

Background information

Eastside People is a management consultancy with a difference. Working exclusively on behalf of not-for-profits, it provides professional support for CEOs and Boards who are seeking to transform their organisations to be fit for the future. It offers services and advice on: income diversification and capacity building support; partnerships and collaborations, contract readiness and social investment; good governance and board recruitment; mergers and acquisitions.

The offer under Enhance

Choice of FOUR packages of support: Each offering a bespoke diagnostic (three days consultancy support over one month) and seven days mentoring/consultancy support (over six months)

1. Planning for income diversification

What is the need?

Many charities struggle with how to move on from an over-reliance on traditional forms of income generation such as local authority contracts, grants from Trusts, event and corporate fundraising. Less traditional income generation models such as social investment and development of a micro social-enterprise or trading arm provide charities with an opportunity to develop more sustainable forms of income generation but many lack the capacity and experience to investigate new and innovative funding opportunities.

What support would we provide?

In order to understand the environment within which you are looking to develop a sustainable funding model, we have developed an Income Diversity Diagnostic (IDD) that explores the following:

- Quality of the current funding strategy
- Identifying and understanding the ways in which your service is unique
- Potential for social investment
- Trading opportunities
- Potential for new public contracts
- Competitor analysis
- Partnership opportunities

The aim of the IDD, which is used with help from an experienced consultant, is to enable you to identify opportunities to improve your income generation strategy both in terms of diversity and sustainability. Your consultant will produce a final version of the IDD, which will provide an assessment against each statement,

backed up by evidence and comments. From this the consultant will produce an action plan for your agreement. The action plan will identify the development needs for your future income generation strategy. It will also identify the areas for follow on mentor/consultant support.

Income Diversification mentor/consultant:

A specialist consultant will support you for up to 7 days to develop areas of the action plan that you cannot resource yourself. The role of the consultant is to provide the information and tools to develop new models of income generation and to work with you on the areas that will support development.

2. Commissioning and Partnering Readiness

What is the need?

Many of the voluntary sector organisations we work with tell us that they want to compete for commissioning contracts in order to diversify their income and increase their impact for their beneficiaries. They have also told us about the barriers to their success in competitive bidding for these contracts. In response, we have developed a service to support them to overcome these barriers.

In order to help an organisation develop and improve their ability to respond to and win new work from tenders, it has developed a Commissioning and Partnering Diagnostic (CPD) that explores the following:

- Identifying and understanding the ways in which your service is unique and how your service and organisation will enhance a public contract
- Learning how to understand the commissioner and their environment
- Learning how to present your organisation and your service in the language of a commissioner
- How to identify competitors and partners for successful partnerships and collaborations

Commissioning and Partnering mentor/consultant:

A specialist consultant for up to 7 days to help you to identify the development needs of the organisation and prepare for commissioning. Our pool of Commissioning and Partnering specialists have a diverse range of backgrounds, from ex-Government Commissioners to Business Development Directors in some of the UK's largest public and private organisations.

3. Partnerships and Collaboration for sustainability

Why collaborate?

Collaboration can include a range of structures; from the very informal, implicit agreements at one end to legally bound structures at the other. Some of the barriers to investigating partnerships that organisations have told us about are:

- No capacity to research and evaluate potential partners.
- Requiring support in the facilitation of partnership conversations.
- Previous bad partnership experiences.

- No in-house expertise to see partnership projects through to the end.

What support would we provide?

Good partnerships are about two things – creating the right environment within which partnerships can flourish and developing the right behaviours that will ensure that the partnership will succeed. Our support focuses on both and in order to help an organisation understand the environment within which it is looking to create a partnership, we have developed a Partnership and Collaboration diagnostic (PCD). An experienced partnership facilitator will take you through the diagnostic and will produce a written assessment

Partnership and Collaboration mentor/consultant:

A specialist consultant for up to 7 days to help you to develop areas of your action plan that you cannot resource yourself. The specialist will provide information and tools to develop the areas that you have identified as priorities and to develop good partnerships, including

- **Making approaches:** How to find out their true appetite for a conversation about partnerships or mergers.
- **Facilitating the conversations through to an agreement in principle on the key issues such as:** the operating/delivery model; leadership issues; governance and legal consequences; marketing. The aim is to get to a Service Level Agreement which makes clear what is proposed.
- **Due diligence:** For organisations undertaking a joint venture, trustees will require an understanding of the financial consequences and the risk profile of the new arrangement.

4. Financial Health Check

What is the need:

We have found that the main challenges for not for profits have remained pretty consistent over the last few years:

- **Lack of staff expertise:** A key need is to embed proper skills within an organisation. There are often concerns about a lack of a qualified person within the organisation, financial skill shortages on boards and some organisations have reported to us that project managers who are budget holders do not have sufficient expertise.
- **Proper pricing of tenders and grant applications:** Frequently organisations have reported that they are unsure how to price their work or allocate

- costs across projects and we know that there is concern about charging realistic fees whilst remaining competitive to cover their real costs.
- **Inadequate processes, procedures and systems:** Organisations are struggling to manage multiple budgets and multiple funders and other issues include advice on the choice of the right accounting software and systems or whether to outsource or bring in house their bookkeeping.

What support would be provided?

Days 1 – 3 (Financial Health Diagnostic) the consultant will:

- Determine with the organisation who should be involved in the diagnostic process; set up a meeting with the relevant employees and facilitate the completion of the FHD.
- Produce a final version of the FHD which will provide an assessment against each statement, backed up by evidence and comments.
- Meet with the Board and produce a report for them on the financial risks that the organisation faces.
- Produce a draft Action Plan for the Chief Executive that identifies what the priorities should be for making improvements together with an assessment and estimate of the resourcing requirements that would be needed to deliver the Plan.

Days 4 – 10 (mentoring support) the consultant will:

In discussion with the organisation, decide which elements of the Action Plan should be prioritised and that the consultant can effectively help deliver in up to 7 days of advice and mentoring support. Then agree the timescale and deliver the support to agreed and identified goals.

How do I know if this provider is right for my charity?

Charities, at any stage in their development, that are willing to take on board business skills and advice to move their organisation on, will benefit from this Provider's support.

Input needed from you

The organisation should be prepared to commit to seven face to face or phone mentoring/consultancy sessions following the one-to-one meeting at the start of the diagnostic process. Ideally, the whole project should be completed within seven months.