

FUNDRAISING FOR DEPARTMENTS: CONDITIONS AND GUIDELINES - CHW

POLICY AND PROCEDURE[®]

DOCUMENT SUMMARY/KEY POINTS

- This document is to help improve fundraising knowledge, accessibility and application across the Hospital. It can help identify areas of opportunity or where support from the Fundraising Department is required and what is available for fundraising.
- The information provides detailed direction and guidance on how to start and/or grow current fundraising efforts.
- All fundraising activities at the Hospital should adhere to the NSW Health Fundraising Policy PD 2009_067, found at:
http://www0.health.nsw.gov.au/policies/pd/2009/pdf/PD2009_067.pdf
And the Charitable Fundraising Act 1991, found at:
<http://www.legislation.nsw.gov.au/inforcepdf/1991-69.pdf?id=422635e1-4f46-e649-fee9-a1a3bf15e1d6>
- Every fundraising activity conducted by an employee of the Hospital for the Hospital or a Department of the Hospital **must** be endorsed by the Fundraising Department. **Contact the Head of Fundraising (ext 53536)** for discussion and initiation of the endorsement process.
- Departments should consult with the Fundraising Department on their fundraising strategy or calendar of activities to ensure outcomes are maximised and risks managed.
- The Fundraising Department will work with Departments under a shared responsibility model.
- Decisions will be taken in the interests of the maximum net revenue raised for the Hospital.
- All costs and services provided and results data will be shared between the Fundraising Department, Department Heads and Executive where appropriate.
- The Department representative is responsible for internal consultation within their Department (including Clinical Program Directors).
- Disagreement will be handled through consultation with the Head of Fundraising and the Director, Community Relations and Marketing and should be directed in writing.

Approved by:	SCHN Policy Procedure & Guideline Committee	
Date Effective:	1 st March 2016	Review Period: 3years
Team Leader:	Manager	Area/Dept: Fundraising

CHANGE SUMMARY

- Due for mandatory review. Minor changes made throughout. It's recommended to re-read the entire document.

READ ACKNOWLEDGEMENT

- CHW Department Heads and Managers should read and acknowledge they understand the contents of this policy.
- All other staff should be aware of this policy.

TABLE OF CONTENTS

Introduction	3
Summary of Fundraising Principles.....	4
1 Planning	6
2 Financial Management	7
3 Media and Publicity	8
4 Promotional Materials	9
5 Data Management.....	10
6 Community Donors	11
7 Corporate Donors.....	13
8 Major Donors	15
9 Trusts and Foundations.....	16
10 Stewardship and Relationship Development.....	17
11 Event Management.....	18
12 Acquisition of New Supporters	19

Introduction

Fundraising plays an important role in our ability to help as many children as possible. We are determined to ensure that the Hospital's fundraising practices are as effective as possible – and we have developed this guide to help improve fundraising knowledge, accessibility and application across the Hospital.

If you are considering any fundraising activity, after reviewing this document please contact fundraising to discuss any questions you may have.

The Fundraising Department supports both internal and external stakeholders to raise funds for the Hospital including:

- Strategic Planning
- Financial management and budget development
- Fundraising and marketing materials
- Data management
- Donor relationship management and stewardship
- Events
- Community fundraising
- Corporate fundraising and sponsorship
- Trust and Foundation applications and proposal writing
- Major donations
- Identifying opportunities and strategic partnerships
- Legislative compliance
- Resources management

As the types of fundraising activities are varied, this document should be used as a guide. However **consultation with the Fundraising Department is essential to identify your fundraising needs and to have your fundraising activity endorsed.** For further information on building a fundraising program for your Department, please contact the Head of Fundraising (ext 53536).

