

Voice4Change England

c/o BTEG 2ND Floor Lancaster House
31-33 Islington High Street London N1 9LH

T 020 7843 6130

F 020 7833 1723

www.voice4change-england.co.uk



5th March 2010

Dear Campaign Partner,

I am pleased to enclose your **Promote Performance campaign pack**, designed to help you support frontline BME groups to understand what Performance Improvement is and how it can help them.

Promote Performance is a campaign targeted at BME third sector organisations who want to improve their work but who might be unfamiliar with performance jargon. The campaign is part of a number of activities run by Voice4Change England with Charities Evaluation Services as part of the National Performance Programme.

Voice4Change England launched the campaign nationally on 25 February 2010 and needs your support to ensure we can effectively reach frontline groups.

As one of our ten Campaign Partners you have agreed to support the launch of the campaign with the organisations you work with. The campaign pack has information on the development of the Promote Performance campaign, lots of tips on marketing, useful resources including template material for you to use and more on how you can help us share the success of the campaign with the sector.

If you have requested printed copies of the factsheets you will receive these in the next few days.

We will be supporting the campaigns until the end of June 2010 but expect most activities to take place in April and May 2010. Monitoring the success of the campaign is important to us and will be in touch for your feedback in April/May 2010.

We would like to thank you for the support you have already given the campaigns and our appreciation for the work that you will be doing over the next few months.

Yours faithfully
Shamsher Chohan

Shamsher Chohan
Project Consultant
Voice4Change England
shamsher@imaginecc.fsnet.co.uk
07966 461936

Jemma Grieve
Project Manager
Voice4Change England
jemma@voice4change-england.co.uk
020 7843 6128

Promote Performance

Campaign Pack

Welcome to your **Promote Performance campaign pack**, designed to help you support frontline BME groups to understand what Performance Improvement is and how it can help them.

The **Promote Performance** campaigns provide an opportunity for you to reinstate the business case for performance improvement and to demonstrate the benefits and importance of performance improvement to frontline BME third sector organisations.

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Background to the Campaign

In 2008/09 V4CE and CES commissioned research into the performance needs of V4CE partners and the wider BME third sector.

Based on the findings three projects were agreed for 2009/10:

1. Performance management support and advice to Voice4Change England partners.
2. Cascade awareness raising campaigns.
3. Cascade performance management support for BME infrastructure organisations.

The cascade awareness raising campaigns – the **Promote Performance** campaigns – provide an opportunity for BME infrastructure organisations to reinstate the business case for performance improvement and to demonstrate the benefits and importance of performance improvement to frontline BME third sector organisations.

Why do we think Performance Improvement is important?

We think Performance Improvement is essential for BME third sector organisations to:

- Do what they are doing better.
- Measure the difference their work is making.
- Make more considered plans for the future.
- Demonstrate the value and benefits of their work.
- Manage their work more effectively.
- Respond to changing needs and demands.
- Learn how to build on success.

Who is involved?

[Voice4Change England](#) (V4CE) is leading the Promote Performance campaign as part of its National Performance Programme work with Charities Evaluation Services. Voice4Change England was established in 2006 as a partnership of national and regional organisations to speak for the interests of the BME Third sector at local, regional and national levels. It is dedicated to strengthening the BME Third Sector as a positive force for change. It aims to provide a co-ordinated policy voice for BME groups and organisations and support them to thrive. It promotes cooperation between the BME Third Sector and government by increasing understanding of the policy concerns of the sector to develop the ability of the sector to undertake its work effectively.

[Charities Evaluation Services](#) (CES) are the lead Partner for the National Performance Programme. They are a registered charity and a company limited by guarantee. They

were established in 1990 to strengthen the voluntary sector through offering free and below-cost support and services to charities and community organisations.

The [National Performance Programme](#) (NPP) was established in April 2008 with a three year grant from Capacitybuilders. The NPP is led by CES in partnership with ACEVO, New Economics Foundation, New Philanthropy Capital and Voice4Change England and works to support and strengthen the effective work done by local and specialist infrastructure.

Campaign Partners

Voice4Change England is supporting ten Partners to take the Campaigns to the organisations they work with.

[BME Alliance for the East Midlands](#) (BEAM)

[Black Training and Enterprise Group](#) (BTEG)

[Becon](#)

[Black South West Network](#) (BSWN)

[Just West Yorkshire](#)

[MENTER](#)

[OLMEC](#)

[One North West](#)

[UNI](#)

[West Midlands Race Equality Advisory Board](#) (WMREAB)

Developing the Campaign materials

Earlier this year you helped us to develop and create campaign materials relevant to BME third sector organisations. Your contribution to the pilot groups in thinking through the key messages and how they can be best communicated was invaluable in helping us to shape the campaign materials.

