

Hillingdon Community Trust

Organisational Development programme

Working with consultants

We suggest that you prepare a brief for consultants setting out information on your organisation, what you wish to achieve through your programme, timescales, who the consultant will be working with, areas of strength and weakness and ask them for a proposal to carry out the organisational development assignment. We suggest that you ask no more than three consultants to put forward a proposal setting out how they would approach the assignment and costs.

Submitting your bid for funding to the Trust

This should be forwarded to the Trust along with a bid for funding for the organisational development project outlining the following information. This will need to be accompanied by statutory accounts and the group's constitution (unless we already hold these), budgets and management accounts. The bid should cover

- the group's main objectives
- information on its management structure, including information on numbers of staff, board, etc.
- what you perceive as your current challenges and barriers to development. For example, these might be some of the following – or there might be other challenges that you might want to let us know about:
 - Fundraising and developing a funding strategy
 - Development of core-funding strategy
 - Setting organisational objectives and development of business plan
 - Help in strengthening the management committee
 - Volunteer strategy
 - Effective human resource management
 - Project development and management support
 - Developing and managing partnerships
 - Developing sustainability plans
 - Development and implementation of quality assurance systems
 - Managing current resources effectively
 - Effective communication
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- what organisational development work you want to undertake
- what the intended outcomes will be from an organisational development programme
- how the group intends to sustain the change the programme brings about
- proposed timescale for the programme
- a demonstration of commitment from staff and board

- cost of the programme, including number of days consultancy where relevant, level of support to be provided, credentials of the consultancy organisation (where applicable), copy of the consultants' proposal.

It is envisaged that a meeting would take place with the group as part of the assessment process. Applications will be considered by the Trust's capacity building sub-committee, with the final decision on funding taken by the Trust Board.

Deadlines for submission of applications for capacity building funding

Close date for applications (Board meeting)	Wednesday 6th January 2010 Tuesday 2nd February 2010)
Close date for applications Board meeting	Wednesday 14th April 2010 Tuesday 11 th May 2010
Close date for applications Small Grants Sub-committee	Wednesday 9th June 2010 Monday 28th June 2010
Close date for applications Board meeting	Wednesday 3rd November 2010 Tuesday 7th December 2010

Potential Consultants

Melanie Griffiths

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London
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020 8682 5123
07944 216256

Email: melaniejgriffiths@googlemail.com

- Experienced charity and local government professional - 18 years experience of working with voluntary and community organisations, including 12 years as a grant-maker
- Reliable and efficient; good interpersonal and communication skills
- Proven project, policy and grants management skills
- Strong commitment to the charitable sector and the difference it can make to individuals' lives

Expertise:

- Funding
 - Monitoring and evaluating funded organisations
 - Reviews of grant-making policy and practice
- Governance reviews
- Organisational development

- Policy reviews and development

Employment:

Manager, Sir Walter St. John's Educational Charity, February 2005 to date
Part-time manager of small charitable trust

Association of Charitable Foundations

- Freelance consultant, 2008 to date - Author of Charity Commission approved guide on grant fraud, and guidance on funding campaigning; consultation responses; trainer for *Introduction to grantmaking* course
- Deputy Chief Executive (maternity cover), February to September 2007
- Grant Risk Management Project Officer, March 2006 to September 2007

Freelance Grants Consultant

- External Assessor, Capacitybuilders, 2006
- Hillingdon Community Trust, 2006 to date – external evaluations; review of monitoring and evaluation systems
- Grants Assessor, King's Fund, 2000 – 2005, 2007- 2009

Head of Policy & Grants, Association of London Government (ALG), 2001 - 2005
Managed team of nine. Education, vulnerable children and women's issues

Grants Manager, ALG/London Boroughs Grants, 1998 - 2001

Grants Officer, London Boroughs Grants, 1997 - 1998

Manager of new voluntary sector resource centre, Royal Borough of Kensington & Chelsea, 1994 – 1997

Centre Manager/Services Co-ordinator, BP CharityBase, 1991 - 1994

Press & Events Assistant, National House Building Council, 1989 – 1990

Richard Gutch
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Background

Following a successful career in a number of high profile positions in the third sector, I am now available to undertake the following consultancy projects:

- Organisational reviews
- Capacity building
- Strategic thinking and planning

- Performance improvement
- Board development
- Research and evaluation

I am equally at home in addressing policy issues or managing complex projects. I have strong listening and facilitation skills and am experienced at developing a consensus on the best way forward in any given situation.

