

TALKTOSTARS
BEREAVEMENT
SUPPORTFOR
THEYOUNG

STARS
Business Plan 2017 – 2020

***“The true way to mourn the dead is to take care
of the living who belong to them.”***

Edmund Burke – orator and statesman 1729 - 1797

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1. Purpose of Document

The purpose of this document is to demonstrate the continuing case and proposed method of delivery of a comprehensive community based bereavement support and bereavement counselling service with free, open access for all children young people, their immediate families or carers and associated professionals in Cambridgeshire whatever the basis of their bereavement.

2. Legal Status

STARS was established in 2006 as a registered charity no 112626 and a company limited by guarantee no 589708.

3. Mission Statement

All children, young people, their families and carers should be able to access a comprehensive bereavement service that embraces and respects their individual, religious, cultural and family needs. Associated professionals should be able access a service in order to provide appropriate support

Death and loss are identified as key issues in the risk of children developing a range of mental health difficulties. (Meltzer et al 2000)

4. Executive Summary

STARS Children's Bereavement Support Services has been set up to promote the psychological well-being of all children and young people who are bereaved in Cambridgeshire. The service will focus on helping the young people identified to reduce potential long-term emotional distress and isolation which has such a big impact on the individual and the family unit.

To provide the service needed for such an important activity, we will be promoting and providing the training of child bereavement counsellors in a range of settings and situations. Our work has shown us that this approach is effective and of long term value.

We are seeking to ensure that bereavement support services exist and is accessible to children and all people (five to twenty five) living in Cambridgeshire.

We know that there are good services regionally and nationally who offer some of the services STARS does and will provide. However our service model uses professional counsellors and volunteers who have received bereavement and age specific training so that we can ensure the quality of our support is of the highest level.

Our charity based business model seeks to fund the service through a combination of statutory funding, corporate and community fundraising, grant and trust fund applications as well as commercial activities such as training provision. We expect this approach to provide a robust financial model from which we can grow the service to meet future demand.

Our business model is structured so that the funding is targetted to the point of most need and to develop a strong foundation of activity and training. For all involved in the work of STARS there is strong evidence that the work undertaken to date has and continues to improve the wellbeing of the children and young people we are helping.

5. Background and development

STARS was born from a small pilot project in 2006 to provide bereavement support to all children and young people aged between 0 - 19 years who lived in Cambridgeshire and were bereaved in any way. This established that there was significant demand for the service and it became a vital service used by schools, parents, health and other professional organisations.

It is a well governed charity with an effective service model for delivery, an appropriate organisational structure to support this delivery, and strategic planning and milestones covering the period 2017 – 2020.

It has a Board of Trustees with an excellent balance of professional clinical experience and business expertise and a clearly defined set of governance procedures. We have strong policies and procedures which are regularly reviewed to govern our staff, volunteer and client activity.

From its inception, and in order to deliver a quality community service throughout the County, STARS has worked collaboratively with many associated professionals involved in the care of young people.

The service often provides informal advice and consultancy to professionals before referrals are made, as well as formal advice and training. STARS currently engages a range of part time and volunteer bereavement counsellors, a Service Coordinator (currently gapped as at Feb 2017) and an Administrator. As the service demands, sessional counsellors are contracted on a freelance basis.

6. Meeting a Need

From the outset the demand for the service has been heavy. STARS has witnessed increased demand in both the number and complexity of referrals year-on-year (circa 10%) as the service has become more widely known across Cambridgeshire and Peterborough.

2014 - 198

2015 - 212

2016 – 160 (support to Peterborough ceased in March 2016 following completion of that project)

Referrals come from a wide range of sources and can be made by any professional involved with the child or a family member, or a young person is able to self-refer.

From 2016 the service additionally accepted referrals for pre-bereavement support and there is strong anecdotal evidence of this having a positive impact in a number

of cases, helping people prepare for death and reducing the requirement for post-bereavement support.

A significant number of referrals contain a complex family history, and additional individual learning or mental health needs. Other significant complications may arise because of the nature of the death or the parental figure's diminished ability to parent adequately, due to the impact of the bereavement, either emotionally or financially (or both). STARS works in partnership with other professionals and there is much potential for further collaborative working.

Supporting the Family

In 2015 STARS completed a family project funded by Comic Relief. This pilot project concentrated on the CB1 postcode area and ran for 2 years. During this time we worked with families and discovered benefits of working with a family unit.

