

# PATH TO IMPACT

## FINAL REPORT



Prepared by RF  
Associates





## Acknowledgements

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Our final thank you goes to the participating organisations that have given their time and commitment to undertake the CCAT assessment.

A list of participating organisations can be found at Appendix 1. Some organisations chose not to be listed as part of the programme.

## 1. Foreword

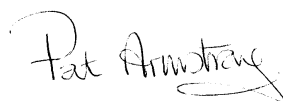
From our leadership positions as the Chief Executives of membership based organisations we are fully aware of the need to continually invest and build the capacity and capabilities of our sector. Investing in the capacity needs of the sector has not always been a priority over recent years so this work has been particularly welcomed.

The external environment has impacted on the direction, shape and culture of Third Sector organisations. Subsequently, this period of change has resulted in many Third Sector organisations involved in an internal analysis, focused on their effectiveness, ethos, sustainability, impact and independence.

Therefore, when Big Lottery UK made this three year investment we understood the significance this would have for the organisations who we were able to support. Once the funding was secured our first challenge was to select the organisations, with demand outstripping supply, with 298 registering their interest to participate in the three-year programme. Although the project could only support 100 organisations, the reach of the learning will spread much more widely across the sector. This research provides a detailed picture on the current capacity needs of Third Sector organisations thus, enabling funders to support the long term goal of sustainability to ensure that the organisations they invest in, deliver on their mission which initially attracted the funder to that organisation. It also allow the organisations to reflect on their own status and develop an action plan to move forward, alongside working with their peers to share learning and support. The three-year project is now coming to its end, with our ambition to build the capacity of the organisations involved both by providing support through our own programmes, and by providing the evidence base to better inform funders on the need to invest in building the capacity of our sector.



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## 2. Executive Summary

### 1. Summary project background

The Path to Impact Programme was an innovative pilot programme funded by the Big Lottery Fund, developed in conjunction with CO3 (Chief Officers Third Sector), ACOSVO (Association of Chief Officers of Scottish Voluntary Organisations) and Dr John Brothers.

There were a number of different elements as to the originality of this project:

- It was the first time that Northern Ireland and Scottish Third Sector organisations participated in a joint project focussed on capacity building.
- The programme provided access to the **Core Capacity Assessment Tool (CCAT)** which is an online survey tool that measures organisational health, examining an organisation's capacity in four areas. The emphasis on examining capacities is an important element of the originality of this study.
- The community of learning that evolved with the number and range of organisations involved in the programme. Having 50 organisations in each region participate in the programme in parallel brought a different dimension to the programme.
- The fact that Boards and Staff members were involved in an exercise examining the capacity needs of their organisation.
- The follow up activities, workshops and conferences to discuss the findings at a high level.
- A tool that provides a measure of the organisational culture and a lifecycle assessment.
- The one-to-one follow-up with Board and Senior Management team to discuss the findings in more detail and encourage an action plan to address needs highlighted.

The table below highlights the core capacity areas covered within the tool. Under each capacity there are a number of sub-capacities. The detail of the scoring and sub-capacities is laid out in Appendix 2.

**Figure 1: Core capacity areas**

<b>Adaptive Capacity</b>	The ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes.
<b>Leadership Capacity</b>	The ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, in an effort to achieve the organisational mission.
<b>Management Capacity</b>	The ability of a non-profit organisation to ensure the effective and efficient use of organisational resources.
<b>Technical Capacity</b>	The ability of a non-profit organisation to implement the key operational and programmatic functions.
<b>Organisational Culture</b>	Assessed under three values: Empowering, re-energizing, unifying.

As the table above shows the CCAT also includes a measure of organisational culture, as it has a significant impact on each of the other capacities.

The programme provided assistance for **100 community and voluntary sector organisations** to complete the tool and access associated support to address the issues raised. Fifty of the organisations were based in Northern Ireland and 50 in Scotland, allowing, for the first time, a direct comparison between the two countries.

As both Board and staff team members completed the CCAT, the process also provided an opportunity to examine their different perspectives. The qualitative feedback suggested that this helped to change the dialogue between Board and Senior Management Teams, and as a result strengthened those relationships.

In Northern Ireland, the CCAT was completed at the start of the programme, Phase one, between April and May 2016 and then again at Phase two, between October and November 2017 to track any changes and developments. In Scotland Phase one took place between May and November 2016 and Phase two took place between October 2017 and February 2018.

In the intervening period between phase one and two, organisations were encouraged to pursue the action plans that they were supported to develop post the first CCAT.

This report sets out and compares the two sets of data, considering how voluntary and community organisations in both countries score in relation to the areas of capacity, and how this has changed over the course of the programme. The report also examines organisations' views on their involvement in the programme.

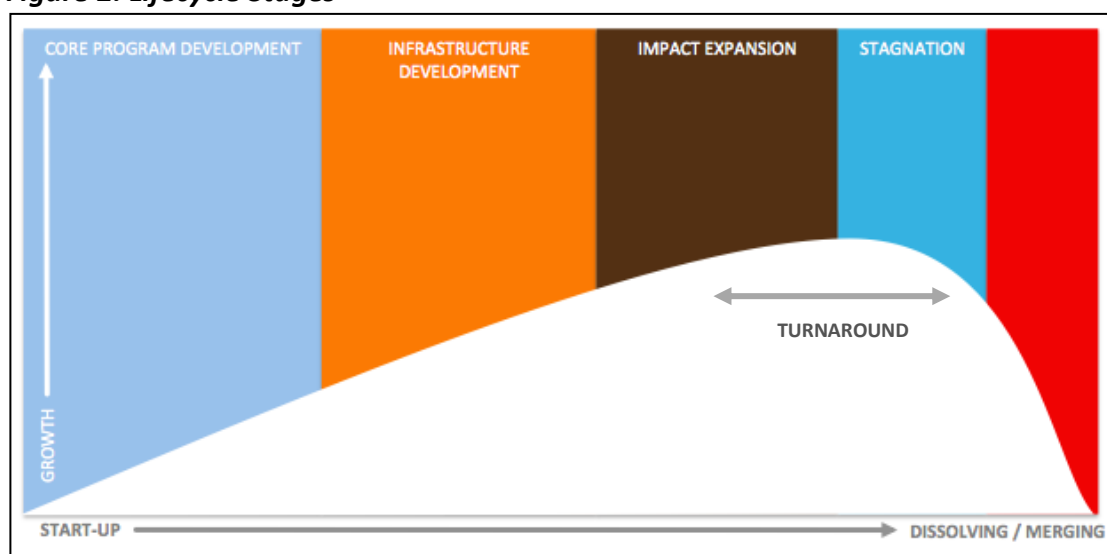
Through the online CCAT survey process scores are given to each sub-capacity, and then each capacity overall. The scores are based on a 300-point scale, with scoring being categorised as follows:

- **230 and greater – STRONG**
- **190 – 229 – SATISFACTORY**
- **Less than 190 – CHALLENGING**

Low scores are used to identify capacities that may require attention, and high scores to demonstrate areas of strength. Participating organisations requested a number of Board and senior staff to complete the CCAT and mean scores are calculated for Board and staff members, separately and together. CO3 and ACOSVO recommended that a minimum of three Board and three senior staff members should complete the CCAT.

The CCAT developers also created a lifecycle model. The programme assigns a rudimentary Organisational Lifecycle Stage to each organisation: Core Programme Development, Infrastructure Development, Impact Expansion, Stagnation or Dissolving/Merging.

**Figure 2: Lifecycle Stages**



The 100 organisations participating in the programme are of varying size in terms of annual budget and staffing, and are drawn from a range of areas of work. More information can be found about the organisations participating at the start of Section five. Each participating organisation received their own individual organisational CCAT reports with associated commentary on their scoring and recommendations. A one-to-one session with the consultancy support team was held after the completion of each CCAT to consider the issues raised.



## 2. Headline data summary

An overview of the average scoring across the capacities and sub-capacities between 2016 and 2018 highlights the following data trends:

- Across the two countries capacities remain **strongest in the realm of Management**, and **weakest in relation to Technical**, though the overall Technical Capacity average is safely in the Satisfactory zone.
- **All capacities and sub-capacities average scores have increased** over time except for two sub-capacities:
  - **Programme Resource Adaptability** declined by two points
  - There was no change in the **Leadership Influence** average score
- Of those sub-capacities and capacities that increased:
  - 17 scores increased by five or more points, and of these, six increased by 10 or more points.
  
- In general **Board scores are higher than those of staff members**, with Northern Ireland Boards being more positive than Scottish Boards, particularly around Management capacities and Adaptive capacities.
  
- Organisations in the lifecycle stage **Impact Expansion, in both 2016 and 2018, were likely to have stronger scores** versus those in the **Programme Development** stage.
- It is also the case that organisations with more human and financial resources, that is **those with resources over £1million, were more likely to score Strongly overall.**
  
- However regardless of organisational budget and lifecycle, consistent challenges remain clear in the data. Four sub-capacity areas have remained resolutely in the challenging zone despite 10 plus point increases in two of the areas between 2016 and 2018. The challenging areas across the sector remain to be:
  - **Leadership Sustainability:** *Cultivating organisational leaders, avoiding an over-reliance on one leader and planning for leadership transition*
  - **Programme Resource Adaptability:** *Easily adapting to changes in programme resources, including funding and staff*
  - **Marketing Skills:** *Ability to communicate effectively with stakeholders, internal and external*
  - **Fundraising Skills:** *Ability to develop necessary resources for efficient operations, including management of donor relations*

<b>Figure 3: Average scores 2016 and 2018</b>		<b>Northern Ireland + Scotland</b>		
<b>Capacity Area</b>	<b>Sub-capacity</b>	Average 2016	Average 2018	Change
Management	Manager-to-Staff Communication	246	249	+ 3
Management	Financial Management	241	242	+ 1
Management	Managing Programme Staff	246	247	+ 1
Management	Assessing Staff Performance	231	235	+ 4
Management	Managing Performance Expectations	230	232	+ 2
Management	Staff Development	234	237	+ 3
Management	Supporting Staff Resource Needs	222	226	+ 4
Management	Problem Solving	220	221	+ 1
Management	Volunteer Management	226	229	+ 3
Management	Program Staffing	219	222	+ 3
Management	Conveying Unique Value of Staffing	202	208	+ 6
Leadership	Leader Vision	258	259	+ 1
Leadership	Internal Leadership	239	242	+ 3
Leadership	Leadership Influence	220	220	0
Leadership	Board Leadership	207	215	+ 8
Leadership	Leadership Sustainability	161	168	+ 7
Adaptive	Environmental Learning	248	252	+ 4
Adaptive	Decision-Making Tools	233	236	+ 3
Adaptive	Organisational Learning	214	223	+ 9
Adaptive	Programmatic Learning	218	226	+ 8
Adaptive	Organisational Resource Sustainability	202	204	+ 2
Adaptive	Program Resource Adaptability	174	172	- 2
Organisational Culture	Empowering	239	242	+ 3
Organisational Culture	Unifying	214	215	+ 1
Organisational Culture	Re-energizing	196	203	+ 7
Technical	Technology	217	222	+ 5
Technical	Financial Management Skills	217	227	+ 10
Technical	Service Delivery Skills	224	232	+ 8
Technical	Program Evaluation Skills	204	214	+ 10
Technical	Technology Skills	205	212	+ 7
Technical	Outreach Skills	208	214	+ 6
Technical	Facilities	207	214	+ 7
Technical	Facility Management Skills	198	210	+ 12
Technical	Legal Skills	196	207	+ 11
Technical	Marketing Skills	174	188	+ 14
Technical	Fundraising Skills	164	177	+ 13

<b>Figure 4: Average scores by country</b>		<b>Northern Ireland</b>			<b>Scotland</b>		
<b>Capacity Area</b>	<b>Sub-capacity</b>	Av 2016	Av 2018	Change	Av 2016	Av 2018	Change
Management	Manager-to-Staff	250	251	+ 1	243	246	+ 3
Management	Financial Management	242	246	+ 4	240	239	- 1
Management	Managing Programme	249	250	+ 1	244	245	+ 1
Management	Assessing Staff	237	240	+ 3	225	229	+ 4
Management	Managing Performance	232	230	- 2	228	233	+ 5
Management	Staff Development	233	236	+ 3	235	238	+ 3
Management	Supporting Staff Resource	223	233	+ 10	220	219	- 1
Management	Problem Solving	221	221	0	219	221	+ 2
Management	Volunteer Management	222	224	+ 2	231	233	+ 2
Management	Program Staffing	218	222	+ 4	221	221	0
Management	Conveying Unique Value	202	211	+ 9	202	206	+ 4
Leadership	Leader Vision	262	261	- 1	255	257	+ 2
Leadership	Internal Leadership	240	242	+ 2	240	242	+ 2
Leadership	Leadership Influence	221	222	+ 1	220	218	- 2
Leadership	Board Leadership	212	218	+ 6	203	212	+ 9
Leadership	Leadership Sustainability	168	174	+ 6	154	162	+ 8
Adaptive	Environmental Learning	249	253	+ 4	247	251	+ 4
Adaptive	Decision-Making Tools	237	240	+ 3	230	232	+ 2
Adaptive	Organisational Learning	226	228	+ 2	203	218	+ 15
Adaptive	Programmatic Learning	226	232	+ 6	210	221	+ 11
Adaptive	Organisational Resource	201	207	+ 6	205	200	- 5
Adaptive	Program Resource	183	177	- 6	165	167	+ 2
Culture	Empowering	240	241	+ 1	238	242	+ 4
Culture	Unifying	214	214	0	214	216	+ 2
Culture	Re-energizing	194	202	+ 8	198	204	+ 6
Technical	Technology	223	234	+ 11	212	210	- 2
Technical	Financial Management	226	232	+ 8	208	221	+ 13
Technical	Service Delivery Skills	225	231	+ 6	223	232	+ 9
Technical	Program Evaluation Skills	212	219	+ 7	197	210	+ 13
Technical	Technology Skills	211	217	+ 6	201	206	+ 5
Technical	Outreach Skills	206	217	+ 9	210	211	+ 1
Technical	Facilities	206	220	+ 14	208	208	0
Technical	Facility Management Skills	203	216	+ 13	194	204	+ 10
Technical	Legal Skills	197	209	+ 12	195	206	+ 11
Technical	Marketing Skills	177	192	+ 15	172	184	+ 12
Technical	Fundraising Skills	167	181	+ 14	162	174	+ 12

### 3. Summary reflections

Much of this report focuses on the breakdown of numerical data created by the Core Capacity Assessment Tool (CCAT) as a means of informing the Path to Impact project. Each organisation received its own individualised set of reports. Overall feedback on the programme was generally very positive.

In relation to the CCAT itself most respondents agreed it was accurate in the information that it provided to them. Interestingly, participants commented that while the CCAT results did not reveal new challenges it focussed their organisation's attention on strengths and areas for development. It created opportunities for honest discussion that otherwise might not have occurred. Respondents were very positive about the one-to-one sessions which helped them to develop an action plan in response to the first CCAT report; some respondents noted the project to be 'transformative' for their organisation.

While reporting on staff perspectives as recorded by the online survey, this report focuses on the average scores, on the basis of country, Board/staff responses, budget and stage of organisational lifecycle. These average scores allow broad trends to be recognised between the beginning and end of the project. CCAT, of course, has limitations as it is a self-assessment tool; this allows for organisations to both 'mark harder' or show generosity! Despite this, many clear trends are evident in the data and the numbers generated put a sharp focus on areas of strength and weakness.

A noticeable trend in 2016 which continued in 2018, is that Board mean scores are almost always higher than staff mean scores. The numerical data does not reveal the reason, but it has always been clear both Board and staff inevitably have separate perspectives. A key outcome of this project was that CCAT helped make these different viewpoints explicit. There was recognition that any development work had to be founded upon both bodies working more closely together. Respondents to the online survey noted the need for a "joint organisational view", as well as the effects on the organisation if there was not one.

Out of the four capacity areas (Management, Adaptive, Leadership and Technical) Management Capacity remains strongest no matter what criteria is used to measure it. Of course, nearly all those completing the CCAT were in a management or governance role themselves so perhaps these high scores are not surprising. An organisation's budget according to the data seems to have little or no effect on its assessment of its capacity to manage. The second strongest area is Adaptive Capacity. All organisations scored well, however the data would suggest, not surprisingly, that the larger an organisation's budget, the more capacity it has to monitor, assess and respond to change. One of the two highest scoring sub-capacities overall Environmental Learning (collaborating and networking with other community leaders and funders) is also part of Adaptive Capacity. It is possible this capacity is a by-product of the political uncertainty both countries have experienced over the last decade. The other high scoring sub-capacity was Leader Vision, part of

Leadership Capacity which is, again, unsurprising given the value basis of the sector and the fact that it was mainly leaders who completed the CCAT.

The lowest scoring capacity area, as agreed by all criteria, was, and remains, Technical Capacity. Some of the skills listed in the sub-capacities are of varying importance to organisations, which should be borne in mind when reading the scores. There is room for optimism, however, as although this is the capacity with *lower* scores, overall it is the Capacity with most improvement between the first and second CCAT assessment, especially in Marketing and Fundraising skills.

Two other low scoring sub-capacities outside of Technical Capacity are Leadership Sustainability (Leadership Capacity) and Program Resource Adaptability (Adaptive Capacity). Leadership Sustainability was a topic of sector-wide concern before this project, and a key element of discussion during it. While organisations with the smallest budgets did increase their score, all other organisations' scores decreased. On the whole, this might signify that organisations have realised how much development is needed in this area. Similarly, Program Resource Adaptability (easily adapting to changes in programme resources, including funding and staff) decreased slightly overall, and in four out of five budget groups. If this score is a direct result of the constraints of funding, there is a need for an urgent examination of what needs to change in current funding structures.

Outside of the four capacities, CCAT also measured Organisational Culture, which recorded a slight improvement in scores overall, but has otherwise retained its position in the upper half of the Satisfactory category. The Re-energizing sub-capacity (supporting time for staff to reflect on their work, socialise, and reconnect with why they are doing the work) remains the lowest aspect of Organisational Capacity and links to Conveying Unique Value of Staff (providing positive feedback, rewards, and *time for reflection*) the lowest ranking sub-capacity in Management. When considered with the 'Board-Staff' scoring gap, evidenced in the Board Leadership sub-capacity scores for example, there is clearly work for the sector to do on how staff time is allocated to engage with the broader vision of an organisation and reflect on what they bring to this individually, as well as part of a staff team.

The data trends would also suggest the level of progress made during the Path to Impact project correlates to the annual budget of an organisation; the larger the budget the greater the impact. Smaller organisations made numerical increases in some sub-capacities (particularly in Technical) but struggled to maintain their previous scores in the majority of the sub-capacities. This would suggest that with limited staff resources, while some areas were in focus, other areas received less attention. Respondents from smaller organisations noted the project created more work, that was obviously shared between fewer people. While the one-to-one sessions were greatly valued, more external support to make robust self-assessment and monitor development plans could be provided in the future. Thought might also be given to skewing assistance in favour of smaller organisations.

While the overall response to the project was very positive, respondents made a number of suggestions regarding the future. First, there is a need to manage expectations; many organisations were expecting more help than they received, a point already noted for consideration. There was also a recurring theme of clarity around some of the 146 questions in CCAT, particularly a need to change some of the wording to better reflect practice in the UK. A number of respondents commented on the relatively short space of time between the beginning and end of the project, feeling that more could have been achieved in a longer period. That said, many aspects not fully developed during the project remain on organisational action plans, and some respondents said they were keen to repeat the Path to Impact process in the future.

Finally, the voluntary and community sector might also give thought to how the nature of this Path to Impact programme is communicated to funders. This programme demonstrates there is much more to the health of an organisation than just the outcomes of the projects it delivers. While funders tend to be attracted to the intentions of a project, any project will only be as good as the people who deliver it, who are in turn affected by the capacities of their organisation.

The tables which follow provide a summary of the average scores achieved across the whole project sample in each of the years 2016 and 2018, and then broken down by country. A basic traffic light system is used to highlight the categories of scoring according to the CCAT (Green = Strong scoring, Orange = Satisfactory, Red = Challenging).

Prior to considering the detailed table of results it is worth being reminded of the scoring framework again:

The scores are based on a 300-point scale, with scoring being categorised as follows:

- **230 and greater – STRONG**
- **190 – 229 – SATISFACTORY**
- **Less than 190 – CHALLENGING**

It is important to note that given the range of scoring some scores may be only just in a category or a small number of points away from moving a category, for example some scores are at the top of the challenging zone, others are just a few points into the Satisfactory zone, while others a few points of being Strong.

### **3. Background to the Path to Impact Programme**

#### **3.1 What is the Path to Impact Programme?**

Developed in conjunction with CO3 (Chief Officers Third Sector), ACOSVO (Association of Chief Officers of Scottish Voluntary Organisations) and Dr John Brothers the Path to Impact Programme is an exploration of the current capacity of Third Sector organisations (TSOs) in Northern Ireland and Scotland. The programme applied the Core Capacity Assessment Tool (CCAT), which is an online survey that measures organisational health, examining an organisation's capacity in four areas, as well as considering their organisational culture, and providing an assessment of lifecycle stage.

The capacities are detailed below:

- Adaptive capacity
- Leadership capacity
- Management capacity
- Technical capacity
- Organisational culture.

The lifecycle stages are below:

- Core Programme Development, Infrastructure Development, Impact Expansion, Stagnation or Dissolving/Merging.

The programme offered 100 organisations, 50 in each country, the opportunity to use the CCAT to measure their organisational health and resilience. Subsequently, each organisation received a one-to-one meeting to discuss the findings and to explore how to address highlighted issues.

Post the initial CCAT, organisations were encouraged to develop a focused action plan to address the issues raised. Organisations then had the chance to repeat the CCAT 18 months later to see if the work they had completed in the intervening period had made a difference.

The Path to Impact programme aimed to deliver on the following three outcomes:

1. Build a resilient high impact Third Sector, by identifying specific capacity needs through a comprehensive online assessment and responding with an appropriately tailored programme of support.
2. Create a more sustainable Third Sector through an evidence based approach that will enable organisations to assess their current capacity and develop a more viable business model and approach.
3. Enable grant makers to prioritise the emerging capacity needs of the sector, thus responding with value-adding change, to build a resilient, strong and vibrant

Third Sector.

### **3.2 How did organisations get involved with the Path to Impact Programme?**

Third Sector organisations were invited to apply to the CO3/ACOSVO programme. CO3 and ACOSVO implemented a robust marketing plan to ensure that the details of the programme reached a wide audience and offered the opportunity to engage. These marketing activities extended beyond the membership of ACOSVO and CO3. Information workshops were held and recorded, three in Northern Ireland and two in Scotland, and were then made available online.

