

Funding Toolkit

A guide to fundraising with a focus on methods appropriate for work with people who have been refused asylum and are destitute.



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Feedback, corrections and suggestions:

If you have any ideas that you think would improve this publication, we would love to hear from you, including omissions and errors. We aim to regularly update the online version of the toolkit.

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About NACCOM

Background

NACCOM, the UK-wide No Accommodation Network, was initiated in 2006 by Dave Smith of Boaz Trust to bring together projects supporting destitute people seeking asylum who had been refused. From the early 2000's Boaz was one of a growing number of volunteer led initiatives organising practical responses to the needs of destitute asylum seekers following successive changes to immigration legislation coupled with system failures which increased destitution. Some of these grassroots initiatives developed accommodation projects for people seeking asylum and other migrants with no recourse to public funds (NRPF). NACCOM came together as a means of helping to coordinate and join up these initiatives, sharing learning and resources and providing mutual support and encouragement.

NACCOM today (April 2019) has 58 full members and 40 associate members and there are new organisations developing accommodation initiatives in this field in different parts of the country every year. From 2017 - 18 NACCOM member organisations accommodated 2,383 destitute asylum seekers, refugees and migrants with no recourse to public funds (NRPF). In total they provided 364,173 nights of accommodation.

NACCOM's Vision

To end destitution amongst people seeking asylum, refugees and migrants with no recourse to public funds (NRPF) living in the UK.

Mission

Inspire, develop and support accommodation projects that reduce destitution amongst asylum seekers, refugees and migrants with NRPF, whilst using evidence from the work of these projects to influence lasting change in policy and wider practice that gives rise to destitution.

Activities

- Providing networking opportunities to encourage, inform and connect members.
- Sharing knowledge and promoting good practice to provide pathways out of destitution.
- Working with others (including those with lived experience) to raise awareness of destitution and campaign for a just and humane asylum system.
- Gathering and disseminating evidence on the scale of destitution and positive outcomes achieved by members.

Introduction to the Funding Toolkit

This resource has been produced to provide a comprehensive guide to methods of fundraising, with a particular focus on funding methods appropriate for work with people who have been refused asylum and are destitute. The toolkit includes top tips and some tried and tested methods shown in case studies. It should give readers an overall picture of the funding streams available, and give guidance on specific areas such as creating and following a fundraising strategy.

The toolkit is not meant to be exhaustive and references are included as to where you can go to get further information and support from the more specialist fundraising organisations.



Photo Credit: NACCOM



Photo Credit: Hogar Salim



Photo Credit: Hogar Salim

Planning and Resourcing your Fundraising

The importance of a fundraising strategy

A fundraising strategy is really just a plan seeking to answer the following three questions in relation to funding:

- What's happening now within your organisation?
- Where does your organisation want to get to?
- What will you need to do to get there?

Planning where you will get your funding from is essential to ensure you don't run out of money, you know where you will access funds and people within the organisation understand their role in raising funds.

Key considerations for a fundraising strategy

At the heart of planning your fundraising strategy should be your **vision, mission and values**. Being really clear on what your purpose is will help you plan how you will achieve it. After all, if you don't know where you are going, how will you know how to get there?

Linked to the above, it is **important to have a clear budget**, setting out what income you need and whether its core and unrestricted or if it can be restricted for a specific project or purchase.

Understanding the context you are working in is crucial, thinking about what's realistic for your organisation and considering the external environment e.g. is there more competition for specific types of funding. You may want to do a SWOT analysis looking at the strengths, weaknesses, opportunities and threats/challenges for your organisation.

Research, Research, Research. Understanding where similar organisations get their income can be really useful. See Chapter 2 Trusts and Foundations. It's also important to be mindful of timescales e.g. when are grants rounds opening and closing. Diversifying your income. It's obvious but worth saying - the more diverse your income is the more sustainable you will be, as one source of income ends you have others you can rely on. Thinking early on about how you can attract a variety of income streams can really help in guaranteeing longevity in the future. Putting all your eggs in one basket is never a good thing.

“

The most useful bit of fundraising advice I ever received was to never change your project or aims to meet a funder's requirements. It may seem like a good idea at the time, but it never ends well as you can quickly lose your purpose which could jeopardise future funding, and more importantly you need to stay true to your aim rather than chasing pots of money.

”

Hazel Williams, NACCOM's National Director

What might a fundraising strategy include?

As with all things, they will vary hugely and will depend on what works best for you. Here is a list of some key headings to include:

1. Vision, Mission and Values
2. Who's funding you now? – a review of current income
3. Where are the gaps in income and future needs – useful to also include a projected budget and reserves target here.
4. Fundraising options you have e.g. donations, events, grants and trusts – you may want to put these into a table also covering:
 - o The likelihood of getting this funding
 - o The amount and what it is for
 - o Timelines – how long will it take
 - o Who is responsible for progressing this?
5. How you will monitor and update your strategy – it's a live document intended to help you.

Useful resource and advice:

Developing a fundraising strategy¹ 5 minute fundraiser video from the Institute of Fundraising. This video is a great introduction to what is a fundraising strategy.



¹Developing a fundraising strategy (2012) <https://www.youtube.com/watch?v=s3oVbU5A9Zs>

Recruiting a specialist fundraiser

It's good to think about how much income you will need them to raise to justify having a separate fundraiser, and what target you should set for them to raise.



Case Study: Boaz Trust

boaztrust
serving destitute asylum seekers

Taking the step to employ a full time fundraiser, Dave Smith

When you set up a new project, more often than not it's the person who runs the project who ends up doing the funding bids and organising events. It was the same when the Boaz Trust was founded in 2004. The problem is that the coordinator always has a million other things to do, and fundraising plays second fiddle to helping clients. So, when we recruited an office manager, part of the brief was fundraising. We needed a dedicated person who ticked all the boxes.



Photo credit: Hogar Salim

The money that came in from two days fundraising a week paid for the post several times over, and meant that the charity could expand. That being the case, then why not recruit a full-time fundraiser? The problem was, Boaz didn't have the finances to pay for it long-term. I managed to persuade the trustees to step out in faith, and eventually they agreed to advertise a full-time post. That's when Lucy, who is now the Comms and Advocacy worker at NACCOM, came to join Boaz.

