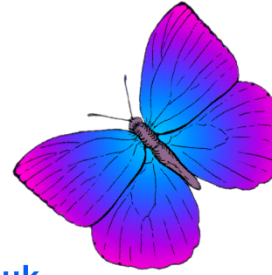


# East Kent Baby Memorial Gardens

Charity Number 1190080

[www.EastKentBabyMemorialGardens.org.uk](http://www.EastKentBabyMemorialGardens.org.uk)



## FIVE YEAR DEVELOPMENT PLAN FOR 2024 TO 2029.

### BACKGROUND

1.1 The East Kent Baby Memorial Gardens charity was established in August 2020 with the following remit.

*To relieve the charitable needs of bereaved parents and families in East Kent who have suffered the loss of a baby before, during or after birth, in particular by providing memorial gardens, memorial tiles, organising memorial events, offering comfort, support and guidance to such families and raising awareness among the general public of baby loss and the effect that it has on grieving parents their families and friends.*

1.2 The precise wording was the result of discussions with the Charity Commission to demonstrate that our activities truly were charitable. But in a nutshell, **we support bereaved families by providing memorial areas, raising awareness of baby loss, and arranging events.**

1.3 Prior to August 2020 we existed as a part of the national Sands charity, stepping away from them in 2020 to enable us to support a group wider than just stillbirth and neonatal deaths. We wanted to be able to support all families, including those whose babies had died through miscarriage or as slightly older babies. We also wanted greater autonomy to develop as we wished, rather than being confined by the national charity's changing rules. We are proud that we have now a local charity, run by local volunteers, creating local services to support local families.

1.4 The (almost) four years to date have been challenging and during that time we have created the new charity, set up appropriate systems, recruited additional trustees and other volunteers, developed additional name tile areas, and established ourselves as a key local charity, as well as raising awareness within local communities across East Kent. It was unfortunate that Covid added to the challenges for our fledgling charity, preventing us from undertaking fundraising and many awareness events for a considerable time. But now we are through that, the future looks very positive for us. The progress that we have made in our first few years is a tribute to the energy and commitment of our small team of volunteers. Thank you to them all.

### PLANNING FOR THE NEXT FIVE YEARS

2.1 We need to have a clear plan for how the charity will operate, and develop, over the coming years, and that is the main aim of this Development Plan. In it we set out a clear direction for the charity, as well as how we will resource our activities, not just with finances, but also with human resources.

2.2 The context of this is important. Baby loss is gradually becoming something people talk about, rather than the taboo it has been in the past. People now talk about their babies and are 'allowed' to talk and to grieve in public, while men are, at last, given permission to have emotions. Many of the main television soaps have had stories around baby loss, adding to the public understanding of baby loss and its impact. And there

are now many charities available to support families, in various different ways. Locally, we take some pride in having contributed to this new openness within the East Kent community.

2.3 We have identified six main foci for the coming five years, covering the Ashford Baby Memorial Garden, other name tile areas, raising awareness, support to families, volunteers and finances. And these are discussed in detail in the following sections.

2.4 This is, as its name suggests, a 'developing' plan which will, inevitably, change over time, as a result of internal and external challenges and opportunities. It is intended to be a live document which will need to be reviewed and amended each year. Looking ahead for five years is challenging at the best of time, but given the current (early 2024) uncertainties around health care, the economy, political leadership and do on, picturing the world in five years' time is nigh on impossible. So, it is very much a starting point as at April 2024 and changes will be made as appropriate.

## **FOCUS ONE- THE ASHFORD BABY MEMORIAL GARDEN**

3.1 The Ashford Baby Memorial Garden was created in 2013 by a group of local volunteers who were affiliated to the Sands charity, after raising around £30,000 through fundraising, donations and local grants. The Garden is now well established as a place where families can come to remember their babies as well as being a focal point around baby loss in the area. Within the Garden, we have 450 name tiles, each one with the name and date of a special baby. Demand for the tiles continues with around 50 ordered each year. The Garden has also been the focus of our annual Wave of Light and Picnic events.

3.2 The Baby Memorial Garden is within the Ashford Memorial Gardens in Ashford town centre and is fully accessible during daylight hours. A licence with Ashford Borough Council allows us to use and manage the area on a grace and favour basis. The licence can be terminated by either party with notice, but cannot be assigned unilaterally and either party has the power to 'determine' (terminate) the licence by giving the other party three months' notice. Should we do so, or should the charity fold for any reason, we would be required to return the area to its former condition. We have to allow for the costs of this and this is referred to in the finance section.

