

# Fundraising and Communications Policy

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Review due: January 2026

On behalf of staff: Becky Tansley, Jennie Payne and Michael Chandler

On behalf of Board: Steve Wyler, Jenny Travassos, Jen Connelly (Finance Committee)

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## Overview

This policy sets out Groundswell's approach to fundraising and communications and follows the format of the Fundraising Regulator's ['code of fundraising practice'](#) and the Charity Commission's ['charity fundraising: a guide to trustee duties' \(CC20\)](#).

By registering as members of the Fundraising Regulator Groundswell agree to meet the code and work in line with the values. All trustees are required to read the CC20 as part of their induction.

## The role of this policy

To give clear and consistent guidance, so that everyone who is responsible for fundraising and/or communications within Groundswell can adhere to the highest standards of practice. This protects both the organisation and individuals associated with Groundswell: staff, volunteers, trustees and those we raise income from. We aim to instill trust and confidence in Groundswell's fundraising and communication activities.

## Definitions

- **'The code'** refers to the Fundraising Regulators code of fundraising practice.
- **'CC20'** refers to the Charity Commission's 'charity fundraising: a guide to trustee duties'.
- The **'charity'** refers to Groundswell, as a registered charity.
- For the purposes of this policy **'donor'** refers to any person, organisation or body giving voluntary income (not statutory) to Groundswell, including but not exclusive to individuals, charitable trusts and corporates.

## CC20

The following section sets our Groundswell's activities, commitments and standards relating to the CC20:

- 'must' means something is a legal or regulatory requirement or duty that trustees must comply with
- 'should' means something is good practice that the Commission expects trustees to follow and apply to their charity

## Trustee duties

We recognise that Groundswell's trustees are legally responsible for the charity's fundraising, the legal duties in relation to fundraising are:

- acting in the best interests of Groundswell
- managing Groundswell's resources responsibly, which includes protecting and safeguarding its reputation
- acting with reasonable care and skill

The trustees delegate fundraising responsibility – day to day activities and management, to the Senior Leadership Team (SLT) and the Fundraising Manager (who in turn manages any additional fundraising staff, volunteers or freelancers/'professional fundraisers'). The

responsibility of fundraising is clear in each of the staff's job descriptions and the trustees delegate oversight of fundraising delivery to the Chief Executive through monthly supervisions with SLT members and a monthly Development Meeting including SLT, Heads of Department and the Fundraising Manager.

Trustees agree to take responsibility for Groundswell's fundraising by:

- Reviewing, feeding into and signing off an organisational strategy, with a delivery plan through quarterly board meetings.
- Delegating approval and monitoring of an annual budget to the Finance Committee who meet quarterly. The committee comprises of at minimum, the Treasurer, Chief Executive, the Finance and Fundraising Director and at least one other trustee. Alongside reviewing and approving budgets and monitoring progress against these, the Finance Committee are presented with a risk analysis of secure vs prospect income and given updates on the fundraising landscape, opportunities and progress.
- Ongoing reforecasting at key points throughout the financial year, delegated to the Chief Executive and Finance and Fundraising Director; monitored by the Finance Committee. A delegated formal reforecast takes place at the mid-year point.
- Ensuring that Groundswell is a member of the Fundraising Regulator, therefore adhering to the code of fundraising practice as outlined in this policy.
- Including fundraising risks are considered on Groundswell's risk register which is reviewed twice a year by the Finance and People Committee, but is owned by the SLT.
- Protecting Groundswell's reputation by understanding the charity's funding model and income streams.
- Using the charity's annual report and accounts to be transparent about our fundraising costs, ensuring that we remain within our target fundraising spend range of 10%-15% of total expenditure unless otherwise justified.
- Implement the 'know your donor' principle and ensure staff alert the board of trustees if any suspicious donations are made [see appendix 1].

## The Code of Fundraising Practice

The following section sets Groundswell's activities, commitments and standards relating to the Code of Fundraising Practice as set out by the Fundraising Regulator. As members of the Fundraising Regulator, we agree to meet the code, where more information is required, we have detailed how in practice we adhere to the specific points of the code where relevant to our fundraising practices. We acknowledge that:

- Standards where **must** and **must not** are in bold text indicate a standard based on a strict legal requirement (for example, a piece of law or case law).
- Standards where must and must not are not in bold text, indicate a regulatory standard that is not based on a strict legal requirement.

