Voluntary Action LeicesterShire
Helping people change their lives for the better

FUTURE FOCUS 2018

STRENGTHENING YOUR ORGANISATION!

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STRENGTHENING YOUR ORGANISATION!

Objectives of this Workshop:

- Help you to consider what your organisation needs to do to ensure you are successful and effective in achieving your aims!

- Recognise your strengths as an organisation and share these with others!

- Encourage you to think about areas which your organisation needs to develop!

STRENGTHENING YOUR ORGANISATION!

A 'pyramid' concept has been developed to describe and categorise VCSE organisations, as follows:

01

Category 1 (10%) are larger organisations (sometimes national organisations who operate locally) who have a high level of income/turnover; generally are involved in strategic partnership working, and are regarded as credible, professional and sustainable. Such organisations have the resources and expertise to generate income from a range of different sources, including grants, contracts and trading arms.

02

Category 2 (15%) are small-to-medium sized organisations who are generally reliant on a mix of grants and contracts for ongoing income. Sustaining core funding for running costs tends to be a priority for such organisations.

03

Category 3 (75%) this cohort of organisations make up the majority of the VCS, i.e. smaller, sometimes grassroots organisations, operating at a very local level, with low running costs and high levels of volunteer input. These organisations may only employ a few (if any) members of staff, and are generally reliant on small grants and low level fundraising, as their running costs tend to be quite low. Such organisations tend to get less involved in strategic partnership working arrangements.

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Have a think about where you think your organisation 'sits' in the pyramid:

Category 1

- Large organisations with a turnover of over £500,000 per year
- In some cases, these are a local branch of a large national charity
- Employs a good number of staff
- Generally has a range of sources of generating income

Category 2

- Small-to-medium sized organisations, with a turnover of over £50,000 per year
- Employ a small number of staff
- Generally competes with other organisations for grants, funding and contracts
- Core running costs can be a challenge, e.g. rent, overheads, management, core staffing

Category 3

- Small, grassroots organisations
- Low running costs and small number of staff
- Lots of volunteer input/hours
- Heavily reliant on grants as main source of income

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The needs of your organisation are likely to be different depending on where your organisation 'sits' in the pyramid.

However, there are a number of common areas which all organisations need to think about!

How to be the best organisation you possibly can!

1. Identify a range of diverse sources of Income Generation

2. Collaborate and work in partnership with others

3. Make use of the support available for VCS organisations in Leicestershire

4. Ensure your trustees are skilled and focussed on developing your organisation for the future

5. Engage with businesses (e.g. around CSR, sponsorship, etc.)

6. Become an expert in demonstrating outcomes and impact, i.e. the difference that your organisation makes!

How to be the best organisation you possibly can!

1.   **Identify a range of diverse sources of Income Generation**

- What different approaches do you use to generate income for your organisation?

- Do you rely mainly on grants and funding?

- Do you sell anything, or charge for services to raise income?

- What else can your organisation do to generate income?

Organisations with a range of sources of income tend to be the most successful in securing a long term future!

How to be the best organisation you possibly can!

1. Identify a range of diverse sources of Income Generation

Feedback from Workshop Participants:

- Contracts/commissioned services as well as grants
- Grants from Trusts and Foundations
- Crowdfunding
- Charging service users (where possible)
- Delivering/selling training or other expertise (consultancy)
- Hiring out rooms
- Utilising service users' Housing Benefit as income
- Legacy Funding (e.g. money left in the wills of deceased people)

How to be the best organisation you possibly can!

2. Collaborate and work in partnership with others

- What experience do you have of working in partnership with other organisations?

- Have you ever applied for funding, or delivered a project in partnership with another organisation?

- What do you think are the benefits of working in partnership with others?

> **Organisations who are willing to share their strengths with others, or learn from others are likely to be more effective in achieving their aims and objectives!**

How to be the best organisation you possibly can!

2. Collaborate and work in partnership with others

Feedback from Workshop Participants:

- Develop partnerships with Universities
- Reaching People consortium in Leicester is a good example of VCSE organisations working in partnership: www.reachingpeople.co.uk/
- Partnership working achieves economies of scale
- Trust is essential to any successful partnership
- Its important to 'map' the projects/services operating around you
- SLAs and Partnership Agreements are helpful in clarifying the expectations of different partners
- 'Generous Leadership' – managers sharing good practice with each other
- Partnership funding available via BIG Lottery: www.biglotteryfund.org.uk/funding/programmes/partnerships-england

How to be the best organisation you possibly can!

3. Make use of the support available for VCSE organisations in Leicestershire

- What different sources of support have you accessed for your organisation?

- Are you aware of the support available through local organisations such as Voluntary Action LeicesterShire or CASE?

- Are you familiar with other national support organisations / websites, such as NAVCA, NCVO, the Small Charities Coalition or knowhownonprofit.org?

