YHF Yearly Members Survey
Cranfield Trust "Journey to Excellence"

This report is related to YHF's February 2019 annual survey. Cranfield Trust has support YHF to design and develop this annual survey and all the questions in the section headed "Help us to understand your organisation" have been taken or adapted from Cranfield Trust Journey to Excellence survey. .

	Members	Associate Members	Strategic Partners
Total percentage of our Membership that completed the survey	**76%**	**30%**	**81%**
	49 Completed	**18 Completed**	**13 Completed**

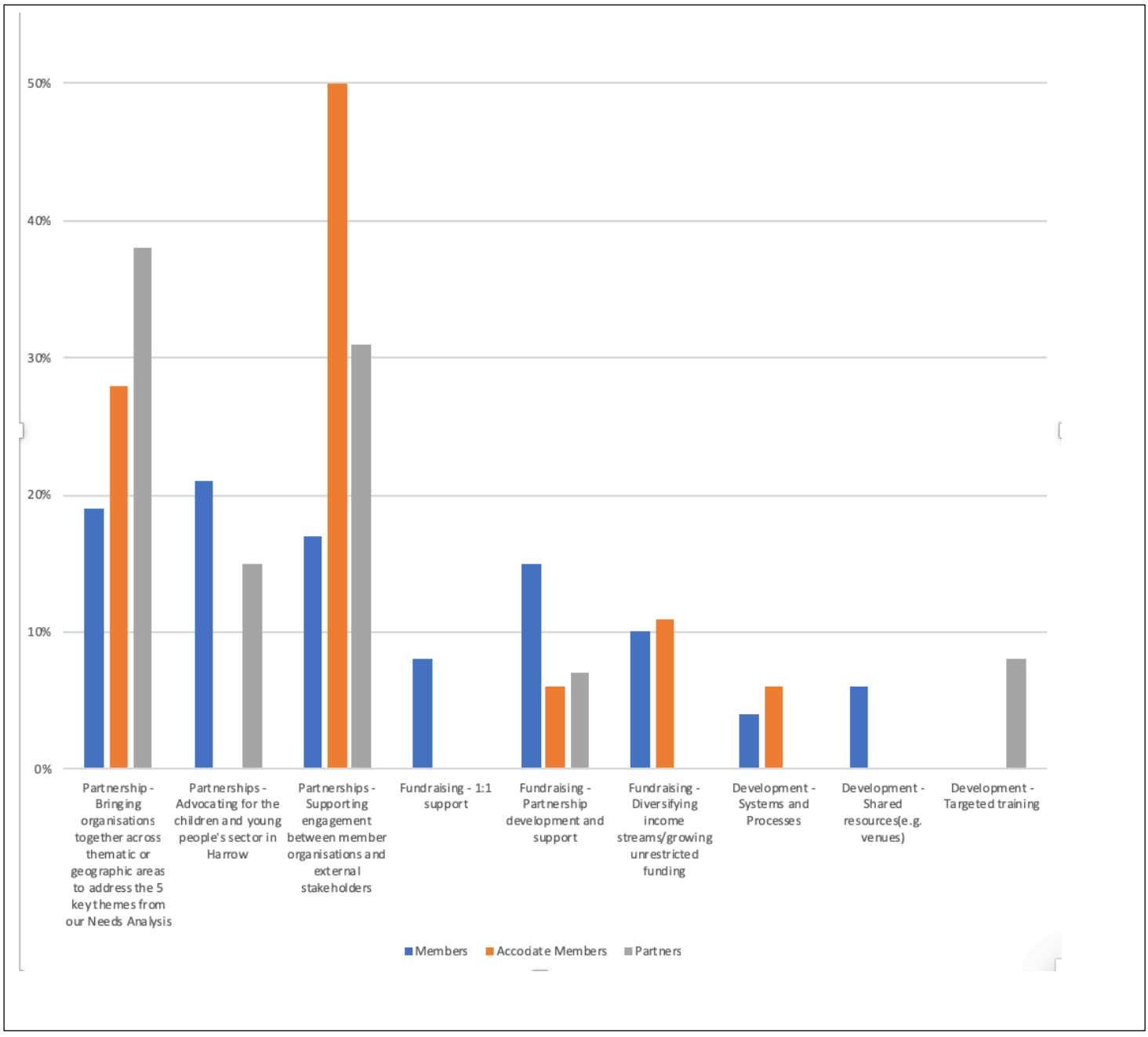
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What is the service that we provide that is most valued by your organisation. (One 1 choice can be chosen)