Nevertheless, all of the standards are equal, and we will treat them as such.

**The following values support the standards of the code and underpin our fundraising:**

**Legal** - All fundraising must meet the requirements of the law.

**Open** - Fundraisers must be open with the public about their processes and must be willing to explain (where appropriate) if they are asked for more information.

**Honest** - Fundraisers must act with integrity and must not mislead the public about the cause they are fundraising for or the way a donation will be used.

**Respectful** - Fundraisers must demonstrate respect whenever they have contact with any member of the public.

## Fundraising promise

Our Fundraising Promise outlines Groundswell's commitment made to donors and the public. It is published on our website and available to all donors on request (<https://groundswell.org.uk/our-fundraising-promise/>). In summary it highlights that:

- We will commit to high standards
- We will be clear, honest and open
- We will be respectful
- We will be fair and reasonable
- We will be accountable and responsible

## Complaint's procedure

The following complaints procedure is outlined on our website, outlining relevant contact people and our commitment to responding to complaints (<https://groundswell.org.uk/complaints-procedure/>). It is clear how someone reports to the Fundraising Regulator if they don't want to raise the complaint with Groundswell.

## Asking for support

- We will never use intrusive or unreasonable fundraising methods that place undue pressure on a person to donate.
- We take requests to stop communications very seriously and will always adhere to the desires of a donor or other person engaging with the charity.
- If someone clearly indicates they do not want to continue to speak to us (whether face to face or by other means) we will politely end conversation and unsubscribe them to any further requests for support via the appropriate means (e.g. via Mailchimp, Donorfy).

## Informing donors and treating people fairly

- We will be explicit, open and honest when communicating the difference our work makes, the impact of and/or need for funding.
- We will take all reasonable steps to treat donors fairly, enabling them to make an informed decision about donating.
- We will never offer financial advice.
- We will consider the needs of current or potential donors who may be in vulnerable circumstances or require additional support to make decisions. We will never exploit their lack of knowledge, apparent need for care and support or vulnerable circumstances.
- In practice this means that we will adhere to the four [‘treating your donors fairly’ guiding principles](#) as set out by the Chartered Institute of Fundraising:
  - **Respect**
  - **Fairness**
  - **Responsive**
  - **Accountable**
- If we reasonably believe that an individual is unable to make a decision, we will not accept the donation from that person; if the donation has already been received, we will return the donation.
- If we know someone is under 18, we will never request them to make a regular donation (e.g., by direct debit).

We recognise that vulnerability alone does not mean someone has no capacity to make choices and decisions. Therefore, we will consider circumstances and context including physical/mental health, disabilities, levels of English, substance use, the persons age and whether the person will be left in financial hardship. Groundswell will do this on a case-by-case basis.

## Responsibilities of charitable institutions and those who govern them

- Every trustee has to complete an annual declaration of interest form and also declare any conflicts at the start of every board meeting - this is a standing item on the quarterly board meeting agenda along with sub-committee meetings.
- Where we are unsure about something related to fundraising practice, we will seek advice from professional institutions such as the Chartered Institute of Fundraising, the Fundraising Regulator or a third party fundraising professional.
- We will make it clear to all people fundraising on behalf of Groundswell that all funds raised must be given to the charity unless otherwise clearly stated to the people they are fundraising from. Groundswell supports external fundraisers with their message and charitable ‘ask’.

### **Unsolicited donations**

Where we have no previous knowledge of a donor (whether individual, corporate or trust) we will always do an initial level of due diligence as per appendix 1.

- If we have reasons to return or refuse a donation (e.g. we suspect a donation may have been gained through criminal behaviour or we believe someone does not have the capacity to make decisions) we will keep a written record of this [see appendix 1], regardless of the outcome. We will log all details relating to the donation/donor or potential donation/donor; recording the considerations we made and justify the result of the decision.
- If we receive an unsolicited donation, we will undertake due diligence on their financial dealings and reputation. If the source seems suspicious, result from criminal behavior or made by someone without capacity we will complete the “know your donor” research checklist and unusual donations log, indicating the steps we will take and the factors we will consider to be flags for further investigation.

