



funding pack

funding pack



Welcome to the AVA Funding Pack.

The purpose of this pack is to help you and your group achieve success in your funding applications. By following recognised good practices and some good general advice, we hope you can use the information to have a positive impact on the way you tackle funding, whatever the amount.

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Have a funding strategy...

Writing down a structured strategy to raising funds for your organisation forces you to really think about what you are doing and where you want to be. Answering the questions below, for example, makes you think in detail about what your organisation is all about, how it is being run and what is needed to ensure it is running to the best of its ability. You can then use that information in a funding application knowing that it has been discussed and agreed with committee members and that everyone involved is heading in the same direction.

If your organisation has a development or business plan covering the next two to three years then your fundraising strategy will have to adhere to the aims, timescales and resource requirements outlined in it. If you don't have a business plan, start your fundraising strategy by considering how best to advance your cause.

Answer these questions to give your organisation the bones of a funding strategy.

1 What is the aim of your organisation?
What are you trying to achieve?
What is your purpose?

2 What are your objectives?
What are you going to do to achieve your purpose?
Are they **SMART**?

Specific - about what you want to do

Measurable - can you see when your objectives have been achieved?

Agreed - with all stakeholders

Realistic - about whether your objectives are achievable

Timetable - set deadlines and keep reviewing

3 What are the values/principles of the organisation and what qualities of the organisation are vital to its operation?

Some of the key words that often indicate the values and/or principles of an organisation - they refer both to how it should relate to its beneficiaries and how it relates to those who provide the service:

User involvement, Empowering people, Responsive, Flexible, Choice, Partnership, Equality of opportunity, Openness, Team work, Local

What would you say were the values/principles that are important to how your organisation works?

4 Can you identify the 'bottom line'? Compromises and actions that you would or would not take to maintain 'ethical viability'?

5 What is special or unique about your project and why should you be funded to carry out your work? It is not sufficient to be 'the only one'.

- 6 Draw up your list of possibilities ie. The full range of work and projects you would like to carry out.
- 7 What are you obliged to do? Possibly in terms of core funding or the core aims of the organisation.
- 8 What should your organisation be doing? Not the obligations but the sort of things that sit squarely with your organisation. If anyone should be doing these then you should.
- 9 What else could you or would you like to do? Areas of work you would like to develop, or work that would not take a lot of adjustment, resources etc.
- 10 Is there anything that someone else should be doing and, although you see the need, it is not your remit. These are often the responsibilities of the statutory authorities.
- 11 What could you 'make happen'? Give the support or the assistance, highlight it as a need but it would not be appropriate for you to invest resources in it no matter how pressing the need.
- 12 Draw up a shopping list of resources needed. This needs to include budget, 'in-kind', allies, networks, membership
- 13 How will you get resources - who from; who raises them; funding or fundraising? Conducting your own fundraising activity may be an effective way of bringing in additional resources for your project or objective, as well as assuring other funders that you have sustainable sources of income in place. There are many different activities you could introduce but it is important that any thing you do is done well and in compliance with the law (see the Fundraising Standards Board (FRSB) on page 22). Fundraising through securing individual donations (big and small), finding sponsorship from local businesses, raising money through events can all also be a useful way of encouraging community support and ownership and helping to raise the profile of the project.
- 14 What do you need to do to maintain current funding and secure more practical funding e.g. three-year funding on a rolling program?
- 15 Are there any areas where you could work in partnership, even simply sharing resources? What would be the advantages and disadvantages of this?
- 16 What commitment and recognition should the Council, its departments and others eg. Health Board, Scottish Executive etc give your project? What do you need to do to obtain and/or maintain commitment?
- 17 How will funds be invested to give the best return but maintain financial safety?



Outline development/business plan...

Increasingly funders are asking to see business plans from voluntary organisations applying for funding. A business plan is a clear statement of the developments your group or organisation will undertake over a period of time, usually three years. It represents a combination of your ideas and the costs of putting them into practice. You may draw up a business plan for your entire organisation and its development, or for a particular project. It concentrates the results of your planning processes into a plan of action. The business plan should state clearly your group's position and intentions in a concise, well-presented document.