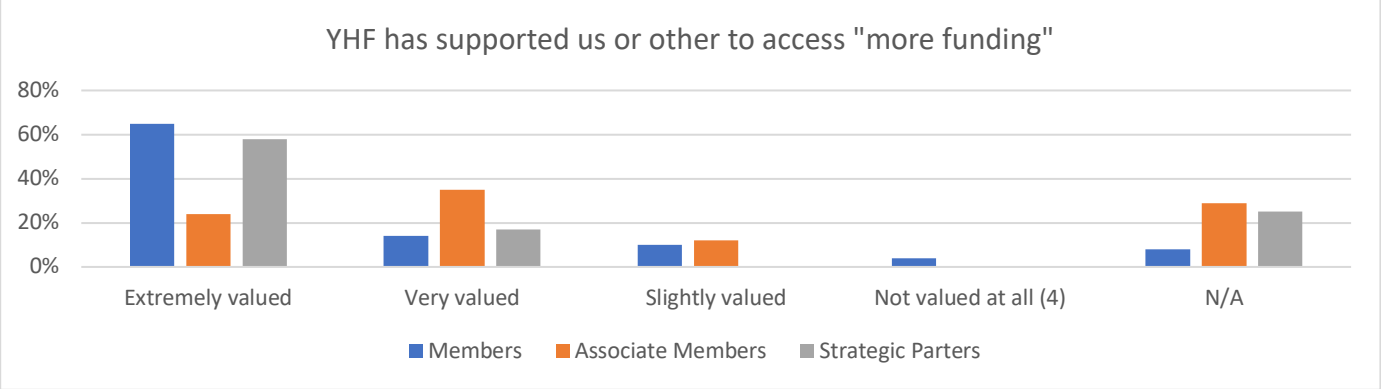
	Members	Associate Members	Strategic Partners
Top choice	Partnership - Bringing organisations together across thematic or geographic areas to address the 5 key themes from our Needs Analysis	Partnerships - Supporting engagement between member organisations and external stakeholders	Partnership - Bringing organisations together across thematic or geographic areas to address the 5 key themes from our Needs Analysis
Second Choice	Partnerships - Supporting engagement between member organisations and external stakeholders And due to being equal in score Fundraising - Partnership development and support	Partnership - Bringing organisations together across thematic or geographic areas to address the 5 key themes from our Needs Analysis	Partnerships - Supporting engagement between member organisations and external stakeholders

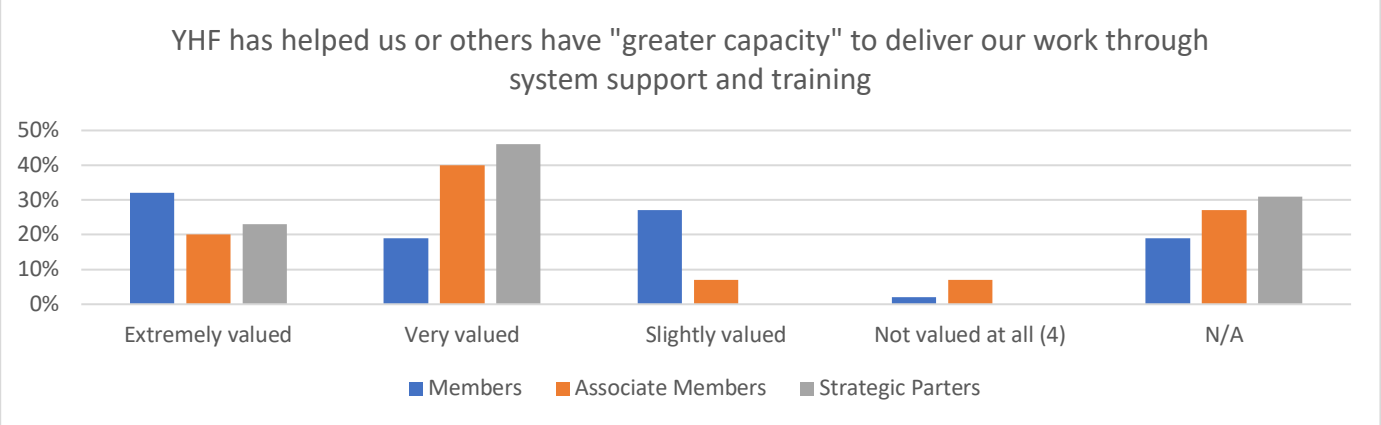
What is the service that we provide that is most valued by your organization? (Only 1 option was given to each organisation)

