The Homelessness Community Fundraising Toolkit

For organisations and communities addressing homelessness in Queensland

July 2014
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Why fundraising?</td>
<td>3</td>
</tr>
<tr>
<td>Fundraising basics</td>
<td>5</td>
</tr>
<tr>
<td>Friend raising</td>
<td>6</td>
</tr>
<tr>
<td>Preparing to fundraise</td>
<td>9</td>
</tr>
<tr>
<td>Fundraising activities</td>
<td>16</td>
</tr>
<tr>
<td>Community fundraising</td>
<td>17</td>
</tr>
<tr>
<td>Events</td>
<td>19</td>
</tr>
<tr>
<td>Social fundraising</td>
<td>20</td>
</tr>
<tr>
<td>Trusts and foundations</td>
<td>22</td>
</tr>
<tr>
<td>Working with business</td>
<td>24</td>
</tr>
<tr>
<td>Major gifts</td>
<td>27</td>
</tr>
<tr>
<td>Fundraising together</td>
<td>29</td>
</tr>
<tr>
<td>Collaborative fundraising</td>
<td>30</td>
</tr>
<tr>
<td>Communications</td>
<td>32</td>
</tr>
<tr>
<td>The message</td>
<td>33</td>
</tr>
<tr>
<td>Communicating the message</td>
<td>35</td>
</tr>
<tr>
<td>Appendix A More resources</td>
<td>38</td>
</tr>
<tr>
<td>Appendix B Philanthropy and grants</td>
<td>39</td>
</tr>
<tr>
<td>Foundations and trusts</td>
<td>39</td>
</tr>
<tr>
<td>Corporate philanthropy</td>
<td>43</td>
</tr>
<tr>
<td>Appendix C Home in a Box contents</td>
<td>44</td>
</tr>
</tbody>
</table>
Introduction

This toolkit is adapted from The HCAP Fundraising Toolkit, developed for the Homelessness Community Action Plans (HCAP) regions across Queensland, including Cairns, Mount Isa, Hervey Bay, Moreton Bay, Toowoomba, Ipswich, Brisbane, Logan and the Gold Coast. But the toolkit could be used by any community or organisation seeking community support for their efforts to address homelessness. Through fundraising, the resources, time and talent of local communities can be leveraged to achieve outcomes for people experiencing homelessness.

This toolkit is not a comprehensive guide to fundraising, but rather introduces ideas small to medium sized organisations can do on a budget and when they think they may not have the human resources to put towards fundraising. It also looks at ways in which organisations can work together to fundraise. The toolkit provides links to many other resources on fundraising that are publicly available.

Resource

Homelessness Community Action Plans:
https://www.qcoss.org.au/hcap

With thanks

QCOSS acknowledges and thanks the many people and organisations who have contributed to this toolkit, especially those that shared their resources and stories. QCOSS recognises the ongoing work of these organisations who continue to make their resources freely available to the not-for-profit sector.

Why fundraising?

There are so many reasons why communities working to address homelessness should consider fundraising.

Whole-of-community response

Homelessness is a problem too complex to be tackled by only the community services sector and related government departments. Resources, effort and energy are needed from across the private, public and community sectors. By involving businesses, schools, faith communities, services clubs, community groups and local people in the work of specialist homelessness services and other housing and service providers, greater resources are brought to the table. A diverse range of supporters is better able to address the diverse and complex
needs of people experiencing homelessness. It is by coming together that real collective impact can be realised and amazing things can happen.

'Untied' funds

Sometimes donors are assertive in directing how they want their gift to be spent and respecting their wishes is all part of maintaining good donor relationships. But for the most part, fundraising can create a pool of 'untied' funds to be used at the discretion of the organisation. This can mean boosting what can be achieved with government funding, or even introducing new work previously not attempted because resources were scarce.

People want to help

Services often despair that homelessness is not an attractive or popular cause and wonder how they can draw the attention of supporters. The often anti-social behaviour by people sleeping rough can elicit little sympathy from some sectors of the community.

Most people do not want to see people sleeping on the streets. Having the comfort and safety of a home is what Queenslanders expect for each other. The average person may not know how to go about helping people who they see homeless in their community and they are unlikely to know about the 'hidden' secondary and tertiary homelessness. There are likely to be many people in your community who will respond positively to your call to action.

Resource

Why Fund-Raising Is Fun:
http://www.nytimes.com/2014/03/30/opinion/sunday/why-fund-raising-is-fun.html?_r=0

Giving in Australia:

World Giving Index 2013:
https://www.cafonline.org/PDF/WorldGivingIndex2013_1374AWEB.pdf
Fundraising basics
Friend raising

It’s all about relationships

People will only give when they know, like and trust your organisation. This is why fundraising is all about relationships. When a donor gives, there is a transaction in which the donor entrusts their money to your organisation, and in return you promise to do good things with it. This is a transaction that can only occur once trust is in place.

Relationships can take time to build and care to maintain. Most of the development of good relationships with your potential donors is in communicating – taking the time to have coffee, pick up the phone, speak at a gathering – and most importantly, listening to your donors and getting to know them as much as they are getting to know you and your work.

Mapping

The best place to start is by mapping your networks. Who are the individuals, businesses and community groups who already know, like and trust your organisation? Who is among their networks? Who is already supporting efforts to address homelessness in your community? Who might have a natural synergy with homelessness, such as builders or property developers?

In order to leverage your time and human resources, leverage the networks of others. Start by building relationships with leaders in organisations and communities. Who are some of the key people in your community who may be able to open doors for you?

- Elected representatives
  Your local members of state and federal parliament and local councillors are great resources of community knowledge and connections.

- Businesses
  Who are your organisation’s suppliers? Where does your staff eat lunch and buy their coffee? These businesses rely on you and may be in a position to give back.

- Schools
  Schools are communities that are capable of doing amazing things when students, teachers, staff and parents combine their energies. Schools that emphasise service are often looking for ways in which their students can be active in the community.

- Service clubs, associations, networks
  People organise themselves into some fantastic organisations that serve the community. Look to chambers of commerce, formal networks, service clubs, sporting clubs, unions and other associations which are active
locally. These clubs are often looking for speakers at their meetings, which is a good way to be introduced to a club.

- Social media networks
  Do you know someone or a company with a strong social media presence? People with many Facebook, Twitter or Instagram followers who are happy to share a post or give a shout out can really broaden your reach.

