporters on easyfundraising

- Obj 3: Holding 2 busks, one for each key festival
- Obj 4: Accessing paypal and ensuring people can donate via this method
- Obj 5: Investing in contactless card reader for in person donations and an iZettle for card payments on merch in time for January
- Aim: In the next financial year, we aim to raise £100 from gift aid by:
 - Obj 1: Applying for the GASD scheme with the money from both busks
 - Obj 2: Have our debit forms on the website
- Aim: In the next financial year, we aim to raise £2,500 from space hire by:
 - Obj 1: Have a tenant in place before Beltane Fire Festival 2020
 - Obj 2: Have full upstairs occupancy for AGM 2020
- Aim: In the next financial year, we aim to raise £0 from legacies as we do not plan for this income to be received but will:
 - Obj 1: Have the legacies information pack for those interested on the website
 - Obj 2: Create a donor journey map and plan for supporting donors to become long-term supporters
 - Obj 3: Have a plan for what legacies will be used for if the donor has not left explicit instructions
- Aim: Ensure fundraising and income generation is sustainable for BFS by:
 - Obj 1: Work towards a rate of return for investment of 2:1 and ensure costs don't exceed the expected revenue where possible
 - Obj 2: Complete the making of a fundraising and income generation handbook to be passed along for succession planning

Fundraising & Income Generation Investment Budget

The budget for the entire financial year is set around November/ December each year, however the board have forecast what may be needed for the future and have estimated the cost to be incurred in relation to their fundraising & income generation targets. The table below lists expected costs and the predicted amount that should be spent in that year (subject to change when the budget is being formalised each November):

	2019 Actuals	2020	2021	2022	2023	2024
External Consultancy	0	0	0	500	0	0
Development / Materials	5,707.14	500	500	500	1,000	500
Meetings	3.50	50	50	50	50	50
Membership	0	100	100	100	100	100
Training	174	200	200	200	200	200
Contingency	0	150	150	150	250	150
Total Costs	5,884.64	1,000	1,000	1,500	1,600	1,000

Conclusion

Action Plan: Year Two

The following table highlights all the agreed actions from the board for the second year of implementation of the strategy in 2020.

<i>Task</i>	<i>Who</i>	<i>When</i>
Complete half of the objectives	Fundraiser (Director/ Volunteer/ Committee)	30th June 2020
Complete all the objectives	Fundraiser (Director/ Volunteer/ Committee)	31st December 2020.
Meeting with Fundraisers, EC and EC Line Manager for 'Merch Point' at Festivals	Fundraisers, EC, EC line manager	31st May 2020
Trustees to consider other ways to generate income and raise them when possible	Board	Ongoing Process
Create a database of potential external funders and populate with information	Fundraiser (Director/ Volunteer/ Committee)	Ongoing Process

Review Date

The date for the Board of Trustees to have reviewed this document and approved it is the **7th December 2020**. Once it is approved, updates on fundraising and income generation actions will be given at board meetings when needed throughout the 2020 financial year. This document and the targets, budget and actions will be reviewed around late November 2020 to prepare for year 3 of this strategy.

Appendix: SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> * Internationally recognised festival, giving us high brand recognition * Very dedicated volunteers who are passionate about BFS * Long history within Edinburgh - 30 years * We do real stuff, our festivals, as well as skill shares 	<ul style="list-style-type: none"> * We can get distracted with hosting the festival * Lack of resources/ infrastructure to pursue opportunities * 1 year board term could create loss of knowledge & skills each year * Lack of relevant skills * Our aims don't excite funders * Conflict between the festival as entertainment for the audience and a ritual/ performance for members of the society
Opportunities	Threats
<ul style="list-style-type: none"> * Engage with different groups and communities * Increase number of festivals we host (also a threat of burnout) * Unique experience within Edinburgh/ Scotland for tourists * Volunteers have skills they are willing to share * Increased outreach * Possible new funding opportunities with international events/ festivals that we could attend 	<ul style="list-style-type: none"> * Change of board members can change the importance of diverse income * Mission drift * Potential inconsistency to festival location * Public displeased with charity's (mainly England but could change) * BREXIT (both our volunteers and visitors) * Festivals becoming too large and people not being able to see anything * Becoming too commercial in people's eyes * Note being able to recruit key groups for the festival via our volunteer membership (i.e. Stewards, Court, Tech)