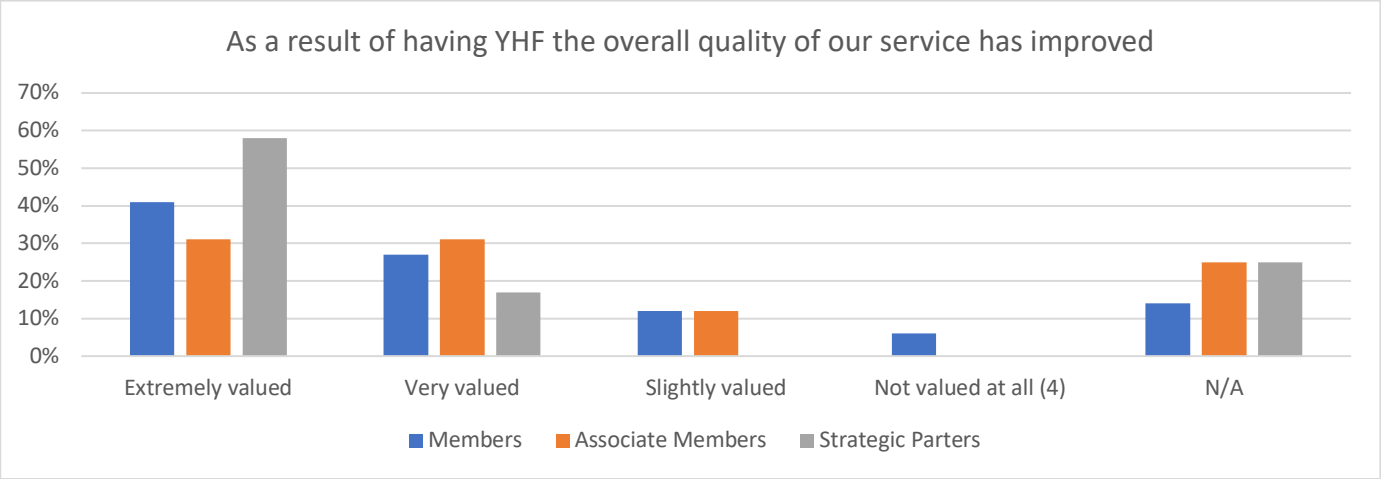


How has your organisation valued these YHF services?

