

# Surviving the transition: Organisational health

**Governance**

**Skills and knowledge**

**Measuring your impact**

**Business planning**

**Funding**



**Adfam**

Families, drugs and alcohol

## About Adfam

Adfam is the national umbrella organization working to improve the quality of life for families affected by drug and alcohol use.

We work with local and national partners to develop policy and manage projects. As the voice of families and family support, we provide best practice guidance on drug and alcohol related family work. We continue to raise awareness of the needs of families affected by drugs and alcohol and work to inform and influence government policy, the media, and national, regional and local services.

Adfam's mission is that every family member should be able to access the help and support that they need and deserve.

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## Introduction

**The environment for family support services is challenging at the moment. Our supporters have told us repeatedly over the past two years that times are hard and getting harder.**

A shrinking pot of cash locally means that family services are being decommissioned and in many cases, treatment providers are being asked to incorporate family work into their overall services. We welcome a greater focus on families in treatment – but it should not come at the expense of support for families in their own right. Adfam has always maintained that families deserve and need support on their own terms – and that family support is a vital part of any local response to drug and alcohol use.

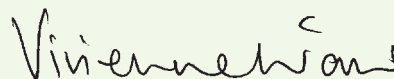
Changes in local commissioning structures, shifts in personnel and the new emphasis on localism can also make the environment challenging for smaller agencies. It can be hard to see the partnerships you have built with Drug and Alcohol Teams (DATs), Primary Care Trusts (PCTs) and Crime and Disorder Reduction Partnerships (CDRPs) change over such a short space of time. We hope and believe, however, that the new commissioning structures, led by GPs and Public Health England will also understand that it makes sense economically, socially and in terms of health and community safety to invest in families – and in family support.

Recovery is the key concept of the 2010 drug strategy, *Reducing demand, restricting supply, building recovery: supporting people to live a drug-free life*. Adfam believes in recovery for families as well as substance users, and we believe that support for families must be at the heart of any local vision of recovery, and of the Big Society.

We hope that this period of time, difficult as it clearly is, can also become a time of opportunity for family support services. It is certain that difficult economic times take their toll of all families, but families affected by drug and alcohol use can experience great hardship even at the best of times. The need for effective local support for families has never been greater.

This guide is to help you strengthen and build your support service. We look at some of the basic things you need to have in place for your organisation to make you legal, healthy and robust.

For many well established services, the ideas here will be very familiar to you; and if you have been running for any length of time, chances are you have got most of this cracked. However if you are a new service or if you are personally new to this kind of work and are helping out as a volunteer, trustee or worker for the first time, we hope you will find this resource useful.



**Vivienne Evans OBE**  
Chief Executive, Adfam  
February 2012

*For further information about the issues and areas of work here, please contact your local Voluntary Sector Forum or Council for Voluntary Services.*

## Know what you do – and how to say it

This may seem an obvious point to make, but you need to know what you do and why you do it. It's surprising how difficult it can be for some organisations to actually say what it is they do. This is only very rarely because they do nothing - most often it's because they are so busy doing lots of different things. It's hard to over-emphasise how important it is to be able to explain, in a very simple and straightforward way, what it is that you do. It's equally important to be able to explain why you do it as well.

Simply saying you are a parents or family support group is fine, for example, but it doesn't tell people that much – particularly if they are not from the drug or alcohol field. You need to say what parents and families you support, why they need support and what support you actually give them.

It's a good idea to get down on paper your shared understanding of what it is your service is for and what you do. This doesn't have to be slick or written in jargon or sound like an advert - just a simple description will help you with funding applications, communicating with local press and media and building networks of people who can support your organisation. Something like:

*'We are a Family Support Group. We help families affected by other people's drug or alcohol use. Many of the people who use our services have children with drug problems. We provide emotional support, practical advice and counselling.'*

This immediately shows who you are, who your audience is and what some of your activities are.

