



Securing funding for your service

This factsheet gathers the experiences of Childhood Bereavement Network subscribers on how to raise funds and secure support for childhood bereavement support services. Funding experts across the network have shared their insights and suggestions on various aspects of fundraising, for example how to approach the statutory sector and different ways of earning an income. This is not a step-by-step guide to developing a fundraising strategy, because there are already plenty out there (see back page). It does, however, highlight some key issues relevant to childhood bereavement services.

The Childhood Bereavement Network is a multi-professional, national federation of organisations that work in various settings with bereaved children and young people, their families and other caregivers. We provide information, networking opportunities and good practice guidance to our subscribers, and signpost bereaved families and others to sources of information and support. In this series of factsheets we have gathered information and practical advice on key topics, to support those interested in developing childhood bereavement support services.

Building the case for your service

A useful starting point when you are fundraising is to undertake an information-gathering exercise to pull together statistics, anecdotal evidence and testimonies showing why your service is necessary and valued. It might seem like a lot of work, but remember once it's done you can use it many times for many different purposes, and for a range of potential funders and supporters – you just need to keep it up to date.

- If you have already carried out a needs assessment exercise, you can use this as the basis of your case for the importance of your service. If not, use the tips in our factsheet 'Identifying Needs and Mapping Services' to help you gather some basic statistical and service information.
- If you are approaching statutory funders, it's crucial to be able to make a case about how bereavement support

can help meet the government's aims for improving children's outcomes in life. The *Every Child Matters* policy framework introduced five outcomes that all children's services should be helping their clients achieve. These are: being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being.

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The *Choosing Health* agenda includes a commitment to helping children to lead healthy lives. Key priority areas are tackling health inequalities, reducing the number of people who smoke, tackling obesity, improving sexual health,

improving mental health and well-being and reducing harm and encouraging sensible drinking. There are many examples of how bereavement can have an impact on a young person's progress in these areas, and conversely to show how bereavement support can help ensure that these children and young people do not get into difficulties and are still able to reach their full potential. Visit the 'policy and practice' section of the Childhood Bereavement Network website for more information (see **Resources** for details).

- Finally, to give substance and detail to any statistics or policy information you use, it can be incredibly helpful to draw on the experiences of children you are already working with. Their real life stories can be a rich and vivid way of communicating the value of your work, and its impact on those experiencing bereavement.

Key funding sources

Grant-making trusts

Trust funds are often the first port of call for charities seeking funding. Each trust will have its own application procedures and there is lots of information and advice available to help you make a successful application. See general and grant funding in **Resources** on the back page for more information.

Individual donors

If you get some or all of your funding from individual donors, it's important to look after them.

- Acknowledge donations within a week of receiving them and personalise thank you letters so that your donor feels valued as an individual who is making a difference to your organisation.
- Try to develop a relationship with your donors, especially those who contact you with fundraising ideas or questions.
- Make sure you are utilising tax efficient giving (see **Resources** for more information).
- Use a donor database to record each donor's details. Flag each donor with the appropriate communications to be sent and keep a record of the mailings they receive. If you do not have a database, keep details

Remembering all donors are individuals

The Child Bereavement Trust

It's vital to remember that all donors are individuals and have different reasons for giving to a charity. We offer donors lots of different ways of supporting us, for example as a regular giver, through our Snowdrop Memory Funds, as a 'friend' of the charity and through the UshopUgive scheme, where we benefit from credit card purchases at major online retailers. We think it's vital to be sincere, so rather than use a standard thank you letter, we have an essential paragraph which reflects the aims of our work and we build our letter around that.

on an Excel spreadsheet and update as necessary.

- Log all contacts and keep the database up to date – 'clean' it after each mailing to remove incorrect or old addresses.
- Build future support by thinking about what motivates your supporters and build on this.

Statutory funding

Getting support from statutory sector organisations such as primary care trusts, mental health trusts or education departments can be a valuable source of secure funding, both for core funding and other expenses. It can also increase the profile of your service. However, it can require a lot of preparation and follow-up work. Think about the following if you are interested in this route:

- Be as up-to-date as possible with current policy for children and family services – in particular the *Every Child Matters* and *Choosing Health* government agendas which are shaping the development of local services.

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- Get networked. By getting involved with or influencing your local children's trust, you can try to ensure that bereavement services are reflected in the local Children and Young People's Plan. If the importance of addressing bereavement needs is highlighted in the plan, there is more likely to be funding for it. Key people to know are the voluntary sector representative on the children's trust and your lead councillor for children's services.
- Find out what the annual funding allocation and commissioning cycle is, and whether there is scope in the forthcoming budget for funding additional services, so you're not wasting their time and yours by approaching them after decisions have been made or at a time when funding is clearly not available.