The response to the programme was excellent, with almost 300 organisations applying for a place, highlighting the level of interest from Third Sector Organisations in accessing this support. One hundred organisations (50 from each country) were awarded a place on the programme, having been informed that the programme would require a significant time commitment to get the most out of participation. In the selection process, CO3 and ACOSVO tried to ensure a broad spectrum of Third Sector organisations across Scotland and Northern Ireland, accounting for the different areas of work, as well as size and scale of organisation. Spaces were allocated anonymously and randomly, though still ensuring as broad a representation of the sector as possible.

Over the course of the programme there has been some change in the cohort of organisations involved due to various organisational issues. 90% of organisations involved at the beginning were still involved at the end. The list of organisations who have been involved with the programme is included at Appendix 1. This list does not include all organisations, as not all organisations gave permission for their involvement to be publicised.

### **3.3 What is the CCAT and what does it measure?**

The CCAT is a 146-question online survey that measures an organisation's effectiveness in relation to five areas. Each Core Capacity area (Adaptive, Leadership, Management and Technical capacities, and Organisational Culture) are broken into multiple sub-categories to provide the most accurate depiction possible. Due to the self-assessment nature of the CCAT, the scores gathered are the organisation's own view of how it fulfils the various sub-categories.

Staff and Board from different levels in organisations can complete the CCAT. Participants on the Path to Impact Programme allowed for a group of staff members in management and leadership positions to complete the questionnaire, as well as a group of Board members, therefore two scores are provided throughout this report.

The following table highlights the overall capacities and their associated sub-categories:



<b>Figure 5 – Table of Capacities and Sub-Capacities</b>	
<b>Capacities</b>	<b>Description</b>
<b>Adaptive Capacity</b>	<p><b>Adaptive Capacity</b> is described as, <i>‘the ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes’</i>. It is broken down into the following sub-capacities:</p> <ul style="list-style-type: none"> <li>□ <b>Decision-Making Tools:</b> Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)</li> <li>□ <b>Environmental Learning:</b> Using collaboration and networking with community leaders and funders to learn about what’s going on in the community, and stay current with what is going on in the field</li> <li>□ <b>Organisational Learning:</b> Self-assessing, using assessment data/ findings to conduct strategic planning, and following through on strategic plans</li> <li>□ <b>Organisational Resource Sustainability:</b> Maintaining financial stability in order to adapt to changing environments</li> <li>□ <b>Programme Resource Adaptability:</b> Easily adapting to changes in programme resources, including funding and staff</li> <li>□ <b>Programmatic Learning:</b> Assessing the needs of clients and using programme evaluation as a learning tool</li> </ul>
<b>Leadership Capacity</b>	<p><b>Leadership Capacity</b> is described as <i>‘the ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, all in an effort to achieve the organisational mission’</i>. It breaks down into the following sub-capacities:</p> <ul style="list-style-type: none"> <li>□ <b>Board Leadership:</b> Board functioning with respect to: <ul style="list-style-type: none"> <li>1. <b>Empowering</b> through connecting people with the mission and vision of the organisation</li> <li>2. <b>Holding</b> organisational leaders accountable for progress toward achieving the mission and vision</li> <li>3. <b>Conducting</b> community outreach to educate and garner resources</li> <li>4. <b>Meeting</b> regularly and providing fiscal oversight</li> </ul> </li> <li>□ <b>Internal Leadership:</b> Organisational leaders apply a mission-centred, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them</li> <li>□ <b>Leader Influence:</b> Ability of organisational leaders to persuade their Board, staff and community leaders/decision-makers to take action)</li> <li>□ <b>Leader vision:</b> Organisational leaders formulate and motivate others to pursue a clear vision</li> <li>□ <b>Leadership Sustainability:</b> Cultivating organisational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)</li> </ul>

<b>Management Capacity</b>	<p><b>Management Capacity</b> is described as <i>‘the ability of a non-profit organisation to ensure the effective and efficient use of organisational resources’</i>. The CCAT breaks this down in to the following areas of sub-capacity:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Assessing Staff Performance:</b> Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities</li> <li><input type="checkbox"/> <b>Conveying Unique Value of Staff:</b> Providing positive feedback, rewards, and time for reflection</li> <li><input type="checkbox"/> <b>Financial Management:</b> Managing organisational finances, including staff compensation</li> <li><input type="checkbox"/> <b>Manager to Staff Communication:</b> Open channels of communication between managers and staff, including how open managers are to constructive feedback</li> <li><input type="checkbox"/> <b>Managing Performance Expectations:</b> Facilitating clear and realistic expectations among staff.</li> <li><input type="checkbox"/> <b>Managing Programme Staff:</b> Managing to ensure that programme staff have the knowledge, skills, and cultural sensitivity to effectively deliver services</li> <li><input type="checkbox"/> <b>Problem Solving:</b> Organisational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process</li> <li><input type="checkbox"/> <b>Programme Staffing:</b> Staffing changes as needed to increase and/or improve programs and service delivery</li> <li><input type="checkbox"/> <b>Staff Development:</b> Coaching, mentoring, training, and empowering staff to improve their skills and innovate</li> <li><input type="checkbox"/> <b>Supporting Staff Resource Needs:</b> Providing the technical resources, tools, systems, and people needed to carry out the work</li> <li><input type="checkbox"/> <b>Volunteer Management:</b> Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers</li> </ul>
<b>Technical Capacity</b>	<p><b>Technical Capacity</b> is described as the ability of a non-profit organisation to implement all of the key organisational and programmatic functions, this includes the following sub-categories:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Facilities:</b> The proper facilities (space, equipment, amenities, etc.) to run efficient operations</li> <li><input type="checkbox"/> <b>Facility Management Skills:</b> Ability to operate an efficient facility</li> <li><input type="checkbox"/> <b>Financial Management Skills:</b> Ability to ensure efficient financial operations</li> <li><input type="checkbox"/> <b>Fundraising Skills:</b> Ability to develop necessary resources for efficient operations, including management of donor relations</li> <li><input type="checkbox"/> <b>Legal Skills:</b> Ability to engage proper legal engagement and coverage</li> <li><input type="checkbox"/> <b>Marketing Skills:</b> Ability to communicate effectively with stakeholders, internal and external</li> <li><input type="checkbox"/> <b>Outreach Skills:</b> Ability to do outreach, organizing and advocacy</li> <li><input type="checkbox"/> <b>Programme Evaluation Skills:</b> Ability to design and implement an effective evaluation</li> <li><input type="checkbox"/> <b>Service Delivery Skills:</b> Ability to ensure efficient and quality services</li> <li><input type="checkbox"/> <b>Technology:</b> Resources (equipment, systems, software, etc.) to run efficient operations</li> <li><input type="checkbox"/> <b>Technology Skills:</b> Ability to run efficient operations</li> </ul>

<b>Organisational Culture</b>	Organisational culture as part of the CCAT is assessed under three values: <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Empowering:</b> Promoting proactivity, learning, and a belief in the value and ability of staff and clients</li> <li><input type="checkbox"/> <b>Re-energizing:</b> Supporting time for staff to reflect on their work, socialise, and reconnect with why they are doing the work</li> <li><input type="checkbox"/> <b>Unifying:</b> Engendering open and honest communication across all levels in the organisation, leading to a sense of a cohesive “group identity”</li> </ul>
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A score results from the survey completions and is awarded in each sub-capacity and then for each capacity overall. The scores are based on a **300-point scale** (see Figure 6 below) where everything from 230 to 300 points means your organisation is Strong in this capacity / sub-capacity. Everything between 190 and 229 points means the score is Satisfactory and a score lower than 190 points is seen as an area that needs to be strengthened. If an organisation scores below 190, it does not mean that an organisation is in distress. However, it does mean that focussing on strengthening those capacities may be crucial for an organisation’s growth and/or improvement.

**Figure 6: 300-point scale**

<input type="checkbox"/> 230 and greater ... <b>Strong</b> <input type="checkbox"/> 190 – 229 ..... <b>Satisfactory</b> <input type="checkbox"/> Less than 190 ..... <b>Challenging</b>
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Very few organisations score above 270. Low scores are used to identify capacities that require attention or skills that need improvement.

In the report prepared for each organisation an Organisational Lifecycle Stage was included (see Figure 7 below), which is based on the idea that much like as people go through lifecycle stages, organisations also experience a lifecycle. This is well recognised in the business world. The model developed by TCC, the author of the CCAT, is rudimentary it describes five non-profit lifecycle stages.

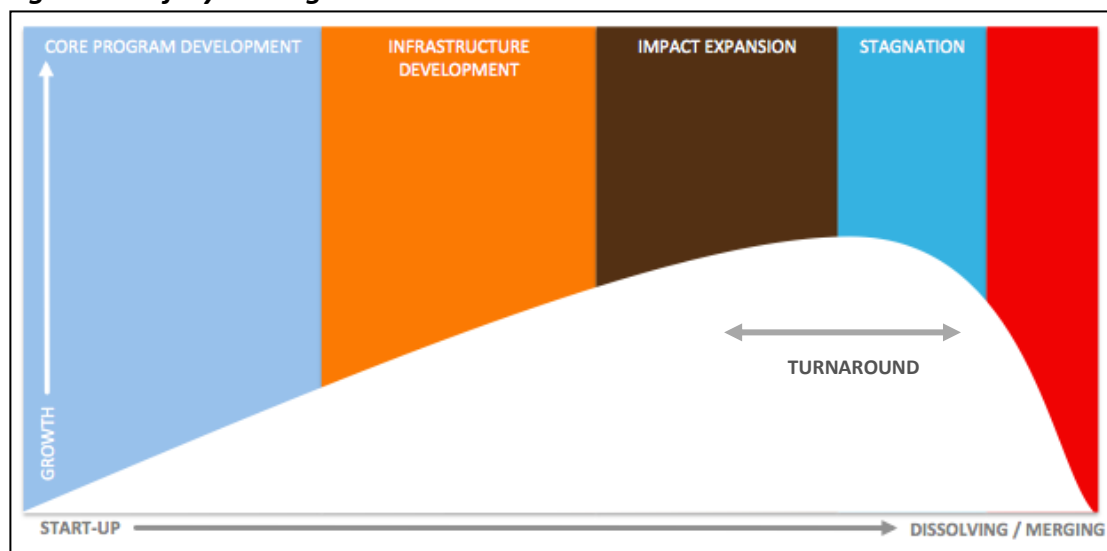
An organisation’s lifecycle is seen as an additive process where each successive stage requires more growth from the prior stages. This means more sophisticated core programme development is required in each of the later stages and more sophisticated infrastructure development is required during Impact Expansion. Each of the stages are described below:

- Core Programme Development:** development of a set of programmes that are central to mission success and have begun achieving a consistent level of desired results for those being served.
- Infrastructure Development:** development of an organisational infrastructure necessary for supporting core programmes and increasing the number of clients or service recipients.
- Impact Expansion:** achieving impact expansion through activities bringing together an organisation’s programs and leadership with other community resources. This often involves engaging in activities like collaboration, strategic

alliances, partnerships, and joint policy and advocacy efforts, in order to create a greater change.

- **Stagnation:** not adapting to an organisation’s contextual factors.
- **Dissolving / Merging:** due to mission drift, or becoming irrelevant in their current context, organisations may become ready to dissolve. Alternatively, they may be better served by merging with another, healthier organisation in order to make better use of their resources together.

**Figure 7 – Lifecycle Stages**



### 3.4 Activities to support the Path to Impact programme

In Northern Ireland CO3 supported the Path to Impact programme with a number of activities:

1. Developing three thematic working groups: Financial Management, Human Resources, Marketing and Communications. These groups meet quarterly and are composed of CEOs and Senior Managers to learn and share from one another.
2. Developing an income generation programme: 8 single days that focused on a variety of subjects.
3. Providing two workshops on succession planning: one as a webinar and one on site.

In Scotland, ACOSVO developed the following new services/offerings after the first set of CCAT responses came in:

#### Leader Vision

- 360° Appraisal Service ( [acosvo.org.uk/360-leadership-appraisal](https://acosvo.org.uk/360-leadership-appraisal) )
- Leadership Conversations Event ( [acosvo.org.uk/events](https://acosvo.org.uk/events) )

#### Environmental Learning

- Path to Impact Peer Network
- TFN Chief Encounters ( [thirdforcenews.org.uk](http://thirdforcenews.org.uk) )
- Travelling Chief Exec ( [acosvo.org.uk/events](http://acosvo.org.uk/events) )

#### **Managing Staff**

- Mediation Service ( [acosvo.org.uk/mediation](http://acosvo.org.uk/mediation) )
- Consultancy Support ( [acosvo.org.uk/member-benefit](http://acosvo.org.uk/member-benefit) )

#### **Leadership Sustainability**

- Interim Executive Service ( [acosvo.org.uk/interim-executive-service](http://acosvo.org.uk/interim-executive-service) )

#### **Organisation Resource Sustainability**

- ACOSVO Resource Strategy
- “Leading Great Fundraising Organisations” Residential ( [acosvo.org.uk/events](http://acosvo.org.uk/events) )
- “The Lasting Difference” Toolkit ( [thelastingdifference.com](http://thelastingdifference.com) )

#### **Board Leadership**

- Chair’s Network ( [acosvo.org.uk/chairs](http://acosvo.org.uk/chairs) )

#### **Re-Energising Staff**

- Active Leadership Programme ( [acosvo.org.uk/active-leadership](http://acosvo.org.uk/active-leadership) )
- Transforming Leadership Programme ( [acosvo.org.uk/events](http://acosvo.org.uk/events) )

## 4. The context: the Community and Voluntary Sector

Prior to delving into the CCAT results, it is pertinent to consider the policy context and wider operating environments that have been influencing the day-to-day activities of the voluntary and community sector for the two countries over the period of the programme.

### Political Uncertainty (Including Brexit)

The Third Sector in both jurisdictions share politically uncertain working environments, albeit from very different sources. Scotland has experienced a sharp increase in political activity over the last five years, stemming from the Independence Referendum 2014, and the subsequent Scotland Act 2016 which secured further devolution of powers from Westminster. By contrast, Northern Ireland has experienced political stagnation. Assembly elections in May 2016 led to distrust and dysfunction which the March 2017 elections only served to cement. The Northern Ireland executive collapsed in January 2017.

In Scotland, a range of further responsibilities are being devolved and implemented to government, social security being the most significant of these. The key shift is related to the Scottish Government's desire for 'dignity, fairness and respect' being central to the new system. In Northern Ireland the issues are rather different as consistency and long-term planning have not been features of devolution from its inception. Building Change Trust recognise this deficit between the two countries: *"Our new Programme for Government (PFG) [in Northern Ireland], for all its strengths, is poorer for the absence of an outcome focused on "Communities", such as they have in Scotland."*<sup>1</sup>

In Northern Ireland the Third Sector Index, compiled by CO3 and Ulster Bank, has repeatedly recorded 75% or more of respondents expressing the opinion that a lack of functioning government has negatively impacted their organisation. The effects of this are increasing instability, there being no one to advocate for the sector and an overall lack of decision-making, progress and direction. As Building Change Trust note, *"Enduring might mean just surviving and responding to change driven by others as opposed to having a role in shaping it and thriving...An only just surviving sector won't realise the best outcomes for people and places."*<sup>2</sup> In response to the current political stalemate, Building Change Trust suggest the civic activism of the community and voluntary sector is key: *"The lessons of our peace process have been shared around the world but now it's time that we look outward to learn the lessons from elsewhere that put innovating and developing civic activism at the centre of relationships between the public and decision makers."*<sup>3</sup>

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<sup>1</sup> "The Future of the Voluntary, Community and Social Enterprise Sector in NI", Building Change Trust, May 2018.

<sup>2</sup> "The Future of the Voluntary, Community and Social Enterprise Sector in NI", Building Change Trust, May 2018.

<sup>3</sup> Ibid.

Further to this local instability, while the deadline for Brexit remains 29 March 2019, with no deal agreed, a lack of clarity remains over the ramifications for the Third Sector. Further, the Brexit negotiations between the U.K and Europe, make a second Scottish Independence Referendum in the future possible, adding to the level of political uncertainty.

Prime Minister Theresa May stated, when triggering Article 50, she would seek to avoid a Brexit “cliff edge” for business. However, no such specificity was afforded to the voluntary and community sector. While the UK government has stated it does not want a hard border in Ireland, uncertainty remains over what form the border will take.

### **Financial Issues**

As a result of increased devolved responsibilities, the Scottish budget is becoming increasingly complex. It is subject to greater volatility now that the block grant is adjusted to reflect the devolution of taxes as agreed in the fiscal frameworks. The performance of the Scottish economy relative to the rest of the UK will now have a greater influence on Scotland’s public finances than before.

Northern Ireland, by contrast, continues to be funded by block grant with distribution of resources currently the responsibility of civil servants guided by existing legislation. With no sitting Assembly, late and short-term budgetary decisions have, in the past, impacted on cashflow in the voluntary and community sector, thus affecting the sector's ability to plan and deliver key services. It currently operates on a one-year budget cycle, which has been heavily criticised as short sighted and poor practice as a mechanism to run a country never mind an organisation. This has undoubtedly impacted on staff morale, particularly for those on short-term contracts. At management level, it inhibits the ability to recruit and retain key staff members.

In Scotland the Third Sector continues to grow with the sector’s turnover more than doubling from £2billion in 2000 to nearly £5billion in 2015.

Over the last six quarters, the Third Sector Index (in Northern Ireland) has consistently recorded approximately one third of voluntary and community organisations as experiencing cash flow problems, but the majority of organisations assessing their cash flow to be stable.

In Northern Ireland (where the charity registration for NI did not commence until December 2013), 3,252 charity annual returns were submitted to the Charity Commission for Northern Ireland (CCNI) in 2017-18 under the annual reporting programme. Filing of these charity accounts led to £1.38billion of charity income being accounted for to the general public through the register, highlighting the magnitude of the Northern Ireland charity sector and its work. This figure will increase year on year as the registration process continues and the number of annual returns increase.

A UK working group has been established to look at the proposed “Shared Prosperity Fund” announced by PM Teresa May. This group consists of SCVO alongside its sister organisations in England, Wales and Northern Ireland and over 50 organisations delivering projects and programmes under the DWP Employability and anti-poverty programmes in England. SCVO reports that *‘the UK government consultation on the UK Shared Prosperity Fund has been postponed until later this year (possibly early autumn) and there is deep concern about the timescale for replacing ESF and the potential for a gap in funding.’*<sup>4</sup>

It is important to note, since 1995 the EU has paid 1.3 billion euro<sup>5</sup> to support peace in Northern Ireland and the border counties in the Republic of Ireland through PEACE and Interreg programmes, thus making it a key supporter of the voluntary and community sector. The community and voluntary sector is also funded by both the European Regional Development Fund (ERDF) and the European Social Fund (ESF) for the 2014-2020 programming period, with a total investment of approximately €941 million (€476m and €464m, respectively). While there is a lack of clarity on the outcomes of Brexit, both nationally and regionally, it is likely there will be significantly less access to these funding streams.

The 2017 Scottish Council for Voluntary Organisations (SCVO) Third Sector Forecast found there were concerns about funding, particularly the short-term nature of funding, and delays in hearing about funding decisions. This sense of instability is deemed to be a debilitating aspect of work in this sector, with nearly three-quarters of respondents to the Third Sector Forecast indicating *‘they could only confidently plan for up to a year ahead. Some cited the short-term nature of funding awards as a factor in their inability to plan long-term.’*<sup>6</sup> SCVOs research into Scotland’s social care sector reports that *‘just under three-quarters of the smallest Scottish-based charities have had to dip into their cash reserves to cover operating losses in at least one of the last 3 years.’*<sup>7</sup>

Perceptions within the voluntary and community sector involved with this programme vary as to the abilities of both countries to respond to local and Brexit related instability. Responses to the statement (in our project survey considering the impact of the programme) *‘The third sector in my country is well prepared to withstand financial and political changes’*, were split. 35% of respondents to the online questionnaire in Northern Ireland agreed (3% strongly agreed), however 30%

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<sup>4</sup> SCVO response to Scottish Parliament Finance Committee Inquiry into European Union Funding Competencies <https://scvo.org.uk/post/2018/04/13/finance-committee-inquiry-into-european-union-funding-competencies>

<sup>5</sup> Accessed at [http://www.europarl.europa.eu/atyourservice/en/displayFtu.html?ftuId=FTU\\_5.1.9.html](http://www.europarl.europa.eu/atyourservice/en/displayFtu.html?ftuId=FTU_5.1.9.html)

<sup>6</sup> Funding for the Future: A briefing on the funding environment in Scotland, ACOSVO, March 2018. Accessed at: <http://acvo.org.uk/wp-content/uploads/2018/02/Funding-for-the-Future-briefing-First-Edition-March-2018.pdf>

<sup>7</sup> Scotland’s social care sector: The financial evidence that is driving change, SCVO May 2017



disagreed and 22% strongly disagreed.<sup>8</sup> In Scotland a higher percentage disagreed, 41%, (3% strongly disagreed) and 38% neither agreed nor disagreed.<sup>9</sup>

### **Collaboration**

In the context of the economic downturn of 2007 and changing social and political contexts, collaboration has been a key approach in the community and voluntary sector and includes merger, partnership and service level agreements. There has been an increase in communicating not just examples of good practice, but also the benefits of working in the Third Sector, how to find partnership opportunities and how to facilitate effective communication in partnership. This requires coordination; in Northern Ireland, Building Change Trust has noted the sector needs, *“New and appropriate support arrangements to support other collaborative working.”*<sup>10</sup>

This is supported by responses to the online survey we completed to gather feedback on the impact of the programme, by organisations noting that some of the most helpful aspects of the programme were learning from other organisations (specifically best practice to improve organisational performance) and networking opportunities to this end.<sup>11</sup>

### **Public Trust**

Public trust is one of the most important assets of a charity, and this has been tested over recent years. The Northern Ireland Third Sector Index, in the first quarter of 2018, reported 62% of leaders believed the wider reputation of the Third Sector had been negatively impacted by the Oxfam crisis. While there is evidence that *Oxfam* has clearly been damaged<sup>12</sup> two surveys published by OSCR in May 2018 show *‘overall public trust in charities is around the same level as two years ago’* and *‘trust was higher for local charities than Scotland-wide, UK and international charities.’*<sup>13</sup> However in Northern Ireland, a Building Change Trust report from 2016 reported, *“recent media coverage that suggests funding mechanisms have been used to channel funding to favoured groups has brought to the fore some long-standing concerns of those involved in the voluntary and community sector.”*<sup>14</sup> Given these issues, it is clear that as a sector there must be continual investment in the

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<sup>8</sup> From a base of 37. Respondents to the online survey were 97% staff.

<sup>9</sup> From a small base of 32. Respondents to the online survey were 97% staff.

<sup>10</sup> “The Future of the Voluntary, Community and Social Enterprise Sector in NI”, Building Change Trust, May 2018.

