

# TRANSFORMING COMMUNITIES TOGETHER

## Fundraising Consultant – Transforming Communities Together (TCT)

### Context/Background information

Transforming Communities Together (TCT) was established in 2014 to help churches and local organisations tackle poverty and the causes of poverty in and around the Black Country, Staffordshire and northern Shropshire. It is the Diocese of Lichfield's joint venture with the Church Urban Fund, part of the Together Network and serving as a local hub for Near Neighbours and the Just Finance Foundation. In the Black Country, TCT has established a reputation of innovative and generous leadership, bringing together partners from the voluntary and statutory sector around topics such as homelessness, modern slavery, mental health, financial inclusion, community cohesion, dementia and social isolation.

TCT's funding has come from various sources.

- Public funding has supported most of TCT's work in community cohesion and social isolation.
- Its work on dementia friendly churches has been supported by Christian charities and the church.
- The National Lottery and other major charities have contributed to its social and financial inclusion work.
- Its development work has relied on the generation of unrestricted income, with funding from CUF and anonymous donor.

In its first five years it has grown from a small-sized to a medium-sized charity, now projecting an annual income of £350,000 for the next five years. To resource this work over the five years 2020-24, we plan to raise a total of £1,750,000, averaging £350,000 per annum (up from £225,000 in 2018, and £325,000 in 2019). In order to do so, we will adopt the following approach:

- ❖ We will differentiate between our three work streams, with funding approaches appropriate to each of the three contexts. Funding for:
  - **Community Cohesion and Integration** will predominately come from government sources, with the Ministry of Housing, Communities, and Local Government continuing to fund Near Neighbours.
  - **Social and Financial Inclusion** is project-based. There is a mixture of funding from national and local charities, with an explicit focus on the Black Country, where our network of contacts is most established.
  - **Developing Work** is a combination of grants, management fees and local contributions.  
and
  - For **Places of Welcome** we anticipate a change from modest funds provided directly and indirectly from local government to substantive charitable funding, with a further possibility of social prescribing.
- ❖ We recognise the challenge to attract funding to maintain both our infrastructure and the capacity to engage in development work. As well as through primary partners such as CUF, unrestricted core funding will be met by the growth of local donations.

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- ❖ As a well-established medium sized charity, TCT is now ready to attract five-year Lottery or equivalent funding for existing Social and Financial Inclusion Work, and for new projects such as Modern Slavery, Hate Crime, Homelessness, Rural Domestic Violence, and Food Poverty.
- ❖ To establish new work around Stoke-on-Trent, Burton-on-Trent, Telford or elsewhere in the Diocese of Lichfield, additional investment will be required. This could be linked to Strategic Development Funding or Lowest Income Communities Funding from the Church Commissioners, or by a national programme selecting of one of these conurbations as a local hub.
- ❖ The financial return on the investment of time spent funding-raising for Places of Welcome has shown considerable variation between areas. Whilst all has been relationally significant, it would be appropriate if the work was underpinned by region-wide longer-term funding.
- ❖ TCT provides an exciting opportunity for churches and residents across the Diocese of Lichfield to partner with us in seeking the common good. To this end we are developing an ambassador programme, with its initial formation in northern Shropshire and southern Staffordshire.
- ❖ There is considerable variation in the extent to which local churches are involved in the delivery of TCT-related activities. There are some churches which are heavily involved with several programmes; and some programmes, such as Dementia Friendly Churches and Places of Welcome, have involved numerous churches. However there is significant potential to build the capacity of many more churches and community groups to become involved, and to support the development of church-based volunteers.

Following a strategic review, our Board of Trustees made the decision to establish a Fund Raising Action Group to enable the charity to review its current funding position and put in place the solid foundations for our future income direction. The further development of grant and trust income is the key priority area, alongside other actions identified in our fundraising strategy.

## **Challenge**

We are now looking to commission a Fundraising Consultant to lead and manage our grant and trust funding and help us to better establish a sustainable pipeline of grant and trust income.

As our Fundraising Consultant, you will lead on developing applications to trusts, foundations and other grant making bodies (in line with those already identified in our Prospects List) to a high and consistent standard. You will also support the Fund Raising Action Group with the future development and implementation of TCT's recently created fundraising strategy.

The initial period for this commission is twelve months to deliver the activities and address the objectives as outlined in the role description outlined below.

Working with a dynamic development team, you will work closely with the Chief Executive Officer and other members of the Fund Raising Action Group to develop and agree a work plan for trust fundraising, undertaking the additional required research, and writing targeted, compelling and engaging proposals tailored to specific trusts, foundations or other grant making bodies.

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TCT has developed a Five Year Business Plan. Recent funders include the National Lottery, Mercers Company, Joseph Rowntree, Barrow Cadbury, Henry Smith, Westhill, Porticus, Mothers Union as well as several smaller charities, some local authorities, two dioceses and a housing association. We ran a crowdfunding campaign which was not a success.