## Get governance

Every organisation has to be governed. Or to put it another way, 'the buck has to stop somewhere'. Whatever type of organisation you are – a Voluntary or Community Group, a Registered Charity, or a Social Enterprise - someone needs to be in charge, accountable for what you do with any money or resources you hold, and for the work you do.

For most family support services, the ultimate responsibility for what you do will lie with a board of trustees or committee. Sometimes this group will delegate the authority to make decisions about governance to a Chief Executive or Director, but they will still be legally responsible for the organisation. You need to be able to show potential funders and future partners that decisions made and actions taken by your organisation are well thought out, considered and in line with your constitution or rule book.

You don't have to tie yourself in knots to do this. Just make sure that you have:

- An effective board or committee of trustees who understand their roles and pay full attention in meetings
- Meetings that are relevant to the organisation's work, have a clear agenda and are properly minuted (i.e. notes taken, agreed actions recorded, and so on)
- A system for reporting organisational activity to the board in a way that enables them to manage any risks or problems, understand the quality of your service, and be accountable for the organisation's finances.

Your local CVS should be able to help you with getting this in place if you are unsure. The Charity Commission [www.charity-commission.gov.uk/Charity\\_requirements\\_guidance/Charity\\_governance/default.aspx](http://www.charity-commission.gov.uk/Charity_requirements_guidance/Charity_governance/default.aspx) and the National Council for Voluntary Organisations (NCVO) [www.ncvo-vol.org.uk/governanceandleadership](http://www.ncvo-vol.org.uk/governanceandleadership) also have information on good practice and guidelines that may help you.

## Managing your finances

It doesn't matter if your income is £500 a year or £750,000: the same rules apply in managing the money of your group.

First of all, make sure you have a separate bank account for your organisation, that more than one person has to sign the cheques and that you keep records of all the money that comes in and goes out, and receipts for all your spending.

At all times make sure that you have enough money coming in to cover the costs of the work you are doing. Do not base your budgets on estimates, use real costs and check expenditure against your actual balance at the bank regularly. Make sure that people on your board/committee get regular, up-to-date and accurate reports on finances.

Make sure you produce written accounts on an annual basis that are checked by an independent auditor.

Don't leave finance to goodwill - stick to written policies on things like expenses for all board members, staff and volunteers.

Get advice on financial matters from your local CVS or from your bank or accountant. You will need to have a range of policies and procedures in place to help you manage money. This is particularly important if you employ staff, hold statutory contracts or have an income over £5,000 a year.

Most funders will expect charities – or charitable organisations – to comply with SORP, which is the Statement of Recommended Practice for charity accounting and reporting. You can find out more about this from your accountant, your local CVS or from the Charity Commission ([www.charity-commission.gov.uk/Charity\\_requirements\\_guidance/Accounting\\_and\\_reporting/default.aspx](http://www.charity-commission.gov.uk/Charity_requirements_guidance/Accounting_and_reporting/default.aspx))

## Policies and procedures (are for life, not just for filing cabinets)

There are a few policies and procedures that it's really important you have in place. This is not just because people who may fund or contract with you would want to see them (though they would), it's also because:

- They help you run your organisation better
- They make sure you meet your legal requirements
- They keep your clients safe
- They keep your staff, trustees and volunteers safe.

There are lots of places you can get packs of ready made policies. The NCVO have templates available online ([www.ncvo-vol.org.uk/gge-templates-downloads](http://www.ncvo-vol.org.uk/gge-templates-downloads)), as do KnowHow NonProfit, ([www.knowhownonprofit.org/people/employment-law-and-hr/policies-and-templates/policies-and-templates](http://www.knowhownonprofit.org/people/employment-law-and-hr/policies-and-templates/policies-and-templates)).

