

MAYOR OF LONDON

**TEAM LONDON
SKILL-UP**

**Matching business volunteers with
small charities to help staff learn new skills**

**TEAM
LONDON**

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BACKGROUND

Millions of Londoners would be lost without the valuable support that small charities provide.

There is no doubt that those on the front line, at the heart of communities, understand best the needs of those that they serve.

Staff from small charities often face challenges as a result of reduced funding and scarce resources. Staff often multi-task between roles and can feel as though they are not fully equipped to support their organisation.



Team London Skill-UP addresses this by offering free expert advice from business professionals to staff from small charities. This helps them to be as informed, effective and efficient as possible in their roles. The training offers toolkits, tips and examples, and post training support.

Research by Team London and the Foundation for Social Improvement (FSI) identified key skills gaps in small charities across London. These were:

- Strategy and Business Planning
- Human Resources
- Business Partnerships
- Finance
- Communications
- Social Media
- Technology

“Small charities are the unsung heroes in many local communities, making an incredible difference to people’s lives. This is an important opportunity to connect with them and support the vital work they do. If we can help make their jobs easier by sharing the skills and expertise of our employees, it frees them up to do what they do best – provide much needed services and support to those in need.” **James Bardrick, Citi**

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CONVENE A DELIVERY PARTNER

Business partners who understand the needs of small charities are essential to Team London Skill-UP. Partners invest finance to help fund the programme and provide access to expert staff who deliver the training and post-training support. Each training module is delivered twice a year and mentoring lasts between six months to a year after the module.

A partnership is an exclusive opportunity to help Team London deliver on the Mayor's community engagement objectives. It also helps the business deliver on their CSR objectives and provides skills-based volunteering opportunities for their staff. These volunteering roles not only help the business give back to the community but also develop and motivate the volunteers themselves.

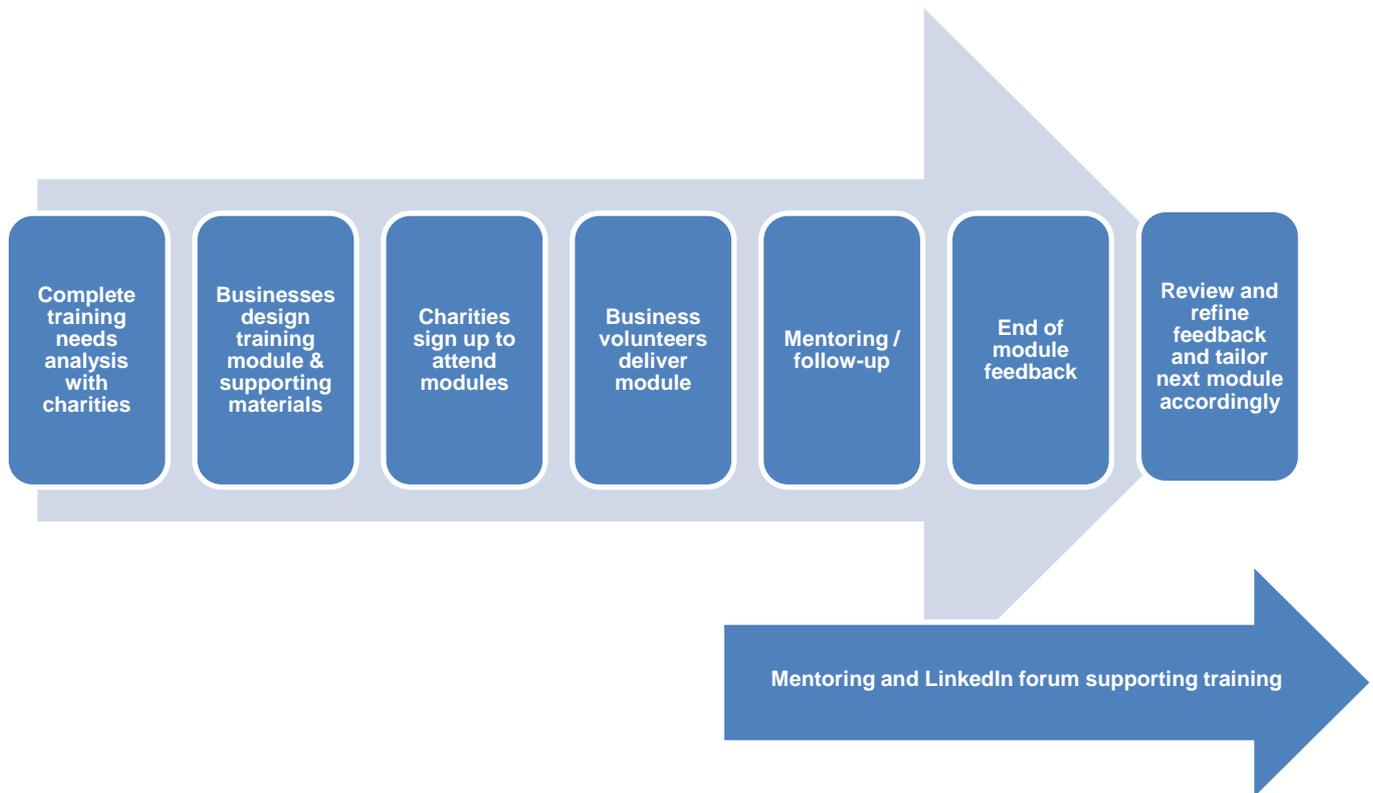
Team London partnered with seven businesses who are experts in their area. These are CIPD, Citi, Elixirr, Portland Communications, Microsoft, Twitter and Natixis Global Asset Management.