### **Staff and Professional fundraising practice and payment**

- Groundswell’s whistleblowing policy highlights that *‘Groundswell expects workers to maintain the highest standards of integrity in everything they do. Individuals are therefore encouraged to report any inappropriate behaviour and wrongdoing that falls short of these standards.’* Therefore any staff or volunteers with concern about Groundswell’s fundraising practice will follow the procedure laid out in the [whistleblowing policy](#).
- We have fundraising staff who are paid employees; Groundswell’s pay is benchmarked against other charities and reviewed annually by the finance committee. Our employment and payment policies are set out in the employees’ contract and the staff handbook.
- On occasion we do use professional fundraiser to support our income generation efforts. Before entering a relationship and asking them to fundraise on our behalf we will always:
  - Write a brief outlining the activities required and objectives of the work, and ask for a written response to this.
  - Carry out due diligence on the professional fundraiser (asking for two independent references and searching online for any publicly available information). We will also meet them (virtually or in-person) before signing any agreement.
  - Have a written agreement in place with them with contact names, addresses of both parties, dates, terms to changing or ending the agreement, payment terms and any key deliverables.

### **Use of funds**

- If a donation or grant is given for restricted purposes, we will always use the donation in line with the restriction. The responsible staff member will inform Excluserv (outsourced financial company) on the restrictions and keep a record of the conditions. A restricted tracking code will be created for accounting purposes.
- We will be transparent to donors if we are requesting donations for a particular

- purpose; is this fundraising target is achieved we will inform them.
- All fundraising requests will be based on our charitable objectives.

### **Accounting and reporting**

- Groundswell works with a professional auditing firm who ensure the information in our annual accounts and report comply with legal requirements.

### **Processing personal data**

- We recognise and adhere to the General Data Protection Regulation (GDPR), Data Protection Act 2018 and the Privacy and Electronics Communications Regulations (PECR) 2003 and will apply this to all fundraising and communications activity where relevant.
- Groundswell's [‘Donor, Fundraiser and Supporter Privacy Information’](#) highlights how we use personal information for fundraising and communications purposes. This is available on Groundswell's website and as requested by individuals. The privacy information highlights:
  - Who has access to data and how it is shared
  - What the individuals rights are
  - What happens to your data if you donate to Groundswell via CAF, BACS, direct debit, cheque or cash
  - What happens to your data if you fundraise for or donate to Groundswell via People's Fundraising giving
  - What happens when you sign up for our e-newsletters via Mailchimp
  - What happens when you contact Groundswell

### **Case studies**

- When using case studies of Groundswell staff, volunteers and/or clients which uses personal information data the individual will complete a consent form which outlines the process, purpose, permissions given and our responsibility. This is overseen by the Communications Manager.

### **Communications and direct marketing**

We will only send direct marketing communications if the consent:

- is freely given, specific, informed and unambiguous indication of the person's wishes
- has been given through a clear positive action from the person concerned to show they have given consent
- gives options for different levels of consent for different types of processing if we plan to process the person's data for more than one purpose
- is separate from our other terms and conditions and isn't something the person has to give when signing up to a service
- names Groundswell as the charity relying on the consent

- clearly tells people about their right to withdraw their consent and makes it easy to do so
- is clearly recorded by Groundswell, demonstrating who gave consent, when and how and what they were giving consent to.
- Can be removed (by always offering a clear and easy way to opt-out or unsubscribe from the communications.)

If we are using legitimate interest as the basis for processing data and the purpose of direct marketing, we keep a record on our database about how that consent was given and as with all direct marketing, we will always offer a clear and easy way to opt-out or unsubscribe from the communications.

## Processing Donations

The specifics relating to how we process donations and handled funds is outlined in Groundswell financial policy and procedures [Finance Procedures](#) They are reviewed and updated annually by the Finance Committee, working with our accountants ExluServ.

### **Cash**

It is unusual for Groundswell to handle cash for fundraising purposes. When this does happen, cash is collected in secure fundraising buckets held only by a Groundswell staff member or volunteer (supervised by an SLT member, Head of Department, or the Fundraising Manager). Bucket collections will only happen when approved by the venue owner, if we did it in a public place, we would gain a license.

