

The Market Towns Academy F Factor Programme



In association with



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The Market Towns Academy

Action Market Towns received £1 million from The Big Lottery to deliver ‘Towns Alive’, a five-year programme focusing on sustainable market town regeneration. One of the elements of ‘Towns Alive’ is the Market Towns Academy; a training programme designed to support the forward planning and organisational development needs of Community Partnerships.

Action for Market Towns completed a study to identify the vital components of a successful community partnership. The findings revealed that a strong partnership is based on the following seven factors all beginning with the letter ‘F’: **Foundation, Folk, Function, Form, Funding, Financial Management** and **Forward Planning**. These factors, known as the ‘F Factors’, provide a structure for Towns Alive and in particular for the Market Towns Academy.

We don’t offer a standard training solution because we know that the needs of community partnerships differ depending on their maturity, function and geography. So we have devised the following three short steps to enable you to access the training that you require:

Step One: Determine

We will work with you to help you determine your precise training requirements using the Academy’s Sustainability Toolkit

Step Two: Design

This brochure describes the Academy training modules; we will design a tailor made programme for you, by adapting the most appropriate modules to meet the needs of your target group

Step Three: Deliver

We will deliver the programme from a location of your choice, at a time that best suits your delegates

Pricing Structure

You are welcome to buy any of these courses from Action for Market Towns. We will help you follow the three short steps above and then provide you with a quotation. If, however, you wish to deliver a programme of six or more modules to a cluster of ten or more community partnerships or town

councils in market towns, we might be able to provide up to 50% of the costs as match funding.

To discuss your needs please e-mail: academy@towns.org.uk

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Foundation

Successful partnerships are built on strong foundations. A partnership's aims and objectives will drive and influence their projects and activities. Foundations need to be appropriate and robust and they will be influenced by local community need.

Module 1

Building Strong Foundations

It is likely that your partnership began as a catalyst for change. Maybe you were responding to a single local or political issue, such as airport expansion or lack of affordable housing; perhaps you wanted to access funding ring-fenced for the voluntary sector or possibly you felt that no other organisation was adequately representing the views of your community. Whatever the reason for your partnership's inception it is likely that you have since grown in size and maturity and you now engage in many disparate activities. This can be dangerous.

By focusing on organisational survival there is a risk that your activities will be determined by funding priorities rather than your mission. You might begin to accept tasks that have little to do with your original purpose and for which you aren't prepared. You might begin to duplicate the activities of other local organisations, deliver unfamiliar activities badly or spread yourself so thinly that you don't do any one thing really well.

Learning Outcomes

By the end of this module you will be able to:

- Avoid mission drift, goal displacement and financial ruin by learning how to prioritise your activities and resources to meet the needs of the local community and other stakeholders
- Create a Partnership VISION and MISSION and list clearly stated VALUES and PRINCIPLES to underpin your community development work
- Consider your partnership's future in the local context and take into account new local government structures and political and legislative developments
- Build strong foundations by setting realistic and achievable strategic AIMS and OBJECTIVES
- Have a clear idea how you will work with other community groups, organisations and agencies

Module 2

Identifying Local Need Using Secondary Data Collection and Collation

In order to build firm foundations for the future, your partnership's function and activities need to be determined by local need. Before you decide what role your partnership will play in your market town, you need to identify local issues, areas of deprivation, gaps in essential services and a whole lot more.

This information is also important when you are completing application forms for project funding or when you need to seek endorsement for your activities from your community and other stakeholders.

Learning Outcomes

By the end of this module you will be able to:

- Collect, collate and present important statistics using secondary methods of data collection
- Identify sources of essential data to prove economic, social and environmental need
- Understand the most modern methods of data collation including: Town Benchmarking, the revised Market Town Healthcheck and Integrated Development Programmes
- Articulate a vision for your town which is consistent with wider regional targets
- Create an evidence-based SWOT and a statement of challenges facing your town

Module 3

Identifying Local Need Using Primary Data

Where key data doesn't exist, community partnerships need to carry out primary research to identify and prove local need. With the advent of new software and the increase in the use of home computers, data can now be easily collected and collated without stretching limited resources.

