

Securing funding for your service

DEVELOPING CHILDHOOD BEREAVEMENT SERVICES

This factsheet gathers the experiences of Childhood Bereavement Network members on ways of raising funds and securing 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.

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. Or if not, use the tips in our Factsheet 2 '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 the way in which bereavement support can help meet the government's aims for improving children's outcomes in life. There are many examples of how bereavement can have an impact on a young person's progress, 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. CBN members can access 'Bereavement in childhood – what do we know?' – a compendium of statistics and information on bereavement in childhood that



Childhood
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BUREAU

The Childhood Bereavement Network (CBN) is the hub for those working with bereaved children, young people and their families across the UK. We underpin our members' work with essential support and representation: bringing them together across localities, disciplines and sectors to improve bereavement care for children. Collectively, we share a **vision** that all children and young people in the UK, together with their caregivers, can easily access a choice of high quality local and national information, guidance and support to enable them to manage the impact of death on their lives. See childhoodbereavementnetwork.org.uk for more information and details of how to join. In this series of factsheets we have worked with local services and other stakeholders to gather information and practical advice on key topics for those interested in developing childhood bereavement support services.

can help services prepare funding proposals, reflect on practice and research and make a case for their service. Search for your local strategic plans such as the Joint Strategic Needs Assessment, Sustainability and Transformation Plan and Child and Adolescent Mental Health Services (CAMHS) Transformation Plan, and see where issues affecting bereaved children and young people are mentioned.

- | 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 and young people 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.

"Our vision is that children, young people and their families in this area are better able to cope with the impact of death on their lives."

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. Trusts vary from the small and local to the large and national (for example, the Big Lottery Fund). 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.
- | Make sure you are utilising tax efficient giving and claiming Gift Aid where appropriate (see back page 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 on an Excel spreadsheet and update as necessary.
- | Log all contacts and keep the spreadsheet or 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.

Remembering all donors are individuals: Child Bereavement UK

It's important to remember that all donors are individuals and have different reasons for giving to a charity. When working for an organisation that specialises in bereavement support, it's vital to remember that many people will be donating or fundraising in memory. Offering a flexible approach to giving, including cash donations, regular gifts and tribute funds can be helpful, along with offering different types of events to inspire your supporters to fundraise in memory. When individuals fundraise or donate in memory, it is often a way of remembering the person who died and honouring their life. It is important to provide a tailored, sensitive approach to their support, including writing thank you letters with evidence of the impact of their support, and acknowledging the person who has died, in similar language the supporter uses in your their communications.

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 to a training session, who will be paying for it and how much they already know.
- | Find out who else is offering 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 and check all facilities, such as DVD players and flip charts are available.
- | Be patient. It can take time for a training programme to get established. 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 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. Charity shops can apply for rate relief – check this with your local council. Keep a 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. But remember that the more attractive the shop looks, the more likely you are to have visitors.
- | 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 in the shop.
- | Have a plan in place for when current or past service users come in and would like a long conversation with volunteers.

Funding from a Clinical Commissioning Group (CCG) CHUMS Mental Health and Emotional Wellbeing Service

Funding from a Clinical Commissioning Group (CCG) CHUMS Mental Health and Emotional Wellbeing Service. CHUMS is a Social Enterprise, previously an NHS service, and within its clinical provision delivers a bereavement and trauma service across Luton and Bedfordshire commissioned by the NHS and Local Authorities, as well as other contracted funding from grants. Luton CCG commission CHUMS in Luton and East London Foundation Trust sub contract CHUMS in Bedfordshire to deliver a range of bereavement support services for three to 18 year olds and their families. This includes telephone support for families and for professionals, individual support, workshops for children under 12 years, teenage workshops, parents/carers groups, ongoing support groups, family days and a remembrance service.

Our commissioners receive quarterly data on outputs and outcomes using a variety of outcome measures to evidence the effectiveness of support. CHUMS is a Children and Young People's Improving Access to Psychological Therapies Programme (CYP IAPT) compliant service. Our CCGs recognise the importance of children, young people and families being able to access bereavement support at a time that is right for them.