3.3 The main maintenance of the Baby Garden is undertaken by Ashford Council's in-house Aspire team for a fixed annual fee (approximately £1,000 a year, or £20 a week) and that team also carries out any maintenance and repairs needed at an extra cost. This is a sensible and pragmatic arrangement as volunteers have neither the skills, equipment nor time to undertake the tasks (and there is no access to power, nor water). Volunteers do visit the garden regularly and check for litter and occasional weeding and deadheading of flowers etc., but on the whole, this is a task best left to the experts. As a public area, we are very conscious of our responsibility for making sure the Baby Garden remains safe and that involves, for example, ensuring paving is maintained properly, something beyond our volunteer's capabilities. The one exception is the raised flower bed we installed just a few years ago which is maintained by our volunteers after families said they wanted somewhere they could actively become involved in.

### **Our Plan for the coming years**

**3.3 We intend to continue running the Ashford Baby Memorial Garden as an area for families to use to remember their babies, as well as somewhere to raise awareness of baby loss within the wider community. We are not planning any expansion of the Garden itself and intend to continue using the Council's Aspire company to maintain the Garden for us. We will continue to maintain the raised planter, enabling our volunteers and our families to play an active part in the Garden itself.**

**3.4 We will continue to make name tiles available within the Garden to bereaved families at a one-off cost of £40 – a figure which has not changed for over ten years, but one which still (2024) covers the direct and indirect costs of adding a name tile. Over the course of this Plan, we will revisit charges as necessary. We currently have 171 name stones in the area surrounding the mosaic and four pairs of vertical boards currently accommodating a further 233 name tiles. We will continue to add those boards to meet demands**

– each pair of boards can hold 54 name tiles and we currently have space for around five additional pairs. With an average of around 50 requests each year, that should be sufficient for five years or so, but towards the end of the period covered by this Plan, we shall have to consider our options to meet subsequent demand.

## **FOCUS TWO - OTHER NAME TILE AREAS**

4.1 While the Ashford Baby Memorial Garden remains at the core of our activities, we have long realised that Ashford is some distance from many parts of East Kent. We do have name tiles (and some of the original name stones) for families across the whole of East Kent and beyond, but we are keen to find ways of offering those and other distant families more local memorial areas by providing ‘satellite’ areas. In 2021 we created a baby memorial area in the West Faversham Community Centre and currently have 18 baby names recorded there. In 2023 we were able to create a similar area in central Canterbury, in Westgate Park, where we now also have now have 27 name tiles. Each of these areas can accommodate around 70 baby names and given current levels of demand, should be sufficient to meet the likely demand over the coming five years. Each of these were the result of long discussions with our hosts and in each case, we met the full costs of creating the boards.

4.2 We have had discussions with appropriate people and organisations in Dover and Sheerness but for various reasons, these have not progressed as quickly as we had anticipated. These remain target areas for us, over time. We have just [2023] started discussions with organisations in Folkestone following initial community support and will continue to explore options with them. [Jac to update]. At the time of creating this Plan (in March 2024), we have had very positive discussions with Swale Borough Council officers, its current Mayor, and several local organisations who are sympathetic to our ambitions, all of whom are supportive of our wish to create a baby memorial area within the King George V Gardens in Sittingbourne. We are hopeful that these plans will come to fruition by mid-2024 and are currently working on the details.

4.3 For any new area we will ensure clear agreements on levels of responsibility for our charity and the host organisation. The format of that agreement will depend on the circumstances, but what is important is that there is a clarity in terms of ownership, responsibility and do on.

### **Our Plan for the Coming Years**

4.4 We want to continue to expand our satellite Baby Memorial areas with the ultimate ambition of a ring of such areas across the whole of East Kent. We would be looking for established community areas, perhaps gardens or parks, which offered a mix of openness and privacy, good access and suitable facilities, as well as suitable in terms of security etc. However, for these areas to work, we must have local ownership, beyond ourselves. Each one needs local people or organisations to work in partnership with us to help establish the satellite areas, as well as to helping to manage and maintain them. And these need to be long term partnerships to reflect our commitment to the boards being there ‘forever’. Each local area needs to be discussed carefully, with clear agreement on the processes for ordering name tiles and fixing them to the boards, as well as agreement on day-to-day management.