Your local CVS may also be able to supply you with some, and other local organizations may let you borrow theirs, particularly if you've built up a good relationship with them. It's great to use ready-made policies as a framework – but it's dangerous to simply adopt them without considering what their implications are for your organisation. The only thing worse than a charity without an equal opportunities policy is a charity with an equal opportunities policy no one has bothered to read or that no one understands.

So by all means use someone else's policy as a basis to draw up your own – or better still get a template from online or from your local CVS. Once you've got that, you're going to need to spend some time working on it, adapting it to your organisation and making sure that all your staff, volunteers and trustees are aware of what your policy says and how it's implemented.

This is just a brief checklist of some of the key policies you should have in place. There may be others that you need to get because of specific areas of your work.

- Health and Safety
- Equal Opportunities
- Criminal Records Bureau (CRB) checks
- Confidentiality (including Data Protection – how you manage personal information that you hold about people)
- Risk Management (detailing how the organisation anticipates and manages risks to its business)
- Volunteering (covering when you would use volunteers, how you will recruit them and how they will be managed and supported)
- Complaints (from service users or the public).
- Service user involvement (the input of your clients into the design, development and delivery of your service)
- Training policy (for staff, volunteers and trustees).
- Lone working (eg: undertaking home visits alone)
- Sustainability (consideration of environmental impact)
- E-mail/internet use (office)
- Security (office)
- Media Policy (who can talk to the media about what, for example)
- Reserves Policy (your policy on the level of reserved funding you will keep – this is like a charity's 'rainy day' money)
- Insurance (for volunteers, trustees etc. as well legal requirements)
- Financial Policies and Procedures (including for expenses etc. – see above)

If your work brings you into contact with vulnerable adults, children and families, you must have Vulnerable Adult and Child Protection policies in place. The NSPCC have produced a step-by-step guide for organisations to protect and safeguard children called Safe Communities, available at [www.nspcc.org.uk/Inform/trainingandconsultancy/consultancy/cst/safe\\_communities\\_toolkit\\_english\\_wdf70126.pdf](http://www.nspcc.org.uk/Inform/trainingandconsultancy/consultancy/cst/safe_communities_toolkit_english_wdf70126.pdf)

If you already employ staff, or intend to or do so, you must have a full range of employment policies and procedures in place. This should, as a minimum, include policies and procedures covering the following areas:

- Disciplinary and grievance
- Staff appraisal and supervision
- Sickness and absence
- Holidays
- Public duties (eg: Jury Service)
- Recruitment
- Redundancy and lay-offs
- Retirement.

## Business planning and strategy

It's the nature of family support services that a lot of the work you do is reactive – it's about meeting the needs of the people you work with as and when those needs arise. So it's really important that when you plan the work of your organisation, you leave enough flexibility to enable you to respond to the needs of the people and communities you are set up to help. It is also important to identify the limits to what you can do and advisable to ensure that someone else is not already doing the things that you want to do in your area.

A decent approach to business planning will help you do this. It can feel complex and difficult, but really all business planning is about is setting out on an annual basis:

### What you want to do

This could be any number of things particular to your area or the people you work with, for example addressing particular issues on a local estate. It may also be a more widespread, general issue such as reducing the isolation felt by families facing drug and alcohol problems.

### How you are going to do it

Once you have identified what you want to do in the next twelve months, you then need to consider how best to do it. You need to identify what activities help you achieve this goal.

### What it's going to cost

Cost out the activities you will deliver. Don't forget to include all the different costs of running that activity – hidden ones as well as more obvious one. This will include staff time and expenses, volunteer expenses, room hire, costs of materials (such as photocopies, fliers and posters), even tea and coffee. It is reasonable to include a percentage of your management costs for each activity (manager's time, insurance and accountants costs etc.). This will give you a more realistic picture of the full costs of your project, so you can make sure it's financially viable. The NCVO provides online information ([www.ncvo-vol.org.uk/advice-support/funding-finance/financial-management/full-cost-recovery#faq](http://www.ncvo-vol.org.uk/advice-support/funding-finance/financial-management/full-cost-recovery#faq))

and the Association of Chief Executives of Voluntary Organisations (ACEVO) has a toolkit explaining how to undertake full cost recovery, available to download on their website ([www.fullcostrecovery.org.uk/main/index.php?content=fcr\\_toolkit\\_download](http://www.fullcostrecovery.org.uk/main/index.php?content=fcr_toolkit_download)). By building up this financial picture for all of your activities you will be able to demonstrate how much money (or other resources) you need for the delivery of your plan overall and how the money will be spent.