Appendix: PESTEL ANALYSIS

Political	Economic
<ul style="list-style-type: none"> * Interest of other councils in Scotland in having BFS attend their events, showing we have a market outside of Edinburgh * Increasing restrictions on charitable activities coming from Westminster impacting on what we can and can't do as an organisation * Brexit destroying our audience and volunteer numbers * Edinburgh council being increasingly difficult to work with due to their many loopholes and inefficiencies * Brexit issues may affect long standing volunteers who are from EU countries and who may not have been granted settled status 	<ul style="list-style-type: none"> * A bad Brexit deal means that people and trusts could be faced with a lot less disposable income making it harder to secure income * Edinburgh's economy is currently very healthy and has a lot of tourists willing to spend their money * Scottish people are more generous with their cash * Brexit would also affect exchange rates and have an affect on the tourism to our festivals
Social	Technological
<ul style="list-style-type: none"> * There is now a greater number of ways to reach people who have never heard of us before * Lots of crafty volunteers who are willing to assist us * The media can be a double edged sword with the glory of recognition for our achievements but also a crucifix if there is a scandal * Building a good reputation will mean people will trust us more and thus feel more likely to assist us 	<ul style="list-style-type: none"> * With tech advancements there is now a number of ways to get BFS known to a wider audience * Online fundraising opportunities are more plentiful with things like Facebook donation button, Amazon Smile, Just Giving, etc. * Decline in cash being carried so need to have machines to gather donations * Edinburgh is a tech start-up capital in Scotland
Environmental	Legal
<ul style="list-style-type: none"> * BFS has a positive attitude towards the environment that may attract people to us * Using Calton Hill too much, especially with large group numbers, can damage the hill making us seem more irresponsible * There is a greater push to be more sustainable these days * Never going to be carbon neutral like Scotland is aiming to be across all businesses so may turn people off us 	<ul style="list-style-type: none"> * Legal bodies are becoming more involved these days (Suing, H&S failures, Safeguarding) so need to be extra careful * Scottish Fundraising regulations are more sensible and easy to approach than elsewhere in UK * GDPR * Increase legislation to make more groups transparent can be more work for us

Appendix: ACTION PLAN YEAR ZERO

The following table highlights all the agreed actions from the board for the remainder of this financial year before the full year implementation of this strategy in 2019. A action plan for Year 1 will be drawn up for approval at final board meeting of the year to be attached into this document.

<i>Task</i>	<i>Who</i>	<i>When</i>
Advertise to membership of BFS about Easyfundraising account	Comms Contractor	31st December 2018
Create a page on BFS website highlighting ways to donate and advertising BFS is signed up to Good Fundraising Scot	Comms Contractor	DONE
Targets for income generation for next 5 years set out and agreed in line with the new year's budget	Treasurer & Board	DONE
Budget for fundraising for next 5 years set out and agreed in line with the new year's budget	Treasurer & Board	DONE
Scope further details and create plans of actions for the discussed methods to be implemented in the first year	Fundraiser (Director/ Volunteer/ Committee)	31st December 2018
Set up a Reserves Account for surplus funds to be safely stored	Treasurer & Chair	31st December 2018
Create a database of potential external funders and populate with information	Fundraiser (Director/ Volunteer/ Committee)	Ongoing Process
Trustees to consider other ways to generate income and raise them when possible	Board	Ongoing Process
Set BFS up for making gift aid claims with HMRC online	Treasurer	DONE
Finalise Fundraising Strategy 2019 - 2024	Fundraising Trustee/Committee & Board	31st December 2018

Appendix: ACTION PLAN YEAR ONE

The following table highlights all the agreed actions from the board for the first year of implementation of the strategy in 2019.

<i>Task</i>	<i>Who</i>	<i>When</i>
Advertise to membership of BFS about Easyfundraising account	Comms Contractor	DONE December 2019
Redevelop the BFS website with Support Us as its own section and more information around our fundraising and income generation	Comms Contractor	NOT DONE
Create a handbook on fundraising and income generation for easy succession handovers	Fundraiser (Director/ Volunteer/ Committee)	PARTIALLY DONE
Complete all 12 objectives as listed as the non-financial targets	Fundraiser (Director/ Volunteer/ Committee)	DONE
Have a meeting with others interested in fundraising and income generation to scope what others not on the board can take on	Fundraiser (Director/ Volunteer/ Committee)	NOT DONE
Complete all 24 objectives as listed as the non-financial targets	Fundraiser (Director/ Volunteer/ Committee)	PARTIALLY DONE
Deposit an agreed amount into the reserves account which is deemed as surplus from the years activities	Treasurer	DONE
Trustees to consider other ways to generate income and raise them when possible	Board	Ongoing Process
Create a database of potential external funders and populate with information	Fundraiser (Director/ Volunteer/ Committee)	Ongoing Process