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Set Up Delivery Structure

Business partners offer training modules and mentors who help staff from small charities develop in their roles. The programme structure is described in this diagram:



Design a Training Module And Supporting Materials

Designing the training modules and toolkit requires a significant investment of time. Partner businesses design their resources to ensure they are understood easily by delegates who will have a limited knowledge of the subject matter. The toolkits are designed to provide a series of guiding principles for best practice on each topic.

The training modules are designed specifically for small charity CEOs or equivalent. This allows the CEOs to up-skill then pass their learning onto their wider team.

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The seven modules on offer are:

Elixirr - Strategy and Business Planning:

An overview of the skills and tools needed to create clear business plans with defined goals and objectives. The delegates are supported by six months of mentoring.

CIPD - Human Resources: An overview of the employee lifecycle and HR policies and procedures. It also includes the importance of a structured performance management system, and guidance as to how to introduce this into the internal HR process. The delegates are supported by six months of mentoring.



Natixis Global Asset Management - Business Partnerships: An overview of how to secure a long-term business partnerships which can be vital to a small charity's existence. The modules teaches what to include in a pitch and how to present to have maximum effect. The module is supported by 'practice pitching days' where the charity's pitch can be refined.

Citi – Finance: An overview of the basic elements of sound financial management, forecasting and reporting. The workshop provides practical advice around processes and templates that can be used in the workplace. This module is supported by a year of mentoring to take delegates through the cycle of a full financial year.

Portland Communications – Communications: An overview of the strategic tools, knowledge and templates that are needed to develop a bespoke communications strategy. The delegates are supported by six months of mentoring.

Twitter - Social Media: An overview of one of the key communication channels available to any organisation. This module provides guidance on how to get the most out a Twitter account and how to measure the impact. This training is supported by a live Twitter Q&A session where delegates can share experiences, successes and challenges.

Microsoft – Technology: An overview of data protection or choosing the right technology infrastructure to make a difference. This module will identify key opportunities and risks and what actions to take. The delegates are supported by six months of mentoring.

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Recruit the Cohort

Team London Skill-UP is offered to small charities who have a turnover of up to £1.5 million per year. It is important that organisations have at least this level of turnover to ensure that they have the capacity to implement the learning.

