



IMPACTFUL GOVERNANCE
Community Interest Company

“Creating sustainability by imbuing independence and strength into organisations;
supporting services to be more effective and efficient”



IMPACTFUL GOVERNANCE
Community Interest Company

Social Inclusion Partnership Away 1/2 Day:

Thursday 10th November 1pm to 4pm

“Creating a Funding Vehicle”

1pm

Welcome
Opening comments
Introductions
Terms of Reference

1:30pm

Discuss the structure
Who are the partners?

2pm

Financial Services Authority,
Charity Commission,
Companies House, etc

2:45pm

Key roles
Next steps
Action Plan

3:30pm Finalise Action Plan & Agreement

3:50pm Chair's closing remarks

Ellen Terry Room, Healthy Hub Stevenage

Stevenage Arts & Leisure Centre

Lytton Way, Stevenage, SG1 1LZ

RSVP by Email: coach@ig-cic.org.uk Tel: 07711 674869

The Healthy Hub is accessed from the walkway between the town centre and the train station, there is a reception and people will be guided to the Ellen Terry room.

It can also be accessed through the leisure centre. The room is on the 1st floor (lift available).

Creating a collaborative funding vehicle for Stevenage

Stevenage Together

Social Including Partnership

Commissioned by: Stevenage Borough Council and Stevenage Together SIP

Authors:

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Executive Summary

The Social Inclusion Partnership (“SIP”) are an established informal membership group of third sector stakeholders in Stevenage which deliver services for the benefit of the local community. They are a network of organisations which collaborate to bid for funding and deliver multi-agency projects and services. The SIP sits within the umbrella of Stevenage Together and is supported by Stevenage Borough Council.

At the start of the 2021/22 financial year, members set out its objectives for the coming year. The priority objective was to establish a formal collaborative funding vehicle.

	Proposed Priorities	Next action
1	Formalisation of partnership into an incorporated entity to create a unified voice and mechanism for drawing in partnership funding and resource.	Business case and feasibility report to be produced to present to members

Impactful Governance – Community Interest Company (CIC) were commissioned by Stevenage Borough Council to work with the SIP in undertaking this feasibility study into the creation of a formal collaborative funding vehicle. This report sets out the process of establishing the varied organisational structures, areas of interest and current collaborations of the stakeholders; their requirements of a collaborative funding vehicle and preferred option, to progress to the formalisation of a new entity.

Following individual and group discussions, an Away Day event took place, where all stakeholders were encouraged to share their aims, concerns and opinions as part of the decision-making process. The outcome of the event as that three options were agreed up to be followed by a ballot by email.

From the results of our analysis, we have established the make-up of the existing SIP membership, what the SIP is doing well and the areas it can improve in, set out the results of the voting and presented future steps which can be taken to achieve the formalisation of the new entity.

In our Recommendations we have suggested that the SIP review the existing membership once formalised to broaden its reach and scope to include the Voluntary, Community, Faith & Social Enterprise (VCFSE) sector; and in light of the time-poor status of many of the SIP members, to consider commissioning an external party to support the new working group in the process of setting up the new entity.

The Social Inclusion Partnership is a committed group of individuals, representing multiple organisations which deliver essential services to their community. The creation of a new formal entity to enhance its existing collaboration and strengthen the sustainability of its group members, presents an exciting opportunity for the future of Stevenage.

Project Background & Objectives

Background:

Stevenage Together is an umbrella that guides other groups around work, health and safety, amongst other areas. The Social Inclusion Partnership sits under this umbrella. Stevenage Together sets the priority areas for each year.

Pros and cons have been explored in the first round of discussions in a compare and contrasting method to help decision making. It was felt that a co-operative may be a good fit with one vote per organization that may for example contribute financially to purchase shares. That would give each organization one vote and other non-members could share in the benefits of the financial opportunities, if the members vote to allow wider participation at a later date.