It soon became clear that employing a dedicated full-time fundraiser was more than worth the step of faith. Ever since then the Boaz fundraiser has been a vital cog in the machine, and Boaz now has a budget of around £600,000. Now we don't think even a full-time fundraiser has time to cover things like events, corporate fundraising, major donors and legacies. Boaz will have to start recruiting again soon!

Trusts and Foundations

Trusts and foundations are the most common source of income for NACCOM member organisations. This includes all grant-giving organisations such as family trusts, foundations set up in the name of wealthy philanthropists and other organisations such as The National Lottery and Comic Relief.

Four ways to find grants

1. Find out who is funding similar organisations:

- o Research organisations similar to yours and view their annual accounts on Charity Commission (England and Wales)², Charity Commission for Northern Ireland³ or OSCR (Scotland)⁴ to find out who is funding them.
- o Search on 360Giving's GrantNav⁵ to look at grants already awarded and potential grant opportunities for your organisation.

2. Printed publications. Directory of Social Change (DSC) offers training and sells books on trust fundraising. Useful books available from them include: Guide to the Major Trusts and Directory of Grant Making Trusts. The DSC publish a quarterly magazine, Trust Monitor.

3. Sign up for regular updates:

- o Your local NAVCA Member⁶ (local Council for Voluntary Services or other) for updates on funding pots, local funding fairs and regular training (usually free or low cost).
- o The main funders such as National Lottery, Virgin Money Foundation and Comic Relief – allow you to sign up for updates.

4. Search online funding database. Dave Bowditch, Head of Trust Fundraising at Action Foundation gives his advice on the main funding database available online:

PROVIDER	NAME OF DATABASE	WEB LINK	DESCRIPTION	COST
National Council for Voluntary Organisations (NCVO)	Funding Central	www.funding-central.org.uk/default.aspx	A useful heads up of potential grant funding	Free for organisations with an income less than £100,000 per year. £100 for organisations with income over £100,000 per year.

²Charity Commission (Eng & Wales) <http://apps.charitycommission.gov.uk/showcharity/registerofcharities/RegisterHomePage.aspx>

³Charity Commission for Northern Ireland <https://www.charitycommissionni.org.uk/charity-search/?pageNumber=1>

⁴OSCR (Scotland) <https://www.oscr.org.uk/>

⁵GrantNav <http://grantnav.threesixtygiving.org/>

⁶NAVCA <https://navca.org.uk/find-a-member-1>

PROVIDER	NAME OF DATABASE	WEB LINK	DESCRIPTION	COST
Directory of Social Change (DSC)	Funds Online	fundsonline.org.uk	Recently launched, a major new site with 3,500 local and national trusts.	Subscriptions charged for either 1 week or 1 year. Eg 1 user for 1 year is £350 Registered Charity / £495 Standard
Grants Online Ltd	GrantsOnline	www.grantsonline.org.uk	A major site which is updated daily. Informs you of grant funding opportunities from the EU, UK Government Agencies, the Lottery as well as Trusts & Foundations.	Subscription charges vary depending on number of users and length of use. Eg 1 user for 1 month £20 / 3 months £50 / 1 year £99
Funding Information	Fundinginformation.org	www.fundinginformation.org	Central and local government, Europe, the Lottery and individual donors	5 main subscription packages based on number of users. Eg 1 user for one month is £40 / 2 users for 1 year £300.
Factary	Factary Phi Donations Database	factary.com	An independent research agency specialising in database screening, profiling and research for the non-profit sector.	Subscription fees are £400 for 6 months / £600 for one year / £1,100 for 2 years

Main funders for NACCOM members

See NACCOM's online Funder Database (from May 2019)

- The Allen Lane Foundation
- The Henry Smith Charity
- Lloyds Bank Foundation
- The Tudor Trust
- Paul Hamlyn Foundation

Dom Briant, Head of the Metropolitan Migration Foundation on **questions he rarely gets asked:**

“

Have you funded any other projects recently? What's your approach? Are you looking to invest in any other projects? How do you usually make decisions? Do you fund with anyone else?

...and things he rarely receives:

A follow up that helps me or shows understanding, an opportunity to understand your organisation without prejudice.

”

Top tips for submitting funding applications

- ✓ Remember the basics: stick to the word count and always spell check.
- ✓ Back up what you say with evidence.
- ✓ Be clear with what you are trying to get across, don't waffle.
- ✓ Make sure you have the correct paperwork, (e.g. a constitution document is a standard request).
- ✓ Check and check again you have submitted everything requested and submit before the deadline.

Reporting and keeping in contact

Grant funders will usually ask you for a report either mid-grant, at the end of the grant or both. It goes without saying that sticking to the reporting deadlines is important and will keep you in the good books for further grants. Some grant funders provide you with an online form, whereas others will ask for a report.

Essentially, a grant funder wants to know if you spent the money on what you planned to spend it on. The funder needs to show their stakeholders that they are using their money wisely. It's important to be honest with funders, even if things are not going to plan, they will respect that more and may be able to assist. It's advisable to send a funding report, just a couple of pages, to funders who even do not ask for a report, as it shows openness in terms of what you have done with their money and makes it more likely they will fund you again. For more information on reporting: NCVO's KnowHow on **Impact**⁷. Additionally, it's important to consider your approach to managing your relationship with funders or 'donor care'. Third Sector **Donor Care**⁸ has useful case studies and tips from funders on this topic.

⁷NCVO KnowHow Impact <https://knowhow.ncvo.org.uk/organisation/impact>

⁸Third Sector Donor Care <https://www.thirdsector.co.uk/donor-care>

Not only is reporting an important way of keeping in touch with funders but it is also a good exercise for your own organisation to recap by asking for feedback, analysing statistics and gathering photos and stories, ideally collate these as you go which makes it much easier to compile at the end of the project. Gathering this information and analysing it will allow you to make improvements to future projects. See NCVO's ***How to Use Your Evaluation Findings to Improve Your Work***⁹.

It's also a good idea to send grant funders updates outside of reporting as this can keep you in the picture and also many grant funders like to use photos and updates for their own publicity (always be mindful to check permission of the people in the photos and always credit photographers).