Summary of Fundraising Principles

1. **Service Level:** the Fundraising Department will work with Departments under a shared responsibility model. The Fundraising Department will support departmental fundraising with the following:
 - i. Allocate a point of contact to the Department for regular ongoing contact and support
 - ii. Advice on use of corporate logo, strategy, budget, compliance, best practice, contacts etc.
 - iii. Fundraising Template documents
 - iv. People resources where it can be demonstrated that the return to the Department validates the resource commitment. The level of involvement will vary. Each activity will be assessed on its merits and resource availability.
 - v. Where the opportunity to pilot an activity that has wider application and benefit for other departments i.e. direct marketing activity, etc.
2. **Optimise net income to The Children's Hospital at Westmead:** decisions will be taken in the interests of the maximum net revenue raised for the Hospital.
3. **Transparency:** all costs and services provided and result data will be shared between the Fundraising Department, Department Heads and Executive where appropriate.
4. **One organisation one voice:** it is important that the nominated representative for a Department represents the views of the Hospital, that Department and its entire staff. The Department representative is responsible for internal consultation within their Department (including Clinical Program Directors).
5. **Legal Obligation:** The Children's Hospital at Westmead is compliant with the *Charitable Fundraising Act 1991 (NSW)*. The Act requires the Hospital to meet prescribed legislative obligations which are audited on a regular basis by the NSW Office of Liquor Gaming and Racing. Hospital policy requires all Departments to work with the Fundraising Department to ensure we meet all of our legislative obligations. Internal Audit conducts regular audits of fundraising activity across the Hospital for which the Fundraising Department is held accountable. Failure to meet our legislative requirements has serious consequences which range from warnings through to loss of authority to fundraise.
6. **Rationale for every fundraising initiative:** key to developing increasing trust and greater understanding of the fundraising function is the principle of sound rationale and explanation for all fundraising initiatives proposed and conducted by Departments. It is essential that Departments consult with the Fundraising Department on their fundraising strategy or calendar of activities to ensure outcomes are maximised and risks managed. Wherever possible recommendations and decisions relating to the viability of an activity will be based on the following:
 - i. Return on investment – the true cost of conducting the activity (or not conducting the activity)

- ii. Timing of activity, we need to be aware of multiple events being on at the same time
 - iii. Resources available to deliver the activity
 - iv. Suitability of the event – legal and ethical considerations
 - v. Good Fundraising practice
 - vi. Previous experience – results from similar activities
 - vii. Relationship considerations – will being involved have implications for our relationship with other important donors or Hospital Departments
- 7. Fundraising endorsement:** each and every fundraising activity conducted by an employee or supporter of the Hospital for the Hospital or a Department of the Hospital must be endorsed by the Fundraising Department. This is [required by law](#) and the policies and procedures of The Children's Hospital at Westmead. *As fundraising activities develop, contact the Head of Fundraising (ext 53536) to discuss your fundraising needs and to initiate an appropriate endorsement process.*
- 8. Wish Lists and Prioritisation:** The Fundraising Department will only support fundraising activities for those items and projects that are endorsed by the Hospital and have been through the Hospital's approval and prioritisation process i.e. clinical prioritisation and/or equipment prioritisation process. Information on these processes can be found on the Hospital's intranet. It is the department's responsibility to ensure this has occurred before the fundraising is undertaken. In the case where a Department needs smaller items of less value like televisions, DVD players etc then the Department should provide Fundraising with an updated wish list that can be used as a resource to coordinate and match with donor requests from time to time.
- 9. Involve, consult or inform:** The Fundraising Department will engage other Departments and individuals of the Hospital on three different levels.
 - i. *Involve* – involving means the active participation of Departments (or nominated representatives) in the formulation of plans and activities to fundraise
 - ii. *Consult* - consulting means asking Departments to comment upon proposals, recommendations and ideas with Departments responding with an evidence based, rational counter proposal whenever necessary,
 - iii. *Inform* – informing means advising a Department or individuals on discussion, interactions and correspondence that has implications for their fundraising activities, relationships with donors and funds raised.
- 10. Conflict resolution process:** conflict resolution will be handled through consultation with the Head of Fundraising and the Director, Community Relations and Marketing and the relevant Department Head and should be directed in writing in the first instance

The following information provides detailed direction and guidance on how to start and/or grow your current fundraising efforts.

1 Planning

Departments are encouraged to work with the Fundraising Department to develop a plan to support their fundraising initiatives.

