

2018 Programme

Case Studies

March 2019

**HCF**

Training and Development



**Building  
Effectiveness**

**in the Hertfordshire Voluntary Sector**

**HCF**  
Training and Development

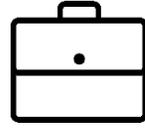


# Building Effectiveness

## Overview

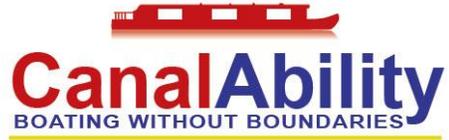
# Building Effectiveness Programme Overview

- 2018 was the second year of Building Effectiveness
- 9 voluntary and community organisations completed the programme
- A 9 month tailored supported improvement programme
- The first two years funded by the Garfield Weston Foundation and Will Hobhouse (High Sheriff for 2017)



<p>Advisor supports board and CEO</p> <p>Use <b>DevelApp</b></p> <p>Identify strengths &amp; weaknesses across 8 key functional areas</p>	<p>Development action plan – tailored and prioritised to address:</p> <ul style="list-style-type: none"> <li>Identified weaknesses</li> <li>Existing needs</li> <li>Strategic ambitions</li> </ul>	<p>Operational changes and improvements</p> <ul style="list-style-type: none"> <li>Business mentoring</li> <li>Governance training</li> <li>Trustee recruitment support</li> <li>Leadership workshops</li> </ul>	<p>Track progress across all functions using <b>DevelApp</b></p> <p>Evaluate impact of programme on effectiveness</p> <p>Case studies</p>	<p>All participating organisations invited to Awards Ceremony</p> <p><b>BE Better Awards:</b></p> <ul style="list-style-type: none"> <li>Winner £5,000</li> <li>Runner-up £2,500</li> </ul> <p>To fund continued development</p>
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# 2018 Participants





# Building Effectiveness

## 2018 Stories

# CanalAbility

## Overview

Established in 1989 the organisation has evolved into a leading provider of interactive boating day trips and holidays on the inland waterways for disabled and disadvantaged individuals. Their regular users include residential homes, day centres, social support groups, hospices, carers and families of disabled individuals.

## Why Building Effectiveness?

*“We could sell ourselves better if we understand how we help our clients”*. Knowing that change must take place, if their future was to be built on secure foundations, the question was how to research and measure the impact and difference CanalAbility makes through its activities. Also, they did not have the external resources required to challenge their business model. The programme gave them, the opportunity to focus their thinking and produce action plans and programmes to move them forward through informed evidence into the future.

## Summary of Development Action Plan

Understanding their competitive edge and embedding measurement of impact

Development of strategic capability and an agreed business plan. All with the aim of creating a more strategic agenda for Trustees

## Main Achievements and Outcomes

- Production of Business Development Plan in consultation with volunteers and finalised through detailed discussion with the board of trustees
- Clear strategic agenda and planning cycle at all levels but starting with trustees
- Updated marketing plan and activities to emphasise proven impact
- Identification of IT company to achieve the maximum benefit from technological innovations
- Completion of a project to develop methodology to embed the measurement of impact into routine business systems



***“We found Building Effectiveness challenging however worth the time and energy required to fulfil the programme requirements. It gave us the focus, structure and tools we needed to assess our charity and to develop action plans to ensure our sustainability. Thanks to our Mentor and Advisor our skills and effectiveness have been questioned and responding to those challenges has ensured we benefit from the programme. Their input has sometimes been very challenging but has made the programme very beneficial in terms of our learning. This has given us the confidence to move forward in the knowledge that the professional advice and guidance we have received has been exemplary and relevant”***

Doreen Goodall, General Manager

# Emmaus Hertfordshire

## Overview

Emmaus Hertfordshire is a homeless charity, established in 2002, and is now a thriving community, providing a home and meaningful work in its social enterprises to 39 companions.

## Why Building Effectiveness?

Emmaus Herts is an exemplar community and has grown considerably through its strong team achieving excellent outcomes. It has achieved 70% self-sufficiency relying on Housing Benefit for the other 30%. Significant changes to staff and the welfare system put future operations and support functions at risk. We engaged with BE to identify and strengthen the governance and management teams.