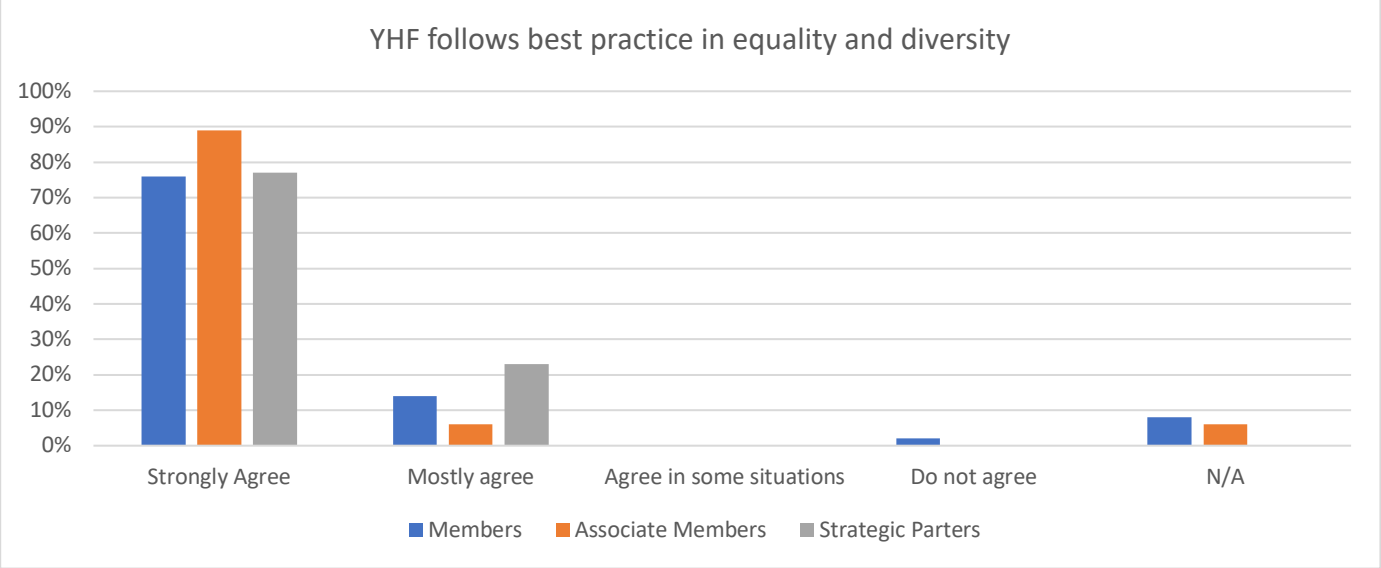


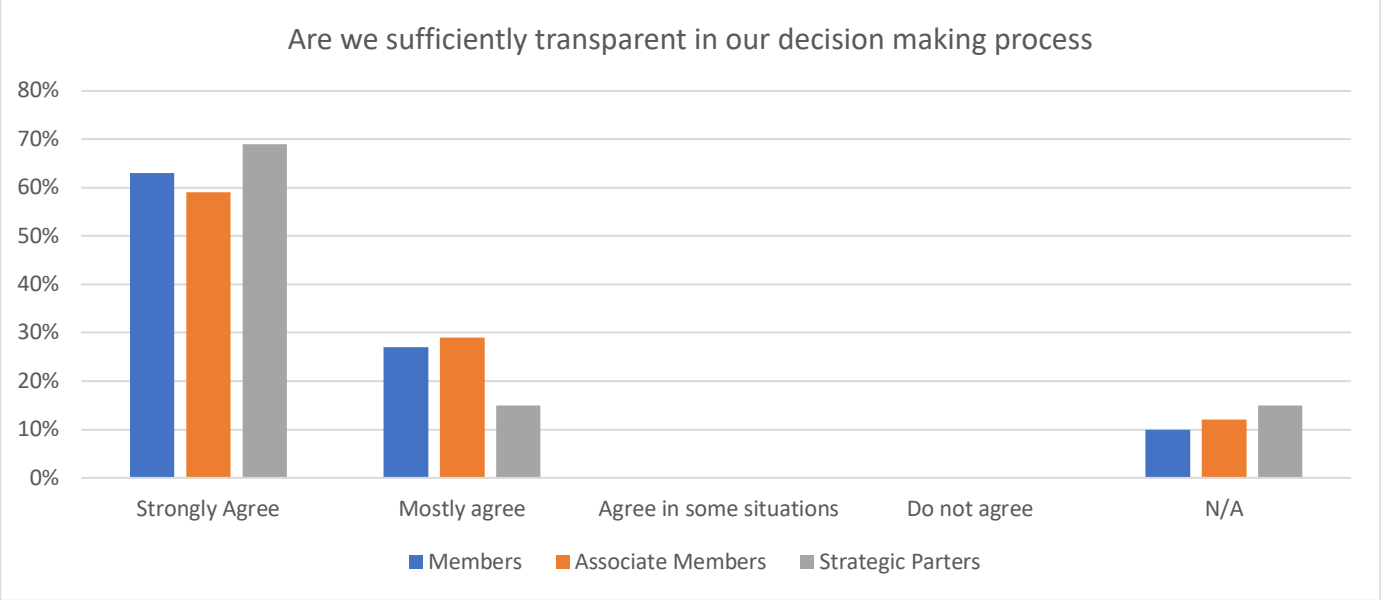


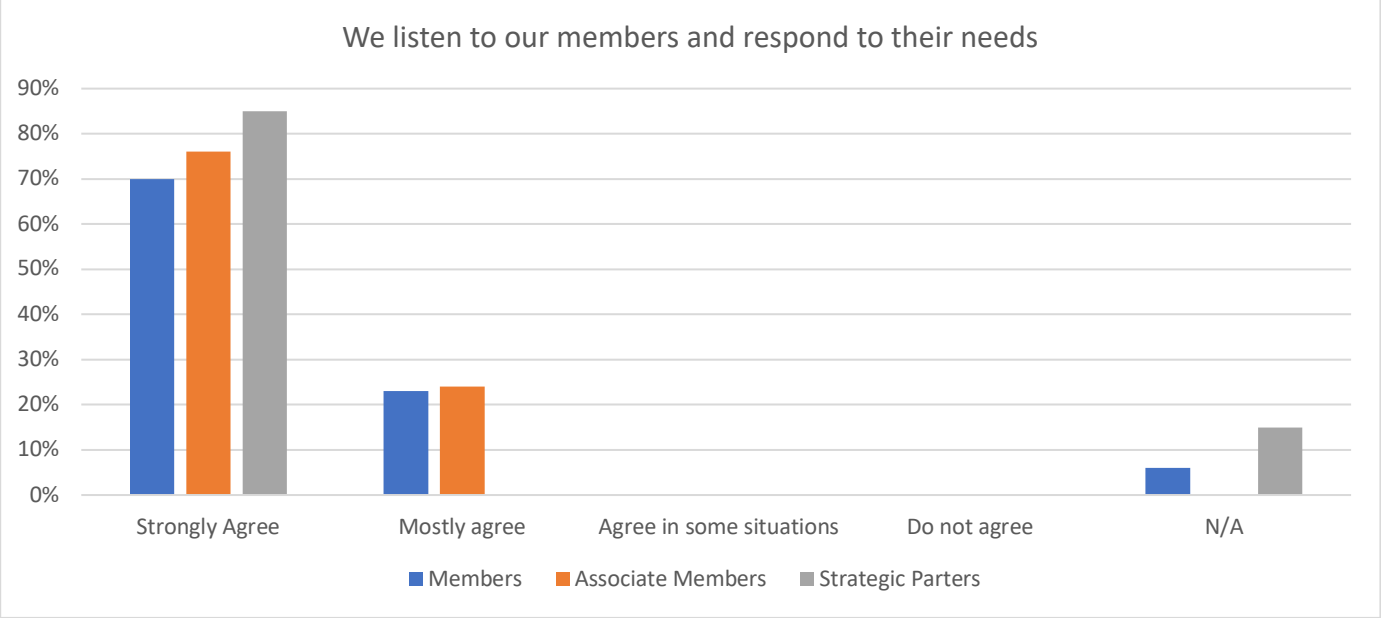




How well do you feel we are delivering services in line with our values


YHF follows best practice in equality and diversity
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Strongly Agree
Mostly agree
Agree in some situations
Do not agree
N/A
Members
Associate Members
Strategic Parters