Funding from a primary care trust (PCT)

CHUMS Child Bereavement Service

We are funded by the three PCTs in Bedfordshire (Bedford, Luton and Heartlands) to deliver a range of bereavement support services to three to 18 year olds and their families. As well as giving us secure funding it means that we have become part of a supportive network of colleagues and have access to NHS premises and communication systems (including PR support). We are covered by their public liability insurance and are able to attend NHS training and personal development opportunities, including child protection training. We put in a lot of hard work to secure the funding, and have found that there are ongoing requirements as a result of being part of the PCT. For example the additional (and welcome!) publicity has created more referrals and we need to ensure that we have people on hand to promote the service when needed.

- Match the funder's priorities. Make sure any application reflects the *Every Child Matters* outcomes for children and is geared towards the priorities or priority groups of the funding body.
- Remember that there can be a downside to statutory funding – you may be subject to their rules and procedures, for example with regard to training, meetings and monitoring and evaluation. This may be time-consuming and may not always fit with your usual systems and practice.
- Think about the future of your service: some grant-making trusts will not pick up funding for a project which was previously funded by statutory bodies.
- When dealing with statutory services you need to be professional, speak their language and remember you are at their beck and call.
- Futurebuilders England (FBE) is an investment fund which provides a combination of grants and loans to help voluntary sector organisations set up to deliver public services and earn revenue by agreeing contracts with public sector agencies (see **Resources** on the back page).

Earned income

Selling goods and services such as training, resources and donated items can be a good way of generating income and raising the local profile of your organisation. Strict rules apply to trading by charities and you need to check out the implications for charity and tax law by getting good legal advice. If your trading doesn't fall into certain categories, you will need to sell through a subsidiary company (see 'earned income' in **Resources** on the back page for more information).

Training

Sharing your expertise can improve services for bereaved children and young people at the same time as generating income.

- Analyse the training needs of your intended audience. Find out as much as possible about why they might come on training, who will be paying for it and how much they already know.
- Find out who else is offering what training in your area, and if there is a genuine gap in the market.
- Package your training to show how it will meet the professional requirements of particular groups (see 'earned income' in **Resources** on the back page).
- Be highly organised in the publicity and administration of your training. Check your venue in advance.
- Be patient. It can take time for a training programme to get established, but evaluate your training carefully to ensure you are meeting trainees' needs.

Charity shops

A shopfront can be a good way of raising your profile as well as raising funds.

- Be aware of the risks and responsibilities and get your business plan checked by a bank or small business advisor.
- Check out essential issues such as security, health and safety and trading standards (see **Resources**).
- The right property is essential. Look for a busy area with lots of 'walking traffic' and a premises with good access and storage space at the rear. Check whether there are other charity shops nearby and think about what the impact of this might be.
- Be realistic when looking at rent costs; aim for £5000 per annum or less. Charity shops should be granted 80% non-domestic rate relief. Keep a daily record of income and expenditure.

- Ideally you need at least four reliable and highly committed volunteer staff. Be sensible with opening hours: you can always add more as you build your team up.

- For shop fittings, have a good hunt around, ask other shops or shop fitters if they have any old fittings that they don't need anymore.

- Do your research to make sure you know how to spot and deal with fraudulent and criminal activities such as shoplifting, fake money schemes and price tag swapping.

- Have a big, eye-catching sign. Advertise the fact that you are a charity, not a second hand shop. Always have information about your charity in the shop.

Events

A fundraising event might only last a few hours but there's a lot that needs to go on behind the scenes beforehand. Some of the key points to remember are:

- Allow plenty of time. For a big event, allow yourself two months more than you think you need to plan the event. But also rest assured that, if you decide to repeat the event, it won't take as long second time round as much of the preparation can be repeated.

- Work out your break even point by calculating:

- a. costs: including catering, venue and equipment
- b. the number of people you expect to get
- c. how much you think people will pay for a ticket.

If (a) is less than (b x c) then you will make a profit.

- Be ruthless. If the event isn't going to make money, don't run it, unless you think this might be the first year of an annual event which will become more profitable, or the event is more about profile-raising than fundraising.

- Get plenty of volunteers and think about which of them are best suited to particular tasks. And encourage them to take the initiative – volunteers are likely to be particularly committed to ideas they have suggested.

- Research your venue. It needs to meet the needs of your audience and be suitable for all weather conditions! Don't forget to ask if you can use the venue free or at a discount. Keep a record of venues you have used and an ideas list for the future.

Looking after the staff

Jeremiah's Journey, Plymouth

Jeremiah's Journey is a group programme for children experiencing normal grief following the death of a loved family member. It is a self-funding charity based at Derriford Hospital in Plymouth. We run two shops – one in Stoke Village that opened in 2003, the second in Devonport which opened in July 2004. Our manager, Maggie, worked hard to find the right spot – she scouted round potential areas and sat and watched how much foot traffic there was at different times of the day. Keeping the shop running depends on the commitment of the volunteer staff, and Maggie stresses how important it is to look after them and help them feel involved. She has found that staff like to have something like a badge which represents the value you place on their help and membership. She also believes that staff discounts are a good idea – and that free tea, coffee, squash and biscuits are crucial!