Links/Further reading

- **How to write really well for funding applications:** NCVO <https://knowhow.ncvo.org.uk/how-to/how-to-write-really-for-a-grant>
- **The Plain English Campaign's Drivel Defence** is free online service points out unneeded long sentences and jargon and suggests shorter and simpler words <http://www.plainenglish.co.uk/drivel-defence.html>
- **What are Trustees basing their decisions on?** This guidance from Charity Commission gives good insight: It's your decision: charity trustees and decision making https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583855/CC27_new.pdf



⁷NCVO KnowHow Impact <https://knowhow.ncvo.org.uk/organisation/impact>

⁸Third Sector Donor Care <https://www.thirdsector.co.uk/donor-care>

⁹NCVO How to Use Your Evaluation Findings to Improve Your Work <https://knowhow.ncvo.org.uk/how-to/how-to-use-your-evaluation-findings-to-improve-your-work>

Community Fundraising

Community fundraising can encompass a variety of things from the classic cake sale to music events. What's great about community fundraising is that it has lots of different benefits. It brings in income which can be low in comparison to other funding streams. However, in addition to actual money, the impact of community fundraising can bring huge value as it can develop a strong supporter base. You can promote your organisation to others, raise awareness of the issue and other forms of support.

Top tips

- ✓ Be realistic about how much time and effort things take.
- ✓ Start where you are - explore connections on your doorstep.
- ✓ Spread the word in creative ways and with new audiences when you can.
- ✓ People don't always know you need financial donations so always ask for them.
- ✓ Stay within the parameters of data protection laws and fundraising guidance and regulations.
- ✓ Celebrate whatever you achieve and always thank your supporters.

Legislation and Good Practice

For more on legislation and regulatory requirements for fundraising activities see the Fundraising **Regulator's Code of Fundraising Practice**¹⁰

For more on data protection laws, see the Information **Commissioner's Office**¹¹

Events

Events can be great income generators, but they can require a lot of work. So think about how much time you will have to organise the event and don't try to do it all alone. Consider what interests, skills and connections volunteers, trustees, staff and beneficiaries in your organisation have (if you don't know, do a short survey). Consider doing talks/information stalls at faith groups, societies (such as Amnesty International, STAR and Women's Institutes), youth groups and creative networks. At the end include a call to action with practical steps that anyone can take, which should be how people can donate or get involved.

When it comes to organising events, people will forget if you don't remind them.

Scheduling tools can help regularise content on social media (Hootsuite or Buffer are two free examples) whilst email tools like Mailchimp can make it easy to stay in touch. Share quotes, pictures and videos so people can see the impact of their money. Include people who use your services in your event, either through speaking about their experiences, or contributing in other ways, e.g. with music, food, art, promotional activities or volunteering.

¹⁰Code of Fundraising Practice: <https://www.fundraisingregulator.org.uk/code/public-collections>

¹¹Information Commissioner's Office: <https://ico.org.uk/your-data-matters/>

Get feedback as soon after the event as you can (and then take the time to learn from it). Don't forget to say thank you, and to recognise the effort of everyone involved whatever the amount that is raised.

There are hundreds of ways to do events. Check out **Refugee Week**¹² for some creative ideas, or see further on in this section for examples from the NACCOM network.

Activities. Take part in runs, walks or bike rides (see examples from **St Augustine's Centre**¹³ in Halifax and **BEACON Bradford's 'Walk for Justice'**¹⁴). If you have a major sporting event in your area, explore signing up for a charity package (see **Action Foundation**¹⁵ at the Great North Run), or encourage people who are already taking part to fundraise for you. With so much technology at our fingertips, you could also coordinate a **virtual challenge**¹⁶.

Lifestyle challenges (e.g. living on a small amount of money, or contents of a food parcel) are popular - Action Foundation's '**15 for 7 challenge**'¹⁷, Boaz Trust's **Lent Endurance Challenge**¹⁸ and GARAS' **Lenten Challenge**¹⁹ are just some examples.

Sleepouts can also be really successful both at raising funds and engaging with the media or new audiences. Why not contact student groups to take part, or invite MPs or local councillors along? See **Housing Justice**²⁰ for more top tips and check out **Home4U's annual event**²¹.

Tried all these and want some new ideas? Ask your supporters to dream something up, like the team at **Hope at Home**²² have done. Along the way, resource people with literature to support your cause (like **LASSN**²³ do) and encourage people to share their experiences (e.g. through blogging or YouTube where appropriate).

Consider involving the media, but give plenty of notice and think - what makes your activity stand out? Is it bringing together the community in new ways? Does it break some kind of record, or connect with something in the area's history? Has anyone involved got an impactful story they're willing to share? Remember media activity can add an extra dimension of work but it can be very rewarding as well.

¹²Refugee Week: <http://refugeeweek.org.uk/>

¹³St Augustine's Centre: <https://www.staugustinescentrehalifax.org.uk/fundingfriday-givingthanks-whatcanyoudo-16/>

¹⁴BEACON: <https://beaconbradford.org/news/walk-for-justice/>

¹⁵Action Foundation at the Great North Run: <https://actionfoundation.org.uk/great-north-run-2018/>

¹⁶Virtual Challenge: <https://www.virtualrunneruk.com>

¹⁷Action Foundation's '15 for 7 challenge': <https://actionfoundation.org.uk/15-7-challenge-2018/>

¹⁸Boaz Trust's Lent Endurance Challenge: <http://boaztrust.org.uk/2015/03/05/are-you-up-for-our-lent-challenge/>

¹⁹GARAS' Lenten Challenge: http://www.garas.org.uk/Latest/Lenten_Challenge.aspx

²⁰Housing Justice for more top tips: <https://www.housingjustice.org.uk/sleepouts>

²¹Home4U's annual event: <http://home4ucardiff.org/index.php/10th-sponsored-sleep-cardiff-october-13th-2018/>

²²Hope at Home: <http://www.hopeathome.org.uk/fundraise/>

²³LASSN: <https://lassn.org.uk/get-involved/#fundraise>

Which online sites can you use for sponsorship fundraising?