<sup>11</sup> Responses included: “Learning from other organisations e.g. that Leadership Sustainability and Financial Planning are common issues.” “Opportunity to meet and talk with others from similar size organisations.” “The opportunity to really think purposefully about how and why we network and assess and action plan around networking.”

<sup>12</sup> <https://www.thirdsector.co.uk/oxfam-likely-look-16m-efficiency-savings-says-leaked-document/management/article/1485197>

<sup>13</sup> <https://www.oscr.org.uk/news/our-survey-says-public-trust-remains-stable>

<sup>14</sup> <http://www.buildingchangetrust.org/download/files/IndependenceFullReport2016.pdf>, pg37.

governance and leadership of the sector to support best practice and as such continue to maintain high levels of trust.

### **Leadership Forecast**

Recent studies in Northern Ireland and the United States have found that 45% - 65% of Third Sector chief officers intend to leave their post within the next five years.<sup>15</sup> A recent survey of 101 ACOSVO members observes a similar pattern, with 21% of leaders in the sector currently seeking a new opportunity and a further 13% looking to leave their post in next 12 months. Of the 101 respondents in the ACOSVO survey, 73% indicated their organisations do not have a succession plan in place.<sup>16</sup>

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<sup>15</sup> CO3 Internal research

<sup>16</sup> Data provided by ACOSVO

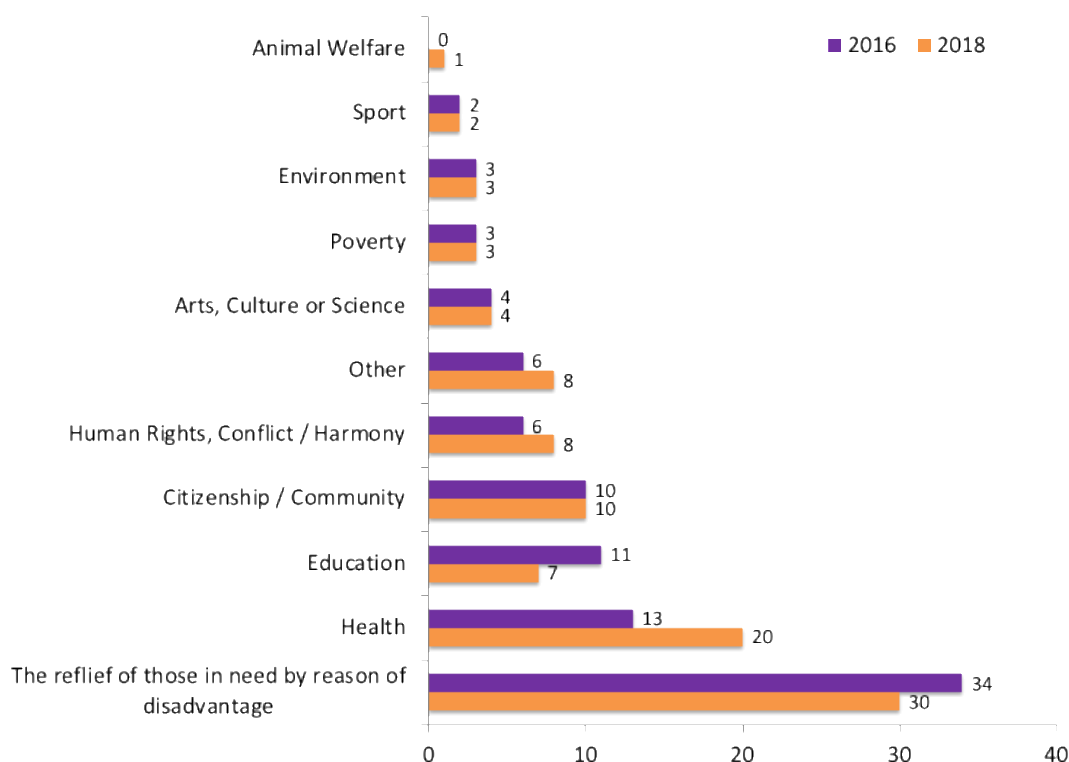
## 5. Organisations involved in the Path to Impact Programme

### 5.1 Areas of work

The organisations involved in the Path to Impact Programme are drawn from a range of areas of work, as well as being of differing sizes. The chart below highlights the key groupings involved in Northern Ireland and Scotland.

The largest proportion of organisations from both countries classified themselves in the category *'The relief of those in need by reason of Youth, Age, Ill-health, Disability, Financial Hardship or other disadvantage'*. The second biggest group in both Northern Ireland and Scotland are *'Health'* related organisations, followed by organisations working in the *'Citizenship / Community'* field. Finally, there were those who considered themselves as *'other'* including organisations focusing on women, evaluation and social enterprise.

**Figure 8: Organisations' main areas of work**

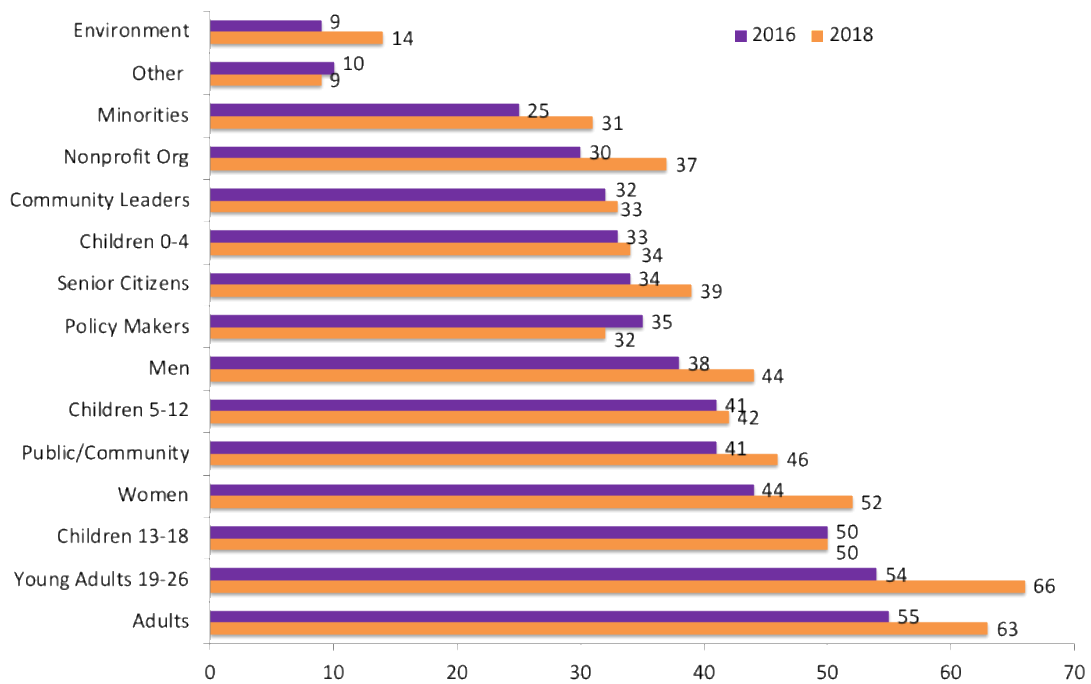


Base: 2016 n=87, 2018 n=95

## 5.2 Groups targeted and programming delivered

As the charts below highlight, the organisations engaged in the Path to Impact Programme work to achieve impact across a wide range of different stakeholder groups.

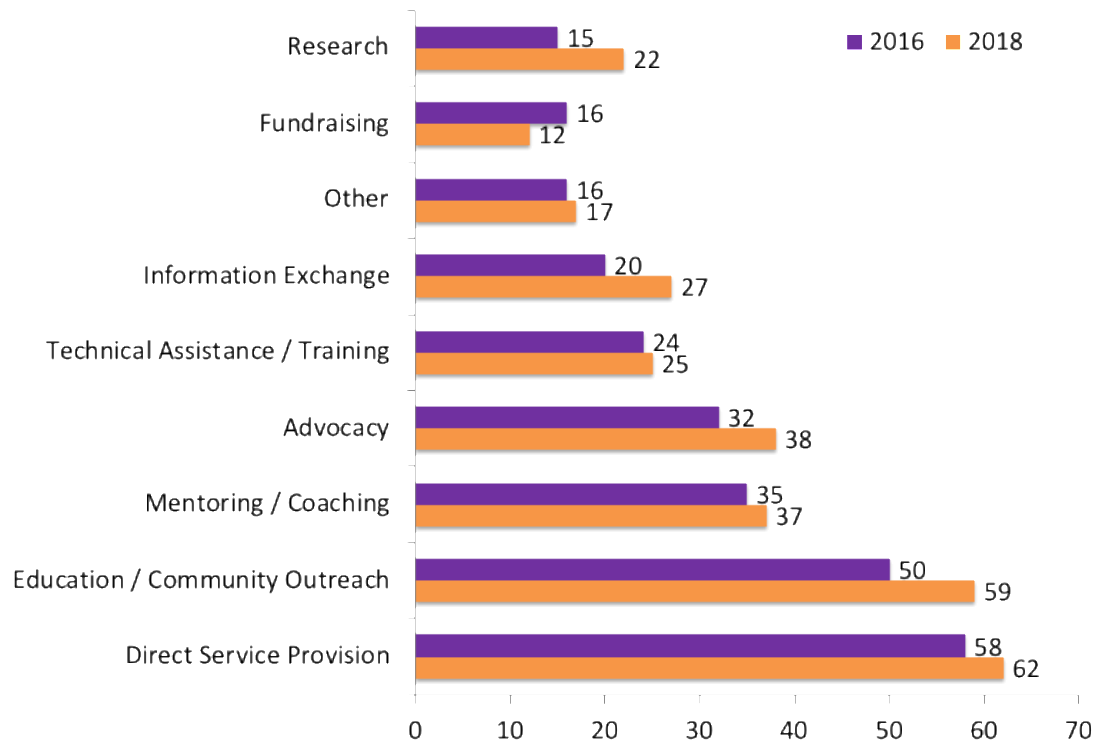
**Figure 9: Groups targeted**



Base: 2016 n=86, 2018 n=96

Most organisations get involved in direct service provision or education / community outreach. Relatively few engage in fundraising or research.

**Figure 10: Programme descriptions**

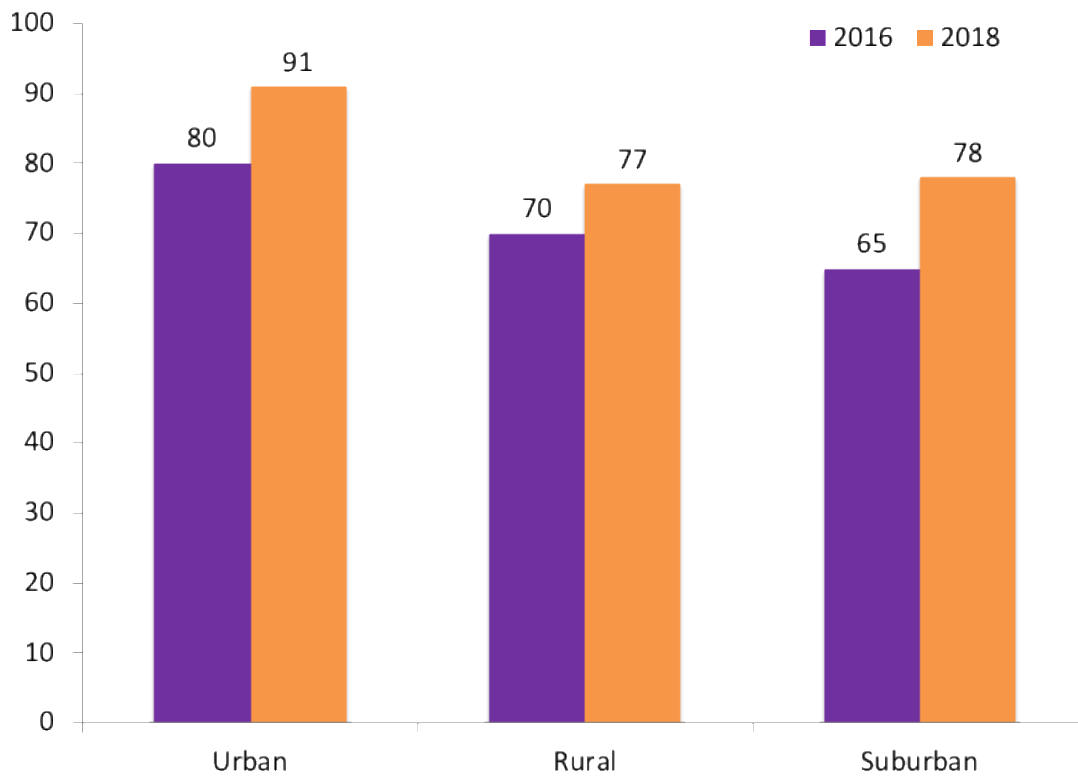


Base: 2016 n=85, 2018 n=96

### 5.3 Types of communities served

The organisations involved in the programme provide support across a wide range of geographies and serve communities that are urban, suburban and rural, as defined by the organisations themselves.

**Figure 11: Types of communities served**

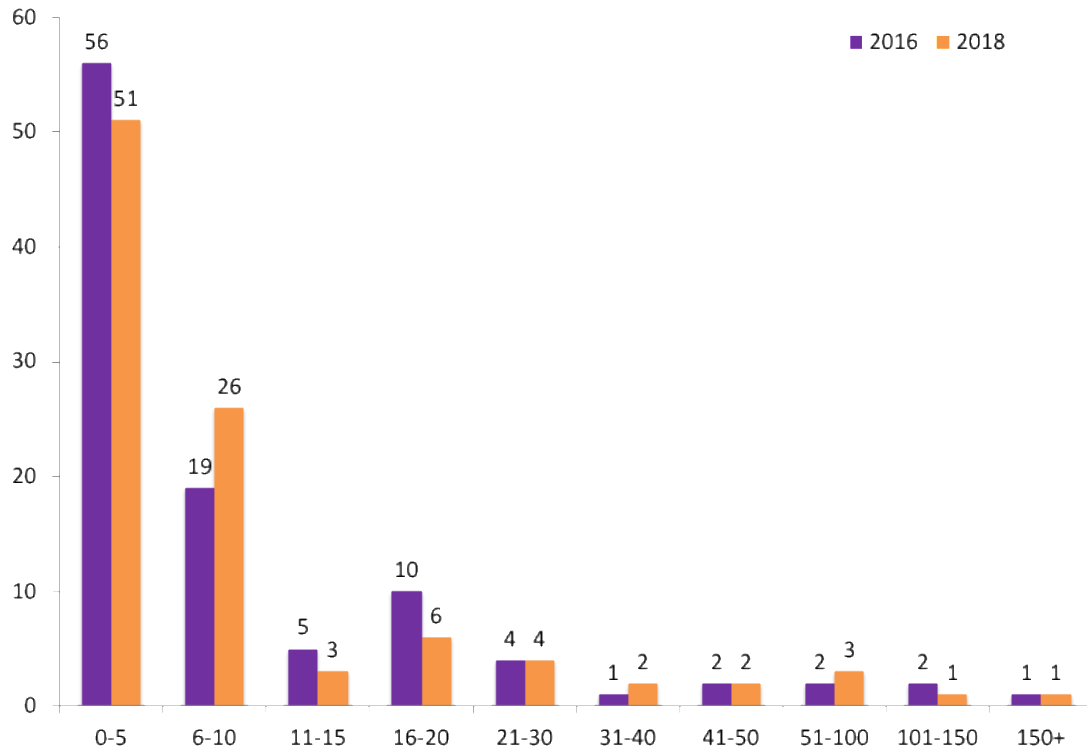


Base: 2016 n=87, 2018 n=96

#### 5.4 Number of staff

As figure 12 shows, organisations vary in staff size with the majority of organisations employing fewer than 20 staff.

**Figure 12: Size of organisation, according to number of full time staff employed**



Base: 2016 n=102, 2018 n=99

## 5.5 Size of budget

The organisations involved with the programme were purposely chosen as far as possible amongst applicants to reflect across the size and scale of the community and voluntary sector in Northern Ireland and Scotland. The largest grouping of organisations is those who have a budget of £250,000 to £500,000.

**Figure 13: Current budget**



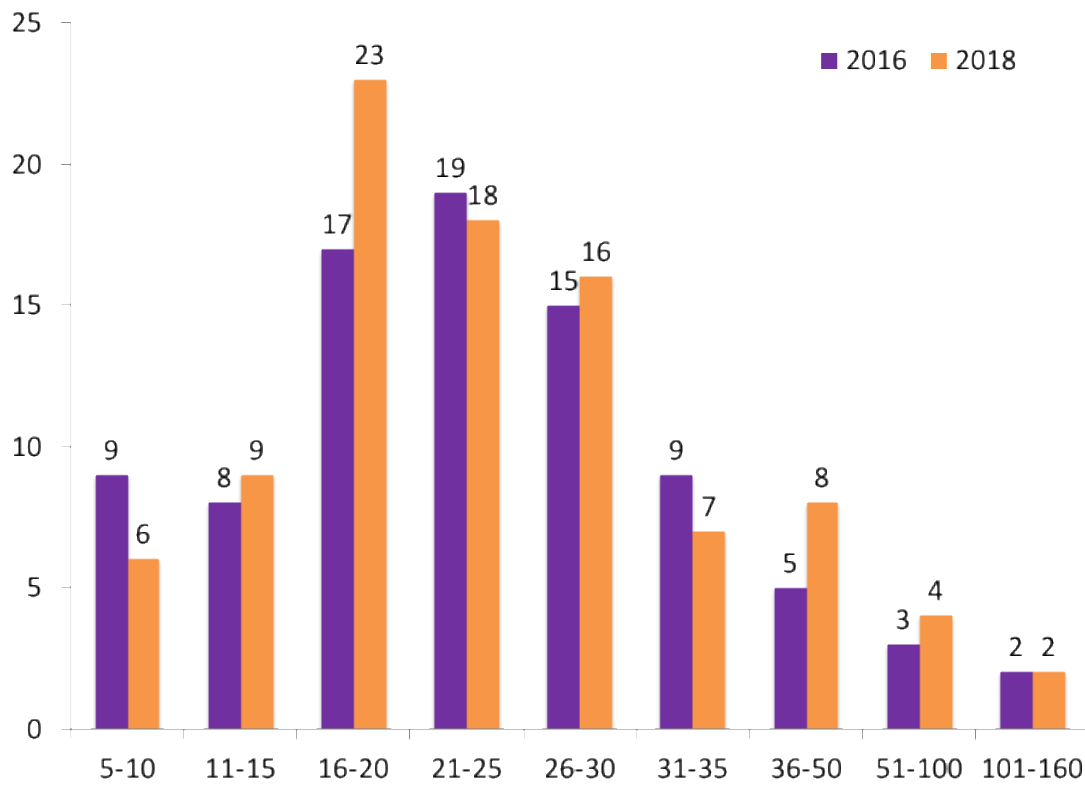
Base: 2016 n=95, 2018 n=91



## 5.6 Number of years in operation

Most organisations involved with the programme have been operating for between 16 and 30 years. However, there are also a number of relatively new organisations involved with the programme, as well as those that have been in existence for over 30 years.

**Figure 14: Number of years in operation**



Base: 2016 n=87, 2018 n=93

## 6. Feedback on the programme experience and impact

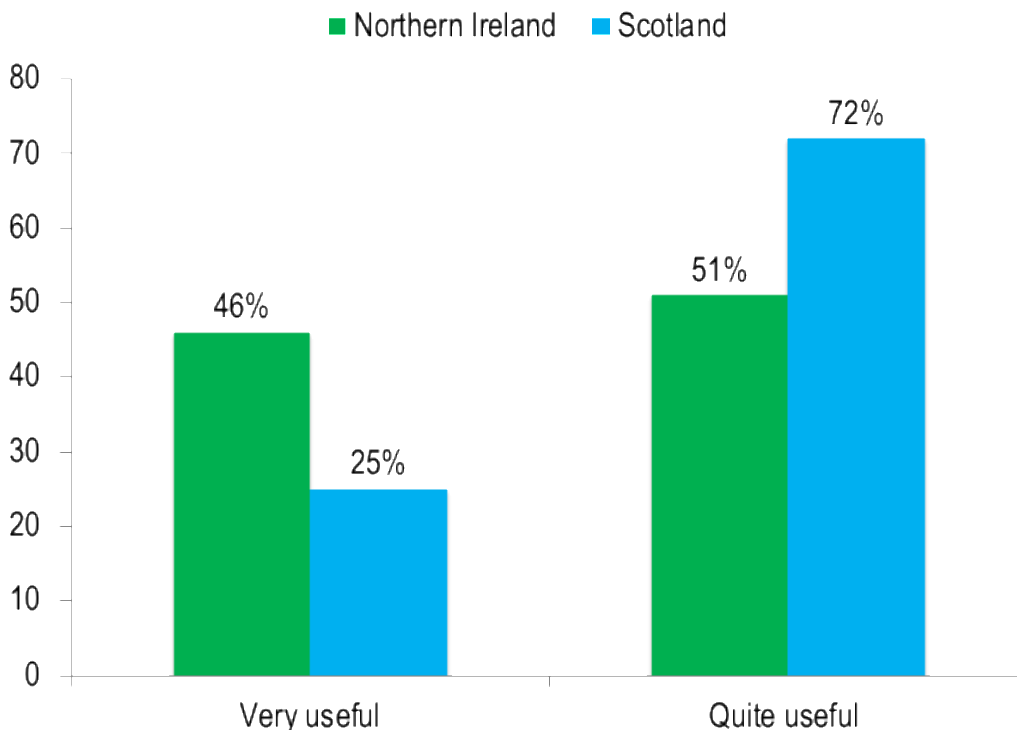
This section answers two questions. How useful did the participants find CCAT, considering both what respondents found informative, as well as its limitations. Secondly, what were the effects of the Path to Impact programme, and if it was run again, what improvements could be made.

The responses below were taken from an online survey sent to all those who were participating in the Path to Impact programme following the sharing of the final CCAT findings. Not every respondent answered every question, therefore the base on the close ended questions varies from 68 to 72. There were slightly more responses from Northern Ireland than Scotland. 97% of respondents were staff members.

### 6.1 Usefulness of Core Capacity Assessment Tool

Overall, respondents found the CCAT to be useful; 36% said they had found the CCAT 'very useful', while 61% said they found it to be 'quite useful' (from a base of 69). One respondent found it 'not at all useful' and one respondent did not know. Participants in Northern Ireland were more positive about the usefulness of CCAT in comparison to participants in Scotland.