This module will show you how to connect with hard-to-reach communities in both urban and very rural areas using the latest technology.

Learning Outcomes

By the end of this module you will be able to:

- Design, circulate and collate responses from web-based surveys
- Format questions to get the right information from your community
- Identify common pitfalls in the design of surveys and questionnaires
- Decide on the best format for survey questions (such as choice, matrix, constant sum and essay style questions)
- Learn how to write questions and design rating scales that are free from bias

- Understand how to implement a web survey online
- Identify how to collate and take action on the results of your survey
- Identify how to present the results of the primary data in a clear and concise way

Module 4

Participatory Learning and Action

If you want to know what your communities really think about a local issue or if you want to engage with them on a meaningful level you need to expand your repertoire of community consultation techniques.

Post it notes and wish lists are so passé! Participatory Learning and Action (PLA) is a modern approach for learning about and engaging with communities. It combines an ever-growing toolkit of participatory and visual methods with natural interviewing techniques and it is a powerful consultation tool.

More traditional forms of research tend to ‘consult’ communities and then take away the findings for analysis, with no assurance that they will be acted on. In contrast, PLA tools combine the sharing of insights with analysis and, as such, provide a catalyst for the community themselves to act on what is uncovered.

Learning Outcomes

By the end of this module you will be able to:

Have the Skills

- Get familiar with community mapping, transect walks and timelines!
- Understand problem trees, and learn how to prioritise, rank and score
- Improve your participatory appraisal facilitation skills

Put the Skills into Action

- Prepare for a real participatory appraisal
- Deliver and facilitate a participatory appraisal with a real community
- Learn how to report findings and action plan

All participants will be provided with a folder of Participatory Appraisal learning materials, designed both to support the workshop activities and to provide opportunities for further exploration.



Folk

Strong partnerships have committed, skilled, passionate and hard working people who are both willing to lead and be led as they deliver vital activities. These folk can be paid employees or volunteers; they can contribute for a short, or long, period of time.

Module 5

Organisational Capacity

Research illustrates that the most successful community partnerships are inclusive and balanced; they have skilled members and enthusiastic volunteers. There will be a balanced mix of public, private and voluntary sector representatives. A skills audit can help you to identify your members' strengths and also highlight your partnership's skills gaps. This information will help you target your next recruitment drive to enable you to attract new members with the most appropriate skills for your ongoing needs.

Learning Outcomes

By the end of this module you will be able to:

- Implement a framework to assess the strengths and weaknesses of your market town partnership
- Identify the skills necessary to run a viable partnership and complete a skills audit for each decision maker
- Understand how to second support from professionals for specialist pieces of work

Module 6

Leadership

As a community leader contributing to your local community partnership; probably as a trustee or chair, you can be exposed to a whole new world of working. Are you equipped to face strategic and political challenges? Can you meet the need to work with people and partners from a variety of sectors with competing agendas? Are you ready for community leadership?

Learning Outcomes

By the end of this module you will be able to:

- Define the concept of leadership, understand what makes a good leader and appreciate the importance of effective leadership for community partnership development
- Identify key leadership styles and qualities, including your own, and understand how these can be used to maximise the performance of their community partnership
- Assess the maturity and team dynamics of your community partnership and further understand their role within that partnership
- Learn how to motivate, delegate, influence and coach members of your partnership
- Learn to lead others in the absence of legitimate power and authority

Module 7

Meetings and Chairmanship Competency

In order for Chairmen to implement robust strategic plans, they need to fully understand their role and responsibilities.