We continue to work with families through additional funding obtained from Children in Need. This new project will extend to the full Cambridgeshire County Council geographical boundaries and is funded to run until July 2019.

7. Current Activities and Service

STARS receives referrals from all parts of Cambridgeshire and is committed to working at a location and venue that meets the child's needs. This model impacts on time and cost issues, due to need for counsellors to travel, so where practicable will seek to invite a client to our premises in Trumpington though clearly it is in the best interests of young persons to be in a safe and secure, familiar environment. We therefore expect that a significant portion of our expenditure will cover the travel expenses of our counsellors. STARS currently works collaboratively with a variety of public and voluntary organisations by using rooms and facilities that allow the families to access support easily and conveniently and to reduce costs. These include: schools, GP surgeries, and locality team offices, Children's Centres, youth centres and CAMHS offices.

The time taken to handle telephone calls should not be underestimated and so a call log will be kept to enable us to measure this and potentially seeking specific funding to cover this activity.

Clients requesting support are assessed and where appropriate assigned a trained member of staff or volunteer dependent on case complexity and level of worker expertise, qualification and geographical location.

The assessment process is an effective way for young people and their families to give informed consent for the process. Additionally, the opportunity to learn more about the grief process in itself has often meant that families feel able to continue their grieving without further support from STARS following the initial assessment

appointment. Some referrals do not lead to ongoing support, as they are inappropriately timed and the client is not ready or able to access the services.

In the past STARS was committed to developing the opportunity for all young people to take part in regular group days. This activity has not been funded for some time so was seen as a 'nice to officer' feature of the Service. We are funded to carry out two family days in 2017 and the success of these will determine whether the activity may continue into the future.

STARS is able to deliver greater value for money by using well trained and equipped volunteers. Volunteers are recruited periodically to ensure we have a consistent number of trained volunteers to deploy to cope with the demand and where possible we seek to recruit volunteers from a broad geographical base to meet our needs. All volunteers complete a training programme, including mandatory safeguarding, and induction and with regular supervision and line-management. They are also offered regular top up training as the need arises to ensure they are fit to practice. The demand for volunteers across all sectors of counselling work and reliance on a limited source of volunteers during 2015 led to difficulties with retention rates and we have built a strong relationship with local counselling training providers. 2016 saw a record number of trained volunteers.

8. Strategic Relevance

STARS works closely with the Joint Commissioner (JC) for Cambridgeshire Children's Trust, a partnership which brings together all organisations that work with children, young people and families in a shared commitment, improving children's lives and life chances, through working collaboratively or collectively to achieve improvements.

The JC has provided ongoing funding to STARS since 2012 and our current contract expires in December 2017. The Board's leadership to the partners across Cambridgeshire works to understand the needs of children in order to provide strategic direction to those providing or commissioning services such that resources are targeted to meet needs more effectively.

Councils have recently (January 2017) published proposals for a new Emotional Health and Well Being Strategy, which brings together funding for all aspects of well-being and emotional support into one tender worth £700k per annum. The key areas that this contract will include are

- Emotional health and well being
- Bereavement support
- Sexuality support
- Training

STARS accepts it is not able to tender for the full contract and so is in partnership discussion with other local agencies to propose a joint tender approach.

9. Development Plans 2017 – 2020

The focus and priority for 2016 was on consolidation of the core activity, following significant staffing and funding changes which took place in the previous year.

There is a growing demand and in order to meet this STARS trustees have agreed a plan of phased development, that is in line with current best policy and practice. This will be dependent on funding available. Fundraising is therefore a key aspect of the strategy for 2017- 20.

The service development plan includes offering training, advice and resources to other professionals in the community. **The vision is** to extend the service in appropriate ways to support the wider family and enhance family functioning and children's wellbeing to enable families to grieve together.