**Figure 15: How useful did you find the Core Capacity Assessment Tool (CCAT) itself?**



Base: All answering Q3 and Q12, Northern Ireland n=37, Scotland n=32

There were three main reasons given by the respondents who found CCAT very useful:

- It encouraged an **honest assessment** of the organisation:

*“I found it really useful for staff and directors to be really honest about what they thought about particular aspects of the organisation in a safe and anonymous way.”*

- It helped **teams identify organisational strengths and weaknesses and provided focus** for improvements:

*“Very comprehensive and ... gave us good insights into the organisation, a baseline for us to work from and also benchmarked us against other organisations. We were also happy with the outcome score which gave us some reassurance, but also allowed us to see the areas we needed to improve on.”*

*“I think there were core capacity issues raised that I wouldn't have necessarily thought about before. Therefore, I think the tool was very useful in illuminating core capacity issues across the organisation and pulling out the areas that require attention.”*

*“The tool gave us ideas on how we could improve on gaps in organisational development. It was easy to use and gave I think a fair reflection on the strengths and weaknesses.”*

*“It pinpointed where we were in terms of the organisation. It confirmed what we knew already and gave scope for development.”*

- It had a **transformative impact** on the organisation:

*“The CCAT was very useful especially as we needed to align our services to the program for government. We were able to embed outcome-based accountability into all our services and can now use this data when applying for funding or going for tenders. We have turned things around and are now sustaining our own income.”*

Respondents who considered CCAT to be ‘quite useful’ identified some limitations:

- The terminology / questions in the tool were perceived to be confusing and it was considered important that the tool is used alongside one-to-one discussions with sector experts:

*“It was quite difficult to know when we should be answering of the past, present or future as for us we have been going through a lot of change. It was also difficult sometimes to know who it was asking about in terms of management vs Board. That said, the questions themselves also gave insight into how improvements could be made so were useful too.”*

*“I do believe it is a useful tool, but I believe the 'package' of the tool along with the one-to-one debrief is what helps the report to fully come alive. It helps you to dig into responses and work our reasons for discrepancies. It helps to provide guidance as to how to make change/improvements.”*

- The CCAT itself was considered to be time consuming:

*“It seemed to feel arduous for the team, and overly technical which meant they saw it as a big piece of work that was a lot in addition to their current workload. Some repetition in the questions.”*

- Following completion of the CCAT organisations received a report with some suggested actions. This was another area commented on it as there was considered to be a lack of clarity around the suggested actions.

*“I thought it gave a very good snap shot of the organisation, and undoubtedly picked up on things which we needed to do something about. I just thought that it was a little difficult to understand why some of the 'outcomes' had been identified, and I was unsure about some of the suggested actions.”*

- The tool was also queried in the appropriateness of the language and questions for a UK audience. We are aware that CO3 and ACOSVO tried to work with TCC Group, the provider of the tool, to minimise this as much as they could.

*“Although it was useful in the information it generated, we all found the CCAT a bit American and sometimes not relevant to our sector ...I felt this skewed the results.”*

*“Having made time to complete it, the results were informative. This didn't always flow through to the recommendations, many of which are just not relevant to the UK market.”*

*“It was somewhere between quite useful and very useful. A small number of the questions in the first exercise seemed difficult to understand, but we believe this was down to the American terminology used.”*

## **6.2 Effects of Path to Impact Programme and possible improvements**

### **Meeting participant expectations**

All respondents felt that the Path to Impact programme had met their expectation. However, the degree to which respondents felt that the Path to Impact programme had met their expectations varied. 43% felt that the programme had met their expectations to a great extent, and over half, 57% felt it had met their expectations to some extent (no respondents answered ‘Not at all’ or ‘don’t know’).

Those who felt that the programme had met their expectations to a great extent (43%) were positive about the programme. Respondents commented positively on the opportunity it gave for self-reflection and evaluation. The provision of useful support and the structured framework and baseline against which progress could be measured.

*“We expected it to provide a focus for our Board and staff to work on issues of governance that needed improved. It did much more than that - it provided us with assurance and encouragement that we were mostly on the right track, and the tools to improve those areas which were a bit weaker.”*

*“It helped us to consider the positioning of our organisation at both strategic and operational level. We have used the feedback from the reports to shape our thinking towards developing a new strategy for the organisation using the themes from the tool.”*

The one-to-one sessions were of particular value. 90% of respondents agreed that **‘the additional opportunity of participating in the one-to-one session helped to deliver a deeper sense of the capacity needs of our organisation’**, with just under half 47% strongly agreeing with this statement.

*“The one-to-one session was particularly useful - I don't believe the report would have been as useful without it, as the one-to-one provided the opportunity to unpick the result, discuss the reason why Board and Staff score were different and begin to prioritise areas for development.”*

*“The one-to-one sessions are without doubt the most useful bit of the whole process. Thanks to the facilitators both times.”*

Amongst the 57% of respondents who felt the programme had met their expectations to some extent, there were some criticisms of the programme. These variously focused on the programme being:

- Less flexible and responsive to individual needs than they had expected:

*“Much of what it indicated we knew already, and we engaged in it during a time of great change within our organisation so it was difficult to easily compare data from the first and second questionnaire because so much had changed in between. These contextual changes were not taken into account by the programme.”*

- Less personalised support than they expected:

*“Path to Impact certainly provided an evidence base to start conversations about our organisation's health, as well as provide an action plan - though what would have been helpful is having more than one conversation or*

*linking in with another organisation about how they're implementing some of their actions."*

*"I had initially thought as a small struggling charity we would have had more mentoring support."*

*"We had expected a bit more one-to-one time than simply feeding back from an online survey, to work around areas of specific interest to us."*

- Less externally focused on impact / relevant to the context than they had expected:

*"The programme didn't offer significant insights on how to achieve impact, merely what is needed."*

*"It has some suggestions and questions that don't necessarily fit within the Scottish culture and 3rd sector but otherwise a useful tool."*

### **Challenges in responding to CCAT findings**

Respondents were asked to list the top three challenges for their organisation when implementing changes raised by Path to Impact. The most common challenges were:

- Finding enough time to implement the changes – both in terms of time to develop the work involved and time to embed the change needed:

*"Time to allow measurable cultural changes."*

*"Time to discuss and action challenges."*

*"Time to bring Staff and Board together."*

- Finding funds to support the implementation of the changes:

*"Limited resources - funding and people."*

*"Funds for the 'engine' of the organisation."*

- Resistance within their organisation to the implementation of changes:

*"Getting buy in from senior management team about the importance of the Path to Impact programme."*

*"Staff not wanting to change."*

*"Getting the Board to take forward recommendations for the Board."*

- Insufficient capacity and resources to implement change:

*“Having the staff capacity to respond to new opportunities.”*

*“Recruiting new Board members with the expertise to implement some changes.”*

*“People are already very busy and hard to create more work.”*

### **Thoughts to consider should the programme run again**

Analysis of the open-ended questions about expectations against the reality of the programme indicate there may be the need for improved communication of the programme, should it be rolled out again in future. This could include:

- Emphasising the importance of encouraging all the relevant staff to engage fully in the survey:

*“I think we did not get enough people in the organisation to engage in the survey especially at middle management level. Therefore, the report generated probably did not accurately reflect where we were in some aspects of organisational growth.”*

- Managing expectations – users understand strengths lie in helping the organisation better understand itself first, before implementation of change:

*“I expected 'something' to happen. Initially I thought of the review document/meeting that it did not tell me anything new however it did make me do something about it.”*

*“I expected more links with other organisations who were involved in the process.”*

Respondents were asked what one change they would have made to the Path to Impact Programme to make it better; 63 respondents answered this question. They made a range of suggestions, the most common were:

- Making the CCAT more culturally relevant and suitable for the UK voluntary sector:

*“Slight change to questions so less American culturally and to make sure leadership is clearly defined as Board or management.”*

*“That it would be re-written with a UK focus rather than a US focus.”*

- Better define the questionnaire so questions are more easily understood, with fewer, more focused questions:

*“The questions, all agree that some were very much open to interpretation and that then impacted on outcome.”*

*“Cut some unnecessary questions out of the surveys that seemed to be asking the same thing.”*

- Provide more advice and support to organisations to help them make the most of the programme:

*“A session with Board members/managers included would have given them more insight into the questionnaires and why we were filling them in.”*

*“To have more of a one-to-one mentor that could have signposted us to groups/organisations that would then come to our place of work and learn what was the best plan of action to strengthen our structures, i.e. outside support and who would offer that support and who was best placed within our community to help and support us.”*

### **Areas for follow-on support**

Respondents were also asked what additional support they would like to receive from CO3/ACOSVO as a result of their involvement in the Path to Impact Programme. 37 respondents provided details, the main themes emerging were:

- Repeating the programme again:

*“Again, I'd like to review the findings and do the study again at some point in the coming 18 months. My first encounter with this was with a small trusted team, as the first survey fed back I realised the need to throw the net wider to hear from a bigger audience and this really helped to put a stronger value on the findings.”*

*“I think this was a very valuable exercise and very useful to shine a light on organisational capacity. If possible, I think CO3 should continue to lead work on this area. All organisations should undertake this review periodically.”*

*“We want to know how to continue with this tool, what costs are involved and how, if we do so, we can interrogate it better.”*

- More ongoing support with help with implementing change:

*“On-going support in how we are developing our action plan and how we are implementing change.”*

*“Perhaps some follow up surveys to see if the programme is progressing and to assess if any further changes are required.”*

- More peer support and networking opportunities – particularly the opportunity to learn from similar organisations / cohorts of organisations:



*“Bring cohorts that are likeminded together - showcase best practise and learning.”*

*“Continued opportunities to meet with peers through events/conferences.”*

- More training (particularly if free / low cost and local):

*“More learning regionally.”*

*“Perhaps some downloadable resources on some of the key areas that were shown across the Board as being weaknesses? Or training sessions in these areas which might not be focused at CEO level, but senior management or staff?”*

*“All support is welcomed by our organisation. The training offered by CO3 is excellent however costly for a non-profit making organisation, therefore any training offered free or at a lower cost would be most welcomed.”*

- Specific support / advice and information with a range of areas including: succession planning, marketing, fundraising, staff recruitment, skills development, community engagement, IT and website development:

*“A range of novel/innovative approaches that organisations can deploy to attract in skill shortages that they've identified that will raise capacity building.”*

*“Access to confidential support to generate ideas of upgrading approach to service delivery with particular reference to better use of IT. Fundraising ideas/ practical support with particular reference to less emotive charities.”*

*“The sector generally needs support around improving resilience and capacity building. This is partially around income diversification, but also other issues such as shared services.”*

## 7. CCAT Findings

In the following sections the report considers the scoring first in relation to all capacity areas overall and then comments on each of the capacity areas. Prior to commenting on the data, it is worth noting a number of issues raised in relation to the CCAT.

### 7.1 Commentary on survey tool

Feedback gathered through our final online questionnaire provided evidence that while participants were on the whole very positive about using CCAT, they were not always clear about what was being asked in the tool questions. It is likely, therefore, there is an element of questions being misinterpreted to some degree.

*“Sometimes the terminology or understanding of the questions skewed some answers when feeding back between directors and staff. Maybe consult on the terms used with a survey before construct of tool.”*

*“It was quite difficult to know when we should be answering of the past, present or future as for us we have been going through a lot of change. It was also difficult sometimes to know who it was asking about in terms of management vs Board.”*

*“The CCAT in itself was understandable but only if you are accustomed to interpreting information in this format. Many of the Directors at the time found this difficult.”*

Given staff changes, some of which were again acknowledged in the online survey, it is likely that scoring in 2018 was not always completed by the same person as in 2016, and even if it was, personal opinions and perceptions will always vary.

Over 90% of survey respondents felt the final CCAT report accurately captured the capacity building needs and the lifecycle stage of their organisations. There was, however, less agreement (82%) with the statement that the final CCAT report ‘accurately captured the culture of their organisations’ with 9% disagreeing and 10% unable to agree or disagree.

It should also be remembered that the time frame for this programme was relatively short to achieve organisational change, despite this most organisations were happy with the progress they had made. In the online survey, 14% neither agreed nor disagreed and 10% disagreed with the statement ‘I am happy with the progress made between the first CCAT report and the second CCAT report.’

Those who were not happy with their progress described internal issues in their organisation which negatively impacted on their progress. These included

management tensions, changes and challenges within the organisation and a recognition it would take longer than a year to make significant progress.

*“The level of change expected takes time. The duration of the programme (one year) didn't allow for any tangible, significant change in culture/capacity building to occur/be measured. However, the programme did allow for discussion and gave clarity of relevant factors in capacity building.”*

When examining and interpreting the data, readers should bear in mind these aspects, so as to focus on general trends, and avoid placing too much emphasis on small changes in points.

## **7.2 The Board-Staff scoring gap**

Board mean scores are almost always higher than staff mean scores; this occurs not only in the overall mean scores but also for each separate sub-capacity. This is perhaps understandable as Boards are less involved with the day-to-day activity of an organisation and tend to hold a more strategic, less operational vantage point.

In the 2018 data, the Board-Staff gap is more pronounced in Scotland than in Northern Ireland. Out of the 36 sub-capacities, in Northern Ireland 11 of these have a gap of 13 points or more between the Board average and the Staff average. In Scotland, 17 sub-capacities have a gap of 13 or more.

It was noted (in the online survey) to be a real strength of the programme that the CCAT provides opportunities for groups to reflect together, which resulted in better insights into the differences in perception between Board, senior management and staff, and therefore greater understanding of the strengths and weaknesses of the organisation. This was clearly evident in some comments provided through the survey:

*“I think it was very accurate and what was most interesting for us was the difference in perceptions between our Board and Staff and this highlighted much work needed on bringing these groups together.”*

*“Understanding inter-Board/team perceptions and impact this has on morale particularly.”*

*“The 'safe space' to evaluate from different perspectives within the organisation using the same questions.”*

*“Better working relationship with both the Board and staff but having total transparency in the workings of the group, which has created a feeling of equality and of inclusiveness. The Board listened to the staff and their issues and barriers, and to be fair to the Board they were not aware of the issues, as in the past no staff and Board meetings were held.”*

*“Understanding inter-Board/team perceptions and impact this has on morale particularly.”*

Respondents strongly agreed they *‘have an increased awareness of the difference in perspectives between the Board and Staff team in relation to the four capacity areas and organisational culture’*, with 95% of respondents agreeing with this statement and no respondents disagreeing.

Some, however, wanted to be able to interrogate the differences further:

*“Where we had a marked difference in the scores between Board and staff, we were unable to interrogate the system further to see what constituted those differences (could not drill down to questions that made up the scores), so it was remarkably unhelpful in that respect, and we have not been able to act on it further, which is a serious flaw in the tool.”*

## Northern Ireland Case Study 1 - Start360, Northern Ireland

### **What is the background to the organisation?**

Start360 is a leading provider of support services and interventions in the areas of health, justice and employability, to young people, adult offenders, vulnerable adults and families. It has been operating for 25 years and employs 120 staff in 10 office locations, delivering 27 services across Northern Ireland, working with people who are often disengaged from mainstream services and marginalised from their communities. In the most recent financial year, it worked with over 23,000 people.

### **Why did they get involved in the programme?**

The leadership team was keen to be involved in the Path to Impact programme as it is committed to a cycle of continuous improvement. The team was also attracted by the ability to be benchmarked against other organisations and colleagues in Scotland. Start360's leadership had a good sense of their organisation's strengths but knew that there were areas that could be stronger. The team was also attracted by the CCAT's US origins as Start360 had previously benefitted from adopting models of practice from the US such as therapeutic mentoring.

### **What was the main impact of being involved with the programme?**

The team found the numerical way in which the CCAT reported on the health of the organisation to be very helpful. The lifecycle score was valuable as it highlighted that the organisation was moving towards stagnation which provided the impetus to develop a plan to ensure that the dynamism of the organisation would be maintained. The 2016 scores were generally high and the leadership team was keen to ensure these high scores were maintained, this gave additional importance and added momentum to the team's work between 2016 and 2017. The team used the scoring data and actions resulting from the Path to Impact Programme alongside its work on IQA and Investors in People to create an action plan. Progress was reported to the Board on a bi-monthly basis. The work fed into the development of Start360's strategic plan for 2017-2020. The work that Start360 has since conducted around leadership and management will feed into its Investors in People accreditation renewal, where the organisation aspires to receiving Platinum accreditation.

### **Can you give some examples of any scores that changed over time?**

The leadership team received an initially strong score of 230 in Conveying Unique Value of Staffing but wanted to improve this further. By focusing on improving this, the score increased to 242. The organisation already had a good benefits package and terms and conditions but was aware that some of the staff did not always feel valued. The leadership team introduced a new system of recognising staff tenure, with a series of rewards and public recognition. They also introduced new assistant management roles within the

organisation's new service contracts, to give staff the opportunity for promotion.

The organisation's Technical Capacity Fundraising score was initially relatively low at 145, and the leadership team was able to address this and raise it significantly to 203. The Board considered their options, whether to focus on social enterprise or fundraising and made the decision to appoint a full time fundraiser who joined in February 2018. There has been considerable focus on corporate funding as well as developing Start360's platform and profile in terms of social media, understanding legacy donation and crowd funding.

The team also focused on improving Facilities, where the score rose from 250 to 270. Start360's headquarters had suffered from a lack of investment and did not reflect the dynamism and professionalism of the organisation. The leadership team invested in improving these so that the headquarters are now a more pleasant environment in which to work and positively convey to stakeholders the nature of the organisation.

*"When you're putting these up on a screen and people are making their own assumptions and going 'look at that right, look at that, wonder why that is, let's investigate that, why do you think? What can we do about it? Where's our action plan?' And the action plan then becomes a live document you monitor against that and then you move to improvement."*

*"Any benchmark creates foundations for you to further develop and improve so why wouldn't you?"*

*"If we had the resource available, we'd really like to do it [the CCAT] again in a few years' time."*

*"It's a good interrogative tool ... it would help any organisation to discuss and consider why things have been scored the way they have been ... for us it has been a positive and challenging experience in equal measure and I would recommend it, there is no reason to fear it."*

**Anne-Marie McClure, Chief Executive, Start360**

## Northern Ireland Case Study 2 – Advice NI, Northern Ireland

### **What is the background to the organisation?**

Advice NI was founded in 1995 and provides regional support and development to the independent advice sector across Northern Ireland who in turn provide the public with advice on a range of topics such as benefits, housing, employment, disability and consumer issues. Advice is also provided to the public on debt, tax and older peoples benefits. Advice NI provides policy, quality standards and case management systems, training, IT and a range of other specialist support services to its membership. Currently they employ 55 staff, who support around 300 Advisors and Volunteers in offices across Northern Ireland.

Advice NI members deal with approximately 250 000 inquiries every year.

### **Why did they get involved in the programme?**

Having held a gold award from Investors in People for the past six years, Advice NI felt they had always taken seriously issues of impact and quality of service. They were keen to use a different model to assess their core capacities and measure impact alongside peer organisations.

### **What was the main impact of being involved with the programme?**

Advice NI felt that the programme didn't add much to what they already knew from the Investors in People process, which they found to be more consultative. However they saw CCAT as a helpful check, an assurance that nothing was missing. They also found the connection to, and networking with, other organisations to be useful in part, but felt some uncertainty around how much the questionnaires revealed.

### **Can you give some examples of any scores that changed over time?**

Advice NI's scores across all five topics in CCAT were above 200 points in the first assessment in 2016, rising in 2017.

The area that received most focus, was Manager to Staff Communication; the sub-capacity score rose from 236 to 258. Advice NI wanted to improve their approach to consultation by engaging staff early on in decision-making processes. This was achieved by regular staff updates, board-staff meet-and-greet sessions, the restructure of staff meetings for better participation and an annual staff survey.

Advice NI also focussed on learning and development, and decided to develop a mentoring/learning system for staff with ways to monitor and respond to training needs. They did this by identifying opportunities for shadowing/skills development, agreed an approach to embed coaching across the organisation and monitored training needs which

are now reported quarterly. Consequently scores rose in Organisational Learning from 228 to 246, in Staff Development from 233 to 247 and in Supporting Staff Resource Needs from 242 to 256.

*“We looked at the relationships in terms of line management and project management and making sure we were bringing staff in at board meetings, for example, to explain their work, their particular project. That would have been one area I think that we did have a fairly major focus on.”*

**Bob Stronge, Chief Executive, Advice NI**



## Scotland Case Study 1 – Food Train, Scotland

### **What is the background to the organisation?**

Food Train provides four services for older people across seven regions in Scotland: shopping, simple repairs/help at home, befriending and library book delivery. A fifth service, Meal Maker, connects people who love cooking and are happy to share an extra portion of a home cooked meal with an older neighbour - it operates nationally across Scotland.

Food Train has been operating since 1995, beginning as a small project in Dumfries run by volunteers for the first seven years. The organisation now employs 43 staff, with 1200 volunteers across Scotland. There are approximately 2600 older members who are both service users, and members of the charity.

### **Why did they get involved in the programme?**

One of the Trustees of Food Train originally proposed involvement in the Path to Impact programme. They thought it would be helpful for the organisation, given the speed of its recent growth. There were no specific areas of concern, but it was hoped the process would help the organisation to pause and reflect on both what was going well, and what challenges needed consideration.

### **What was the main impact of being involved with the programme?**

The programme helped highlight areas for growth and development in the organisation.

Food Train found there was a gulf between Board, staff and volunteer perceptions; the Board's perception of capacity and capability was in excess of what the staff and the volunteers felt was achievable. The Chief Executive now includes a SWOT analysis in her reports to the Board, focussing not just on challenges, but on their effects on staff and volunteers. The amount of Trustee contact with the organisation has also increased, Board Meetings take place in branches around the country and Trustees have the opportunity to talk to some of the volunteers over lunch. As a result, the gap between Board and Staff scores have narrowed.

The second report showed increases in staff scores for Assessing Staff Performance, Supporting Staff and Financial Management. A more structured approach to staff meetings was introduced, along with an assistant post on the finance team to create a better financial point of contact for staff. Food Train also ran a mini leadership programme for managers, who now maintain a peer support network which meets three times a year in a social setting. Managers have the option of bringing issues back to the Chief Executive.

**Can you give some examples of any scores that changed over time?**

Assessing Staff Performance scores rose from 217 to 247. After the first report, it was decided to create more time for staff and volunteers to get together, not for assessment but to create opportunities for peer support and training, which, in time, impacted on how staff performance was assessed.

In Management Capacity, Supporting Staff Resource Needs rose from 195 to 231. A decision was made to slowly expand the National Team with consultation and evaluation and review annually. The Trustees recognised there was too much dependence on the Chief Executive. At first, a deputy was considered, on reflection however, it was decided that each of the managers would take on a thematic role. Managers have since become upskilled in areas such as Health and Safety, Disclosure, or Social Media, for example. Over time, this has led to less reliance on the Chief Executive and brought greater long-term stability to the organisation.

