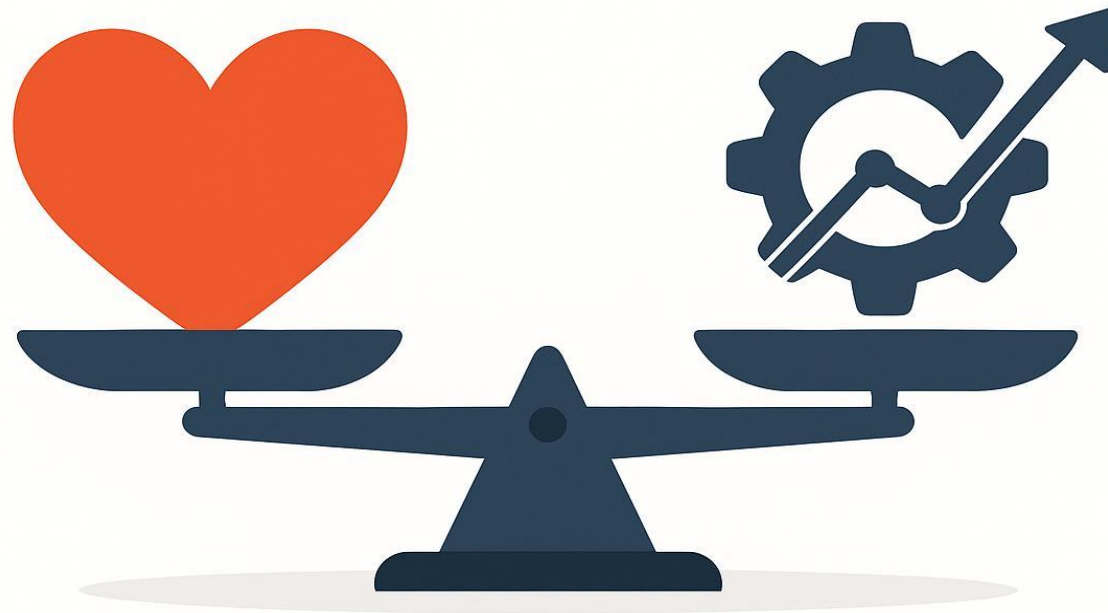


Balancing Purpose with Performance



Problems & Opportunities

Context: Severe funding cuts, systemic council debt £1.6billion, and post-pandemic resource strain.

Impact: Between **13% to 43% of the sector** experiencing resource reductions; £2.6million

We Needed to ACT – Case for Change

Shift in Model: From “*tea and sympathy*” to a **hybrid approach**:

Heart of a charity, Mindset of a business.

Strategic Goals:

Work towards **financial sustainability**.

Promote a **giving back culture**.

Opportunities:

Reinventing the organisational model, fostering a culture of interdependency by **asking, what can I do for my community**, building resilience.

Introducing ‘Paid for Services’

Observe Pre-meeting with <u>the early adopters</u> for a temperature check.	Thought What if we start charging for services? When/how to share with wider groups?
Feelings Discomfort was visible Concerns for people in hardship People will stop attending daily activities	Want Adopting model, heart of a charity, mindset of a business. 70% take up of proposals to drive next steps

Open Space Meeting

What are we proud of?	Championing Change – How?
The strong sense of friendship and belonging. Our range of services Our impact and purpose Our sense of community and teamwork	Members voted on price per service, packages Strategy to market activities and increase sales. Promote assets (hire of halls), to increase income Fundraising initiatives.

"How much are we prepared to pay for this place not to close?" CP.

This place means the world to me, it's like family. Without it, I'd be so lonely and depressed." EK.

Impact...

- **Revenue Diversification**

from **22% to 75%**, a successful shift towards monetised offerings.

- **Membership Growth**

14% increase in footfall, more **community-driven initiatives**.

- **Social Impact & Brand Strength**

The **hardship fund** creates opportunities for **CSR partnerships** and **grant funding**.

- **Asset Utilisation**

19% increase in hall hire and rental income shows effective use of physical space.

- **Volunteer Engagement**

Members becoming volunteers, creating **peer-to-peer support**, enhance org reputation

My 3 Key Takeaways

- The wisest voices aren't always the loudest
Focus on the **signal**, not the noise.
- Building my trust triangle - **Influence** beats authority all day, every day
- **Change is not the problem**, how we do change is the problem.
Beware of the fixing mindset, sit in the mud, listen, ask permission to problem solving.