



SECONDBITE

CASE STUDY

Developing a Future Trust strategy for sustainability

"SVA Consulting helped us to think about a bigger vision going forward and opened us up to different possibilities and a more sophisticated way of positioning the Future Trust."

Ian Carson, SecondBite founder and Chair.

SVA Consulting developed a comprehensive funding strategy to maximise the potential of SecondBite's Future Trust, a segregated and professionally invested fund set up to support SecondBite's future sustainability.

Massive expansion and undeveloped trust

SecondBite had established the Future Trust in 2009 however, faced with the competing priorities of a rapidly growing non-profit, the trust had received scant attention. As a consequence, there had been little growth for some years.

To fund massive expansion, fundraising had increased in 2012 to nearly \$2m, an enormous 44% hike on the previous year. With this pressure, SecondBite was concerned that promoting the Future Trust could eat into current operational fundraising and leave SecondBite vulnerable.

Is the Future Trust a good idea?

So, the first question to answer was: Is the Future Trust a good idea for SecondBite at this time?

If it was, what was the clear case for support and how does SecondBite differentiate fundraising for the Future Trust from operational fundraising.

Research, engagement and planning

Initially SVA Consulting researched trusts (set up to ensure organisation's sustainability), and the various ways that people provided donations or gifts for them. SVA Consulting also researched the bequest market, and ways that non-profits have set up bequest programs and other forms of 'gifts'.

Through understanding the client's business and vision, SVA Consulting was able to develop clear objectives for the Future Trust, a strategy to achieve them, and a realistic target developed through consultation and financial modeling.



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Understanding trusts, bequests and making the case

SVA Consulting discovered that people who donate to trusts generally wish to leave a legacy and that their donation is often a bequest in their will. Also research showed that while bequests are a large part of philanthropic income in the US and UK they have been less well tapped in Australia. These donors need to have more knowledge and trust in the organisation and a closer relationship with it.

Through this research, it became clear that this was a good time to fundraise for the Future Trust, but that a clear case for support was needed — one that would inspire people to get behind the initiative. It also became clear that a large Future Trust would enable the organisation to support something much bigger than simply redistributing a small percentage of surplus food.

The plan outlined four areas:

- Set targets
- Establish new fundraising programs for different donation methods
- Develop marketing and communication materials for these programs
- Set up the right structures, policies and responsibilities.

The plan recommended recruiting a Future Trust development manager to drive the initiatives, locate potential prospects, train staff and generally manage the programs. SVA Consulting also recommended that a new chair and board members be appointed to ensure the Future Trust board had the relevant skills, experience and capacity; and that SecondBite's board members, ambassadors and key leaders should all have a bequest to the organisation in

place in their will (no matter what size) to give authenticity to their requests of others.

The results for SecondBite

Since SVA Consulting's engagement, the board has been implementing the plan.

It has a new chair (of the Future Trust board) who has experience with foundations and bequests and has recruited a couple of new board members which has refreshed the board

The industry research helped SecondBite to get clear about the relationship between fundraising for SecondBite operations and fundraising for the Future Trust. SVA Consulting's work also gave a focus and got everyone on the same page by articulating the objectives and the process to achieve them.

The Future Trust works for SecondBite as the Future Trust board has the networks and relationships that enables them to approach people and make the 'asks'.

SecondBite hopes that by achieving its goal with the Future Trust, staff and Board members will be able to spend more time on outcomes, overcoming food scarcity, rather than fundraising.

ABOUT SECONDBITE

SecondBite is a Melbourne based non-profit which redistributes surplus fresh food to community programs at the frontline of food poverty providing meals to thousands of people each day. In June 2012 at the time of the project, SecondBite employed 15 staff, oversaw hundreds of volunteers delivering fresh produce from donors to nearly 400 community programs, and managed \$2.4m in operating costs.

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