

Title:	FUNDRAISING
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Group:	FUNDRAISING
For:	CHAILEY HERITAGE FOUNDATION

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1.1	Reviewed – only change to linked documents.	OM3	Autumn 2018

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This document will remain valid during the review process	

LINKED DOCUMENTS:
Children’s Homes Regulations and Quality Standards 2015 CQC Fundamental Standards Fundraising Complaints Procedure Data Protection Policy All Policies, Procedures, Guidelines, Protocols for Chailey Heritage Foundation

1 Purpose and Scope of Policy

This document is for internal and external use and sets out the Fundraising Policy for Chailey Heritage Foundation ('the Charity').

It addresses all forms of Fundraising by the Charity - encompassing Appeals, Legacies, Grants, and other monetary gifts (the latter are herein termed Donations).

This policy has full regard to the Charity Commission's current guidance (CC20) or any other relevant regulations in place at the time, and will be reviewed on an annual basis.

2 About Chailey Heritage Foundation

2.1 Objects

Chailey Heritage Foundation is a registered charity which promotes the education and care of children and young persons who have physical disabilities and other complex health needs and provides a service for disabled young adults who are transitioning from education to adulthood.

2.2 Mission

All our fundraising supports our Mission to give disabled children and young people every opportunity to pursue their fullest potential no matter what the challenges.

2.3 Our Promise

We will never, ever give up working with children, young people and their families to empower them to make their own choices at every stage in life.

3 Why the Foundation needs to raise money

Although we receive most of our operational funding from the statutory authorities for education and care, our services are supplemented by fundraising where statutory funding fails to match the actual cost of delivering the services or fully meet the needs of the children and young people, and in order to enhance and enrich their lives.

Furthermore, most of the Charity's buildings and equipment have been funded from appeals, legacies, donations, and the charity's free reserves. This major dependence

on fundraising is likely to remain so in future.

3.1 Role of Fundraising

To raise funds through grants, donations and gifts in Wills to fund the essential items and the equipment and facilities that enhance the experiences of children and young people with complex disabilities and give them the best chance to reach their potential.

4 Fundraising Management and Governance

4.1 Fundraising Department

The department is run as part of the services that support the Charity and is managed by the Development Director who reports to the Chief Executive and the Trustees' Fundraising Committee (TFRC).

4.1.1 The Department currently employs one full-time fundraiser and two part-time fundraisers, supported by a part-time Fundraising Administrator. It is also supported by volunteers.

4.1.2 Outside consultants

Sometimes, for reasons of resource or expertise, we need the support of other professionals. The appointment of fundraising consultants /professionals/third parties who are not part of the Charity must be agreed by the TFRC and have the written agreement of the Development Director and Chief Executive prior to use by the Charity

As a matter of Policy, the Charity does not employ outside commercial fundraising organisations to interact directly with potential donors.

4.2 Governance

4.2.1 All fundraising activity for the Foundation is supervised, coordinated and directed by the Development Director under the guidance of the Chief Executive and TFRC. The TFRC regularly reviews all fundraising activity of the Foundation, and the Development Director reports to the full Board of Trustees at least three times a year. Targets are set annually and, after discussion with the Development Director and agreement with the TFRC, are submitted to Trustees, via the Trustee Finance Committee, for approval.

4.2.2 The activities of the Fundraising Department are overseen by the TRFC which is a sub-committee of the Charity's Board of Trustees. It includes a minimum of two Trustees who sit on the main Board and its purpose is:

4.2.2.1 To oversee and support fundraising targets requested by the Board of Trustees.

4.2.2.2 To oversee the development and implementation of the fundraising strategy for Chailey Heritage Foundation for all appeals and ongoing fundraising initiatives across the Foundation.

4.2.2.3 To ensure that fundraising activity is undertaken to the highest standards, within the culture of the Foundation, and in compliance with this policy statement.

4.3 Fundraising costs

The costs of fundraising are paid out of the Foundation's Free Reserves which means that funds raised directly by the Fundraising Department go fully to benefit the children and young people, the beneficiaries of the Charity.

