

Charity Action Plan

"A new approach for a greater impact!"

This accessible workbook from Neil Morricks is a companion to the *Charity Chairs Checklist*



It provides a *new approach for a greater impact* by **studying best practices** in **steering organisations successfully**

The format is **concise** but **comprehensive** and is designed for **ease of use** leading to

- Strengthening the Chair and CEO partnership
- Improving teamwork and motivation
- Creating prioritised goals
- Planning for results

and **helping** you to

- Appraise your approach to achieving your aims
- Assess your operational capabilities
- Guide your team to focus on effectiveness
- Consider the Charity Action Plan as the key to your greater impact

A New Approach - Please read this first

Founding, building and running a **successful charity** are all very challenging and complex activities, even for professionals, usually with limited resources and funds. There is a vast amount of **information** for volunteers that have the time to search and know where to look.

This free to use workbook is designed to bring together the main aspects for those who have committed to support worthwhile causes. It is not a 'how to' guide but is intended as an easily accessible and joined up route to what is necessary - the suggestions are for you to consider, the priorities for you to decide and the planning and information here to advise.

The ACTION / IMPACT tables use only five **major** categories with topics listed in alphabetic order, **highlighted charity specific items** and *italicised performance related reporting*. Space has been provided so that these tables can be tailored to your organisational requirements.

This workbook can be used as a thought starter, to **prioritise and track** all significant activities, review achievements, identify projects, induct staff, trustees and volunteers, define training needs, improve governance and act as a framework for every stakeholder.

A Way Ahead - some thought starters

- Markets** *Challenge* - However you consider your mission, you are serving a marketplace with needs, wants, competition and confusion
Suggestion - Before you plan, map out all the participants in your sector by relationship and value to you and decide how you will act and react with them
- Materials** *Challenge* - You need a large range of products and services to operate effectively
Suggestion - Set up or join a sourcing and purchasing group who can use imaginative ways to find resources so reducing your costs and improving quality
- Members** *Challenge* - It's increasingly difficult to find skilled and motivated trustees who are prepared to commit their time and knowledge due to the responsibility of the role
Suggestion - Identify all short term needs that can be project related and reach out to a cohort of young, qualified and diverse associates who can fill this gap
- Methods** *Challenge* - Core funding is never easy to raise and good staff are always in short supply
Suggestion - Share your accounting, administration, facilities, HR, IT and payroll services with other like-minded organisations and reduce your overheads
- Money** *Challenge* - Finding finance is a constant concern and preoccupation
Suggestion - Identify every area that can be gifted, borrowed or shared and from whom and only seek funding by providing donors with a compelling reason by adding value

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Markets	ACTION required & reason	Priority order & initials	Red date to start	Yellow reached percent	Green date finished	Proof recorded & costed	IMPACT achieved & checked
affiliations / collaboration / joint ventures / mergers							
annual report							
articles / comment							
campaigning							
communications							
contact notes							
databases							
direct mail							
displays							
event planning							
house style							
impact report / added value / public benefit							
literature							
market research / trends / gaps							
marketing plan							
milestones achieved							
newsletters							
presentations							
press contact							
product delivery							
public relations							
publications							
relationship map / market dynamics							
service levels							
service users' needs / feedback / profiles							
social media							
stakeholder review							
webinars							
website							

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Materials	ACTION required & reason	Priority order & initials	Red date to start	Yellow reached percent	Green date finished	Proof recorded & costed	IMPACT achieved & checked
broadband provision							
clothing							
copier / printer / scanner							
decoration							
disability access							
display boards							
drink & food preparation & storage							
email server							
equipment / contracts							
furniture							
health & safety items							
heating & ventilation							
IT software / accounting / CRM / databases / DTP / inventory / meetings / transactions / website maintenance / word processing / virus protection							
kitchen & toilet supplies							
lighting							
mobile phones							
projector							
property own / lease / rental							
recycling							
reference publications							
security / safe							
shredder							
stationary & office supplies							
storage							
systems hardware							
telecoms facilities							
utility services							
vehicles							

