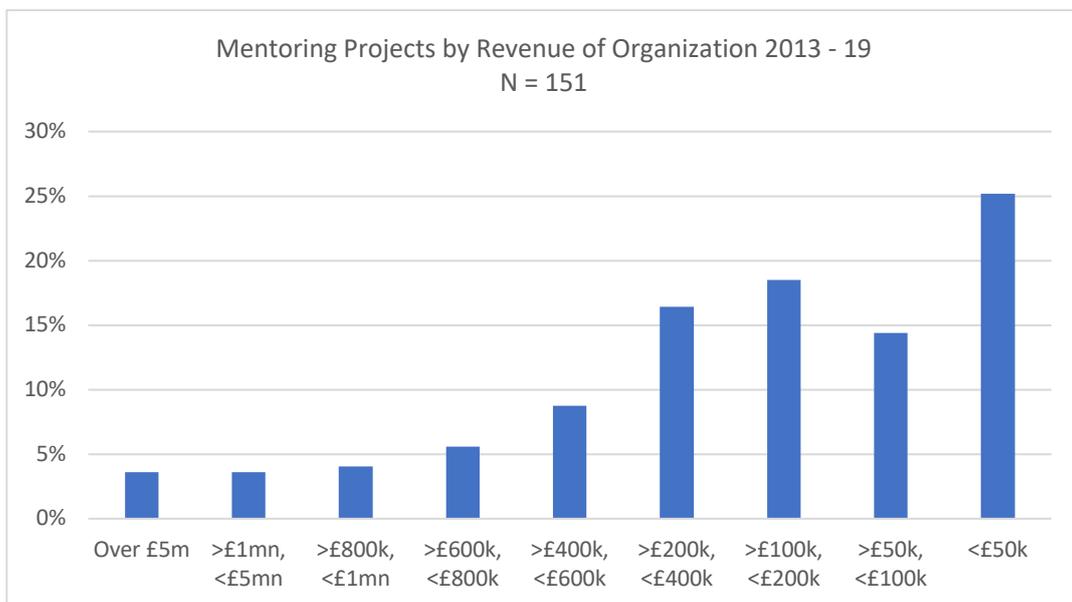
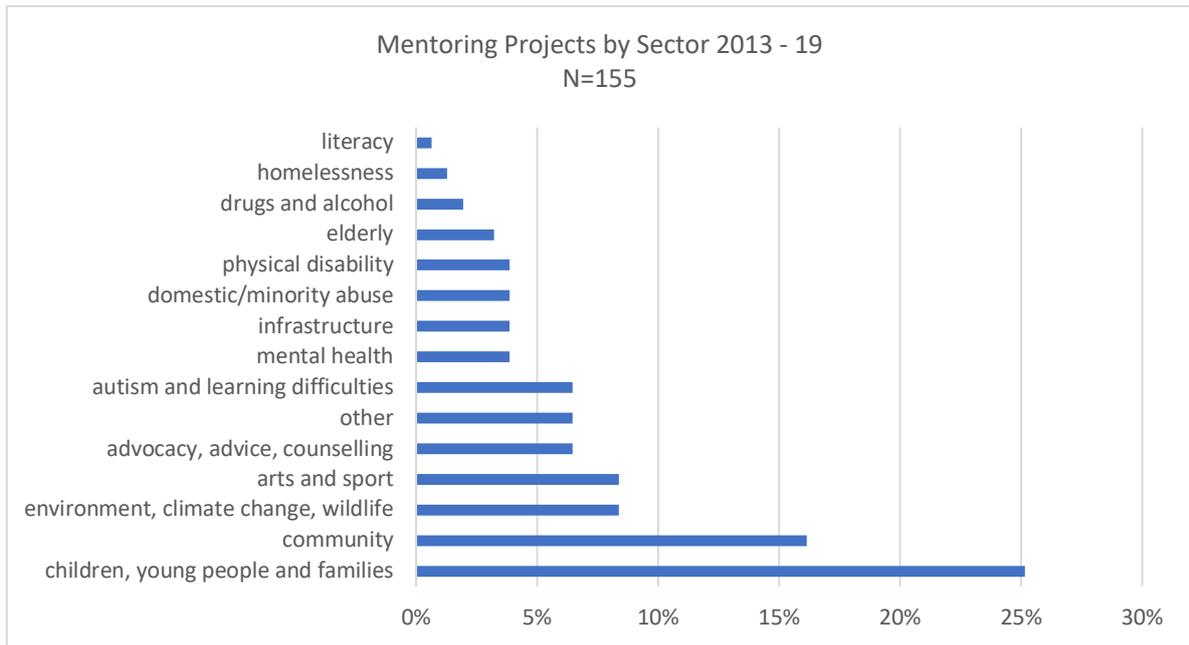