### How you are going to pay for it

You now know what you want to do, how you will do it and how much money you need; now you have to figure out how to pay for it. So in this section you need to identify the sources of funding you will bring in to cover the costs of this activity. This could include money to pay for service delivery from a direct contract, charitable funds from a trust or an agency like Awards for All, or income you raise yourself through direct fundraising activities like raffles and charity auctions.

Remember that you may not have to pay for everything and it is worth finding out what is on offer in your local area. Does a local drug agency come to give drug awareness talks to community groups? Is there an outreach worker at your local benefits agency that is able to come and run benefits advice workshops?

Your plan should also set out who will undertake various pieces of work – and if you have staff, this should link directly to their workplans. In fact everyone who is part of the organisation should own a little bit of the plan because everyone makes a contribution.

Make sure your plan is directly linked to what your organisation is set up to do. It's easy to get driven off course if you are offered funding to do different work; this is sometimes called 'mission drift' in the jargon. Sometimes it can be a good thing to try and do something new, but your board need to consider how this affects the services you were set up to provide and the people who need them.

Your local CVS may offer support on business planning, and you can also get guidelines and information from the NCVO ([www.ncvo-vol.org.uk/advice-support/strategy](http://www.ncvo-vol.org.uk/advice-support/strategy)).

## Recording your work

Keeping records of what you do is really important in its own right. It means you can demonstrate what you do, review and learn from it. When you need to measure the impact of your work, the quality of your organisation or its value to the community, partners and funders, it means you have the information to do it with.

You should have recording systems in place for your work which keep a check on your activities and match them against what you plan to achieve. You will also need to have recording systems for things that you have been unable to achieve, and for needs that you can identify and use to develop your next set of plans.

Plan to record information about the people who use your services and their respective outcomes – why they have come to you, what their needs are, what they want to achieve, and what progress they have made against their goals. Make sure that you record both relevant outputs, and relevant outcomes (see the *Measuring your impact* section below), update this information – and keep it safely. You have responsibilities under the Data Protection Act 1998 to safeguard and properly manage personal information. You will need to take advice about this – check with your local CVS of Voluntary Sector Forum, your commissioners or the Office of the Information Commissioner ([www.ico.gov.uk](http://www.ico.gov.uk)) to find out about your responsibilities.

You will also need to establish systems for recording events such as accidents, serious incidents and emergencies.

If you have staff, you will need systems for recording performance, supervision and appraisal, as well as their personal information and work records.

All of these are vital areas of your activity and feed into your plans. They also help to demonstrate what you do and how you do it; enable you to see how effectively things are working; and discover whether there are any improvements that you can make.

## Measuring your impact

Potential funders and partners will want to know about what you are delivering in as much detail as possible.

They will often want reports about things like:

- the number of people taking part in activities
- the number of groups you run
- the number of phone calls you take

These measurements (simple counts) are called outputs.

The big focus at the moment – in Government drug strategy and beyond – is on paying for outcomes not activities. What this means is that you need to identify what your work achieves, not just what it is you are going to do.

Outcomes and outputs are something that lots of people – commissioners included – often get confused, and outcomes can be very difficult to define.

It may become clearer if we take a simple example of one type of work you may do – providing family support group sessions.

What you want to do is reduce the isolation families can feel as a result of dealing with someone else's drug use. This is the desired outcome of your work. Measuring isolation is difficult, so you may need to look at establishing a baseline and a set of measures to help you do that.