5 Principles for Fundraising in Support of Chailey Heritage Foundation

- 5.1 Our "Commitment to Donors", which will be widely publicised, is set out in Appendix 4, and explains our Fundraising principles and what they mean in practice.
- 5.2 In addition to any other requirements of this policy, all fundraising activities for the Foundation will be conducted in accordance with current laws and regulations. The Foundation will follow relevant Charity Commission guidance and any requirements and guidance from the Fundraising Regulator or such other body that replaces it.
- 5.3 What we use money for
 - 5.3.1 The Foundation uses the support it receives only for its charitable purposes. All funds raised by the Fundraising Department go to benefit the children and young people.
- 5.4 How funds are raised
 - 5.4.1 Funds will be solicited in a respectful manner and without pressure.
 - 5.4.2 Receipts will be issued for all donations wherever practical. If the donor receives anything in exchange for their donation, such as a dinner or event admission, the receipt will clearly state what portion of the donation (if any) is gift-aid able.
 - 5.4.3 **Truth and Accuracy** - All solicitation and fundraising materials and other communications to donors and the public shall clearly identify the Foundation and be accurate and truthful.
 - 5.4.4 The dignity of the young people must always be respected. We strongly believe that it is harmful and self-defeating to attempt to provoke people's pity when applying for funds by using misleading or patronising stories.

- 5.4.5 Fundraising Materials** - The Development Director, working closely with the Marketing Department, will scrutinise critically all fundraising or solicitation materials prior to publication to avoid:
- 5.4.5.1 Material omissions or exaggerations of fact, use of misleading photographs, or any other communication which would tend to create a false impression or misunderstanding;
 - 5.4.5.2 Any statements or content that would tend to create unrealistic donor expectations of what the donor's gift will actually accomplish.
- 5.4.6 Donor Privacy** - The Charity will always respect donor privacy and will comply with the guide-lines set out by the Fundraising Regulator and Institute of Fundraising.
- 5.5 The Charity does not, and will not, sell or share donor lists.
- 5.5.1 Any information supplied to Chailey Heritage Foundation will be used solely to fulfil the donation and shall not be shared unless there is good reason to do so or permission is granted by the donor to share such information.
 - 5.5.2 All written requests (ie: by email or letter) to remain anonymous shall be honoured.
 - 5.5.3 Donors who supply Chailey Heritage Foundation with their postal address or email address and have agreed that they would like further contact may be contacted periodically for solicitation purposes and/or with information regarding upcoming events and newsletters.
 - 5.5.4 Donors may request to be permanently removed from the mailing list by contacting us via email, phone or postal mail. All requests to be removed from our mailing list shall be honoured as soon as is practicable but within no more than 7 days.
 - 5.5.5 Donors who supply Chailey Heritage Foundation with their telephone number may request that they not be contacted for telephone fundraising purposes.
- 5.6 Supervision and training
- 5.6.1 Where possible, the Foundation shall provide appropriate training and supervision of any people soliciting funds on its behalf, whether employees or third party representatives, including training to avoid use of techniques that are coercive, intimidating or intended to harass potential donors.
 - 5.6.2 The Foundation will seek to avoid accepting a gift from, or entering into a contract with, a prospective donor which would knowingly place a hardship on the donor, or place the donor's future well-being in jeopardy.

- 5.6.3 We cannot be responsible for fundraising by third parties of which we are unaware. Where we know that the fundraising is taking place, we will endeavour to ensure that the organiser follows our policies and procedures.
- 5.7 Gift Aid and other fiscal benefits
- 5.7.1 We will seek to obtain tax or such other fiscal benefits as are permissible when receiving funds and
- 5.7.2 We will advise potential donors of our willingness to receive donations under covenant or Gift Aid.
- 5.7.3 We will adhere to current Gift Aid regulations as set out by HMRC
- 5.8 Donor Acknowledgements
- Every donor to Chailey Heritage Foundation will be sent a formal acknowledgement and donation receipt where practical within 7 days of donation receipt.
- 5.9 Publicising support.
- We may wish to acknowledge our sources of funding publicly, for instance in our Annual Report, newsletters and donor boards, but we will do so only with the consent of the donor.

