

The Broads

Visitor Giving Initiative

Business Plan June 2012



ENJOY
GIVE
PROTECT



Table of Contents

1	OVERVIEW	4
1.1	INTRODUCTION	4
1.2	THE VISION	5
1.3	ESTABLISHING AN INITIATIVE FOR VISITOR SUPPORT FOR CONSERVATION	6
1.4	THE BROADS TRUST	7
1.5	GUIDING PRINCIPLES	9
1.6	CURRENT POSITION	10
2	ORGANISATIONAL STRATEGY	12
2.1	OPPORTUNITY	12
2.2	GROWTH	14
2.3	COMPETITION	18
2.4	FUNDRAISING ACTIVITIES	20
3	ORGANISATIONAL STRUCTURE	24
3.1	GOVERNANCE	24
3.2	STAKEHOLDERS	25
3.3	GRANT ALLOCATION	26
3.4	TARGETS	27
3.5	PROCESS	28
4	MARKETING	29
4.1	STAKEHOLDERS	29

4.2	TOURISM BUSINESSES	29
4.3	VISITOR MARKETS	29
5	PERSONNEL.....	30
5.1	SKILLS & TRAINING	30
5.2	FINANCING	31
6	MONITORING & EVALUATION	31
7	RISK ANALYSIS	32
8	FINANCIAL BUDGETS AND FORECASTS.....	34
8.1	PROJECTED PILOT INCOME AND EXPENDITURE.....	34
8.2	INCOME & EXPENDITURE	35
9	APPENDICES	36
9.1	MARKETING PLAN	36
9.2	DEVELOPMENT PLAN.....	36
9.3	THE BROADS TRUST – THE VISION	36
9.4	CASHFLOW	36

Copyright © Nurture Lakeland. The moral right of the authors has been asserted. This document was prepared by Nurture Lakeland. This document is for the sole use of the Norfolk Broads and its partners in the establishment of a tourism fundraising model for conservation. No part of this report should be sold, lent, reproduced, quoted or otherwise circulated by anyone other than the authors and those involved in the establishment of the Norfolk Broads fundraising model without the express permission of The Broads Authority and the authors.

Nurture Lakeland and Visit Give Protect are protected marks of Nurture Cumbria Ltd and may not be used without prior permission of the owner.

1 OVERVIEW

1.1 Introduction

In the December 2011 The Broads Authority appointed Nuture Lakeland to undertake develop a Visitor Giving Initiative for the Broadland environment.

The Broads Plan (2011) highlighted the ‘complex interrelationship between conserving and enhancing the area’s natural beauty, wildlife and cultural heritage, promoting opportunities for the understanding and enjoyment of these special qualities¹. This is quite simple a working living cultural landscape as well as an important space for nature. This is a place that is visited by 7 million visitors per year (1 million more than in 2005), with 11 million day visits, that generated (in 2010) tourism revenue of £435 million (40% growth since 2005), and which sustains 6200 jobs reliant upon tourism. Finding an accommodation between this important and significantly sized tourism sector and the need to sustain the natural environment is critically important, as recognised by all stakeholders including the businesses themselves. The current global financial crisis, and the realisation that government funding is likely to be at best static, and at worst decline, in the future also creates demand for new sources of income.

The idea of establishing a Visitor Giving Initiative in The Broads is not a new one². It has long been recognized by stakeholders in The Broads that solutions to the local environmental challenges would have to be engineered and developed at least in part from within the tourism business community in The Broads. The Broads Authority has a long track record in the field of sustainable tourism. The Broads is one of 75 ‘Charter Parks’ across Europe, having held the European Charter for Sustainable Tourism in Protected Areas since 2006. One of the key aims of the Charter is **“To improve the sustainable development and management of tourism in protected areas, which takes account of the needs of the environment, local residents, local businesses and visitors”**. The Charter champions an integrated approach between tourism and environmental management, and one of its key principles is **“To protect and enhance the area’s natural and cultural heritage, for and through tourism...”** The World Tourism Organisation and United Nations Environment Programme define sustainable tourism as ‘tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities’. The Broads is also part of an EU INTERREG project partnership (with partners in the Netherlands and Belgium) based on developing sustainable tourism. This STEP (Sustainable Tourism in Estuary Parks) project and the resources it includes made this initiative possible for the first time.

Strategic objective 6 – Environmental Responsibility - of the Strategy and Action Plan for Sustainable Tourism in The Broads 2011-2015 highlights the need for ‘gaining positive support for conservation from tourism enterprises and visitors’. This strategic objective (Strategic action 6f) commits stakeholders to ‘Establish an initiative for visitor support for conservation’. It is worth quoting this section at length:

¹ Broads Plan 2011: A Strategic Plan to Manage the Norfolk and Suffolk Broads, p7

² Stakeholders like Bruce Hanson, Broads Authority, have long understood the potential of models like that in the Lake District for The Broads.

1.2 The Vision

Create a dynamic and successful Visitor Giving Initiative that demonstrates that Broads businesses ‘really do care’ about the environment.

The scheme will be about better connecting people to this unique landscape and will “allow the many people who love The Broads to contribute to the well-being of the area”.

The scheme will grow its capacity and expertise over the first 5 years until it is capable and sufficiently resourced to secure significant sums of new investment in The Broads. The scheme will show private businesses as champions and communicators of key messages to the visitors.

The scheme when mature will provide high profile environmental benefits, but also add value to The Broads brand by communicating a set of values that strengthen customer loyalty and attract new visitors. The scheme will marry fundraising and communication to reach out to visitors and engage them in the future of The Broads, spiritually as well as a financially. This will enhance the experience of visiting The Broads for visitors.

The aspiration, and it is a realistic one based on best practice from elsewhere, is that the funds raised will be used as seed capital to leverage other investment into The Broads by up to 40%. In this case, £100k of donations would be converted to £140,000 p.a. of real value to local conservation projects.

Aims of Visitor Giving in The Broads

- **Protecting and managing The Broads beyond (not instead of) the work of statutory organisations**
- **Funding conservation (and providing a ‘clean’ source of match funding to lever additional investment)**
- **Supporting wider education about the local environment**
- **Improving interpretation of the local natural environment**
- **Improving the quality of publicly used wherries, staites and moorings**
- **Developing sustainable tourism projects**
- **Improving access to the local natural environment where appropriate**

Objectives of Visitor Giving in The Broads

- Create a mechanism for better connecting people with places
- Create an independent and trusted umbrella organization for managing and coordinating fundraising (for the aims above)
- Work with tourism businesses to raise funds
- Secure donations from visitors
- Provide funds for conservation, education and enhanced visitor experience
- Encourage an emotional (and economic) bond between visitors and The Broads

How the funds will be used

Funds raised will be used to deliver positive interventions in the following areas:

- Bankside & reed bed management
- Coppicing and woodland management
- Footpath, cycle and nature trails
- Access & Recreational improvements
- Wildlife conservation and habitat improvements
- Signage and interpretation improvements (land and boat-based)
- Thatching and apprenticeships in heritage skills
- Mills, moorings and wherries
- A healthy environment
- Education

1.3 Establishing an initiative for visitor support for conservation

The Broads Authority has committed to the introduction of an initiative to encourage visitor support for conservation activity. Such schemes have been operational in some other protected areas for a number of years, with notable success in the Lake District. As well as providing a new opportunity to raise funds for conservation, this should also be seen as a way of promoting positive engagement with visitors and retaining their future interest in The Broads.