Cash will be counted by two staff members, and always done in a Groundswell office – no individual will be alone. One individual must be a member of SLT, a Head of or the Fundraising Manager. If cash cannot be banked immediately, it is stored in Groundswell's safe.

If cash is donated not via a sealed collection box, we will hand write a receipt as proof of receipt for donated cash.

### **Cheques**

When a cheque is received by Groundswell with a donation it is sent to Unity Trust bank via freepost with a paying in slip. The letter, cheque and slip are scanned, kept on Groundswell's file and emailed to ExcluServ.

If we receive a charity cheque (e.g. via CAF) we will follow the managing agencies instruction and never claim gift aid on this donation.

### **Direct debits**

We will follow the direct debit guarantee scheme for consistent standards and protections to those who sign up to give regularly to Groundswell via direct debit.

### **Gift aid**

We will only claim Gift Aid on donations that meet the HMRC criteria on Gift Aid, as confirmed in writing by the individual making the donation. We give third party processing sites like People's Fundraising permission to claim Gift Aid on our behalf.

## **Working with others**

### **Volunteers**

If we become aware of someone fundraising 'in aid of' Groundswell we will issue them with a letter via email or post [see appendix 2] to ensure that they:

- understand what the 'in aid of relationship' means
- understand how to handle donations and are aware how to transfer funds to Groundswell quickly and efficiently
- are aware they cannot be paid for the fundraising
- specify their fundraising is 'in aid of' Groundswell, to distinguish their fundraising from ours
- are aware that they are responsible for organizing all aspects of their fundraising and that Groundswell will not accept any liability relating to their fundraising.

### **Fundraising involving children**

We will never solely use children in fundraising practices, whether as fundraisers or donors. As with all volunteer 'in aid of' fundraisers, we will give guidance on how to fundraise legally and safely. We will never give under 16's responsibilities for handling or counting money.

We will only process children's data if they are over the age of 13. If a child younger than this age is involved with Groundswell's fundraising, we will process their parent or guardian's data, following standard consent procedures.

### **Professional fundraisers**

If we outsource income generation to 'professional fundraisers' (e.g., a company or freelancer) we will carry out proper due diligence which includes highlighting conflicts of interest, and have a written agreement in place outlining services, payment and

expectations. The agreements will contain requirements around data protection law, privacy and electronic communications regulations, and confidentiality. If the professional fundraiser is carrying out voluntary income generation the agreement will stipulate their adherence to the Fundraising Regulators code of fundraising practice.

## Static collections

If we have any static collection boxes in public spaces, we will gain permission from the site owner and issue them with a letter to authorise them as a collector [see appendix 3].

## Fundraising communications and advertisements

We will make every effort to ensure our communications are relevant to our audience and where asking for a donation/for someone to fundraise for us we will make information clear so people can make informed decisions.

We will ensure our communications do not include content (written or visual) that is likely to cause serious or widespread offence, fear or distress; in particular with regards to characteristics such as age, race, religion, sex, gender, sexual orientation or disability.

All fundraising communications will include our full company name, registered address and charity number.

If we change any details in case studies, we will explicitly state that certain points have been changed and why. This is usually to protect someone's anonymity.

Groundswell will only engage in fundraising by telephone if it is with someone who:

- has an existing relationship with the charity
- has been in contact with the charity and has explicitly implied that they would like to donate

We will never make marketing phone calls to individuals or pay third party fundraisers to do so.

## Digital

Groundswell's [privacy policy](#) is available to view from every single page on our website. We have a clear breakdown of policy per audience, including [donors, supporters and fundraisers](#). This also includes when we receive income through other digital platforms such

as People's Fundraising and CAF donate. This also includes how to opt-in and out of communications.

## Events

Before any fundraising event external to Groundswell's office, we will carry out a risk assessment which considers health and safety, insurance and liability as well as accessibility.

If someone is taking part in a fundraising event organised or promoted by Groundswell, we will ensure they are aware of any fundraising targets and provide continued support to help people achieve these targets through resources and advice. We will make it clear these are only targets and there is no expectation and they will not be disadvantaged if they are not met.

If someone is taking part in a fundraising event organised or promoted by Groundswell, that requires a level of preparation, fitness or training, we will ensure this is clearly communicated in advance. We will send follow up communications with advice and reminders in the lead up to the event whilst communicating their responsibility.