Under Technical capacity, Programme Evaluation Skills went up from 170 to 189. Food Train knew they were gathering lots of information, but were finding it hard to translate it into improvements. They sought external support from a service called Pro Bono Economics. A volunteer economist looked for trends in the data and helped Food Train work on the questions they were asking. The latest data set produced is a much clearer picture about the service the organisation was providing and highlights overall impact better.

*“The questions, although they felt sometimes maybe felt slightly repetitive ... it all became clear when the reports were printed, ... [it was important] for us to get that perspective of volunteers who do service delivery and are very removed from the operational running of the business of the charity, from staff ... who had only been with us a very short space of time, and also in Trustees who had been with us a long time.”*

*“We’ve only ever done [evaluation] on an internal basis ... any sort of evaluative process or impact measuring process on an external basis has been very thematically focussed, it hasn’t been organisation wide, this was the first time that we did something that was organisation wide.”*

*“It’s been a fantastic resource, free of charge, what an amazing gift to the organisation and not cost us a penny.”*

**Michelle Carruthers, Chief Executive, Food Train**

## Scotland Case Study 4 – Beith Community Development Trust, Scotland

### **What is the background to the organisation?**

Beith Community Development Trust is a regeneration charity based in North Ayrshire. It focuses on supporting the local community and maximising the potential of the Geilsland campus. The campus currently supports the following sorts of activities/services:

- Commercial growing facility
- Outdoor Education and Free play facilities
- Workshops
- Artist residencies and Gallery Space
- A variety of accommodation (leisure, business, social, care)
- Hospitality
- Training, learning and skills development programmes (social and commercial)
- Shared office space & shared services support
- Micro enterprise & entrepreneurial support
- Events and Festivals

Whilst in existence since 2012, the organisation is still growing and developing. Currently 22 staff are employed and there is turnover of around £700,000.

### **Why did they get involved in the programme?**

Beith Community Development Trust decided to apply to the Path to Impact Programme as they are conscious that they are an emerging organisation. They saw the programme as a good opportunity to learn from their peers and other community led organisations from elsewhere. They hoped that the programme would offer them the chance to build and develop peer relationships.

### **What was the main impact of being involved with the programme?**

The organisation found it challenging to make the time to be involved with the programme and would like to have been able to dedicate more time to it. Despite this, at a time of change and development in the organisation, the CCAT reports helped to provide data on areas for more focused development and supported the organisation to culturally feel calmer and less chaotic.

### **Can you give some examples of any scores that changed over time?**

Whilst there are areas that remain challenging for the organisation and they are still for focused development, a number of areas of significant change are highlighted below:

The organisation undertook significant activity to increase the skills and capacity of the board. External consultancy services have provided support and training to help them build their governance skills and better equip them to deal with organisational challenges

and to lead more effectively. Board leadership scores moved from being in the challenging zone at 157 to being almost strong at 228 in 2018.

An on-going programme of leadership and management training is being delivered to the staff team to enable them to take ownership and step into leadership roles. On-going support is also being provided to the Chief Executive to help them evolve and develop their style of leadership and work out how best to manage the short term nature of organisational funding. Here again the focus has been to try to move towards a calmer and less chaotic culture. Internal leadership scores have increased hugely as a result. Previously they were almost in the satisfactory zone at 188, but as of the last CCAT moved to 241 and are seen as strong.

An example of a specific area of technical skills development relates to Facility Management Skills. The team has a total of 22 sites to manage and it was the appointment of an Operations Manager that has helped hugely with the use and management of these facilities. As a result Facility Management Skills moved from a challenging score of 165 to a high satisfactory score of 225.

Another area of significant change in scoring has been in relation to Marketing. Investment in a specific marketing post has created a more focused approach to the communications of the organisation. Technical capacity marketing scores have moved from 195 to 225.

*“It shone a light on what we already knew ... but it focused on what to prioritise ... in a culture of constant plate-spinning it was good to have a spotlight on two or three areas.”*

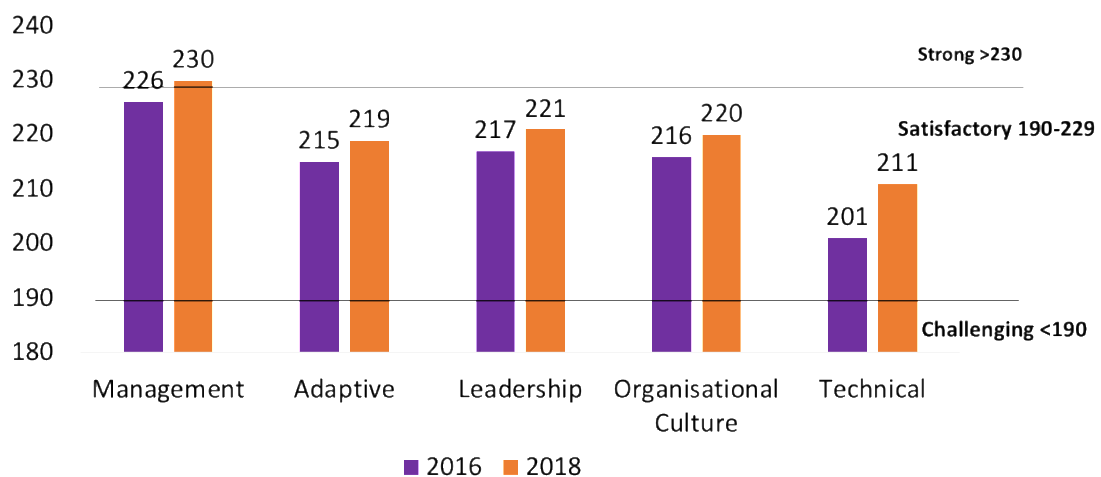
*“As a small organisation with funding pressures it was hard to make the time for the programme ... it provided a picture of a moment in time and its reassuring that things have calmed down and settled.”*

**Jane Lamont, Chief Executive, Beith Community Development Trust**

### 7.3 Overall mean scoring on the five capacities

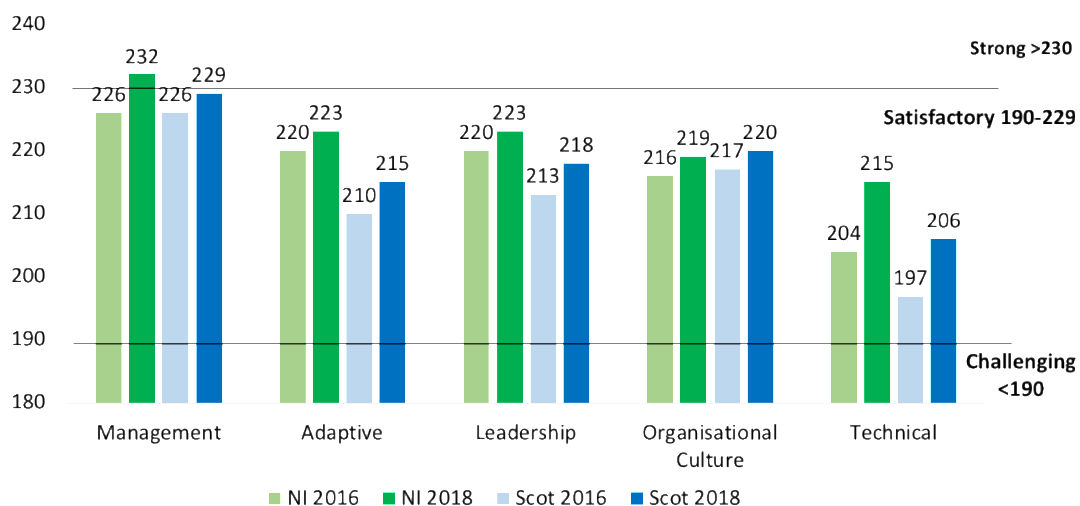
The overall mean scores for 2016 and 2018 are shown in the charts provided below. The mean scores are generated from the online questionnaires completed by Staff and Board in Northern Ireland and Scotland and as such are a self-generated rather than an independently created measure.

**Figure 16: Overall mean scoring on each capacity 2016 and 2018**



Base: 2016 n=99 2018 n=99

**Figure 17: Overall mean scoring on each capacity by each country 2016 and 2018**



Base: Northern Ireland 2016 n=49 , Northern Ireland 2018 n=49 , Scotland 2016 n=50, Scotland 2018 n=50

Reflections on the overall capacity scores are highlighted below:

- Management Capacity remains the highest area of performance in both countries with six Strong sub-capacity scores, and four sub-capacity scores relatively few points away from being strong. Overall, there are particularly high scores for elements such as Manager-to-Staff Communications and Managing Program Staff, though the picture is more complex when considered in detail.
- It is worth recognising that the CCAT was completed mostly by those responsible for management or governance so there may well be some bias in their scoring of this capacity. All scores in this capacity rose between 2016 and 2018, though most gains were marginal. Conveying Unique Value of Staffing ranked lowest at 208, up six points from 2016. We speculate that this may in part be the case because community and voluntary organisations find it difficult to reward staff in the traditional way that recognises value i.e. through pay rises.
- Technical Capacity remains the area of lowest scoring. We think this is because some sub-capacity scores will be low as they are not fundamental to the organisation, for example it is not necessary for all organisations to have high levels of legal skills. However, all scores rose between 2016 and 2018 with five out of the 11 sub-capacities rising by 10 points or more. Service Delivery Skills rose by eight points to 232; the only Strong score in this capacity. Marketing Skills and Fundraising Skills remain Challenging, however these overall scores rose by 14 and 13 points respectively.
- Overall mean scores for Leadership Capacity, Adaptive Capacity and Organisational Culture are firmly in the Satisfactory zone.

Detailed analysis and commentary about the mean scores for each of the sub-capacities is included in Appendix 2.

#### **7.4 Highest scores / Lowest scores**

Each organisation received an individual report which highlighted key areas of strength, as well as areas for development. It is, however, interesting to consider the overall picture from the aggregate data according to the sub-capacities that are strongest and weakest. There are remarkable similarities across the two countries.

In 2016, the top sub-capacities according to both Staff and Boards were Leader Vision, Managing Programme Staff, Environmental Learning and Manager-to-Staff Communication. In 2018, these sub-capacities all marginally increased and remained the top four. In addition to these elements Staff continued to score highly Empowering Culture. Board members continued to score highly Financial Management Skills. Though it is worth noting, in Northern Ireland the Staff score in this sub-capacity rose by eight, however in Scotland, the Staff score fell by 14, to 228.

In 2016, the lowest sub-capacities according to both Staff and Boards were Fundraising Skills, Marketing Skills, Leadership Sustainability and Resource Adaptability. In 2018, despite 13 and 14 point increases to Fundraising Skills and Marketing Skills respectively, these remain the lowest four sub-capacities and are therefore areas for ongoing development.

In 2016 Staff in Northern Ireland also scored their organisations poorly in Re-energizing, however this score increased by 11 points in 2018. In 2016 Staff in Scotland also scored this area poorly, along with Facilities, however in 2018 Re-energizing rose by five points and Facilities rose by 18.

Board scores for other sub-capacities were above 200 points.

**Figure 18: Top 5 Sub-capacity Average Scores**

<b>Top 5 average scores (2018)</b>			
<b>NI Staff</b>		<b>Scotland Staff</b>	
Leader Vision (Leadership)	253	Environmental Learning (Adaptive)	249
Environmental Learning (Adaptive)	249	Leader Vision (Leadership)	247
Manager-to-Staff Communication (Management)	246	Manager-to-Staff Communication (Management)	240
Managing Programme Staff (Management)	246	Managing Programme Staff (Management)	240
Empowering (Organisational Culture)	239	Empowering (Organisational Culture)	238
<b>NI Boards</b>		<b>Scotland Boards</b>	
Leader Vision (Leadership)	269	Environmental Learning (Adaptive)	249
Environmental Learning (Adaptive)	256	Leader Vision (Leadership)	247
Manager-to-Staff Communication (Management)	255	Manager-to-Staff Communication (Management)	240
Managing Programme Staff (Management)	254	Managing Programme Staff (Management)	249
Financial Management (Management)	253	Empowering (Organisational Culture)	238

**Figure 19: Bottom 5 Sub-capacity Average Scores**

<b>Bottom 5 average scores (2018)</b>			
<b>NI – Staff</b>		<b>Scotland – Staff</b>	
Programme Resource Adaptability (Adaptive)	169	Programme Resource Adaptability (Adaptive)	161
Leadership Sustainability (Leadership)	172	Leadership Sustainability (Leadership)	161
Fundraising Skills (Technical)	175	Fundraising Skills (Technical)	170
Marketing Skills (Technical)	186	Marketing Skills (Technical)	180
Re-energizing (Organisational Culture)	193	Re-energizing (Organisational Culture)	192
<b>NI – Boards</b>		<b>Scotland – Boards</b>	
Leadership Sustainability (Leadership)	175	Leadership Sustainability (Leadership)	164
Programme Resource Adaptability (Adaptive)	186	Programme Resource Adaptability (Adaptive)	173
Fundraising Skills (Technical)	188	Fundraising Skills (Technical)	177
Marketing Skills (Technical)	198	Marketing Skills (Technical)	188
Re-energizing (Organisational Culture)	212	Legal Skills (Technical)	210



## 7.5 Lifecycle stages

The CCAT model suggests there are a number of stages within the lifecycle of an organisation. The five stages are:

**Core Programme Development:** development of a set of programs central to mission success and have begun achieving a consistent level of desired results for those being served.

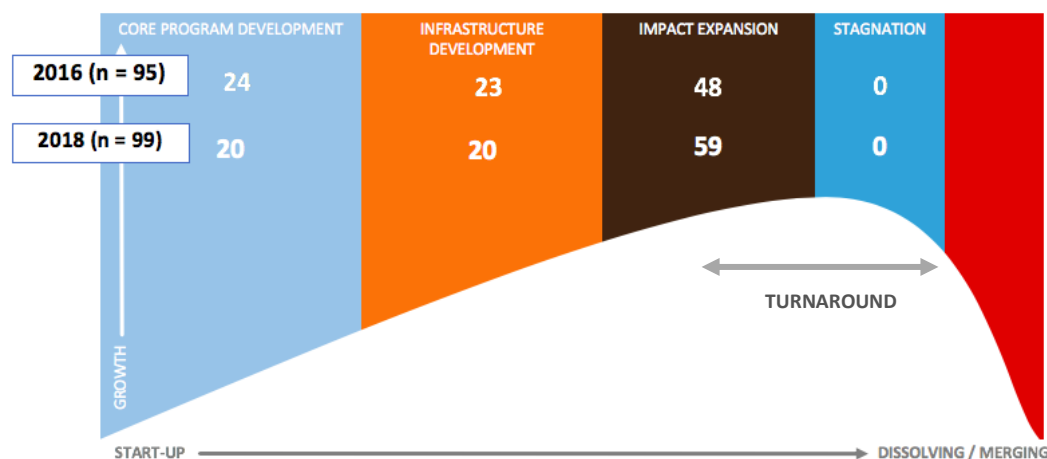
**Infrastructure Development:** development on an organisational infrastructure necessary for supporting core programmes and increasing the number of clients or service recipients.

**Impact Expansion:** achieving impact expansion through activities bringing together an organisation's programs and leadership with other community resources. This often involves engaging in activities like collaboration, strategic alliances, partnerships, and joint policy and advocacy efforts, in order to create a greater change.

**Stagnation:** not adapting to an organisation's contextual factors.

**Dissolving / Merging:** due to mission drift, or becoming irrelevant in their current context, organisations may become ready to dissolve. Alternatively, they may be better served by merging with another, healthier organisation.

**Figure 20: Lifecycle stages Northern Ireland and Scotland**



Base: 2016 n=95, 2018 n=99

- The lifecycle scores for organisations in Scotland and Northern Ireland put them in the first three stages with more than half of all participating organisations in 2018 falling into the Impact Expansion stage.
- None of the organisations fell into the Stagnation or Dissolving / Merging stage. It is important to note in seeking participants to the programme CO3/ACOSVO

did not look for organisations in crisis. Groups that signed up may have exhibited stronger characteristics than organisations who chose not to get involved.

- When mean staff scoring by lifecycle stage is considered, it is clear that organisations more advanced in their lifecycle, are also more likely to have higher scores in all capacity areas.
- Overall, the Management capacity average is Strong, especially for organisations who are in the Infrastructure Development phase but overall the highest scoring on average capacities was by those organisations in the Impact Expansion phase.
- Leadership Sustainability, while showing a plus 12 gain for organisations who are in Core Programme Development, remains a Challenging area for the whole sector.
- Programme Resource Adaptability remains Challenging for all groups but there was a decrease of 13 points from 2016 to 2018 for organisations in the Infrastructure Development stage particularly.
- Organisational Culture remains positive for all groups, except for those in the Core Programme Development stage which saw a mean decrease of 13.
- In Technical overall there was a small increase for organisations in the Core Programme Development phase , but an overall decrease of 11 for those in the Impact Expansion phase. Technical average scores become more positive as you move across the groups from Core Programme Development to Infrastructure through to Impact Expansion.
- The 2018 data shows the number of organisations in Core Program Development to have fallen from 24 to 20. No sub-capacities for this group became Strong; four previously Strong are now Satisfactory (two of these were in Leadership Capacity). Organisational Resource Sustainability (minus 3), Program Staffing (minus 29) and Conveying Unique Value of Staff ( minus 15) all moved from Satisfactory into Challenging. Out of 36 sub-capacities, 24 of these decreased for this group over the time period which perhaps suggests that organisations in this stage have particular issues.
- In relation to the Infrastructure Development stage the 2018 data shows the number of organisations in Infrastructure Development to have fallen from 23 to 20. One sub-capacity became Strong (Staff Development); one previously Strong slipped two points and is now Satisfactory. Across the capacities there were many small decreases for this group, but none that are particularly notable.
- The 2018 data shows the number of organisations in Impact Expansion to have increased from 48 to 59. Six sub-capacities became Strong (two in Management, two in Adaptive and two in Technical). One capacity, Marketing Skills, moved from Challenging to Satisfactory. The largest gains for this group were in

Technical. Organisations in impact expansion saw the least negative change in their scores.

## 8. Final Reflections and Recommendations

In summary the CCAT process has been used effectively as an empirical tool to help organisations on the programme identify and then work on issues in a concerted fashion within a short period of time. This is not solely due to the tool alone but to its combination with a one-to-one support programme, with a light touch series of relevant events and activities. We believe that the requirement to complete action plans in the intervening period helped focus senior teams and pushed them on to achieve impact prior to completing the CCAT again to see if any change has occurred.

On the whole those involved with the project have been positive about their experience and there is a general sense that some organisations would be interested to complete the CCAT again in three to five years' time. There are of course changes that could be made to the tool and the programme process. It should always be borne in mind that the tool is a self-assessment based approach so it susceptible with the vagaries associated with that.

As for the **learning for funders**, these remain fairly fundamentally around how funding methods tend to drive or create particular responses within organisations. The project data in general as well as the consistent areas of challenging scoring over time, lead us to suggest that:

1. Funders need to consider more fully their impact on organisations, particularly the trends created by the drift to short-term project based funding. Funders need to consider ways and circumstances in which they will invest in the core capacities of organisations that is in the staff and teams that run projects and programmes, the cultures and infrastructures in which they work. This involves taking into account the longer-term resilience of an organisation as well as the programme or project model at play.
2. Funding organisations need also to consider how they can best support organisations to be better able to deal with changes in resources. This could involve for example if a funder is going to reduce funding working with an organisation to agree the best timescale to do this over, more generally considering the time periods over which funding is applied, developing different funding models, as well as training and supporting organisations to manage and deal with change.
3. Further this study would suggest that the sector has particular needs in relation to fundraising and marketing skills. These two sub-capacity areas remained amongst the lowest mean scoring across both phases of the CCAT. These are the very skills that organisations need if they are required to move away from a dependence on statutory funding. Support to the sector to develop these skills is required.
4. Succession Planning is an issue across the sector, with the sub-capacity of Leadership Sustainability scoring the lowest mean scores of all. In the light of what could be read as low morale (as seen in the low sub-capacity scores of Re-energizing in Organisational Culture and Conveying the Unique Value of Staff in Management)

the sector is vulnerable to a loss of skills, which may affect its ability to deliver important statutory services well. Developing the next generation of leaders within the sector needs to be a priority for funders and the sector at large.

In relation to **specific learnings for boards:**

The scoring would suggest that there is more that Boards could also be doing to support and develop the organisations that they are part of – and given the gaps in board and staff scores there is more to be done to ensure boards and staff are on the same page.

The weakest Satisfactory area remains Board Leadership. Given that the majority of people who completed the CCAT were Board members, CEOs or Senior Management Teams, the assumption could be made that the board leadership scores should have been higher as these groups are most likely to have access to the Board and therefore have an informed view. It would seem that there is more work for boards to do to be empowering, connecting with communities, meeting regularly and holding leaders to account. This suggests that there is an on-going role here for sector support bodies as they seek to encourage good board governance – and support the development of good board-staff relations.

In relation to **learnings for organisations themselves:**

Our overall sense from the project is that organisations need to be constantly conscious of supporting a 're-energising' culture; this is perhaps particularly the case in the context of on-going financial uncertainty. Organisations who are aware of finding ways to demonstrate that their staff are valued will reap the benefits in terms of organisational culture.

This project has created an invaluable opportunity to understand the strengths and weaknesses of the sector as a whole. The opportunity to offer a similar programme to a further 100 organisations would present a further opportunity to refine and develop the programme as well as collect further data. This data could then be added to a growing body of evidence to help with the understanding of capacity issues in more detail for certain sizes of organisations/ those working in specific areas.