SIP Project Steering Group

The key members of the SIP Steering Group were:

- Charlotte Blizzard-Welch, Chair of SIP, Chief Executive of Citizens Advice Stevenage,
- Melanie Bel Haj, Funding and Projects Manager, Citizens Advice Stevenage.
- Gemma Maret, Co-operative Neighbourhoods Programme Manager, Stevenage Borough Council.

Social Inclusion Partnership, Stevenage:

Key activities agreed between SIP Steering Group and Impactful Governance – Community Interest Company.

1. Initial discussions took place with Stevenage Borough Council & Citizen’s Advice Bureau (CAB) to outline the brief (June 2022).
2. A list of stakeholders was to be provided via Stevenage Borough Council or CAB Stevenage to Impactful Governance.
3. Impactful Governance would then contact the initial suggested Stakeholders to make introductions.
4. Impactful Governance invited stakeholders to group zoom meetings to discuss options and desire to engage.
5. Impactful Governance (after that) would then hold ½ Away Days to Outline the various legal structures via presentations and Q&A sessions in-person with a group of engaged stakeholders.
6. Impactful Governance to make recommendations and produce this final report.

Objectives for the Social Including Partnership (SIP) Project:

1. To revisit potential options involved in creating a formal partnership where this can be used as a vehicle to gain greater funding income.
2. To look at the potential structures and examine the existing Terms of Reference before commencing a programme of engagement with identified stakeholders, some of whom have engaged already and others have not yet participated.
3. The ideal end-product will “improved partnership working”.

Potential Stakeholders & voters – identified by Steering Group pre project

1. Stevenage Borough Council
2. CAB Stevenage
3. Mind in Mid Herts
4. NHCVS
5. Age UK
6. Steps 2 Skills
7. + Others to yet engage

Project period:

Discussions with Stevenage Borough Council and Citizen’s Advice Bureau commenced in June 2022. The project delivery commenced in September 2022 and completed at the end of November with a final report concluded and presented back to Stevenage Borough Council in December 2022.

Engagement Strategy & Activities

A number of activities were undertaken to ensure the breadth of stakeholders delivering services in Stevenage were consulted in this project. These included existing members of the SIP, referrals from SIP members, contacts from Impactful Governance's database and through exposure to other relevant members group meetings. Discussions then followed in the form of one to one meetings and group discussions by zoom, culminating in the SIP Away day event.

During the Away Day discussions, stakeholders would be able to share the legal structure of their existing organisation, key services that are being delivered in Stevenage, key collaborative partners, how they obtain their funding and any existing views of a future collaborative funding vehicle for the SIP. With participants in a physical room together, it would then be possible to collate areas of work that each organisation was either already working within or had an interest in which was identified as:

- Employment & Training
- Disability
- Black, Asian, Minority, Ethnic (BAME)
- Children & Families
- Housing & Money
- LGBTQ+
- Environment
- Age/Youth
- Crime
- Health

Initial Engagement Strategy: Reaching known Stevenage stakeholders

Contact was made by email and telephone with local stakeholders, commencing with the existing engaged Social Inclusion Partnership members. The details were provided by the SIP Project Steering Committee and following 1:1 discussion with individual SIP members who recommended other stakeholders to contact. We were asked by the SIP Project Steering Committee to add into our engagement activities, other organisations that were currently underrepresented in the current SIP group including following groups:

- Faith-based organisations
- Food Banks
- Equalities commission
- Children, young people and family centres
- LGBTQ+
- Community Groups
- Stevenage Football Club Trust
- Age UK
- Carers and Herts

Second Engagement Strategy: Our Database

Using Impactful Governance CIC's database, we contacted individuals and organisations delivering services in Stevenage using e-marketing, printed leaflets sent by post, emails and telephone calls.

Third Engagement Strategy: Interviewees referrals

We continued to engage with people before the Away Day in one-to-one discussions via zoom. They were also asked if there were other stakeholders whom they thought should be included in this project.