A baseline gives you a point of reference from which you can show your impact. It's really a way of saying 'this is what things look like if we don't do this work', and establishes a starting point. So in the example we are looking at, you might do some work before you set out to find out how isolated families are (or how isolated they feel) at the moment. You could also ask people as part of your assessment.



How you will do it is by running group work sessions. Each of these group work sessions will be an output of your work. At another level, every individual who attends a session can be identified as an output too.

You can prove it's been done by reporting on your outputs. You can show what it's achieved by reporting on your outcomes.

Any number of different outputs can have an impact on a number of outcomes, for example, regular groups can do more than reduce isolation, and the effect can also be to improve mental health by reducing anxiety. So it is always worth considering the range of impacts (outcomes) that activities (outputs) can have when it comes to looking for funding, something which may initially be about community safety might also have health benefits which may mean other sources of funding are available to bid for.

The Bridge Carer Support Outcome Profile (CSOP) is a scientifically validated and comprehensive tool that can be used to monitor outcomes for carers of individuals with drug or alcohol problems. It monitors their progress across 21 questions and 8 distinct areas. The tool comes with a system of management reports which enable service managers and commissioners to monitor the impact of their services on carer outcomes and, when combined with their own unique knowledge of the local treatment landscape, assess and evaluate areas of good practice within individual services and the local area. The annual cost of using the system is determined by the level of reporting required and the number of carers accessing the services to be reported on. For more information see [www.adfam.org.uk/docs/csop\\_impact.pdf](http://www.adfam.org.uk/docs/csop_impact.pdf). Adfam facilitates training for organisations interested in learning how to use the CSOP tool, ([www.adfam.org.uk/training/training\\_for\\_professionals](http://www.adfam.org.uk/training/training_for_professionals)).

Other outcomes tools, such as the Rickter Scale ([www.rickterscale.com/what-we-do/the-rickter-scale](http://www.rickterscale.com/what-we-do/the-rickter-scale)) and the Outcomes Star ([www.outcomesstar.org.uk](http://www.outcomesstar.org.uk)) could also be adapted for use with carers of people who use drugs or alcohol.

## Updating your skills and knowledge

It is important to identify opportunities to update the skills and knowledge of all members of your group. There are a range of things to consider here, from basic admin tasks through to developing deeper knowledge and expertise in the kind of issues you work to address.

It is worth identifying local courses and workshops, some of which may be free; these could include local child protection or vulnerable adult training, personal safety and basic computer skills courses. These will often be advertised through your local CVS so make sure you're on their mailing list. There may be grants available to both individuals and groups which are specifically targeted at training and education.

Adfam runs a number of training courses on working with families affected by drug and alcohol use. Open training courses can be attended at a cost of £130 per person, or training can be commissioned for larger groups of professionals. Occasionally Adfam will be contracted to provide free training to professionals on subject-specific areas. For more information visit [www.adfam.org.uk/training/training\\_for\\_professionals](http://www.adfam.org.uk/training/training_for_professionals).

Adfam also has a number of publications, available for a small fee ([www.adfam.org.uk/publications](http://www.adfam.org.uk/publications)) which provide professionals with a good understanding of how to work with families affected by substance use, and a fortnightly policy briefing, which will be emailed for free when you register on our website ([www.adfam.org.uk/policy\\_briefing](http://www.adfam.org.uk/policy_briefing)). If you would like to access a higher level of support from Adfam, you could register for Support+, giving you discounts on publications and training, a quarterly best practice magazine, and access to a clinically moderated forum where you can share best practice, gain advice, and benefit from the experience of others working in your field. See [www.adfam.org.uk/get\\_involved/supportplus\\_info](http://www.adfam.org.uk/get_involved/supportplus_info) for more information.