Key role activities include:

- Developing and maintaining an excellent knowledge of TCT's work and services
- Being embedded in the charity, building strong internal relationships with a view to identifying and responding to its funding needs
- Agreeing a work plan and reviewing progress, ensuring work is delivered to a high standard
- Cultivating and developing relationships with new donors
- Remaining abreast of new funding sources and emerging trends for trust fundraising
- Compiling and submitting applications to grant making trusts and other bodies, as agreed by the Fund Raising Action Group
- Maintaining oversight and meeting trust fundraising and individual project income targets (see below)
- Preparing documentation for the Chief Executive Officer to inform decision making on identified opportunities to fund new projects.

## **Commissioning requirements**

We wish to appoint/commission a Fundraising Consultant to support TCT for an initial period of 12 months to deliver the activities and address the objectives as outlined above, which will then enable the charity to take forward and further refine a longer-term integrated Marketing, Fundraising and Income Development strategy.

About you:

- Educated to degree level or with equivalent experience in trust fundraising, you will have excellent research, writing and checking skills, and close attention to detail
- Your influential writing and exceptional document presentation skills will compliment your proven ability to research and secure new funding opportunities
- With an open and participative working style, you are a great team player and able to engage with a wide range of stakeholders and professionals

## **Timeframe and deliverables**

We are looking for an immediate start and anticipate this being a 12 month appointment/assignment:

- Weeks 1-4: Review, audit and project plan development; based on the business plan, fundraising strategy and prospects list.
- Week 5: Presentation to and sign off of work plan by Fund Raising Action Group.
- Weeks 5-13: Delivery – new applications submitted to trusts/grant making bodies.
- Week 14: Interim presentation to Fund Raising Action Group.
- Weeks 14 – 26: Delivery:

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- Notification of successful trust/grant awards received.
- New applications submitted to trusts/grant making bodies.
- Week 27: Review meeting with Fund Raising Action Group.
- Weeks 27-39: Delivery:
  - Notification of successful trust/grant awards received.
  - New applications submitted to trusts/grant making bodies.
- Week 40: Review meeting and discussion of hand over with Fund Raising Action Group.
- Weeks 40-52: Delivery:
  - Notification of successful trust/grant awards received.
  - New applications submitted to trusts/grant making bodies.
- Week 52: End of Consultancy - handover report submitted – to include details of:
  - Secured grants – performance and reporting requirements.
  - Submitted applications – details and timescales.
  - Potential applications – relationships/timescales to submission.
  - Grant/trust relationship cultivation – handover of contacts/details.

Ultimately, the purpose of this role is about increasing the value of grant and trust income to support TCT. We are aware that cultivating such relationships and successful application timescales can take time, therefore we anticipate that positive results regarding grant applications will be focused in the second 6 months of activity. There may also be time and capacity to develop and implement further actions identified in the fundraising strategy particularly in relation to individual giving and community fundraising, although this is highly likely to be subject to a further time-limited consultancy assignment.

## **Commissioning of a consultant**

We are offering this opportunity on a commissioned basis. We want potential suppliers to quote a single fee for an overall package of support. We anticipate tenders in the region of £7,500 to £10,000.

The tender response should identify who will manage and deliver the package of fundraising support, deliver key areas of activity and should breakdown their time commitment and activity against the timeframe and deliverables outlined above.

Suppliers would not be required to work from TCT's offices, however we would be keen to understand how suppliers would build the internal relationships required to successfully deliver as required.

As required TCT will provide a workspace and Wi-Fi access to the Internet and to relevant documents, whilst the supplier is working on the assignment.

## **Responses/further information**

All requests for further information and any proposals should be directed to:

David Primrose            Mobile 07975 644044    Email [david.primrose@lichfield.anglican.org](mailto:david.primrose@lichfield.anglican.org)

Deadline for responses – 6<sup>th</sup> March 2020. The Fund Raising Action Group have set aside Wednesday 25<sup>th</sup> March to meet with those we have responded to the Commission.

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## Key Tasks:

### **Advice required:**

Ambassadors £20,000 rising to £40,000 per annum

*The consultant would advise on the process, which would be led by trustees and staff*

Funding for Second Post in north of Diocese

*When funding is identified by a third party, then the consultant would advise on the process*

### **Fundraising required**

Core Costs deficit £10,000

*With the reduction of CUF funding, TCT anticipates a deficit in core costs of £10,000 per annum.*

*Securing core funding will remain an ongoing priority, with existing donors extending their commitments.*

JFBC deficit in 2020 £7,000

*Initial requests are being made to whg and Walter Stanley. If unsuccessful, this will become urgent.*

JFBC payroll boost 2020 £10,000

*This funding is unsourced and is for immediate action.*

JFBC ongoing from 2021 £50,000 per annum

*Just Finance Foundation will support any application. This may be in addition to funding for Lifesavers which may come through JFF.*

OSD 2020 £50,000 per annum, Lottery

*We anticipate an application to Reaching Communities, with material which will be available in September 2020.*

MSPC 2020 £50,000 per annum, Lottery

*We anticipate an application to Lottery Partnerships, with material that will be available in May 2020.*

Places of Welcome 2021 £60,000 per annum

*We are in current discussions with possible funders, and would wish to progress this immediately.*