Area	CHW Fundraising will...	Departments will...
Strategic Planning	<ul style="list-style-type: none"> - Help to assess the viability of planned activity - Identify resource requirements of the plan - Identify areas of potential support 	<ul style="list-style-type: none"> - Plan the fundraising activity - Meet with Fundraising Department to agree a localised plan for Department. - Allocate resources to the plan - Own and implement the localised plan - Provide investment budget for activity

2 Financial Management

The Fundraising Department develops an annual budget for the delivery of the Hospital's Fundraising strategic plan. This budget is for Hospital based activity. The Fundraising Department will not support any initiative to raise funds for equipment, projects etc. that have not been through the Hospital's prioritisation process and/or endorsed by the Hospital Chief Executive.

Area	CHW Fundraising will...	Departments will...
Project Prioritisation	<ul style="list-style-type: none"> - Support only prioritised projects. - Advise on the process for organisational endorsement and approval 	<ul style="list-style-type: none"> - Seek Facilities Planning input for scoping a capital project and preparing the appropriate documentation. - Submit their funding proposals through the appropriate prioritisation process i.e. equipment, clinical, non-clinical. - Where it is a project for Capital Works, Facilities Planning must provide document support for the project to proceed.
Budget Development The budget proposal should cover: <ul style="list-style-type: none"> • Income by activity • Key variables • Assumptions about key expenditure items • Estimate on human resources required to deliver project • Contingency plans and risk management • Forecast of when income and expenditure is anticipated to take place • Key budget milestones 	<ul style="list-style-type: none"> - Assist in the development of fundraising budgets. In addition the Fundraising Department may be able to provide some support to help with the development of that budget. - Expenditure should not exceed 35% of planned minimum income 	<ul style="list-style-type: none"> - Meet with the Fundraising Department to ensure the proposal is compliant with legislation on the fundraising income to expenditure ratio and that this is appropriate for the particular fundraising activity.
Forecasting	<ul style="list-style-type: none"> - Assist in the development of budgets. 	<ul style="list-style-type: none"> - Monitor and advise of any change to the flow of income or expenditure relating to their event.
Reporting	<ul style="list-style-type: none"> - Assist in reporting and data collection - Agree key reporting milestones. 	<ul style="list-style-type: none"> - Establish a service level agreement with the Fundraising Department on the types and frequency of reporting.

3 Media and Publicity

The Fundraising and Public Relations Departments work closely together to ensure that media opportunities are managed for the entire network. Media coverage cannot be guaranteed and will be managed by Public Relations.

Area	CHW Public Relations will...	Departments will...
Media Planning	- Review activity and provide advice.	- Provide Public Relations with a brief of the activity.
Media relations	- Approve all media material before distribution. - Manage any media/filming/photography in the hospital.	- Liaise with Public Relations to determine response and messaging.
Celebrity and speaker management	- Approve contact list and facilitate contact where appropriate	- Liaise with Public Relations (ext 53364) on all celebrity and ambassador contact to ensure the integrity of the Hospital's contact list.
Launch activities	- Support launch activities as appropriate	- Consult with the Public Relations regarding any launch activity.
Media evaluation	- Participate in an appropriate de-briefing forum	- Participate in an appropriate de-briefing forum

4 Promotional Materials

The Fundraising Department has template resources available for use by Departments and community groups to support their fundraising endeavours. Some of these need to be booked in advance and will only be allocated to endorsed fundraising activities (refer to Principle 7 page 6). To find out what materials are available to you, contact the Fundraising Department on extension 53367 or fundraise@bandagedbear.org.au.

Requests for marketing materials should be made to Public Relations via the online job request. Budget responsibility for these rests with the Department. All materials must be within branding guidelines and have Public Relations and Fundraising approval.