When we ask for a registration or administrative fee for an event we will make it clear that this is not part of their fundraising and explain what the payment is used for (usually admin time and merchandise such as running vests).

## Grant making bodies (including trusts and foundations)

- We do not mass mail grant-making bodies.
- We only 'cold-call' grant making bodies if it is clear from research their purpose is to make charitable donations to organisations.
- We always gain permission from the individual or organisation before using them as a referee for a funding application.
- We always follow grant criteria, agreements, reporting requirements and conditions and will communicate with the grant making body if we struggle to do so.

## Corporate donations and partnerships

- There are several types of corporate fundraising relationships we may enter into including corporate partnerships, commercial participation, and scenarios where a company may be raising funds on our behalf.
- We ensure any formal partnership involves both parties signing a contractual agreement, setting out the responsibilities and expectations of each party. Templates can be found [here](#).

- We are responsible for assessing any risks that may occur from entering a particular relationship with a company. A key consideration for us is always ethics and we explore potential relationships with this lens.
- Ethics is complex and often personal, we know stakeholders will have independent views on specific criteria we should consider. Whilst this will inform our decision, the ultimate two questions we will ask and make a decision based on are:
  - 1) Would entering into this relationship damage our vision or mission?
  - 2) Would entering into this relationship and/or the work the company do damage our people – staff, volunteers or beneficiaries/clients.
- To help guide this decision we will complete a corporate due diligence assessment **[Appendix 4, separate document]** before entering into a formal agreement. Sections 1 and 2 will be completed for all corporate donations/enquiries/opportunities. If we are proceeding, we will then complete sections 3-5. The level of detail will be based on the size of the partnership.
  - If sections 1 or 2 score are lower than 25 we will escalate the decision to the SLT.
  - Escalation of decision making to the board based on sections 3-5 but also considering size of opportunity.

## Contact details

The designated staff member responsible for Groundswell's fundraising and communications activities is Becky Tansley, Finance and Fundraising Director, [becky.evans@groundswell.org.uk](mailto:becky.evans@groundswell.org.uk) / 020 7725 2851.

If she is unavailable the contact person is Groundswell's Chief Executive, Michael Chandler: [michael.chandler@groundswell.org.uk](mailto:michael.chandler@groundswell.org.uk) / 020 7725 2851

## Appendix 1: 'know your donor' checklist and unusual donations log

This document indicates how Groundswell will undertake due diligence on both potential major donors and unsolicited major donations that stand out as unusual.

*Documents to be completed, saved in 'Due Diligence' file on the SLT site on SharePoint under fundraising.*

**Date:**

**Name of donor or potential donor: (individual, company, charitable trust):**

**Reason for research (e.g. prospect major donor, cash, unsolicited, unusual conditions attached to gift, in a foreign currency):**

**Connection to Groundswell (why may they or why did they donate; e.g. local, connection to staff/trustee/partner):**

**Charitable Trust information (if they are one):** *Search Charity Commission's website, look at trustees and other charities they may be a trustee for. Look to see charitable objectives, see if similar charities have received grants, grant sizes, are accounts overdue?*

**Company and Individual Information (for individual, corporate or charitable trust):** *See if trustees or individuals have any directorships using Companies House etc., look at the company's website and if it is a company donation find their CSR strategy. Use Google to search news stories on the company or individual; is there anything that may damage Groundswell's reputation if we are associated with them?*

**If a donation has been received complete the below unusual donations log:**

**Date log complete:**  **Date donation received:**

**Donation amount:**  **Form of donation:**

**Name of bank:**  **Currency used:**

**Sort code:**  **Account Number:**

**Name of bank:**

**Name of cheque signatory:**

**Nature of suspicion/reason for query:**

**Any previous donations from this source:**

**Final decision/summary based on completion of form:**

## Appendix 2: 'in aid of' volunteer fundraising letter template

This letter should be written on Groundswell's official headed paper.

*Red Italics = Groundswell to edit as appropriate for the specific volunteer or event*

XX ADDRESS XX

XX DATE XX

Dear X,

### 'In aid of' *events/volunteering*

I am writing to thank you for *signing up to/organising XYZ event* to raise both awareness and crucial funds to support our work. *Volunteers/groups/supporters* who raise funds in aid of Groundswell are incredibly beneficial, we really appreciate your efforts, and we hope that the event is rewarding for *you/your group*: thank you!