Are we sufficiently transparent in our decision making process
80%
70%
60%
50%
40%
30%
20%
10%
0%
Strongly Agree
Mostly agree
Agree in some situations
Do not agree
N/A
Members
Associate Members
Strategic Parters


We listen to our members and respond to their needs
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Strongly Agree
Mostly agree
Agree in some situations
Do not agree
N/A
Members
Associate Members
Strategic Parters

Overview of YHF engagement and turnover variance the first 32 Members to complete the survey broken down by turnover:

Turnover £0-£50,000	Amount of Training or Networking engaged with	Number of Funding opportunities supported by YHF to apply for	Amount awarded (some amounts are over 3 years)	Turnover variance (Increased, Stayed the same or Dropped) over the last 2 years	
Member 1	2	1	£ 750	Stayed the same	
Member 2	0	0	£ -	Stayed the same	
Member 3	7	0	£ -	?	
Member 4	7	2	£ -	Increased	
Member 5	2	0	£ -	?	
Member 6	1	0	£ -	?	
Member 7	1	1	£ 12,000	Stayed the same	**2 = Increased**
Member 8	7	3	£ 12,000	Increased	**3 = Stayed the same**
	27	**7**	**24750**		**0 = Decreased**
Turnover £50,000-£200,000					
Member 9	7	3	£ 3,750	Increased	
Member 10	4	1	£ 12,000	Stayed the same	
Member 11	2	2	£ 2,750	Stayed the same	
Member 12	6	0	£ -	Increased	
Member 13	1	1	£ -	Increased	
Member 14	6	2	£ 103,000	Decreased	
Member 15	0	0	£ -	Stayed the same	
Member 16	3	0	£ -	Stayed the same	**3 = Increased**
Member 17	12	1	£ -	Stayed the same	**5 = Stayed the same**
	41	**10**	**£ 121,500**		**1 = Decreased**
Turnover £200,000-£500,000					
Member 18	3	3	£ 12,000	Increased	
Member 19	5	2	£ 2,750	Increased	
Member 20	4	2	£ 248,000	Decreased	
Member 21	0	2	£ 200,000	Increased	
Member 22	8	1	£ 10,000	Stayed the same	
Member 23	2	0	£ -	Stayed the same	
Member 24	16	4	£ 245,000	Stayed the same	**3 = Increased**
Member 25	1	0	£ -	Stayed the same	**4 = Stayed the same**
	39	**14**	**£ 717,750**		**1 = Decreased**
Turnover £500,000-1 Million					
Member 26	11	3	£ 3,500	Increased	
Member 27	4	2	£ 13,250	Stayed the same	
Member 28	5	0	£ -	Decreased	
Member 29	3	0	£ -	Decreased	
Member 30	1	0	£ -	Increased	
Member 31	2	0	£ -	?	**3 = Increased**
Member 32	0	1	£ 96,000	Increased	**1 = Stayed the same**
	26	**6**	**£ 112,750**		**2 = Decreased**
			Overall	**11 = Increased**	
				13 = Stayed the same	
				4 = Decreased	