Examples of recent projects include:

- Review of the Herefordshire Alliance, a health and social care umbrella organisation, for Herefordshire Public Services.
- Exploration of the potential for greater collaboration or merger between three national disability organisations.
- Investigation of sustainable funding strategies for youth facilities for Clubs for Young People
- Writing the Public Service Income section of the Know How Nonprofit website for Cass Centre for Charity Effectiveness

Experience

- First chief executive of Futurebuilders, where I pioneered a new model of social investment, building the capacity of third sector organisations to win contracts to deliver public services.
- Director for England and Strategic Programmes at the Community Fund, where I led the introduction of outcome funding and full cost recovery
- Chief Executive of Arthritis Care, where I transformed Arthritis Care from being a traditional charity to becoming a user-led organisation committed to empowering people with arthritis to be more independent
- Assistant Director at NCVO, where I led NCVO's work on contracting and partnership with local government.
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HAVS

Key House
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Yiewsley
UB7 7BQ

Ted Hill
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Tel: 01895 442 722

HAVS is an independent voluntary organisation formed and run by local voluntary groups to promote and encourage effectiveness of voluntary action in our area. We assist and promote the development and support of the voluntary sector in the London Borough of Hillingdon; support and develop links between statutory and voluntary sectors; and act as a focal point and provide a forum for the voluntary sector.

HAVS provide information and advice on fundraising; publish a directory of voluntary organisations; and produce publications including our Annual Report and quarterly newsletter.

HAVS has been successfully providing capacity building assistance to groups in Hillingdon for some years and is well placed to provide consultancy services to groups wishing to benefit from HCT funding for capacity building activity.

We provide low-cost admin services for local charities; and manage projects, including a Volunteer Centre, small groups worker & information development.

Andrea Kelmanson

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e mail: andrea.kelmanson@blueyonder.co.uk

PROFESSIONAL PROFILE

Since 1997 I have run a successful 'sole trader' freelance consultancy practice, working on a wide range of organisational development assignments including a number which have totally transformed the spirit and future prospects for several not for profit organisations. I am fiercely committed to the voluntary/community sector, and still harbour a rather outmoded belief that despite their many shortcomings, third sector organisations can sometimes 'change the world'.

- I am able to bring to all my assignments:
- A direct style together with a willingness to challenge established thinking
- Significant leadership capability, together with a longstanding track record of effective influencing
- A sound ability to think and act strategically, alongside an ability to assist others seeking to do so too

- Extensive experience of carrying out organisational reviews and advising on strategic and operational planning
- Long history of effectively advocating for, stimulating, leading and managing change
- A genuinely collaborative style and approach – I choose whenever possible, to work with and through others
- A reputation as a thoughtful commentator on both volunteering and the development of organisations in the voluntary & community sector.
- Extensive experience of reviewing, managing and guiding income generating activities in a wide range of organisational settings.
- Well developed communication skills, borne of over 35 years' experience of managing people, public speaking, walking in and taking the lead in unfamiliar organisations.
- Sound understanding of most areas of current social policy
- Thorough knowledge and understanding of processes of development - of concepts as well as of organisations, products and services ..

ANN SANDERS

A versatile consultant with demonstrable experience of providing effective solutions in environments of rapid change and expansion. Over 20 years experience of developing strategies, delivering programmes and leading teams at senior level in the public, voluntary and private sectors.

Consultancy services to public and third sector organisations include:

- Corporate Strategy, Governance and Policy
- Programme and Project Management
- Change Management and Organisational Development
- Team Leadership, Personal Development and Coaching, Staff Management
- Funding Policy and Practice

- **An Approved Consultant for NCVO and NAVCA**

- **4 East Bank, London N16 5RJ.**
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- **E: ann@asanders.co.uk**
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Rachel Youngman Consultancy

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Telephone 07770 27 67 43

Biographical details

Rachel has been working as a consultant since 2003 with central government departments and a range of third sector organisations specialising in youth work. Her work includes Interim Chief Executive of the British Youth Council, Interim Head of Income Generation for Leap Confronting Conflict; and facilitating a new programme for student faith groups (on behalf of the NUS and Home Office);

Rachel was recently appointed a DCSF Business Advisor to identify, implement and embed capacity building in youth charities funded through the DCSF Youth Sector Development Fund 3rd round.

Key areas of capacity support expertise include:

- Diversification of income streams including Commissioning and Social Enterprise
- Strategic Planning
- Organisational structure
- Management Information Systems
- Board engagement
- Building stakeholder relationships
- Developing teams, including employed, freelance and volunteers

With a background in the international not for profit sector in the legal sector, Rachel applies business and management principles in a practical manner that provides results, within tight timeframes and budgets.

Rachel has served as a trustee of a small local community youth charity in South London where she secured a £27,000 grant to fund a new music programme for 14 – 19 year old NEETs. She has many years' experience of mentoring young people excluded from education and working with youth offenders.

ⁱThis list has been compiled to help groups in the HCT area wishing to participate in the Trust's organisational development programme. Whilst all of the consultants have indicated a willingness to work with groups in our area, the list does not in any way imply a recommendation of any of the consultants.