The fundraising guidelines set by the Fundraising Regulator require us to write to you before a fundraising event. As a charity we will always follow best practice, please forgive the formalities and know we are enormously appreciative of your dedication and efforts. We are required to highlight the following, though I am sure they are exactly as you would expect.

The key point to note is that you are fundraising "in aid of" Groundswell rather than "on behalf of" the charity, as we are not in control of or managing your event in any way. Various things flow from that "in aid of" relationship, as follows.

It is the responsibility of *X* to:

- organise all aspects of the event;
- act within the law: considering your own health and safety and policies involving working with children and/or vulnerable adults and taking into account your own insurance requirements as our charity insurance does not cover this event.
- pay all funds raised for Groundswell directly to the charity in full, quickly and efficiently; within two months.
- if any funds raised are being kept by the event organisers to cover costs this must be clearly stated to anyone who makes a financial contribution and pre-agreed with JenniePayne, Groundswell's Fundraising Manager.
- if you are collecting cash, you must assign a dedicated person from *group/organisation name* to take the lead on collecting, counting and recording this money; it must never be left unattended. Please confirm to Groundswell who the dedicated person will be.

This cash must be counted by the designated person and one other trusted, unrelated individual in a secure environment. If this money cannot be banked or given to Groundswell immediately, it should be stored in a locked safe.

- return any collection tins/buckets to Groundswell's office: Canterbury Court (CC3.44), 1-3 Brixton Road, London, SW9 6DE
- make it clear that the *fundraiser/event* is 'in aid of' Groundswell.

Groundswell is not in control of, or responsible or liable for, any aspect of the event; but if you ask us to we will:

- use our existing resources to share information and promote the event via our website, social media and newsletters where appropriate;
- advise you on how to set up an online fundraising page;
- if available, provide branded materials about our work, but not customised to your event;
- if available, send a representative to talk about the work of Groundswell;
- provide sealed collection buckets labelled with our full name and registered charity number.

I hope these are all exactly as you would expect but if you have any questions, please contact me, I will be happy to discuss them. We are also really interested to hear afterwards about how the event went and to see photos or quotes if you are able to share them. It is fantastic and inspiring to hear about the brilliant initiatives and activities that our supporters undertake.

Thank you for once again.

Yours sincerely,

**Jennie Payne**

Fundraising Manager

Groundswell

T: 020 7725 2851 E: [jennie.payne@groundswell.org.uk](mailto:jennie.payne@groundswell.org.uk)

## Appendix 3: collection boxes and static collections letter

This letter should be written on Groundswell's official headed paper.

*Red Italics = Groundswell to edit as appropriate for the specific organisation*

XX ADDRESS XX

XX DATE XX

Dear X,

### **Agreement between X and Groundswell**

I am writing to thank you for agreeing to hold a collection *tin/bucket* at your site to raise funds for Groundswell. We are incredibly grateful that X are committed to helping us bring shelter and support to our homeless community. This letter sets out the responsibilities of both Groundswell and *site holder* in relation to collecting funds on your site.

- X gives permission for Groundswell to collect funds at your premises via a static collection tin/bucket.
- The collection tin/bucket will be sealed and clearly labelled with Groundswell's name and registered charity number (1089987) clearly displayed.
- All funds collected will be donated to Groundswell; they must be returned in full to the Groundswell's office: Canterbury Court (CC3.44), 1-3 Brixton Road, London, SW9 6DE in the sealed collection bucket/tin unless otherwise arranged with the Fundraising Manager.
- Groundswell will record the location of all collection tin/buckets and on receipt of the funds will acknowledge the amount raised with a letter.

If you have any questions, please do get in touch. Thank you for your support.

Yours sincerely,

**Jennie Payne**

Fundraising Manager

Groundswell

T: 020 7725 2851 E: [jennie.payne@groundswell.org.uk](mailto:jennie.payne@groundswell.org.uk)

**Agreement signed by:**

.....

**Jennie Payne, Fundraising Manager,**

**Groundswell**

**Date:**

.....

**Site Holder (print name)**

**Date:**