Learning Outcomes

By the end of this module you will be able to:

- Provide leadership and direction to your community partnership, actively promote its work and generally act as a 'Champion' for its activities
- Understand and follow the relevant law and guidance, including the partnership's constitution and protocol regarding decision making, code of conduct, ethical governance and equality and diversity
- Chair formal and informal meetings to ensure that they are conducted fairly, efficiently and follow the partnership's constitution and the law
- Demonstrate to stakeholders (both supporters and objectors) a fair and open decision making process, encourage scrutiny and review, monitor performance and respond positively to feedback and ideas
- Ensure that adequate resources for partnership activities are identified and sought from appropriate sources
- Develop a constructive relationship with relevant stakeholders and ensure that all stakeholders, including members of the community, are kept suitably informed about the work and activities of the partnership and any issues that may affect it
- Identify and help to meet the development and training needs of the partnership, collectively and its individual members
- Maintain awareness of local issues and ensure that the partnership reaches clear decisions that are capable of being carried out
- Actively encourage involvement of others and work collaboratively to implement new methods for community planning and participation
- Work closely with local government officers and members, the public, and other regional and local organisations to develop, promote and achieve objectives

Module 8

The Role of Board Members

Whether they are legally constituted or not, successful market town partnerships use board meetings to generate and improve strategies for sustainable activities. It is important that the right mix of committed people is selected at the outset to create an effective board and that each board member is aware of their role and responsibilities.

Learning Outcomes

By the end of this module you will be able to:

- Create and maintain an effective governing body
- Understand the skills, roles and responsibilities of board members
- Identify the objectives of board meetings
- Identify appropriate board meeting administration practices
- Know how to run effective board meetings
- Ensure smooth partnership working between market town partnerships and town councils

Module 9

Finding, Motivating and Managing Volunteers

When managing employees on the payroll, a leader has the authority to delegate and direct work programmes. The management of volunteers is not as straightforward; because you lack legitimate power you run the risk of losing the volunteer's goodwill if you act in an authoritative manner.

It is a real skill to successfully engage with and manage volunteers and it is important to get it right. Volunteers bring a valuable and broad range of experiences and skills to community partnerships. If this social capital is harnessed correctly volunteers can make the difference between a partnership's sustainability or its early demise.

Learning Outcomes

By the end of this module you will be able to:

- Implement open and inclusive volunteer selection procedures, inductions, support and training
- Understand health and safety and child protection procedures, public and employer's liability and insurances
- Recruit, lead and motivate volunteers

Module 10

Employment Law, Rights and Responsibilities

If your partnership has paid employees it will need competent people. A structured and professional recruitment procedure will help you to achieve that. You need to prepare a contract of employment and understand your legal rights and responsibilities as an employer. Once somebody starts to work with you, you will need to manage their work programme and let them know how well they are doing.

Learning Outcomes

By the end of this module you will be able to:

- Understand the key aspects of recruitment, employment law, appraisals and disciplinary procedures in a community partnership setting

Module 11

Blogging

Effective internal and external communication is one of the most essential tools for success.

With new technology, the members of community partnerships can connect with each other and their communities in a number of innovative ways.

This module will help you to understand 'Blogging', an online tool used to communicate information to a wide range of people. Why rely on the local press to deliver your message when you can deliver it yourself in an uncensored fashion?

Learning Outcomes

By the end of this module you will be able to:

- Identify the underlying trends online, in particular how people are using the internet today
- Understand why you should have a blog, what you can achieve with a blog and what you need to consider when developing a blog
- Design a blog to make it stand out by considering how the presentation affects users, how users think and how you can help them read what they want and find what they need
- Write dynamic and engaging content that will keep readers coming back for more
- Learn how to source, manipulate and apply pictures to your blog
- Understand the best (cheapest, quickest) ways to promote your new blog online and on the streets so people visit and return to it. During this course delegates will have the opportunity to register their own blog and secure access to it



Form

Sustainable partnerships have adopted an appropriate structure and have robust lines of governance.

They often have a legal constitution, but this might not be necessary in every case.

