



FUNDRAISING AND MARKETING STRATEGY 2009 - 2012

Introduction, and aims of this Fundraising Strategy

The Griffins Society has an ambitious programme, set out in the Strategic Plan 2009 – 2012, to develop and widen the scope of the valuable work that it has done since it was formed in 1965. Additional funds are required to meet the demands of the Strategic Plan and ongoing commitments. This Fundraising & Marketing Strategy sets out how we will raise the resources that we require. The Society's current running costs are £87,000 per year but the new work we are planning will increase that expenditure to £154,000. It is our goal to raise that amount each year, and this Fundraising and Marketing Strategy describes how we will achieve that goal.

We will produce a fundraising brochure in late 2009 to appeal to charitable trusts and foundations.

We believe that we can gain financial support from a number of Livery companies and raise £5,000 pa from this source. Trade and craft associations have flourished all over Europe since medieval times, but the City of London companies, now collectively known as the Livery, are unique in their number and diversity. Today, there are 103 Livery companies in the City of London, giving around £20m in donations per year. Trades of traditional (Fishmongers) and modern businesses (Information Technologists) continue to uphold their professional origins, while also undertaking a charitable role. Giving priorities are usually decided by a charitable committee made up of company members.

We hope to raise another £110,000 from new and existing grant-making trusts. Grant-making trusts, sometimes known as foundations, are independent grant-making bodies. They get their income from investments or through their own fundraising. They are set up specifically to give money for charitable purposes and for community benefit.

There are currently nearly 9,000 of them in the UK, giving over £2 billion a year. Trusts come in all shapes and sizes, founded for a variety of reasons, with different social and political perspectives and with different approaches to their grant-making. Many trusts will not be interested in funding the Griffins Society, but there are plenty who will be.

We will conduct careful research with those trusts that are worth approaching, to investigate what aspects of our work they will be interested in, the size of their current grants budget, their criteria, their area of benefit and the range of their grants.

Most trusts say that they receive far more applications than they can possibly support – but not enough good ones. Many applications are circular letters sent to a large number of trusts without being tailored to the trust's particular interests and priorities. These are generally rejected on sight. The key to success is to make sure that each application sent is relevant to the particular trust and that an appropriate amount is requested.

Successful fundraising from trusts involves identifying suitable trusts, finding out as much as you can about them, trying to get them interested in your work even before you approach them for money, finding an aspect of your work that they will want to support, and persuading them to support us.

We will be more pro-active with legacy marketing by focusing presentations and by sending out a new legacy leaflet to solicitors and funeral directors.

We intend to develop new fundraising partnerships with companies that have an interest in corporate social responsibility. The aim of these partnerships is to raise funds (payroll giving, sponsorship, charity of the year) and create opportunities for companies to get involved with the Griffins Society. We anticipate an income of around £5,000 from companies.

The case for supporting The Griffins Society

The Griffins Society was established in 1965 by a group of volunteers at HM Prison Holloway who were concerned about the lack of support provided to women leaving Holloway at the end of their sentences. The Society established three women's hostels in north London, which it managed until 1995 when they were sold to a specialist housing association. The Society's trustees decided to use the capital released by the sale of the hostels to carry out research on the needs of women in the criminal justice system and on the most effective means of helping women to avoid further offending.

In 2000 the Society began funding the **Griffins Society Visiting Research Fellowships Programme** at the Mannheim Centre for Criminology at the London School of Economics. The Programme has gone from strength to strength. It provides a unique opportunity for people working with women in criminal justice to research, in their workplace, an issue about women offenders, alongside their normal work commitments. Much of the research is work that would not otherwise be done, because it does not have to reflect government priorities or established academic interests. There is considerable competition for Griffins Fellowships: many more are sought than are awarded. Several Griffins Fellowships research papers have exercised major influence on criminal justice policy and practice, including hitherto unpopular or neglected areas of work. Our **Sex Workers in Prison** project is an example of this. In creating a prison staff training programme involving women's groups in the community, it brought about improvements in the Prison Service's work with women at risk of being exploited by the sex industry on their release from prison.

Our **Women's Information Network** is an on-line, searchable database of a range of community resources for women. It is free to use and available to anyone who has a computer with internet access. The Prison Service's directory of help for women who have experienced sexual abuse or domestic violence is based on it. It is maintained and constantly updated by our team of volunteers. Most of our volunteers are women serving prison sentences who come to The Society's office each day by release on temporary licence. The Women's Information Network serves a number of functions. As well as providing information to anyone who needs it about where to go for help, it also helps the women serving prison sentences who maintain and update it. It gives them work experience and training in internet searching, customer relation skills etc. Many of them have previously not had a good record of employment, nor have they previously had the opportunity to learn the type of business skills that their work for The Griffins Society helps them acquire.

The Women's Information Network also comprises a **database of research and policy publications** about women in the criminal justice system, which is popular with students, policy makers, and criminal justice managers who are seeking the latest research evidence or government policy document about any issue concerning women offenders. We are now increasing the scope and efficiency of the database, in accordance with Baroness Corston's endorsement of it. She wrote "I recommend acceptance of the offer made by The Griffins to act as a central repository for information for and about women who offend or are at risk of offending and to promote its use by others" (Home Office (2007) *A Report of a Review by Baroness Jean Corston of Women with Particular Vulnerabilities in the Criminal Justice System*).