Actions include:

- **Through Broads Tourism, prepared to commit to engage with the idea and involve their customers in a trial scheme.**
- **Beneficial cause or causes, with positive appeal to a range of businesses and visitors.**
- **Profile flagship scheme as against a number of more localised schemes.**
- **Presented as an opportunity for good PR for The Broads and its special environment.**
- **Informed of, and engaged with, progress with projects that have been funded through the scheme.**

The timescale associated with this action is 1-5 years. It is worth noting that, Visitor Giving is not just about generating funds, it is also about awareness raising and providing information to visitors. This is relevant to Strategic action 6c in the Strategy and Action Plan for Sustainable Tourism, which suggests The Broads should ensure ‘visitors are provided with appropriate information on responsible access and activities’. Suggested actions include “engaging tourism providers of all kinds in putting these messages across to their guests in a positive way”.

There are, it is believed, 300-400 tourism businesses in the wider Broads tourism area, with 55 members of Broads Tourism. There are some excellent businesses in The Broads with an interest in sustainability and making an environmental contribution. Nurture Lakeland analysis suggests that a 30% penetration rate is a sensible working assumption.

1.4 The Broads Trust

The commissioning partners have selected the Norfolk and Suffolk Broads Charitable Trust (The Broads Trust) to be the operator of Visitor Giving. The Broads Trust is a registered charity registration no 1124552. It is envisaged that this level of support will need to formally continue for the first two years of the projects life to ensure its chances of success.

The Trustees have agreed to administer donations made via the Visitor Giving Initiative and ensure that all funds are used in a proper and appropriate manner in line with Charities Commission guidance on fundraising and financial administration.

The purpose of The Norfolk and Suffolk Broads Charitable Trust is:

- To advance the education of the public in the Norfolk and Suffolk Broad
- To maintain, restore, conserve, improve and develop, objects, features, buildings and sites of historical, social, artistic, ecological and scientific interest relating to the Norfolk and Suffolk Broads for the public benefit

- To promote, encourage and assist the restoration, protection and maintenance of the navigation of the waterways of The Broads for the benefit of the public.
- For such other charitable purposes as the Trustees may from time to time determine.

Currently the Broads Trust's income is made up of legacy income, donations and grants. Annual accounts are made up to 31st March and prepared by an independent account for submission to the Charities Commission. The Broads Trust employs an administrator on a self-employed basis to provide administrative and financial support. The Broads Trust does not employ any staff other than on a contracted in basis.

According to the Broads Trust Constitution there must be at least 6 trustees, and a maximum of 10. Two trustees must be trustees or committee members of the Broads Society, and 2 trustees must be employees or members of The Broads Authority. The trustees meet at two monthly intervals to carry out the business of the Broads Trust.

The current trustees of the Broads Trust understand that in order to broaden its current level of experience they will need to seek a number of new trustees to include expertise from the tourism sector and from the conservation sector. The Board of Trustees already has representation from The Broads NPA and they may wish to strengthen this further given the mutual point of benefit that the Visitor Giving Initiative provides.

At present implementation of the project is being managed by The Broads Authority's Tourism Manager, Bruce Hanson, supported by a Steering Group.

It is envisaged that funds raised by businesses will be remitted by cheque or bacs to the Broads Trust's bank account at agreed intervals. The Broads Trust will then seek and receive formal grant applications from organisations and constituted groups wishing to apply for funds for projects which benefit the natural environment and contribute to the sustainability of the Broadland environment. Grant applications will be considered by a sub-committee of The Broads Management Group who will meet at agreed intervals annually.

The Broads Trust already operates a grants scheme and as such much of the formal processes for this are already in existence.

In its first year at least the project will continue to be managed by The Broads Authority and Bruce Hanson.

This is a mutually beneficial arrangement between The Broads Trust and The Broads Authority and this arrangement will be reviewed on the 12 month anniversary of the inception of the Visitor Giving Initiative.

1.5 Guiding Principles

The establishment of The Broads Visitor Giving Initiative needs to be done in such a way that it is imbued with certain characteristics and values:

Trust

For Visitor Giving to work the potential donor has to understand quite quickly at the point of commitment that the fundraising organization that they will contribute towards is trustworthy. Yosemite Conservancy even has a donor 'Bill of Rights' making clear the basis of the relationship. And this requires the organization to communicate the following easily understood attributes:

Clarity (about the difference made/added value)

Best practice models like that in Yosemite prioritize communicating the difference that a donation will make. This means the projects are a headline issue. In Yosemite they tell you immediately that your money saves peregrine falcons, bighorn sheep, keeps hikers safe and protects fragile habitats. The point is made clear that many of the projects have only happened because of the donations. The causal link is clear, you give money and a good thing happens directly.

Independence (of vested interests)

Visitor Giving does not work if the potential donor is unclear about the status of the fundraising organization. Potential donors are reluctant to donate to organizations that they might perceive as being un-worthy, for whatever reason, of their support. One mistake sometimes made is to set up a payback scheme that is championed by a statutory organization that people think they have already paid for once, through taxation. The best models like Nurture Lakeland and Yosemite Conservancy are stand-alone independent organizations with 'clear blue water' between them and the local statutory bodies and other vested interests.

Legitimacy and accountability

A fundraising organization of this kind need to communicate in a very immediate manner its legitimacy and authenticity, communicating through point of sale materials that it is supported by a wide range of stakeholder organizations, including the organizations working in the environment in question. The best practice schemes also evidence their robustness with evidence of their projects from previous donators and recipients of funding. In short, Broads Trust has to be encouraged by evidence.

Mutuality

The best payback models communicate how your donation is part of a collective endeavour, by donating you support other people's donations, and encourage future people to do so as well. It is both an individual voluntary act and a collective club of like-minded people who collectively make powerful things happen.

Entrepreneurship

Ok entrepreneurship isn't a value, but an overlooked element of Visitor Giving is the commercial nature of what is being done. People are ultimately being persuaded to part with their hard-earned money, albeit for a good cause. This is about efficient conversion of emotion into financial commitment. The best practice models are managed extremely professionally and with a great deal of commercial dynamism. Many of the less impressive Visitor Giving Initiatives are top-down and driven by public sector or statutory bodies who then try to engage the private sector, a challenge for the pilot in The Broads and the roll-out in the future is to ensure that it emerges at least in part from the private sector.

1.6 Current position

The current programme of work is about moving Visitor Giving in The Broads from an aspiration into reality. Nurture Lakeland has been commissioned to provide an implementation plan for the Partners and support the partners to implement a pilot 'Visitor Giving' scheme with 6 businesses.

