

A Guide to Building Effectiveness 2020

Overview

Building Effectiveness is a bespoke, 12 month, organisational development programme ideally suited to organisations looking to become more strategically focussed and better equipped to face the future.

Participating organisations will be allocated an Advisor at the beginning of the programme to provide support in developing a strategic project and action plan. The Organisation will then be allocated an experienced business Mentor, who will be carefully selected to match their skills to the needs of the organisation, and will provide guidance and strategic support throughout the year. Together the Mentor and Advisor will ensure the organisation is in the best possible position at the end of the programme. At which point, the Advisor will support the organisation to evaluate their progress, outcomes and produce a case study report. All organisations that successfully complete the programme will receive Building Effectiveness Accreditation and a certificate of completion.

As part of Building Effectiveness in 2020, participating organisations will also benefit from a programme of Leadership Workshops. Topics have been chosen to support some of the challenges that all organisations face when going through a change programme (see page 3 for details).

Who can apply?

- Organisations located or providing services in Hertfordshire
- Registered charities, charitable companies (including CICs and CIOs) or formally constituted community groups
- Organisations working to improve community need and deprivation
- Organisations that have been running for at least 12 months, employ at least one person in a paid managerial role and have an income of £100,000+ in the last 12 months
- Organisations with a board of Trustees, Directors or management committee with at least two, non-related members

We are unable to accept applications from:

- Animal welfare, religious, political, wildlife and environmental organisations
- Statutory bodies or private profit-making companies that do not have charitable status
- National charities without a Hertfordshire focus

How to apply

Interested organisations who meet the above criteria are invited to complete a short application form. You can download a copy from our website [here](#). The application deadline is 5pm **Friday 6th December 2019**.

How will applications be assessed?

Applications will be assessed against the following criteria:

- The capacity of the organisation to engage with the programme
- Evidence that the board and senior management are keen and willing to dedicate resource to the programme
- Evidence that the organisation's expectations are realistic and that there is a desire for positive change
- The potential for development and the likely impact

Further information

If you would like to discuss your application or any aspect of the programme please contact Louise Marron on 01707 251351 or email louise.marron@hertscf.org.uk. HCF will be holding an information session on **Monday 18th November, 1.30pm-3.00pm** which is an ideal opportunity to learn more and to ask any questions. [Book your place on the information session here](#)

Details of the Building Effectiveness programme

Phase	When	Overview	Outputs	Estimated commitment
1. Baseline assessment	Jan – Feb 2020	<ul style="list-style-type: none"> Participants allocated an experienced Advisor and registered to use HCF's online diagnostic tool, DevelApp. (DevelApp is a user friendly system which asks a series of questions to help participants identify areas for development) The Advisor meets CEO (or key senior management team) to complete and discuss any outstanding areas of the DevelApp assessment and check for consistency Further work may then be required by the senior management team to complete the assessment 	Recommended actions that will help the organisation improve its performance. This may include strategic and operational issues highlighted by the baseline assessment and those identified by the organisation prior to commencing the programme.	1 days
2. Development action plan	Mar 2020	<ul style="list-style-type: none"> The Advisor will support the organisation to prioritise the identified issues into a tailored Development Action Plan. The plan will highlight the key strategic project that will become the focus of work with the Mentor It will also include priority operational improvements arising out of the assessment to be completed in the year Introductory Development Workshop- meet The Cranfield Trust and all other Building Effectiveness 2020 Participants. Discuss your development plans and ensure they are fit-for-purpose. 	A transformational Development Action Plan that can realistically be achieved within the duration of the programme	2 days
3. Development period	Apr - Dec 2020	<ul style="list-style-type: none"> The organisation is matched with a Mentor and will work on the priority strategic areas detailed in the Development Action Plan. The organisation will make the recommended operational improvements with support from their Mentor Selected participants will be offered the chance to have in-house governance training for their board of Trustees The CEO/main contact will attend leadership workshops 	<ul style="list-style-type: none"> Achievement of objectives in the Development Action Plan, or progress towards them Board understanding of their roles and responsibilities Practical tools and resources from workshops to apply to the organisation 	3-4 days per month Mentors provide approx. 5-7 days of consultancy across the duration of the programme
4. Follow-up assessments	Jan- Feb 2021	<ul style="list-style-type: none"> The Advisor will conduct a follow-up assessment to track progress made and evaluate the impact of the programme on the organisation's effectiveness. The Advisor will share the reports with HCF and draw up a case study that can be used by all parties. 	<ul style="list-style-type: none"> Final assessment report Case study 	2 days

Leadership Workshops

As part of Building Effectiveness in 2020, participating organisations will benefit from a Leadership Programme which will be chaired by Will Hobhouse and facilitated by Dawn Harrison Wallace (from **Cranfield Trust**).

Will was the High Sheriff in 2017 and is co-supporting the Building Effectiveness project alongside other HCF donors. Will has developed a formidable reputation driving growth at names such as Tie Rack, Whittard of Chelsea, Jack Wills, Heal's and Le Pain Quotidien. In his role at Sarratt Equity he provides leadership development for the businesses he is involved with. He is also passionate about volunteering and encouraging the local charitable sector.

The 2020 programme will start with a Development workshop in March, this will be an introductory session where participants can meet each other, discuss their development action plans and areas of mutual interest. Following this workshop you will be matched with the most appropriate Mentor.

Weds 25 th March 2020	10.00-12.00	Development Workshop
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The one day leadership workshops will then start in April and focus on specific themes – chosen to support some of the challenges that all organisations face when going through a change programme. The dates below show provisional theme topics based on the 2019 programme – but there will be flexibility for the group to choose relevant subjects. Days involve exercises carried out in pairs or groups, plenary discussions and sharing. Practical tools and resources will be provided for attendees to take back to their organisations.

The leadership workshops offer the benefit for participants to develop a peer support network with each other and to seek advice from Will, Dawn and Louise about progress with their improvement programmes.

Weds 22nd April 2020	10.00-16.00	Delivering Successful Change
Weds 20th May 2020	10.00-16.00	Organisational Growth
Weds 17th June 2020	10.00-16.00	Development Plan Review
Weds 29th July 2020	10.00-16.00	Leadership
Weds 23rd September 2020	10.00-16.00	Building High Performance Teams
Weds 18th November 2020	10.00-16.00	Values, Culture and Behaviours
Weds 13 th January 2021	10.00-16.00	Outcomes & Programme Evaluation

Terms and Conditions

To ensure selected participants benefit fully from this programme all are required to:

- Allocate time for Trustees, Directors or committee members and senior management to engage in the process
- Hold meetings in a timely manner in line with the timeframes detailed on page 2
- Focus throughout the development period on implementing the agreed activities to schedule
- Be open and frank with their Advisor and Mentor throughout the programme
- Give HCF permission to publicise the participating organisation's involvement

HCF, the Advisors and Mentors will:

- Deliver the services as described in this document
- Provide as much notice as possible when arranging meetings and visits
- Maintain confidentiality when requested
- Seek written permission to publish any information about participating organisations
- Discontinue to provide services in the event that the participant fails to meet the above terms