The 2,000 small charities in London who advertise volunteering roles on the Team London websites are invited to apply. Partners such as Greater London Volunteering also share details of the modules with their networks to ensure even more small charities know about the training.

Set Up Metrics

Key Performance Indicators (KPIs) were set up to measure hard and soft outcomes. These metrics vary per topic.

The KPIs used:

Outputs

- Number of small charities attending the training
- Number of charities matched with a business mentor
- Number of mentoring sessions

Outcomes

- The benefits to mentors in terms of skills and knowledge
- Changes within organisation in terms of skills and knowledge as a result of the training and the mentoring

Review And Evaluate

The key goal of Team London Skill-UP's evaluation is to measure the impact the training has on the small charities.

The following evaluation methods are used to measure the change in competencies:

- Pre- course questionnaire
- Questionnaire on day of the training
- Feedback form at the end of mentoring from the mentors and mentees
- Case Studies
- Quotes from delegates and mentors

Annual reports for each business partner highlight the successes and identify areas of improvement. Team London works closely with the business partners to implement any changes to the module.



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Target Aims and Objectives:

Team London Skill-UP aim is to support a minimum of 40 charities a year and offer 200 individuals the opportunity to improve their skills and become more effective in their roles.

Developing the Partnerships:

Team London identified potential business partners whose CSR strategy matched the values of Team London Skill-UP. This included businesses who were seeking skills-based volunteering opportunities for their staff.

Team London works closely with the partners to ensure the modules and toolkits are suitable for the audience. Pre-course questionnaires help identify the needs of the small charities and each new module/toolkit is reviewed by a charity focus group before it is delivered.

The modules are hosted at the partners' offices or at City Hall.



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BUSINESS BENEFITS OF BECOMING A CORPORATE PARTNER

Team London Skill-UP partners receive both recognition for their support of the programme and skills-based volunteering opportunities for their staff.

Recognition and branding:

- The opportunity to be seen as a leader at skills-based volunteering
- Branding on all programme Team London Skill-UP materials
- Recognition on the Team London website
- Recognition in Team London's newsletters which is sent to 2,000 small charities
- Recognition at events hosted by the Mayor of London including the annual Team London Awards
- Recognition in press releases about the programme.

Skills- based volunteering opportunities for staff:

The programme offers opportunities for staff to use their professional skills to make a difference through skills-based volunteering. It offers them opportunities that are not currently within their role and helps them to develop new skills and experiences.

Benefit for Charities Taking Part

Delegates receive a quality of training that is not affordable by their organisation. Other benefits include:

- Access to a mentor who will help them implement the training
- Access to a LinkedIn group where they can discuss and share ideas and network
- The opportunity to partner with businesses which could lead to long term support

"For a small charity we were lucky to be able to access such an important training module, brilliant material, and then have the support of a professional in the field to help us with any issues." **Ashling Foat, Haringey Shed**

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Promoting the Programme

Team London Skill-UP is promoted to small charities in the following ways:

- Team London charity newsletter is sent quarterly to small charities who recruit volunteers via the Team London websites and apps
- Previous winners or shortlisted charities from the Team London Awards
- Blog posting on the London.Gov.UK website
- Promoting through partner organisations such as GLV or the FSI
- Promotion at internal and external events

“Running a small charity can be extremely rewarding but also lonely and stressful and mentoring provides us with a listening ear, helps us feel more confident and gives us the guidance we need to do our work better.”