## Summary of Development Action Plan

The aim was to analyse all aspects of Emmaus Hertfordshire and identify actions required to future-proof the governance and management teams. DevelApp highlighted gaps in governance, risk management and HR planning and development with an additional aim focused on business planning. Our HCF mentor in the 2<sup>nd</sup> half of 2018/19 assisted by supporting the CEO handover, business plan templates and involvement of staff.

## Main Achievements and Outcomes

The project has been highly beneficial, particularly with the original self-assessment and ongoing participation providing momentum and focus to the board's understanding of its priorities and corresponding programme of work. We now know our strengths, risks and priorities for future development at all levels of the organisation with better governance, staffing reviews, empowered staff and companions and more community partnerships.



***“With a new CEO, some excellent new members of staff and a Board enhanced with much needed specialist experience, we are in a great position to move forward. Our aim to optimize our structure and trustee roles to promote business plan objectives are integral within the development of the new business plan as it nears completion. The support received from HCF has assisted considerably throughout this process.”***

John Chesters, Chief Executive

# Groundwork Hertfordshire

## Overview

The Groundwork movement was established more than three decades ago as a one-off experiment to galvanise communities, businesses and government in a joint effort to improve the quality of life and promote sustainable development in places that had become run-down and neglected.

## Why Building Effectiveness?

Groundwork Hertfordshire (Gwk) initially viewed the BE project as a once-in-a-lifetime opportunity to galvanise emerging plans to develop their current site at Mill Green. The development will include a purpose-built building and use of surrounding outdoor space for training and education delivery, i.e. with the aim of both securing the long term sustainability of the charity and enabling a wider range of local community needs to be met. Gwk recognised that it did not have all of the skills and expertise required to bring a complex building/site development project to fruition.

## Summary of Development Action Plan

The main strategic project broadened from the original, pure premises focus to encompass concurrent organisational structural changes and both Moreen, the advisor and John, the mentor, provided invaluable support, guidance and input. John focussed on both the wider elements and the premises project. He contributed significantly in terms of technical input, helping to shape strategy, reviewing risk, bringing alongside additional expertise (specifically architectural expertise) and modelling a highly positive approach throughout.

## Main Achievements and Outcomes

The premises project has unquestionably moved positively forward resulting in a new, full design and the commencement of the planning process. The expanded scope of the programme has impacted positively on current governance thinking / initiatives including the risk assessment process and a Board skills audit. It has also had a major, positive impact on the Operations Manager. His engagement with the BE programmes on all levels has helped engender a growth in confidence to further shape and expand his Gwk role and to play a central part in delivering change (at pace) within the charity alongside Leadership Team colleagues.



***“Expect to be challenged on areas that may not bear relevance to the original application and be open to that. If we came into it just thinking premises and pursued only that, we would have missed out on an awful lot more expert advice and support from those involved.”***

Chris Dungate, Operations Manager

# Hertsmere Mencap

## Overview

Hertsmere Mencap was formed in 1964 to improve the quality of life for learning disabled children, adults and their families, often facing deprivation, in Hertsmere. They are a resource that all learning disabled people can turn to for help and guidance. They provide services and activities that help to fulfil the needs of learning disabled people.

## Why Building Effectiveness?

Hertsmere Mencap applied to be involved in the Programme in order help them strengthen their Governance and processes and to be guided on developing a strategy to explore alternative funding opportunities. They also wanted to improve their internal and external marketing - enabling them to realise all their ambitions including expanding their offering, widening their membership and reaching out more effectively to potential users across the local area. They were very keen to receive valuable mentoring from an industry champion, in order to help them to plan to ensure their future sustainability. Even with the expertise amongst the team, it was not enough to address the identified issues.

## Summary of Development Action Plan

The main strategic aims of the project for Hertsmere Mencap were to: Review governance and processes; Improve their marketing and communications; Be guided to attract further sources of funding and mentoring on dealing with local authorities to obtain more grant funding.