4.5 These projects can take a considerable time to complete, and that can involve many hours of volunteers’ time and energy. In an ideal world, we would aim to create a whole ring of a dozen satellite areas within a few years, but the reality is that will just not be feasible. Instead, we would like to aim to create one new area in each of the next five years although we appreciate even that may not be feasible as it depends on so many unknowns, including finding suitable sites, engaging with local organisations, dealing with formal agreements and so on. Each new area is likely to cost an average of £1,000 to include two nameboards, posts and an engraved bench.

## **FOCUS THREE - RAISING AWARENESS OF BABY LOSS AND OUR CHARITY**

5.1 Another of our key activities is around raising awareness of baby loss and the support available. We have referred earlier to the progress that has been made over recent years in raising awareness of baby loss and we take great pride in the small part we have made towards this. Our approach has been through both direct and indirect activities. The direct activities include attending voluntary/community/social care/health and other events and activities and networking with people directly. Through many of these contacts we have given presentations, offering anything from five-minute talks to several hours. Previously as Sands, and now as our own charity, we have given presentations to WI groups, Scouts, health visitors, student and qualified midwives, GP health centre staff, voluntary sector networks, and many more. It has been through some of these network events that we have developed the name tile areas in Faversham and Canterbury (and now Sittingbourne), and started discussions with several other areas.

5.2 The second part of our awareness work relates to fundraising events which we use as a way of raising funds for our charity, while raising awareness among the public as a whole. In recent years these have been focussed on our Smiley Face Tombolas through which we have raised around several thousand pounds each year. These fun events help break the ice with members of the public and engaging with them frequently results in talking about baby loss, sometimes for a few seconds, and sometime for much longer, and we know that quite a few name tile orders have come as a result of those conversations. Alongside these, we have also run quizzes and other events where we have been able to talk about our charity and/or baby loss more generally.

5.3 The third part relates to publicity through posters and leaflets etc. and we aim to put our information in as many places as possible, including community, health, and family buildings, cafes and supermarkets, and so on. We know that these do have an impact and have had many people comment that they learned of us through seeing our leaflets etc in their local area. We currently have local 'Poster-Popper' volunteers in Dover, Deal, Canterbury, and Faversham who help make sure that our leaflets and fliers are in as many places as possible.

5.4 Baby Loss Awareness Week each October is an important event for us, helping raise awareness at a local, national and international level. We have taken part in BLAW each year, to various degrees, including Waves of Light, displays at local churches, press articles, contact with MPs and a stand in Ashford's County Square shopping centre. This is a key part of the awareness work of our charity, backed up by national publicity by the Baby Loss Alliance, of which we are a member.

### **Our Plans for the Coming Years**

5.5 **We want to continue to raise awareness of baby loss in a variety of ways, with the overall aim of making more people aware of baby loss, and helping bring baby loss into the open, as something people can talk about. We will continue to take part in networking events, and will also continue to run our fundraising events, including our tombolas, as far as we are able. We are conscious that it is becoming harder to source tombola prizes at a reasonable price, and also that our current dependence on a small number of volunteers cannot continue indefinitely, and we will take a more pragmatic view on which events we will attend. Alongside this, we will look to recruit more fundraising volunteers and also look to diversify our fundraising activities, trying new ideas.**

5.6 **We will continue to offer talks and presentations to as many groups as possible, but again we will look to involve more volunteers in that work, and again will be pragmatic in deciding which invitations we will accept, or offer, taking account of our limited resources. Alongside this we will attend as many networking events as we can, taking account of volunteers' time and travel costs.**

5.7 **We will continue to place our leaflets and posters in as many places as possible and will continue to try to recruit 'Poster Poppers' in as many areas as we can.**

**5.8 We will continue to use our Facebook pages, as well as our website to help raise awareness, and will look at other social media as a means of accessing more people. We will look at recruiting volunteers with specific skills and interests in this area, to help us move forward.**

**5.9 BLAW will continue to be a major focus for us, as members of the Baby Loss Awareness Week Alliance, and we hope to continue holding the awareness events in the Ashford shopping centre, each year. We will also look at opportunities to hold other awareness events across East Kent during BLAW and will work alongside other charities and organisations to explore the opportunities for joint activities and events. We hope to hold Waves of Light each year and are currently discussing options and opportunities for an annual event in Ashford's Victoria Park.**

**5.6 We will continue to use our website, Facebook and other social media to raise awareness of the charity and our activities, ensuring these are updated regularly and linked to other organisations and events as appropriate.**