- wonderful.org (free / no fees)
- JustGiving Fundraising (free / no fees)
- Virgin Money Giving (fees apply)

These sites allow you to create a profile page for your organisation. Anyone who wants to take part in an event and raise money for your organisation (eg run, swim, cycle, bake) can easily create their own fundraising event page and link this to your profile page, which enables you to track donations. This is also known as 'peer-to-peer fundraising' which is your supporters using their own social networks to promote donations to you.

There is more on digital fundraising in the next section of the toolkit: Using Social Media and Online Fundraising Platforms.

Individual giving

When making 'calls to action', be that on your website, at events or in your newsletters, make sure people know that making regular donations is a great option, and what their money could go towards. **C4WS**²⁴ has a good example of how to do this.

Then check, how, and how often supporters want to receive further information about your work and if you've got consent invite them to speak out in support of your cause in other ways.

Other examples from around the NACCOM Network

- Fundraising balls (Father Hudson's Care)
- Music events (CAST Southend)
- Comedy nights (Refugees at Home)
- Film showing (Open Door North East)
- Car boot sales (Asylum Link Merseyside)
- Tea parties (ASSIST Sheffield)
- Bake sales/coffee mornings (Housing Justice)



²⁴C4WS: <http://c4wshomelessproject.org/donate/money>



Case Study: ASSIST Sheffield



Raising £250,000 through community fundraising

ASSIST Sheffield supports destitute people who have been refused asylum in South Yorkshire. The charity has 7 members of staff (5 part-time) and over 300 volunteers. Last year it raised £416,907, of which around £250,000 was from community fundraising (including regular donors and large one-off donations). Lyndsey McLellan, Community, Events and Grants Officer, explains more:

'We do a huge range of community fundraising at ASSIST Sheffield. We tend to find the most successful events are ones that we do in partnership with another organisation or group. For example, a concert organised with a band or choir, busking planned by a group, a football match organised by a football club. Large events often aren't the best way of fundraising for us. They take a lot of time and energy to organise and the rewards are sometimes not reflective of the effort.'

Our relationship with Sheffield University Student Union is very successful. Having a close relationship with key members of the union means that we are then supported by many different societies and groups. They hold many events across the year that we get money from, pub quizzes, hitch hikes, sports events, cake stalls etc. From this we also get tickets for clients such as film and theatre tickets.

The most important thing is to remember is your supporters. If someone is giving money or volunteering they are the foot soldiers to spread the word about your organisation. Treat them well and they will support your community fundraising without realising it. Some of our highest fundraisers have been friends of ASSIST volunteers, or heard about us once because they met a client at an event.

My role as fundraiser is to make it easy for someone to support us when they decide to and make sure people know how important fundraising is to us. You never know what prompts that cheque to drop through the letterbox but you can make it more likely!



Photo credit: ASSIST Sheffield



Photo credit: ASSIST Sheffield

Using Social Media and Online Fundraising Platforms

This topic comes under the umbrella of 'digital fundraising' which means using the internet and smartphones to raise funds. Digital fundraising includes using your organisation's **website** to raise funds as well as using **email**, and even includes **online gaming** – the opportunities are ever increasing, as technology changes and develops. For more information on all digital fundraising methods see NCVO's KnowHow: **Digital and Mobile Fundraising**²⁵ as well as CAF's: **Digital Fundraising**²⁶.

Top tips

- ✓ Keep your social media pages active and up to date with interesting posts.
- ✓ Always have a specific project to focus on.
- ✓ Telling human stories is very important.
- ✓ Make sure your social media posts have a clearly defined call to action.
- ✓ Check commission rates on website platforms and shop around for the best deal.

Social media

Social media is a great way to connect a wide variety of people through the internet whilst raising awareness about your cause. When we talk about social media we are usually referring to Facebook, Twitter and Instagram but there are other online apps. Separate to social media there are various online fundraising platforms that can be used, a summary of the main ones are given in the Crowdfunding section.

It's useful to **have a communications strategy in place** covering social media, especially if you have multiple people managing the sites. This makes sure everyone knows your set goals and the direction you want take to get there. It doesn't have to be a huge document, it could be something really simple detailing how social media will help achieve your goals, when you will use it and how. See this handy toolkit from Skills Platform: **Charity Social Media Toolkit**²⁷.

Facebook, Twitter and Instagram are the biggest social media platforms and are optimised for fundraising. Setting up a page or an account is quick, free and managing it can be part of your daily tasks. It's a good idea to use your organisation's logo as your profile picture to create an identity.

²⁵NCVO: Digital and Mobile Fundraising - <https://knowhow.ncvo.org.uk/funding/fundraising/individual-giving/digital-fundraising>

²⁶CAF: Digital Fundraising - <https://www.cafonline.org/charities/fundraising/fundraising-fundamentals/multichannel-fundraising/online-fundraising-channels>

²⁷Skills Platform: The Charity Social Media Toolkit - <https://www.skillsplatform.org/charitysocialmediatoolkit/your-social-media-strategy.html>



Facebook. From your Organisation's page you can make posts to engage with your biggest online audience. Facebook has some useful fundraising tools available which include a donate button function and are free of charge. The button lives on the top right corner of your page or it can be added to individual posts on your page. Donations via the button are easy to manage as you can export transaction and payout reports. For more information see: Facebook's **Charitable Giving Tools**²⁸.



Twitter is an online news and social networking site where people communicate in short messages called tweets. It is an excellent way of engaging with donors and perspective donors. Not only can you make use of hashtags to identify a keyword or topic of interest and facilitate a search for it (**Top 10 Nonprofit Hashtags to Spark Social Good**²⁹) but you can follow other fundraisers and funders to get great real-time advice. NCVO has put together this neat guide: **How to Use Twitter for Fundraising**³⁰ and here you will find **7 helpful hints for fundraising with Twitter**³¹ by Pedalo.



Instagram is an app which allows you to share photos and videos with your followers or with a select group. You can also view, comment and like posts by others. Here's a guide from Virgin Money Foundation on **How to Use Instagram to Boost Your Fundraising**³².