To what extent has you organisation valued these YHF service

To what extent has your organisation valued these YHF services						
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Partnership - Bringing organisations together across thematic or geographic areas to address 5 key themes from Needs Analysis	Members	38%	48%	6%	2%	6%
	Associate Members	69%	25%	6%	0%	0%
	Strategic Parters	54%	46%	0%	0%	0%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Partnerships - Advocating for the children and young people's sector in Harrow	Members	47%	43%	4%	0%	6%
	Associate Members	82%	18%	0%	0%	0%
	Strategic Parters	62%	31%	0%	0%	8%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Partnerships - Supporting engagement between member organisations and external stakeholders	Members	48%	29%	8%	2%	12%
	Associate Members	72%	17%	0%	0%	11%
	Strategic Parters	69%	23%	0%	0%	8%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Fundraising - Partnership consortium development and support	Members	35%	25%	6%	4%	29%
	Associate Members	40%	13%	7%	0%	40%
	Strategic Parters	33%	17%	0%	0%	50%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Fundraising - 1:1 support	Members	44%	20%	8%	6%	20%
	Associate Members	36%	7%	7%	0%	50%
	Strategic Parters	18%	28%	0%	0%	55%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Fundraising - Diversifying income streams/growing unrestricted funding	Members	31%	35%	12%	4%	17%
	Associate Members	27%	7%	0%	0%	67%
	Strategic Parters	27%	27%	0%	0%	45%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Development - Systems and Processes	Members	30%	15%	20%	6%	29%
	Associate Members	67%	0%	13%	33%	7%
	Strategic Parters	31%	38%	0%	0%	31%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Development - Shared resources(e.g. venues)	Members	17%	26%	17%	11%	30%
	Associate Members	40%	7%	13%	0%	40%
	Strategic Parters	33.00%	25%	0%	0%	42%
		Extremely valued	Very valued	Slightly valued	Not valued at all (4)	N/A
Development - Specialist Training	Members	26%	19%	23%	2%	30%
	Associate Members	37%	25%	13%	0%	24%
	Strategic Parters	25%	25%	8%	0%	42%

Help us to understand your organisation

Leadership and Strategic Direction (Questions from Cranfield Trust J2E)					
		Our practice is in accordance with this statement	We are working towards this	We are close to a 0 but not quite that poor	We do not currently have this
Partnership - Bringing organisations together across thematic or geographic areas to address 5 key themes from Needs Analysis	Members	75%	24%	0%	0%
	Associate Members	76%	24%	0%	0%
We have clear organisational objectives.	Members	73%	27%	0%	0%
	Associate Members	94%	6%	0%	0%
Our Board or Directors and CEO/leader have a shared working relationship.	Members	80%	15%	2%	2%
	Associate Members	76%	12%	0%	12%
Our Board or Directors have the skills required to play an active role in your	Members	63%	35%	2%	0%
	Associate Members	59%	41%	0%	0%
We are effectively focused on realistic objectives / areas of work	Members	64%	36%	0%	0%
	Associate Members	82%	18%	0%	0%
We can evidence organisational growth.	Members	60%	38%	2%	0%
	Associate Members	76%	24%	0%	0%

Performance and Impact (Questions from Cranfield Trust J2E)					
		Our practice is in accordance with this statement	We are working towards this	We are close to a 0 but not quite that poor	We do not currently have this
The organisation has a strong culture of learning and personal development.	Members	64%	33%	2%	0%
	Associate Members	82%	12%	6%	0%
We regularly review processes and procedures for effectiveness.	Members	59%	37%	5%	0%
	Associate Members	82%	12%	6%	0%
We have a waiting list for our services.	Members	49%	12%	7%	33%
	Associate Members	36%	36%	0%	29%
Our organisation is well known within the community it services.	Members	60%	33%	4%	2%
	Associate Members	65%	35%	0%	0%
Our organisation is well known outside of the community it services.	Members	40%	47%	9%	4%
	Associate Members	29%	59%	6%	6%
We have effective social media communications .	Members	20%	67%	11%	2%
	Associate Members	24%	59%	12%	6%
We effectively monitor and evaluate to demonstrate our impact.	Members	48%	52%	0%	0%
	Associate Members	71%	24%	6%	0%

People Management and Sustainability (Questions from Cranfield Trust J2E)

		Our practice is in accordance with this statement	We are working towards this	We are close to a 0 but not quite that poor	We do not currently have this
Our organisational structure supports our needs.	Members	60%	40%	0%	0%
	Associate Members	59%	35%	0%	6%
We have the skills in house to deliver against our organisational purpose.	Members	69%	29%	2%	0%
	Associate Members	59%	29%	6%	6%
Our employment and recruitment policies are robust.	Members	67%	26%	5%	2%
	Associate Members	71%	24%	0%	6%
We adopt principles of equality and diversity.	Members	86%	14%	0%	0%
	Associate Members	88%	12%	0%	0%
We adopt principles of safeguarding.	Members	93%	7%	0%	0%
	Associate Members	94%	6%	0%	0%

Financial Management and Sustainability (Questions from Cranfield Trust J2E)

		Our practice is in accordance with this statement	We are working towards this	We are close to a 0 but not quite that poor	We do not currently have this
We have a robust fundraising strategy/plan	Members	45%	52%	2%	0%
	Associate Members	50%	44%	0%	6%
We have dedicated time/resources to effectively fundraise.	Members	40%	30%	23%	7%
	Associate Members	40%	33%	13%	13%
Our income stream is diverse (from multiple sources or funders – not dependent on one main funder)	Members	60%	33%	5%	2%
	Associate Members	47%	41%	6%	6%
We are delivering services within our budget.	Members	76%	21%	2%	0%
	Associate Members	94%	6%	0%	0%
We do cashflow forecasting and planning which is overseen by the Board/Directors.	Members	70%	21%	7%	2%
	Associate Members	82%	6%	0%	12%
We currently use an accounting software package.	Members	65%	16%	7%	12%
	Associate Members	57%	22%	0%	21%
We have sufficient reserves to reflect organisational stability.	Members	53%	40%	5%	2%
	Associate Members	67%	12%	6%	13%

Question asked was: Is there anything you would like to say more about in relation or reflection to the questions we have asked you in the survey.