A SHORT SUMMARY OF CHARITY MENTORS 2013 – 2019

1. WHO WE WORKED WITH

We have worked across all sectors although mentoring projects with organizations working on issues with children, young people and families were most prevalent.

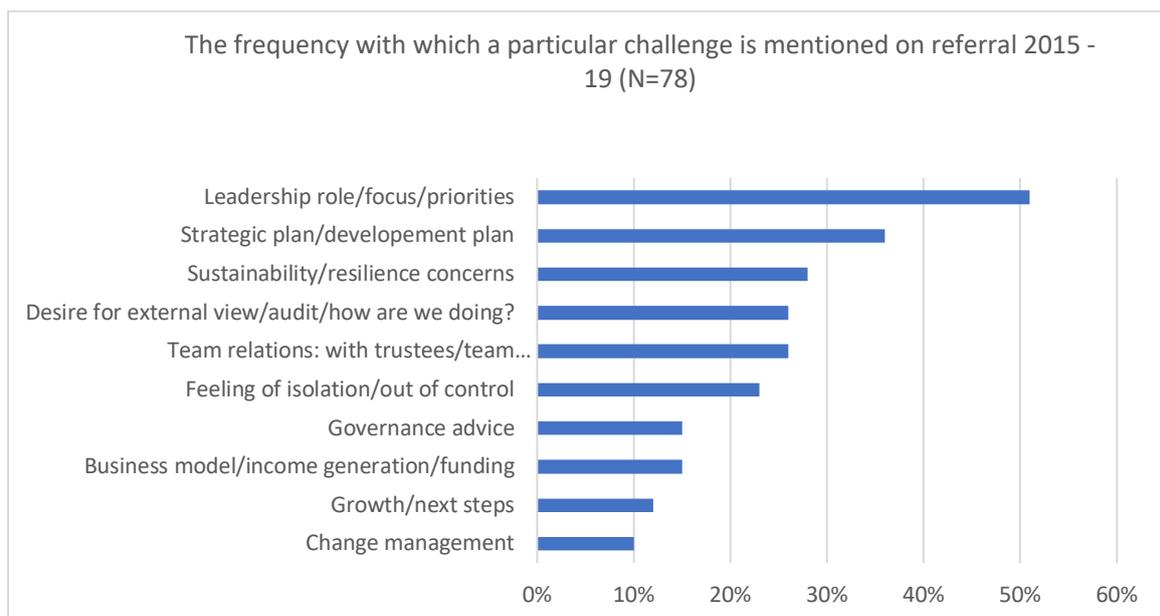


25% of our projects have been with organizations with a revenue of less than £50,000 a year (and we rarely accept mentoring projects with start-ups because we prefer the organization to have some traction before we begin a mentoring project). The size distribution of the sector as a whole is heavily weighted towards smaller organizations. According to statistics provided by OCVA, of the 4,700+ organizations registered with them, 42% have an annual revenue of less than £5,000, 64% have an annual revenue of less than £25,000 and 75% less than £100,000.

Over the six-years of our service (2013 – 2019) a number of organizations have returned to us, sometimes it is the same CEO looking for help, or because someone is new in post and our service has been recommended by the outgoing CEO/manager. A full list of the organisations that we had worked with up until June 2019 is given in the Appendix.