Work carried out between December 2011 and March 2012 has focused on three things:

1. Stakeholder engagement
2. Developing Branding for the Scheme
3. Establishing a Pilot Scheme

Stakeholder engagement

There are a range of partners and stakeholders from a number of sectors who will be affected by this scheme. These include; tourism businesses, destination management organisations, conservation organisations and statutory bodies. The consultants have spoken with and held briefing sessions with representatives of all of these sectors and their opinions and viewpoints have helped to formulate the final plan. There has been considerable enthusiasm and appetite for the scheme amongst all partners and stakeholders.

Research has been undertaken to fully understand the scope of opportunity for Visitor Giving in The Broads and to assess the need for funding for conservation projects in the location. Work has also been undertaken to understand the specific organisational and training needs required to take the project beyond the pilot phase.

Developing Branding for the Scheme

It was clear from the outset that Visitor Giving as a unique fundraising scheme which is being newly introduced to The Broads would need its own brand identity and marketing strategy. A brand marque and identity, incorporating the phrase, 'Enjoy, Give, Protect', has been developed to work in harmony with the 'Enjoy the Broads' brand marque. This identity is now available for the range of stakeholders involved to utilise.

Establishing a Pilot Scheme

To test the scheme, six local tourism businesses have been engaged to take part in a pilot scheme which is being run over the main tourism season in 2012 (April to September 2012). The pilot businesses have been chosen to represent a range of businesses typically operating in the industry, including, land and water based operators, accommodation, retail and hire.

Pilot businesses have received support and resources to implement Visitor Giving into their daily business practices, in particular by incorporating it into their bookings or purchasing systems. The pilot scheme will be monitored over the six months of its operation and will be evaluated in October. A number of further businesses have already indicated their interest in joining the scheme above and beyond the pilot businesses already signed up.

The Pilot Scheme has the potential to generate around £8k over a 6 month period. The Pilot Scheme offers the Broads Trust the opportunity to learn from experience what works and what doesn't work within The Broads context.

Businesses participating in the scheme have been actively recruited by Bruce Hanson (Tourism Manager, Broads Authority) and are being co-supported by Bruce Hanson at the BA and by Nurture Lakeland. All pilot businesses have been supplied with promotional material, text and images for use in promoting the scheme, alongside brand development of a corporate logo and identity which unites all parts of the project into a coherent whole.

2 ORGANISATIONAL STRATEGY

2.1 Opportunity

Visitor Giving as a way of developing the Broad's brand:

The bigger picture

Visitor Giving is more than just the sum of money it raises:

At its most effective, **Visitor Giving** is part of a wider drive in a tourism destination to become more environmentally sustainable, more accessible (both physically and intellectually) and more effective at communicating its uniqueness and authenticity.

There is a growing body of evidence worldwide that consumers, particularly high spending and highly educated tourists are influenced in their buying choices by the 'green' credentials of the businesses and destinations they experience. The evidence suggests that consumers value, and are willing to pay considerably more for, experiencing landscape and biodiversity if it is 'interpreted' and made 'accessible and understandable'. This necessitates two things:

- **High quality interpretation of sites and accessible landscapes.**
- **Enthusiastic champions to interpret, guide and celebrate the local landscape and biodiversity.**

One of the great advantages of progressive Visitor Giving Initiatives is that they engage tourism businesses and their staff in becoming effectively the proud champions and guides to whole landscapes. Because a visitor's experience is largely shaped by the people they meet in tourism businesses this is a critical element in enthusing and engaging visitors with a landscape. The tourism businesses and their staff involved in this scheme will move from a passive to an active relationship with their landscape and local biodiversity when they start actively fundraising for it, and shaping its future.

Visitor Giving at its best becomes **a global statement and a powerful symbol of commitment to the place**, it communicates outwards that the landscape and biodiversity in question is a matter of significant interest and importance and that the host community are committed to the future of their destination. The most progressive Visitor Giving Initiatives are properly embedded into the tourism sector at all levels, in particular adding real value to the brand of the destination.

To achieve these lasting relationships The Broads Visitor Giving Initiative will be more than simply donating £1-£2 on leaving a hotel. Instead this engagement should be seen as the beginning of a more meaningful relationship with the destination. It will be seen as a starting point for communicating with the visitor on a regular basis, engaging them with the ongoing conservation works in the host destination and making it easy and appealing for them to make further donations through various measures including payroll giving, donations, purchasing 'payback products', volunteering for conservation works, sponsoring specific initiatives, and ultimately leaving legacies in their wills.

Healthy side-effects of The Broads Visitor Giving partnerships

There are some other very healthy side effects of creating a well-managed Visitor Giving Initiative:

- **It will create a pool of site-specific and ring-fenced funding that is controlled by, and for, the destination**
- **It will provide a source of match funding to use as leverage for other investment, providing seed capital for local projects**
- **It will provide a more strategic approach to fundraising across multiple partners that can make possible other developments that would not be available to the individual partners**
- **It will provide a partnership of businesses that can serve as a platform for other initiatives in terms of product and service development**
- **It will make visitors more aware of the uniqueness and authenticity of the landscapes they visit, and encourage them to value the experience all the more**
- **It is a very serious and purposeful community-wide approach that fits with government policy, in encouraging local community initiatives**

Scale of opportunity

The Broads is a place that is visited by 7 million visitors per year (1 million more than in 2005), that generated (in 2010) tourism revenue of £435 million (40% growth since 2005), and which sustains 6200 jobs reliant upon tourism.

Three crude measures give an idea of the potential scale of Visitor Giving in The Broads:

- **If every visitor to The Broads provided 25p for conservation it would result in £1.74million of conservation funds**
- **If just an additional 1% of the current tourism revenue could be secured for conservation it would be £4.1 million**
- **If 50% of the tourism businesses in The Broads area could be recruited into such a scheme it might generate £175,000**

- **If every holiday home in The Broads generated £100 from its guests per year it would be £46,600 for conservation**
- **If 50% of the berths in The Broads generated a payback contribution of £10 per year it would be £240,000**
- **If 80% of the members of Broads Tourism delivered Visitor Giving it would generate £44,000 of new funding**

Note: all figures are per annum

The Broads Visitor Giving Initiative will aim to ultimately secure the participation of 30% (150 individual businesses) of the known tourism businesses operating in and around The Broads.

Each business will raise on average £1,000 per annum for the scheme securing an annual income of £150,000.

2.2 Growth

“Any Visitor Giving Initiative must be financially self-sustaining and run on sound business principles.”

The main source of income for The Broads Visitor Giving Initiative will be donations received from the visiting public via participating businesses. A percentage of the income from Visitor Giving will support paid professional staff. These donations alone however, will not be enough to fully support the scheme in its early years and it is envisaged that a minimum of two years seed funding will be required to take the business through to full sustainability. Thereon the scheme will operate on the principle of securing a 1:4 return on investment.

Donations through Visitor Giving alone present just one income strand to the project. In order to achieve a true and robust level of sustainability, as the scheme matures, other income streams, including grant funding, corporate sponsorship, individual membership and legacies will be developed.

The business models outlined below are based on ways of attaining an income goal of £122k per annum by year 5, and are provided to illustrate the staffing and cost recovery options available. It will be noted that commission levels can be raised or reduced depending upon the inputs of core funding from stakeholders. It should also be noted that even successful Visitor Giving Initiatives have to spend around 20% of their revenue in running costs:

The benefit of outsourcing some of the management is clear and by allying with an organization like **Nurture Lakeland** it might be possible to grow the scheme quicker, and with less risk.