## Appendix 1: List of participating organisations

The following organisations participated in the Path to Impact Programme from Northern Ireland and Scotland. Not all organisations gave permission for their organisation to be listed:

<b>Northern Ireland Organisation</b>	<b>2016</b>	<b>2018</b>
Acceptable Enterprises Ltd	Yes	Yes
Advice NI	Yes	Yes
Ardmonagh Family & Community Group	Yes	Yes
Arthritis Care	Yes	Yes
Audiences NI	Yes	Yes
Autism Initiatives	Yes	Yes
Belfast and Lisburn Women's Aid	No	Yes
Belfast Exposed	Yes	No
Brain Injury Matters NI	Yes	Yes
Brook NI (now Common Youth)	Yes	Yes
Cancer Focus NI	Yes	Yes
Caring Breaks	Yes	Yes
Causeway Rural & Urban Network	Yes	Yes
CO3	Yes	Yes
Colin Community Counselling	Yes	No
Community Development and Health Network	Yes	Yes
Community Evaluation NI	Yes	Yes
Community Intercultural Programme	Yes	Yes
Cruse Bereavement Care NI	Yes	Yes
Depaul	Yes	Yes
Easilink Community Transport	Yes	Yes
EnableNI	Yes	Yes
Everyday Harmony and Music	Yes	Yes
Family Mediation NI	Yes	Yes
First Housing Aid & Support Services	Yes	No

Footprints Women's Centre	Yes	No
Groundwork NI	Yes	Yes
Kinship Care NI	Yes	Yes
Lifestart Foundation	Yes	Yes
Link Family and Community Centre	Yes	Yes
MACS Supporting Children and Young People	Yes	Yes
New Life Counselling	Yes	Yes
Northern Ireland Council for Integrated Education	Yes	Yes
Northern Ireland Environment Link	Yes	Yes
Play Resource Warehouse Ltd	Yes	Yes
Positive Life	Yes	Yes
Quaker Service	Yes	Yes
Relate NI	Yes	Yes
Rural Community Network	Yes	Yes
South West Age Partnership	Yes	Yes
SPACE NI - Supporting People and Communities Every Day	Yes	Yes
Speedwell Trust	Yes	Yes
Start 360	Yes	Yes
Step	Yes	Yes
Stepping Stones NI	No	Yes
Strabane Community Project	Yes	Yes
Supporting Communities	Yes	Yes
The Canoe Association of Northern Ireland	Yes	Yes
The Resurgam Trust	Yes	Yes
Tinylife	Yes	Yes
Women's Resource & Development Agency-WRDA	Yes	Yes
Women's TEC	Yes	Yes
Young Enterprise NI	Yes	Yes

<b>Scotland Organisation</b>	<b>2016</b>	<b>2018</b>
Absafe	Yes	Yes
ACE Cornton	Yes	Yes
ACOSVO	Yes	Yes
Alcohol & Drugs Action	Yes	Yes
Amina The Muslim Women's Resource Centre	Yes	Yes
Befriend a Child	Yes	Yes
Befriending Networks	Yes	Yes
Beith Trust	Yes	Yes
Bipolar Scotland	Yes	Yes
Breastfeeding Network	Yes	Yes
C-Change Scotland	Yes	Yes
CVS Falkirk	Yes	Yes
CVS Inverclyde	Yes	Yes
DGVoice	Yes	Yes
Down's Syndrome Scotland	Yes	Yes
Drake Music Scotland	Yes	Yes
Edinburgh City Youth Café	Yes	Yes
Edinburgh Sculpture Workshop	Yes	Yes
Falkirk and District Association for Mental Health	Yes	No
Fife Alcohol Support Service	Yes	Yes
Forth Valley Sensory Centre	Yes	Yes
Grassmarket Community Project	Yes	Yes
HIV Scotland	Yes	Yes
Indepen-dance	Yes	Yes
LCLA (The Kabin)	Yes	No
Music in Hospitals	Yes	Yes
North Ayrshire Citizens Advice Service	Yes	Yes



North Edinburgh Arts	No	Yes
Partners in Play	Yes	Yes
Paths for All	Yes	Yes
Phoenix Community Health/Safe Harbour	Yes	Yes
PLUS (Forth Valley) Ltd	Yes	Yes
Possibilities For Each and Every Kid- PEEK	Yes	Yes
Queen's Nursing Institute Scotland	Yes	Yes
Ramblers Scotland	Yes	Yes
Reeltime Music	No	Yes
Scottish Borders Social Enterprise Chamber C.I.C./Borders Third Sector Interface	Yes	Yes
Stable Life	Yes	Yes
Stepping Stones	Yes	Yes
Stramash	Yes	Yes
The Food Train	Yes	Yes
The Green Team	Yes	Yes
The Junction	Yes	Yes
The Welcoming Association	Yes	Yes
Visibility	Yes	Yes
Voluntary Action South Ayrshire	Yes	Yes
Volunteer Centre East Ayrshire	Yes	Yes
West Lothian Drug & Alcohol Service	Yes	Yes

## Appendix 2: Mean Capacity and Sub-capacity Scores

### 1. Introduction

In 2018, Northern Ireland's overall capacity scores were higher than Scotland in all areas except Organisational Culture where both countries capacity averages were the same. However, both countries showed relative gains across all five capacity areas. These gains were largely incremental (three to six points) except for Technical Capacity where Northern Ireland gained 11 points and Scotland gained nine over their respective 2016 scores. In the overall sub-capacity averages (for both countries) for 2018, every sub-capacity score improved, bar two (Program Resource Adaptability decreased by two points and Leadership Influence remained the same). Below we consider each country's sub-capacity scores in more detail.

- In Northern Ireland's overall averages, only two sub-capacity scores fell and four were level between 2018 and 2016. In all other areas there was an increase. In Northern Ireland's Board averages, however, nine sub-capacity scores fell (though none by more than four points) and four remained the same. It may be important to ask why many Boards marked lower the second time around. If so, why was that? Is it possible that over the course of the project they became more aware of the overall running of the organisation, and in becoming so, their scores were more in line with staff?
- In Scotland's overall average, five sub-capacity scores fell and two stayed level. Nine staff sub-capacity average scores fell in total, four significantly (Financial Management minus 14, Assessing Staff Performance minus 13, Supporting Staff Resource Needs minus 13, Technology minus 15) and three scores remained the same. This prompts the question, why did one quarter of Staff scores fall in Scotland? Is it possible that staff learned more about their organisation and marked more realistically? If this is true, why did this not happen in Northern Ireland? And why did Board scores in Scotland not fall?
- The sub-capacity scores awarded by Staff and Board members in Scotland tended to be marginally lower overall than in Northern Ireland in 2016. This trend continued in 2018, though it remains unclear why this is the case. While this did not affect the bigger picture in 2016 (in 18 out of the 36 sub-capacities, Scotland scored lower than Northern Ireland, higher in 16, and equal in two), this changed in 2018. Northern Ireland scored higher in 27 sub-capacities, lower in seven and level in two.

## 2. Adaptive capacity

**Adaptive Capacity** is described as, *'the ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes'*. It is broken down into the following sub-capacities:

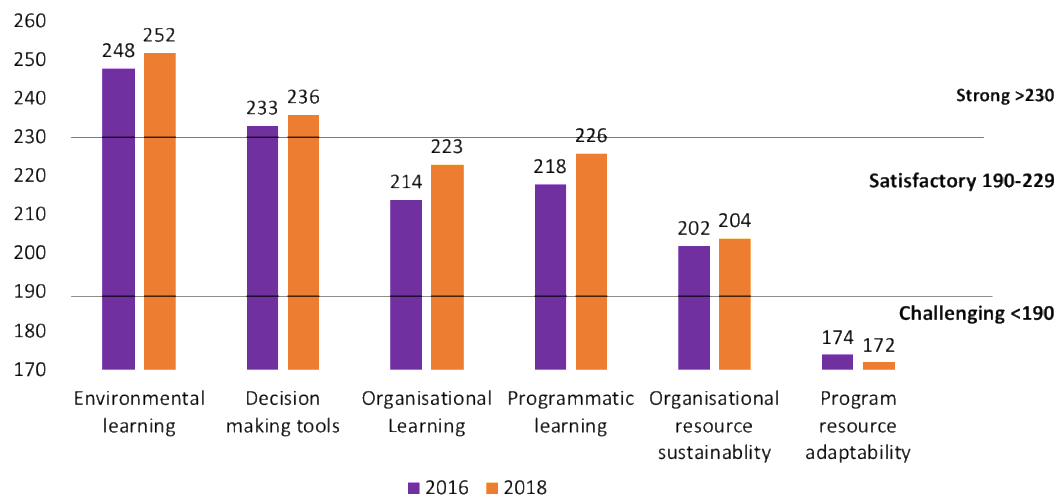
- **Decision-Making Tools:** Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)
- **Environmental Learning:** Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field
- **Organisational Learning:** Self-assessing, using assessment data/ findings to conduct strategic planning, and following through on strategic plans
- **Organisational Resource Sustainability:** Maintaining financial stability in order to adapt to changing environments
- **Programme Resource Adaptability:** Easily adapting to changes in programme resources, including funding and staff
- **Programmatic Learning:** Assessing the needs of clients and using programme evaluation as a learning tool

The overall scoring suggests:

- Overall, Adaptive Capacity showed an average increase of four points since 2016. Five out of the six sub-capacities increased, notably Organisational Learning which rose by nine points. Program Resource Adaptability decreased by two points overall and remains Challenging. This is unsurprising given the context of instability that many organisations have been facing in relation to their funding.
- Environmental Learning (collaboration and networking) remains the strongest adaptive sub-capacity in both Northern Ireland and Scotland, with Boards and Staff in agreement. Interestingly, Decision Making Tools was the only other Strong sub-capacity in the overall averages, however, in Scotland, while the overall average score was enough to rank this sub-capacity as Strong, Staff scored this area 11 points lower than Boards in 2018, labelling it as Satisfactory.
- Program Resource Adaptability, is the lowest scoring adaptive sub-capacity average, and scored as Challenging. It received marginal increases from Boards and Staff in Scotland (four points and one point respectively), however in Northern Ireland the Board average fell by four points and the Staff average fell by six, with a difference of 17 points in their average scoring (with Boards scoring it higher). In summary, Boards and Staff in both countries agree this sub-capacity is Challenging. It is not surprising that when organisations lose a source of funding, they find it difficult to adapt unless they have other resources and similar activities.

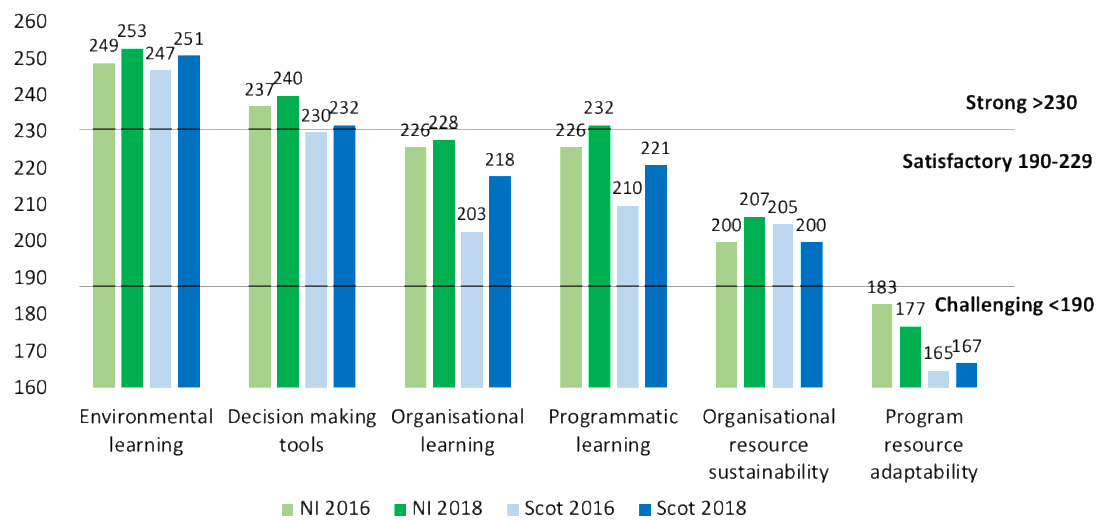
- Boards in Northern Ireland scored four of the six adaptive sub-capacities as Strong, whereas Staff scored two as Strong. In the sub-capacities of Organisational Learning and Programmatic Learning, Boards on average scored 18 and 16 points higher than Staff, respectively.
- In comparison in Scotland, Boards scored two of the six as strong: Environmental Learning and Decision-Making Tools, however Staff only scored Environmental Learning as Strong. The Board average scored Decision-Making Tools 11 points higher than Staff.
- The weakest Satisfactory adaptive area remains Organisational Resource Sustainability which increased by two points overall. While Northern Ireland scored a seven point increase, with Boards and Staff in broad agreement, in Scotland this sub-capacity was ranked five points lower in 2018, with Boards and Staff scoring it six points and four points lower respectively. Organisational Resource Sustainability is defined as '*maintaining financial stability in order to adapt*' and may therefore reflect the current financial uncertainty caused by developments in Scottish devolution.
- It is also worth noting, while Organisational Learning and Programmatic Learning are Satisfactory areas in Scotland, the Board-Staff gap was 22 points and 15 points respectively. In these areas the Board seems to reflect, a much more positive view than the staff team.

**Figure 21: Adaptive Capacity – Overall mean scoring on each sub-capacity 2016 and 2018**



Base: n=99

**Figure 22: Adaptive Capacity – Overall mean scoring on each sub-capacity 2016 and 2018 by country**



Base: n=99

### 3. Leadership capacity

Leadership Capacity is described as *‘the ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, all in an effort to achieve the organisational mission’*. It breaks down into the following sub-capacities:

- **Board Leadership:** Board functioning with respect to:
  1. **Empowering** through connecting people with the mission and vision of the organisation
  2. **Holding** organisational leaders accountable for progress toward achieving the mission and vision
  3. **Conducting** community outreach to educate and garner resources
  4. **Meeting** regularly and providing fiscal oversight
- **Internal Leadership:** Organisational leaders apply a mission-centred, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them
- **Leader Influence:** Ability of organisational leaders to persuade their Board, staff and community leaders/decision-makers to take action
- **Leader Vision:** Organisational leaders formulate and motivate others to pursue a clear vision
- **Leadership Sustainability:** Cultivating organisational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)

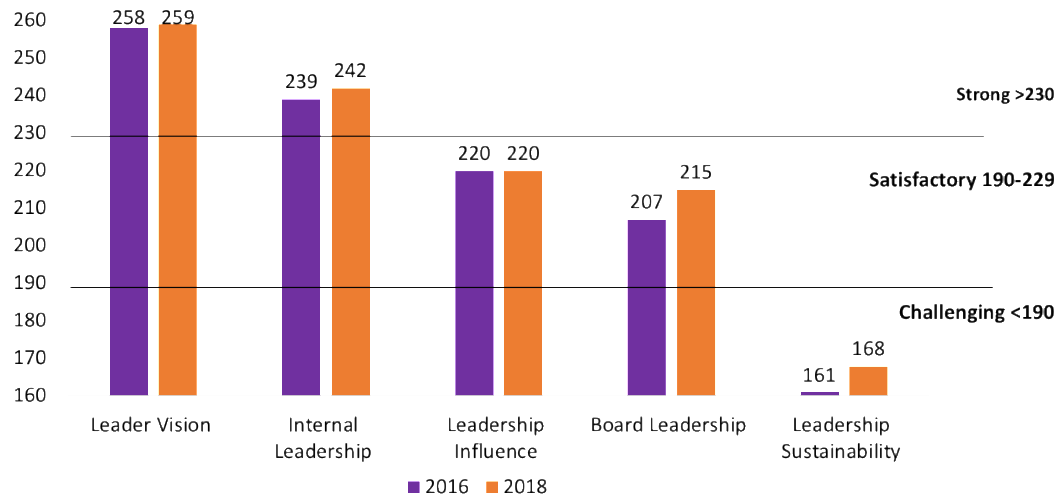
The scoring for Northern Ireland and Scotland suggests:

- Overall, Leadership Capacity showed an increase of four points over 2016. Four of five overall average sub-capacities increased, notably Board Leadership which rose by eight points. Leadership Sustainability rose by seven points but remains Challenging.
- Leader Vision remains the strongest leadership sub-capacity in both Northern Ireland and Scotland; Internal Leadership was the only other overall Strong sub-capacity. Boards and Staff agree these sub-capacities are Strong, however it is worth noting that there could be some bias in relation to this whole area, due to the tool being completed by leadership teams.
- The overall average score for Leadership Sustainability, the lowest Leadership sub-capacity, rose by six points in Northern Ireland, and eight points in Scotland, but with average scores in 2018 of 174 and 164 respectively, it remains well below a Satisfactory score of over 190. We believe that this is due to the lack of succession planning across the sector which was an area of discussion through the programme.

- Both countries scored two of the five leadership sub-capacities as Strong, two as Satisfactory and one as Challenging, with Boards and Staff in agreement. In Northern Ireland, Board Leadership rose most, by eight points, with the Board average up four points, but the Staff average up eight. This prompts the question, was the role/activity of the Board more noticeable to Staff over the 18 months of this project? There was a similar trend in Scotland, Board Leadership rose by nine points, with the Board average up eight points, and the Staff average up by 11.
- The weakest leadership Satisfactory area remains Board Leadership, however, all scores across both countries are well above 200, with the exception of Staff in Scotland who scored this sub-capacity at 198. (This area of Board leadership is commented on below). Given that the majority of people who completed the CCAT were Board members, CEOs or Senior Management Teams, we would have thought that the board leadership scores should have been higher as these groups are most likely to have access to the Board and therefore to have a view. It would seem that there is more work for boards to do to be empowering, connecting with communities, meeting regularly and holding leaders to account.
- It is interesting that the Board-Staff scoring gap is more pronounced in this capacity. Out of five sub-capacities, three of these (Leader Vision, Internal Leadership and Board Leadership) have a significant gap in both countries. In Northern Ireland, the gap between Board average and Staff average is 16, 15 and 19 respectively, while in Scotland the gap is 20, 15 and 28. It is unsurprising Boards scored more highly in leadership and vision, however a consistent numerical gap suggests that leadership, and particularly Board Leadership (as defined above) is not always clearly communicated to Staff. There have been improvements in both countries, however the Staff score for Board Leadership in Scotland, while having moved from Challenging to Satisfactory, is still at the lower end of Satisfactory at 198.

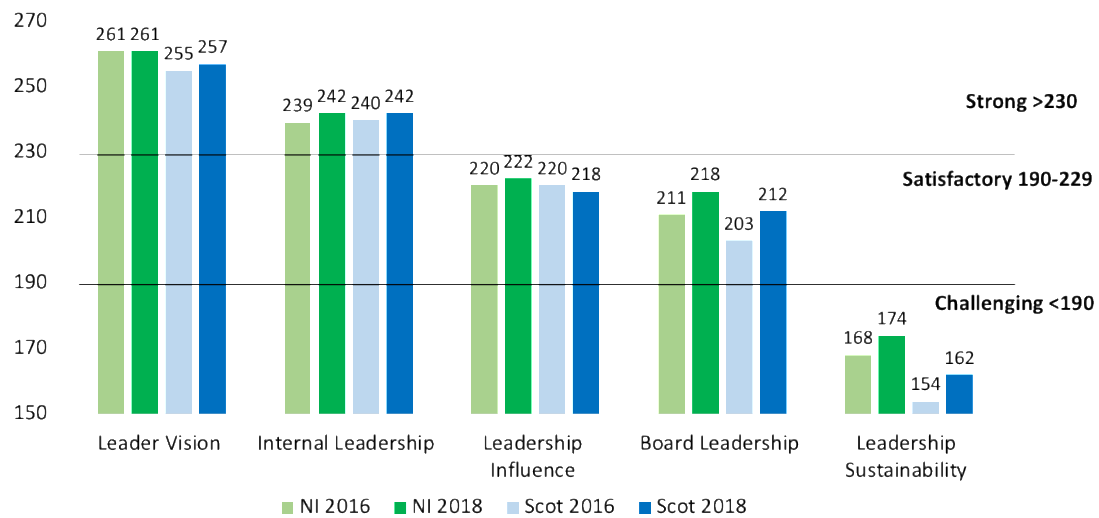
It may be worth considering this Board-Staff scoring gap around these areas alongside Re-energising (supporting staff to reflect, socialise and reconnect with their work; this is the lowest ranked aspect of Organisational Culture) and Conveying Unique Value of Staff (providing positive feedback, rewards, and time for reflection; the lowest ranked sub-capacity in Management). Is it possible there is a trend of staff being at a distance from the vision of the organisation and the work of those leading that vision, because time to reflect on their work and reconnect with why they do it is limited.

**Figure 23: Leadership Capacity – Overall mean scoring on each sub-capacity 2016 and 2018**



Base: n=99

**Figure 24: Leadership Capacity - Overall mean scoring on each overall capacity by each country each year**



Base: n=99



#### 4. Management capacity

Management Capacity is described as *'the ability of a non-profit organisation to ensure the effective and efficient use of organisational resources.'* The CCAT breaks this down into the following areas of sub-capacity:

- Assessing Staff Performance:** Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities
- Conveying Unique Value of Staff:** Providing positive feedback, rewards, and time for reflection
- Financial Management:** Managing organisational finances, including staff compensation
- Manager-to-Staff Communication:** Open channels of communication between managers and staff, including how open managers are to constructive feedback
- Managing Performance Expectations:** Facilitating clear and realistic expectations among staff.
- Managing Programme Staff:** Managing to ensure that programme staff have the knowledge, skills, and cultural sensitivity to effectively deliver services
- Problem Solving:** Organisational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process
- Programme Staffing:** Staffing changes as needed to increase and/or improve programs and service delivery
- Staff Development:** Coaching, mentoring, training, and empowering staff to improve their skills and innovate
- Supporting Staff Resource Needs:** Providing the technical resources, tools, systems, and people needed to carry out the work
- Volunteer Management:** Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers

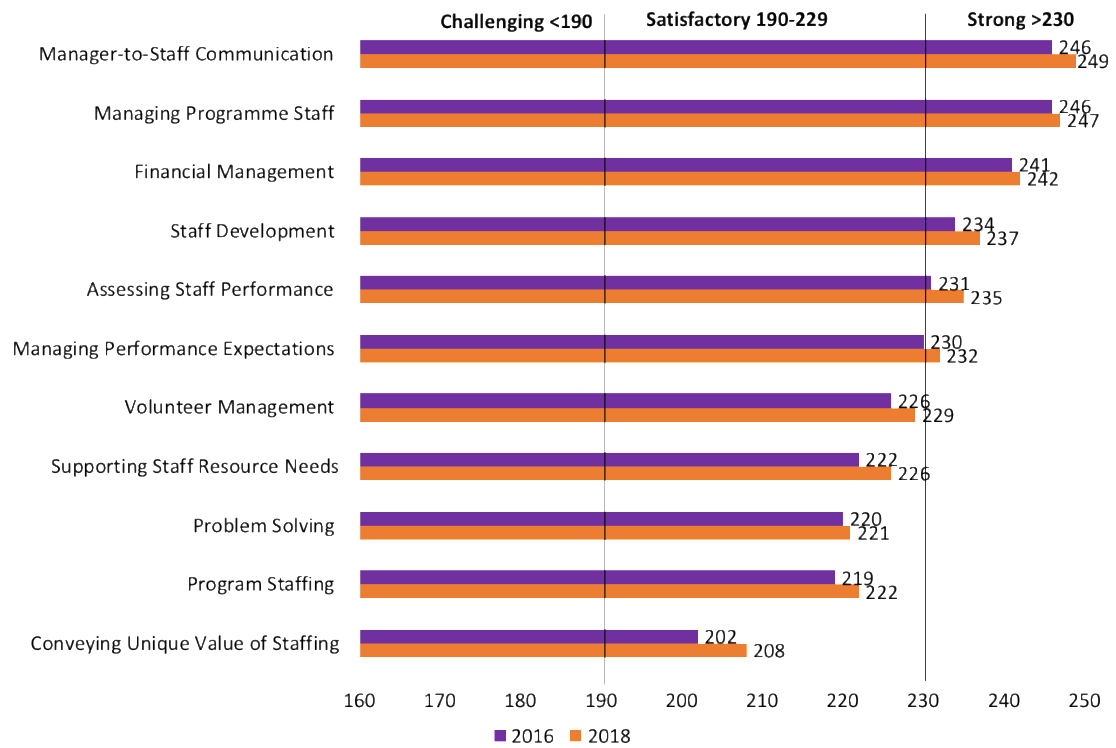
Considering the mean scores across Northern Ireland and Scotland in relation to Management Capacity:

- Overall, Management Capacity showed an increase of four points from 2016, moving the overall average into the Strong zone. All 11 management sub-capacities increased overall during the project, however most of these increases were only by a few points. Six out of the 11 sub-capacities are Strong overall, as was the case in 2016, however this picture is more complex when country jurisdiction and Board/Staff perspectives are taken into account.
- Boards and Staff in both countries agree that Manager-to-Staff Communication and Managing Programme Staff are the two strongest sub-capacity areas.
- In Northern Ireland nine out of 11 sub-capacities rose in score (Problem Solving remained the same and Managing Performance Expectations declined by one), including Supporting Staff Needs which rose by 10 points and is now considered Strong. Northern Ireland's Board averages scored eight sub-capacities as Strong. It may be worth noting that they scored four of these eight Strong sub-capacities

marginally lower than in 2016, with six sub-capacities overall scoring marginally lower. In Scotland, the Board average scores were only down in one sub-capacity area Supporting Staff Resource Needs, by two points. All of Northern Ireland's Staff averages increased and three sub-capacities moved into Strong (Assessing Staff Performance, Staff Development and Supporting Staff Resource Needs). Managing Performance Expectations had a staff average of 225 in 2018 and Volunteer Management 219, both 11 points lower than the Board averages in those areas, placing them at the top end of Satisfactory. Boards in Northern Ireland have a more positive view of these elements than staff.