CRM – Customer Relationship Management DTP – Desk Top Publishing IT – Information Technology

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Members	ACTION required & reason	Priority order & initials	Red date to start	Yellow reached percent	Green date finished	Proof recorded & costed	IMPACT achieved & checked
<i>annual appraisal</i>							
<i>churn rate / retention</i>							
complaints procedure							
consultation							
contracts of employment							
DBS checks							
disciplinary & grievance							
EDI policy							
ethos & morale							
exit interviews							
health & safety procedures							
induction							
job specifications - CEO / staff							
liability cover							
meetings / planned / effective / scheduled							
mentoring / coaching							
organisation chart							
patrons / president / friends							
pay structure & reviews							
project management							
recruitment policies & procedures							
<i>review meetings</i>							
role descriptions - chair / trustees							
safeguarding							
skills & talents							
succession planning							
team working							
training							
trustee appointment conditions							
users							
volunteer agreements							
volunteer sourcing							
whistleblowing							
<i>work plans & targets</i>							

CEO – Chief Executive Officer DBS – Disclosure and Barring Service EDI – Equality, Diversity and Inclusion

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Methods	ACTION required & reason	Priority order & initials	Red date to start	Yellow reached percent	Green date finished	Proof recorded & costed	IMPACT achieved & checked
<i>action plan</i>							
AGM							
aims / constitution / governing document / mission / objects / values / vision							
board agendas & minutes							
board papers							
board sub - groups							
<i>business plan</i>							
<i>CEO monthly reporting</i>							
contingency plan							
<i>contracts</i>							
<i>critical success factors</i>							
<i>current performance</i>							
filing systems - centralised							
GDPR							
governance review							
HR							
impact report							
insurance cover							
<i>knowledge base & controls</i>							
<i>KPI dashboard</i>							
legal structure							
licenses							
maintenance							
<i>major issues</i>							
meetings calendar							
memberships							
memorandum & articles							
<i>operating plan</i>							
policies & procedures							
probono support							
purpose statement							
risk register							
security							
<i>SMART targets</i>							
<i>strategic plan</i>							
<i>supplier assessment</i>							

AGM – Annual General Meeting GDPR – General Data Protection Regulation HR – Human Resources
KPI – Key Performance Indicators SMART - Specific, Measurable, Achievable, Realistic and Timely

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Money	ACTION required & reason	Priority order & initials	Red date to start	Yellow reached percent	Green date finished	Proof recorded & costed	IMPACT achieved & checked
<i>annual accounts & balance sheet</i>							
<i>annual report</i>							
<i>audit or independently examined</i>							
<i>authorisation of spending & payment</i>							
<i>benchmarking / monitoring / evaluation</i>							
bequests							
bidding processes							
<i>business plan</i>							
Charity Commission reporting requirements							
contracting							
<i>cost centres</i>							
<i>credit control</i>							
<i>depreciation policies</i>							
donors							
<i>forecasts</i>							
funding objectives							
fundraising							
HMRC							
<i>income generation from products & services</i>							
<i>investment policies</i>							
<i>invoicing</i>							
<i>monthly profit & loss v budget & cashflow</i>							
<i>overhead coverage</i>							
PAYE							
<i>petty cash / expenses</i>							
<i>reserves / restrictions</i>							
SORP							
sponsors							
supporters							
VAT							
<i>viability</i>							

