

## PRELIMINARY CSR FUNDRAISING STRATEGY

Nov 2023

### 1.0 INTRODUCTION

This document is an initial step on the roadmap to a full fundraising strategy for CSR. The timeframe is from 1<sup>st</sup> January 2024 - 31<sup>st</sup> March 2025 and its basis will be an agile approach, testing, and learning what works, followed by refining goals and methods to match.

Portsmouth Diocesan Council for Social Responsibility (PDCSR) is a registered charity and incorporated at Companies House. Its charitable objects, part of the Memorandum and Articles of Association, include:

- the advancement of charitable purposes for the public benefit.
- education and training for people to undertake voluntary work for community benefit.
- the promotion of research into the moral and social welfare needs of the community.
- community capacity building for the relief of need including the provision of counselling; and
- the provision of information, advice, instruction, and other services in any Diocese of the Church of England.

#### CSR's Vision (revisited in 2023)

CSR's Vision is for the development, renewal and flourishing of people and communities building the kingdom of God on earth through sustainable, faith-based social transformation. This will be done in a positive partnership with local Anglican communities and key aligned allies, through generous acts of transformative investment and action, in socially, financially, and environmentally sustainable ways for the common good.

#### CSR's Mission

CSR will achieve its vision by offering targeted encouragement, training, coaching, infrastructure, investment, and other resources to aid active local Anglican, and wider communities, to achieve this vision by:

- Engaging in social action programmes in targeted communities with a priority on those in areas of disadvantage.
- Transforming whole communities through social and community engagement both through churches and beyond them.
- Making our work as sustainable as possible through social enterprise approaches and innovation which engages and empowers local people.

#### CSR's Values

Our values are based on a strong and inclusive social vision – living the gospel – in which we work alongside and with whole communities; identifying opportunities; joining in with what God is already doing; co-designing and working out what will resonate and transform for the good of all, developing new relationships often based on local Anglican communities. CSR will encourage change, challenge the status quo, and aim to do so with fun, creativity, passion, energy, and commitment. Our work is based on authenticity, evidence, and asset-based approaches with a strong commitment to social transformation and social justice underpinning everything we do and with the tools of social action, social engagement, and social enterprise.

## **2.0 CURRENT FUNDRAISING ACTIVITIES**

CSR has generated income in the past through grants from local authorities, the NHS, and large national funders such as the National Lottery. Now that we are contemplating an expansion of our work into mental health training as well as trying to find new appropriate funding for Good Neighbours, a strategy for income generation is required. Fundraising has been carried out in the past either internally or via consultants and neither of these options provide a sufficiently consistent or effective route to the funding we need in the future. CSR has not benefitted from non-solicited support and has never run a fund-raising campaign from individuals. It is, however, registered for Gift Aid.

## **3.0 WHAT DO WE WANT TO RAISE FUNDS FOR?**

### **3.1 Good Neighbours**

The Good Neighbours Network provides valuable assistance to hyper local voluntary groups in the GN Network which help local people access healthcare settings, and support for a range of other activities from shopping to social activities. The 4000+ Good Neighbours volunteers remain steadfast, strong, and effective in their communities. The 2022 annual statistics show that Good Neighbours groups offered over 131,000 acts of kindness in their local communities.

Historically Hampshire County Council (HCC) and the local Integrated Care Board (ICB) have provided the funding for GNN, (for many years around £150k/year). Despite a campaign of support for the Network, however, the HCC Adult and Social care grant was reluctantly axed in March 2023 as the challenges to their finances here became particularly acute. (Hampshire has recently declared publicly that it is facing 'financial meltdown'.) Despite this, 2023/24 will see GNN continuing to support GN groups robustly with strong backing from CSR from its charitable reserves. This is, however, necessarily a time-limited approach and funds need to be raised to support the continuation of this vital service.

Our goal for 2024/25 is that sufficient funds are raised to ensure that Good Neighbours becomes self-financing by the middle of 2025/26, which is sustained into future years.

### **3.2 All Saints Counselling Service**

ASC is a volunteer-led counselling service, established over 25 years ago, based in inner city Portsmouth, with the aim of offering low cost/affordable counselling, both short and long term, for people living in and around the Portsmouth Diocesan area.