Engagement Activity: Zoom Group Discussions

Group discussions were held online using Zoom on 20th and 27th October. Nine organisations participated across both meetings. The meeting recapped what had been explored previously by the SIP group, a review of the types of organisational structures and set out the Away Day, which was to explore the ideal working model for the collaborative funding vehicle.

Final Engagement Strategy: (Event approach).

45 Away Day flyers were posted to an enhanced list of contacts from Impactful Governance's database and from SIP Steering group contacts, plus distributed at the Hertfordshire Equality Council Annual Meeting on 10th November 2022 (morning).

Away Day Event – 10th November 2022, Stevenage

13 participants, representing 10 organisations attended the half day Away Day. The meeting was opened by the Chair – Charlotte Blizzard-Welch and then facilitated by Veronica Garbett, Community Mentor (Impactful Governance) and Andrew Waite, CEO (Impactful Governance).

The agenda for the day was set out as below:

- 1300 – Welcome and opening comments by Chair
- 1305 - Introductions
- 1315 - Examine existing Terms of Reference
- 1330 - Discuss potential structures and Who are the Partners?
- 1400 - Role of Financial Conduct Authority, Charities Commission, Companies House
- 1430 - 15 min break
- 1445 – Identify key roles, Next Steps and Action Plan
- 1530 – Finalise Action Plan & Agreement
- 1550 – Chair's closing remarks

During the event, the SIP group members discussed in peer groups the key functions which needed to be featured in the proposed funding vehicle (this is discussed further in the Away Day analysis section). A short list of options was agreed upon to be followed by a vote indicating the preferred option for each organisation in the SIP.

Post Away Day meetings – 17th November

A further zoom meeting was held to include any stakeholders interested but unable to attend the Away Day. They were briefed and invited to vote. The final meeting was held by zooms, inviting all SIP members to review the outcome of the vote.

Summary of Engagement & Voting

25 individuals from 22 organisations took part in the Project

A total of 25 individuals participated in the project, from 22 organisations delivering services in Stevenage. The organisations who we engaged with were:

- Age UK
- Bernardo's
- Cancer Hair Care
- Carers in Herts
- The Counselling Foundation
- Crossroads in Hertfordshire
- CDA Herts (Community Development Action Hertfordshire)
- The Equalities Commission
- Haven First
- Herts Young Homeless
- The Irish Network
- Junction 7 Creative CIC
- The Livingroom
- Mind in Mid Herts
- North Herts & Stevenage CVS
- North Herts and Stevenage Citizens Advice Bureau
- One YMCA
- Play and Wellbeing (Stevenage Borough Council)
- Stevenage Against Domestic Abuse
- Stevenage Cycling Hub CIC
- Stevenage Football Club Foundation
- Stevenage Leisure Limited

Source of engagement

Individual 1:1 discussions	7
Participation in Zoom Group discussions – 20 & 27 November 2022	9
Individuals attended Away Day – 10 November	13
Individuals attending Away Day Zoom catch up session	2
Individuals attending Away Day Zoom follow up session (post vote)	3

Away Day - Analysis of the Results/Findings

Understanding each organisation

Through the individual and group discussions prior to the Away Day, it was established that the existing and potentially expanded SIP member organisations consisted of a range of legal structures from CIC to CIO and equally a range of newly formed and long-established history in the local community. Most organisations obtain their revenue by a combination of funding and paid for services.

What is the Social Inclusion Partnership doing well?

In exploring the rationale for creating a formal collaborative funding vehicle, the group reflected upon the SIP and what it does well.

It was agreed that its strengths were: it has an established network of sector knowledge, skills & resources, strong inter-service relationships and history of collaborative funding bids and delivery.

What are the weaknesses of the Social Inclusion Partnerships?

When considering weaknesses there were two key areas identified.