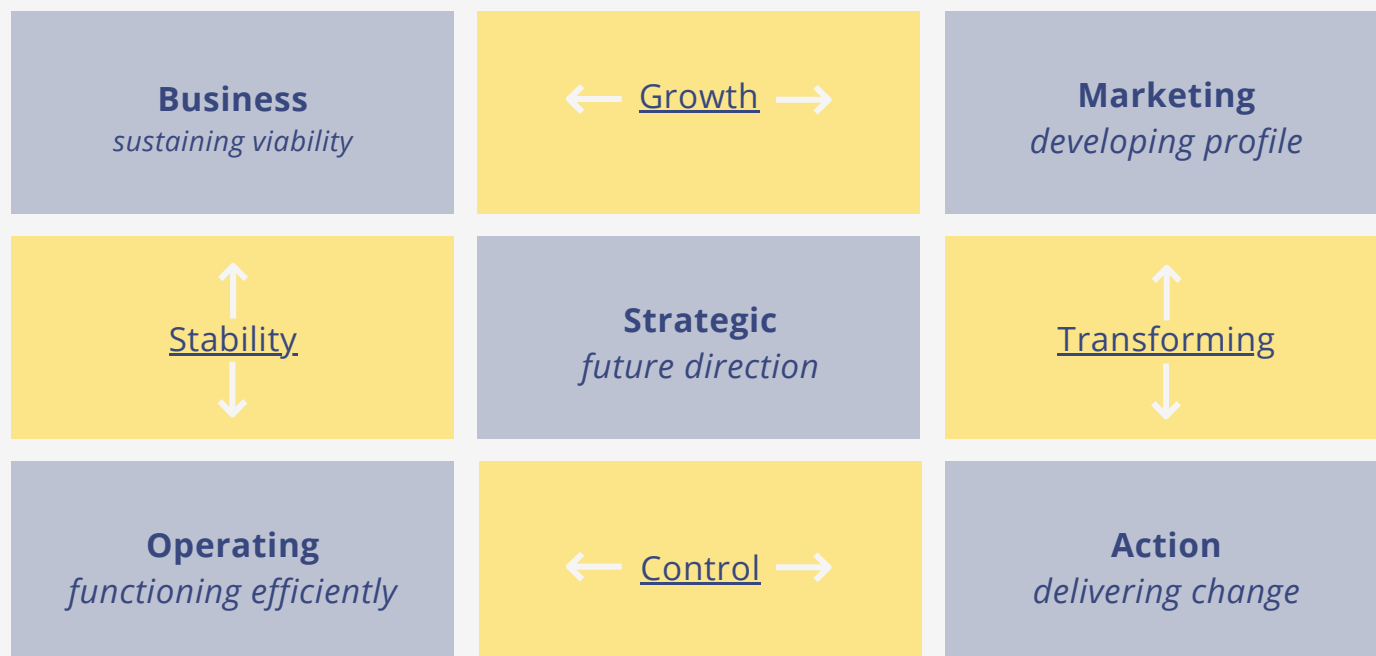
HMRC – Her Majesty's Revenue and Customs PAYE – Pay As You Earn SORP – Statement Of Recommended Practice
VAT – Value Added Tax

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Plans and Planning – from direction to delivering



Strategic – determines how an organisation will match its purpose and capabilities with the needs of stakeholders and the market, now and in the future in order to identify key issues and maximise impact

Business – financial, investment and resource toolkit to guide staff actions and steer all parties towards realisation of strategy

Operating – sets out milestones for routine organisational aims

Marketing – the process by which a viable supply of services or goods meet the needs and wants of consumers on a sustainable basis

Action – bringing together all key initiatives in a measurable, updatable format

Review annually – Strategic – What you want to *achieve*

Charitable objects / vision & mission / aims & goals

Internal aspects - SWOT- *Strengths, Weaknesses, Opportunities, Threats*

External factors - STEEPLE - *Social, Technological, Economic, Environmental, Political, Legal, Ethical*

Relationship / Stakeholder map based on current and potential activities

Funding policy / Impact report

Strategic Plan on three year rolling basis

Produce annually – Tactical – How you need to *proceed*

Business and Operating Plans on one year rolling basis

Budget Profit & Loss, Balance Sheet, Cash Flow, Forecasts, KPIs

Resources for personnel, systems, equipment, facilities and inventory

Board skills audit, performance, succession, recruitment and induction

Marketing Plan / Communications schedule

Action Plan by category, priority, responsibility, milestones, cost and achievement

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An Ideal Board – *fit for purpose?*

One size does not fit all; however, Trustee quality and quantity are crucial for the ability of the Board to focus on strategy and governance and to monitor performance and operations.