Module 12

Legal Form

As your market town partnership matures, your members will face some key decisions regarding its organisational form and legal structure. There are many forms available, each offering different opportunities for partnerships. You need to select the most appropriate form for the future needs of your community partnership taking into account your core activities.

Learning Outcomes

By the end of this module you will be able to:

- Highlight the considerations that need to be made as you plan your future legal form
- Understand the choices available and select a legal form that reflects your needs and aspirations

Module 13

Governance

Are you part of a confident, forward-thinking organisation, where the trustees are abreast of their duties and activities, and services are well planned and well managed? Or are you part of a fragile, chaotic organisation with no sense of direction, in which trustees are unprepared for eventualities and unclear as to how best they can contribute?

Like most of the country's partnerships you are probably somewhere in between these two scenarios and could easily find room to improve your lines of governance.

Non-elected community organisations face criticism from others if they lack overall direction, transparent procedures, effectiveness and accountability. If you are spending grant funding and public money on behalf of your community you should make every effort to be as professional and responsible as possible.

Learning Outcomes

By the end of this module you will be able to:

- Understand what a well governed organisation looks like
- Identify the specifics of good governance including governing documents; the key functions, powers, roles and rights of a committee; the roles and responsibilities of a treasurer, chair, secretary and trustees and the role of a board, committee and staff
- Strengthen specific areas of governance within your organisation

Module 14

Organisational Culture

Organisational culture has a powerful effect on performance; enabling a community partnership, or preventing it, from achieving its goals.

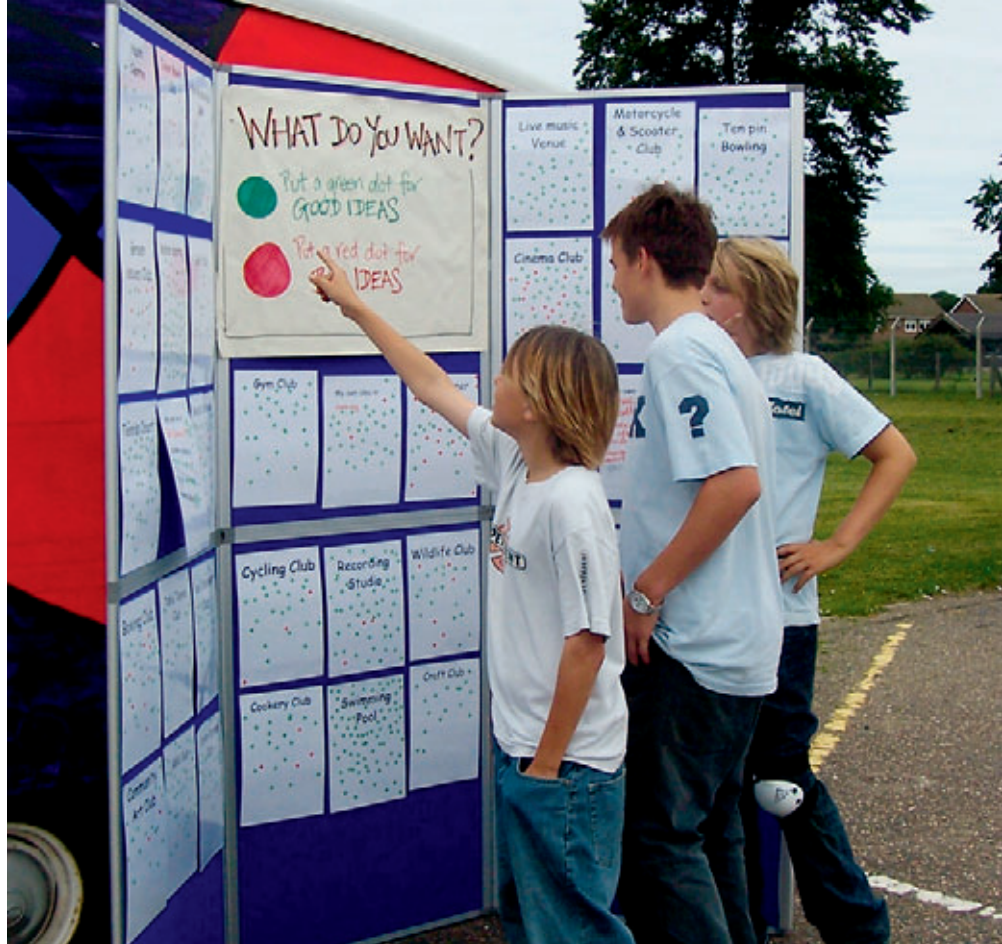
A partnership's culture is commonly described as 'the way things are done around here.' It comprises the attitudes, assumptions and values that condition the way in which individuals and the partnership work and it is resilient to change.