2. HOW WE HELPED

The challenges:



Decisions about the long-term direction of the organization have to be taken by people, and those people are leaders, which is why Charity Mentors' work is all about supporting leadership! In over 50% of the projects that we have taken on, the mentee has mentioned leadership support (for instance; new in role, help with focus and priorities, adjusting and finding an appropriate style). Although funding and finances are behind many of these challenges, charity leaders understand that the fundamentals have to be sound if funding is to follow. Charity Mentors will not work on a particular funding proposal with a mentee – we do not give funding advice. However, if there is a coherent strategy, sound governance, good management and evidence of financial literacy, funders are more likely to react positively to applications (no matter how large or small the amount is).

The outcomes:

In terms of outcomes for the charity leaders¹, the most prevalent and appreciated outcomes centred around support for the individual. Mentees unanimously welcomed the opportunity to work through ideas and issues with someone who could help them clarify the issues and explore different solutions and approaches. Someone to use as a sounding board, to support them in the changes that they were trying to make, to think about different ways of working and step-back from the day-to-day pressures of running the organization. Interestingly, these outcomes were mentioned by CEOs with strong, supportive boards, as well as those who had less support. The presence of a trusted “outsider” can be a very useful catalyst for turning up new ideas as well as revisiting old challenges that never seem to go away!

Outcomes for the individual 2015-19

| 2015-19 (n=81) | Not applicable | Yes to some extent/absolutely ² |
|---|----------------|--|
| Provided a sounding board to try out ideas | 0% | 100% |
| Supported me in changes I was trying to make | 1% | 99% |
| Helped me talk openly about my role | 1% | 99% |
| Helped me to find new ways of working | 2% | 98% |
| Increased my self-confidence | 2% | 98% |
| Provided an opportunity to step back | 2% | 98% |
| Supported me in my role as a leader | 2% | 98% |
| Helped me think about the team as well as my role | 5% | 95% |
| Improved my motivation | 6% | 94% |
| Recognition of the need to focus on planning | 7% | 93% |
| Facilitated more effective prioritisation | 10% | 90% |

In terms of outcomes for the organization as a whole, the main outcomes were help with prioritising and addressing key challenges and the development of a focussed plan or assistance with a strategic review. Over a third of our mentees had this as one of their main priorities when they first approached us, so it is unsurprising that this would be a key outcome. Whilst outcomes around finances and fundraising were mentioned less frequently, they were still acknowledged by over half our mentees, despite the fact that we are clear that we do not give direct fundraising advice.

¹ Just under 10% of our mentoring projects have included chairs, either individually or as part of the new service that we are beginning to offer: joint mentoring project with a chair and CEO together. This is particularly useful at the beginning of the relationship, when there is a new chair or new CEO, because it is an ideal opportunity to look at roles, boundaries, expectations and support without prior assumptions and with the ability to identify challenges before getting bogged-down. We have also worked successfully with people with a long-standing chair/CEO relationship.

² We collect feedback after each 4 – 5 month project. We do not use the same format for shorter interventions and the feedback forms were redesigned in 2015. This explains why the data refers to 81 projects. Mentees were given the option of answering “no” to all the outcome questions. On a few occasions they did (as can be inferred from the scores above).

Outcomes for the organization 2015-19

| 2015-19 (n=81) | Not applicable | Yes to some extent/absolutely |
|---|-----------------------|--------------------------------------|
| Helped prioritise and address key challenges | 2% | 98% |
| Helped the development of a focused plan | 6% | 94% |
| Enabled my organization to move on | 7% | 91% |
| Facilitated the process of strategic review | 10% | 90% |
| Affirmed what we are already achieving | 11% | 89% |
| Helped us be a more robust organisation | 12% | 86% |
| Better working relationship with trustees/board | 16% | 81% |
| Had significant operational impact | 30% | 68% |
| Helped with clearer focus on finances | 33% | 63% |
| Helped develop a strong fundraising approach | 43% | 53% |

And finally,

We would like to thank our mentors, without whom, none of this would happen! They not only give their time to their individual mentoring projects but also to the whole Charity Mentors Oxfordshire project through quarterly development meetings and mutual support. We have listed them below, in acknowledgement of our gratitude to them, along with the principles that underlie our mentoring approach. You can find more details about them, and about Charity Mentors, on our website www.charitymentors.co.uk. If you are interested in exploring the idea of a mentoring project (individually or jointly with CEO/chair), or if you are interested in finding out about how else you can support us (as a mentor, trustee, funder) please email the coordinator, Roz Warren roz@charitymentors.co.uk.