YouTube and **Vimeo** are ways of uploading video content. This is a **Quick Start Guide to setting up Youtube**³³, with 4 short and simple video lessons. It's a good idea to add your own subtitling or captioning to your videos to open up your content to a larger audience, including those who speak languages besides the one spoken in your video – see this YouTube guide **How to Add Subtitles to your YouTube Videos**³⁴. This video also shows you how to look at the analytics to see how many people watch your videos with captions/subtitles and explains that captions are useful for Facebook and Twitter videos where the audio is usually turned off by default.



²⁸Facebook: Charitable Giving Tools - <https://donations.fb.com/en-gb/>

²⁹Nonprofit Hub: Top 10 Nonprofit Hashtags to Spark Social Good - <https://nonprofitHub.org/social-media/top-10-nonprofit-hashtags-to-spark-social-good/>

³⁰NCVO: How to Use Twitter for Fundraising - <https://knowhow.ncvo.org.uk/how-to/how-to-use-twitter-for-fundraising>

³¹Pedalo: 7 helpful hints for fundraising with Twitter - <https://www.pedalo.co.uk/helpful-hints-for-charities-3-fundraising-with-twitter/>

³²Virgin Money Foundation: How to use Instagram to boost your fundraising - <https://uk.virginmoneygiving.com/giving/fundraising/how-to-use-instagram-to-boost-your-fundraising/>

³³Youtube: Quick Start Guide to Setting Up YouTube - <https://creatoracademy.youtube.com/page/course/bootcamp-foundations?hl=en-GB>

³⁴YouTube: How to Add Subtitles to Your YouTube Videos - <https://www.youtube.com/watch?v=qfJthDvcZ08>

Online fundraising platforms

Crowdfunding is a term used for raising money from a large amount of people, typically from a website. It is usually aimed at a **particular project with a cause**, there is a **money target** and a **defined outcome**. Crowdfunding websites showcase and provide a safe and easy way for donors to make financial transactions. You've probably heard of the main ones such as **Chuffed, JustGiving Crowdfunding, GoFundMe, and The Big Give**. **Crowdfunder.co.uk** provides a guide on how Crowdfunding works and you can also explore other projects and stories as examples. This guide **Top charity giving sites**³⁵ by Money Saving Expert has a useful list of platforms and the various attached costs.

Crowdfunding Examples from the NACCOM Network:

BEACON: **CHAT English Club**³⁶, Praxis: **Supporting Migrant Families**³⁷, Refugee Support Devon: **Household Items**³⁸, AFRIL: **End of Year Appeal**³⁹, Coventry Refugee and Migrant Centre: **The Coventry Destitution Fund**⁴⁰, JRS: **UK Day Centre Welcome**⁴¹.

CAF Donate⁴² is a free and user friendly fundraising platform for charities. You can use it to set up online donation pages, process Direct Debits, manage postal or phone donations, and run reports on the funds you raise.



Photo credit: Upbeat Communities

³⁵Money Saving Expert: Top charity giving sites – <https://www.moneysavingexpert.com/family/charity-fundraising-sites/>

³⁶BEACON: CHAT English Club - <https://secure.thebiggive.org.uk/projects/view/23624>

³⁷Praxis: Supporting Migrant Families - <https://secure.thebiggive.org.uk/projects/view/30488>

³⁸Refugee Support Devon: Household Items - <https://www.totalgiving.co.uk/mypage/otteryrefugeeresponse>

³⁹AFRIL: End of Year Appeal - <https://www.justgiving.com/campaigns/charity/actionfor-refugees/endofyearappeal2015>

⁴⁰Coventry Refugee and Migrant Centre: The Coventry Destitution Fund <https://www.justgiving.com/campaigns/charity/coventryrefugeeandmigrantcentre/coventryhalfmarathon>

⁴¹JRS: UK Day Centre Welcome! - <https://www.justgiving.com/campaigns/charity/jesuitrefugeeservice/daycentrewelcome>

⁴²CAF Donate: <https://www.cafonline.org/charities/caf-donate>



Case Study: Upbeat Communities: Using online platforms



Upbeat Communities is a Christian charity which exists to help refugees settle and rebuild their lives in the UK. It has a social media following of 890 on Facebook and 590 on Twitter. Sam Thorogood, Communications and Fundraising Officer, oversees social media and works alongside the charity's CEO on fundraising more generally. Below, Sam explains how they benefit from online platforms in their work:

"At Upbeat we use social media to support our work in different ways. We mainly use Facebook⁴³ to raise funds but also find Twitter is handy because you can tag in businesses, and we occasionally use Instagram.

*The annual **Big Give Christmas Challenge**⁴⁴ is a match funding campaign that runs for one week every year at the end of November, it has been really successful for us the last couple of years. Charities create an online profile and raise as much online funding as possible in the set week. Anything they raise up to their target is match funded by pledgers and philanthropists. In 2018 we aimed to raise £16,000 for our Firm Foundations project. In total, we raised £17,055! By giving people a limited week to donate and having a specific project with real life stories, people are more likely to donate. If it was just a general fund for Upbeat Communities, it would not have worked. For the Big Give, we use all 3 social media platforms but find that most engagement comes from Facebook because we have the biggest supporter base there. We also use word-of-mouth and our mailing list, so it's not purely social media driven. Beyond the Big Give, we are looking into how to be a bit more direct with asking people to become regular donors, and linking that to a story we are telling. Telling human stories is really important. Videos are helpful, more so than photos, as videos are viewed more than any other type of post. If you are using a video, it's a good idea to caption it so that viewers can see what the person is saying, as most people watch videos without sound. And always have a link or a call to action.*

We also use online donation pages like Just Giving, for instance, we have a sponsored run coming up in April (Derby 10K) and we have 10 people taking part in that to raise funds for us. We book the places on the run for the runners and as part of that the runners get a race pack. Then the runners set up their own Just Giving pages with our help. We also have someone who is turning 90 and wants to do a skydive, so he is doing it for Upbeat which we will hopefully get some press around."

⁴³Upbeat Community's Facebook - https://www.facebook.com/pg/UpbeatCommunities/photos/?ref=page_internal

⁴⁴The Big Give Christmas Challenge - <https://www.thebiggive.org.uk/christmas-challenge/>

Social Enterprise

A social enterprise is a business which reinvests its profits back into people or the local community. Setting up a social enterprise within your organisation will most likely encounter some challenges but with careful planning and the right team, it can have a big impact on the people involved as well as raising awareness of your cause and generating income.