Four stages of development

With sufficient investment and support the scheme will move through these development stages to realize the aspirations of stakeholders. These stages are key milestones on the way to developing a scheme that is in the same league as Nurture Lakeland and Yosemite Conservancy.

STAGE 1

Visitor Giving Volunteer – Pilot Project

Generating up to £8,000

Stage 1 will be complete at the end of the Pilot Scheme in September 2012. At this time The Broads Visitor Giving Initiative will be a partnership of 6 businesses that with our support have embedded and trialled Visitor Giving in The Broads and will be fundraising on an ongoing basis from customers. The pilot scheme will be supported by a combination of development support from The Broads Authority and volunteer support of the Broads Trustees. Beyond the investment in set up costs, there will be virtually no cash costs. The scheme will deliver up to eight thousand pounds per year.

If the project were to continue at this level, it would have to ensure that its process were kept extremely simple. The pilot project has purposefully been kept simple and small to ensure that this is achievable with the resources available, however if it continues at this level, there is a high risk of it petering out over a longer period, as it would not have the specialist support or management capacity to grow or cope with challenges.

This current phase is being underpinned by seed funding from the STEP project and time and support being provided by The Broads Authority and in particular Bruce Hanson, Head of Tourism. Without this support and seed funding the project would not have reached this stage.

STAGE 2

Visitor Giving Semi-professional Version

Generating up to £82,000 per annum

Investment is required to ensure that the initiative can move from Stage 1 to this stage. This stage will involve the scheme being subsidized to secure management staff and/or specialist support from an organization like Nurture Lakeland. It would create an organizational capacity for recruiting new members from the Tourism businesses in The Broads, for a slightly more complicated and nuanced fundraising strategy, and for developing the brand for Visitor Giving in The Broads in ways that would make possible further development. This would be a scheme with up to 80 members (Broads Tourism

Members) that can **generate up to £82,000 per year**. It would have to continue to rely on part-time administrative staff and volunteers (costs supported from revenue) to support a full time project officer, or external specialist support and in-kind support from partners. The quality of the staff and support will be critical to its performance at this time and in this model The Broads Trust will still have to be extremely disciplined and would only really be resourced for a tight and relatively simple portfolio of fundraising techniques.

We believe that getting to this stage, and developing through it, has to be the short-term goal of The Broads Trust and its founding partners. Securing the investment to move from the Stage 1 to this level is the key priority at present. We see this as the minimum level at which The Broads Trust can viably exist (albeit with ongoing support from stakeholders).

STAGE 3

Visitor Giving Professional Small

Generating up to £150,000 per annum

At this point the scheme will be self-sustaining and have the capacity to employ full-time, and would therefore have the ability to develop more complex fundraising activities. This is a model that starts to make ambitious delivery possible. The Broads Trust would generate c. £150,000 and would have c.150 business members (30% of the tourism businesses in the wider Broads area). The level of revenue possible at this scale means that it can self-generate c. £30,000 per year for staff and specialist support. When the Broads Trust reaches this size a whole range of opportunities start to become possible, and it starts to be capable of managing and delivering a more complex mix of fundraising activities, and to start initiatives that can deliver the growth in the next few years. At this point the Broads Trust can decide to focus on a more modest future scale focused on the fundraising possibilities in close proximity to The Broads, which will inevitably have a ceiling due the size of the business community and visitor market, or whether to start fundraising initiatives that enable The Broads Trust to go after a larger regional, national and international potential pool of supporters through payroll giving, legacy giving and other mechanisms. If the decision is to consolidate and stay 'local' then The Broads Trust would need to find a sustainable level of staffing to efficiently manage and deliver its work in The Broads. If it decides to see this as a launching point for a bigger model then this is the point at which investment needs to be made in specific campaigns, specialist support and starting to professionally develop the new fundraising initiatives.

This stage currently looks ambitious in The Broads, and should perhaps be seen as the goal for in 5 years' time. But it important to understand that Visitor Giving requires resources for management and to be robustly sustainable it needs a degree of scale to cover management costs.

STAGE 4

Visitor Giving Professional Big

Generating more than £150,000 per annum

At this point the scheme will generate more than £150,000 per year from more than 500 members of different kinds (150+ businesses and 200-400 individual members and supporters), with a full time staff funded out of revenue. It would be a model for significant growth and would be able to develop and deliver complex and multi-faceted fundraising. This stage of growth is where the Broads Trust can start to engage beyond the confines of The Broads and its current businesses and consumers, and engage with businesses in Wroxham, Great Yarmouth, Norwich and beyond. At this point 'opt-out' in The Broads (which will until this point generate the majority of revenue) starts to mature and plateau out and the Broads Trust starts to use mechanisms like those employed by Nurture Lakeland and Yosemite Conservancy to create bigger constituencies of donors. We envisage that at this scale the Broads Trust would deliver significant amounts of funding to projects and initiatives in The Broads, that it would have the capacity and skills to use its funds to lever additional investment of some scale, and that the staff would be powerful ambassadors for The Broads, its landscape, communities and its tourism sector. At this scale it can also start to communicate with large audiences of supporters in the way that Yosemite Conservancy does, and encourage volunteering, fundraising and an ongoing engagement with The Broads.

This stage may seem overly aspirational from the current embryonic position but ultimately we see this as being the form and function that stakeholders in The Broads should aspire to as their 10-20 year plan. As will be clear, if the Broads Trust can get to stage 3, then with good management and inspired appointments this stage is eminently possible.

In theory the Broads Trust could, with varying degrees of risk and chances of success, treat each of these options as points in development at which the 'pause' button can be pressed and growth stopped (see tables 1-3 on following pages). However, we strongly recommend that the aspiration should be set high for Visitor Giving in The Broads, and that Option 3 should be the minimum aspiration for the scheme after 5 years, and Options 3 and 4 the destination that all efforts are directed to achieving. It may actually be more sensible to view the above as stages in development rather than options for the final form and scale of the Broads Trust.

If the stakeholders are deeply committed to the development of the Broads Trust after the pilot project, as we believe they will be, then securing investment to make this happen has to be the top priority. We suggest that this vision in this document can be presented in a form that is compelling to other stakeholder organizations and in a way that persuades them that in times of financial tightening this is a strategic investment to reap a return over many years for the benefit of the environment and communities of The Broads.

2.3 Competition

Visitor Giving activity nationally

There are several Visitor Giving Initiatives operating nationally. Many operate under different names, but all attempt to do the same thing; solicit donations for the tourism sector to pay for the upkeep of the tourism asset (usually landscape). Visitor Giving is at a critical phase in its lifespan, reaching maturity after around 18 years of existence. There is now a move, being spear headed by Nurture Lakeland to create a national network of Visitor Giving Initiatives, with the purpose of sharing learning and best practice. It is likely that this network will be up and running by October 2012 and it would be in the interest of The Broads Visitor Giving Initiative to join this network. As a fledging initiative a support network will be invaluable.

