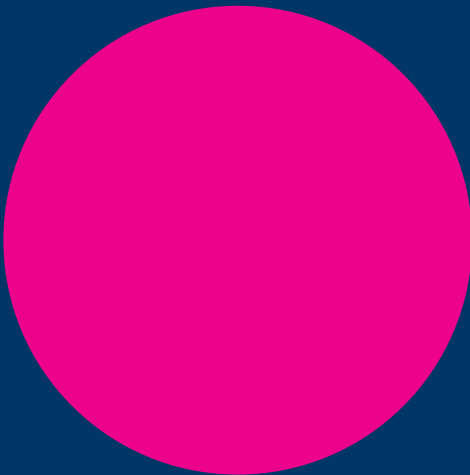
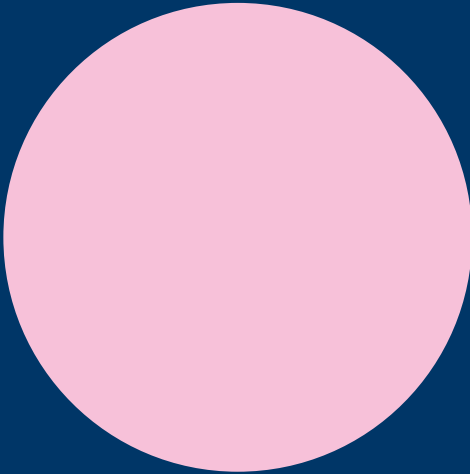
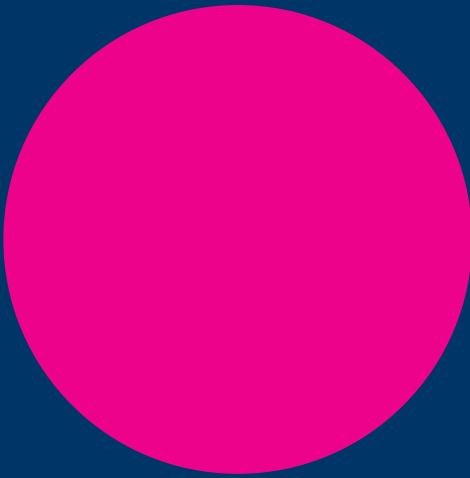


# Fundraising

National  
Occupational  
Standards



**Booklet 3**

Sources of useful information

## Introduction to booklet 3

This booklet contains further information about where you can turn to for advice, as well as signposting you to helpful websites; details of subscriptions you may want to sign up to or networks you may want to join; and a glossary to help you make sense of some of the terms and phrases used.

In case you haven't looked at the other two booklets, here's a short summary about each of them:

### Booklet 1 Core fundraising standards

Contains the core standards a fundraiser may need to refer to. This means that if you haven't got time to work with the full set of standards, those we have selected in this booklet are the ones that many fundraisers are most likely to need.

### Booklet 2 Specific fundraising standards

Includes the standards that cover specific fundraising standards, for example:

- Organising a community event
- Managing legacy donations
- Grant making

These are not functions that all fundraisers find themselves doing.

The performance criteria found in each of the standards can be used as a checklist to help you find out whether or not you are fulfilling the necessary National Occupational Standard. This will help you work out your strengths so you can build up your CV as well as spotting gaps, which will help you to consider which areas to develop in your role.

In these booklets, a total of 20 main standards have been selected for your convenience. However, if the booklets have encouraged you to work more closely with the standards then you may want to take a look at the 33 detailed standards that make up the full set, you can find the document at:  
[www.ukworkforcehub.org.uk/fnos08](http://www.ukworkforcehub.org.uk/fnos08)

## Legal Considerations

All fundraising in the UK must comply with the law and should also be ethical and incorporate best practice. The easiest way of doing this is to access the Institute of Fundraising's Codes of Fundraising Practice which are the universally accepted standard against which fundraising is measured and against which complaints made to the FundRaising Standards Board are investigated.

[www.institute-of-fundraising.org.uk/bestpractice/thecodes](http://www.institute-of-fundraising.org.uk/bestpractice/thecodes)

These codes provide a guide to the law and best practice in relation to fundraising activity throughout the United Kingdom.