Top tips

- ✓ Relationship building is key, both within your organisation and externally with potential business opportunities.
- ✓ Prepare to be flexible for staffing and have a 'plan b'.
- ✓ Use social media to publicise your social enterprise.
- ✓ Know your social mission inside out because most people will ask you about it.

How to set up

The initial step, as with many projects, is to **do your homework** thoroughly. This guide ***Social Enterprise Explained***⁴⁵ by Social Enterprise UK is designed for beginners and will help you think about what opportunities are available to you. Next, you need to write a business plan and consider what business structure will be best for you, gov.uk provides information on this: ***Guide to Legal Forms for Social Enterprise***⁴⁶. Your business plan will also help you figure out your market – who is going to buy from you? Additionally, a mentor can be good to have to offer their business experience and good advice, see: ***Finding a social enterprise mentor***⁴⁷ by School for Social Entrepreneurs. Be clear on what your social mission is, and consider how you are going to fund the initial start-up, if any costs are involved. This is useful: ***What funding is available for social entrepreneurs***⁴⁸.

Other examples from around the NACCOM Network

- **Moveable Feast** at Bristol Hospitality Network (see case study in this section)
- **Re:Gen Maintenance Services** at Enterprise Homes Group (formerly Hope into Action)
- **Happy Days Cycles** at Happy Days UK

⁴⁵Social Enterprise UK: Social Enterprise Explained - <https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=110951ca-0543-4631-85f9-d85dfa215412>

⁴⁶gov.uk: Guide to Legal Forms for Social Enterprise - <https://www.gov.uk/government/publications/legal-forms-for-social-enterprise-a-guide>

⁴⁷School for Social Entrepreneurs: Finding a social enterprise mentor - <https://www.the-sse.org/resources/starting/finding-social-enterprise-mentor/>

⁴⁸School for Social Entrepreneurs: What funding is available for social entrepreneurs - <https://www.the-sse.org/resources/starting/hat-funding-is-available-for-social-entrepreneurs/#1>

Links/Further information

- The UK Body for social enterprise: **Social Enterprise UK** membership is free to organisations with income under £100k. <https://www.socialenterprise.org.uk/>
- **Inspire2Enterprise** provides unique support, information and advice to any individual or organisation in the UK looking to start, run or grow a business where society profits. <https://www.inspire2enterprise.org/>
- **School for Social Entrepreneurs** has a useful resource hub: <https://www.the-sse.org/resources/>



Case Study: Bristol Hospitality Network's Moveable Feast



Moveable Feast, Bristol Hospitality Network's social enterprise, works with its members (refugees and asylum seekers in the local community) to provide catering for events. Ari Cantwell, the Coordinator, explains how it works;

"A social enterprise challenges the idea that profit is the bottom line. At Moveable Feast, the profit goes back to benefiting our members and building the team's skills. It gives people who are going through or have been refused asylum a meaningful activity. It's also a way for our members to give something back; constantly being a recipient of charity can feel undignified for people - Moveable Feast reminds people that they have a lot to give themselves. This fits with BHN's ethos of Solidarity not Charity.

Our members' skills allow us to provide delicious food with exciting menus from around the world. Our main chefs so far have been Kurdish, Sri Lankan and Somali. Mainly we do catering for workshops, conferences and weddings. We don't offer specific menu orders; we operate on a 'get what is given' basis. It's one big production of curries, rice and salads or mezze style food.

Working one day per week, I mainly work with the main chefs and then get help from volunteers who are UK residents or non-asylum seekers for events. We have one or two events on average per month and we'll have 4 or 5 main chefs for these, and then we have people helping out on the day. There's a good mix of people and lots of eagerness to help out.

I manage all the events and manage the budget with the support of our finance manager. My role has been funded by People's Postcode on a one-year contract, but my contract has just been renewed. The idea was to raise £15,000 a year, after salary costs, to fund our Solidarity Fund (a weekly amount of £10 that BHN gives to its members). This year we've

brought in about £19,000. In order for it to be sustainable and cover costs, we need to just do a few more events per year which is totally doable.

People mainly find out about us through word-of-mouth, from people who already know about BHN, but recently we did our first pop-up restaurant which was a new way of marketing. Lots of people came to the pop-up from different ways, like, they knew the restaurant or a friend of a friend recommended it on Facebook. That then builds up our network of people who know about us.

My advice to anyone setting up a social enterprise is to be realistic with how much you can take on, and be adaptable. If you are working with people who are experiencing an element of chaos in their life and if you are depending largely on volunteers, you have to be really flexible. Relationship building is really important. Create good connections so people have buy-in and ownership over the project. Challenge the idea that anything to do with a charity is amateur. If you're going to be a social enterprise, you need to compete with the commercial world. Branding, which is something we can be scared of in the non-profit sector, is really important. Be proud and be professional. You can create something that competes with other catering companies so as well as people wanting to support you, they're getting a really good service."



Photo credit: Benjamin Pryor



Photo credit:
Benjamin Pryor



Photo credit: Benjamin Pryor

Income from Housing

Rental income from housing can increase the sustainability of charities which are otherwise heavily reliant on grants and trusts, whilst also increasing their provision of accommodation to people with NRPF. The model referred to as the 'cross-subsidy' model is when an organisation rents out property normally to refugees and other migrants who are entitled to work and access benefits, they then use the income from this to subsidise bed spaces for people with NRPF. With the exception of Praxis Community Projects in London who have developed an *innovative housing solution in partnership with Commonweal Housing*⁴⁹ (supported by social investment and grant funding), nearly all the income generating housing projects are currently north of Birmingham. Examples in the network include **Boaz Trust, Hope Projects, Open Door North East, Action Foundation, Abigail Housing and Nottingham Arimathea Trust**. It should be said that no NACCOM member project covers all of its housing costs from earned income.