To keep in touch with the changes in your local area, contact your local Regional Voices body and ask to sign up to become part of your local Health and Social Care Network ([www.regionalvoices.net/the-regions](http://www.regionalvoices.net/the-regions)).

Ensure that in all bids and costings, you develop an element which caters for training and education. This can assist you in sending people to conferences or on specific training programmes. Consider how information and skills gained from these can be shared among other individuals in the group.

## Making common cause

You don't need to do this all alone. In some ways, the current climate and the scarcity of resources mean that organisations feel the need to compete with each other and to be cagey about what they share – keeping ideas and resources to themselves. This is understandable. However, partnerships can be much more productive and your voice can be heard much louder if you're shouting at the same time as someone else.

You can reduce duplication by working with someone doing similar work to you – maybe a family support service from a neighbouring area. This appeals to funders because they feel they are getting more bang for their buck. It also stops them feeling like they are funding two organisations to do the same thing.

You can increase the reach and impact of your service by working with an organisation that delivers a different but complimentary service to yours. So for example you might set up a partnership with a service that delivers debt advice or which operates a playscheme. Funders like this as it shows you're not insular and demonstrates that you've got a more holistic view of your clients' needs.

You might also enter into partnerships with other agencies facing the same challenges as you – insecure funding, excluded client groups, or working in the same difficult part of town. This means that if you are trying to lobby for change or improvements you can make a better case.

Consortia (where two or more service providers join together to deliver a range of services to one client group) are becoming quite a common way of delivering drug services. However, you should take care when entering into arrangements where there is a big discrepancy in size between organisations. They can be excellent ways of learning from a more established organisation and bolstering your local standing; however, some family groups have told us that because treatment providers are so much bigger than them, they are not always treated very fairly in negotiations. There have even been cases where providers have claimed to be working with a family support service when they have tendered for a contract, but then have cut the group out when they win it.

Try to make sure:

- You have a clear written agreement about who is doing what, and in return for what money
- You are realistic about the resources required to undertake a project, and that the money and resources you have agreed on are sufficient to enable you to meet the stated outputs and outcomes
- That the personnel you are working with from the other organisation have the authority to make decisions about resources
- You are comfortable with your partner's overall approach to the work
- You see a final written copy of any tender or bid that goes into commissioners
- You are appropriately involved in any final negotiations with commissioners.

The best and strongest partnerships and consortia are built up gradually through small projects and work together over a longer period of time. This is why it's good to get involved with your local voluntary sector forum or CVS.

## Other sources of funding and fundraising

You can have hundreds of good ideas, but without at least some money it's hard to make things happen. Getting the funding together to begin or even to sustain your work is always tricky, but in the current financial climate it's harder than ever. Given the likelihood that lots of organisations in your area are going to be feeling the pinch, the competition for local funding is likely to be fierce. You need to have an organized, strategic and realistic approach.

Funding should not change what your organisation does – it should simply enable you to do it. Applying for funding just because it is there, bending your organisation's activities to meet funding criteria or being otherwise 'funding-led' is a sure way to run into problems – either now or when the funding runs out.

It's also really important that you understand that funding is just a means to enable you to realize your organisational and charitable goals. It's not an end in itself. All donors will want to know that their funding is being used in the right way to deliver charitable goals that meet the needs of real people and communities, so make sure you know what you are raising money to do, and the difference your activity will make.

This is as critical if you are trying to raise money you have recently lost from a project as it is when trying to get funding for the first time. You need to be able to make a case to potential funders for what you do. If you are fundraising to fill a deficit in statutory or other funding, make sure that the work is still valuable and needed. It's hard to see services go, but if you have a chance to pull money into your organisation, make sure you use it for something important and worthwhile, not simply to keep on doing this just because you always have. Use the change as an opportunity to re-evaluate what you do.