→ Resource

Network mapping tools for prospect researchers: [http://www.fundraising.co.uk/2013/12/30/network-mapping-tools-prospect-researchers/](http://www.fundraising.co.uk/2013/12/30/network-mapping-tools-prospect-researchers/)

Understanding donors

Every donor has a motivation, a reason for giving. It might be because their religion encourages charitable behaviour; to share their good fortune with others; for prestige; to set a good example for their children; or to promote their business. Someone wishing to promote their business will obviously want to ensure that business is acknowledged in a public way. But some donors will not want their donation publicised because for them what they do with their money is a private matter.

Knowing their motivation will help you understand the potential donor and how they might want to be acknowledged for their gift. An easy way to find out a donor’s motivation is to simply ask: “So what brings you to us?” or “Why do you want to help homeless people?” Do not be afraid to ask a potential donor what they hope to get out of the relationship. This is all part of ensuring the relationship is mutually beneficial.

The ‘ask’

Often people want to support your cause but they might not know what you need or what it is they could give. If you ask the community for help but do not articulate what help you need, people cannot be sure if they in a position to help. Being clear in what you are asking from potential donors allows them to then make an informed decision. In your communications materials (website, brochures, prospectus and so on), advertise what it is you are looking for, is it cash donations for a fundraising target, certain items, volunteers, or guests at your event?

For many people making the ‘ask’ in person can be a challenging aspect of fundraising. Sometimes it is easier to put the ‘ask’ into writing. Below is an example:

We have met a few times now and you have a good understanding of what we hope to achieve. This is why today we are asking you to contribute $5,000 to our campaign. Your support would mean we can
provide another five refrigerators to help five more families settle into permanent housing.

➔ Resource

Fundraising tips – the direct ask:
http://www.onestreet.org/management/64-hiddenstuff/hiddenstuff/120-fundraising-tips-the-direct-ask

How to make your next ask practically irresistible:

Thanking and acknowledging

Recognising your supporters and their contributions is vital to stewarding good relationships. We have already seen that people will want to be acknowledged in different ways, which you should get a sense of during the relationship-building stage. How you acknowledge a gift shows your donor or supporter how much their help is needed and appreciated and help secure another gift or their ongoing support. A good tip is to try to thank supporters (especially repeat or regular supporters), seven times in seven different ways.

Here are some ideas for thanking donors:

- letter
- certificate
- phone call
- visit
- acknowledge in annual report
- Christmas card
- public presentation
- plaque or naming rights
- invitation to AGM or other significant event
- post on their Facebook page or mention in a tweet
- birthday card.
Preparing to fundraise

Before you dive into fundraising, make sure your organisation is prepared.

Make a plan

There is a lot of project management in fundraising so it is essential to make a plan. It does not need to be lengthy or complex, and there are lots of examples available online so you do not need to reinvent the wheel.

Start with some basic questions:

- **What** are you fundraising for? Is there particular need you are trying to address? What or how much would it take to meet that need?
- **Who** might be able to donate? Who could introduce you to that person, business or group?
- **How** are you going to achieve this? Who will be doing the work? How else does it need to be resourced (fundraising expenses), and does it align with your strategic plan?
- **When** do you want to achieve your goals by? Is that a realistic timeframe?

Complete an audit of your readiness to fundraise and a SWOT analysis to assess your position and the environment in which you fundraise. Look at the fundraising activities you think will be able to best meet your goals and are achievable with the available resources.

→ Resources

10 Things to understand about how fundraising really works today: [http://www.gailperry.com/2013/02/top-10-things-to-understand-about-how-fundraising-really-works-today/](http://www.gailperry.com/2013/02/top-10-things-to-understand-about-how-fundraising-really-works-today/)


A fundraising resource kit for developing a fundraising plan: [http://www.prcrc.org/Webdocuments/NonProfit3_FundraisingPlan.pdf](http://www.prcrc.org/Webdocuments/NonProfit3_FundraisingPlan.pdf)

Sample fundraising plan: [http://charity.lovetoknow.com/Sample_Fundraising_Plan](http://charity.lovetoknow.com/Sample_Fundraising_Plan)

Legal stuff

When it comes to the legal stuff, there are just four things to remember:

- Register to fundraise
In the state of Queensland you must register with the Office of Fair Trading before you can fundraise. You should also check out the Office of Gaming Regulation for raffle and gaming regulations (for example, bingo).

- Incorporated association?
  You do not have to be an incorporated association to fundraise, just as long as you are an organisation of three or more members with a governing body and a constitution stating you are a not-for-profit, and your charitable objectives and operating rules.

- Deductible gift recipient (DGR) status
  Your organisation must have DGR status in order for donations to be tax deductible. DGR status is bestowed by the Australian Tax Office. If you do not have DGR status, you might consider being auspiced by an organisation that does. Check out the fundraising ideas that do not require DGR status on page 17.

For rural and regional communities, the Foundation for Rural and Regional Renewal can assist fundraising initiatives by providing its own special ‘floating’ DGR status. For more on this, see page 31.

- Keep it legal!
  Consider what other legislation might apply to your fundraising activities, such as food handling or blue cards.

→ Resources

Australian Tax Office:  

Office of Fair Trading:  

Office of Gaming Regulation:  
www.qogr.qld.gov.au

Governance

Who will have oversight of your fundraising? Is it your CEO, board, a sub-committee or a separate committee altogether? Good governance and clear decision-making protocols will ensure your fundraising adheres to your plan and remains closely aligned with your strategic plan.

→ Resources

Good Governance Principles and Guidance for NFP Organisations:  
Cost = investment

It is said you have to spend money to make money and the same is true for fundraising. Investing in fundraising means allocating resources to fundraising costs, such as staff time, donor engagement and recognition, administration, planning, printing and design, event costs, subscriptions etc. Fundraising costs should be considered as part of your organisation’s investment strategy.