#### **FOCUS FOUR - SUPPORT TO BEREAVED FAMILIES**

6.1 The final key part of our work relates to support to families. Much of our support is quite subtle and is given through the Ashford Baby Memorial Garden, as well as the other name tile areas referred to above. We know from feedback that many families find comfort in the Garden, knowing there is somewhere special where their baby is remembered. And this is so important. We also provide very modest, but equally important, support when we talk to families at events and activities, often giving people a chance to talk about their losses in an empathetic way. Although we do not provide counselling, support groups, helplines and so on, we should not underestimate the value to a bereaved person of simply having a conversation about their loss. We have spoken to so many families over the years, many of who have not felt able to talk about their own losses, and recall one specific situation where a woman told us that we were the first people she was able to talk to about her baby in over forty years. That is real support.

6.2 We also arrange events for families, including the Wave of Light and the annual Teddy Bear's Picnic, usually held in early July, marking the anniversary of the opening of the Ashford Baby Memorial Garden on 7 July 2013. The Picnic is a way of bringing families together, and we have been pleased at the degree to which families attending Picnics have talked to each other, and shared their experiences.

6.3 Some of our support to families is, inevitably, indirect and a good example is our support to midwives and other professionals to encourage and support good practice. The elephant in the room is, of course, the baby deaths that have been the subject of the Kirkup Report, which suggested that the lives of an estimated 45 babies in East Kent might have been saved had they received the right standard of care. Our role is not to take sides but to be supportive of both the families and the staff and that has been our approach ever since we were formed as a separate charity in 2020.

6.4 The East Kent Hospitals Trust has made changes as a result of the Kirkup Report and those changes are welcome. We have contributed in small part by paying for bereavement training for NHS staff at the end of 2023 and it is right that we record the feedback from the Trust's Head of Midwifery.

*'Yesterday we had the cuddlecot training that ..... the charity funded for us - it was an amazing day and some of the best training our team have ever received - thank you from the bottom of our hearts. Thanks to your generous donation we were able to provide training for 30 people....including midwives, nurses, support workers, and specialists - all of those who attended have signed up to be our bereavement champions which will mean that women and families will have access to a specialist bereavement champion 24/7 in addition to our established bereavement midwife team. We are very aware of the impact of a loss at any gestation therefore, our early pregnancy unit team attended the training - this will mean that women and families who sadly suffer a miscarriage will have specialist care and will be supported to make memories.*

Just in case we ever question ourselves what sort of impact we can make!

## **Our Plans for the Coming Years**

**6.5 We intend to continue the support we have provided over the years, both through the Ashford Baby Memorial Garden and the other areas where we can offer name tiles. We will also continue talking to families at events and activities, signposting on to other organisations where appropriate. The annual Teddy Bears Picnic will continue and, as mentioned in the earlier section, we hope to run a Wave of Light each year, along with other BLAW activities. We will maintain contact with other organisations and charities operating in this field and will help raise awareness of their services, and signpost as much as we are able, to those services.**

**6.6 We will continue to work with the NHS and will facilitate support and training where we can, and where resources permit. We will look at the possibility of offering funding for Cuddlecot training and/or other training on a regular basis. We will continue to offer short awareness/training sessions with staff and volunteers in any organisation we can.**

**6.7 We will also explore the possibility of supporting training events for student midwives through the students union. This was something we did very successfully as part of Sands and is something we would want to explore as our new charity, perhaps having the training itself delivered by another organisation**

## **FOCUS FIVE - OUR VOLUNTEERS**

**7.1 Currently we have around twenty volunteers within the charity, seven of whom are our formal charity trustees, giving us varying degrees of support. We record our thanks to each and every one of them for all they have done, and all they continue to do for our charity. We have ambitious plans for the coming years, but also an understanding of the reality around the capacity of some of our existing volunteers who have been the mainstay of the charity and its activities, and our previous activities as part of Sands, for many years. We are conscious that we need to recruit additional people both to help run the charity and to assist with events. We have a Volunteering Policy which sets out how volunteers will be supported and stresses that no volunteer should be out of pocket, and that all reasonable expenses will be reimbursed. That is so important.**

## **Our Plans for the Coming Years**

**7.2 As part of our development planning, we will aim to recruit additional volunteers to help steer the direction of the charity and to assist with events and activities. We are keen to get more diversity within the charity and also to recruit more recently bereaved people as trustees so we will aim to recruit volunteers from as wide an area, and as diverse a group, as possible and this may mean being more creative with the roles on offer, and our means of engaging. We will look at micro volunteering for specific, relatively small or one-off tasks, as well as on line or virtual tasks, where possible.**