The following website is a good starting point!
www.leicestershirecommunities.org.uk/grants/further-support.html#element-846180

How to be the best organisation you possibly can!

3. <u>Make use of the support available for VCSE organisations in Leicestershire</u>

<u>Feedback from Workshop Participants</u>:

- Funding websites such as www.fundingtoolkit.org and www.fundingcentral.org.uk
- Leicestershire Pro Help: www.leicestershirecares.co.uk/prohelp/
- BIG Lottery Fund have a Diagnostic Tool for VCSE organisations
- VCSE Strength Checker: https://vcsestrengthchecker.org.uk/about
- Undertake internal audits and develop action plans
- Support from Universities

How to be the best organisation you possibly can!

4. Ensure your trustees are skilled and focussed on developing your organisation for the future

- Your trustees/management committee are ultimately responsible for guiding and directing your organisation, to ensure its long term sustainability

- This includes thinking about future income for the organisation, and where this will come from

- It's also important that your trustees have a wide range of skills, qualities and experience between them

The www.gov.uk website contains a very useful guide for trustees: www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3

How to be the best organisation you possibly can!

4. Ensure your trustees are skilled and focussed on developing your organisation for the future

Feedback from Workshop Participants:

- It's important to remember that trustees are also volunteers, with demands on their own time, so expectations need to be realistic
- Recruiting and retaining trustees can be a challenge
- Contingency/legacy planning for when trustees resign/leave is vital
- Trustees need to maintain appropriate levels of legal awareness
- Being enthusiastic about the cause isn't enough! Trustees need to be able to offer skills, expertise help and support as well
- Business skills are important for any Board of Trustees
- Service user representation and/or consultation is essential to the work of an effective Board of Trustees, i.e. understanding the needs of your clients
- Many CIC's also have their own Board too, but these are set up differently to charities/community groups

How to be the best organisation you possibly can!

5. Engage with businesses (e.g. around CSR, sponsorship, etc.)

- Most private sector businesses have requirements around Corporate Social Responsibility to fulfil – this basically means 'doing positive things for society, the local community or the environment'

- Many businesses would be keen to offer support, funding, sponsorship or volunteer hours to local community groups

- Make some enquiries with local businesses to see what (free!) support they can potentially offer you!

The 'Pro-Help' scheme run by Leicestershire Cares can help:
www.leicestershirecares.co.uk/prohelp/

How to be the best organisation you possibly can!

5. Engage with businesses (e.g. around CSR, sponsorship, etc.)

Feedback from Workshop Participants:

- Corporate Sponsorship is an effective way of attracting support from businesses
- The Social Value Act is also a good way of enabling/ensuring communities and the VCSE sector can benefit in the awarding of public sector contracts, either directly or indirectly: www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources
- Leicester City Council are developing Guidance around effective application of the Social Value Act
- Pilot Light – connecting charities with businesses www.pilotlight.org.uk/
- Leicestershire Pro Help: www.leicestershirecares.co.uk/prohelp/

How to be the best organisation you possibly can!

6. Become an expert in demonstrating the outcomes and impact, i.e. the difference that your organisation makes!

- 'Outcomes' are the difference that your organisation makes to the lives of the people you support

- How do you go about recording the difference your organisation makes to the lives of participants/beneficiaries?

- It is really important to become skilled in showing the outcomes, benefits and impacts your activities achieve!

NCVO has a Charities Evaluation Service which can help: www.ncvo.org.uk/practical-support/consultancy/ncvo-charities-evaluation-services

How to be the best organisation you possibly can!

6. Become an expert in demonstrating the outcomes and impact, i.e. the difference that your organisation makes!

Feedback from Workshop Participants:

- Outcomes Monitoring, recording and reporting doesn't have to be complicated!
- Simple is fine – but make sure your reporting is appropriate and proportionate, i.e. tailored for the target audience
- Impactasaurus is a great tool for demonstrating your social impact: https://impactasaurus.org/

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Key Tip!

Look in the mirror!
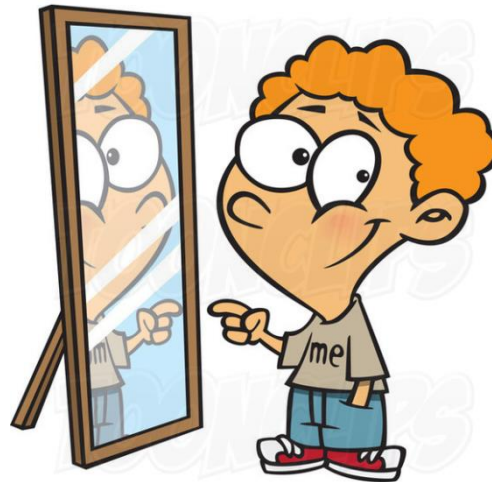
Then look outside the window!

Thank you for attending!

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