Although most charities have role descriptions for Trustees and job specifications for Staff, few have terms of reference for overall Board and Management responsibilities. This can lead to lack of clarity of purpose when determining aims and setting goals – Boards tend to devolve strategic issues and concentrate instead on tactical detail.

The Chair in conjunction with the CEO should lead the **Plans and Planning** process and ensure that Governance standards are met and maintained. The Board will therefore be encouraged to think, plan and act strategically.

Monitoring activity can be improved by assigning Trustees individually or by sub groups to the five major categories of **Markets, Materials, Members, Methods and Money**. This will develop Trustee knowledge and lead to more informed Board discussions and decisions.

A volunteer Administrator or paid resource serving a cluster of organisations will prove invaluable by coordinating all parties and delivering information when and where needed. Whilst providing support, they can also act as custodian of the **Charity Action Plan**.

From the [Charity Governance Code](#)

- 1. Organisational purpose** The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
- 2. Leadership** Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.
- 3. Integrity** The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.
- 4. Decision-making, risk and control** The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.
- 5. Board effectiveness** The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
- 6. Equality, diversity and inclusion** The board's approach to diversity supports its effectiveness, leadership and decision-making.
- 7. Openness and accountability** The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

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Useful Charity Information from [Neil Morricks](#)

Links

- [Charity Chairs Checklist](#) - A Brief Guide to Key Actions
- [Charity Excellence Framework](#) - Effectiveness and Funding
- [Directory of Grant Making Trusts](#) - Key information source for fundraisers
- [How to recruit trustees for your charity](#) - Getting on Board
- [Improve Your Governance](#) - Directory of Social Change
- [Making your group work well](#) - Resource Centre
- [What makes a good charity?](#) - NPC New Philanthropy Capital

Websites - national

- [ACRE](#) - Action with Communities in Rural England
- [Association of Chairs](#) - AoC, Supporting Charity Chairs and Vice Chairs
- [Association of Charitable Organisations](#) - ACO, Supporting charities that give grants and welfare
- [ACIE](#) - The Association of Independent Charity Examiners
- [Association of Chief Executives of Voluntary Organisations](#) - ACEVO, Supporting Civil Society Leaders
- [Bond](#) - UK network for Organisations working in International Development
- [Centre for Charity Effectiveness](#) - Reports, Guides and Research
- [Charities Aid Foundation](#) - CAF, Support for Giving
- [Charity Bank](#) - Provides Ethical Banking
- [Charity Commission](#) - The Sector Register and Regulator
- [Charity Finance Group](#) - CFG, Skills for Leaders and Finance Professionals
- [Chartered Institute of Fundraising](#) - CIOF, For Professional Development and Education
- [National Association for Voluntary and Community Action](#) - NAVCA, Local Infrastructure Support
- [National Council for Voluntary Organisations](#) - NCVO, Almanac & Knowhow, Tools & Resources
- [Reach Volunteering](#) - For Roles, Information and Services
- [Small Charities Coalition](#) - SCC, Support for Local Charities

Websites - local

- [Charity Mentors](#) - For Charity Leaders in Oxfordshire
- [Oxford Hub](#) - Bringing People and Organisations together to build a better Oxford
- [Oxfordshire Community Foundation](#) - OCF, Facilitates strong Cooperation between Organisations wanting to improve Communities
- [Oxfordshire Community & Voluntary Action](#) - OCVA, Training & Events, Volunteering & Group Support
- [Oxfordshire Volunteers](#) - Oxfordshire's dedicated Volunteering website
- [ROBIN](#) - Responsible Oxfordshire Business Involvement Network

Neil Morricks has chaired voluntary organisations for more than thirty years, launched peer networks and devised the *Charity Action Plan* and the *Charity Chairs Checklist*.

He has advised charity boards on strategy, marketing, development and planning and provided seminars for Chair and CEO support.

His career focused on company turnarounds in distribution and manufacturing together with interim and project management delivery.