What to include in your development/business plan:

A. Where are we now? Current position of the organisation

Key facts about the organisation:

- ♦ Mission statement - a brief statement of the organisation's purpose and philosophy
- ♦ Aims - the purpose behind what you do - 'to what end' you are doing what you do
- ♦ Objectives - HOW you will achieve your ends or purpose.
- ♦ Core values and philosophy

See an example of aims, objectives and results on appendix 1

The following should also be included:

- ♦ Legal status (and Charity number)
- ♦ Area of benefit - context and community profile
- ♦ Details of current customers and clients - and projected clients
- ♦ Financial position - including current major stakeholders
- ♦ Organisational structure
- ♦ Development of the organisation to date, including where we are with current aims and targets.
- ♦ Who else is doing what you do?
- ♦ Details of involvement in partnerships or consortia, networks where appropriate
- ♦ What is unique/special about what you do - your 'Unique Selling Point'
- ♦ Current resources including premises and equipment.
- ♦ Resources in terms of the skills and abilities of board, staff, professional advisers and other personnel.
- ♦ Community involvement and ownership



B. Where do we want to be? Vision of the future

The information from the following can be used to detail where you want your organisation to be in the long term, these will be the STRATEGIC aims you need to pursue to ensure you can meet your SERVICE aims and objectives (the difference you are trying to make to your clients). STRATEGIC aims also need to have OBJECTIVES defined to help you meet them, these will also include your TACTICS.

- ♦ SWOT analysis (organisational - Strengths, Weaknesses, Opportunities and Threats)
- ♦ PEST analysis (external - Political, Economic, Social and Technological trends and circumstances)
- ♦ Research/evidence for development
- ♦ Information from previous evaluations
- ♦ Gaps identified in service provision - needs assessment (marketing)

C. How do we get there?

- ♦ Things that will help you achieve your strategic goals, your strategic objectives.
- ♦ Tactics you will need to adopt to get you where you want to be.
- ♦ Risks, threats and other things that will hinder you in achieving your goals, and what you will do to minimise or overcome them.
- ♦ What you will do to manage the changes and their effects on the team and individuals.
- ♦ Marketing plan.
- ♦ Commitment plan with time scales (action steps related to each objective)
- ♦ Resource requirements, detailed costings, budget and cash flow forecasts.
- ♦ Funding strategy.
- ♦ Training requirements.

D. How do we know if we've got there?

- ♦ Performance indicators - distance travelled - needs met - impact analysis - sign posts and bench marks.
- ♦ Progress reviews.
- ♦ Monitoring criteria and systems - user feedback - user profiling - supervision of staff.
- ♦ Evaluation criteria - quantitative and qualitative.
- ♦ How evaluation and information will be used.



Writing fundraising proposals and applications...

Every funding application is different, but there are usually basic questions that are included in each one that a funder will expect to be answered clearly. Use the checklist below to cover the fundamental information about your organisation.

An introduction to your organisation that covers basic information says: we have credibility

- ♦ Your organisation
 - Who you are
 - What you do
 - Where you operate
 - When your were established
 - Why you do what you do
- ♦ Your past achievements, your track record
- ♦ Your management
- ♦ Your current funding
- ♦ What has led you to this particular proposal
- ♦ Remember to tell potential funders about membership of any relevant bodies, such as the Fundraising Standards Board (FRSB). Many grant making trusts and statutory bodies have either joined the FRSB or are aware of what the self-regulatory scheme for fundraising does. They know that if you are a member you will be following high standards in your fundraising practice



The problem statement is what you require the funding for, it says: here's something that should concern or interest you

- ♦ What's the problem? Demonstrate what it is
 - Driven demand, not supply led
 - Concrete not abstract
 - To do with peoples needs not lack of provision
 - There are some serious consequences
 - It's urgent
 - It's solvable
- ♦ Why you are the organisation to tackle the problem
- ♦ Is it of more than local significance?