**Lauren Tobias, Volunteer
Centre Hackney**

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IMPACT

The following is how each module is measured:

Human Resources Module

The % increase in knowledge and the distance travelled in learning in:

- HR policies and procedures
- Overall knowledge of recruitment process
- Overall knowledge on performance management
- Increase in confidence on HR related issues

Finance Module

The charities increase in competency dealing with their:

- Overall finances
- Basic accounting and bookkeeping
- Management accounts
- Annual accounts – linking financial performance with the activity
- Tax, end of year returns and VAT
- Project costing and management

Strategy And Business Planning Module

The charities increase in confidence about:

- The ability to create a Business Plan
- The ability to create a working Strategy
- The ability to communicate the rationale for the Strategy

Business Partnerships Module

The charities confidence in:

- Approaching a business to propose partnership working
- Being clear what the organisation has to offer
- Having the right 'one minute' pitch
- Having a corporate pitching strategy

Communications Module

The charities confidence in:

- Developing a strategic communication strategy
- Connecting with an audience in the appropriate way
- Getting their message across
- Creating a press release

Social Media Module

Confidence using Twitter:

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- as a campaigning platform
- to achieve organisational objectives

Technology Module

Still in development – currently a work in progress.

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THE PLAN IN ACTION

Team London Skill-UP was launched in 2015. To date the feedback has been overwhelmingly positive.

- 168 charities have participated in Team London Skill-UP
- 80 Business volunteers have mentored or given post training support
- 103% increase in competency level of participants

Business partners have the confidence that they are making a real and measurable impact on the small charity sector in London. It also provides them with meaningful and developmental volunteering opportunities for their staff.

"As a rapidly growing small charity it is crucial for our team to have access to high level training. We don't have the budget to access this ourselves, particularly training from corporate experts.

The Mayor's programme provides a fantastic opportunity which will make a huge difference to the skills of Yes Futures' leadership team, and therefore the impact that we can make."

Sarah Wallbank, Yes Futures

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NAT MADY, CORDWAINERS GROW

Nat is co-director of Cordwainers Grow - a small environmental community focussed charity in Hackney. Nat has attended several Team London Skill-UP modules during the first year of the programme.

“Skill-UP is a fantastic resource for small charities that are unable to access quality training or opportunities to develop their organisations. Skill-UP not only provides the highest level of training and a forum to meet with colleagues in the sector and share experiences and challenges, but the mentoring and follow up sessions make it easier to use the new skills to make a real and measurable impact on your organisation.



My Skill-UP training has already started to have an effect on my charity. The module on business partnerships has changed our thinking on what we need to be communicating to those potential partners who we are already engaging with in our corporate volunteering opportunities. The Communications module is helping us to develop a strategy for the way in which we talk to different stakeholders and the way we market ourselves and our services.

As a small organisation it has been brilliant to have access to this level of expert training and the follow up support from your mentor is instrumental in putting things into practice to make a real difference to our effectiveness for our stakeholders and my own personal development.”

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DAVID HAYDEN, CIPD

David has not only volunteered his time as a mentor for several of the charity delegates, but has also developed and co-delivered the CIPD HR training to the delegates.

“One of the great things about mentoring is the flexibility to move at the pace of mentee. Sometimes this can be lots of meetings or sometimes it can be just a few meetings that take place over the phone or face to face. It is great to see the reflecting and the deeper thinking taking place.

Mentoring offers insights and perspectives as well as discussing some challenges. The opportunity just to bounce ideas off someone else and get their perspective is a classic success factor.

“Skill-UP is a great way to volunteer my time and share my HR skills. Helping to develop charity staff has a much wider impact on their stakeholders as well as their overall effectiveness both personally and as an organisation.”



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RESOURCES

Reports

- FSI Skills Survey Report

<http://www.thefsi.org/wp-content/uploads/2013/08/Skills-Gap-Survey.pdf>

Websites

- Team London
<https://www.london.gov.uk/what-we-do/volunteering>
- Measuring the Good – Best practice for monitoring and evaluation
<https://www.london.gov.uk/what-we-do/volunteering/working-third-sector/measuring-good>

SPECIAL THANKS

We would like to thank our business partners for their amazing help and support, which is making such a difference.

Citi
CIPD
Twitter
Portland Communications
Natixis Global Asset Management
Elixirr
Microsoft