The main aims are:

- 1. To continue to provide a comprehensive service leading to improved well-being and functioning for the benefit of children and young people.**
- 2. Raising the awareness of STARS and the issues surrounding bereavement in the wider community in order to:**
 - a) Educate and enable support to be provided to children and young people through their families, care providers, teachers and other significant adults:
 - (i) Provision of presentations and literature to front line workers and strategic developers.
 - (ii) Development of bereavement packs specifically targeted at bereaved, parents and professionals and available within the regions hospitals and community health services.
 - (iii) Press and radio promotions.
 - b) Maximise fund-raising opportunities for the service.
- 3. Extend the one to one counselling service to support more children and young people within the region through:**
 - (i) Recruitment and training of support worker volunteers
 - (ii) Reviewing the profile for recruitment of volunteer counsellors to include those with appropriate skills, attitudes and motivations and not limited to those currently pursuing formal counselling qualifications.
 - (iii) Provision of training to cater for the differing needs of clients, establishing a team of workers trained in bereavement support for each client group.

4. **Improving effectiveness and efficiency of the administration, supervisory support structures and mechanisms**
 - (iv) Strengthening and formalising policy and procedure for management of services and volunteers.
 - (v) Trustee skills audit and training
5. **Improved user involvement through establishing Friends of STARS to include parents, children and carers. Involvement will include:**
 - (i) Community fundraising.
 - (ii) Donation of goods and materials relevant to the Service.
 - (iii) Promotion of the Service as Ambassadors through the delivery of fundraising presentations to local community groups.
4. **Improved communications (*external, with the community*)**
 - (i) Development of web-site.
 - (ii) Telephone help-line (with funding).
 - (iii) User involvement with feedback, audit, local developments such as community user focus groups.
 - (iv) Use of social media.
5. **To provide income generating services through the sale of advice and support to professionals working to support children, young people and families with grief and loss.**
6. **Supporting closer working relationships within the sector, collating and disseminating information and evidence. To include:**
 - (v) Regular participation at VCS infrastructure organisations, reporting as requested to commissioners, taking part in county commission planning and evaluation events.
 - (vi) Exploring partnership opportunities with other organisations and charities (e.g. Blue Smile, Centre 33, etc) to maximise economies of scale.

10. Outcomes

Well defined and measurable outcomes are important to evidence the effectiveness of the service to meet the bereavement needs of young people, their families and professionals in order to demonstrate continuing need and benefit. We seek to achieve the following outcomes for:

Children and young people

- Improved ability to process the effects of a significant bereavement,
- Reduce the feelings of isolation,
- Provision of opportunities to capture helpful memories,

Leading to:

- Better emotional regulation and appropriate ways to express them,

- Increase positive coping strategies,
- Improved relationships between the bereaved child/young person, family, peers and associated professionals,
- Improved life and personal skills.

Families and carers

- Normalising the grief process for themselves and others,
- Improved communication skills,
- Reducing feelings of isolation,
- Better access to training and development,

Leading to:

- Improved relationships between the bereaved child/young person, family and connected professionals,
- Increased understanding of the bereavement needs of children and young people,
- Improved family well-being.

Professionals

- Access to bereavement specific training and materials,
- Participation in a more joined up approach to service provision,

Leading to:

- Improved services to children, young people, family and carers,
- Increased understanding of the bereavement needs of children and young people,
- Improved professional and personal skills.

In addition, savings will be made in the education, employment, criminal justice and health system through the prevention of:

- School exclusion and truancy,
- Unemployment,
- Crime,
- Illness.

There is anecdotal evidence that involvement with this type of project can bring savings based on information from the Childhood Bereavement Network of

- £2320 if it improved the child's attendance at school over four months avoiding the need for the intervention from an Education Welfare Officer,
- £2740 if it avoided the need for the child's involvement with a Tier 2-4 CAMHS(Child and Adolescent Mental Health Team),
- £6,000 if it avoided the child being permanently excluded from school for a period of 4 months.

11. Targets

STARS will provide bereavement support tailored to suit individual need. STARS will aim to:

- Maintain a cohort of 8 – 10 bereavement support volunteers at any one time.
- Provide initial contact by telephone or letter with 2 weeks of receipt of referral.
- Aspire to offer initial face to face appointments to all referrals within 12 weeks.
- Provide on-going support to at least 200 bereaved children per annum and engage in additional joint social welfare and mental health working to identify their wider needs.
- Provide support to up to 50 family members/carers per annum.
- Provide training and/or information to professionals in order to raise our awareness and meet service demand.

12. Monitoring and Evaluation

STARS is keen to ensure the interventions that are provided have made a difference to the child/young person. The impact of the project will be monitored through the development of current processes. STARS maintain a database to record a wider range of statistical data.