Secondly, look at available funding sources. Local funders are always best for local organisations as you are more likely to share interests and perspectives with your potential donors. Giving to a local charity is more attractive to many donors too, as those involved are more likely to see the difference their money

has made. The NCVO has a wealth of useful advice on determining what types of funding will suit you and working out the best strategy for attracting this funding, in addition to helping you identify these sources of funding ([www.fundingcentral.org.uk/default.aspx](http://www.fundingcentral.org.uk/default.aspx)).

Your local CVS or the voluntary sector support team within your Local Authority should be able to help you with a list of local grant making trusts or access to directories of national grant making trusts like the ones produced by The Directory of Social Change ([www.dsc.org.uk/fundingwebsites](http://www.dsc.org.uk/fundingwebsites)). There are some pay-to-use websites and software packages which can help you find specific funders, which are useful but can be expensive. Often bodies like CVS will have copies or access to these, so investigate whether you can get this help via them rather than paying out yourself.

There are also some big national bodies (like the Big Lottery Fund, Comic Relief and Children in Need) which give to smaller local groups – either through separate small funding streams or through their main programmes. You will find details of these schemes on their websites. But remember that lots of people will be after this funding, and your application will need to be strong. Your local CVS should again be able to help you with this. Some training organisations run special courses on making applications to these funders – have a look at the NCVO ([www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)) or DSC ([www.dsc.org.uk](http://www.dsc.org.uk)) websites.

Be cautious about using professional fundraisers. Some organisations can find themselves spending more on fundraising than they actually gain in grants, and a professional fundraiser may not always have the best interests of your organisation at heart – after all their priority is to make money for themselves. Some grant making trusts specifically ask that you do NOT use professional fundraisers as they believe it is wasteful.

Many grant making trusts are unwilling to fund projects which they believe should be funded via the public purse – although given the current economic climate, some are softening on this. But be prepared to explain why your work

is in addition to – not instead of - statutory services. No one wants to pay for duplication, or simply to cover cutbacks.

There are a number of national and regional trusts and grant giving bodies who may be able to help your organisation. You can find out more about these at your CVS or by looking at some of the websites and other resources devoted to this subject. When looking for a trust, remember what you are trying to do is work with them, using their funding, to reach a common goal. You need to build a relationship with them, talk with them and share concerns and difficulties – as well as successes.

## Look after yourselves

It can be all too easy to focus on what you are doing and find that you do not have the time or the energy to consider your own needs. It is worth having a simple rule which is 'look after yourselves first': doing so makes individuals and your group stronger; ensures that you build time into your plans for these activities; and that you aren't tempted to focus on 'the real work first', which is really easy to do – being aware of that helps you to avoid it.

There are some basic things you can do to achieve this:

**Hold regular team/project meetings.** These provide time and space to catch up with each other, check in on how things are going and how people are feeling. They also provide an opportunity to identify changes to what you do, and how you might make them.

**Make sure that your policies reflect your needs.** This includes personal safety, record keeping and appraisal systems.

**Get some external support or supervision if you are work alone – or if all the people who work for you are volunteers.** You might be able to get this for free from a partner agency, or you may be able to pay for it at a reduced rate from a local counselling agency. Even if you have to pay, it's a worthwhile investment.

**Take time off.** When we volunteer it can be hard to see how much of our time we're spending on something. Everyone – particularly volunteers – need time off and a break, even from work that we are committed to and we love.

**When you are sick, you are sick.** Struggling in with a cold is one thing, and we all do it. But when you really need to take time off sick, you should do so.

**Have a laugh.** The work we are all involved in is very serious, important and sometimes stressful and difficult. But we need to remember to enjoy it too. People who are happy in their work are more effective and deliver better services, so make time to have fun with you team – both paid and voluntary workers.