## Main Achievements and Outcomes

- A newly formed board of trustees and reenergised working committee with new mission statement and values adopted across the organisation
- Greater confidence about future sustainability having developed a 5 year fundraising plan
- Improved internal communication has helped to transform the morale of staff and volunteers
- Revitalised external communications including a new website, promotional video and Facebook page



***“The Building Effectiveness Programme has been an entirely positive experience. It has enabled us to focus ourselves on the core areas of business within our charity in need of refining. We now have a realistic five-year business strategy and our marketing goals for the next year in place. We would recommend this programme to other organisations who are hoping to expand, but need guidance to help them develop their thoughts and create a robust and sustainable internal structure.”***

Paul Moser, Chair

# Playskill



## Overview

Playskill provides intensive support and treatment for children with physical difficulty or delay led by specialist skilled therapists and gives support, education and practical advice to the families of children with physical disabilities. These activities are designed to cement the family during the very challenging times of having a child with a difficulty.

## Why Building Effectiveness?

Playskill has been able to expand the number of groups it runs in recent years, but there is always a waiting list of families who need to access this valued service. We applied for the Building Effectiveness Programme in order to get support for the board and management team in developing a growth strategy that would take into account our capacity and funding requirements.

## Summary of Development Action Plan

Playskill's main aim was to produce a well-researched development plan, agreed by the board and expressing a vision for the future of Playskill. How should Playskill develop, how fast and where? How do we maintain our delivery standards at very high levels and secure sufficient funding?

## Main Achievements and Outcomes

- A 5 year development strategy has been agreed by the board – this includes a fundraising strategy
- A strengthened fundraising team to help diversify their income sources
- Improved governance with re-defined trustee roles and trustee recruitment plan underway



***“ The Building Effectiveness programme has been a massive help to Playskill’s management both at an operational level and at a Trustee board level. This has been key to us at this time of growth as a charity, and we are incredibly grateful for all it has taught us!”***

Andrea Clarke Director/ Paediatric Physiotherapist

# Resolve

## Overview

Resolve was set up in 2008 to provide abstinence based adult structured drug and alcohol day services. The organisation delivers CBT-based psychosocial interventions alongside practical support.

## Why Building Effectiveness?

Resolve applied for the programme as it needed support to develop a sustainability strategy and to identify income to secure the future of the organisation. This was needed so that they could continue developing, improving and expanding their services. The organisation also recognised the need to consider succession planning.

## Summary of Development Action Plan

Resolve's priority project was to develop a business plan and strategy document that defines a clear set of objectives and an action plan that looks forward 3 and 5 years. They also aimed to address the issue of the security and diversification of their future income.

## Main Achievements and Outcomes

- Expanded range of services – including a Night Shelter and a “Pay What You Can” community cafe
- Achieved PQASSO quality mark.
- Board and CEO have developed a closer and focussed working relationship.
- Increased capacity – doubling staff numbers in the year and establishing defined senior management roles



***“We believe that this programme has given the leadership a new set of eyes to look at how Resolve is run, how decisions are made and what we see as the future of the organisation both short and long term. We would recommend that participants stay true to the core belief of the organisation and to that of their leaders, whilst at the same time it is essential to be open to the possibility of change.”***

Joe Heeney, CEO

# The Living Room



## Overview

The Living Room exists to allow people to live their lives free from addictions to alcohol, drugs and addictive behaviours. Registered in May 2000, The Living Room addresses the root causes of an addiction rather than the symptoms, in peer supportive therapy groups facilitated by trained counsellors with lived experience.

## Why Building Effectiveness?

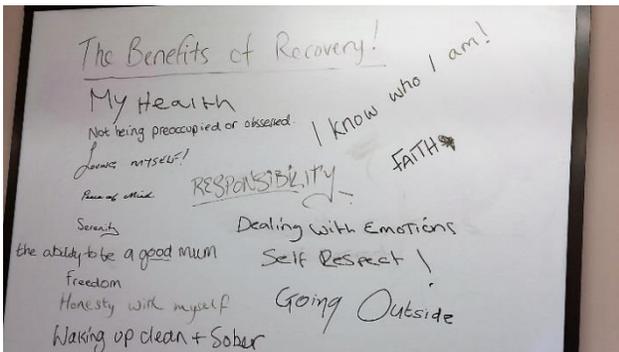
The Building Effectiveness programme application was supported by the Board of Trustees as we identified many essential priorities for change, to survive in a difficult landscape. We wanted to thrive not just survive; we wanted help to take stock of where we are, where we want to be, what we are good at and what we need to do.