A culture audit measures and maps the beliefs and norms which dictate the way people approach their activities. These have a direct impact on the effectiveness of any partnership.

Learning Outcomes

By the end of this module you will be able to:

- Measure and describe your partnership's culture and demonstrate the impact of culture on outcomes and performance
- Explain how the culture manifests itself in terms of leadership style and group activity
- Visualize the ideal culture, and plan for change if necessary



Function

Successful community partnerships have identified a viable function and they build their activities on what is needed and missing in their towns. They do not duplicate the activities of other organisations and they do not deliver unnecessary projects and services. Community partnerships might own assets, sell products and services, deliver projects or simply monitor and influence decision makers.

Module 15

Project Management

Successful community partnerships deliver a plethora of projects and aim to have a holistic approach to project delivery where social, environmental and economic issues are addressed. This module will equip you with general project management skills. You will gain practical experience of using a project management software tool. You will also have the opportunity to apply the techniques used in this module to a project that you are currently working on.

Learning Outcomes

By the end of this course you will be able to:

- Assess risk and plan for crisis management
- Define your project's aims and objectives
- Estimate budgets
- Plan resources including time, money and people
- Understand how to use project management software and Gantt charts

Module 16

Understanding and Quantifying Project Outputs

Funding application forms require you to list your project's outputs and outcomes. You might not struggle to define social and soft outcomes but when it comes to quantifying the economic effect that your project will have, life becomes altogether more complex.

To rise to the top of the pile you need to be able to define and state your outputs and outcomes in a robust manner, this will also help you to deliver stronger and more effective projects in the long term.

Learning Outcomes

By the end of this module you will be able to:

- Define social, environmental and economic outputs and understand how can they be achieved, quantified and recorded
- Understand and state the difference between outputs and outcomes
- Identify the difference between soft and hard outputs
- Identify the tangible outputs of your projects and activities

Module 17

Delivering Capital Projects

This module has been designed to help people looking to develop capital projects, undertake new build developments, renovate existing assets or deliver public realm projects. It will help you work with private developers and it will give you an understanding of the planning process.

Learning Outcomes

By the end of this module you will be able to:

- Understand capital project feasibility, identify and articulate project objectives
- Create a robust project brief
- Set outline requirements including design standards, typical costs and sustainable development
- Appoint a professional team
- Determine operational and exit considerations including costs, ownership and risk
- Identify feasibility study outputs
- Understand project delivery, comprising:
 - Stages of project development (RIBA Stages), what they mean and levels of detail at each stage
 - Construction procurement
 - Project management tools
 - Risk management
 - Cost management
 - Value management
 - Construction design and management regulations
- Understand the delivery of regeneration projects from a market perspective, comprising:
 - An overview of the development process
 - Market analysis
 - Financial appraisals
 - Acquisition and compulsory purchase orders
 - Values and valuation (including typical values of land and buildings)
 - When and why the private sector may be interested in investing
 - An outline of the types of developer/investor
- Planning and Section 106, comprising:
 - An overview of the planning process including timescales
 - Key issues/tactics in submitting applications
 - Section 106, its possible successors and the latest position

Module 18

Asset Transfer

Asset transfer refers to the sale or lease of land and buildings from local authorities and other public bodies to community organisations, either at market value or at a discount, in order to deliver services that meet local needs. It is one way in which local and other public authorities can support the development of social economy organisations, providing them with a means of generating a sustainable revenue stream and becoming self-sufficient, thereby meeting wider strategies for renewal and improved delivery of services at a local level.