Opportunities to save money and make extra funds

SeeSaw, Oxfordshire

SeeSaw provides grief and bereavement support for children, in cases where a parent or sibling has died or is dying. Over the years, our supporters have organised a range of imaginative and creative fundraising events, including sponsored events, quiz nights, skydiving and fashion shows. The planning phase is always essential in any big event – we once started planning in January for an event due to be held the following November. SeeSaw saves time and money by marketing events in regular mailouts and we look for opportunities to make extra money – for example by running a raffle. We have found this can generate as much profit as the event itself, and it also provides an opportunity to meet people face-to-face and tell them more about our work.

Ever thought about...

Getting sponsorship?

You may find that local companies are willing to sponsor individual events and other areas of your work, particularly if it helps them promote themselves to new potential clients. This will remove your financial risk in running an event, and can be particularly helpful for new, untested events. Make sure that the company's activities are in line with the values and principles of your organisation. Good sponsors include those with clients who may be able to lever in additional support, for example banks, accountants and solicitors. Benefits to sponsors include publicity and entertainment opportunities (for example bringing clients along to the event). But check the VAT situation: if you

are VAT registered then you will have to charge VAT on sponsorship money. Agree with the sponsor whether their amount includes VAT, and include it in the invoice if necessary.

Parcelling up the cost of your work?

Itemising your costs can be appealing to funders as it makes it much easier for them to see where their money is going and the impact it might have. For example what is the average cost of supporting one child through bereavement counselling? Or the cost of developing a resource and information pack for families? Remember to include 'hidden' costs as well, such as accommodation and staff training.

What to do when funding comes to an end?

Lots of services working in this area say that they find it much easier to get funding for new, innovative projects than they do for ongoing work, where the core costs of a service usually lie.

Try to strike a balance in seeing how some developments and additions to your service can complement what you are doing already. Sacha Richardson from the Laura Centre in Leicester notes that: "Often we have found that there are new developments that we would like to make, and have included these in a bid which also includes an expansion of our existing service."

Resources

General and grant funding

childhoodbereavementnetwork.org.uk

Search for 'Summary of key issues', a paper outlining links with the government's *Every Child Matters* strategy.

institute-of-fundraising.org.uk

The professional body for UK fundraisers. Website includes information on core fundraising issues, including regulation and developing a fundraising strategy.

funderfinder.org.uk

Sells software for organisations seeking funding. Website also has general fundraising tips.

fundraising.co.uk

Details of publications, training, good practice and an online forum.

grantsnet.co.uk

A free searchable database of funding opportunities.

acf.org.uk

The Association of Charitable Foundations provides advice for grantmakers which it can be useful to study.

dsc.org.uk

A good round up of national funding news and training courses. Publishes many key titles including the Directory of Grant-Making trusts. It also runs the

following subscription sites for specific funding purposes:

- trustfunding.org.uk
- grantsforindividuals.org.uk
- companygiving.org.uk

futurebuilders-england.org.uk

Has useful information about delivering public services for children.

Statutory funding

ncvo-vol.org.uk

Outlines initiatives from the Home Office, Department for Education and Skills, Department of Health and other government departments.

governmentfunding.org.uk

Alerts you to new schemes and their application procedures.

Individual donors

charityfacts.org

Information about what donors should look for in charities they intend to support, and how they can best do this. Useful for thinking about what might motivate your supporters.

cafonline.org.uk

Resources and information from the Charities Aid Foundation on Gift Aid and other forms of tax-efficient giving.

bmycharity.com

justgiving.co.uk

Two useful sites if your supporters undertake sponsorship events. They can build a personal website to generate interest and raise funds.

Earned income

charitycommission.gov.uk

Covers legal implications of trading. Search under 'publications' for leaflet CC35, *Charities and Trading*.

hmrc.gov.uk

Covers tax implications of trading. Search for leaflet IR2001, *Trading by Charities*.

ncvo-vol.org.uk

Covers the things you need to think about before starting to trade.

everychildmatters.gov.uk

For those interested in training, a useful starting point is the *Common Core of Skills and Knowledge for the Children's Workforce*, being introduced across children's services.

charityshops.org.uk

Run by the Association of Charity Shops, this site pools good practice and information on topics such as security, health and safety, legal advice and directories of supplies.

charitiesbuyinggroup.com

Leonard Cheshire has launched this charity buying group which has negotiated discounts on a range of products and services. The group is free to join.

tradingstandards.gov.uk

Includes information for businesses on the regulations that apply when selling secondhand goods.