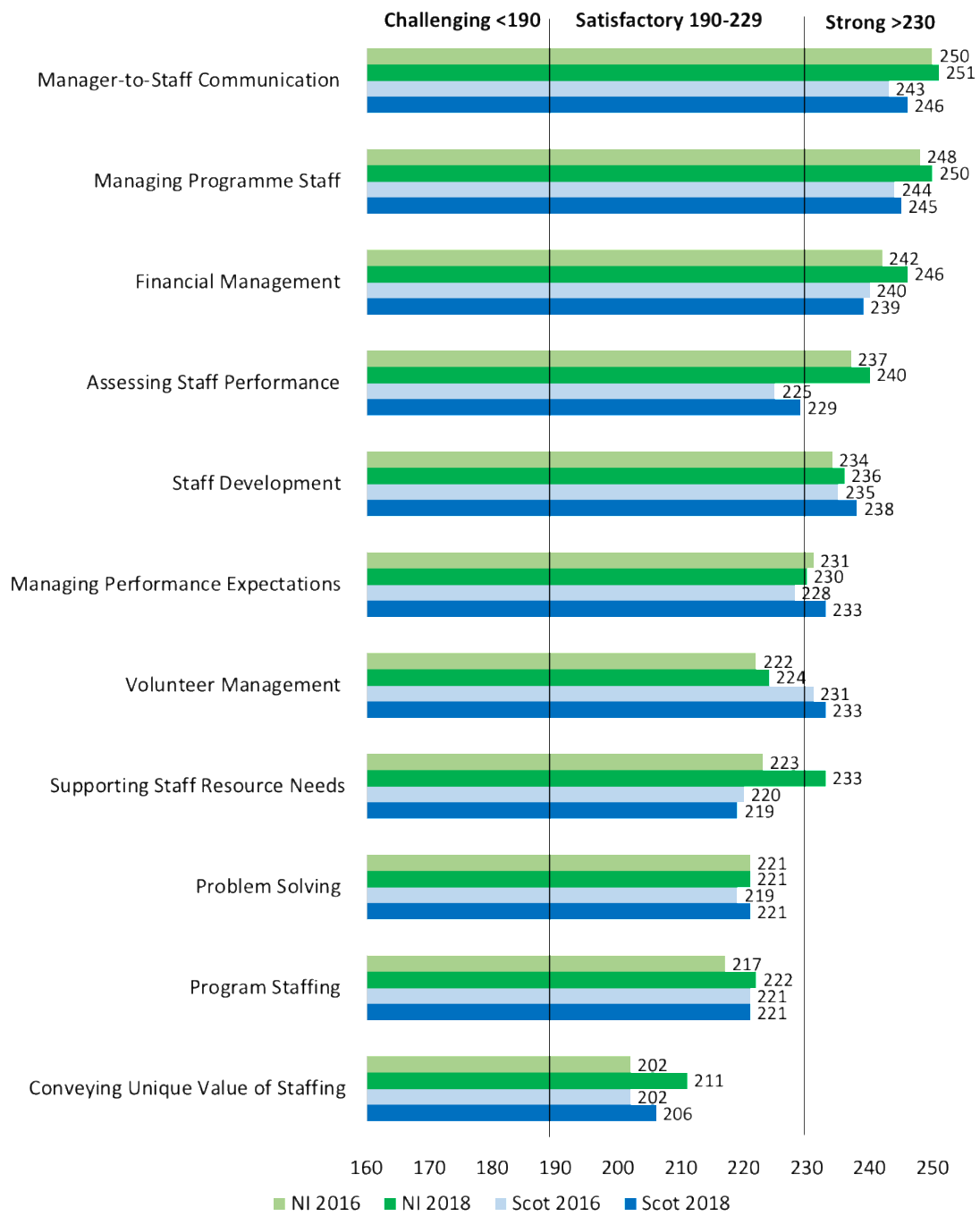
- Eight of Scotland's sub-capacities increased in score, Financial Management and Supporting Staff Resource Needs fell, but only by one point each; Programme Staffing remained the same. Managing Performance Expectations rose by five points to be considered Strong on average. On average, Boards scored seven sub-capacities as Strong. However, Staff averages do not always concur. Staff averages score just four sub-capacities as Strong, differing from the Board average on Financial Management (21 points lower), Assessing Staff Performance (15 points lower) and Managing Performance Expectations (12 points lower). The Board-Staff scoring gap in Scotland is most notable in this Capacity. The gap is 13 points or more in six out of 11 sub-capacities.
- Conveying the Unique Value of Staffing (providing positive feedback, rewards, and time for reflection) remains the lowest sub-capacity, across all groups in both countries. Rewarding staff in financial ways is not always possible given restricted access to funding. Board and Staff averages in both countries show gains, with Boards scoring this area higher than Staff. There is a 17 point difference between Board and Staff in Northern Ireland, and an 18 point difference between the same in Scotland. Given this differential, it would seem clear Boards have a more positive picture of these staffing issues than Staff themselves.
- In Scotland, the Staff average for Supporting Staff Resource Needs fell from 226 (almost Strong) to 213. Similarly, for the same group, Financial Management fell from 242 to 228, and Assessing Staff Performance went from 235 to 222. However Staff Development and Volunteer Management increased by 18 points.

**Figure 25: Management Capacity – Overall mean scoring on each sub-capacity 2016 and 2018**



Base: n=99

**Figure 26: Management Capacity - Overall mean scoring on each sub-capacity by each country each year**



Base: n=99

## 5. Technical capacity

Technical Capacity is described as *‘the ability of a non-profit organisation to implement all of the key organisational and programmatic functions’*. This includes the following:

- Facilities:** The proper facilities (space, equipment, amenities, etc.) to run efficient operations
- Facility Management Skills:** Ability to operate an efficient facility
- Financial Management Skills:** Ability to ensure efficient financial operations
- Fundraising Skills:** Ability to develop necessary resources for efficient operations, including management of donor relations
- Legal Skills:** Ability to engage proper legal engagement and coverage
- Marketing Skills:** Ability to communicate effectively with stakeholders, internal and external
- Outreach Skills:** Ability to do outreach, organizing and advocacy
- Programme Evaluation Skills:** Ability to design and implement an effective evaluation
- Service Delivery Skills:** Ability to ensure efficient and quality services
- Technology:** Resources (equipment, systems, software, etc.) to run efficient operations
- Technology Skills:** Ability to run efficient operations

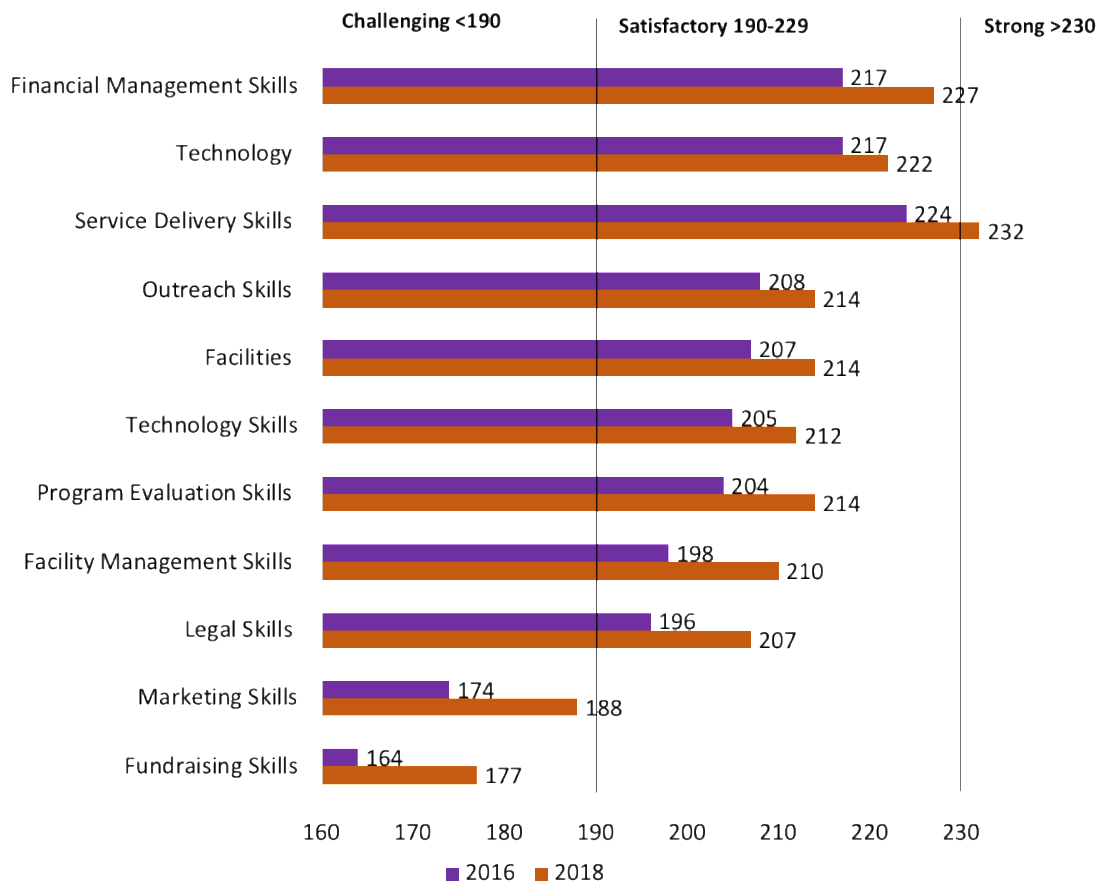
Technical Capacity remains the area with the lowest mean score overall, across all the capacities therefore is one of the most important areas to develop. However, it is also the area of the largest scoring increases, more details are provided below:

- Overall, Technical Capacity increased by 10 points from 2016. All 11 sub-capacities increased, notably Service Delivery Skills which rose by eight points, to move into the Strong category. In comparison to other capacities, while Technical was and is the area in most need of development, it is also the area that has seen most development; all sub-capacities increased by at least six points and six areas increased by 10 points or more.
- Northern Ireland’s overall averages in 2018 place Technology, Financial Management Skills and Service Delivery Skills as Strong compared to Satisfactory in 2016. The Board averages ranked each of these areas as Strong in both 2016 and 2018. The Staff averages, while increasing over the project, place each of these sub-capacities in the top end of Satisfactory.
- Scotland’s overall averages only place Service Delivery Skills as Strong. The Board averages ranked both Service Delivery Skills and Financial Management Skills as Strong, both having increased by 19 points and 11 points respectively -though Financial Management Skills had the largest Board-Staff gap (23 points) in this capacity. The Staff averages increased Financial Management Skills by nine points and increased the Service Delivery Skills by 26 points over the project, placing this sub-capacity in the top end of Satisfactory.

- In Scotland, in five of the sub-categories in Technical Capacity, the Board-Staff scoring gap was 13 points or more.
- In Northern Ireland, there was a significant increase in Facilities (having proper facilities -space, equipment, amenities, etc.- to run efficient operations) with the Board score up by 18, and Staff up by 12 (though there was still a 15 point gap between the two). Staff increases were also notable in Outreach Skills and Facility Management Skills (both up by 16), Technology and Program Evaluation Skills (both up by 15) and Legal skills up by 13.
- In Scotland, as already noted, Service Delivery Skills saw the biggest increase in score, with Boards increasing the average by 19 and Staff by 26, suggesting this was a key Staff focus over the project. Facilities was also an area that saw an increase with staff (by 18 points).
- No Technical sub-capacities were in deficit for either Boards or Staff in Northern Ireland. In Scotland, however, the Board average for Technology (resources to run efficient operations dropped by 11 points) while the Staff average decreased by 15. Again, it seems important to have an explanation for such a significant drop, in the context of a project where most assessments noted improvement, or at very least a similar score. Perhaps there has been less resources available to invest in technology locally?
- There was agreement across all groups in both countries that Marketing Skills and Fundraising Skills were most in need of development and remained in the Challenging category. The Board average in Northern Ireland for Marketing Skills was 198. This increased the overall average for the country to 192, just into Satisfactory however, for all other areas Marketing was in the Challenging zone.

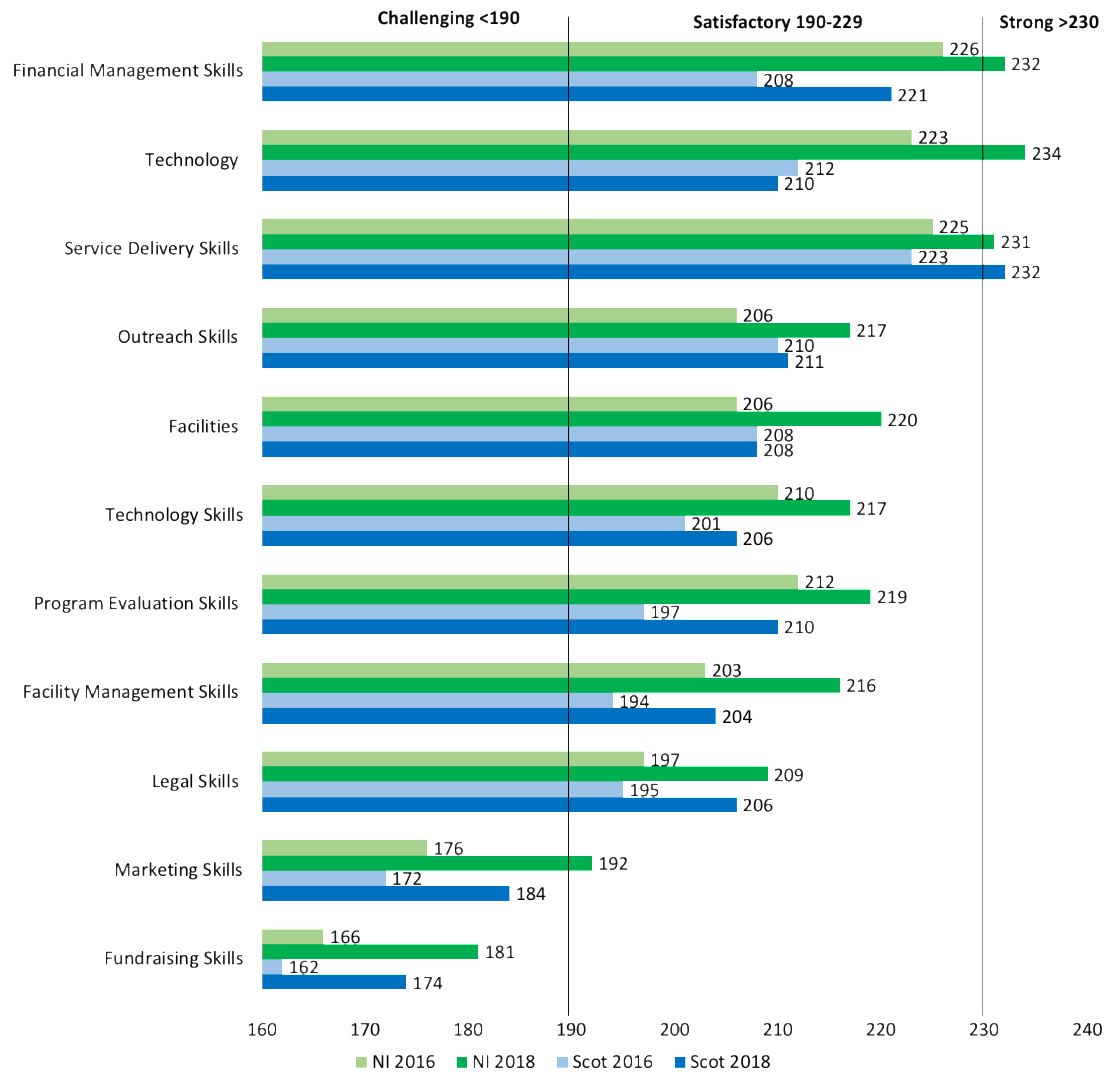
Conversely it is also the area of greatest increase when looking at the overall averages. Overall, Marketing and Fundraising Skills increased by 14 points and 13 points, respectively (16 and 15 in Northern Ireland and 12 and 12 in Scotland). In Northern Ireland while the Board average score for Marketing increased by 10, the Staff score increased by 21. In Scotland the Board average score for Fundraising Skills increased by six, while the Staff score increased by 17, suggesting that these may have been key areas staff teams worked on over the course of the project.

**Figure 27: Technical Capacity – Overall mean scoring on each sub-capacity 2016 and 2018**



Base: n=99

**Figure 28: Technical Capacity - Overall mean scoring on each sub-capacity by each country each year**



Base: n=99



## 6. Organisational culture

Organisational culture is assessed as part of the CCAT under three core values:

- Empowering:** Promoting proactivity, learning, and a belief in the value and ability of staff and clients
  - Re-energizing:** Supporting time for staff to reflect on their work, socialise, and reconnect with why they are doing the work
  - Unifying:** Engendering open and honest communication across all levels in the organisation, leading to a sense of a cohesive “group identity”
- It is highly evident from some of the online survey feedback that the Path to Impact programme has had a positive impact. The use of numbers within the CCAT framework appears to have provided organisations with a marker for identifying how well they performed in specific areas.

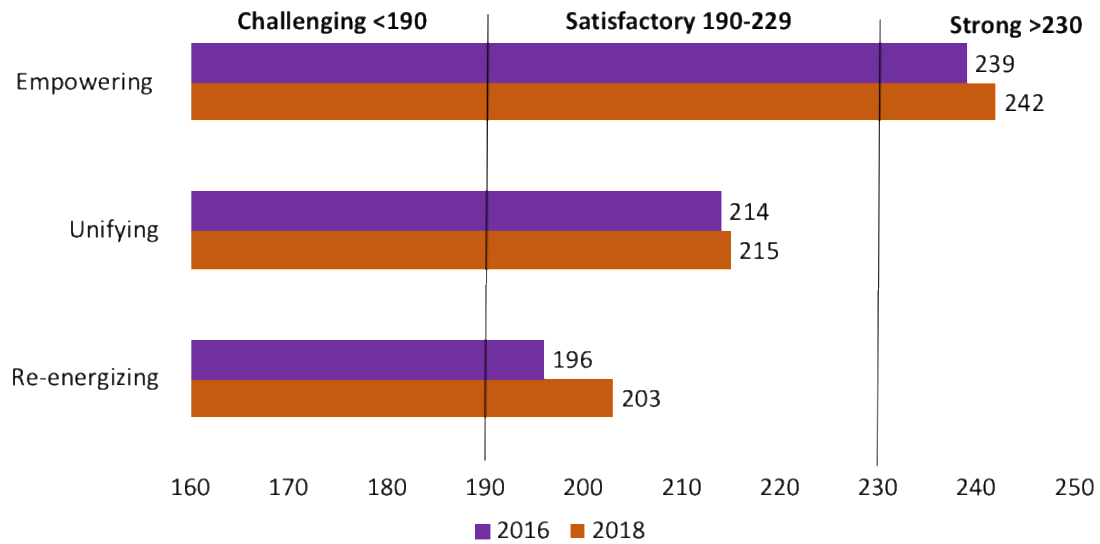
Low averages have encouraged organisations to address areas that they may have known were issues previously. They may not have recognised that the situation was as poor as the low number score suggested. For some organisations the programme has had an impact on their organisational culture and approach to addressing any issues raised as well as supporting activity to build on strengths. The quote below highlights this change in culture:

*“Not only has this programme identified our weakest areas and strengths it has opened up a whole new approach to giving ownership and shared decision making. It gave us the empowerment, vision and drive to move forward and build on our strengths.”*

- On comparing the 2016 and 2018 data, the average on Organisational Culture overall increased by four points since 2016. All three sub-capacities increased, though Unifying by only one point.
- Empowering remains the strongest aspect in both Northern Ireland and Scotland, with a Strong score and Boards and Staff are in agreement. Boards and staff consider their organisations to be promoting proactivity, learning, and a belief in the value and ability of staff and clients.
- Average scores for Unifying are all in the satisfactory zone and remarkably unified, ranging across all groups over both years with scores from 210 to 217.
- While the Re-energizing (supporting staff to reflect, socialise and reconnect with their work) overall average rose seven points from 2016, Boards in both Northern Ireland and Scotland consistently scored this higher than Staff. Staff in Northern Ireland scored this aspect 11 points higher in 2018 but are still 19 points below the Board average. In Scotland, Staff scored this five points higher in 2018, but are still 23 points below the Board average. This seems like a significant gap between the perceptions of Board member and Staff, across the sector in both countries. It fundamentally questions the concept of ‘reflective

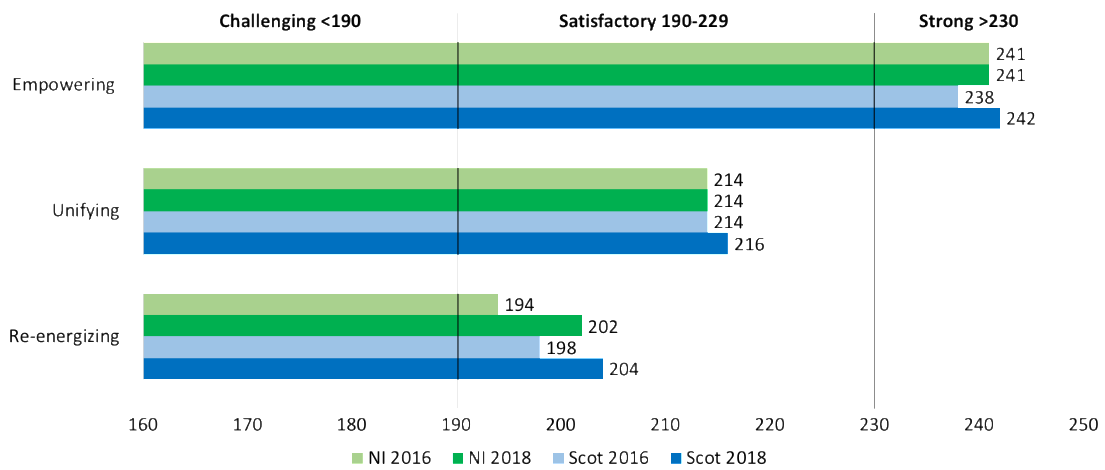
practitioners'; reflection, and therefore reconnection, can only happen if there is time given to staff to do so together and this is not solely about staff socialising together.