Your group's suggested programme and methods: here's what can be done

- ♦ What you're going to do about it (objective)
 - Who
 - Will do what
 - To whom by when
 - And what will it tell us when it's been achieved
- ♦ How you are going to do it (methods)

Your evaluation of the problem suggests: we care about the problem (not just getting the money), we care about spending the money effectively

- ♦ Evaluation and/or monitoring
- ♦ Self-evaluation and/or outside experts
- ♦ Quantity and/or quality

Your budget shows: we know what to do with the money, we care about spending the money efficiently

- ♦ It's clear
- ♦ It's comprehensive
- ♦ It adds up
- ♦ It's enough
- ♦ It's not too much
- ♦ It shows any other funders involved
- ♦ It shows other (non-money) support if appropriate

If your group has a future funding plan, it says: we won't bother you forever

- ♦ Will the project go on and on
- ♦ Will you need more money later on
- ♦ Will someone else pick up the bill

It's helpful to write out a short summary of your project for use in all funding applications: we are business-like

- ♦ Who is applying
- ♦ For how much (and what other funders, total cost of the project)
- ♦ To do what
- ♦ In what way



Putting together a budget...

What is a budget?

A budget is your group's plan for the coming year set out in monetary terms. It might sound obvious, but it helps you to ensure that you have the money to do what you want to do - accounting for everything, and it enables you to make financial decisions and keep control with a concrete set of figures rather than relying on guesswork about where you are.

Preparing the budget

Getting accurate figures and preparing a budget may take longer than you think - so start as soon as you can, gathering figures together and agreeing them with your group. Don't wait for the grant applications to come in - you don't want to rush through the budget as it is such an important part of a group - and a funding application may come with a tight deadline.

Using the budget

Budgets aren't simply there to help you get a grant. They are your guide to whether you are spending your money as you had planned. They can warn of overspend, underspend or spending in unexpected areas. If you have this information you can act on it.

Every month or so compare your expenditure to the budget - if you are not spending your funds as originally planned, you must find out why. Does it mean that you are not operating as you want to, or does it mean that your budget needs to be revised?

Future Budgets

About nine months into each financial year, you should start working on next year's budget. You will, by then, have a clear idea of how your expenditure and the budget match up, and what adjustments you will need to make for the coming year. You will also have time to do the work involved before the new financial year starts. If you are making changes in the way you operate (eg. Increasing the number of sessions you run) or if you have decided that equipment needs replacing, make sure that you cost the changes accurately into the new budget.

See a sample budget sheet in appendix 2

Step-by-step

- 1** Think about what your groups aims are. What finances will you need to achieve those aims?
- 2** Prepare some budget headings, eg. Basic costs that nearly every group has such as postage, stationery, rent, heat, electricity etc.
Expenditure particular to the work the group does - such as transport or catering
- 3** Work out how much you need under each heading. Things that may help would be:
 - ♦ Visiting similar groups to yours and learning from their experience (it may be that you have no knowledge of other similar groups, but your nearest CVS can help you with this)
 - ♦ If you are in a building with other groups, find out what their heating bills are like - don't guess because there is no need, you may get it wrong and find yourself with a shortfall that could have been prevented.



- ♦ If you can find out the exact cost of something, then do! Don't guess the price of a photocopier for example - get quotes from different suppliers or use catalogues to get prices.

- 4 If you're planning expenditure for the next year, you need to take into account price rises so don't forget to add on inflation at the current rate
- 5 If you employ staff, tie them into relevant local authority pay-scales making sure you have an up to date copy of the scales. Don't forget to include costs of Employers National Insurance, pension contributions, salary increments, annual pay rises. Also decide what mileage rates the project will pay to staff.
- 6 Local authorities and most trusts divide their grants into 'Capital' and 'Revenue' ie. one-off expenditure on equipment or setting up costs (Capital) and running costs (Revenue). Divide your budget up in this way, it will help you decide where to apply for what and to keep track of where you are in relation to your fundraising targets.
- 7 Keep notes on how you reach your figures, so that you can explain your calculations if asked.
- 8 Repeat the process for the income side of the budget, look at all the possible sources of money and estimate realistically how much you will get from each.
- 9 Now look at the figures. Have you left anything out? Is there an income shortfall - that is, are you going to spend more than you are expecting to get in? If so how are you going to meet the shortfall? This may be the point which you set your fundraising targets for the next year.