Conservation activity in the local area

There are several organisations working on the conservation, restoration and maintenance of the natural and cultural heritage of The Broads landscape. These activities can be grouped into the following areas of interest:

- Restoring and maintaining the wetland habitat and waterways
- Preserving heritage icons such as Wherries, Windmills
- Conservation of specific species such as Bittern, Crane and Swallowtail Butterfly
- Providing public education and interpretation
- Creating access

Major Projects

Norfolk Wildlife Trust (NWT) and The RSPB have nature reserves in the area that are being developed as part of wider landscape projects. These reserves are part of ongoing conservation of the wetland ecosystem as well as providing opportunities for recreation and education. The NWT's Living Landscapes is a major project aiming to link important habitat areas beyond the Trust's wildlife reserves. In the pilot zone these fall under the Bure Valley and the Hickling Living Landscapes – the main aims here are to restore the wetland habitat and provide new opportunities for the public to enjoy, understand and value the environment. The RSPB are currently developing a 'Futurescape' project for The Broads in partnership with The Broads Authority, aiming to work with a variety of land owners and stakeholders to promote conservation of the landscape as a whole to encourage biodiversity.

'Land of the Windmills' phase 1 was completed in 2010/2011 as a joint project with The Broads Authority and Norfolk County Council with funding from Heritage Lottery Fund and Broadland District Council. The projects aim was to restore two mills and a steam engine house on the Reedham Marshes and another mill at Ashtree Farm along the Acle Straight.

The Broads Authority Lake Restoration Strategy and Sediment Management Strategy are key conservation focuses aiming to improve water quality and overall ecological potential of the waterways and broads. These projects also involve the Environment Agency and funding from DEFRA.

Wherryman's Way is a long distance walking/cycling route across The Broads that includes many heritage highlights and natural history. This is a partnership project between the Chet Valley Development Partnership, The Broads Authority, South Norfolk Council and Norfolk County Council – funded by The Broads & Rivers LEADER+ programme, with further support from the project partners.

The Broads Museum has recently launched their 'Big Appeal' to raise £125,000 to buy the riverside buildings and waterfront that currently house their collection and exhibitions. Securing the site at Stalham permanently is key to the museum's future and sustainability.

Conservation Bodies

There is a diverse range of conservation bodies, from local grassroots to national organisations. Appendix X lists details of bodies working in or close to The Broads Authority area, of which 11 are within the pilot zone. There are a variety of income sources for these bodies that can be broadly categorised as the following:

- Donations and legacies
- Sales and trade
- Grants
- Fundraising and events
- Membership/subscriptions
- Income from charitable activities

Bodies with an income of over £200,000 in 2010/2011 are the Fairhaven Garden Trust, How Hill Trust and Nancy Oldfield Trust. The majority of income for all three comes from admissions, sales and charges for their charitable activities, with the exception of How Hill who have also received grants from The Broads Authority Sustainable Development Fund and have a 'Friends of' organisation to fundraise. The Ted Ellis Trust is also a significant conservation body with an annual income of over £100,000 used to run Wheaten Broad SSSI, with an active 'Friends of the Trust' fundraising body and Higher Level Stewardship status. Many of the other conservation bodies also rely on their 'Friends of...' groups to fundraise and organise events etc., this forms a significant portion of funding for four out of the nine major conservation bodies.

Smaller conservation bodies in the area such as The Broads Society and East Anglian Waterways Association receive income from donations, grants from other charitable trusts, as well as from fundraising at local events. Other source of income such as the Heritage Lottery Fund, LEADER+ and The Broads Authority also feature for particular projects with some of conservation bodies.

National conservation bodies working in the area such as The RSPB, Wildlife Trusts and National Trust source the majority of income from membership and donations, this may come from on-site recruitment in the area, as well as from events and fundraising.

Positionality of Conservation Bodies

Those working in The Broads area may be grouped into potential competitors, beneficiaries or partners. Some of the larger conservation bodies may be competing with Visitor Giving for visitors' money, these could include: The Norfolk Wildlife Trust; How Hill Trust; Ted Ellis Trust; The Broads Museum.

The smaller conservation bodies may be in a position to become beneficiaries of VPS funds, such as: The Three Rivers Way Association to develop a footpath link.

Other conservation bodies such as, The Broads Society, Fairhaven Garden Trust and The Wherry Yacht Charter Charitable Trust could potentially become partners in a Visitor Giving Initiative in terms of their ability to facilitate projects and raise funds.

2.4 Fundraising activities

We have been keen to dispel the misunderstanding that Visitor Giving is one transaction and that it happens at a hotel reception. The reality of the best models is that it is done through many mechanisms and often involves ongoing relationships with donors. Our vision for The Broads is that over time it builds its capacity and utilizes a range of these mechanisms to generate significant sums of money for re-investing in the landscape, biodiversity and communities of The Broads. It costs as much to develop a bad Visitor Giving Initiative as it does a good one, and the return on a progressive model is significant.

If stakeholders can invest in the development of this organization it can become a national example of best practice and, over time, make a significant difference to levels of investment.

The tools utilized in The Broads for fundraising will change over time and will have to reflect the resources that can be invested in developing them.

We see there being an **intermediate stage** after the pilot, when, depending upon the resources available, the number of businesses participating in the scheme can be grown, with the focus on accommodation 'opt out' and sponsored products' because they are relatively efficient in terms of management time. At this stage there is potential for other mechanisms to be utilized, including: more **ticket levy** schemes, **online and text gifting**, **individual membership** and possibly **specific targeted campaigns**.

Finally, we believe that over the **long term** (the next 10 years) Visitor Giving in The Broads might be capable with support of engaging a much greater audience, beyond the Broad's current visitors and residents, by reaching out to potential supporters across the UK and utilizing **payroll-giving**, **legacies** and **endowments** and **merchandise**. These mechanisms will require capacity to manage and with which to reach out to a wider audience. The model we envisage will almost certainly deliver most of its fundraising in the early stages (the first 2-3 years) from boat/cycle hire 'opt-out' systems, accommodation providers and donation boxes and the wishing well.

Tools of the Trade

There is a simplistic understanding in many discussions about Visitor Giving that rests upon the idea that it has one form and that is most likely a levy on accommodation. The experience of Nurture Lakeland and other best practice models is that Visitor Giving is often multi-pronged in a destination. Whilst The Broads scheme needs to start relatively simple and pragmatically, we think it is important that the medium to long-term aspiration is more nuanced and takes advantage of the full range of fundraising mechanisms available.

Best practice models of Visitor Giving suggest that the secret to effective and significant scale fundraising is to develop low-cost, relatively management-lite and scale-able models. In our interviews with tourism businesses on Arran one retailer spelled it out,

“Make this trustworthy, simple and quick, and I'm in”.

The implication is very clear indeed: Altruism needs to be made easy and efficient. If it takes too long to explain and it slows businesses down at the point of sale too much, then it will struggle. Businesses will vote with their feet and will either not join the scheme in the first place or join, and then either deliver little by way of fundraising, or just withdraw from the scheme after a period of time.