People power

Fundraising does not just happen – it takes people power. Someone has to engage with potential supporters, pick up the phone, visit the business or write the grant application. Most small to medium sized organisations cannot afford a fundraiser. When this is the case, it is best to spread the load among several staff members. Divide the work among the team and allocate work to match their strengths and skill set. Do you have someone in your organisation who is great at networking? Get them out and meeting people. Maybe you have someone who is great at writing? Get them writing grant applications. Administration workers are perfect for building a grants calendar (see page 23), and the systems for managing donations and donor management. Allocating time and tasks in staff work plans guarantees this gets done.
Volunteers

Volunteers can give you the people power you need to achieve your fundraising goals. They can be a great source of energy, time and skills to drive your fundraising and help build connections in the community. Recruit volunteers to help at your fundraising event, sit on a volunteer fundraising committee or event organising committee, or fundraise directly for you (see Social Fundraising, page 20).

→ Resources

Volunteering Queensland:
http://volunteeringqld.org.au/web/

Volunteer Management Policy:

Online

It is essential these days to have a strong online presence, and this includes your fundraising. Social media platforms are cheap and effective means for engaging with people. Your website should be attractive and informative to engage potential supporters in your work, and include information on how to donate to your organisation and the ability to donate online. If you do not have the capacity to include online donations on your website, there are websites like GiveNow that collect donations on behalf of not-for-profit organisations. Crowdfunding platforms such as mycause are also useful for collecting online donations.

→ Resources

The 7 ‘must-haves’ for effective online fundraising:

GiveNow:

mycause

Database

Databases are essential for keeping track of interactions with your supporters and donors and recording their history of support. It can also allow you to better manage your communications, such as large email-outs. A database is only as good as the information that goes in and how well it is kept up to date, so maintaining the database is essential. Fortunately there are free fundraising databases available.
Policies and procedures

Managing your fundraising within your organisation means having adequate policies and procedures in place for each step in the fundraising process, such as receiving and receipting donations. They do not need be complicated processes; the simpler the better. By clearly articulating the necessary steps, and delineating roles and tasks, your team can better work together to ensure donors have a seamless experience when giving to your organisation or group.

Your policies and procedures should include:

- receipting donations
- donation data management
- database entry
- privacy of information
- thanking and acknowledgement.

Ethical considerations

As fundraising is an activity that relies on trust, ethical fundraising practice builds and maintains trust between organisations and donors. The Fundraising Institute of Australia has developed a Code of Ethics and Professional Conduct for fundraisers. Some key elements of ethical fundraising involve:

- Transparency and accountability
  Demonstrate a dual commitment to transparency as part of your social contract with the community through your interactions with donors, communications, administration of donations, and disbursing/expending of funds raised. Reflect this commitment in your policies and procedures.

- Collection of personal information
  Respecting and protecting the privacy of your donors and their giving behaviour is not only good practice in donor relations, but enshrined in privacy legislation for the collection of personal information.

Resource

Useful free software for your community organisation:
• **Reputation**

Who your organisation chooses to partner with can involve considering any potential risks to your reputation by association. For example, the Cancer Council will not accept donations from tobacco companies. Manage risks to your organisational reputation by considering if there are any donations you would not accept, or fundraising activities you would not undertake.

**Resources**

- **Code of Ethics and Professional Conduct:** 

- **Ethical Fundraising Policy:** 

- **Privacy fact sheet 7: Ten steps to protect other people’s personal information:**
HOME in Queanbeyan

Queanbeyan is a community of about 40,000 people near Canberra. A local Catholic priest was determined to help the people who had chronic mental illness and were homeless in his community. He gave an impassioned sermon at St Raphael’s Church one weekend about his dream of building housing in which people would have a home of their own and support. He inspired his congregation who decided they wanted to make this dream a reality. Many came forward with offers to help, including an architect who offered to design the housing pro bono and a builder offered services at cost.

A board was formed and a program of fundraising activities devised to finance the project. The community held a dinner in which it raised $60,000. This inspired some local secondary schools who banded together to hold their own dinner and raise a further $20,000. Several more fundraising events saw the community raising close to $1 million. This then leveraged $750,000 in funding from the NSW government, and $2 million from the Australian government.

HOME in Queanbeyan is a community of 19 units of housing for men and women, with 24-hour onsite support. They do not receive any ongoing government funding, so the community continues to support the project by raising $150,000 each year in necessary funding.

Resource

HOME in Queanbeyan
http://homeinqueanbeyan.org/index.html
Fundraising activities
Community fundraising

Community fundraising involves seeking modest donations from many people. It is ideal for starting out in fundraising.

No DGR required

Not all fundraising is about asking people to make a gift. When a fundraising activity includes the purchase of a good or service, such as someone buying food at a sausage sizzle, the money that exchanges hands is not a tax deductible donation because the supporter is purchasing something. Therefore the supporter does not require a receipt for the donation and DGR status is not necessary.

Some ideas:

- Pizza night – borrow a venue or hold it in your office. Try to get ingredients donated and bake the pizzas yourselves. Ask musicians to donate their talents and make a fun night out of it.
- Raffles – ask local businesses to donate prizes and get your team members to sell tickets through their friends.
- Jellybean guess – little kids and big kids love it!
- Sausage sizzle – ask a meat wholesaler to donate the sausages and apply to hold a sausage sizzle on a Saturday morning at one of your local businesses.

Resources

These businesses support sausage sizzles (and you can apply for a sponsorship or donation!):

Bunnings:

Officeworks:

Woolworths (note: they ask for DGR status):

Practical support

People often donate new and used goods to homelessness services that can be used to help people settling into new homes. It can cost several thousand dollars to set someone up with furniture, linen, household items, kitchenware, groceries and cleaning items. A great way to engage groups of people keen to do something practical, such as services clubs and schools, is to ask them to make packs of useful items that people who are homeless or making the transitioning from homelessness find it difficult to pay for. It can be a fun, team-building activity
The Mercy Foundation supports efforts to end homelessness across Australia. One of its fundraising projects is Home in a Box. In each box are the main household items people who are moving into permanent housing need to establish their home. It has partnered with businesses which provide the items at cost or discounted. This means that while the box itself would retail at $835, the Mercy Foundation is able to ask donors to give just $350 for a box.

Monte Saint Angelo students volunteer to pack household items for the Home in a Box program. Photo: Mercy Foundation

Resources
Home in a Box

See appendix C for a full list of everything in a Home in a Box.

for the donors, saves a great deal of time and money for service provider staff who would normally be required to provide practical support to people they serve, and most importantly, provides a valuable gift for an individual or family.

Ways to provide practical support:

- toiletries packs
• grocery packs
• Christmas hampers
• home starter pack
• linen pack
• kitchen pack
• cleaning pack
• new baby pack.