1. Firstly, in the process of engaging with the breadth of stakeholders, it was identified that there was a lack of diversity in membership and a need to include organisations representing or delivering ethnic, religious and LGBTQ+ services, as well as newly established organisations, who require support of established local organisations to thrive.
2. The second area related to Knowledge Transfer:
The tacit knowledge (understood or implied without being stated) network in the SIP is dependent on the existing members remaining active in the group. Changes in individual and organisational goals risks the knowledge and network being diminished. The lack of a central data storage and retrieval system for the benefit of the SIP members was noted.

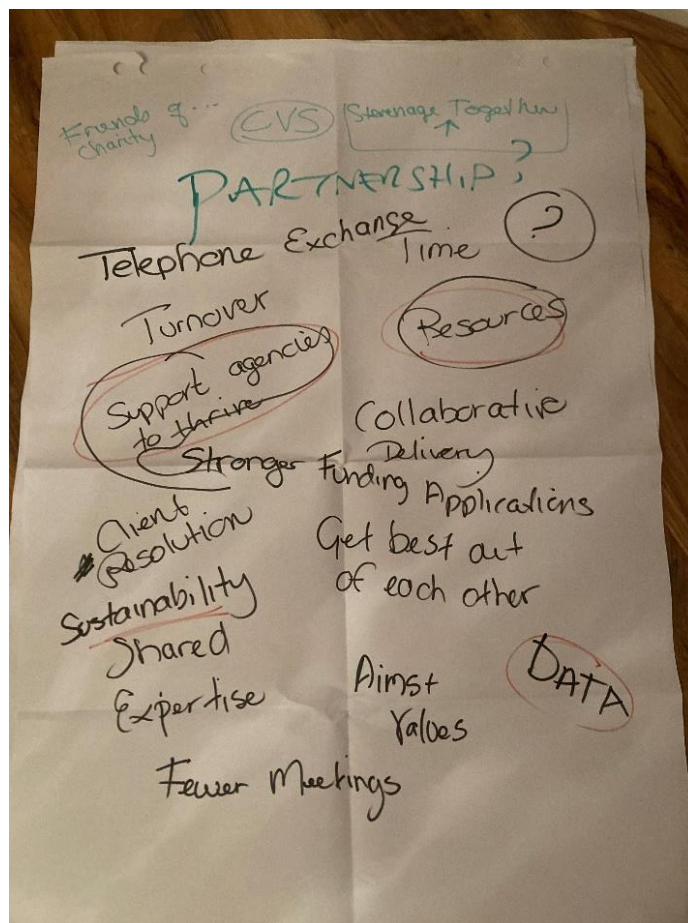
Desired output of a collaborative funding vehicle

Following peer to peer discussions, which were expanded to all participants, the rationale for creating a formal collaborative funding vehicle were captured.

The themes which recurred most were:

- Shared Resources/skills/time
- Support smaller/newer agencies (organisations) to thrive
- Centralised shared data/expertise
- Stronger funding applications
- Sustainability
- Fewer meetings

Working better together



- Activity {Image}

The delegates at the Away Day identified the key elements which were important to them in establishing a collaborative funding vehicle. These were:

1. A central contact point
2. Save time
3. Leverage turnover
4. Share resources
5. Support smaller agencies to thrive
6. Collaborative delivery
7. Stronger funding applications
8. Client resolution
9. Sustainability
10. Shared expertise & Data
11. Get the best out of each other
12. Have fewer meetings

Key areas of work or interests noted during the Away Day:

- **Employment & Training**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen's Advice Bureau
 - North Herts & Stevenage CVS
 - Haven First
 - SCHUB
 - Crossroads XRDS/Formers Carers
 - Impactful Governance – C.I.C.
- **Disability**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen's Advice Bureau
 - North Herts & Stevenage CVS
 - Haven First
 - SCHUB
 - Crossroads XRDS/Formers Carers
 - Impactful Governance (Impactful Lives)
 - Stevenage Borough Council – Play & Wellbeing
- **Black, Asian, Minority, Ethnic (BAME)**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen's Advice Bureau
 - Crossroads XRDS (Marginal Groups)
 - Haven First
 - SCHUB
 - Impactful Governance (Impactful Lives)
 - Stevenage Borough Council – Play & Wellbeing
- **Children & Families**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen's Advice Bureau
 - North Herts & Stevenage CVS
 - Haven First
 - SCHUB
 - Impactful Governance (Impactful Lives)
 - Stevenage Borough Council – Play & Wellbeing
 - The Living Room (Families & Carers – not children)
- **Housing & Money**
 - Stevenage Football Club Foundation
 - Citizen's Advice
 - Haven First