**Figure 29: Organisational Culture – Overall mean scoring on each sub-capacity 2016 and 2018**



Base: n=99

**Figure 30: Organisational Culture - Overall mean scoring on each sub-capacity by each country each year**



Base: n=99

### Appendix 3: Scoring by budget groupings

The following section provides some initial analysis on how scoring varies by budget size and seeks to understand changes in capacity scores between 2016 and 2018. The study sample was 95 organisations in 2016, and 91 organisations in 2018 however not all organisations provided budget details. The change in the sample size over the years is due to budgets changing for organisations and new organisations joining the sample when others dropped out.

#### Organisations with budgets less than £250k:

- The number of organisations in this grouping has increased since 2016 moving from 18 to 23.
- Organisations remain Strong in nine sub-capacities and added Volunteer Management as an area of strength in 2018. Five out of these 10 Strong sub-capacities are in Management.
- However, in a number of areas scores have reduced: Assessing Staff Performance, Managing Performance Expectations, Unifying and Technology were previously Strong, but are now Satisfactory. Overall there is a very clear picture of decreasing scores in this sub-group; 26 out of 36 sub-capacities are lower in 2018 than in 2016. All scores are down, bar one, in Management. All scores are down in Leadership and five out of six are down in Adaptive. The largest decreases came in Management, the worst being Managing Programme Staff (down 19) and Staff Development (down 23).
- On a more positive note there are four obvious gains, the first is in Programme Resource Adaptability which went up by 20 points. Every group by budget/country/rank is in Challenging, however, <£250k is the only group by budget size to make any gain here at all. That said, this group still has the lowest score, albeit only by three points. The other gains came in Facility Management skills (plus 15, and up from Challenging to Satisfactory), Marketing Skills and Fundraising Skills (plus 14 and plus 17 respectively, both still in Challenging).
- Overall organisations with budgets <£250k have demonstrated a 'patchier' picture in Management; the other four sub-groups largely show more straightforward improvement. While the organisations with budgets in the £250k-£500k group gained 20 points in Technology, almost taking it to Strong (229), organisations in this group *decreased* by 20 points moving it back into Satisfactory (albeit from a 2016 score of 230). More than any other budgetary sub-group, this group seems to have focused on Program Resource Adaptability (the other groups' scores all decreased).
- It may be the case that this budget group, in the current financial climate in the sector has found the project hardest to complete. Is it fair to suggest the smaller the budget, the smaller the workforce, and therefore the greater the struggle to see improvement across the Board? One online survey respondent commented:

*“I am not convinced that the programme can benefit small organisations (turnover of less than £200k) who do not have the pre-existing skills to appropriately interpret and analyse the report or even the organisational confidence to make robust self-assessment without considerable external support beyond that offered in the current programme.”*

**Organisations with budgets £250k-£500k:**

- The number of organisations in this grouping has decreased by one sixth since 2016 moving from 42 to 35.
- The eight sub-capacities categorised as Strong in 2016, remained in 2018, and were added to by another eight sub-capacities. Five of these gains came in Management: eight out of 11 Management sub-capacities are now Strong. Financial Management Skills and Service Delivery Skills are now Strong sub-capacities in Technical Capacity, where previously there were none. (Technology stands at 229).
- There were no notable decreases in any of the sub-capacities in this budget grouping.
- The most gains were made in the Technical Capacity: 10 out of the 11 sub-capacities gaining 15 points or more. Legal Skills and Marketing Skills are now Satisfactory having previously been Challenging.
- In sharp contrast to the <£250k sub-group, this group only had one sub-capacity score fall (Program Resource Adaptability, minus three). Most gains were made in the Technical Capacity, particularly Programme Evaluation Skills (plus 25) and Fundraising Skills (plus 24). This group and the £1m+ group made the most gains in Fundraising (also plus 24).

**Organisations with budgets £500k-£750k:**

- The number of organisations in this grouping has decreased moving from 18 to 14.
- The seven sub-capacities categorised as Strong in 2016, remained in 2018, and were added to by another nine sub-capacities. Five of these gains came in Management: eight out of 11 Management sub-capacities are now Strong.
- Only two sub-capacities decreased in this sub-group, each by six points.
- There are steady gains throughout, however, there are no stand out sub-capacities. The largest gain came in Re-energizing (plus 19) which is unusual, as none of the other sub-groups came close to this.

**Organisations with budgets £750k-£1m:**

- The number of organisations in this grouping has decreased moving from nine to five. It should be noted that this is a small sample of organisations and the data cannot be regarded as particularly robust.
- Ten sub-capacities categorised as Strong in 2016, remained in 2018, and were added to by two sub-capacities (in Adaptive).
- The Strongest capacity for this group, is arguably Adaptive. Both Organisational Learning and Programmatic Learning moved from Satisfactory to Strong. However, these only increased by one and six points respectively. The other four sub-capacities in Adaptive decreased (eight points overall) most notably Organisational Resource Sustainability and Program Resource Adaptability which decreased 20 points and 14 points respectively.
- Three sub-capacities changed from Strong to Satisfactory; one in Management and two in Technical.
- The picture here is similar to the first budget group; 30 out of the 36 sub-capacities decreased over the project. The biggest decreases come in four different areas. Program Staffing (Management minus 20), Leadership Influence (Leadership minus 20), Organisational Resource Sustainability (Adaptive minus 20) and Fundraising (Technical minus 20). In comparison the largest gain is 11 points in Programme Evaluation Skills.

#### **Organisations with budgets £1m+:**

- It is in this budget grouping the number of organisations has almost doubled, it was eight and is now 14.
- The 15 sub-capacities categorised as Strong in 2016, remained in 2018, and were added to by another three sub-capacities. Two of these gains came in Technical. While 10 sub-capacities decreased, no sub-capacities moved down to Satisfactory, or from Satisfactory to Challenging. Program Staffing (Management) gained 19 points, but the most obvious gains were in Technical which rose by 18 points overall. Facilities rose by 30 points and Marketing Skills by 31. Fundraising Skills rose by 24 points, though it remains in the Challenging zone.
- Of the 10 sub-capacities that decreased, six were by five points or less. The two most notable decreases were Program Resource Adaptability (minus 12) and Program Evaluation Skills (minus 10).
- This is arguably the Strongest of the budget groups: half of the sub-capacities are Strong, with another 12 sub-capacities at 220 points or more. Both of the largest budget groups are Strongest in Adaptive Capacity with four out of the six sub-capacities Strong.

#### **In general**

- Improvement (almost) seems to increase across the budget sizes. The smallest budget organisations are struggling to make numeric gains. As the number of Strong sub-capacities rises (10,15,15,12,18) the larger the budget (if the £750k-£1m group is considered an anomaly due to the very small base size.) This was not true in 2016, when the number of Strong sub-capacities was 13, eight, seven, 14, 15 – but would be consistent with a general sense that larger organisations if they took the Path to Impact programme seriously will have had more resource and capacity to address any issues raised.

## Appendix 4: Scores for Northern Ireland / Scotland 2016

Scores are based on a **300-point** scale:

- 230 and greater .....**Strong**
- 190 – 229 .....**Satisfactory**
- Less than 190 .....**Challenging**

### Overall Mean Scores

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Management <i>The ability of a non-profit organisation to ensure the effective and efficient use of organisational resources</i>	232	220	228	223
Adaptive <i>The ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes</i>	227	213	220	212
Leadership <i>The ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, all in an effort to achieve the organisational mission</i>	227	213	218	207
Organisational Culture <i>Assessed under three values – empowering, re-energizing and unifying</i>	222	209	214	205
Technical <i>The ability of a non-profit organisation to implement all of the key organisational and programmatic functions</i>	212	197	201	192

**Adaptive Capacity** - the ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Environmental Learning <i>Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field</i>	254	243	249	245
Decision-Making Tools <i>Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)</i>	244	229	235	226
Organisational Learning <i>Self-assessing, using assessment data/ findings to conduct strategic planning, and following through on strategic plans</i>	237	214	213	205
Programmatic Learning <i>Assessing the needs of clients and using programme evaluation as a learning tool</i>	235	216	212	195
Organisational Resource Sustainability <i>Maintaining financial stability in order to adapt to changing environments</i>	203	198	210	200
Program Resource Adaptability <i>Easily adapting to changes in programme resources, including funding and staff</i>	190	175	169	160



**Leadership Capacity** - the ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, all in an effort to achieve the organisational mission

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Leader Vision <i>Organisational leaders formulate and motivate others to pursue a clear vision</i>	272	251	260	250
Internal Leadership <i>Organisational leaders apply a mission-centred, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them</i>	249	230	245	233
Leadership Influence <i>Ability of organisational leaders to persuade their Board, staff and community leaders/decision-makers to take action)</i>	226	216	222	216
Board Leadership <i>Board functioning with respect to:</i> <b>1. Empowering</b> through connecting people with the mission and vision of the organisation <b>2. Holding</b> organisational leaders accountable for progress toward achieving the mission and vision <b>3. Conducting</b> community outreach to educate and garner resources <b>4. Meeting</b> regularly and providing fiscal oversight	223	200	218	187
Leadership Sustainability <i>Cultivating organisational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)</i>	168	168	156	150

**Management Capacity** - the ability of a non-profit organisation to ensure the effective and efficient use of organisational resources'

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Manager-to-Staff Communication <i>Open channels of communication between managers and staff, including how open managers are to constructive feedback</i>	257	243	248	231
Financial Management <i>Managing organisational finances, including staff compensation</i>	254	230	247	242
Managing Programme Staff Managing to ensure that programme staff have the knowledge, skills, and cultural sensitivity to effectively deliver services	253	244	247	239
Assessing Staff Performance <i>Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities</i>	248	226	233	235
Managing Performance Expectations <i>Facilitating clear and realistic expectations among staff</i>	239	224	232	227
Staff Development <i>Coaching, mentoring, training, and empowering staff to improve their skills and innovate</i>	237	229	231	218
Supporting Staff Resource Needs <i>Providing the technical resources, tools, systems, and people needed to carry out the work</i>	233	213	228	226
Problem Solving <i>Organisational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process</i>	231	211	224	214
Volunteer Management <i>Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers</i>	228	215	223	212
Program Staffing <i>Staffing changes as needed to increase and/or improve programs and service delivery</i>	228	208	220	221
Conveying Unique Value of Staffing <i>Providing positive feedback, rewards, and time for reflection</i>	212	191	209	192

**Technical Capacity** - the ability of a non-profit organisation to implement all of the key organisational and programmatic functions

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Technology <i>Resources (equipment, systems, software, etc.) to run efficient operations</i>	233	213	229	216
Financial Management Skills <i>Ability to ensure efficient financial operations</i>	232	220	222	201
Service Delivery Skills <i>Ability to ensure efficient and quality services</i>	230	220	218	201
Program Evaluation Skills <i>Ability to design and implement an effective evaluation</i>	221	202	212	200
Technology Skills <i>Ability to run efficient operations</i>	217	204	208	191
Outreach Skills <i>Ability to do outreach, organizing and advocacy</i>	213	198	207	208
Facilities <i>The proper facilities (space, equipment, amenities, etc.) to run efficient operations</i>	210	201	206	187
Facility Management Skills <i>Ability to operate an efficient facility</i>	210	196	196	191
Legal Skills <i>Ability to engage proper legal engagement and coverage</i>	203	191	196	191
Marketing Skills <i>Ability to communicate effectively with stakeholders, internal and external</i>	188	165	174	169
Fundraising Skills <i>Ability to develop necessary resources for efficient operations, including management of donor relations</i>	172	161	171	153

## Organisational Culture

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Empowering <i>Promoting proactivity, learning, and a belief in the value and ability of staff and clients</i>	244	236	238	237
Unifying <i>Engendering open and honest communication across all levels in the organisation, leading to a sense of a cohesive "group identity"</i>	217	210	216	211
Re-energizing <i>Supporting time for staff to reflect on their work, socialise, and reconnect with why they are doing the work</i>	205	182	208	187

## Appendix 5: Scores for Northern Ireland / Scotland 2018

Scores are based on a **300-point** scale:

- 230 and greater .....**Strong**
- 190 – 229 .....**Satisfactory**
- Less than 190 .....**Challenging**

### Overall Mean Scores

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Management <i>The ability of a non-profit organisation to ensure the effective and efficient use of organisational resources</i>	236	227	233	224
Adaptive <i>The ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes</i>	229	217	221	209
Leadership <i>The ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, all in an effort to achieve the organisational mission</i>	229	218	226	211
Organisational Culture <i>Assessed under three values – empowering, re-energizing and unifying</i>	224	214	227	214
Technical <i>The ability of a non-profit organisation to implement all of the key organisational and programmatic functions</i>	220	210	212	200

**Adaptive Capacity** - the ability of a non-profit organisation to monitor, assess and respond to and create internal and external changes

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Environmental Learning <i>Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field</i>	256	249	252	249
Decision-Making Tools <i>Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)</i>	242	237	238	227
Organisational Learning <i>Self-assessing, using assessment data/ findings to conduct strategic planning, and following through on strategic plans</i>	237	219	229	207
Programmatic Learning <i>Assessing the needs of clients and using programme evaluation as a learning tool</i>	240	224	229	214
Organisational Resource Sustainability <i>Maintaining financial stability in order to adapt to changing environments</i>	210	204	204	196
Program Resource Adaptability <i>Easily adapting to changes in programme resources, including funding and staff</i>	186	169	173	161

**Leadership Capacity** - the ability of all organisational leaders to create and sustain the vision, inspire, model, prioritise, make decisions, provide direction and innovate, all in an effort to achieve the organisational mission

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Leader Vision <i>Organisational leaders formulate and motivate others to pursue a clear vision</i>	269	253	267	247
Internal Leadership <i>Organisational leaders apply a mission-centred, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them</i>	250	235	250	235
Leadership Influence <i>Ability of organisational leaders to persuade their Board, staff and community leaders/decision-makers to take action)</i>	224	220	221	215
Board Leadership <i>Board functioning with respect to:</i> <b>1. Empowering</b> through connecting people with the mission and vision of the organisation <b>2. Holding</b> organisational leaders accountable for progress toward achieving the mission and vision <b>3. Conducting</b> community outreach to educate and garner resources <b>4. Meeting</b> regularly and providing fiscal oversight	227	208	226	198
Leadership Sustainability <i>Cultivating organisational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)</i>	175	172	164	161

**Management Capacity** - the ability of a non-profit organisation to ensure the effective and efficient use of organisational resources'

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Manager-to-Staff Communication <i>Open channels of communication between managers and staff, including how open managers are to constructive feedback</i>	255	246	253	240
Financial Management <i>Managing organisational finances, including staff compensation</i>	253	238	249	228
Managing Programme Staff Managing to ensure that programme staff have the knowledge, skills, and cultural sensitivity to effectively deliver services	254	246	249	240
Assessing Staff Performance <i>Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities</i>	246	234	237	222
Managing Performance Expectations <i>Facilitating clear and realistic expectations among staff</i>	236	225	239	227
Staff Development <i>Coaching, mentoring, training, and empowering staff to improve their skills and innovate</i>	239	232	239	236
Supporting Staff Resource Needs <i>Providing the technical resources, tools, systems, and people needed to carry out the work</i>	237	230	226	213
Problem Solving <i>Organisational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process</i>	227	214	227	214
Volunteer Management <i>Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers</i>	230	219	236	230
Program Staffing <i>Staffing changes as needed to increase and/or improve programs and service delivery</i>	227	217	223	220
Conveying Unique Value of Staffing <i>Providing positive feedback, rewards, and time for reflection</i>	219	202	215	197



**Technical Capacity** - the ability of a non-profit organisation to implement all of the key organisational and programmatic functions

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Technology Resources (equipment, systems, software, etc.) to run efficient operations	239	228	218	201
Financial Management Skills Ability to ensure efficient financial operations	236	228	233	210
Service Delivery Skills Ability to ensure efficient and quality services	237	225	237	227
Program Evaluation Skills Ability to design and implement an effective evaluation	221	217	216	203
Technology Skills Ability to run efficient operations	223	211	214	199
Outreach Skills Ability to do outreach, organizing and advocacy	220	214	217	205
Facilities The proper facilities (space, equipment, amenities, etc.) to run efficient operations	228	213	211	205
Facility Management Skills Ability to operate an efficient facility	220	212	212	196
Legal Skills Ability to engage proper legal engagement and coverage	214	204	210	201
Marketing Skills Ability to communicate effectively with stakeholders, internal and external	198	186	188	180

Fundraising Skills <i>Ability to develop necessary resources for efficient operations, including management of donor relations</i>	188	175	177	170
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### Organisational Culture

	Northern Ireland		Scotland	
	Board	Staff	Board	Staff
Empowering <i>Promoting proactivity, learning, and a belief in the value and ability of staff and clients</i>	244	239	246	238
Unifying <i>Engendering open and honest communication across all levels in the organisation, leading to a sense of a cohesive "group identity"</i>	217	211	221	211
Re-energizing <i>Supporting time for staff to reflect on their work, socialise, and reconnect with why they are doing the work</i>	212	193	215	192

## **Appendix 6: Further background**

### **i. The CCAT and TCC**

TCC are the provider of the CCAT, further information is provided on their organisation below:

For more than 30 years, TCC has provided strategic planning, programme development, evaluation and management consulting services to non-profit organisations, foundations, corporate community involvement programs and government agencies. In this time, the firm has developed substantive knowledge and expertise in fields as diverse as human services, children and family issues, education, health care, the environment, and the arts.

From offices in New York, Philadelphia, Chicago and San Francisco the firm works with clients nationally and, increasingly, globally. Services include strategic planning, Organisational assessment and development, feasibility studies, long-term capacity building, programme evaluation and development, governance planning, restructuring and repositioning, as well as grant programme design, evaluation, and facilitation. They have extensive experience working with funders to plan, design, manage and evaluate long-term capacity-building initiatives.

Their approach is governed by the need to establish a clear and engaging consulting process that offers structure and predictability as well as flexibility to meet unforeseen needs. Working in multidisciplinary teams, they tailor each new assignment to meet the individual needs and circumstances of the client. They develop a scope of work that responds to the particular challenges, timetable and budget for the assignment.

Sometimes clients engage them for short-term research, problem solving, or facilitation projects. Other times they provide comprehensive planning and evaluation assistance over a longer period or conduct other activities over one or more years. Increasingly, TCC helps clients manage and implement their work and provide advice on an ongoing basis. They bring to each new assignment the perspective of their expertise, broad experience and the enthusiastic commitment to get the job done right.

## **ii. The CCAT Methodology**

For more detail on the CCAT Methodology please download from the CO3 website the following document:

Validity and Reliability of the Core Capacity Assessment Tool (CCAT) - A Technical Report by Peter York, Senior Vice President and Director of Research, TCC Group.

### **iii. Feedback sought through Path to Impact Programme**

RF Associates is a research and evaluation organisation tasked to support Path to Impact with research and evaluation support. We seek to deliver high value research driven insight. We were established in May of 2015 and are committed to offering great work whilst growing and developing our team. We undertake the whole breadth of research methodologies including desk research, both qualitative and quantitative research projects, and make use of a wide range of consultancy methods. Despite only being set up for a short period of time we have already completed / are completing work for a number of clients: Action on Elder Abuse NI, Architectural Heritage Fund, Big Lottery Fund, Cedar Foundation, Centre for Democracy and Peace Building, Community Relations Council, Creative and Cultural Skills, Creative Skillset, Crime Victims Helpline, Design Council, Heritage Lottery Fund, Northern Ireland Housing Executive, Juvora, Leonard Cheshire, Moment Health, North Down YMCA, New Bolsover Council, NIACRO, Northern Ireland Federation of Housing Associations, Northern Ireland Probation Board, Open House Festival, Ofgem, Public Health Authority, Royal College of Occupational Therapists, Triangle Housing, Ulster University, Victim Support NI, Walled City Partnership, Women in Football, YMCA Ireland.

For the Path to Impact Programme we have undertaken a number of research / evaluation activities thus far:

#### **- Analysis of capacities and sub-capacities (2016 and 2018)**

TCC have provided RF Associates with the mean scores for Board and Staff capacities and sub-capacities. Where bases have allowed, RF Associates has undertaken relevant cross tabulations using SPSS to understand any existent relationships between capacities.

#### **- Short online survey post completion of the CCAT (May to October 2016)**

A short online survey was sent to all those who had undertaken the CCAT close to their completion of the survey. Response numbers on questions vary from 159 to 185. Of those completions 72% were from staff and 28% from Board members.

#### **- Short online survey post completion of the one-to-one session (July to October 2016)**

A short online survey was sent to all those who had attended a one-to-one session. Response numbers on questions vary from 41 to 48. Of those completions 83% were from staff and 17% from Board members.

#### **- Ten qualitative 30-minute interviews (October to December 2016)**

Five qualitative interviews were completed with organisations in Northern Ireland and five were completed in Scotland to gather feedback on the programme thus far. When possible these interviews were completed face to face.

#### **- Short online feedback questionnaire (May / June 2018)**

A short online questionnaire to gather final comments on the impact of participating in the Path to Impact Programme. Response numbers of questions vary from 32 to 72. Of those completions 97% were from staff and 3% from Board members.

**- Four face to face qualitative 60-minute interviews (August to October 2018)**

Two interviews were conducted in Scotland and two in Northern Ireland to provide more detailed case study examples for the final report.





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