Funding from a CCG may seem difficult to secure but it is about getting access to the right person and building a positive relationship with them. It is vital to ensure that local CCGs know what is available from the third sector to enable them to make informed choices on who to commission. It is also important to remember that you may not receive funding for everything you want to deliver. It's about compromise. For example, CHUMS charity, 'Friends of CHUMS,' raises additional money for our Trauma Service that supports bereaved children and young people who have post-traumatic stress disorder and offers longer term interventions.

Statutory funding

Getting support from statutory sector organisations such as clinical commissioning groups, mental health trusts or education authorities 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 families
- | Get networked. By getting involved with or influencing your local decision making bodies, you can try to ensure that bereavement services are reflected in local strategic planning. If the importance of addressing bereavement needs is highlighted in planning, there is more likely to be funding for it. Key people to know are any voluntary sector representatives on local planning groups, and your lead councillor for children's services. See **Resources** for links.
- | 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.
- | Match the commissioner's priorities. Make sure any application 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.

Events

A fundraising event might only last a few hours but there's a lot that needs to go on behind the scenes.

- | 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 attend
 - 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 realistic: is the amount you may raise worth this much effort? Could you raise the same amount in another, less demanding way?
- | 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.
- | Recruit 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 ones you have used and an ideas list for the future.

Events: Jeremiah's Journey

Events can be an excellent means of raising money for your service. Promotion is the key to a successful fundraising event.

The fundraising team at Jeremiah's Journey believes that it is important to tell as many of your contacts as possible about your event; friends, family, supporters and the general public. Your local newspaper may run a feature about your event and so may smaller publications, such as town or village newsletters. Nowadays, internet tools such as Facebook, Twitter and email can prove to be useful means of encouraging people to attend your event.

Planning your event well can also avoid much stress on the day! For instance, do you have a plan B if the weather takes a turn for the worst? If your event runs smoothly then people are far more likely to join you at a future event! Finally, don't forget to have fun! Organising an event can be hard work, but it is also a great way to meet new people and learn about something new, in addition to raising valuable funds for a good cause!

Have you thought of... 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 reduce or 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 (in particular having their name on the tickets, programmes and materials used on the day) and entertainment opportunities (for example bringing clients along to the event). But check the VAT situation and once you have done that, let the sponsor know 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' core costs as well, such as accommodation and staff training which are otherwise harder to fund.

What to do when funding comes to an end?

Start securing new funding before existing funding runs out. 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 and include core costs wherever possible in project proposals.

Resources

General and grant funding
Institute of Fundraising
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.
UK Fundraising fundraising.co.uk
Details of publications, training, good practice and a blog.
Association of Charitable Foundations
acf.org.uk provides advice for grant-makers which it can be useful to study.
Directory of Social Change
dsc.org.uk/funding-websites
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: trustfunding.org.uk grantsforindividuals.org.uk companygiving.org.uk

Statutory funding
NCVO's Funding Central
fundingcentral.org.uk
Includes details of government contracts.
Contracts Finder
gov.uk/contracts-finder
Individual donors
Justgiving/Virgin Money Giving.
Two useful sites if your supporters undertake sponsorship events. They can build a personal website to generate interest and raise funds.
Earned income
Charity Commission gov.uk/government/organisations/charity-commission Covers legal implications of trading. Search under 'publications' for leaflet CC35, Charities and Trading.
HMRC gov.uk/guidance/charities-and-trading Covers tax implications of trading. Search for leaflet IR2001, Trading by Charities.

NCVO ncvo.org.uk Covers the things you need to think about before starting to trade.
Charity Retail Association
charityretail.org.uk Pools good practice and information on topics such as security, health and safety, legal advice and directories of supplies.
Charities Buying Group
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.
Chartered Trading Standards Institute tradingstandards.uk
Links to local trading standards offices for advice about selling secondhand goods.