Crowdfunding

Crowdfunding uses the power of the internet and social networks to raise small amounts of money from many people. It is being used more and more by artists and entrepreneurs to raise capital for projects and increasingly not-for-profits are adapting the model to fundraising. Donations are collected through online crowdfunding platforms and projects promoted largely through social media.

A crowdfunding campaign is time-limited, so it is good for creating momentum. In crowdfunding people are asked to give for rewards, such as exclusive access to artists. Australian laws prevent not-for-profits from offering rewards or something in return for donations, so instead you would be offering intangible rewards, such as the opportunity to be part of doing something good for the community.

→ Resources

How to Use Crowd-Funding to Raise Money for Your Non-Profit:
http://www.thefundraisingauthority.com/internet-fundraising/crowd-funding-your-non-profit/

Some crowdfunding sites:
http://www.pozible.com/
http://www.chuffed.org/

Events

Fundraising special events are all about putting the fun into fundraising! They are a fantastic way to invite people to learn about your cause while having a good time. While you have your guests in the room, you have a captive audience with which to share your message. If they are moved by that message – and have a great time at your event – they are more likely to help spread that message as they tell their colleagues, friends and family about their experience.

Special events can be costly, so the best way to ensure your event actually raises money is to have your costs covered by donors and sponsors. When you can have the catering, live music, venue hire, lighting, theming and audio visual donated, you can then make money from the ticket price and any other fundraising at the event.
It is important to note that events take a lot of time and effort. Enlist the support of volunteers on your organising committee – they bring people power, enthusiasm and more networks.

Fundraising at your event:

- Raffles
- Live auctions – these will usually be the most successful element at any event. Ensure you have a good mix of prizes and one irresistible, big ticket item.
- Silent auctions

Events:  Themes:
- breakfast  • Christmas / Christmas in July
- lunch  • St Patrick’s Day
- dinner  • Australia Day/Queensland Day
- high tea  • State of Origin
- ball  • footy finals
- concert  • Halloween
- golf day  • Harmony Day

• Bastille Day.

Resources
Planning and Executing a Successful Nonprofit Fundraising Event: 
http://www.fundraising123.org/article/planning-and-executing-your-next-big-event#.U5Ve8Pk72Ag

The 10 Steps to a Successful Fundraising Event: 
http://www.thefundraisingauthority.com/fundraising-basics/fundraising-event/

The Fundraising Event Toolkit:  
http://www.results.org/skills_center/fundraising_event_toolkit/

Social fundraising

Social fundraising, also called peer-to-peer fundraising, sees people taking on a challenge for a cause and asking their friends, family and colleagues to sponsor them. Think Shave for a Cure, Ride to Conquer Cancer, CEO Sleepout and the 40 Hour Famine. Donations are usually collected through an online platform such as Everyday Hero, which takes a service fee before passing on the donation to the organisation. The beauty of social fundraising is the fundraising is done by community members utilising their networks. All they need is a challenge and encouragement. Sometimes the challenge can be cheap and easy to organise, but events such as fun runs take a lot of resources.
Fortunately, there are some ways in which to do social fundraising on a budget.

- Connect with an existing event

  The Bridge to Brisbane and Gold Coast Airport Marathon let entrants fundraise for whichever charity they want. To be one of those charities, simply register and build your profile on Everyday Hero (takes about 20 minutes) then yours is an organisation people can support when they enter the race.

- Find people who want to organise events – they are out there!

  There may be a running club in your community just itching to hold a fun run. Or you might connect with a school that is happy to organise a swimathon on their campus.

- Set a low cost challenge

  Usually the challenges that ask people to give up something are the cheapest. For example, the Below the Line campaign challenges people to live on $2 a day for a week.

Some ideas for challenges:
- Fun run, bikeathon, triathlon, swimathon, run/bike/swim relay
- sleep out, live on the pension/dole/youth allowance
- abstain from alcohol, chocolate, cigarettes, sugar etc.

Supporting your fundraisers

Providing your fundraisers with encouragement and resources will help them to have the confidence to meet their personal fundraising goals. A weekly email blast to all fundraisers with words of encouragement and a tip of the week will keep them connected throughout the lead up the challenge event. A phone call to your top fundraisers is good donor relations and will spur them on.

Provide them with a:
- factsheet of tips for fundraising and guidelines for representing your organisation (hint: many Australian charities provide theirs on their websites)
- letter authorising them as a volunteer fundraiser for your organisation
- copy of your logo they can use in promoting their fundraising.

→ Resources

Peer-to-peer fundraising made easy: A step-by-step workbook (you have to register but it’s free)
http://idealware.org/reports/peer-peer-fundraising-made-easy

YWCA Queensland, Fundraise for us
Trusts and foundations

Grantseeking is a very cost-effective form of fundraising because grants are worth much more than the costs to research and complete an application. But seeking grants from trusts and foundations is about more than just filling in an application. Philanthropy is also about relationships; by applying for a grant you are beginning to build a relationship with a foundation so that they can get to know, like and trust your organisation. Small grants programs can sometimes lead to larger grants or other funding or support for your work.

Research

There are more foundations than ever providing grants to Queensland organisations, you just have to find them. Fundraising directories are the best places to research foundations and grants. They usually come with an annual subscription fee of $85-150, which is a worthwhile investment. The search functions which usually allow you to search by geographic and funding priority area, significantly cuts down desktop research time.

Before your start a grant application, make sure your project clearly aligns with the objectives of the grant program. Read as much information as is available about what the foundation will and will not fund, the funding priority areas and any guidelines or FAQs. Does your project match? Great! Go ahead and apply. No? Consider again if this is the right grant program for your project (and vice versa).

Resources


Philanthropy Australia Directory

Funding Centre

Great grant applications

Here are some tips for writing successful grant applications:
- Do your research well, and find grants programs that match what you want to do. Don’t try to change what you do or invent projects just to fit into a grant program. Think about a grant as a way to enhance what you do.

- Make it one person’s job to build the calendar for the start of each year, showing when applications are due for the grant rounds you are eligible for. Keep a standing item on your team meeting agendas for upcoming grant rounds.