## Summary of Development Action Plan

We wanted to use the support available to refresh and update our fundraising strategy and so it would reflect the need to diversify our income streams. We required the strategy to have a clear purpose, creating a case for support from the various funding streams, donors, supporters and fundraising activities but should also include in-kind donations and volunteer contributions. We were keen to do this with a business mentor who could free us from “charity thinking.”

## Main Achievements and Outcomes

Our mentor really helped us to identify how we were going to grow our income – essentially providing us with a plant pot and soil with which we could research the income seeds available, the water and plant feed we would need to nurture our plans and who could assist us to help the seeds grow. She provided us with the right environment to help our plant to grow and to bear fruit i.e. a practical and realistic strategy that is now very much alive and working for us. Importantly our initial baseline assessment demonstrated our existing strengths which gave us the organisational confidence to bid for and win a major 10 year contract tender.



***“Participating in Building Effectiveness had had a holistic benefit to The Living Room rather than a set of formal tools and strategies. The workshops over the year were the confidence building element that strengthened our mission and allowed vital reflection and propection. Being united in the desire for social change in Hertfordshire is something I felt privileged to be part of in BE, alongside fellow charities. The programme was apposite to revisit good practice, manage change and share the learning with people in the organisation now. Right time, right place? Absolutely”***

Adrienne Arthurs, Chief Executive

# Watford Mencap

## Overview

Watford Mencap provides housing, respite, learning, leisure and advice services to over 800 children, young people and adults with learning disabilities in South West Herts. We campaign to ensure that the needs of people with learning disabilities and their carers are met and to ensure people have access to the local services and support that they need.

## Why Building Effectiveness?

The current operating environment for a social care charity has never been so demanding or challenging as it is at the present time. We wanted the programme to help us to review our whole organisation, get some expert help from a mentor with fresh eyes and who would challenge our ideas for change. As CEO I was also keen to learn from and share experiences with others.

## Summary of Development Action Plan

Our main strategic project with our mentor was to review our marketing and communications and develop a new strategy. We wanted to improve the effectiveness and impact of our communications in recruitment, to promote our services to potential beneficiaries and to raise our profile with donors and supporters.

## Main Achievements and Outcomes

Re-energised marketing and a re-structuring of our teams means that we now have new staff in post, reduced agency spend, more support and services can be provided to more people with a learning disability with increased staffing capacity. Improved staff and managers' morale as shifts filled, recruitment turning now to be proactive and developmental rather than reactive. Social media work has raised profile generally leading to new opportunities and corporate support. Thanks to the support of our mentor and also from Camelot, we have developed a spec for a new website that will help us meet the varying needs of our different audiences cost effectively.



***"The Building Effectiveness project has given us some precious time in our hectic schedule to step back and reflect on our work. DevelApp helped us to identify our strengths and areas for development, and the group sessions have enabled us to share common challenges whilst gaining support from others in a similar position. It's early days, but the new approach to our marketing and communications is already having an impact in many key areas."***

Jane Pattinson, Chief Executive



# Watford Workshop

## Overview

Watford Workshop was established in 1964 and is a registered charity providing Work Experience, Skills Training and Employment for adults with disabilities. Helping them to achieve greater independence, become more integrated into the community and where possible, move them on to mainstream employment.

## Why Building Effectiveness?

The Workshop was facing a review of its statutory funding together with the changing needs of social care and the requirements of government and local authority to adapt our services to accommodate these changes. The Board were keen to identify and agree its role in this changing arena and to provide the best strategy, leadership and guidance to the organisation and our service users going forward.

## Summary of Development Action Plan

Our main strategic project was to focus on strengthening the skills and knowledge of our board and to develop a strategic and fundraising plan for the organisation to guide us through the next 3 years. We also wanted to better demonstrate our organisation's impact.

## Main Achievements and Outcomes

- A more effective and energised Board of Trustees to aid us to achieve the plans put in place
- Clear focus and strategy to achieve our fundraising goals – this has really improved our morale and shared vision
- Receiving external validation showing that we are delivering a service that meets our clients' needs
- Now having the tools with the WatSun database for us to report on outcomes in a clear and effective way for funders