- **LGBTQ+**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen’s Advice Bureau
 - Crossroads XRDS
 - Haven First
 - SCHUB
 - Impactful Governance (Impactful Lives)
 - Stevenage Borough Council – Play & Wellbeing
- **Environment**
 - SLL
 - Stevenage Football Club Foundation
 - SCHUB
 - Crossroads XRDS/Former Carers
 - Impactful Governance – C.I.C.
 - Stevenage Borough Council – Play & Wellbeing
- **Age/Youth**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen’s Advice Bureau
 - North Herts & Stevenage CVS
 - Haven First
 - SCHUB
 - Crossroads XRDS/Former Carers
 - Impactful Governance (Impactful Lives)
 - Stevenage Borough Council – YPHH
- **Crime**
 - Stevenage Football Club Foundation
 - Citizen’s Advice Bureau
 - Haven First
 - The Living Room
 - Impactful Governance (Impactful Lives: LGBTQ+ & Disability)
- **Heath**
 - SLL
 - Stevenage Football Club Foundation
 - Citizen’s Advice Bureau
 - North Herts & Stevenage CVS
 - Haven First
 - SCHUB
 - Crossroads XRDS/Former Carers
 - Impactful Governance – CIC (LGBTQ+ Research)
 - Impactful Governance (Impactful Lives)
 - Stevenage Borough Council – YPHH

What are the short-listed options for a funding vehicle

The SIP group reviewed the organisational legal structure and discounted those which would not be able to satisfy the objectives of the SIP and/or would create a conflict of interest with their own organisation’s aims and objectives. The short list of options were:

1. Retain the existing informal structure of the SIP
2. Hold funding through another organisation, for example CVS.
3. To become a membership collective, for example a Co-operative

Post Away Day Voting - Funding Vehicle Options

Both the participants attending the Away day and the post-Away Day catch up call were invited to vote on the three options short listed.

Votes were cast representing 6 organisations out of the 13 which participated:

Option 1 – Remain the same	1
Option 2 – Hold funding through one organisation	0
Option 3 – Become a membership collective (Co-operative)	5
Total Vote	6



Next Steps for the Social Inclusion Partnerships

Feedback from the SIP Steering Group indicated that they believed the Away Day was successful in achieving its objective, having gained a clear remit to proceed with the next steps. Although the process of steps to be taken have yet to be formalised, it is usual for organisations to undertake key activities which include:

- Establish financial parameters
- Agree Policies and Procedures
- Vote in Senior Management Teams (SMT) and roles for governance
- Register the new entity
- Seek funding for key roles

Recommendations

Our key recommendations for the Social Inclusion Partnership are:

1. Register as a Co-operative at the earliest opportunity with the identified members.
2. Review the membership of the SIP annually and engage with a broad pool of additional potential stakeholders that operate in Stevenage Borough.
3. As there was a strong view within the discussions held relating to the lack of time to commit to the process of setting up a new entity, consider commissioning a credible external party which could facilitate the analysis of:
 - a. skills/gaps, identifying roles and responsibilities, appointing the senior management team and posts.
 - b. managing the process of registration
 - c. assist in securing funding which would enable key roles, for example a fundraising officer to be resourced.

Additional Consideration/Research Needs

For the SIP to be a fully inclusive group and/or membership, widen participation to include other stakeholders from the VCFSE sector (Voluntary, community, faith and social enterprise).