- Make sure your project aligns with the foundation’s funding guidelines and other eligibility criteria. Foundations only have so much to give and funding guidelines help narrow the scope of which projects they can support. So if your application only partially matches the criteria, it is unlikely to be successful as there are many more applications more suited to the guidelines. Do not be afraid to contact the foundation to discuss your application if you are unsure if it matches the funding guidelines or eligibility criteria.

- Keep your application simple and straight forward. Ensure you answer questions.

- Make sure you articulate the outputs and outcomes your project hopes to achieve because foundations are interested in how their money will have impact. Outputs are the activities your project aims to achieve, for example, 30 people who are at risk of homelessness attend a sustaining tenancy workshop. Outcomes are the results or impact of your project, for example, 30 people gain the knowledge and skills to reduce their risk of becoming homeless.

→Resource

Writing a Grant Application:

Reporting on your grant

Acquittal reports are essential to foundations. It is how they assess if the project is worthwhile and if they will fund your organisation or a similar project again. In your acquittal report:

- Report on your outputs and outcomes.
- Use data, stories and images to demonstrate the project’s impact.
- Be honest about any failings or short-comings. Foundations want to understand why projects succeed or fall short and rely on these learnings from the organisations they support. Being open and honest is all part of building and maintaining a good relationship with the foundation.
Working with business

Corporate social responsibility is widely recognised across the business sector because businesses know it is in their best interests to support the communities that support them. Businesses will often seek publicity for their support of your organisation or project which can be mean publicity for you also.

When seeking to build relationship with businesses, seek those with a natural synergy with homelessness, such as property developers, real estate agents home and furniture companies. Look for businesses that are in a position to give, starting with the company website. The larger companies will have a section on community support (see page 42 for a list).

Resources

Best practice business community partnerships:
http://eprints.qut.edu.au/50689/

Relationship matters: not-for-profit community organisations and corporate community investment:

Appendix:

Making an approach

If the information is not on the website, seek out the person in the business who will be able to make a decision to support you. In small to medium-sized businesses this will be the business owner or CEO. In larger corporations seek out the person or team who manages community relations, such the CSR manager, public relations manager, community support committee, or often the CEO’s assistant.

Pro bono and in-kind support

Seeking pro bono or in-kind support from businesses is a good ‘soft’ way to introduce a business to your organisation. Businesses have many resources to offer, such as people power; expert skills; facilities, such as boardrooms for corporate lunches to impress; corporate communications, such as newsletters and websites; introductions; and street front visibility. It is a good way to involve small to medium-sized enterprises which may not be in a position to make a donation. Consider how you can leverage the resources of the businesses in your community for more impact.
Corporate/community days

A common request from bigger businesses is for charities to provide a day’s activity that allows their business to support the community and provide a team-building activity for their staff, such as painting or gardening. If you receive a request such as this, look for ways in which to leverage this time and the staff’s networks. They could spend the day working at your fundraising event, doing fundraising themselves or packing home starter packs with items they have collected over several weeks.

Sponsorship

Sponsorship is technically a little different to a straightforward donation as there is an expectation of publicity in return. So a sponsorship is not a tax deductible gift, though many businesses write off the sponsorship as a marketing expense. Offering sponsorship opportunities at your fundraising events or other activity means looking to what value you can offer to a business. It may be that there is someone in your networks or coming to your event that the business wants to meet, or that your marketing for your fundraising will have a wide reach in your community. Look to partner with businesses for mutual benefit.

Resource

Funding Centre sponsorship resources, including sample letters (some resources behind paywall, annual subscription starts at $85).
INSPIRE

50 Lives 50 Homes

In 2010, several homelessness services in Brisbane, led by Micah Projects, set out to house people experiencing chronic homelessness, using a campaign methodology developed in the USA. To achieve this, Micah Projects put in place a comprehensive community engagement and fundraising plan. It began with a philanthropic grant bringing over one of the pioneers of this methodology from America to train and guide staff and volunteers. One hundred volunteers spent three days surveying people sleeping on the streets, supported by parents at a local secondary school who cooked breakfast for them every morning in the school hall.

Photo: Patrick Hamilton

Many community groups, businesses, families and individuals donated home set-up packs or money. One secondary school student held a disco and cake stall at his school and raised enough money to buy 50 new kettles, and 50 toasters for people moving into housing. 50 Companies 50 Lives was launched where businesses were asked to donate $5,000 to the cause.

Most of the people who came to support the campaign were already known to Micah Projects, or were introduced to the campaign by someone who did. In this, the organisation leveraged its supporters’ networks. The success of the campaign has led to 500 Lives 500 Homes now being launched with much the same strategy but this time covering people experiencing secondary and tertiary homelessness as well.

Resources

50 Lives 50 Homes

500 Lives 500 Homes
http://www.500lives500homes.org.au/
Major gifts

A major gift is any sizable donation which your organisation would consider major. It might be $1,000 for some organisations, whereas others might not consider anything under $10,000 as a major gift. This is a very cost effective area of fundraising as, like grantseeking, the gains vastly outweigh the effort. Often major gift fundraising is about inviting an individual or family to learn about your work at one of your events or over coffee.

Seeking a major gift from an individual or family is about identifying the people who have strong links to your work or organisation, the capacity to give and the interest to give or passion for the cause. Again, relationship building is key. Taking the time and effort to develop the relationship is important to ensuring the ‘ask’ is appropriate, and the donor has a good experience with your organisation that will see them wanting to give again. Refer to your relationship map to identify prospects.

→Resource
Major gift fundraising 101:

Inviting support

One way to introduce your organisation or project to prospective donors is through an introductory event. Hold an event that invites people to learn more about homelessness in your community and how you are tackling it. Send invitations as wide or as targeted as you want, but the more targeted your invitation, the more likely the response will be what you hope to see.

Capital campaigns

If you have big goals to achieve with your fundraising, such as building accommodation, a capital campaign is needed, like the one conducted by HOME in Queanbeyan on page 15. A capital campaign is a carefully crafted campaign, usually led by a volunteer committee, to raise a significant sum with a special purpose.

Ambitious goals can inspire communities. A project such as building homes for people who are homeless has the power to unite community members because they can be part of something big. Look for opportunities to offer recognition to major donors, such as naming rights, or a permanent reminder (plaque), that the generosity of community members made the project possible.