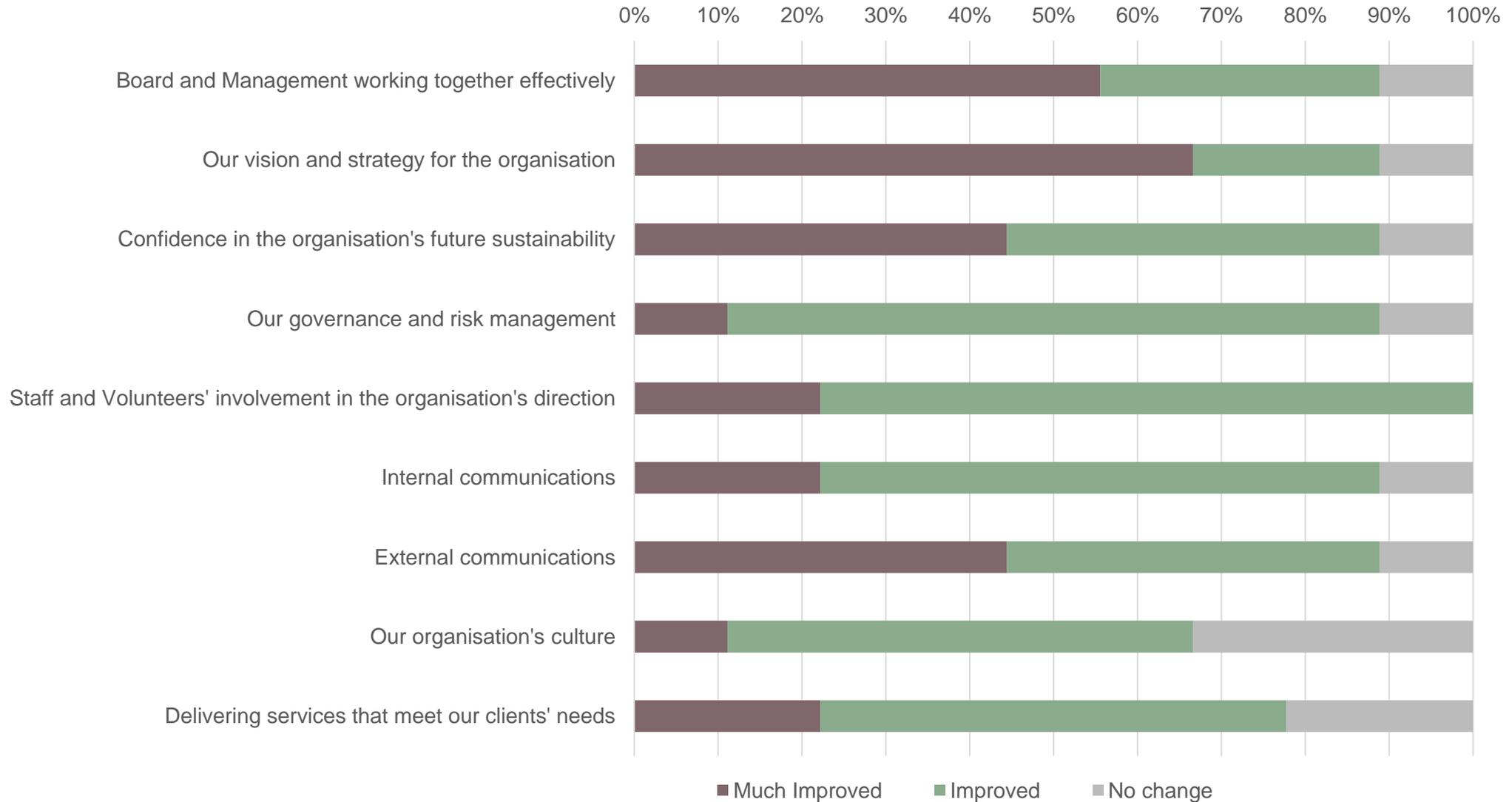


***“Our experience of participating in Building Effectiveness was that it pushed us to think about the organisation and using DevelApp showed a clear plan of where we needed to concentrate our efforts for improvements. It gave us the opportunity to discuss issues in a confidential framework with our peers and also our mentor. It provided opportunities to explore new ways of working based on others experiences.”***