Our mentors: Maire Brankin, Becky Buell, Dai David, Tina Elder, Graeme Freeman, Mark Hallam, Alison Hill, Jill Judson, George Levvy, Philippa Lyons, John May, Annette Mountford, Pat O'Shea, Elizabeth Paris, Grant Phillips, William Powlett Smith, Joanna Simons, Jeremy Swainson, Jens Tholstrup, Peter Wrigglesworth.

Our mentoring principles:

- Mentors listen well, they reflect on the issues and they make connections between different parts of the narrative. They make an effort to really understand the organisation and how it works. Mentors are excellent sounding boards;
- Mentors bring their own relevant experience to the table. They are knowledgeable and prepared to share information, ideas and experience in an impartial way without taking responsibility for solutions;
- Mentors are 'critical friends': they challenge positively and they encourage and support by offering possible options;
- Mentors act as guides in helping the mentee develop solutions and find the right direction for themselves;
- Mentors are not consultants and they do not give professional advice;
- Mentors act as catalysts for constructive change.

Appendix: Organizations that have worked with a Charity Mentor (at least once):

| | |
|-------------------------------------|---|
| COIN | Fusion Arts |
| Abingdon Carousel | Getting Heard |
| African Families in the UK | Gladiator Club |
| Alexandra House of Joy | Helen and Douglas House |
| Alliance Francaise | Henry |
| Ark T | Holistic Services |
| Aspire | Hopethruhorses |
| Asylum Welcome | Incredible Edible |
| Autism Family Support Oxfordshire | Innovista |
| Banbury Youth Community Enterprise | InsightShare |
| Barracks Lane Community Garden | International Tree Foundation |
| Bea at Family Links | Joss Searchlight |
| Bioregional | Justice in Motion |
| Blackbird Leys Adventure Playground | KAMA |
| Bra Support Group | Katharine House |
| Cherwell Theatre Company | KEEN |
| Chiltern Centre | Ley Community |
| Citizens Advice Oxford | Low Carbon Hub |
| City Farm | My Life My Choice |
| Clear Sky | New Internationalist |
| Climate Outreach | NLYP |
| Collective Impact | OCVA |
| Community Action Group | One Eighty |
| Connections and Support | OPFA (Oxfordshire Playing Fields Assoc) |
| Cowley Road Works | ORCC |
| Donnington Doorstep | OSJ |
| Dovecote Project | Oxford Against Cutting |
| Ecosystems Knowledge Network | Oxford Breast Feeding Support* |
| Elmore Community Services | Oxford CAB |
| EMBS | Oxford City Casuals |
| Employment Action Group | Oxford City Farm* |
| FarmAbility | Oxford Health NHS Trust |
| Film Oxford | Oxford Homeless Pathways |
| Flo's Place | Oxford Hub |
| FND Hope | Oxford parenting forum |
| Folk Arts Oxford | Oxfordshire Community Work Agency |
| Footsteps Foundation | Oxfordshire Outdoor Learning Trust |
| Free West Papua Campaign | Oxfordshire Play Assoc |
| Full Circle | Oxfordshire Sexual Abuse and Rape Crisis Centre |
| | Oxfordshire Youth |

Oxfordshire Youth
OxHop
OXPIP
OYAP (Ox Youth Arts Partnership)
Pennyhooks Farm
People & Planet
Reading Quest
Red Kite Family Centre
Reducing the Risk
Relate
Response
Riverside Counselling
Rose Hill Youth Club
SAFE
Sanctuary
Sobell House
SOFEA (S Oxfordshire Food and Education
Alliance)
Something Chronic
Sound Resource
St Michael & All Angels

Streets Revolution
Student Hubs
Student Minds
Style Acre
Sumatran Orangutan Society
Sunrise Multicultural
Sunshine Centre
Talking Shop Sandford
The Art Room
The Gatehouse
The Nasio Trust
The Peoples Supermarket
Thomley Centre
Thrive
Trax
Trinity Learning
Wantage Independent Advice Centre
Wild Oxfordshire
Yellow Submarine
Youth Challenge Oxfordshire
YWMP