Mechanisms that convert a business or individual into an ongoing contributor at little additional cost are most effective. This is because the investment in getting them signed up continues to result in revenue weeks, months and even years later. The same effort applied to 'one-off' or 'episodic' donors for small contributions is, obviously, less efficient and sustainable. It should also be noted that there is rarely a simple 'catch all' mechanism for all visitors to a destination, and a range of approaches often complement each other.

We have examined the most likely 'tools of the trade' for the emerging Broads scheme and set this out in the following passages.

'Opt Out' (or sometimes 'Opt In')

The simplest model and most widely understood. This model effectively adds a ticked box (which can be un-ticked by the visitor) that adds to their accommodation bill an amount of money for the 'good cause'. This giving model is suitable for a range of accommodation providers, including, hotels, guesthouses, bed & breakfasts, holiday cottage owners and agencies, caravan parks and independent hostels. It can also include, say, a small addition to a restaurant bill.

Whilst new EU legislation on 'pre-ticked check boxes used on websites will affect the current Opt Out system, businesses consulted by Nurture Lakeland have indicated that they will be happy to add the £1 to the bill with a note to the customer that they will remove the additional pound if the customer requests such.

Information on this new legislation can be found at: <http://www.bbc.co.uk/news/world-europe-15260748>

Sponsored Products

This is another relatively simple model but adds a small levy on to products sold by retailers, cafes and restaurants and food producers and uses this as ethical marketing for products.

Ticket Levy schemes

This model is not as well known but is equally simple. It involves visitor attractions, transport operators, tour companies and adventure & challenge organizers adding a payback levy to their ticket prices.

Individual Membership or 'Friends of...' schemes

These schemes are often useful for widening the fundraising net to take in individuals who might not be tourists, or to encourage individual tourists or residents to make direct and regular contributions. These individual members contact details can build up to form an important donor list where individuals may be called on to donate again later as part of a specific appeal. The aspiration is to further convert some of these individual members to legacy donors.

Match Funding

A fantastic benefit of generating funds through Visitor Giving is that this money can be used to lever out further match funding for projects from other sources. These may be other charitable trusts or public sector and private sector funding.

Some examples of possible sources of match funding are provided in Appendix C

Text donations and online giving

Increasingly donors are being encouraged to give on line. This can be a simple and cost effective mechanism for raising income but does rely on an effective marketing campaign to support it.

The Charities Aid Foundation provides one of the most cost effective fundraising services available. As part of the service, they provide:

- a free customisable, **online donations** widget which can be added to any website or social media page
- **Text donations** fundraising service which accepts payments via any major phone network.

Mobile giving (Apps)

There are a number of fundraising applications for mobile phones being used by charities to aid mobile donations

In order to develop an app for The Broads Visitor Giving Initiative a clear product needs to be established in terms of what the app will deliver to the consumer, whether that be tourist information or a novelty game application. The option to donate can then be set alongside this.

3 ORGANISATIONAL STRUCTURE

3.1 Governance

Public accountability for the scheme will ultimately lie with The Broads Trust as the charitable body responsible for delivery of the day to day activities of the scheme however a number of other bodies have invested time and resource in the scheme and have a vested interest in its success. These bodies should be well represented in the governance of the scheme, either through a formal adoption of them to the Board of Trustees of the Broads Trust or through the creation of a Steering Group specifically with the role of guiding and governing the scheme in its early years.

After 2-3 years it is most likely that the The Broads Trust will have grown sufficiently in capacity and expertise to be able to independently manage the scheme.

It is recommended that governance of the scheme be managed by a combination of the following bodies:

- The Broads Trust
- Broads Authority
- Broads Tourism
- The key conservation organisations in the area such as RSPB or the Wildlife Trust

The Norfolk and Suffolk Broads Charitable Trust has agreed to be the operator of Visitor Giving. The Broads Trust is a registered charity.

The purpose of The Norfolk and Suffolk Broads Charitable Trust is:

- To advance the education of the public in the Norfolk and Suffolk Broads
- To maintain, restore, conserve, improve and develop, objects, features, buildings and sites of historical, social, artistic, ecological and scientific interest relating to the Norfolk and Suffolk Broads for the public benefit
- To promote, encourage and assist the restoration, protection and maintenance of the navigation of the waterways of The Broads for the benefit of the public.
- For such other charitable purposes as the Trustees may from time to time determine.

Currently the Broads Trust's income is made up of legacy income, donations and grants. Annual accounts are made up to 31st March and prepared by an independent account for submission to the Charities Commission. The Broads Trust employs an administrator on a self-employed basis to provide administrative and financial support. The Broads Trust does not employ any staff other than on a contracted in basis.

According to the Broads Trust Constitution there must be at least 6 trustees, and a maximum of 10. Two trustees must be trustees or committee members of the Broads Society, and 2 trustees must be employees or members of The Broads Authority. The trustees meet at two monthly intervals to carry out the business of the Broads Trust.

The current trustees of the Broads Trust understand that in order to broaden its current level of experience they will need to seek a number of new trustees to include expertise from the tourism sector and from the conservation sector. The Board of Trustees already has representation from The Broads NPA and they may wish to strengthen this further given the mutual point of benefit that the Visitor Giving Initiative provides.

At present implementation of the project is being managed by The Broads NPA Tourism Manager, Bruce Hanson, supported by a Steering Group. It is envisaged that this level of support will need to formally continue for the first two years of the projects life to ensure its chances of success.

The Trust has agreed to administer donations made via the Visitor Giving Initiative and ensure that all funds are used in a proper and appropriate manner in line with Charities Commission guidance on fundraising and financial administration.

It is envisaged that funds raised by businesses will be remitted by cheque or bacs to the Trust's bank account at agreed intervals. The Trust will then seek and receive formal grant applications from organisations and constituted groups wishing to apply for funds for projects which benefit the natural environment and contribute to the sustainability of the Broadland environment. Grant applications will be considered by a sub-committee of The Broads Management Group who will meet at agreed intervals annually.

The Trust already operates a grants scheme and as such much of the formal processes for this are already in existence.

3.2 Stakeholders

A significant element of establishing and sustaining an effective Visitor Giving Initiative is the support and trust of stakeholders, and their belief in this as umbrella organization that adds value to their own efforts (making the cake bigger, rather than taking their bit) and this ultimately boils down to effective engagement and communication.

Particular effort needs to be applied to ensuring that the birth and early development of The Broads scheme is marked by effective communication to stakeholders.

It is important to acknowledge that this process is already well underway. The evidence of the need and potential for Visitor Giving needs to be well communicated to the tourism stakeholders in The Broads through the pilot.

We would suggest that a simple exercise is undertaken to prioritize the stakeholders; map their profiles so that The Broads partners can manage their interest, be aware of their potential contribution to the project, and manage risks associated with their perceived attitudes to different actions. This mapping should also include planning of actions at different milestones to keep stakeholders engaged and supportive.

A key strength of stakeholder group is the private sector tourism businesses. It is a strength of this bid that has emerged from the private business community but expectations will need to be managed and trust retained through clear communication.