Area	CHW Fundraising will...	Departments will...
Materials Planning	<ul style="list-style-type: none"> - Assist to clarify needs in consultation with Department 	<ul style="list-style-type: none"> - Provide an overview of requirements for discussion with Fundraising.
Creative brief. This will cover: <ul style="list-style-type: none"> - Target audience - Key message(s) - Budget - Format - Deadline 	<ul style="list-style-type: none"> - Fundraising and Public Relations (Corporate Branding) to consult and agree key milestones on material production and delivery 	<ul style="list-style-type: none"> - Develop a creative brief for discussion with Public Relations (Corporate Branding) and Fundraising - Submit a job request online at: http://intranet.schn.health.nsw.gov.au/resources/corporate-branding
Agency and production management	<ul style="list-style-type: none"> - Advised by Public Relations (Corporate Branding) 	
Content	<ul style="list-style-type: none"> - Reviewed by Public Relations /Fundraising 	<ul style="list-style-type: none"> - Provide technical and draft content for publication.
Distribution		<ul style="list-style-type: none"> - Coordinate distribution of materials.
Evaluation	<ul style="list-style-type: none"> - Joint initiative 	<ul style="list-style-type: none"> - Jointly evaluate with the Fundraising Department

5 Data Management

The Fundraising Department has a sophisticated fundraising donor management tool called “The Raiser’s Edge” which houses all supporter information. This is a centralised system that captures a donor’s giving history as well as demographic data and file notes. It is a powerful tool and integral to the fundraising strategy in managing and targeting donors.

It is essential that information held by Departments on supporters is integrated into this system to ensure that we maintain a holistic view of our supporters and maximise support from these groups. The Fundraising Department will look to Departments for guidance on how to approach their donors and if appropriate can exclude donors from particular campaigns.

Whilst some donors have an exclusive relationship with a Department, others support the Hospital in multiple ways. The Fundraising Department works on the philosophy that people give to people, not institutions, and that people give because firstly they were asked and secondly because they have a connection to the cause. It is in the best interests of the Hospital and Departments to ensure that supporter’s wishes and relationships are managed effectively. This can only be done through a centralised data system with comprehensive notes.

Area	CHW Fundraising will...	Departments will...
Data ownership	<ul style="list-style-type: none"> - House and maintain all supporter and fundraising data. 	<ul style="list-style-type: none"> - Provide updated information on supporters and potential supporters for inclusion in the database including flagging those who have requested not to receive general fundraising appeal mail outs.
Data Analysis and Reporting	<ul style="list-style-type: none"> - Agree key reporting requirements and milestones 	<ul style="list-style-type: none"> - Establish a service level agreement with the Fundraising Department on the types and frequency of reporting.
Receipting	<ul style="list-style-type: none"> - Agree receipting milestones - Process donation, including coding and allocation - Provide receipt and thank you letter for Department to personalise and send. 	<ul style="list-style-type: none"> - Hand donations to the Fundraising Department for receipting. - Individual Departments are to ensure that the donations have been deposited by checking the cost centre financial reports. - Reconcile the donation back to the donation total where these funds are from multiple donors or an event with multiple donors and provide supporting documentation to the Fundraising Department.

6 Community Donors

The Hospital has an extensive community fundraising program which is managed out of the Fundraising Department. Support from these activities is largely directed to funding equipment and projects in Departments around the Hospital and in many instances is initiated by families and friends of patients.

The Fundraising Department has a dedicated team of Community Event Managers and some resources to support Departments in their community fundraising activities. If you have a family or contact interested in organising a community fundraising event for your Department, please contact the Fundraising Department on extension 53367 or fundraise@bandagedbear.org.au.

Area	CHW Fundraising will...	Departments will...
Community enquiries / event concept development	<ul style="list-style-type: none"> - Provide the Endorsement Application form and fundraising guidelines for any staff or community member wishing to conduct a community fundraising activity. - Provide advice on the appropriateness of your proposed fundraising event and can provide the Endorsement application form for you or your supporter to complete. - Advise on use of logo and branding guidelines for any marketing materials <p>Note: There are some limitations to what we can endorse.</p>	<ul style="list-style-type: none"> - Direct all community fundraising enquiries to the Fundraising Department for appropriate endorsement. <p>Note: Endorsement is legally required for the Hospital to be engaged in community fundraising activities. A register is required to be kept by Fundraising for audit purposes.</p>
Endorsement	<ul style="list-style-type: none"> - Provide endorsement advice. - Provide endorsement letters. - Close event / activity when funds and reports have been received. - Liaise with Office of Liquor Gaming & Racing on legislative requirements for specific programs. 	<ul style="list-style-type: none"> - Provide completed endorsement application form to Fundraising Department - Liaise with supporter base to facilitate endorsement process.
Event Management	<p>Consider providing logistical support to departmental fundraising events based on established criteria including:</p> <ul style="list-style-type: none"> - size of the event - amount of money raised - implications for the wider Hospital - Branding - Donors involved - Potential for growth etc. <p>This needs to be discussed and agreed in advance of the event date.</p>	<ul style="list-style-type: none"> - Be responsible for the logistical management of your fundraising event.