6 How we raise money

- 6.1 We raise money from charitable trusts, foundations, livery companies, individuals and businesses, as well as through events to support the needs of the children and young people.
- 6.2 Funding Applications
- 6.2.1 These will be coordinated by the Charity's Development Director, in consultation with other members of staff and our young people.
- 6.2.2 Members of the Fundraising team may submit applications for funding for projects and programmes within their usual range of activities, provided they keep their line manager informed at all stages of the application.
- Once an application is approved, the member of staff responsible must ensure that the grant or gift is received, the donor is thanked, and all conditions complied with, including necessary record keeping.
- 6.3 Chailey Heritage Foundation Sponsored Special Events Policy
- 6.3.1 Fundraising events sponsored by the Foundation are expected to raise at least twice the amount expended.

- 6.3.2 For major events (eg: expenditure of more than £10k), a detailed budget must be prepared in advance with support from the Finance Department and approved by TFRC and subsequently the Trustee Finance Committee (TFC) should be informed.
- 6.3.3 Proceeds of the sponsored event must support the Foundation's identified needs and be approved by the TFRC.
- 6.3.4 If applicable, the Foundation will provide clear communication to event guests regarding Gift Aid regulations that limit the charitable deduction amount to only a portion of the ticket price.
- 6.3.5 All Foundation sponsored events must be evaluated to determine whether the event should continue to be offered.
- 6.3.6 The Charity will support other organisations arranging events on its behalf wherever practical.
- 6.4 Third party fundraising.
 - 6.4.1 We welcome third party initiatives in organising events on behalf of the Foundation and will, wherever we are aware, ensure that these third parties adhere to the Fundraising Policy and the Charity's Principles for Fundraising and in particular the requirements of 5.6.3.
 - 6.4.2 If we receive an offer of funding for work which has not been planned by the Foundation, we will decide on whether the proposed work fits within our strategic direction. This will involve a discussion between the Board of Trustees, TFC, TFRC, management and relevant staff. If it does not, the offer of support will be gratefully declined.
 - 6.4.3 We welcome donations and other funding from individuals, companies, trusts and foundations, freemasons, rotary and other clubs and associations including schools, local and national government and other charities.
- 6.5 Acceptance of a proposed Gift
 - 6.5.1 The Charity reserves the right to refuse any proposed gift where:
 - 6.5.1.1 It has reason to believe that the donation is tainted. For example, that we have been passed the proceeds of any crime or terrorism or money belonging to someone other than the donor
 - 6.5.1.2 Gifts are directly or indirectly subjected to a material restriction or condition by the donor that would prevent the organisation from freely and effectively using the transferred assets, or the income derived from it.

- 6.5.1.3 There are concerns about the reputational damage such a donation may have on the Charity or where undue influence is used to create an obligation on the organisation.
- 6.5.2 All decisions by the Trustee Board are final.
- 6.6 Fundraising by CHF staff
 - 6.6.1 We welcome fundraising initiatives by any member of the Foundation. The Fundraising Team is there to offer advice and guidance.
 - 6.6.2 Such fundraising is encouraged but:
 - 6.6.2.1 The Fundraising Department must be informed of the activity and its advice must be sought and followed.
 - 6.6.2.2 The activity must be undertaken in compliance with this Fundraising Policy

7 How we manage money that has been raised

- 7.1 Donor designated restrictions on contributions must be, and will be, honoured.
 - 7.1.1 Restricted funds are where the donor has specifically requested that the funds, however raised, be used for a specific purpose.
 - 7.1.2 Unrestricted Donations (but excluding unrestricted Legacies) are treated as designated funds by the Trustees towards specific projects or equipment decided by the TFRC. They are not to be applied towards operating costs, nor towards strengthening free reserves.
 - 7.1.3 Funds of more than £5k are allocated by the TFRC to specific projects in order of need. The Donations Committee has the authority to allocate amounts of less than £5k to specific projects.
 - 7.1.4 Unrestricted Legacies can be used at the discretion of the Trustees towards the general purposes of the Charity and form part of the Foundation's unrestricted (free) Reserves.
- 7.2 It is our aim to raise funds against specific, identified needs, whether large or small, whenever possible, as this makes for effective fundraising and is also rewarding for the donor.
- 7.3 Occasionally a project may be over-subscribed or circumstances change. In instances where this is predictable (e.g. the final phase of a major capital Appeal seeking donations from the general public) we will, as appropriate, ensure that the original solicitation includes the provision "Donations will be applied to the general purposes of the Charity" in the event of over subscription.