→Resource
The Basics of a Capital Campaign:
Bequests

Bequests, also known as legacy gifts or gifts in wills, are a lasting commitment individuals can make to your organisation. It is often an intensely private thing to leave a bequest and you may not know there are people in your community intending to leave such a gift. The simplest thing you can do is to invite people to leave a bequest with a statement on your website or brochure for example:

“We invite you to consider leaving a gift to <organisation name> in your will. Your gift is a powerful demonstration of your commitment to ending homelessness in our community. Please contact us for more information or talk to your solicitor.”

Talk to a lawyer about devising a standard set of words people can use in their wills to leave a bequest to your organisation so you are ready if someone does contact your for more information.

→Resources

Standard of Bequest Fundraising:

The must do’s of bequest fundraising:
Fundraising together
Collaborative fundraising

What if you are part of a group of organisations wishing to work together to fundraise for your efforts to address homelessness in your region?

Coming together to fundraise has many advantages:

- By bringing your networks together you can reach a wider audience
- Combining organisational resources to put towards fundraising activities
- By presenting a united homelessness services sector, you show your community you are working together to address homelessness, not working against each other.

In order to make it work, there are some important issues to address from the outset:

- Do you share the same desired outcomes from your fundraising?
- Who will receive and receipt donations?
- How will the money be spent? Who will it be distributed to?
- How will you communicate your collaboration to your community? What will be its identity?

Trust is such a critical part to making your collaboration work. This is especially the case when it comes to managing relationships with donors and supporters. Collaborative partners need to trust each other that the development of these relationships is to support the work of the group. If trust is not being established, you might need to address if collaborative fundraising is right for your organisation.

Consider how you might structure your collaborative fundraising:

- Formalise your collaboration through a collaboration model such as consortium, partnership, cooperative,
- Lead agency – One organisation with DGR status would agree to be lead agent, receiving and receipting donations on behalf of the group.
- Auspice – If none of the organisations has DGR status, consider being auspiced by an organisation that does.
- Sub-fund – Many community foundations offer sub-funds services for people who want to fundraise but do not have DGR status or the administration services to manage receipting donations.

Formalise your collaboration in writing such as a memorandum of understanding and supporting documentation for policies and procedures. As a group you will need to establish some decision making protocols for how you will conduct your fundraising activities and distributing funds raised.

Resources
Collaboration:
Starting your own foundation

A foundation is another way to formalise your fundraising. Fundraising foundations are Public Ancillary Funds (PubAF), and can include community foundations and their sub-funds, and funds held by charities for the purpose of fundraising. There are some key considerations to keep in mind when deciding if starting a foundation is the right vehicle for your fundraising:

- PubAFs can only distribute funds to organisations with DGR status.
- There are costs involved in establishing a foundation, such as legal costs.
- A board of trustees will need to be established.
- Establishing and operating a foundation takes time and energy. It requires a long-term vision and purpose.

Resources

Public Ancillary Fund Trustee Handbook:

Public Ancillary Fund Guidelines:

Faculty of Pharmacy Foundation Governance Guide (The University of Sydney document, good guidelines to consider):

Foundation for Rural and Regional Renewal

The Foundation for Rural and Regional Renewal (FRRR) has special dispensation from the government and ATO to ‘lend’ its DGR status to communities in rural and/or regional Australia. They offer two services – project accounts and regional donation accounts – which could well suit some communities in their fundraising. Project accounts are for time-limited projects, whereas regional donation accounts are for ongoing fundraising. With each of these accounts, FRRR manages all monies going in and coming out, charging a 5 per cent administration fee. A memorandum of understanding formalises arrangements. These account services are worth exploring if your community is intending to raise over $5,000 and does not have access to DGR status any other way.

Resources

FRRR donation accounts
Communications
The message

People cannot give to a cause unless they know and care about it, so awareness-raising is often an important first step in fundraising. Develop key messages about why working to address homelessness is something people should care about.

Evidence ➔ understanding

If someone’s only experience of homelessness is seeing an intoxicated person sleeping rough and behaving anti-socially, they may not sympathise with the cause. Most Queenslanders would not know that the fastest growing population of people becoming homeless in our country is children (with their families) aged zero to four years, or that most people who are homeless do not sleep rough. Understanding the nature of homelessness, the people who are affected by it and the factors that lead to it, are all key to influencing how people view the issue and the individuals and families who experience it. Using facts and evidence in educating people about homelessness leads to understanding.

➔ Resources

Australian Homelessness Clearinghouse:

Homelessness Australia:
http://www.homelessnessaustralia.org.au/

500 Lives 500 Homes campaign factsheets:
http://www.500lives500homes.org.au/resources/publications

Economics

Homelessness costs communities. Many are familiar with the story of Million-Dollar Murray, whose homelessness cost American taxpayers about $1 million per year in expensive emergency and tertiary responses. Evidence is mounting of the costs of managing homelessness in Australia. Investing in long-term solutions, such as supportive housing, is proving to be more cost-effective than managing people sleeping rough. The economic argument for addressing homelessness will appeal to governments and tertiary services such as police and hospitals.

➔ Resources

An economic evaluation of the Homelessness to Home Healthcare after-hours service:

The cost of homelessness and the net cost of homelessness programs: a national study:
Solving a problem

When you are addressing homelessness and housing people, the homelessness ‘problem’ goes away. That person is no longer sleeping rough in public places or begging on the streets. When people are housed they become valued contributors to the local economy through the rent they pay, shopping locally and using local services. It is important for community members to understand that when someone is housed, they are no longer homeless, but a legitimate neighbour.

Community pride

As mentioned earlier, most Queenslanders do not want to see people homeless on their streets, or know that a family of five is crammed into a hotel room for months at a time. It is said the true measure of a community is how it treats its most vulnerable members. Communities want to take pride in where they live and see that vulnerable residents are cared for. By joining in your efforts to tackle homelessness, you are inviting people to take pride in their community.

The power of one

All of the statistics about homelessness are not as powerful in communicating the experience of homelessness as the story of one person and their journey. Telling the story of an individual or family allows an audience to connect with their story and imagine themselves in their shoes. Using a compelling story can be achieved without revealing the identity of the person or family, but it always more powerful when the person’s image is used, with their consent and cooperation. Getting before-and-after photos of someone when they are homeless and again when they are housed visually demonstrates the change that can be achieved with people who many in the local community will have dismissed as unable to be a contributing member of the local community.