It is also important for fundraisers to be aware of legal accountability in fundraising, Trustees are legally obligated to understand the terms and conditions covering what the organisation can and can't do when it comes to fundraising, generating income and being accountable. However, it is important that fundraisers are also conscious of these obligations and should familiarise themselves with any constraints that may be expressed in the organisation's governing document. If this is something you would like to find out more about, please contact the Leadership and Governance team at NCVO:

[www.ncvo-vol.org.uk/governanceandleadership](http://www.ncvo-vol.org.uk/governanceandleadership)  
or contact the Institute of Fundraising:  
[www.institute-of-fundraising.org.uk](http://www.institute-of-fundraising.org.uk)

The FundRaising Standards Board (FRSB) is the new self-regulatory body for fundraising in the UK. It deals with public complaints about fundraising activity and helps to build public confidence in giving to charities. It is supported by the Office of the Third Sector, the Scottish Parliament and the Welsh Assembly. FRSB members are expected to use the 'tick' logo on all their marketing and fundraising materials. This is a mark of reassurance for the general public; a sign of the charity's commitment to best practice in all fundraising activities.

[www.frsb.org.uk](http://www.frsb.org.uk)

## Useful Reading

**General fundraising**  
*Achieving Excellence in Fund Raising*, Tempel E R (2003), Hank Rosso's, Jossey-Bass, San Francisco.

*Donor Centred Fundraising*, Burk P (2003), Burk and Associates Ltd.

*Fundraising Management*, Sargeant A and Jay E (2004), Routledge, London.

*Fundraising Strategy*, Mullin R, Directory of Social Change (2002), London.

*Information Management for Voluntary and Community Organisations*, Ticher P and Powell M (1999), Directory of Social Change, London.

*Principles of Direct and Database Marketing*, Tapp A (2005), Financial Times and Prentice Hall, London.

*Relationship Fundraising: A Donor Based Approach to the Business of Raising Money*, Burnett K (2002), Jossey Bass, San Francisco.

*Thoughtful Fundraising*, Mordaunt J and Paton R (2006), Routledge, London.

**Managing people (Staff and volunteers)**  
*Essential Volunteer Management*, McCurley S and Lynch R (1998), Thorogood, Abingdon.

*Management and Organisational Behaviour*, Mullins L J (2004), FT and Prentice Hall, London.

*Organisational Behaviour*, Vecchio R P (2005), South Western College Publishing.

*The Good Practice Guide Volunteering England*, Volunteering England (2002), London.

**Communication skills**  
*Communicating Effectively for Dummies*, Brownstein M (2001), Wiley, New York.

*Improve Your Communication Skills*, Barker A (2006), Kogan Page, London.

**Auditing**  
*The Marketing Audit Handbook: Tools, Techniques and Checklists to Exploit Your Marketing Resources*, Wilson A (2002), Kogan Page, London.

**Marketing**  
*Charity Marketing: Meeting need through customer focus*, Bruce I (2005), ICSA Publishing Ltd, London

*Marketing Management for Nonprofit Organisations*, Sargeant A (2004), Oxford University Press, London.

**Evaluation**  
*Practical Monitoring and Evaluation*, Charities Evaluation Service (2005), London.

To explore the full list of reading resources identified, please see the full set of standards at:  
[www.ukworkforcehub.org.uk/fnos08](http://www.ukworkforcehub.org.uk/fnos08)

**www.access-funds.co.uk**

Access Funds aims to provide the latest funding information from central, regional and local government, non-departmental public bodies and the European Union (cost to subscribe).

**www.acf.org.uk**

The Association of Charitable Foundations – Provides a good source of information for grant fundraisers

**www.cafonline.org**

The Charities Aid Foundation produces a good source of research reports plus 'Charity Trends', an annual report on UK charity finances.

**www.ces-vol.org.uk**

The Charities Evaluation Service is the UK's leading provider of support on quality and evaluation systems for the voluntary sector.

**www.charityfacts.org**

A public information website, containing facts and figures about the practice of UK fundraising.

**www.charityfunding-online.com**

Caritasdata, provides the facility to search for funders and their policies online.

**www.companygiving.org.uk**

The Directory of Social Change's online company giving guide.

**www.dsc.org.uk**

The Directory of Social Change provides a range of publications on fundraising management as well as training courses.

**www.ephilanthropy.org**

US based organisation providing training to charities for the ethical and efficient use of the Internet for philanthropic purposes

**www.fundinginformation.org**

Information on funding opportunities from trusts, Europe, Lottery and government funds. It is available through subscription online or via a monthly newsletter.

**www.fit4funding.org.uk**

The Charities Information Bureau works across the United Kingdom, but is based in, and has its main focus in, West Yorkshire. The site provides support for community groups and voluntary organisations who are seeking funding.