TOP TIPS

when applying for funding

- ♦ Target the funders you think will respond best to your particular area of interest and personalise the approach as much as possible.
- ♦ Do some research on the funder - what have they funded before?
- ♦ Talk to other groups who have been successful about their fundraising experiences and learn from them.
- ♦ Read all the literature, i.e. the application form and guidelines, twice. Write down which aspects of your work should be emphasised.
- ♦ Know exactly how much money you need.
- ♦ Complete all sections of the form. Be concise and legible.
- ♦ Make your application stand out and catch the attention of the person reading it
- ♦ Include evidence where relevant
- ♦ Ask someone to read your application with a critical eye before submitting it. Consider any potentially awkward questions the funder may ask.
- ♦ Keep copies of your completed application forms and correspondence from the funding bodies.
- ♦ Make yourself easily accessible to the funding body.
- ♦ If successful, send a thank you letter and keep copies of publicity about your project as they will be useful for your feedback report.

ABC of fundraising

Accuracy - take time in getting your figures as accurate as you can

Brevity - use bullet points, be brief and to the point - grab attention

Clarity - bear in mind that the reader knows nothing about the organisation or the project.

Common mistakes in applications - reported by funding bodies

- 1 Can't read the application**
Make sure your application is neat and tidy, and that handwriting (if used) is legible.
- 2 Questions not answered**
Think carefully about your answers and refer back to the question to make sure you really have answered it.
- 3 No indication of what the money is required for**
Be specific about which part of your project the funding is required for
- 4 Inappropriate to the funder**
Do some research before you apply. Is this funder interested in your kind of project? What kind of thing have they funded before? If they have a website, read it - it will outline what they are interested in, give examples and a contact. Call them for more information and guidance on whether they are likely to fund your project.
- 5 Lots of padding but no substance**
Avoid waffle and get to the point. Tell the funder what they need to know and be specific.
- 6 Application based on lack of service rather than demonstrated need**
Have you got proof that there is a need for your service? It's not enough to say that it will be the only one - is there a need for it in your area?
- 7 Contact persons have little/no knowledge of the application or project**
Make sure the contact person has been involved in the funding application from the start so that they can give more detailed information if required.

Sample funding application questions

- 1** How does the project encourage the people who benefit to be involved in the running of the project in an appropriate way?
- 2** How does your project demonstrate that it is financially sound and well managed enough to handle additional funds effectively?
- 3** How do you show that the organisation is properly planned and organised, and staffed appropriately?
- 4** How does the project ensure that it is additional to other voluntary and statutory services i.e. that there is no overlapping or duplication of services?
- 5** What do you do to demonstrate that your organisation has an appropriate commitment to practicing equal opportunities in all aspects of its work?

Also:

- ♦ How long have you been established?
- ♦ What have you done so far?
- ♦ What is your legal structure?
- ♦ Staff and/or volunteers?
- ♦ What about the area?
- ♦ What is the problem? Who has defined it?
- ♦ What is your solution?
- ♦ Can you handle it?
- ♦ Do you have local support?
- ♦ Does this fit my priorities?

Where can you find funding and support

Aberdeenshire Voluntary Action subscribes to the Grantfinder program. This is the UK's largest database of funding opportunities. It allows the user to answer questions about their group and what they need funding for in order to produce a list of potential funding bodies that may be approached for funding. The search results can then be saved and printed to allow the user to then go and research each funder in their own time. The program is an excellent way getting the ball rolling - the output from the search will only include funders that meet some or all of the criteria that is entered into the search which means you don't have to waste time researching funders that won't be interested in your project. To use the AVA Grantfinder service, call Donna Speed on 01330 700757 or 07964 036821.



AVA can also help with the daunting task of filling in funding applications. It's often useful for someone not directly involved to look over an application and make suggestions that may make it more successful. Our Development Officers can help with this and can be contacted on: 03718 110008 or email: enquiries@avashire.org.uk.

Current funding issues and projects are always featured in the AVA newsletters and e-bulletins - download the newsletters from the AVA website at www.avashire.org.uk, or contact us and join our mailing list to keep your group up-to-date!

Big Lottery Fund Scotland

4th Floor, 1 Atlantic Quay, 1 Robertson Street, Glasgow G2 8JB Tel: 0300 123 7110

Email: enquiries.scotland@biglotteryfund.org.uk

Grants of between £500 and £1 million for people to take part in art, sport, heritage and community activities, and projects that promote education, the environment and health in the local community.

www.biglotteryfund.org.uk/funding/funding-finder

Heritage Lottery Fund

38 Thistle Street, Edinburgh EH2 1EN Tel: 0131 225 9450 Email: scotland@hlf.org.uk

Heritage Grants - whether you want to rescue a historic building, breathe new life into a collection or record people's stories, Heritage Grants can help with awards over £100,000.