Learning Outcomes

By the end of this module you will be able to:

- Assess the issues involved in the transfer of assets
- Understand the pitfalls related to asset acquisition and development through asset transfer

Module 19

Delivering Services and Strategic Engagement

More hospitals, post offices, schools and colleges are being consolidated and moving further away from our smaller towns. Community partnerships are providing a range of solutions to combat this loss of essential services. As well as finding new ways to deliver these services locally they are also influencing and lobbying key decision makers to ensure that the needs of their towns are not neglected or overlooked in the future.

Learning Outcomes

By the end of this module you will be able to:

- Illustrate, using case studies, how community partnerships are working with others to provide new methods for delivering essential services locally
- Explain how community partnerships can engage with schools and colleges to help deliver the training and skills agenda
- Describe how to influence a range of education, transport, housing and skills strategies to help shape local investment plans

Module 20

Influencing the Local Decision Making Process

This module discusses the responsibilities of key policy makers nationally and regionally. It outlines the implications of the new legislation informing the future of community partnerships.

Learning Outcomes

By the end of this module you will be able to:

- Understand the importance of the Sustainable Communities Act: in particular the transfer of functions from one body to another, the power of well-being and the creation of sustainable community strategies
- Learn the relevance of “Communities in control, real people, real power: enhanced local democracy”. Communities and Local Government launched this White Paper to bring about stronger community empowerment, devolution of decision making and enhanced democracy
- Identify how local government re-organisation could impact on your activities: in particular the move towards unitary authorities and the need for partnership to influence sub-regional planning and delivery

Module 21

Understanding and Engaging with the Political System

In some towns the complex mix of two distinct forms of local democracy: representative (voting) and participatory (community involvement), can cause conflict. Legitimacy for local councillors comes because they are elected to serve the community. Leaders of participative community partnerships have no such authority. This can often be a source of local tension and it is no surprise that competing agendas can affect the working relationship between town councils and community partnerships.

Learning Outcomes

By the end of this module you will be able to:

- Fully understand and engage with local authorities
- Understand who does what locally
- Identify duplication in the activities of town and district councils and market town partnerships
- Learn the importance of transparent working practices and public accountability
- Identify the barriers to public participation
- Maximise the potential for community partnerships and town councils to share a vision for their towns and work in harmony to achieve it
- Identify what the future holds for both market town partnerships and town councils

Module 22

Sales and Marketing

If you are delivering services or selling goods there are some generic business skills that are vital whether you are running ICI or a community partnership.

You need to decide what to deliver, who to deliver it to, what price you should charge for delivery and how to let people know about it. You need to research your market, discover what your competition is doing, brand your service or product, and advertise and promote your activities.

Learning Outcomes

By the end of this module you will be able to:

- Understand the essential elements of selling, marketing and customer service
- Complete a marketing template
- Learn how to increase sales of your services immediately



Funding

Sustainable partnerships have multiple streams of income, they might sell products and services, access grant funding, receive core funding, run profit making assets or raise funds locally. They will plan strategically to avoid funding gaps and mission drift.