Resource

Nonprofit Storytelling for Crowd Funding and Online Fundraising: http://www.causevox.com/nonprofit-storytelling-crowdfunding/

The case for support

You can combine all of these elements into a case for support. This is your statement for why someone should support your cause. Writing your case for support is a bit like writing a value proposition – it will help your organisation articulate why the community should support for you and your reason for fundraising. It will underpin all of your accompanying communications materials.

Your case for support should outline the homelessness problem and give an example (i.e. tell a story), of how it has affected one person or family in your
community. Next, describe what you will do to address homelessness and who will benefit. Finally, and very importantly, outline who you are and how you will address it, and a call to action. Here is an example of a case for support:

Here in Cairns, there are about 1,400 people experiencing homelessness, whether that be sleeping rough, couch-surfing or living in substandard shelter. People like Nancy* who came here for cancer treatment but had no where to stay and so slept rough while she was visiting the hospital for chemotherapy. After her treatment she had no way of getting back to her community and so she continued to sleep rough until earlier this year when one cold night ended her life. Even here in Cairns, someone can die of exposure.

No one should be living, let alone dying, on our streets. That’s why the people of Cairns are joining together to end homelessness in our city by housing each person and family who is homeless.

We are launching the 150 Homes campaign to house fifty households each year for the next three years. Several community organisations have come together with the local council, health and real estate agents to help make this possible to do the work of moving people into housing. Now we need the greater Cairns community to join us in this vital work.

Each individual and family will need furniture and household items to successfully settle into their new homes. You can get behind the 150 Homes campaign by giving new or used furniture and homewares in good condition, or donating online at www.150homesCairns.org.au.

*not her real name

Note: this example is based on a real story and demonstrates just how detrimental homelessness is for an individual’s health.

→Resource

A guide for making a case for support: http://www.fundingcentral.org.uk/page.aspx?SP=6279

Communicating the message

Communicate for your audience

Put your target audience at the centre of your communications. Who are you trying to reach with your fundraising message? How do they prefer to be communicated with or receive news (for example, email, social media, post, phone call)? What are the key messages that they are likely to respond to? Use your case for support.
Appeals and campaigns

Create momentum in your fundraising through a campaign or appeal. Giving the campaign a finite period (for example, Christmas, 30 June), motivates people to give. Communicate across many channels to build the momentum throughout the campaign period and reminds people to support the appeal. Look to your case for support for crafting your appeal letter and the many free online resources.

Resources
Fundraising letters on Pinterest:
http://www.pinterest.com/fundraiserhelp/fundraising-letters/

Write a fantastic fundraising appeal:
http://www.fundraising123.org/files/training/NFG%20Fundraising%20Appeal%20Template%20Final.pdf

Communications channels

- Email and post
  Email and snail mail are still the most effective ways to reach people. They are more personal and direct than social media, and still the preferred communication channels for many people.

- Social media
  Social media can be effective for reaching a wide audience and leveraging their networks. But while it is quick and easy to post something on Facebook, building a strong following takes energy and imagination so consider how you will resource it. Carefully select one or two platforms where you think you can best reach your potential supporters and task the management of your profile to a staff member who loves using that platform. They will often have the skills and understanding for building a strong following.

- Posters and flyers
  Have a visual presence in public places and other places where people gather, such as cafes and libraries.

- Working with media
  Local media, especially community newspapers and radio, are often looking for local content. When seeking media coverage for your event or campaign, remember that getting in the news requires having something new to report. Look for the part of the story of your fundraising that is new and interesting to the media outlets and their audiences.

Resources
The top ten tips for fundraising on social media:
Integrated communications

People see far too many communications and marketing messages. Integrate your message across multiple communications channels to capture as many people in all the places they might be reached. Adapt your message to suit the channel or platform but keep the voice consistent throughout, select the appropriate channels to reach your intended audience and simultaneously launch the message across your website, social media, send media releases, emails and so on.

➔ Resource
Integrated Marketing – Understanding the Basics
http://www.pbsmartessentials.com/get-customers/integrated-marketing-understanding-the-basics/

➔ INSPIRE
Homeless Connect Gladstone

Roseberry Community Services, the organisers of Homeless Connect in Gladstone, used a unique way to promote the event this year and raise awareness for homelessness. Fifteen supporters visited local shopping centres and other prominent places in the city wearing t-shirts printed with homelessness statistics. The stunt had the desired effect. Passers-by were shocked and interested in the information, stopping to speak with volunteers, and the local media reported on it.

➔ Resource
Community unites to tackle homelessness
Appendix A

More resources

Education and training

Fundraising Institute of Australia:  
http://www.fia.org.au

Australian Centre for Philanthropy and Nonprofit Studies:  

Philanthropy Australia:  

Fundraising guides

A Guide to Fundraising, School for Social Entrepreneurs Australia:  
http://www.the-sse.org/schools/24/australia/323/a-guide-to-fundraising

A Beginner’s Guide to Fundraising:  
http://www.thefundraisingauthority.com/fundraising-basics/

Community resources

My Community Directory  
Appendix B

Philanthropy and grants

A number of philanthropic organisations provide support and grants programs for which communities across Queensland are eligible. The grants programs listed here are publicly promoted by the foundations on their websites.

Foundations and trusts

Lady Bowen Trust

Established in 2006 by the Queensland government, the Lady Bowen Trust is a charitable fund supporting organisations to providing practical assistance for people moving from homelessness into housing.

Contact: Lady Bowen Trust Secretariat
GPO Box 690, Brisbane QLD 4001
1800 081 698 enquiries@ladybowentrust.org.au
www.ladybowentrust.org.au

Mercy Foundation

Established by the Sisters of Mercy in North Sydney, this national charity has a special focus on homelessness. The Grants to End Homelessness program currently provides funding to “initiatives, services, projects and research that will contribute to the goal of ending homelessness.”

Funding rounds: 2014 rounds are now closed; 2015 dates are yet to be released.

Funding levels: $5,000 – about $50,000

Contact: The Mercy Foundation Ltd
40 Rocklands Road
North Sydney NSW 2060
02 9911 7390 office@mercyfoundation.com.au

Queensland Community Foundation

Queensland Community Foundation has a number of grants programs, including the QCF General Fund.

Funding level: Up to $30,000.