Volunteers	<ul style="list-style-type: none"> - The Fundraising Department has a limited volunteer database and cannot provide volunteers for all Departments based fundraising activities. 	<ul style="list-style-type: none"> - Seek volunteer support from their own networks; this may include staff, families and friends.
Representation	<ul style="list-style-type: none"> - Provide a support person to attend the event if required and where resources permit. 	<ul style="list-style-type: none"> - Provide a representative to attend and speak at appropriate events where they are the beneficiary.
Resources	<p>Provide the following resources:</p> <ul style="list-style-type: none"> - Raffle tickets - Posters - Certificates - Collection tins - Fundraising Toolkit (guide on community fundraising) - Template documents – sponsorship letters etc 	<ul style="list-style-type: none"> - Develop department specific resources in consultation with fundraising and Public Relations where appropriate and budget permitting.

7 Corporate Donors

The Fundraising Department manages a number of corporate sponsorships and fundraising programs for the Hospital. It also keeps an up-to-date corporate contact register to ensure there is no conflict with existing relationships. It is essential that Departments work with the Fundraising Department in managing their corporate fundraising and sponsorship relationships.

If you know of a company interested in making a donation or organising a fundraising event for your Department, please contact the Fundraising Department on extension 53367 or fundraise@bandagedbear.org.au.

Area	CHW Fundraising will...	Departments will...
Corporate enquiries / event concept development	<ul style="list-style-type: none"> - Provide the Endorsement Application form and fundraising guidelines for any staff or corporate wishing to establish a corporate fundraising activity. - Provide advice on the appropriateness of your proposed corporate relationship / fundraising event and can provide the Endorsement application form for you or your supporter to complete. <p>Note: There are some limitations to what we can endorse.</p>	<p>Direct all corporate fundraising enquiries to the Fundraising Department.</p> <p>Endorsement is legally required for the Hospital to be engaged in corporate fundraising activities. A register is required to be kept by Fundraising for audit purposes.</p> <p>Register a Trader Agreement where it is benefiting from the sale of a product or service.</p> <p>Note: A minimum contribution of \$10,000 is needed to establish a trader relationship.</p>
Sponsorship	<ul style="list-style-type: none"> - Cross-check a comprehensive contact register which captures all corporate support across the Hospital. - Provide assistance for : <ul style="list-style-type: none"> o best approach o template proposals and agreements o benefits and acknowledgement o Hospital and NSW Health guidelines on sponsorship and endorsement o Recognition level according to donation amount <p>Note: Fundraising will not approach the Hospital's corporate supporter base for prizes, staff giveaways etc.</p>	<p>Liaise with Fundraising to check their Corporate contact list against what Fundraising holds to ensure no cross-over in communication.</p>
Endorsement	<ul style="list-style-type: none"> - Provide endorsement advice. - Provide endorsement letters. - Close event / activity when funds and reports have been received. 	<p>Provide completed endorsement application form to Fundraising Department.</p> <p>Liaise with supporter base to facilitate endorsement process.</p>

Trader Agreement	<ul style="list-style-type: none"> - Provide advice and review the template agreement. - Liaise with Office of Liquor Gaming & Racing on legislative requirements for specific programs. 	Provide details of the Trader for review and approval.
Event Management	<ul style="list-style-type: none"> - Provide logistical support to your corporate Fundraising event based on defined criteria including: <ul style="list-style-type: none"> o size of the event o amount of money raised o implications for the wider Hospital o Branding o Donors involved o Potential for growth etc <p>This needs to be discussed and agreed in advance of the event date.</p>	Be responsible for the logistical management of your fundraising event.
Volunteers	<ul style="list-style-type: none"> - The Fundraising Department has a limited volunteer database and cannot provide volunteers for all Department based fundraising activities. 	Seek volunteer support from their own networks.
Representation	<ul style="list-style-type: none"> - Provide a support person to attend the event where appropriate. 	Provide a representative to attend and speak if appropriate at events where they are the beneficiary.
Resources	<ul style="list-style-type: none"> - Provide the following resources: <ul style="list-style-type: none"> o Raffle tickets o Posters o Certificates o Collection tins o Fundraising Toolkit (guide on community fundraising) o Template documents – sponsorship letters etc 	Develop department specific resources in consultation with fundraising where appropriate and budget permitting