Quantitative data captured includes:

- Referral route,
- Number of beneficiaries,
- Gender,
- Age,
- Ethnicity,
- Geographic location,
- Presenting issue,
- Status (education, employment, training).

Qualitative Data

All funders require evidence of impact of interventions and measurable outcomes. STARS welcomes this as they need to know what difference they can make to bereaved young people, and what changes are required to the development of service delivery as well as informing funding applications.

STARS believes that all children and young people who access the service can be equal partners in identifying and assessing the strength of their outcomes. At assessment they are encouraged to state the outcomes that they would like to achieve, and progress is monitored against those and other differences that they report. We call this the Distance Travelled Tool. They are also initially assessed and evaluated against screening questionnaires to provide baseline information from which to measure outcomes. This is currently the Goodman's Strength and

Difficulties Questionnaire to try to provide a measure of the impact the support has had on the child's/young person's psychological attributes, and whether the intervention has made a difference.

STARS has a complaints procedure that is clearly outlined to all service users.

13. Quality Standards

STARS is committed to providing the highest quality service. STARS is a member of BACP (British Association for Counselling and Psychotherapy), paid staff are eligible for accreditation and agree to abide by the BACP Ethical Framework for Good Practice in Counseling and Psychotherapy, and the Service is subject to the Professional Conduct Procedure. STARS is a member of the national Childhood Bereavement Network.

STARS is required and adheres to the principles and requirements of the Children Act 1989, Children Act 2004, The Safeguarding Vulnerable Groups Act 2006 : Safer Recruitment of Workers, Data Protection Act 1998, Freedom of Information Act 2000, Working Together to Safeguard Children 2015 and Cambridgeshire's Local Safeguarding Children Board's Inter Agency Procedures (2016) and its related inter agency protocols.

Milestone Table

2017 Milestones	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
Volunteer recruitment		*		*
Volunteer induction & training programme	*		*	
Appointment of Chair of Trustees	*			
Recruitment of second Clinical Trustee		*		
Recruitment of Fundraiser	*			
Development of website/social media		*		
Branding review	*	*		
Appointment of Treasurer	*			
Review Supervision process			*	
Review and expand resource library	*			
Review of IT infrastructure			*	
Rolling programme of external Safeguarding Training for all workers continuing	*	*	*	*
Appoint staff GMSN		*		
Review service literature			*	
Review fundraising targets	*	*	*	*

2018 Milestones	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
Volunteer recruitment		*		*
Volunteer induction & appraisal programme	*		*	
Service Policy & Procedures Reviewed				
Gain volunteer training accreditation		*		
Review programmes of Continuing Professional Development for all employees		*		
Appoint and develop role of Service Coordinator/Business Manager, with potential to merge with the Fundraiser		*		
User involvement - open day (CiN)				*
Friends of STARS		*		
Press and radio promotions			*	
User involvement – Peer support groups				*
Review fundraising targets	*	*	*	*

2019 Milestones	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
Volunteer recruitment		*		*
Volunteer induction & appraisal programme	*		*	
Commercialise volunteer training	*			
User involvement – participation in trustee		*		

meetings				
User Involvement- research study		*		
Internal Service review		*		
Friends of STARS				*
Review of 2017- 20 BP by Trustees, and prepare 2021 – 24 BP	*			
Review fundraising targets	*	*	*	*

2020 Milestones	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
Volunteer recruitment		*		*
Volunteer induction & appraisal programme	*		*	
Identify and develop research into pre-bereavement	*			
Review Policies & Procedures		*		
User involvement – participation in trustee meetings		*		
Rolling programme of external Safeguarding Training for all workers continuing	*	*	*	*
Internal Service review		*		
Friends of STARS				*
Adoption of 2021 – 2024 Business Plan				*
Review fundraising targets	*	*	*	*

Finance and Fundraising Plan

The trustees have recruited a volunteer who is an experienced bids and grants fundraiser to advise and support the work in applying for funding. All the trustees are involved in seeking and supporting community fundraising as are the staff and the volunteers. Accounts are published annually on the Charity Commission web-site and Companies House detailing all funding.

Overall aims –To secure investment to:

- Ensure the existing service is maintained to the highest standards,
- Develop and increase services to meet the growing demand,
- Improve overall effectiveness and efficiency of the organisation.