Module 23

Funding Strategy

A funding strategy is essential if you want to make the most of your limited resources and avoid funding gaps. It is a really practical tool to help you balance strategic long-term priorities with short-term gain. It helps to concentrate the mind and it provides a framework for all stakeholders to work within. It describes:

- What your organisation has been set up to do and its main areas of work
- What your funding needs and priorities are over the next five years
- Costs of delivery
- A description of how you intend to raise the money for delivery
- Your exit strategy

Learning Outcomes

By the end of this module you will be able to:

- Understand the key elements of a funding strategy
- Produce an outline funding strategy for your organisation

Module 24

Finding Funding and Bid Writing

There are many sources of funding for community projects and activities; much of it remains unrecognised and untapped. Once a partnership has identified a funding opportunity it then needs to write an application for funding. This can be an arduous and time consuming activity, but it is so important to provide the correct facts in a clear and simple manner.

Learning Outcomes

By the end of this module you will be able to:

- Identify previously untapped sources of funding for a variety of projects and activities
- Understand the key elements of a funding application form and learn how to provide the information that a funder is looking for
- Prepare successful funding applications to increase your strike rate

Delegates are invited to bring any current applications for funding to this workshop and will receive the support of bid writing experts to help complete them.

Module 25

Fund Raising

Fund raising is an income source that is often underrated and underexploited. Several million pound projects have been funded using money raised from local communities and there are hundreds of schemes available to tailor to meet your needs.

Learning Outcomes

By the end of this module you will be able to:

- Design and deliver exciting and effective fund raising activities in your market town
- Make corporate and event fundraising successful in a recession
- Adapt a fund raising strategy to meet the demands of the current economic climate

Module 26

Negotiating Successfully with Potential Funders and Donors

How often do you meet with private companies and benefactors to discuss sponsorship for your projects? It can be an intimidating and time consuming activity but one, if successful, can reap rewards. This module will provide you with a range of negotiation techniques and tools to help you achieve greater success when negotiating with funders and donors.

Learning Outcomes

By the end of this module you will be able to:

- Make pre-negotiation preparations
- Use techniques, theories and models of negotiation
- Maximise your influence and effectiveness
- Maintain positive relationships with potential donors
- Manage difficult people and issues like power imbalances in relationships



Financial Management

Sound financial management is key to the sustainability of community partnerships. Encompassing all activities which have a financial impact, it provides direction and affects every decision that your partnership makes.

Module 27

Financial Strategy

A financial strategy will help you to identify your partnership's financial needs and sources of funding. Financial strategy should integrate all aspects of your partnerships' operations, from managing project budgets to gathering information for strategic decision-making.

Learning Outcomes

By the end of this module you will be able to:

- Write a financial strategy
- Understand how to address and articulate the financial needs required to achieve your mission, vision, aims and objectives
- Determine who is accountable for your financial management

Module 28

Budgeting

A budget is a financial document used to project future income and expenses.

A robust and realistic budget will enable you to allocate and maximise your partnership's resources and it will help you to identify potential, future financial gaps.

A budget can help you translate your vision into SMART* objectives and, when shared internally, it provides incentives and goals for your partnership staff and members.

Learning Outcomes

By the end of this module you will be able to:

- Prepare a budget on a computer using the spreadsheet program Microsoft Excel and the financial application QuickBooks
- Use a budget to identify individuals who will be directly involved in carrying out activities and use this information to measure their achievements

*SMART – specific, measurable, achievable, realistic and time bound

Module 29

Accounting

Effective accounting provides a partnership with the knowledge that it needs to build a sustainable future. By keeping, presenting and interpreting financial information you will be able to calculate whether you are a profitable and healthy partnership or one which is perilously short of finance. Accounting encompasses bookkeeping, profit and loss, cash flow, balance sheets, and the management of financial transactions.

Accounts are regular summaries of your financial activities and they can be used to share information with members, stakeholders and funders. They can also be used to make decisions about your future.

Learning Outcomes

By the end of this module you will be able to:

- Understand double-entry bookkeeping and financial accounting
- Understand how to read and use a profit and loss report
- Understand how to read and use a balance sheet
- Create a cash flow
- Prepare basic accounts using an Excel spreadsheet
- How to recruit and work with an accountant

Module 30

Tax

Community partnerships are diverse, they have complex legal forms, they may be charities and they can also have trading arms. This makes the payment of tax a potential minefield. If community partnerships have a question regarding tax they are advised to seek professional advice; however this module will help to clarify the most common pitfalls.