The Griffins Society brings together a unique and productive group of people who are committed to achieving **tangible improvements in the way the criminal justice system works with women**. The Society includes leading academics working in universities that are internationally renowned centres for criminology. They are able

to ensure The Society's research is produced to high academic standards. The Society's work is also informed by women who have served prison sentences who have major roles in its staff team, trustee board, and volunteers. In this way, rigorous academic standards are combined, distinctively, with the 'user voice' of women who have first-hand experience of the criminal justice system's work. The Society's staff team comprises only three posts, two of which are part-time. This allows us to keep overheads low. Donors and funders can therefore be confident that their money will not be swallowed up in administrative costs, but will be used where it can bring about the greatest possible effect.

Summary

This year we are laying a strong foundation, so hopefully we will be able to see this work beginning to come to fruition next year, though some income streams such as from legacies may take longer to come through. The Society now has a clear vision of its future direction expressed in its Strategic Plan 2009 – 2012. There is every likelihood that people and organisations that want to give to charities that are committed to making a difference will be impressed by the direction in which the Society is going.

Aims & Objectives

The aim of this Fundraising and Marketing Strategy is to set out how the Griffins Society will raise up to £154,000 a year. It sets fundraising objectives and includes an action plan showing how fundraising targets might be achieved. The action plan highlights six key objectives and the activities required to meet those objectives.

The objectives are to:

1. Raise £120,000 from Livery companies, trusts and foundations, and businesses
2. Create a wider constituency for the Griffins Society
3. Increase the number of individual supporters and increase income from them to £5,000
4. Secure £10,000 from statutory criminal justice organisations such as the National Offender Management Service and the Ministry of Justice
5. Raise £4,000 from events such as our annual conference
6. Increase awareness of Griffins Society and thereby increase the willingness of those contacted to donate money through events and other marketing activities
7. Create a membership structure for which a fee can be charged.

FUNDRAISING OBJECTIVES 2009 - 2012

Programme of key activities and responsibilities: the following table is the detailed plan, the operational guide to achieving the seven objectives described above.

Objective	Performance indicator and required actions	Income	Links to Strategic Plan	Responsibility
<p>Objective 1</p> <p><i>Raise £120,000 from Liveries, trusts & foundations, businesses</i></p>	<p>Raise £110,000 from trusts & foundations per year Recruit a company to sponsor our conference Raise £6,000 from Livery Companies</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Research 20 trusts and foundations and make applications to them offering selected, targeted projects that fit their criteria for making grants (see appendix for a list of trusts that we will approach) 2. Identify and contact ten companies that have a corporate social responsibility policy that includes sponsoring events 3. Research Livery companies and make applications to at least ten 4. Sign up to Trustfinder 	<p>£110,000 £4,000 £6,000</p>	<p>9.1 Fundraising 9.2 Griffins Fellowships 9.3 Griffins Studentships 9.5 Academic research and public profile</p>	<p>Director</p>

<p>Objective 2</p> <p><i>Create a wider constituency for The Griffins Society</i></p>	<p>Encourage companies to adopt us as their charity of the year Encourage employees of companies to donate via payroll giving Secure sponsorship for events</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Select and then contact ten companies most likely to be interested in the Society's work 2. Write a specification of what The Griffins Society can offer to corporate donors and company giving 	<p>£5,000</p>	<p>9.4 Public profile</p>	<p>Director</p>
<p>Objective 3</p> <p><i>To increase the number of individual supporters and increase income to £5,000</i></p>	<p>Increase number of Supporters</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Create a page on the Griffins web site appealing for supporters 2. Gather names, emails and addresses from Griffin Society events and contact them once a year 3. Explore the options of purchasing a targeted mailing list or undertaking reciprocal mailing 4. Ensure that those major donors who have donated sign a Gift Aid declaration form 	<p>£5,000</p>	<p>9.1 Fundraising 9.2 Public profile</p>	<p>Director</p>
<p>Objective 4</p> <p><i>Secure £10,000 from statutory criminal justice organisations such as the National Offender</i></p>	<p>Supply statutory criminal justice agencies and organisations with information or research services</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Bid with Start Here for up to £32,000 to be shared between the two partners, to provide the Women's Information Network database to NOMS and other agencies as part of the Corston funding 	<p>£20,000</p>	<p>9.4 Public profile</p>	<p>Director</p>

<i>Management Service and the Ministry of Justice</i>	2. Identify other opportunities for statutory funding through serving on advisory bodies			
Objective 5 <i>Raise £4,000 from events such as our annual conference</i>	Hold an annual conference. The first will take place on 18 November 2009 and its subject will be 'Women Offenders: a Distinct Approach' Actions: 1. Secure sponsorship 2. Identify opportunities to gain income from the event, to be shared with organising partners Clinks and Women in Prison	£3,000	9.4 Public profile	Director
Objective 6 <i>Increase awareness of the Griffins Society and thereby increase the willingness of those contacted to donate money through events and other marketing activities</i>	Seek high profile platform opportunities (e.g. Institute of Directors/Confederation of British Industry/Institute of Marketing/Logistics etc.) Actions: 1. Create at least two opportunities for media coverage of The Society per year 2. Work with Prison Reform Trust on publicity opportunities 3. Ensure greater access to networks by joining the Institute of Directors and/or ACEVO 4. Ensure The Society has a range of well-presented publicity materials to offer in support of applications 5. Prepare a one page briefing on each of The Society's projects that require funding 6. Produce an Annual Report that can be presented to potential funders.	Unspecified : to support all other income generation actions	9.4 Public profile	Director

<p>Objective 7</p> <p><i>Create membership of The Griffins Society, for which a fee will be payable</i></p>	<p>Make membership of The Griffins Society available to individuals and organisations.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Create a monthly news bulletin to which people and organisations can subscribe 2. Establish a 'Friends of The Griffins' scheme to encourage individuals to give a regular amount. 	<p>£2,000</p>	<p>9.1 Fundraising 9.2 Maintaining current work 9.6 International work</p>	<p>Director</p>
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