Key Suggestions at the three Pilot Groups:

- Any materials need to have visual images and not just text.
- To avoid using jargon and/or explain clearly what is meant if it is used.
- To recognise the work groups already do around performance improvement even if they do not call it that.
- Using stories or case studies would help to bring the messages to life.
- To focus on the practical things that BME groups could do.
- To ensure the benefits of performance improvement work are clearly communicated.
- To recognise the range and diversity of BME third sector organisations.
- Interactive materials would be a good way of engaging BME groups (video, playing cards with key messages and/or questions).
- Further work needed to be done on funder expectations and methods of measuring performance.

In response to your feedback and working within the time and resource constraints we decided that the best option was to produce four factsheets covering four major performance improvement areas: monitoring and evaluation; strategic planning; quality assurance; and benchmarking. To bring these to life we have used BME third sector specific scenarios and images and have been careful to avoid jargon. To ensure we got this right we have been in contact with BME third sector organisations throughout the development of the factsheets.

There were a number of suggestions that you made that we were unable to take up for this project but we have fed these into V4CE's wider work and CES to inform planning future work, particularly around working with funders.

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What can you do to promote the campaign?

As a Campaign Partner we have sent you the *Promote Performance* campaign pack to help you promote the campaign to the organisations you support. If you have requested printed copies of the factsheets you will receive these separately.

In this section, you will find templates and tips to help you promote the campaign to your contacts. The templates will serve as a useful starting point in creating bespoke marketing material.

Key Performance Improvement Messages for your Campaign

Performance improvement...

1. helps my organisation to better achieve our goals.
2. means my team can measure and see the difference their work is making.
3. helps my organisation to make more considered plans for the future.
4. enables my organisation to demonstrate the value and benefits of our work clearly.
5. allows my organisation to manage its work more effectively.
6. gives my organisation a competitive advantage by helping us to respond to changing needs and demands.
7. allows my organisation to learn how to build on our successes.

Top Marketing Tips

1. Promote the materials on your **website** ([See template](#)).
2. Circulate the materials through **e-alerts** and **bulletins** ([See template](#)).
3. Send **targeted mailings** to event attendees or training participants.
4. Include the factsheets in your **regular mail-outs** to cross-market the campaign.
5. Display the Promote Performance factsheets at **key events** in your area, by collaborating with your contacts.

Top Marketing Ideas

1. **Interview** your Chair on why they think performance improvement is important and share this on your website.
2. Produce a **case study** on a group you work with that are successfully improving their performance.
3. Use the campaign as an opportunity to **promote your own performance work** or to look at key areas in more detail.

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What Next?

We hope the campaigns will inspire the BME third sector organisations you work with to explore Performance Improvement further. Here are some ideas for further information and actions you can signpost them to.

Planning

[V4CE and NCVO Third Sector Foresight](#)

Publications

[CES List of Publications](#)

Training

[CES Training Sessions](#)

News

[Fresh news and updates on Performance Improvement from KnowHow Non Profit](#)

Forum and discussions

[KnowHow Non Profit's Improving Performance Forum](#)

Help is at hand

If you would like additional support to implement any of the marketing ideas mentioned in this section, please contact Shamsheer Chouhan, the Project Consultant.

Shamsheer will be available to help you develop interview questions, provide tips and feedback on presenting case studies and help you share your own learning from this project and the value it has added to your organisation.

The performance campaigns are expected to run until the end of June. Please ensure that any activity you undertake to promote the campaign takes place mainly during this period, although this will be an ongoing resource for you and the groups you work with to use beyond the campaign timescales.

If you would like any assistance in promoting the materials please contact [Shamsheer Chouhan](#).

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Marketing Resources

We have a range of templates for you to use in promoting the campaign.

[Press Release](#)

[E-Bulletin](#)

[Web Text](#)

V4CE disclaimer

The materials in this pack are intended only as a guide and we recognise that Campaign Partners may want to adapt them to fit their own needs. Voice4Change England are not responsible for the materials Partners disseminate as part of this campaign except for the Factsheets and other materials published centrally by Voice4Change England.

*In all materials we ask you to include the following information: **(ORGANISATION NAME) are one of ten Partners supported by Voice4Change England to promote performance to the BME third sector as part of Voice4Change England's National Performance Programme work with CES funded by Capacitybuilders' National Support Services.***

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Press Release Template

BETTER OUTCOMES FOR A STRONGER SECTOR: [*Insert your Organisation's Name*]
SUPPORTS CAMPAIGN TO PROMOTE PERFORMANCE IN THE BME THIRD SECTOR

(Your organisation) today launches the *(geographical area or type of organisations you cover)* regional campaign, PROMOTE PERFORMANCE to encourage Black and Minority Ethnic (BME) third sector organisations to evidence the value and benefits of their work.

The campaign comes at a crucial time when cuts in public spending and an increased expectation of accountability from stakeholders means that BME third sector organisations need to be clear about what they do and think about the most effective way to deliver to increase their chances of survival and sustainability.