Heritage Enterprise - the cost of repairing a neglected historic building is often so high that restoration simply isn't commercially viable. Heritage Enterprise makes such schemes possible by funding some of the repair costs with grants of £100,000 to £5million.

www.hlf.org.uk

Youth Link Scotland

Rosebery House, 9 Haymarket Terrace, Edinburgh EH12 5EZ Tel: 0131 313 2488

Email: info@youthlinkscotland.org

YouthLink Scotland is the national agency for youth work. It is a membership organisation and is in the unique position of representing the interests and aspirations of the whole of the sector both voluntary and statutory. YouthLink Scotland champions the role and value of the youth work sector, challenging government at national and local levels to invest in the development of the sector.

www.youthlinkscotland.org

Voluntary Action Fund

Suite 3, Forth House, Burnside Business Court, North Road, Inverkeithing, Fife KY11 1NZ

Tel: 01383 620780 Email: info@voluntaryactionfund.org.uk

VAF runs a number of Open Grants Programmes. The funding and support VAF provides enables community based organisations to involve volunteers, undertake projects that challenge inequalities and overcome barriers to being involved in community life.

www.voluntaryactionfund.org.uk

Prince's Trust Development Awards

6th Floor, Portland House, 17 Renfield Street, Glasgow, G2 5AH Tel: 0141 204 4409

Email: webinfo@princes-trust.org.uk

Development Awards help tackle financial barriers that may be preventing you from accessing education, training or employment.

www.princes-trust.org.uk

The Scottish Arts Council

12 Manor Place, Edinburgh EH3 7DD Tel: 0131 226 6051

- The Scottish Arts Council is the lead body for the funding, development and advocacy of the arts in Scotland. They provide information and advice as well as funding.

www.scottisharts.org.uk

The Esmée Fairbairn Foundation

Kings Place, 90 York Way, London N1 9AG Tel: 020 7812 3700 Email: info@esmeefairbairn.org.uk

Esmée Fairbairn Foundation is one of the largest independent grantmaking foundations in the UK. They make grants in four areas of interest: arts and heritage, education, environment and social change.

www.esmeefairbairn.org.uk

The Robertson Trust

Robertson House, 152 Bath Street, Glasgow G2 4TB Telephone: 0141 353 7300

Email: admin@therobertsontrust.org.uk

The Robertson Trust is an independent Scottish grant-making Trust which exists to provide financial support to charities in Scotland. The four main priorities are Care, Health, Education and Training and Community Art and Sport.

www.therobertsontrust.org.uk

Scottish Natural Heritage

St Cyrus NNR, The Old Lifeboat Station, Nether Warberton, St. Cyrus, Montrose.

Tel: 01674 830736

SNH work with others to protect and improve Scotland's natural heritage and to help people understand, enjoy and care for it. They offer grants to help others to do this as well.

www.snh.gov.uk

Foundation Scotland

15 Calton Road, Edinburgh EH8 8DL Tel: 0131 524 0300

Foundation Scotland provides a number of grant programmes, which can be categorised as express grants, community benefit funds or large grants. Each funding stream has its own specific criteria which is determined by the donor.

<https://www.foundationscotland.org.uk/grants-and-funding-for-organisations/grant-programmes>

The Trusthouse Charitable Foundation

65 Leadenhall Street, London EC3A 2AD Tel: 020 7264 4990

Trusthouse gives grants for running costs or one-off capital costs to charities and not-for-profit organisations in accordance with criteria that are regularly reviewed and decided by the Trustees. Themes are: Rural Issues, Urban Deprivation, Community Support, Disability and Healthcare and Arts, Education and Heritage.

www.trusthousecharitablefoundation.org.uk

Sport Scotland

Tel: 0141 534 6500

Capacity building in community planning partnership areas. Supports the take-up of sports, physical recreation & healthy living activities.

www.sportscotland.org.uk/funding/

The Volant Charitable Trust

Box 8, 196 Rose Street, Edinburgh, EH2 4AT

This Trust was set up by the author J K Rowling to support charitable causes. It currently funds charities and projects, whether national or community-based, at home or abroad, that alleviate social deprivation, with a particular emphasis on women's and children's issues.

www.volanttrust.com

Paths for All

Aberdeenshire Contacts:

Tel: 01259 218888

Email: info@pathsforall.org.uk

Paths For All offer small and large grants to support new or existing projects that promote walking within communities and workplaces. Local community groups can apply for small grants of up to £1500 to help them develop, maintain or promote their local paths.

www.pathsforall.org.uk

Community Food & Health (Scotland)

NHS Health Scotland, 5th Floor, Meridian Court, 5 Cadogan Street, Glasgow G2 6QE

Telephone: 0141 414 2890 Email: nhs.HealthScotland-CFHS@nhs.net

Applications are invited from groups and agencies working with or within Scotland's low-income communities to improve access to, and take-up of, a healthy, varied and balanced diet.

www.communityfoodandhealth.org.uk/funding

Comic Relief

5th Floor, 89 Albert Embankment, London SE1 7TP Tel: 020 7820 2000

Email: red@comicrelief.org.uk

In the UK, Comic Relief funds the work of organisations with the people, ideas and ability to tackle complex problems and create positive social change across the UK. Young people and older people are important, as are others who face disadvantage, particularly in areas with high levels of deprivation. They also welcome proposals from projects that use sport to transform lives.

<http://www.comicrelief.com/grants/initiatives>

useful websites and organisations...

www.fundraising.co.uk 17 Errington Road, Colchester, Essex CO3 3EA Tel: 01206 579081.

www.j4bcommunity.co.uk - comprehensive Voluntary and Community Sector grants & funding.

www.acf.org.uk - The Association of Charitable Foundations (ACF) Acorn House, 314-320 Gray's Inn Road, London WC1X 8DP. Tel: 020 7255 4499 Email: acf@acf.org.uk.

The UK wide support organisation for grant-making trusts and foundations of all types. This site has links to member trusts and foundations who have web pages. It also contains general advice on how to frame applications.

www.dsc.org.uk - The Directory of Social Change

352 Holloway Road, London N7 6PA. Tel: 08450 777707 Email: cs@dsc.org.uk

Publishes resources related to the voluntary sector - and their website www.trustfunding.org.uk is a database of grant giving trusts and foundations (see previous page for K&D Voice subscription information)

www.scvo.org.uk - SCVO - The Scottish Council for Voluntary Organisations

The Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh EH3 6BB Tel: 0131 474 8000.

SCVO publish research and information on charities, run training courses and have a comprehensive website with updated news relevant to charities in Scotland. They hold an annual voluntary sector fair, The Gathering. Become a member and gain access to the funding section on their website.

www.institute-of-fundraising.org.uk - Institute of Fundraising

Hayweight House, Floor 4, 23 Lauriston Street, Edinburgh EH3 9DQ.

Tel: 0131 474 6152 Email: scotland@institute-of-fundraising.org.uk

The membership body for fundraisers in the UK. They offer training, courses, events, publications and produce Codes of Practice for many areas of fundraising. There is an annual Scottish Conference as well as a UK wide one, offering workshops and speakers on current practices and topics of interest.

APPENDIX 1

aims, objectives and results...an example

In most funding applications, you will need to explain to funders how the activities you aim to carry out will make a difference. This means identifying the difference you hope to make and tracking the path from what you are doing to achieving the purpose. If you have already done your business/development plan, then you will be able to lift the information from that. Here is an example to help you.

example:

OBJECTIVE:

You may want to offer advice and information on healthy eating.

AIM:

The purpose might be to prevent ill health through under or over nourishment and promote the growth and development of children.

The path is defined by identifying the results you expect to see and showing how they would link up, eg.

ACTIVITY: Discussion with parents on types of healthy foods, how to cook them and make them appealing.

RESULT 1:

Parents come to the group, join in the discussion, ask appropriate questions, taste foods prepared, talk about meals their families might try.

RESULT 2:

Parents buy the healthy foods, cook them at home and they become a regular part of meal times.

RESULT 3:

Children begin to ask for and choose the foods and talk to their friends about them.

RESULT 4:

There is a long-term change in the eating habits of the whole family.

RESULT 5:

Longer-term local dentists report an improvement in children's teeth.
Clinics see more children of ideal weight and with fewer illnesses.

AIM ACHIEVED:

you can claim to be part of preventing ill health through under or over nourishment and promoting the growth and development of children.

AVA Funding Pack Updated March 2017

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