In 2022 CSR received a grant from the AllChurches fund which enabled us to widen our counselling offer and for the first time, some counsellors were paid for their work where in the past they had been working on a voluntary basis. (Donations are invited from clients who can afford it but this covers costs of training, supervision, insurance and some admin support only.)

We see this mixed mode approach as an appropriate one to explore further in the future and the best way to offer more counselling hours. At times over the year, the waiting list has been so long, that it has had to be closed to further enquiries until the list is more manageable and expectations can be met more reasonably. The counselling service is a vital resource for local people. Many clients are unemployed, on low incomes or have very little

disposable income. Issues covered have included anxiety, depression, loss and working with difficult past experiences. Much of the area covered by the counselling service is within the top 10% most deprived in the UK.

Our goal for 2024/25 is that sufficient funds are raised during the year to support the employment of one full time counsellor (or equivalent) and one part-time clinical supervisor to support the expansion of the work, reduce the waiting list and support 30% more clients.

### 3.3 Young People's Mental Health Training Pathway and Social Enterprise

In March 2023 the CSR Board decided that it would like to pursue the possibility of counselling, coaching, and mental health support specifically for young people which also connects well with the Bishop's vision and can connect with schools and academies. Our goal is to create a learning hub and pathway to make young people's mental health everybody's business with training at different levels for parents, grandparents, teachers, and social workers which is something which would attract fees and has the potential eventually to become a social enterprise.

Our goal for 2024/25 cannot be clearly stated at this time the project is at the feasibility stage and no business plan has yet been devised.

In order to achieve these aims and to support other initiatives as they occur, sometimes in collaboration with local church and other voluntary sector partners, CSR now needs to appoint a fundraiser. The expectation is that they should be able to raise at least 5 times their salary annually. Subject to limitations, we could consider offering some training support to others within the diocese.

## 4.0 STRENGTHS AND WEAKNESSES BEHIND THE STRATEGY

CSR is likely to succeed in implementing this strategy because:

- It has full support of the Board.
- It will provide sufficient budget to recruit an independent experienced and proven fundraiser.
- It has clear goals for its fund-raising.
- It is a well-connected charity with stakeholders and Board members who will act as ambassadors for fund-raising.
- It can clearly describe and evidence the impact of its work on beneficiaries.
- Association with the Diocese will make giving attractive to some target audiences.
- Access to the Grant Finder database

CSR has the following risks which need to be mitigated against:

- CSR's unrestricted reserves being over £1m (at £1.1m) is a problem with some funders.
- No experience in managing a fundraiser. This could be mitigated by appointing a Trustee with a fund-raising background.
- CSR brand is a weakness and does not reflect the work of the charity. This could be mitigated by rebranding the charity.
- No systematic publicity of the impact of the work of the charity through the website or across social media to reach the attention of the public and high net worth individuals. The website needs work to add the ability to donate. This could be mitigated through a volunteering opportunity.
- Association with the Diocese may prevent financial support from some target audiences.
- The fundraiser will take longer to start raising funds than desired.

## **5.0 APPOINTMENT OF A FUNDRAISER**

The CSR Board has resolved to employ a fund-raiser to take this strategy forward. The fundraiser would take the next step in implementing this strategy by identifying:

- Target audiences for every objective
- Developing a marketing and communications plan to support the strategy.
- Decide the channels they will use to reach the target audiences and the messaging.
- Decide how income should be diversified and the methods of fund-raising to achieve the stated goals which could include:
  - Grant applications
  - Appointment of fundraising ambassadors
  - High net worth individual donations
  - Community donations
  - Business donations and sponsorship
  - Legacies
- Writing the 3-year strategy to follow on from this document.

## **6.0 OPERATIONAL**

The Fundraiser will require access to a donor data base which could be specifically purchased or via a standard CRM system. CSR will also sign up to the Fundraising Regulator, undertake a gap analysis against the Code of Practice and complete the action plan prior to the appointment of the fundraiser.

## **7.0 BUDGET**

This strategy assumes the appointment of a full-time fundraiser on a CSR contract with total employment costs of £35,000 - £45,000 who would have raised £350,000 by 31 March 2025 which will enable CSR to reach its objectives. This sum includes a notional estimate of £100,000 contribution to the YP mental health training programme.