Members
Venues for our meetings are on the top of our agenda
AS A SMALL CHARITY WITH VERY SMALL TEAM CAPACITY, TIME FOR FINDING FUNDRAISING OPTIONS AND MAKING APPLICATIONS IS EXTREMELY LIMITED
This has enabled us to diversify our income streams particularly with the support to access statutory funding and strengthen impact through partnership working
YHF has been instrumental in connecting us with some amazing finders - the result has been around £40,000 of extra income in the past 18 months.
Actually there is no one service overall its been really helpful in various ways. But the support and connections have led to our growth in all areas.
The work carried out on the need analysis really helped EIY understand where we can make in impact in the local community and how we can effectively work with other organisations
Young Harrow have been excellent in pulling together events and fundraising activities. I attended the Jack Petchy and Big Give Night at Harrow Boys school. This was expertly organised and carried out by Young Harrow staff and CEO.
Question asked was: Is there anything you would like to say more about in relation or reflection to the questions we have asked you in the survey.
We are a small organisation and just want to be able to keep afloat. We do not employ staff, running all services on a volunteer basis

Associate Members
We have highly valued a number of your services, therefore, I am going with the companies current agenda.
All of the above are to the benefit of the supplementary schools I support though not all are yet members YHF.
We want to make sure that we can provide a quality service by having systems in place to demonstrate to funders that we are fit for purpose and professional.
Can be very time consuming for single organisation and good to have a non conflict of interest organisation involved.

Strategic Partners
This is one of many things HYP deliver within Harrow.
All of these services are valued and contribute enormously to a well performing sector able to provide effective and valuable early intervention and support services to the the people of harrow
Excellent partnerships to reach out to organisations working with young people in Harrow to deliver the Youth Mental health first Aid
I would actually select all the above, the work YHF does is invaluable
we work with Young Harrow Foundation regionally and appreciate their insight and expertise and also their partnership approach

Question asked was: Is there anything you would like to say more about in relation or reflection to the questions we have asked you in the survey.

Members
We are a small organisation and just want to be able to keep afloat. We do not employ staff, running all services on a volunteer basis
A COUPLE OF THE EARLY QUESTIONS ARE STRUCTURED IN TERMS OF HOW MUCH EACH OF YOUR SERVICES ARE 'VALUED'. I'M NOT SURE IT'S ALWAYS A CASE OF VALUE IN TERMS OF HOW 'WELL' YHF 'PERFORMS' AS MUCH AS A CASE OF HOW APPLICABLE THOSE SERVICES ARE TO US - OR IN SOME CASES HOW MUCH WE KNOW ABOUT HOW YOU OPERATE IN ALL THOSE DIFFERENT AREAS. THANKS!
YHF is an excellent organisation and as a result we are delivering a lot of work in Harrow
I feel that I could get fundraising support from VAH and YHF but since we have more projects that do not cater to young people , I feel VAH meets our needs better. However I truly value the specialist training that is offered by YHF as this is not offered anywhere else and so needed for front line staff.
YHF has not only impacted the sustainability of Ignite but has changed the culture in Harrow. Harrow Council is respecting our work and charities are not competing with one another but working together. It seems that this is also happening amongst the funders, they are more aware of our need of core costs than ever before and are open to conversations with us..
CAAS feel in a strong position and owe the community strength for youth has been supported and grown since our work with YHF. This includes consortium bids with other local charities and better signposting to relevant organisations for our client group.
The support of being able to share worries and concerns over our weaknesses and also the training and 1 to 1 support have helped us do so much more.
We are open and enthusiastic about building partnerships with other organisations in Harrow. Due to limited time and resources, progress on this front is still slow. We also want to be sure to identify synergies that are genuinely useful for both parties.

Associate Members
I think it would be helpful for transparency if YHF provided more information regarding the reasons for awarding funding to external organisations. It isn't something that has directly affected Home Group, but it is important.
It's been useful having YHF as part f the HCA board, there is a good working relationship between the 2 organisations with clear boundaries.
Sole Trader so some questions not applicable (have answered as best as poss)
Please note we have only just become a member so some questions were difficult to answer
YHF is a very valued organisation in Harrow and a strong partner for Compass across the network.