3.3 Grant allocation

The Trust has agreed to administer donations made via the Visitor Giving Initiative and ensure that all funds are used in a proper and appropriate manner in line with Charities Commission guidance on fundraising and financial administration.

It is envisaged that funds raised by businesses will be remitted by cheque or bacs to the Trust's bank account at agreed intervals. The Trust will then seek and receive formal grant applications from organisations and constituted groups wishing to apply for funds for projects which benefit the natural environment and contribute to the sustainability of the Broadland environment. Grant applications will be considered by a sub-committee of The Broads Management Group who will meet at agreed intervals annually.

The Trust already operates a grants scheme and as such much of the formal processes for this are already in existence.

Selection of a project will depend on a general assessment of impact on, and demonstrable benefit to the wider public and or local community. Projects will also show community involvement where possible. The grants panel will look for an equitable split over time across 6 themes:

- **Protecting the environment**
- **Funding conservation**
- **Supporting wider education about the local environment Training and development of craft and heritage skills**
- **Developing sustainable tourism projects**
- **Providing funding for access and interpretation infrastructure**
- **Ensuring the sustainability of local communities**

The panel will consider projects where due to the topic of the project, organization or timing, there are no other funding sources available. The project proposal should demonstrate sustainable financial future planning, including maintenance and continuity of the project. For applicants seeking ongoing business support, the project submission form should demonstrate that funding from the scheme will make a difference and possibly be the catalyst for match funding. Environmental sustainability must be embedded in all projects. All else being equal, the panel may prioritize projects in less represented areas of The Broads.

Checklist for applications

- Is the applicant a small organization or community group?
- Does the project demonstrate benefit to the general public and/or wider community, and does it involve the local community?
- Is The Broads VG funding suitable for the project, or are alternative sources available and suitable?
- Is the financial future of the project clear? If applicable, is there evidence of a plan for maintenance / continuity?
- Will Broads VG scheme money make a difference and help attract other funding?
- Is the project environmentally sustainable?
- If the applicant is requesting on-going sponsorship, is there a sufficient number of businesses capable of supporting the project? “

3.4 Targets

By 2017 there will be:

- 5 Flagship projects being run/funded from the following project themes/project criteria
- The Trust will have raised in the region of £372k over its first 5 years
- The Trustees may well have carried out some further research to help them to prioritise projects in receipt of funding and to enable decisions to be made about where to best put effort and money
- The vision and the projects will have inspired businesses to contribute
- The Trust will have paid out in the region of £292k for conservation projects in The Broads

3.5 Process

The donations raised through Visitor Giving will be paid out in the form of grants which will be paid out at the end of October each year.

Applicants may apply in advance for either:

- One off small grants
- Ongoing project sponsorship

The Trustees will advertise the opportunity for funding at set times annually, soliciting donations from conservation partners, stakeholders; community led conservation groups and constituted organisations. The Trustees will not consider grants to individuals.

The invitation to apply will be widely publicised through local media and conservation and community networks.

Applications received will be considered by a grants panel.

4 MARKETING

A brand identity has been developed for the scheme, together with a range of promotional materials and campaign strap lines. This has been developed to complement existing Broads branding (both tourism and NPA) and to sit within a wider and potentially national context for Visitor Giving Initiatives.

There are 3 key audiences important to the success of this scheme. These are outlined here and addressed in detail in the Marketing Plan at Appendix 9.1

4.1 Stakeholders

There are several key stakeholders for The Norfolk and Suffolk Broads Charitable Trust needs to communicate with, in particular The Broads Authority, the conservation bodies and Broads Tourism businesses. Other tourism organisations such as Visit Norwich, Norfolk Tourism and Visit East Anglia have also been consulted and seem supportive and willing to promote the scheme, depending on future resources. It is important that stakeholder communications are coordinated starting with the pilot scheme and continue regularly.

4.2 Tourism Businesses

The scheme must firstly be promoted to tourism businesses - there are around 50-60 businesses within Broads Tourism and 300-400 other tourism related businesses that fall within The Broads tourism area. The scheme cannot be successful without the engagement and active participation of businesses - they can all play a part towards the success of the Visitor Giving initiative by promoting the scheme and motivating their visitors to donate to environmental causes. Brand guidelines and a marketing toolkit are essential to help businesses promote the scheme and assistance will also be required to help businesses fully utilise them.

4.3 Visitor Markets

Around 7 million visitors were attracted to The Broads (11 million day visits) in 2010, spending about £435 million. This represents a growth of 40% since 2005. The Broads Tourism Strategy 2011-15 identifies primary visitor markets based on 4 factors:

- Fit with The Broads strengths, products and location
- Growth trends and potential
- Ability to reach and influence cost effectively
- Relevance to strategic objectives

The current marketing plan focuses on launching and raising awareness of the scheme over the first 2 years' of the scheme's life.

5 PERSONNEL

5.1 Skills & Training

Trustees

The Trustees are aware that the development of a Visitor Giving Initiative highlights some skills gaps within the existing Trustee team. In particular the Trust will want to recruit new trustees who are involved in the tourism sector, as well as filling some gaps in marketing knowledge, conservation and wider fundraising skills.

The Trust will seek to recruit 3 new trustees:

1. To represent tourism businesses in The Broads
2. To represent the key conservation stakeholders
3. To bring marketing, sales or fundraising skills

As the scheme grows and starts to bring in considerable amounts of money, the Trustees may also wish to appoint a Financial Director from amongst its existing trustees, or recruit a further trustee with the appropriate financial knowledge.

Low cost training and support for charity trustees is available from:

- Charity Trustee Network, www.trusteenet.org.uk
- Director of Social Change, www.dsc.org.uk

Project Officer

As highlighted in the various options for this scheme, success (defined as large amounts of money raised) is very much dependent on having skilled professional staff in place. A full time project officer will need a combination of skills, knowledge and experience to carry out the role, including:

- Be able to build strong relationships with local businesses
- Have a thorough understanding of the local tourism sector
- Understand the breadth of conservation issues in The Broads
- Be experienced in working in partnership with key stakeholders and partners

Administrative Support

This is currently being outsourced by the trustees and provides a low cost arrangement which satisfies the core administrative needs of the scheme for the foreseeable years.

5.2 Financing

Financing for a Project Officer will come through a combination of income streams and seed funding. Given that it will inevitably take some time (up to 2.5 years) for this scheme to become fully financially independent, there will be a need to secure seed funding, resource and/or in kind time to fulfil the role of a Project Officer.

Based on the financial projects outlined in this plan, seed funding (or a combination of resources to this amount) to a total of £80,000 over five years is required. It should be noted however that this seed funding will result in over £290,000 of income in the same time frame; a financial return of almost 1:4

It is anticipated that the seed funding will be secured through grants (potentially LEADER, SDF) and inkind contributions (eg office costs, staff time) of The Broads Authority.

6 MONITORING & EVALUATION

Evaluation of pilot

The Pilot Visitor Giving Initiative will be evaluated at the end of its first 6 months. This will involve a short assessment of return and investment, barriers and challenges, successes and opportunities. The results of this assessment will help to shape the future of the scheme in The Broads.

