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Building diverse income streams without losing focus on your mission

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Beware the perils of chasing the money!

Agenda for the workshop

- A little bit about me
- A brief overview of Emmaus Hertfordshire
- Revenue diversification – why? what? and how?
- What are the best opportunities?
- What are the risks?
- A few handy hints to guide you.

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My background

- Initially a commercial sector marketer in travel, then financial services then commercial property
- Crossed into the not for profit/charity world thanks to Lehman Brothers and via the world of sport
- Senior marketing and fundraising roles with Age UK and the Lord's Taverners before joining Emmaus Hertfordshire
- A board member of Emmaus Europe and Emmaus International

Emmaus Hertfordshire

Emmaus is a movement of charities that empowers people to overcome homelessness. We provide the foundation of a home and a life-changing package of tailored support.

We equip people with valuable skills, training and work experience to achieve their goals. Working together, we're ending homelessness one person at a time.

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Emmaus Hertfordshire

- Opened in 2002 with help from Terry Waite and the late Robert Runcie
- Up to 39 Companions resident in St Albans
- 16 staff
- 5 shops
- An online sales operation
- A house clearance business
- A proudly independent local charity
- But also an active participant in the Emmaus UK Federation and the wider global movement
- One of 29 communities in the UK and about 425 in 41 countries around the world

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Emmaus Hertfordshire

- Diverse revenue streams which produce a significant amount of ***recurring, unrestricted*** revenue.
- Trading
  - Shops
  - Online
  - House clearance
- Fundraising
  - Trusts and foundations (for both project and core costs)
  - Corporate and community partnerships
  - Individual giving (both one-off and regular)
  - Challenge events
  - Legacies

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Breakout session ground rules

- This is learn together, not show and tell!
- Please participate
- No such thing as a stupid idea or question
- Please respect the confidentiality of things you share with each other
- Timing is tight – please cut to the chase (small talk can wait for the break!)
- Be prepared to share with the wider group so that everyone gets maximum benefit

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Breakout # 1

- What are the risks of diversification?
- And what are the benefits of remaining focused on your core charitable mission?

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Risks and pitfalls…

- Structural fragmentation
- Increased operational complexity
- Confusing identity which makes trust harder to earn and maintain
- Muddled decision-making without clear and consistent criteria
- Difficulty in gathering compelling M&E data
- Financial instability

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But what happens when they go away?!?

Stay focused on the mission to...

- Develop depth of expertise and increase impact
- Avoid mission-drift and scope-creep
- Present a consistent identity and build your reputation
- Increase staff, volunteer and external stakeholder engagement
- Focus resource effectively
- Reduce risk by sticking to known quantities
- Generate consistent and meaningful M&E data
- Attract funding from aligned organisations
- Be sustainable in the long-term

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Breakout # 2

- How and why might you diversify your revenues?
- How will you make sure whatever you do fits with your core charitable purpose?

Why diversify?

- So you can do more of the good stuff you already do
- So you can respond to changing needs
- So you can evolve your proposition – building on what has gone before
- To strengthen financial resilience

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Hints and tips

The most successful charities do not diversify their mission—they diversify the ways they fund their mission. The goal is to build a balanced income portfolio where every income stream supports the organisation's purpose rather than reshaping it.

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Hints and tips

- Deepen relationships with existing donors. This is often more cost-effective than constantly acquiring new ones.
- Develop unrestricted income including individual donations, community fundraising, corporate support and trading activities.
- Grow earned income linked to the mission, generating income directly from existing expertise.
- Build strategic corporate partnerships. The best partnerships are long-term and based on shared values rather than simply financial contribution.
- Expand community fundraising which can strengthen both income and public engagement.

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Hints and tips

- Strengthen impact measurement. Organisations that can demonstrate measurable outcomes are easier to support.
- Develop long-term grant strategies. Identify funders whose priorities naturally align with your mission.
- Leverage your network - a warm introduction is worth a thousand cold calls!
- Build collaborative partnerships which can sometimes unlock funding that might otherwise be inaccessible.
- Invest in fundraising capability. Make sure you pay as much attention to stewarding your donors as you do to winning them

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Think *mission*-led diversification rather than *funding*-led diversification

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The key question

If this didn't come with money, would we do it anyway?

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Any last questions?

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Thanks!

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