

16 representatives of LIOs attended: list of attendees follows

Jules Sebelin, Nottingham CVS: key points

No warning of change in 2014 when the organisation lost local authority funding

They were quite introspective – she feels that this was a mistake and it's important to take charge on the chin and move forward

In some cases, losing a funding relationship brings a sense of freedom – can say no to things

Change needs entrepreneurial thinking, focus on core services, perhaps deliver differently

Information is their core service – they are now moving to help voluntary organisations be more 'self serving' through their website, to manage capacity

Focus on full cost recovery – ensure that all bids make a significant contribution to core funding

Clarity of information on buildings – what do they really cost?

Feedback from group discussions:

Chief Executives/Leaders

Sense of overwhelm amongst Chief Executives – just too many things to do, impossible to achieve them all. NAVCA can provide a safe space for sharing with other Chief Execs

Planning and forecasting

Planning ahead is often short term due to short term funding – but it's important to articulate possible scenarios, even when they are not really clear, to prepare for them and plan further ahead

What to let go? Look 'over the edge' – see how far down the bottom is (closing) – anything above that is a win

Income

Focus on income pipeline is important and tracking performance of income generation/fundraising

Training and consultancy income is attractive, but unpredictable

Some organisations are 'too big' to be attractive to funders – example was £4m organisation

Full cost recovery is really important – and can be challenging internally, with costs charged against different contracts/projects

Trading income – important to set targets, measure performance

Impact

Difficult to demonstrate impact and value of infrastructure work

Importance of measuring impact and focusing on purpose – support from NAVCA welcome in this area

Collaboration

Local collaboration valuable – making the case for infrastructure and offering mutual support

Chief Executive/People

CEO attitude and behaviour is important – to maintain morale in the team. Personal resilience is important – perhaps get some support

Buildings

Buildings are an issue – useful to have some guidance around this, possibly from Locality

Useful to discuss options around income generation from buildings