Linda McIntyre, CEO

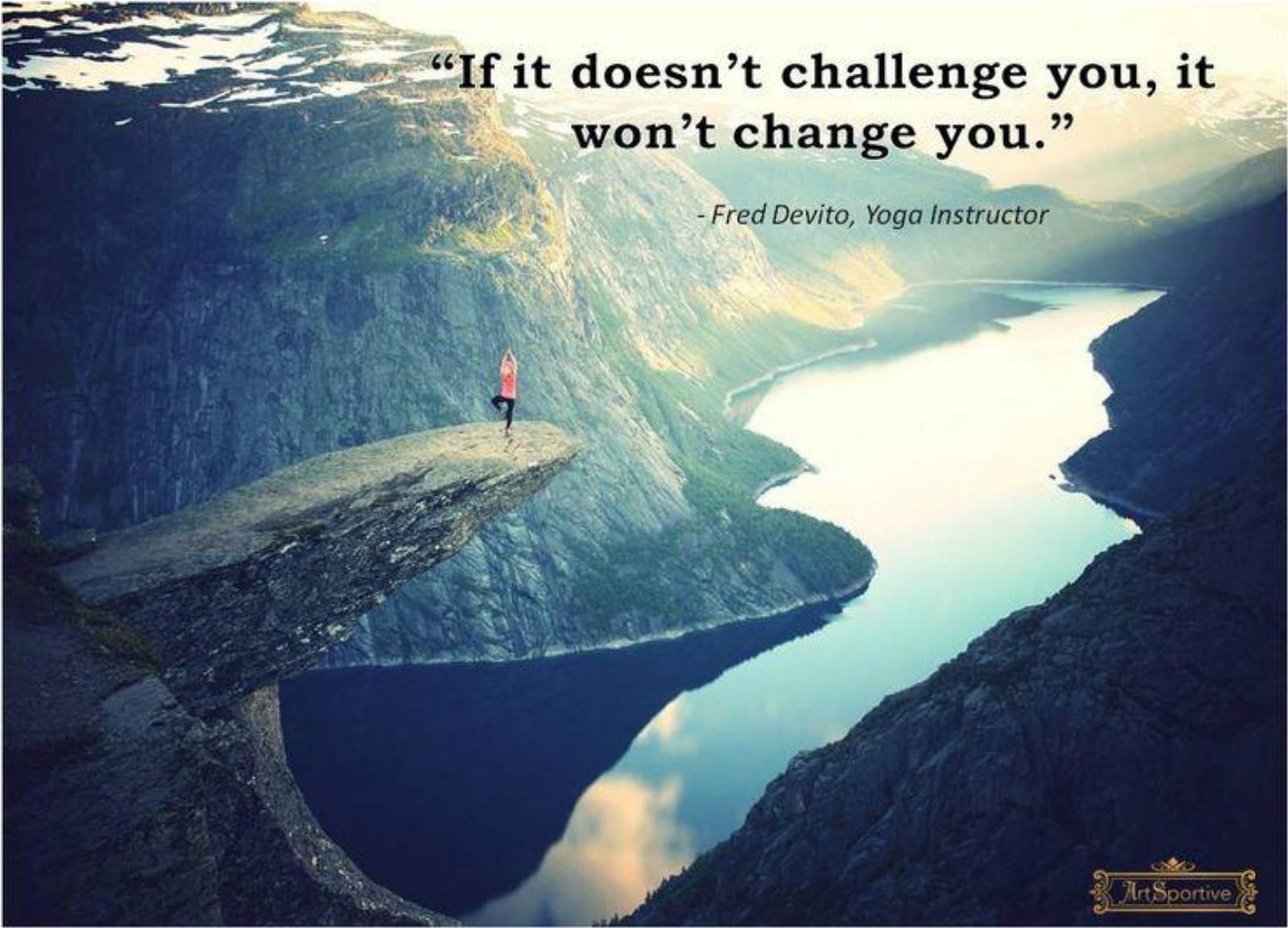


# Outcomes reported by the participants:





**From left to right:** Joe Heeney (Resolve), Helen Brind (Playskill), John Chesters (Emmaus), Dawn Harrison-Wallace (Cranfield Trust), Chris Dungate (Groundwork), Will Hobhouse, Doreen Goodall (CanalAbility), Adrienne Arthurs (The Living Room), Jane Pattinson (Watford Mencap), Paul Moser (Hertsmere Mencap), Linda McIntyre (Watford Workshop)



**“If it doesn’t challenge you, it  
won’t change you.”**

*- Fred Devito, Yoga Instructor*

ArtSportive