Annual Business Plan

At the end of each financial year the Business Plan will be reviewed. Again a look back over the previous financial year will provide a short assessment of return and investment, barriers and challenges, successes and opportunities. This information will provide the basis of the plan for the following year. The Business Plan should provide a route map for the project, detailing the year's targets and financial expectations.

Regular review of 5 year plan (The Vision)

The 5 Year Plan and Vision should be assessed on a rolling basis, perhaps every two years, by all stakeholders, partners and trustees. This should always be considered a live document to take account of the ever changing financial environment and the balance of local conservation concerns.

7 RISK ANALYSIS

The following table identifies risks that are relevant to the development of Visitor Giving for The Broads, and actions that will need to be undertaken to mitigate those risks. These risks should be monitored on ongoing basis.

Risk	Likelihood	Impact	Risk management action
Poor evidence base for plans	Low	Business planning assumptions would be poor and the project unviable.	By appointing Nurture Lakeland the project is being developed and based upon the best practice model in the UK, and is being planned on conservative assumptions for revenue generation. The scheme is to be mentored by Nurture Lakeland with experience and knowledge shared.
Insufficient investment in development capacity of the project	Medium	The project requires at least two years of support to get it to a level where the management is sustainable.	The scheme has already secured support for the establishment of the pilot that will recruit 6 businesses and develop materials for the next phase. The Broads Authority support the project and need to secure resource to self-manage the development, or outsource to another organization to ensure that the project reaches at least 30 businesses.
Poor quality implementation/project management	Medium	The quality of delivery is critical to the success of the scheme. Poor implementation will result in failure.	The scheme needs to be resourced and supported to do be effective - with specialist support and over time the recruitment of high quality staff. Retaining a relationship with Nurture Lakeland or other specialist organization is critical.
Poor governance/direction/vision	Low	The scheme relies upon being championed by high quality individuals - without this support it would lose credibility and fault to secure investment.	The scheme has the support of The Broads Authority, the Broads Trust and a constituency of businesses that attended the workshop. The selection of additional Trustees is critical, and should result in a group of committed individuals who will make a commitment to the scheme because of the difference it can make for The Broads.
Fragmented competitor fundraising undermining Trust	Medium	Visitor Giving relies upon simplicity and clarity of message - rival initiatives would be damaging	The scheme is about providing a new mechanism for fundraising in The Broads from tourism and the public. It should not interfere with existing fundraising, and in return should ask of that stakeholders respect its sphere of action.

External stakeholders failure to support	Medium	The scheme might not secure development investment.	Key external stakeholders have been identified, and The Broads stakeholders will involve them in the planning for the project, explaining how it might deliver partner's objectives, and securing support for development. The return on investment argument should be made.
Poor, or insufficient, marketing/PR	Medium	Without this investment the scheme would not reach its potential	The project is investing in high quality marketing an promotional material for the scheme, and support this with in-kind support.
Lack of private sector interest/skepticism about the concept	Low	The scheme would fail if the private sector businesses did not support it.	The initiative has been, and should continue to be, extremely sensitive to private sector concerns. It should be developed to meet the needs of businesses, and should involve businesses in each stage of its development. Regular communication with businesses is essential to maintain trust and engagement.
Poor fundraising performance	Low	The scheme might be unviable beneath a certain level of revenue generation.	The models suggested in this document are proven in comparable destinations. The way to ensure success is to invest properly in the development stage of the scheme and the management team needs to be high quality.
Loss of trust/negative PR	Low	The scheme's reputation and trustworthiness is critical to success.	The board and staff need to place great emphasis on securing and maintaining a reputation of neutrality and trustworthiness.
Economic downturn reducing donations	Low	Potential to undermine planning assumptions.	Business planning assumptions should be made on the basis of evidence from 2008-12 to reflect realities of economic downturn.
Challenge from competitor organizations	Low	It would be disastrous for a competitor organization to exist.	Core stakeholders should agree with wider stakeholders that this is the umbrella organization for fundraising from tourism businesses, and that no competitor should be developed in the future.
Lack of suitable high quality projects for investment	Low	The scheme would lose credibility if it invested in low quality projects.	Initial discussions have taken place with key conservation organizations to establish that suitable projects exist. Part of the scheme's function is to ensure that suitable organizations submit appropriate projects.
Slow disengagement of businesses	Medium	The scheme is reliant upon private business support - loss of this over time would be disastrous.	The scheme should only be established if there is commitment to developing and growing it. It needs to be an ongoing, live project, doing new things, and communicating value - if it starts to stagnate businesses will disengage.

8 FINANCIAL BUDGETS AND FORECASTS

Modelling costs and revenue

The aspiration is to grow The Broads Visitor Giving Initiative to a point where it is able to make grants of around £100,000 per year. Steady growth over 5 years is required to achieve this together with the continued support and investment of stakeholders.

The scheme will require financial support for its first 2 ½ years before it becomes financially independent and wholly sustainable.

A number of financial scenarios are possible the ones outlined here present a realistic picture of what is needed to achieve this position.

8.1 Projected pilot Income and Expenditure

YEAR 1 PILOT INCOME	Fundraising method	Projected Income £
Broads Tours (£1-2 per transaction)	Opt out on boat hire bookings	£1,350
Ferry Marina (£1-2 per transaction)	Opt out on boat hire bookings	£1,350
Broadland Cycle Hire (£1 per transaction)	Donation on bike hire bookings	£700
Wroxham Barns	Wishing Well	£1,000
Bewilderwood		£2,000
Dairy Barns	Opt out on accommodation bookings	600
Richardsons Boat Hire	Sponsored product (book)	£1,000
		£8,000
EXPENDITURE		
Grants made		£7,400
Donations retained @ 20%		£1,600
		£8,000

Note: There will be income in Year 1 beyond the duration of the pilot scheme which runs between April and October 2012.

8.2 Income & Expenditure

INCOME	YEAR 1	2	3	4	5
Donations	14000	25000	37000	61000	85000
Match Funding			9000	12000	25000
Seed Funding		36000	36000	8000	0
Other				12000	12000
	14000	61000	82000	93000	122000
EXPENDITURE	YEAR 1	2	3	4	5
Salaries (Gross + Employers NI)	0	33000	33000	33000	33000
Administration	1000	1200	1800	1800	1800
Rent	0	0	0	2400	2400
Utilities	0	0	0	600	600
Insurance	0	250	250	250	250
Travel expenses	0	1200	1200	1200	1200
Phone	100	600	600	600	600
Office supplies	100	600	100	600	600
Marketing/promotion	0	1800	1200	3600	4500
Professional fees	0	0	1000	1000	1000
Training and development	0	500	500	500	500
Bank charges	0	60	60	60	60
Grants paid out	6400	16000	32000	46400	71200
	7600	55210	71710	92010	117710

Note: There is always a carry-over of donations held in bank at y/e which results in an apparent surplus

9 Appendices

9.1 Marketing Plan

9.2 Development Plan

9.3 The Broads Trust – The Vision

9.4 Cashflow



nurture lakeland

Nurture Lakeland

River Mill

Mill Yard

Staveley

Cumbria

LA8 9LR

01539 822622

sue@nurturelakeland.org

www.nurturelakeland.org