Strategic Partners
Great partner, very strategic, understand the value of good partnership working and how this can ultimately amplify the resources available and the delivery of better outcomes for young people locally.
Great work, keep it up.
I would ask how Council services have benefitted from YHF specifically with relationship building with partners
the model is a great way of bringing together partners locally to help shape and develop better services for young people, it is creative and ambitious and that positivity is much needed
As a partner org I found the first and second section difficult to answer.

Is there anything else you would like us to plan into our work to deliver in the future.

Members
More training opportunities.
JUST KEEP UP ALL THE AMAZING WORK - MOST OF WHAT WE ARE AWARE YOU DO IS VERY RELEVANT, WELL PERFORMED, AND HUGELY APPRECIATED!
It would be great to have more time leading up to funding bids. It would also be great if you could visit our productions and projects
If possible, to connect relevant member organisations to each other to the same high degree you already connect member organisations to relevant funders.
Consider parenting as an extension of the work that you do as young people could be better supported at an earlier age through building up the parents ability to deal with developmental and behavioral challenges - prevention is better than a cure!
We would like to have access to the other members either through contact details online or through networking or both.
Maybe more funder workshops like the John Lyons workshop!
We have really benefitted from the support provided by YHF. One comment we would make is that there seems to be a relatively high turnover of staff (apart from Glenys/Dan) which can make it harder to know who to contact.
We appreciate the link with funders to develop projects within the community and hope that will continue as found that so beneficial.
more 1.1 help with the charity structure and how to improve and look after our policies
Train the trainer opportunities.
Database software
Further work around developing stronger partnerships with schools. Building more awareness of all the support work on offer in Harrow.
Everything provided is excellent, thank you
The fundraising session with John Lyons was great!
Potentially a joint campaign / influencing initiative?
How we can help other organisations, and vice versa
Open events for members to network
More funding available for small organisations such as ours

Associate Members
Core funding bid writing support
We would like to do more work around volunteering (promotion, recruiting, skilling up and matching volunteers) so would be interested in seeing how YHF can support us to develop this both to include more robust / supported volunteering for young people and helping YHF member organisations find, skill up and support volunteers.
Networking events and skills share, 'show & tell' event showcasing services etc

Strategic Partners
Continue the same - very much looking forward to working together over the coming year and beyond
It is important not to dilute the quality of what you are doing by spreading yourself to thinly. The current priorities seem the right ones to discuss on
Perhaps some training for Council staff on the value of the VCS in partnership working and access to funding.
Community assets, how we can support the community to support each other
referral scheme to Sported for members with support needs that cannot be met by just YHF

What area do you feel your organisation is most in need of continued or new support in.

Members
Evening training when it comes to funding support
Structural support
WE CONTINUE TO NEED TO GROW OUR TEAM CAPACITY, AND CONTINUE TO NEED TO BE SUCCESSFUL IN ATTRACTION AND GENERATING FUNDS
Bid writing assistance and ongoing organisational development training & networking
Fundraising Training Good work practice knowledge
keeping Harrow Council informed of the need to support youth provision and the good work that Scouting provides in Harrow, and to ensure the Council does not jeopardise Scout Groups (knowingly or not) by its actions.
Continued core funding searches
Sourcing trustees who have the skills and time to contribute to the organisation: youth work, HR and fundraising.
Engaging with partners and fundraisers
We'd continue to benefit from being brought together with like-minded organisations. We were in need of HR guidance but we now have that in place.
We do feel incredibly supported by YHF and hope they will continue in the way that they are which is always adding in new initiatives that support all local charities.
Helping us to identify how to engage with more young people and how to adapt our offer to different groups
Promotion of venue bank. Involvement in medium to large bids that are relevant to our skill set.
Fundraising 1:1 support I think is very valuable.
More accountability by following conversations, meetings, projects, through to the end. Less projects and more depth. Thanks
Fundraising capacity
Partnering with other organisations for joint bids.
Capacity planning for growth / succession planning (HR)
Volunteer recruitment and funding support

Associate Members
Assistance to identify external funding opportunities. Although Home Group is a large organisation, internal funding for community development is limited. I am keen to develop long term sustainability at the Rayners Lane estate.
Low on capacity and having time to recruit more board members, particually independents. As Harrow Giving grows more chances of joint working.
Advice about Funding for second tier organisations
Engagement and advocacy in relation to strategic decision makers and Project funding sustainability after 3 yr funding period ends
I have had some good help over the last few months and YHF have supported my needs.
Profile raising

Strategic Partners
The Council has less and less money, so YHFs involvement in supporting other groups to get more resources and then being a strategic partner in helping to curate these resources to have greatest impact for young people in Harrow.
The support that YHF provide around engaging with community organisations who are working with Young People is very valued by London Sport. The help we received with distributing satellite club funding to groups was excellent and I think this could be a brilliant way to work together in the future.
Partnership working, collaboration and funding opportunities.
building capacity in the vol sector and strengthening the relationship with partnership working