Specific objectives –To enable:

- The continuance of the current service provision,
- To provide bereavement support throughout Cambridgeshire
- Employees and volunteers access to the resources they need,
- The continuance of an Administrative Worker role,
- Running costs of suitable premises.

Meeting criteria - STARS will be able to apply for investment to organizations with the following criteria including:

- Children & Young People,
- Health,
- Education & NEET (not in education, employment or training),
- Social exclusion and isolation,
- Disadvantage,
- Families and carers,
- Volunteers.

Current opportunities –

- Large Trusts and Foundations – STARS will meet the criteria of a number of larger trusts. Opportunities will arise for applications to be submitted to these organizations of between £5,000 - £100,000,
- Small Trusts and Foundations – There will be many smaller trusts that will consider the work of STARS for investment. Applications will typically be from £250 - £5,000 and the focus should be those with local interest,
- Statutory – Whilst they may, in the longer term, be responsible for distributing more funding, the budget in realistic terms will reduce making it more difficult for new projects to be considered,
- Commissioning,
- Corporate – All local and national businesses have had to review their giving protocols. The most likely chance of success is through personal contacts of those already involved with the work of STARS,
- Individual Giving -

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- Major Donors (high giving wealthy individuals) – needs to be a team effort and will involve everyone. Trustees will need to be committed to opening their contact books and prepared to make personal approaches to wealthy friends or friends of friends!
- Regular givers – amount given has fallen by 11% over the past 12 months due to the recession.

Trustee Information

As at February 2017 the Trustee Board has 6 active members, and currently seeks a seventh (Treasurer).

David Culley is the acting chair, as the chair recently resigned for personal reasons and STARS is currently recruiting a replacement. David has been involved with STARS since 2007 and has held the post of Chair from 2010-2015. David is a local businessman and has particular expertise in recruitment and general business operations. In addition to being chair, he has responsibility for Marketing, Communications and Community and Corporate Fundraising for the charity.

Phil Isaac is Company Secretary and has been involved with STARS since March 2012. He is a pragmatic and self-motivated General Manager with a background in finance, planning, strategy and programme management gained from a career in the Royal Navy. He has proven experience in delivering change and business improvement.

Guy Forster is a Business Trustee. He is a solicitor and Partner at UK top 20 law firm Irwin Mitchell, where he heads the Cambridge office's specialist medical negligence team. He acts on behalf of clients who have suffered serious injury, recovering damages to fund care, therapies and other needs. He also represents bereaved families at coroner's inquests as well as campaigning for improvements in patient safety. Through his day to day work he works closely with clients who have suffered traumatic bereavement and sees the difference that early specialist support can make. Guy offers considerable experience in business operations, from risk management and corporate governance to business development and delivering organisational change.

Min Saunders is the Lead Clinical Trustee, and joined STARS in late 2015. Min has a background in Children and Young People and works for Cambridgeshire County Council's Social Services department. Min brings a wealth of clinical knowledge and expertise to assist and oversee development and governance of clinical delivery and valuable insights to aid inter-agency working.

Joy Bemrose is a Business Trustee. An experienced HR professional having worked in organisations of all sizes, including businesses and charities Joy currently operates as an Independent HR consultant. Joy plays an active part in staff management and improvements to systems and procedures.

Joy Naylor brings a wealth of brand marketing experience having worked for blue chip companies like WH Smith & British Airways both in the UK and Australia. She has run a marketing consultancy in Yorkshire & Lancashire and more recently developed the strategic marketing for local companies and events in the Cambridge area.

TRUSTEE BOARD						
CHAIR						
David Culley						
Treasurer	Secretary	Clinical	Clinical	Marketing	IT	HR
Vacancy	Philip Isaac	Yasmin Saunders	Vacancy	Joy Naylor	Guy Forster	Joy Bemrose

CLINICAL AND OPERATIONAL SERVICES		
Service Coordinator (0.85 FTE)	Bereavement Counsellor (0.56 FTE)	Administration Manager (0.53 FTE)
Ann-Marie McKiernan	Allison Aiken	Angela Futter
-Day to day coordination of service delivery Administration - Assessments and Counselling -Volunteer Management	-Lead Counsellor for CiN Family Project -Assessments and Counselling	- Office, Finance & Clinical
Sessional & Volunteer Counsellors (typically 6-10)		
-Counselling		