Learning Outcomes

By the end of this module you will be able to:

- Understand when your activities will be subject to VAT, Corporation Tax and Income Tax
- Identify allowable costs

Module 31

Full Cost Recovery

Successful community partnerships attempt to cover all of their costs whenever they deliver projects and services for a third party; and even manage to make a financial surplus. It is not easy, however, to price services in a realistic manner. Partnerships tend to consider only the costs directly related to project delivery (direct costs), rather than their indirect (overhead) costs.

Full cost recovery means recovering the total costs of your project or activity, including the relevant proportion of all overhead costs.

Learning Outcomes

By the end of this module you will be able to:

- Understand and calculate the full and exact costs of projects or services
- Understand the full impact of project and service delivery on the shared resources of your partnership
- Calculate the precise level of funding/income that you will require when you are writing bids and tenders

Module 32

Triple Bottom Line Accounting

The calculation of Social Return On Investment (SROI) aims to help organisations understand and manage the social, environmental and economic value that they are creating – the triple bottom line.

This module will demystify the processes for measuring social return and help you to decide what you should try to measure, what answers you should expect, what the pitfalls are and where you should begin.

Learning Outcomes

By the end of this module you will be able to:

- Understand the tools that are available for SROI analysis and how these tools are used
- Be able to complete a SROI analysis for your partnership



Forward Planning

Sustainable community partnerships have a clear strategic direction; they have both long- and short-term goals and work both independently and in partnership with others. They have clear and transparent planning documents which are updated regularly to reflect political and social changes.

Module 33

Strategic Planning

All community partnerships, however small, need to plan in order to respond to competitive environments that are changing over time. Planning in a strategic way will help you to understand broader issues and set longer term goals. It will make the partnership stronger and more sustainable.

This module will enable you to engage the board, your volunteers and staff in the strategic planning process.

Learning Outcomes

By the end of this module you will be able to:

- Clarify your key abilities as an organisation
- Use a balanced scorecard planning and management system to align your activities to your vision statement
- Understand your strengths and weaknesses and identify the opportunities and threats facing your partnership using the SWOT, PEST and Porter's 5 Forces tools
- Assess the impact of your activities
- Determine new directions and find new markets for your activities and services
- Clarify your vision and mission

Module 34

Business Planning

Within community partnerships there can be an overemphasis on the social aspect of activities, and core business practices tend to get overlooked. Many partnerships fail because members have not planned for the future and they have not addressed key business basics.

This very practical workshop takes you through the essential steps of business planning. Exercises lead you through the various pitfalls and contingencies that you need to have considered and provided for. You will also learn to ensure that your vision, milestones, goals and outcomes are understood and shared by others in your market town partnership.

Learning Outcomes

By the end of this module you will be able to:

- Understand the essential components of a business plan
- Write a business plan

Module 35

Quality Assurance

PQASSO (Practical Quality Assurance System for Small Organisations) is a simple, user-friendly quality assurance system designed to help you run your partnership more efficiently. It offers a flexible approach to quality which allows your partnership to work at its own pace. It will help you take a systematic look at what you do, identify areas where you are doing well and areas where you need improvement. PQASSO helps you to plan, budget and allocate the resources for making these improvements over a realistic time period.

Learning Outcomes

By the end of this module you will be able to:

- Create and implement a PQASSO assurance system

Module 36

Performance Management

Performance Management is a strategic and integrated process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance.

Learning Outcomes

By the end of this module you will be able to:

- Assess your partnership's human resource policies, culture, style and communications systems
- Improve the development and performance of individuals working with you
- Improve your methods for sharing expectations with your board, staff and volunteers
- Plan and measure your expectations for staff using a flexible performance management framework
- Use performance and development reviews, learning and development diagnostics and coaching techniques

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