Contact: Queensland Community Foundation
Level 5, Central Plaza 2, 66 Eagle Street, Brisbane, 4000
07 3360 3854 enquiries@qcf.org.au
Gambling Community Benefit Fund

The Queensland Government has combined the four community benefit funds of the state’s casinos into a single, statewide fund. The Gambling Community Benefit Fund is in the process of setting up, so not all information is currently available.

Dates: Grant round opening mid-July. Closing dates for quarterly rounds, 31 August, 30 November, 28 February, 31 May.

Funding level: Grants up to the value of $35,000 (inclusive of GST) are available.

Application: Unavailable as yet. Keep visiting the website for updates. 

Westpac Foundation Community Grants

Homelessness is a community focus area for Westpac bank. The Westpac Foundation Community Grants program is designed to support the core work of small organisations. Eligible organisations must have an annual gross revenue of less than $3 million.

Dates: Applications for 2014 are closed. Dates for 2015 have yet to be announced.

Funding level: Grants up to $10,000

Application: Westpac Foundation Community Grant

Focus area: Westpac Our Community, Homelessness in Australia

Contact: Westpac Foundation
Westpac Place, 275 Kent Street, Sydney NSW 2000
1300 851 357 westpacfoundation@westpac.com.au

Perpetual Trustees

Perpetual Trustees administer grants on behalf of the private ancillary funds, charitable trusts and endowment funds they manage. In 2013 a total of $55 million was distributed. Because these funds are many and varied, there are no funding focus areas, i.e. almost any cause can apply. But because this invitation to apply is so open, Perpetual are only able to provide funding to about a quarter of all applicants.
Funding round: 2014 round is closed; information on 2015 round will be available on the website in November 2014. Email Perpetual to be placed on the mailing list for 2015 round announcement.

Funding level: $10,000-$100,000. The average grant in 2013 was $70,000.

Application: Online application process.

Contact: 1800 501 227 philanthropy@perpetual.com.au

Property Industry Foundation Queensland

The Property Industry Foundation is a national charity raising $1.5 million each year in the property and construction industry for people who are homeless and youth at risk. Though a national charity, the foundation is only just starting out in Queensland, having only made one grant so far.

Contact: c/- DibbsBarker Lawyers
Level 23 Central Plaza Two, 66 Eagle Street, Brisbane QLD 4000
07 3100 5042 pifqld@pif.com.au

Harold Mitchell Foundation

The Harold Mitchell Foundation makes small grants to charities with a different theme each year.

Funding level: Grants up to $10,000

Dates: Applications for 2014 are closed. Dates and theme for 2015 will be announced on the website.

Application: One page proposal, must be emailed.

Website: http://haroldmitchellfoundation.com.au/#!/grants/

The John T Reid Charitable Trusts

The John T. Reid Charitable Trusts make across six different areas, including Community and Social Welfare.

Funding level: Unspecified.

Dates: A two stage submission process begins with organisations submitting an enquiry. The enquiry period is currently open, check the website for closing date to be announced.

Application: Applicants must contact the Executive Officer to check eligibility and receive an enquiry form. An enquiry form is then submitted. Approved enquiries are then invited to make a full submission.
Foundation for Rural and Regional Renewal

The Foundation for Rural and Regional Renewal (FRRR) supports rural, regional and remote communities, particularly small communities. It has a series of small grants programs grouped under five themes: Enable, Engage, Educate, Recover and Strengthen, and Industries and Place. The programs change to respond to emerging needs, so it is a good idea to keep checking the website for updates.

The most relevant grants program is the Small Grants for Rural Communities. Priority is given to communities with a population less than 10,000 people.

Funding level: Up to $5,000
Dates: Two rounds per year. Current round 4 August – 26 September.
Application: Can be submitted as soft or hard copy.
Website: http://www.frrr.org.au/grants/small-grants-for-rural-communities-
round26

Tim Fairfax Family Foundation

The Tim Fairfax Family Foundation (TFFF) supports organisations to deliver targeted initiatives for the benefit of communities in rural, regional and remote Queensland and or the Northern Territory, awarding grants of $10,000 and above four times each year. The TFFF can only support charitable organisations which are endorsed by the Australian Tax office as Item 1 Deductible Gift Recipient (DGR). Further information about funding exclusions as well as the focus areas of the TFFF can be found on the website. All enquiries regarding eligibility of organisations and initiatives should be directed to the Executive Officer of the TFFF via the Contact Us page on the website.

Funding level: $10,000+
Dates: Four grant rounds per year. Any organisation considering submitting an application to the TFFF should first contact the Executive Officer to ensure eligibility, as well as for advice on application deadlines.
Contact: GPO Box 2490, Brisbane 4001
07 3001 4404
Website: http://tfff.org.au/

SITA Community Grants

SITA Australia offers grants to the communities in which they operate. Their sites in Queensland include Cairns, Mackay, Emerald, Lower Nudgee, Rocklea and the Gold Coast.
Funding level: $500- $5,000
Dates: 2014 grant round is now closed, 2015 dates yet to be announced.
Application: Online application system.
Website: http://sitacommunitygrants.com.au/

Corporate philanthropy

The following national businesses have their own foundations, grants programs or provide other support such as sponsorship. If one of these businesses is in your community, you could be eligible for support.

Bendigo Bank:

Bunnings:

Coles:

Commonwealth Bank:

Harcourts:
http://harcourtsfoundation.org/

IGA Community Chest:

Medibank Community Fund:

Officeworks:

Optus Community Grants:
om:brnd:myplan-i:&utm_source=niche&utm_medium=dis&utm_content=none&utm_campaign=aw
are_brnd_myplan-i

Telstra:

Woolworths:
Appendix C

Mercy Foundation Home in a Box contents

Mercy Foundation has kindly shared the list of contents it provides in each Home in a Box (see page 18).

Contents:
- 2 x Pillows
- Queen size sheet set
- Queen size doona set
- Queen size doona
- 2 x Towels
- 2x Face washers
- Hand towel
- Floor towel
- Frypan
- Saucepan and lid
- Cutlery set
- Dinner set
- 6 x glasses
- Breadboard
- Mixing Bowl
- Assorted cooking utensils
- Kettle
- Toaster

Kid’s Pack:
- 1 x single sheet set
- 1 x single quilt set
- 1 x doona
- 1 x bath towel
- 1 x hand towel
- 1 x face washer
- 1 x pillow

Home in a Box is delivered in 2 cartons.