Top tips

- ✓ **Tell your story** and get known locally, it could open doors to both property and investment.
- ✓ **Think about your tenants** - what are their needs, and how you will meet them (or partner with others to do so)?
- ✓ **Don't cut corners** - get the right properties and invest well both in property preparation and maintenance.
- ✓ **Talk to NACCOM** and make the most of the knowledge in the network.

Think about the gaps locally and whether you have the right skill set to run a housing project, or should you partner with someone else? Talk to your local council, housing providers such as housing associations and other charities to get a clearer idea of current provision, need and any potential partnering opportunities.

When looking at properties, getting the right one(s) will save money in the long run, consider the location, the client group and any alterations that would be needed. Think about who you will house, unrelated single adults, families or both? These questions affect house set up and management costs. Preparing a house for shared accommodation costs more to set up, to meet appropriate House of Multiple Occupancy (HMO), fire safety standards but will likely make more money in the long term.

It's important to consider the needs of your tenants and what support you can offer them. Some members (for example Action Foundation and Nottingham Arimathea Trust) deliver 'supported housing' (where a higher rate of housing benefit – known as 'exempt rents' / 'exempt accommodation rate' - is applied in exchange for more intensive

⁴⁹Commonweal Housing: <https://www.commonwealhousing.org.uk/projects/no-recourse-to-public-funds>

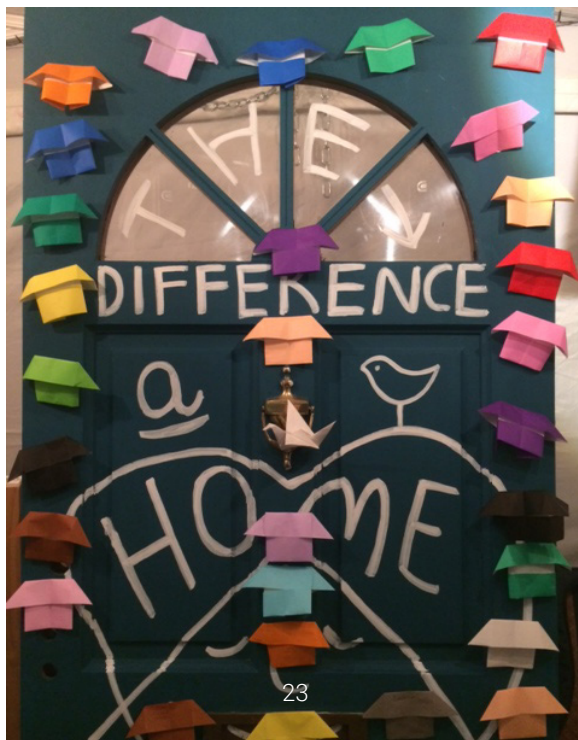
management and support for recognised vulnerable client groups). Other members are social landlords, charging Local Housing Allowance (LHA) rates with or without a top up, which they may use to assist tenants with, for example, when applying for benefit/employment or managing budgets.

Have a strategy to market your scheme effectively, but remember few NACCOM members cover all their costs from earned income. Telling your story amongst local churches/faith groups, trusts, businesses, philanthropists and local RSLs (Registered Social Landlords/Housing Associations) can be invaluable. Look out for grants or local authority funding that could facilitate building purchase and renovation or allow you to build capacity and develop your model. For example, the provision of housing for local authority funded clients needing Care Act or Section 17 of the Children's Act provision can provide a higher income stream.

See Figure 1 and Figure 2 for Cross Subsidy Examples.

If you are unsure about any aspect of property acquisition, development or management then please contact NACCOM's Network Development Team on development@naccomm.org.uk.

NACCOM's Housing Toolkit (due for publication 2019) will set out the above in more detail.



Cross subsidy examples

Figure 1. Renting & sub-letting a place to start?

	Income	Expenditure	Balance
House A: 2 NRPF & 2 Refugee	£6,760	£9,500	-£2,740
House B: 4 Refugees	£13,525	£9,500	£4,025
House C: 3 refugees & 1 NRPF	£10,140	£9,500	£640
			£1,925
Notes <ul style="list-style-type: none"> • The income from 9 refugees is providing free accommodation for 3 people with NRPF. • In this example all houses are leased & sub-let. The owner receives £450 per month. • Room rents in this example are £65 per week (£57.50 LHA rate plus top up). • Other running costs gas/electric, water rates, council tax etc. are £4,100 per year • It is assumed that each house already has fire doors & wired smoke alarm. • A small surplus of £1,925 is contributing to core or staff costs. 			

Figure 2. A Mixed Portfolio of rent free and rented & sublet

	Income	Expenditure	Balance
House A (Rent Free): 4 NRPF	£0	£5,000	-£5,000
House B (Rented & Sub-let): 4 Refugees	£13,525	£9,500	£4,025
House C (Rent Free): 1 NRPF & 3 Refugees	£10,140	£5,000	£5,140
			£4,165
Notes <ul style="list-style-type: none"> • The income from 7 refugees is cross subsidising 5 NRPF with a £4,165 surplus • The surplus generated would contribute to the installation of fire doors & alarms. • General running costs and room rents are the same as Figure 1. • The cost of installing 7 fire-doors and wired smoke alarms is estimated at £3,400 per property. 			



Case Study: Boaz Trust

boaztrust
serving destitute asylum seekers

Based in Manchester, the Boaz Trust runs a cross subsidy model housing 32 NRPF and 40 refugees in 19 houses. The property portfolio is made up of rent free and low rent privately owned and church property as well as property owned and leased from the social investor Green Pastures⁵⁰ and property owned by a local housing association Arawak Walton⁵¹. Arawak Walton also undertakes all housing management/maintenance and collects the refugee rents freeing up Boaz staff and volunteers to do what they do best in supporting their NRPF clients and refugee tenants. At Boaz, earned income from housing accounts for 22% of overall income and 78% of direct housing costs (£136K of £175K). The remaining 22% of housing costs come from unrestricted income and some grants.