One area to be explored further is the risk profile relating to the make-up of both established and newer organisations in the same membership organisation. It was suggested in discussions that consideration should be given of establishing two membership organisations:

1. one comprising a membership of established organisations
2. one comprised the of newer organisations.

Appendices

References

- Cooperatives and Community Benefit Societies Act 2014
<https://www.fca.org.uk/firms/registered-societies-introduction/co-operative-community-benefit-societies-act-2014>

- Community Shares (Handbook)
<https://www.uk.coop/resources/community-shares-handbook>
email: communityshares@uk.coop

- Understanding a Maturing Community Shares Market – www.uk.coop/comshares

- Social Mobility 2022: State of the Nation (A fresh approach to social mobility)
Email: contact@socialmobilitycommission.gov.uk
ISBN 978-1-5286-3483-0 E02761182 06/22

- FCA – Crowdfunding/How to apply/etc
<https://www.fca.org.uk/firms/authorisation/how-to-apply/crowdfunding>

- Financial Conduct Authority
www.fca.org.uk/firms/authorisation/how-to-apply

- NAPPI - NAPPI Approach to Co-Production
<https://www.nappiuk.com/co-production/nappi-approach-co-production>

Table of Service Providers/Areas of Interest

	Employment & Training	Disability	BAME	Children & Families	Housing & money
Stevenage Leisure	x	x	x	x	
Stevenage Football club foundation	x	X	X	X	X
Impactful Governance & Impactful Lives	X	X			
Citizens Advice	X	X	X	X	X
NH & S CVS	X	X		x	
Haven First	X	X		x (families & carers)	x
Stevenage Cycle Hub	X	X	x	x	
XRDS (Crossroads)	X (former carers)	x	X (margin groups)		
SBC Play and Wellbeing		x	x	X	
The Livingroom				X (families & carers)	

	LGBTQ+	Environment	Age & Youth	Crime	Health
Stevenage Leisure	x	x	x		x
Stevenage Football club foundation	x			x	x
Impactful Governance & Impactful Lives	x	x		x	x
Citizens Advice	x		x	x	x
NH & S CVS					x
Haven First	x		x	x	x
Stevenage Cycle Hub	x	x	x		X (fitness)
XRDS (Crossroads)	x	X (net carbon)	X (young carers)		x
SBC Play and Wellbeing	x	X (YPHH)			x
The Livingroom				x	x
SBC - YPHH		x	x		

Table of Organisational Structures

Summary of the key features of the different legal forms

Legal form	Does its members have limited liability?	What is its governing document called?	Can it issue shares?	Can it pay a return on shareholdings?	Does it have to register with a regulatory body?	Is it suitable for charitable status?	Does it have an asset lock?
Partnerships	No	Deed	No	No	No	No	No
Associations	No	Constitution	No	No	No (unless a charity)	Yes	No (unless a charity)
Trusts	No	Deed	No	No	No (unless a charity)	Yes	No (unless a charity)
Limited Liability Partnership (LLP)	Yes	Agreement or Deed	No	No	Companies House	No	No
Company Limited by Guarantee	Yes	Articles	No	No	Companies House	Yes	No (unless a charity)
Company Limited by Shares	Yes	Articles	Yes	Yes	Companies House	No*	No (unless a charity)
Community Interest Company (limited by guarantee)	Yes	Articles	No	No	Companies House & CIC Regulator	No	Yes
Community Interest Company (limited by shares)	Yes	Articles	Yes	Yes – although it is subject to a cap	Companies House & CIC Regulator	No	Yes
Charitable Incorporated Organisation	Yes	Constitution	No	No	Charity Commission	Yes	Yes
Industrial & Provident Society (bona fide co-operative)	Yes	Rules	Yes	Yes	Financial Services Authority	No	No
Industrial & Provident Society (society for the benefit of the community)	Yes	Rules	Yes	Yes	Financial Services Authority	Yes	Yes (optional)

* In the past some charities were registered as companies limited by shares.



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