**www.fundraising.co.uk**

A valuable collection of resources for fundraisers working at every level in the profession.

**www.fundraisinglearningonline.org**

The Institute of Fundraising has developed this virtual learning centre as an online learning package. It has been designed to allow you to learn at your own pace, and at a time and place that suits you. It is flexible, accessible, and affordable – and it will cut down on the costs of attending a training course, and save you time.

**www.governmentfunding.org.uk**

Directory of Social Change. This site offers the ability to research government grant schemes online.

**www.guidestar.org.uk**

Guidestar UK is an online database of all UK charities.

**www.grant-tracker.org**

Northern Ireland Council for Voluntary Action - the site at offers the ability to search for grant makers in Northern Ireland.

**www.ico.gov.uk**

This is the website of the Information Commissioners' Office. It contains helpful advice on the responsibilities and obligations of organisations with respect to data protection

**www.institute-of-fundraising.org.uk**

The Institute of Fundraising is the UK's professional body for fundraisers, whether paid or volunteer. It supports fundraisers in a variety of ways, including UK-wide representation, and produces the fundraising, Codes of Fundraising Practice **www.institute-of-fundraising.org.uk/bestpractice/thecodes** The Institute of Fundraising has developed the Codes of Fundraising Practice and Code of Conduct to provide a guide to the law and best practice in relation to fundraising activity throughout the United Kingdom.

**www.knowhownonprofit.org/funding/fundraising**

A website developed by Cass Business School with a dedicated section on fundraising - includes tips, resources and forums, and regular sector updates.

**www.lotteryfunding.org.uk**

National Lottery website offers the ability to search information on current funding programmes across the UK.

**www.ncvo-vol.org.uk/publications/publication.asp?id=3257**

Here you can find an introductory pack on Funding and Finance, it is in 6 parts and pack 3 is on fundraising.

**www.ncvo-vol.org.uk/impact**

The ImpACT Coalition is an organisation seeking to improve public trust and confidence in the sector by ensuring that a number of key messages are regularly communicated.

**www.openlearn.open.ac.uk**

This Open University site includes free learning materials on a variety of subjects including interpersonal communication.

**www.trustfunding.org.uk**

Directory of Social Change. The Directory of Grant Making Trusts and other publications are available as an online resource (for which an annual subscription is payable).

## National bodies for the third sector

## England

**www.charity-commission.gov.uk**  
Charity Commission: The register of charities may be viewed to identify sources of funding.

**www.ncvo-vol.org.uk**  
National Council for Voluntary Organisations:  
The section **www.ncvo-vol.org.uk/fundraising** features a direct link to a "Guide to Fundraising" (downloadable).

## Scotland

**www.oscr.org.uk**  
Office of the Scottish Charity Regulator.

**www.scvo.org.uk**  
Scottish Council for Voluntary Organisations (SCVO).

## Wales

**www.wcva.org.uk**  
Wales Council for Voluntary Action (WCVA).

## Northern Ireland

**www.nicva.org**  
The Northern Ireland Council for Voluntary Action (NICVA).

For a list of the many other 'specialist' umbrella bodies please visit:

**www.ncvo-vol.org.uk/askncvo/directory/id=315&terms=umbrella%20organisations**

To access other standards in other areas of work such as; management and leadership, marketing, administration, etc please visit the UK NOS directory at:

**www.ukstandards.org.uk**

**Beneficiaries** Those who benefit, and/or receive services, from the organisation. May also be known as clients, customers or users.

**Case for support** A funding application which explains why funding is needed, including a description of the work, the need it meets, the benefits of the project to the beneficiaries and how success will be measured.

**Cause related marketing** This refers to a type of marketing involving the cooperative efforts of a “for profit” business and a non-profit organisation for mutual benefit.

**Codes of Fundraising Practice** Guidance on the law and best practice in all types of fundraising activity.

**Competitor analysis** In marketing and strategic management this is an assessment of the strengths and weaknesses of current and potential competitors. This analysis provides both an offensive and defensive strategic context through which to identify opportunities and threats.

**Contingency plans** A contingency plan is a plan devised for a specific situation when things could go wrong. Contingency plans are often devised by governments or businesses that want to be prepared for anything that could happen. They are sometimes known as ‘Back-up plans’, ‘Worst-case scenario plans’ or ‘Plan B’.

**Data protection** Is the relationship between collection and dissemination of data, technology, the public expectation of privacy, and the legal issues surrounding them.