8 Major Donors

Major donors are classified as those individual supporters who contribute \$10,000+ in a single gift. Donors who cumulative give at this level are treated differently. The Fundraising Department has a specialised Major Donor Manager who is available to discuss opportunities to attract and grow gifts from major supporters. These donors may be approached via fundraising so collaboration is essential to avoid conflict in messaging and cannibalisation of greater opportunities.

Area	CHW Fundraising will...	Departments will...
Targeting	<ul style="list-style-type: none"> - Develop a proposal or ask strategy for a specific donor or group of donors. 	<ul style="list-style-type: none"> - Identify opportunities for donors to give at this level. - Identify contacts through their networks of patients, colleagues etc who may have the capacity and willingness to give or approach major donors
Events	<ul style="list-style-type: none"> - Work with Departments to deliver events for this target group. <p>Note: The Hospital runs a series of its own major donor activities which Departments can leverage.</p>	<ul style="list-style-type: none"> - Play a role in these events – speaking, nurturing donors, follow-up, one-on-one meetings, asking.
Materials	<ul style="list-style-type: none"> - Develop specific materials for this target group of donors. 	<ul style="list-style-type: none"> - Provide the content and budget for these materials.
Ask Training	<ul style="list-style-type: none"> - Provide training for staff and volunteers on how to ask for significant gifts. 	<ul style="list-style-type: none"> - Participate in training

9 Trusts and Foundations

There is currently no centralised system for managing submissions to Trusts and Foundations made on behalf of The Children's Hospital at Westmead. There are a number of examples where multiple applications to the same Trust/Foundation have been submitted by individual Departments. This has directly resulted in unsuccessful applications for very worthy projects.

As a result a policy has been developed to help manage this process. Please refer to CHW Policy "Trusts and Foundations - Applying for Funding":

Area	CHW Fundraising will...	Departments will...
Submissions	<ul style="list-style-type: none"> - Coordinate all submissions as many Foundations have restrictions in accepting applications from anyone other than the Fundraising Department or limit the number of applications from one organisation. <p>Note: This policy does not apply to applications for Medical Research grants; the Research Office will continue to co-ordinate all such applications. Where an application is not specifically for medical research, the Fundraising Department will take responsibility for the co-ordination of the application.</p> <ul style="list-style-type: none"> - Invite Departments to submit potential projects for consideration. This is known as the "wish list" and will be prioritised by the Chief Executive. - Proactively research other potential Trusts / Foundations for funding that may match projects that have been submitted to Fundraising. - Assist the individual Department to write an application to the Trust / Foundation for funding. - Keep the details of all applications/submissions and the projects submitted - Act as a main point of contact for applications made to Trusts / Foundations unless otherwise agreed. - Ensure that the individual Department concerned is kept fully informed of the progress of the application / submission. <p>Note: Any submissions for projects over \$250,000 should be signed off by the Chief Executive.</p> <ul style="list-style-type: none"> - All contracts or Memorandums of Understanding for projects must be signed off by the delegated authority as stated by the Hospital's Delegation Manual. - All invoices to Trusts & Foundations to be submitted through Fundraising 	<ul style="list-style-type: none"> - Identify opportunities for submissions and liaise with Fundraising on timeliness and appropriateness of applications. - Ensure full approval of any projects before seeking funding.. - Submit details of their potential projects at least 6 weeks before the deadline. - Consult with their Business Manager or Divisional Accountant to ensure that full and proper costing of the project is undertaken before submission. - Coordinate any applications for funding towards Medical Research specific projects through the Research Office - Provide information as requested for progress and completion reports to the Fundraising Department

10 Stewardship and Relationship Development

The Fundraising Department is available to help support the development and maintenance of donor relationships. There are various strategies and tools that are available to help deliver this based on the giving history and contact preferences of your supporters.