- 7.4 When it is not possible to build this flexibility into the initial solicitation, we will, if over-subscribed, discuss with the donor the option of putting the funds to alternative projects. In circumstances where it has not been possible to use the donation for the purpose specified by the donor due to a change in circumstances and where the donor isn't content to re-designate those funds, the Charity will refund the donation.
- 7.5 All monies received must be handled in accordance with the Charity's finance policies and procedures.

8 Complaints

The Fundraising at Chailey Heritage Foundation (CHF) strives to operate to the highest possible standards and follows the relevant regulations in place at the time. However, should you have any concerns regarding our fundraising, please raise it in the first instance with our Director of Development at the earliest opportunity. Alternatively, please see our Compliments and Complaints Policy on our website:

<http://www.chf.org.uk/policies.html>.

Appendix 1 Governance - Limits of delegated authority

1. **Trustee Board:** Ultimately has responsibility for agreeing fundraising policy and priorities against agreed targets.
2. **Trustees' Fundraising Committee:** The Trustees' Fundraising Committee (TFRC) is a sub-committee of the Foundation's Board of Trustees and reports to the Board of Trustees.

The role of the TFRC is:

- To monitor that the FR policy and principles agreed by the Trustee Board are adhered to.
 - To monitor the operation of the Fundraising Department.
 - To evaluate, agree and prioritise projects with the Chief Executive and Trustees for which fundraising support would be appropriate and likely to be successful.
 - To meet at least six times per year.
3. **Donations Committee:**
 - Governance - a sub-committee of the TFRC and reports to the TFRC.
 - Role - is defined by terms of reference which are reviewed regularly
 - Meetings - meets six times a year.
 - Responsibilities - to evaluate, prioritise and agree how funds should be allocated.
 - Delegated responsibility
 - the Donation's Committee may agree requests for funding up to a maximum value of £5,000 per item.
 - Requests above £5,000 must be passed to the TFRC Committee for approval

Appendix 2 Financial procedures

All involved in fundraising must adhere to and comply with current financial procedures of the organisation and general principles of good practice and in particular the Finance Manual fundraising procedures

- Whenever practical, the post should be opened in the presence of two unrelated individuals.
- Cash donations from collecting tins/buckets and from events must be counted in the presence of at least two members of the Fundraising Department and/or the Finance Department.
- Online donations are accepted via various online sites, including Justgiving. Regular reports from these sites are reconciled with the income received.
- Records should be kept by the Fundraising Department of all funds raised and be agreed regularly with the records kept by the Finance Department.
- All Fundraising bank account balances should be reconciled by the Finance Department monthly with records of funds raised.

Appendix 3 General Gift Acceptance Policies

1. Gifts to Chailey Heritage Foundation may take a variety of forms. Many are outright gifts by living donors in cash or kind.

Some are bequests or gifts in Wills that take effect upon the donor's death and can be a residual gift or a pecuniary gift.
2. Chailey Heritage Foundation may accept the following types of contributions:
 - **Cash:** The organization may accept outright cash gifts in any amount.
 - **Publicly-Traded shares:** Chailey Heritage Foundation may accept gifts of publicly-traded stocks and bonds at fair market values as determined under Inland Revenue & Customs rules. Gifts of publicly-traded shares will generally be sold as soon as possible, and the fund the donor established will be credited with the proceeds from the sale, after commissions and expenses, if any.
 - **Tangible Personal Property:** Tangible personal property may be accepted as a gift, provided that (i) such is proof of ownership; (ii) such property is saleable; and (iii) the donor agrees that the property can be sold at Chailey Heritage Foundation's discretion.
 - **Property:** All proposed gifts of property consisting of land and buildings must be evaluated and satisfy due diligence requirements of Chailey Heritage Foundation. Proof of ownership must be provided at the time
 - **Gifts in kind:** The Foundation welcomes gifts in kind which will assist us in our work.