**7.3 We are conscious that the role of trustee can be seen as a challenging one, and will do all we can to reassure potential trustees of the reality. Importantly, we will support all volunteers in whatever way they need - we are conscious that volunteering within the world of bereavement can itself be difficult, and we will support each and every volunteer as best we can. And finally, we will also endeavour to make the volunteer role enjoyable, and rewarding, as that can be the greatest motivation.**

## **FOCUS SIX - FINANCES**

**8.1 We are a small charity with no staff and quite modest expenditure of around £10k to £15k per year. We are proud that by and large we are self-funding with our main costs covered by our own extensive fundraising and donations. During Covid, we did receive some grant funding to reflect us being unable to fundraise and we also received grants to enable us to buy a trailer, and towards the costs of replacing 171 name stones in the Ashford Baby Memorial Garden, but by and large, we are financially independent. That means we have the freedom to raise money in whatever way we wish, and to spend money on whatever**

furthering our fairly broad charitable objectives. This is so important because we then have complete freedom to respond to opportunities or situations as they arise, without having to jump through too many hoops.

8.2 Putting things in context, in 2023-24 (the current financial year) we expect to spend around £10k in total, including £1,300 on the Ashford Baby Memorial Garden, perhaps £1,500 on other baby areas, £1,600 on storage, around £3,000 on awareness and fundraising (including buying prizes), £300 on family events and £1,000 on group costs, including insurance etc. In terms of income, we hope to raise over £6,000 on fundraising activities and £2,000 through donations, with £1,500 from the sale of name tiles which will cover the direct and indirect costs of the tiles and boards. That is a fairly typical year's income.

8.3 Our expenditure falls into two main groups – that which we have to spend, irrespective of what activities we undertake, and this includes storage, insurance, Garden maintenance etc, - and other, more optional expenditure on family events, awareness events, and so on. Assuming we always undertook at least a minimal amount of awareness activity, it is reasonable to suggest our absolute, minimum expenditure would always be at least £5,000 per annum and it is important that we plan on that basis. We are conscious that our fundraising opportunities and options may change over time, depending on the availability of cost-effective events, the purchase of prizes and the availability of volunteers and we cannot guarantee that existing fundraising levels can be sustained in the longer term.

8.4 For those reasons, it is important that we hold reserves at an appropriate level, identifying any future challenges and uncertainties we may face. Charity Commission guidance is clear, that the reserve we decide to hold should reflect the particular circumstances of our charity. We have no interest in amassing significant levels of reserves just for the sake of it, but believe the levels we are planning are appropriate and justified. Given our dependence on a small number of volunteers for the bulk of our fundraising, we have to look at the impact of that activity drying up.

8.5 One of the real bugbears for us is having to pay Ashford Borough Council (ABC) its standard rate for two garages in which we keep our trailer, as well as our other equipment. At the time of creating this plan, we are paying ABC over £1,600 a year, a figure which is likely to rise each year. This is a significant amount of money, taking approximately a sixth of all our £10k income, and using up the equivalent of around six whole day's fundraising. We have looked at the possibility of reducing down to one garage, but with the volume of equipment we have, that is just not feasible. In August 2023, ABC published its new strategy for supporting the voluntary sector and one part of this referred to 'Foregone Income - Gifts in Kind' which allowed ABC to offer premises free or at a reduced cost. We asked ABC to allow us to use the garages free of charge, or at a reduced rent, but that request was turned down, on the basis that the policy did not apply to new initiatives. We are continuing to challenge that with support of one of the ABC councillors.

### **Our Plans for the Coming Years**

**8.6 We will continue our community fundraising, but recognise this will probably need to be at a gradually reducing level of activity. We will, however, look towards other types of fundraising, as time goes by with the aim of raising a minimum of around £5,000 each year.**

**8.7 We will explore Gift Aid, something that could add up to 25% on top of cash donations given to us. We are now registered for Gift Aid and need to put in place procedures for capturing Gift Aid declarations for any significant donation, that then allowing us to claim Gift Aid on ten times those amounts through the Gift Aid Small Donations Scheme.**

**8.8 We will set our reserves at £5,000 (at 2024 prices) which would give us enough to fund the charity for twelve months, while meeting our inescapable costs, should there be no other income for any reason, assuming fairly minimal activity. This would cover the costs of the Ashford Baby Memorial Garden maintenance, insurance and other core costs, and a modest amount of family events and awareness activities.**