## Useful Websites

### Association of Chief Executives of Voluntary Organisations (ACEVO)

Support and advice for voluntary sector leaders

[www.acevo.org.uk](http://www.acevo.org.uk)

### Big Lottery Fund (BIG)

Delivers 46 per cent of all funds raised for good causes by The National Lottery

[www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)

### Contracts Finder

Lists upcoming tenders over £10,000

[www.contractsfinder.businesslink.gov.uk](http://www.contractsfinder.businesslink.gov.uk)

### Council for Ethnic Minority Voluntary Sector Organisations (CEMVO)

Advice, training and support for voluntary organisations working with ethnic minority communities

[www.cemvo.org.uk](http://www.cemvo.org.uk)

### Charity Commission

Responsible for registering and monitoring charities

[www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

### Children and Young People Now Funding Finder

An excellent resource for those looking for funding to work with families and young people

[www.cypnow.co.uk/go/fundingfinder\\_england](http://www.cypnow.co.uk/go/fundingfinder_england)

### Criminal Records Bureau

Provides the disclosure service on employees / volunteers for organisations working with vulnerable adults or children. You should also be able to get advice on this from your local CVS

[www.businesslink.gov.uk/bdotg/action/layer?topicId=1084415157](http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1084415157)

### Directory of Social Change

Provides information and training to voluntary sector organizations.

[www.dsc.org.uk](http://www.dsc.org.uk)

### Funding Central

A free website for charities, voluntary organisations and social enterprises - providing access to thousands of funding and finance opportunities, plus a tools and resources supporting organisations to develop sustainable income strategies appropriate to their needs

[www.fundingcentral.org.uk](http://www.fundingcentral.org.uk)

### Information Commissioner's Office

Facts and advice about the recording, use and disclosure of information

[www.ico.gov.uk](http://www.ico.gov.uk)

### KnowHow NonProfit

A space where professionals in the non-profit sector can learn and share what they have learnt with others

[www.knowhownonprofit.org](http://www.knowhownonprofit.org)

### Local Government Association

For news and information about and for Local Government

[www.local.gov.uk](http://www.local.gov.uk)

### MediaTrust

For information and advice on dealing with the media

[resources.mediatrust.org](http://resources.mediatrust.org)

### National Association of Voluntary and Community Action (NAVCA)

For information, training and publications

[www.navca.org.uk](http://www.navca.org.uk)

### National Community Safety Network -

Information about Crime and Disorder Reduction and Community safety aimed at those working in local partnerships

[www.community-safety.net](http://www.community-safety.net)

### **National Council for Voluntary Organisations (NCVO)**

For information about many aspects of running a charity or voluntary group; a great starting point  
[www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

### **Regional Contracts Portals**

List a range of upcoming local authority contracts in each area

#### **North East**

<https://www.qtegov.com/systems/nepocms.nsf/vHomepage/fsection?opendocument>

#### **North West**

<https://www.thechest.nwce.gov.uk/cms/cms.nsf/vHomePage/fSection?OpenDocument>

#### **Yorkshire and Humber**

<https://scms.secure.alito.co.uk/>

#### **East Midlands**

[www.sourceeastmidlands.co.uk/](http://www.sourceeastmidlands.co.uk/)

#### **West Midlands**

<http://hub.westmidlandsiep.gov.uk/suppl.asp?PageRef=85>

#### **East of England**

[www.improvementeast.gov.uk/offer/procurementlinks.aspx](http://www.improvementeast.gov.uk/offer/procurementlinks.aspx)

#### **South West**

<https://www.supplyingthesouthwest.org.uk/swce/cms.nsf/vLiveDocs/SD-DEVV-6UNGEK?OpenDocument&contentid=1.001>

#### **South East**

<https://www.businessportal.southeastiep.gov.uk/sece/cms.nsf/vLiveDocs/SD-DEVV-6UNGEK?OpenDocument&contentid=1.001>

### **London**

<https://www.londontenders.org/portal/CMS.nsf/vHomePage/fSection?OpenDocument>

### **Regional Voices**

Provides information about and for voluntary sector groups across all nine English regions  
[www.regionalvoices.net](http://www.regionalvoices.net)