Privacy concerns arise wherever personally identifiable information is collected and stored - in digital form or otherwise. Improper or non-existent disclosure control can be the root cause of privacy issues.

**Donor** Someone who contributes money to a cause or fund.

**Evaluation** Measuring a project to see if it achieved its aims and made a difference.

**Exit polling** In fundraising terms this means an analysis of why donors stop giving, in order to understand behaviour and as a result redirect a strategy to encourage donors to return.

**Full set of standards** This is refers to the full set of detailed standards, this booklet being a shortened version. The full set can be found at [www.ukworkforcehub.org.uk/fnos08](http://www.ukworkforcehub.org.uk/fnos08)

**Funder** An organisation or individual that gives money/grants to voluntary and community organisations.

**Fundraising** The process of soliciting and gathering money or other gifts in-kind, by requesting donations from individuals, businesses, charitable foundations, or government agencies.

**Fundraising audit** In fundraising terms this involves the person responsible for looking at previous sources of funding over a period of time, often three years, to see where income has come from and how successful an organisation has been in the past in the way it has sought to fundraise.

**Fundraising objective(s)** Criteria that a fundraiser will have in mind to measure performance against it. The activities you will need to organise in order to achieve the overall objective.

**FundRaising Standards Board (FRSB)** A transparent and independent scheme for fundraising, encouraging high standards public confidence in charitable giving is increased. Organisations that become members are expected to use the FRSB’s tick mark logo on all their marketing and fundraising materials. A sign of the charity’s commitment to best practice in all fundraising activities.

**Fundraising strategy/plan** This is a plan a fundraiser will develop in order show where they are now, where they want to be and how they will get there.

**Gift Aid** An easy way for voluntary and community organisations to increase the value of gifts of money from UK taxpayers by claiming back the basic rate tax paid by the donor.

**Gifts in Kind** Support which is not in cash, e.g. raffle prizes or the time of staff or volunteers.

**Governing document** Any document setting out the charity’s purpose and, usually, how it is to be administered. It may be a trust deed, constitution, memorandum and articles of association, will, conveyance, Royal Charter, Scheme of the Commission, or other formal document.

**Grant** A sum of money issued by a company or charitable trust to a voluntary and community organisation to enable them to deliver a project to serve society.

**Grant making trust** The name given to organisations that issue grants to a variety of charitable activities and organisations.

**Legacy** A gift or a donation to a voluntary and community organisation/charity specified in a donor’s will.

**Legacy fundraiser** A dedicated individual member of staff within an organisation who focuses solely on managing the relationships with donors who wish to leave a legacy to the organisation.

**Major gift** A large gift or sum of money from a wealthy individual to a charity/cause they support.

**Milestones** Interim targets which show how far a project is progressing towards its ultimate goal.

**National Occupational Standards (NOS)** NOS specify UK standards of performance that people are expected to achieve in their work, and the knowledge and skills they need to perform effectively.

**Payroll giving** A system whereby employees sign up to donate to a selected charity directly from their salary/wages.

**Retention** In the fundraising context this means the ability to keep donors and manage the relationships with them in order not to lose their donations.

**Risk assessment** An assessment of the chances of an event happening and the seriousness of its consequences. An assessment enables you to manage the risks accordingly and judge whether or not to take action to avoid or minimise negative consequences and maximise the opportunities they present.

**Segment** In the context of fundraising and marketing a segment is a sub group of people or organisations sharing one or more characteristics that cause them to have similar product and/or service needs. To segment in this way makes it easier for a marketer to promote products and the aims of an organisation to that group.

**Sponsorship** Sponsorship may be an arrangement to exchange advertising and gain exposure via other promotional offers as a result of funding a popular event or entity. There is reciprocal benefit for both the sponsor and the recipient.

**Stakeholders** A person or organisation with legitimate interest in an organisation or issue. Stakeholders in volunteer-involving organisations may include: trustees or directors; employees; volunteers; partner organisations; beneficiaries; funders; subscribers; donors; members of the public; politicians; government bodies; regulatory bodies; media.

**Standard** See National Occupational Standard (NOS)

**Statutory funding** Funding that comes from statutory partners such as the government/local authorities.

**Supporter** Someone who assists a charity or cause either by giving their time or money.

**SWOT** SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or organisation’s overall aims and objectives.

**Trustee** A voting member of the governing body responsible for the general control and management of a charity. In your charity the trustees might be known by a different term, such as management committee member, director, council member, executive committee member or governor.



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