The Fundraising Department has acknowledgement guidelines that outline what supporters at various giving levels receive to recognise their support. Departments should contact the Fundraising Department to coordinate any donor acknowledgement to ensure it is consistent with these guidelines.

Area	CHW Fundraising will...	Departments will...
Acknowledgment	<ul style="list-style-type: none"> - Provide acknowledgement appropriate to your supporter history: <ul style="list-style-type: none"> o plaques o certificates o Bandaged Bear statues o Tailored acknowledgement - Coordinate donor care functions annually to acknowledge significant donors to the Hospital. This incorporates supporters who give to Departments of the Hospital. - Provide donor reports to assist in the stewardship of key donors throughout their lifetime. 	<ul style="list-style-type: none"> - Update the fundraising Department of any change to donor details or donor activity they believe relevant to good stewardship. - Attend donor care functions as appropriate.
Donor Care	<ul style="list-style-type: none"> - Maintain a sophisticated donor care strategy aimed at incorporating Department supporters in the process through timely and appropriate liaison with Departments. 	<ul style="list-style-type: none"> - Liaise with the fundraising department on details of their supporters.

11 Event Management

Events are expensive and resource heavy activities. Whilst they can deliver a quick cash return, they are difficult to maintain and do not necessarily deliver the best return on investment or build loyalty with the supporter base. Departments should consult with the Fundraising Department on their event ideas and plans for advice and support on execution.

Area	CHW Fundraising will...	Departments will...
Concept Development	<ul style="list-style-type: none"> - Provide strategic advice on the delivery of your event. This can include determining the viability of an event, best resources, key suppliers, running order, logistics etc. 	<ul style="list-style-type: none"> - Before implementation discuss with Fundraising the event requirements.
Resources	<ul style="list-style-type: none"> - Where possible, provide resources to help deliver your event or advise on how these can be sourced: <ul style="list-style-type: none"> - marketing materials - raffle books - contact lists etc 	<ul style="list-style-type: none"> - Actively source materials, manage logistics and obtain relevant permits and approvals.
Event Management	<ul style="list-style-type: none"> - Advise on resources required for the delivery of your event. 	<ul style="list-style-type: none"> - Manage events as appropriate - Completion of "Approval of Activities for Insurance Purposes" – this provides the relevant insurance coverage for the event and also covers 'approved' volunteers. - Completion of "Risk Management Plan" - If engaging with third parties for the event (e.g. an event management company) then advice needs to be sought on contracts. Contact Executive Manager Corporate Governance and Risk
Registration (RSVP) systems		<ul style="list-style-type: none"> - Coordinate invitations and responses to events
Representation	<ul style="list-style-type: none"> - Provide representatives to attend events where appropriate. 	<ul style="list-style-type: none"> - Drive and act as key contact at events
Volunteers	<ul style="list-style-type: none"> - The Fundraising Department has a limited volunteer database and cannot provide volunteers for all Department based fundraising activities. 	<ul style="list-style-type: none"> - Seek volunteer support from their own networks.

12 Acquisition of New Supporters

Acquisition of new donors is a challenge for every charity. It is essential that any acquisition work is done strategically and planned to maximise investment and long-term outcome. It is a specialised area of Fundraising.

Area	CHW Fundraising will...	Departments will...
New supporter acquisition	- Drive strategic acquisition and facilitate this for Departments where appropriate.	- Provide content and budget for materials/campaigns where appropriate.

Copyright notice and disclaimer:

The use of this document outside Sydney Children's Hospitals Network (SCHN), or its reproduction in whole or in part, is subject to acknowledgement that it is the property of SCHN. SCHN has done everything practicable to make this document accurate, up-to-date and in accordance with accepted legislation and standards at the date of publication. SCHN is not responsible for consequences arising from the use of this document outside SCHN. A current version of this document is only available electronically from the Hospitals. If this document is printed, it is only valid to the date of printing.