## PROJECTS

9.1 Alongside our core activities, we want to explore options for specific new initiatives and activities over the coming years. We recognise the limits on our capacity – both time and money – and must be realistic in terms of what more we can, or should take on. We are keen to explore options for specific projects aimed at older people, a whole generation who lost out on being able to hold and mourn their babies, and are exploring the possibility of creating this as a specific project. We are conscious that our support (through name tiles) is far from diverse and is primarily white and British. We know that some BME communities are more likely to suffer losses but that is not reflected in our support and that is something we would like to address, by targeted activity. We also want to reach out to the Nepalese, Polish and Ukrainian communities, each of whom are numerous across East Kent, but who appear underrepresented in our memorial areas. Over time, we want to address each of these inequalities with targeted projects. But we have to be sensible and to tackle projects one at a time. Ensuring we can source adequate funding at each stage.

### **Our Plans for the Coming Years.**

9.2 **We will pursue funding for the ‘older people’ project that we have set out in a project plan with the aim of presenting to approximately twenty older people’s groups over a two-year period. We hope to be able to create resources which any of our volunteers could take out to older people’s groups, but this will depend on funding. We have made three applications for funding the estimated £5k cost of that project, and are awaiting the outcome of those bids.**

9.3 **Beyond this we will explore other project opportunities, along with funding, specifically for reaching some of those other groups. But we will be sensible and look at these as medium-term projects. Recognising the limited number of, and time available to, our volunteers. In each case we will look at options for working with partners within the sector, having clear agreements with each of them around ownership, decision taking and risk management.**

## ENVIRONMENT

10.1 We are aware of our responsibilities to act in an environmentally friendly way. The creation of outdoor memorial areas are positive contributions to the environment, but we appreciate that creating these can disturb some elements of the local environment.

### **Our Plans for the Coming Years**

10.2 **We will choose sites for memorial areas with care, aiming to minimise disturbance to the local environment and will usually plant up the area, and maintain those plants for the long term. We will be aware of the impact of travel on the environment and will minimise travel by car, whenever possible. For our tombolas we will continue to welcome donations of goods from individuals and from shops and where donations are not suitable, or are too many, we will pass these on to other charities, where that is feasible.**

## MANAGING RISK

11.1 As a very small charity, with no staff, no regular income, a dependence on a small number of volunteers, modest financial reserves and operating in a changing world, our services, and our very existence faces risks - significant changes in any one of these areas could have a significant impact on what we do, and how we operate. Risk is a natural part of our working but we want to at least be aware of the risks so that we can plan.



11.2 We set out below some of the most likely risks, and examples of how we might aim to manage them. This list is not exhaustive by any means, neither in terms of the risks, nor the measures we might take.

The Risks	The Plans
Financial (not having enough money to do what we want).	<ul style="list-style-type: none"> <li>• Reduce our activities.</li> <li>• Seek alternate funding, including grants.</li> <li>• Try different types of fundraising.</li> <li>• Reduce non-essential costs.</li> <li>• Reduce reserves.</li> <li>• Sell off equipment.</li> <li>• Increase charges for name tiles.</li> </ul>
Volunteers (not having enough volunteers to do what we want).	<ul style="list-style-type: none"> <li>• Reduce our activities.</li> <li>• Recruit more volunteers, widening our recruitment methods.</li> <li>• Targeted recruitment aimed at specific groups.</li> </ul>
Reputational (risk of our charity, or the whole baby loss movement, coming into disrepute).	<ul style="list-style-type: none"> <li>• Operate in accordance with our constitution, with charity law and good practice.</li> <li>• Maintain accurate accounts and share with trustees, ensuring trustees also have at least reading access to bank accounts.</li> <li>• Select any partners carefully, ensuring we do not inadvertently endorse commercial products.</li> <li>• Maintain financial independence, avoiding money or partnerships from organisations with questionable motives, maintaining our integrity.</li> </ul>
Loss of equipment or premises (including memorial areas).	<ul style="list-style-type: none"> <li>• Maintain adequate levels of 'equipment' insurance.</li> <li>• Maintain public liability insurance cover at a level of £5m.</li> </ul>
Mission drift.	<ul style="list-style-type: none"> <li>• Ensure all activities can be traced back to, and can be shown to be contributing to our core charitable aims of supporting bereaved parents and families by providing memorial gardens, memorial tiles, organising memorial events, offering comfort, support and guidance and raising awareness of baby loss.</li> </ul>

April 2024