Open Door North East (ODNE)



ODNE provides accommodation in Middlesbrough and Stockton-on-Tees and is a cross subsidy model, housing 20 people refused asylum who have NRPF and 101 refugees and other migrants in 35 houses (2017-18 figures):

- 3 properties are owned by the charity and renovated to a high standard with financial gifts from individuals and grant funding from the Quaker Housing Trust.
- 2 properties are privately owned but rent free.
- 2 are managed for a church
- 1 is provided rent free by North Star Housing Association as part of their charitable good.
- The remaining 27 are privately owned & managed for a % fee of gross income (typically 10 to 15%) as a social lettings agency focussing on providing affordable accommodation to refugees and other migrants including families.

ODNE also brings in some income through accommodation provision for families with children under *Section 17 of The Children's Act*⁵² or for hospital leavers with NRPF under Care Act provision.

In 2017/18 86% of direct housing costs were covered by earned income (rents and management fees) with 14% from grant or unrestricted income.

⁵⁰Green Pastures: <http://greenpastures.net>

⁵¹Arawak Walton: <https://arawakwalton.com>

⁵²Project 17: Section 17 The Children's Act - <https://www.project17.org.uk/media/7763/s17-Factsheet-May-13.pdf>

Where to go for further information

- **Fundraising Essentials** by Institute of Fundraising -
<https://www.institute-of-fundraising.org.uk/guidance/fundraising-essentials/>
- **How to Fundraise** in Tough Times by NCVO -
<https://knowhow.ncvo.org.uk/how-to/how-to-fundraise-in-tough-times>
- **How to Write an Application** to a Charitable Trust by NCVO -
<https://knowhow.ncvo.org.uk/how-to/how-to-write-an-application-to-a-charitable-trust>
- Get the latest fundraising news by free email bulletins from Third Sector -
<https://www.thirdsector.co.uk/fundraising>
- Free fundraising news, ideas and inspiration by email from UK Fundraising -
<https://fundraising.co.uk/>



Membership of NACCOM

If you are starting an accommodation scheme for destitute asylum seekers, there are real benefits in becoming a member of NACCOM. Membership fees are deliberately set to be affordable to all.

Full membership is open to any organisation that is committed to providing accommodation for destitute asylum seekers. They may in addition provide accommodation for refugees and others with no recourse to public funds. It entitles members to –

- Assistance with capacity building across a range of accommodation services, including hosting schemes, housing projects and night shelters.
- Support with evaluating destitution services (if there is capacity this service may be extended to associate members).
- Voting rights at Annual and Extraordinary General Meetings.

Associate membership is open to any individual or organisation that is in support with the aims of NACCOM. Associate memberships will not convey voting rights at Annual and Extraordinary General Meetings.

All Members – full and associate, are entitled to:

- Reduced rates at NACCOM meetings, events, training sessions and Annual Conferences.
- Access to expert advice and resources (please note there may be a small charge for printed material).
- Access to the Members Area (including a Forum and Library) of our website.



What our members say

"Great to learn from lots of people doing this kind of work all over the UK."

- Birmingham Community Hosting Network (BIRCH)

"Being there for advice when needed. Networking us with other organisations. Giving a national picture on destitution."

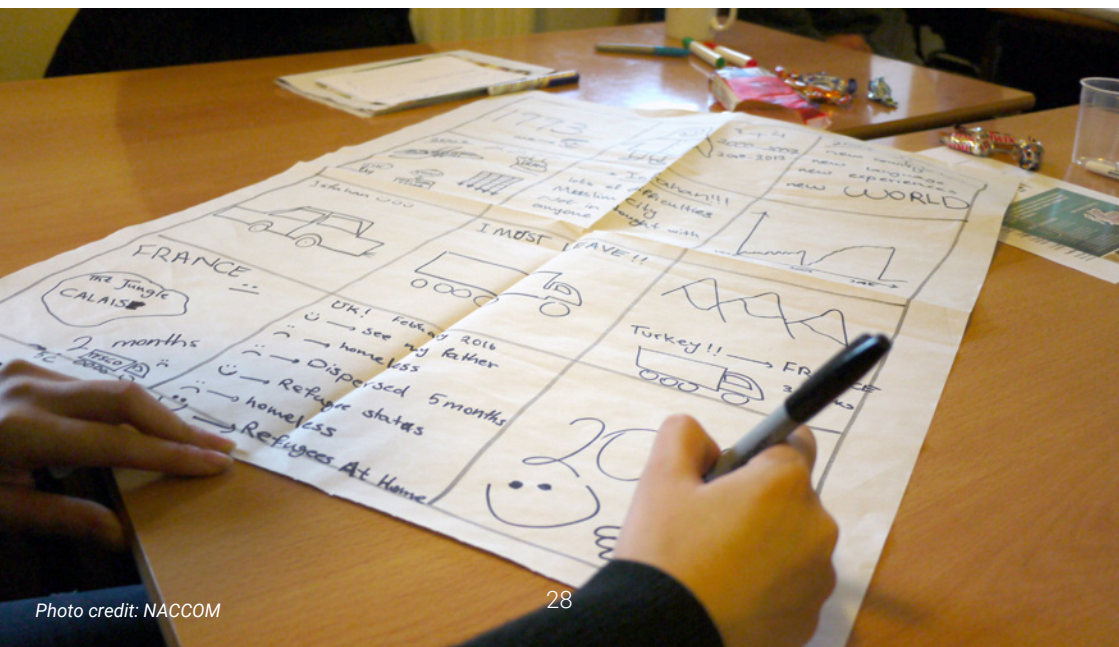
- LASSN

"I learned what I didn't know - telling story, meeting new friends."

- Individual at Community Reporting Residential Weekend

"I feel happy - I learned many things for my life. I learned how can I help out as these people have helped us."

- Individual at Community Reporting Residential Weekend



"Excellent workshops – relevance of topics and quality of presentations / led discussion."

- BEACON

"Inspiring to see so many people from member projects across the UK."

- LASSN

"Love the networking and peer-support opportunities."

- Housing Justice

"Seeing that others share my enthusiasm."

- Birmingham Community Hosting Network (BIRCH)

"Opportunity to meet other organisations."

- ASSIST Sheffield

"A chance to network and learn through events."

- Nottingham Arimathea Trust





Photo Credit: Hogar Salim



Photo Credit: Hogar Salim

Thank you for reading.

Please get in touch via the contact details below
if you want to find out more about our work.

Please note hard copies are available via the NACCOM office (details below).

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