Launched nationally by Voice4Change England (V4CE) and Charities Evaluation Services (CES), on 25 February, the PROMOTE PERFORMANCE campaign is supported and informed by 10 partner organisations from the BME third sector across England.

(Insert quote on why the campaign is important to the work you do and the groups you work with)

The PROMOTE PERFORMANCE campaign is part of the National Performance Programme (NPP), and aims to target BME third sector organisations wanting to improve what they are doing but who might be unfamiliar with performance jargon. With guidance from the 10 campaign partners Voice4Change England have produced

four Performance Improvement factsheets on strategic planning, monitoring and evaluation, benchmarking and quality assurance to inspire new ways of thinking about performance management. The factsheets aim to help organisations build on existing performance management work with helpful suggestions and new ideas.

The campaign will help organisations recognise the importance of performance improvement as an effective tool to communicate their impact, plan for future funding changes, deliver better services, and share good practice.

To download the factsheets and get more information about the campaign please visit the Voice4Change England website at www.voice4change-england.co.uk/performance.

Information about our (*insert area*) campaign can be found at (*insert your website address*)

Please contact (*insert name, organisation and contact details*) for more information on the Promote Performance campaign in (*insert area*).

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E-Alert Template

(*Your organisation's name*) is one of ten BME campaign partners working with [Voice4Change England](#) and [Charity Evaluation Services](#) to run a campaign entitled **Promote Performance** encouraging BME third sector organisations to evidence the value and benefits of their work. The campaign comes at a crucial time when cuts in public spending and an increased expectation of accountability from stakeholders means that BME third sector organisations need to better demonstrate what they do and think about the most effective way to deliver to increase their chances of survival and sustainability.

Please see the factsheets on the [Promote Performance campaign page](#).

For further information on performance improvement please go to ([link to V4CE website](#)), where you will find access to other resources and performance tools.

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Web-text Template

CAMPAIGN TO PROMOTE PERFORMANCE IMPROVEMENT IN THE BME THIRD SECTOR

(Your organisation's name) is one of ten BME campaign partners working with [Voice4Change England](#) and [Charity Evaluation Services](#) to run a campaign encouraging BME third sector organisations to evidence the value and benefits of their work. The campaign targets BME third sector organisations that want to improve what they are doing but who may not be familiar with performance jargon.

Why do we need the Promote Performance campaign?

(Your organisation's name)

Many organisations might think of 'performance management' as a new idea and have concerns that it will take up too much time and cost too much. In reality, they are probably doing a lot of work around managing their performance already. This could be through feedback reports to their management committee, returns to their funders, and planning for future activities.

BME third sector organisations can improve their effectiveness by thinking of ways and using tools to improve their performance to help them:

- Do what they are doing better.
- Measure the difference their work is making.
- Make more considered plans for the future.
- Demonstrate the value and benefits of their work.
- Manage their work more effectively.
- Respond to changing needs and demands.
- Learn how to build on success

We hope that the factsheets will 'speak' to BME third sector organisations by using relevant examples and demystifying some of the jargon around performance improvement.

(Quote from someone in your organisation or a frontline group on how performance improvement has helped them)

What (*your organisation*) do to support performance improvement

(Insert paragraph on what support your organisation provides on performance improvement)

The Promote Performance Factsheets

The factsheets look at 4 key performance improvement: monitoring and evaluation, strategic planning, benchmarking and quality assurance.

Each of the factsheets provide key information on each performance approach as well as a scenario involving a BME organisation describing how it can help them build on

what they are already doing. They have been designed in consultation with BME third sector organisations.

[Download Factsheets](http://www.voice4change-england.co.uk/performance#materials) (*hyperlink to PDF factsheets on V4CE website*
<http://www.voice4change-england.co.uk/performance#materials>)

Optional Text on Factsheets: What will the factsheets tell you?

Factsheet 1: Capturing Progress

Capturing progress through monitoring and evaluation can help an organisation to gather information about their work and the difference that it makes. It can also help in identifying how well they are doing against the plans that they have made and explore how they can make improvements to achieve a greater impact through their activities. This factsheet explores monitoring and evaluation through the use of a scenario relevant to BME organisations provides further information about this approach

Factsheet 2: Thinking Ahead

Thinking ahead through strategic planning can help an organisation to better plan for the future. It can also help organisations to communicate clearly to funders, beneficiaries and other stakeholders the purpose of their work and what they are seeking to achieve as well as the steps they are going to take to do this. This factsheet explores strategic planning through the use of a scenario relevant to BME organisations and provides further information about this approach

Factsheet 3: Meeting Expectations

Meeting expectations by improving quality can help an organisation set and meet the expectations of its users. By using a relevant quality system or tools an organisation can identify where improvement can be made and develop a consistent approach to doing this. Actively working to improve quality shows funders, beneficiaries and other stakeholders that an organisation's standard of work is important to them. This factsheet explores delivering quality through the use of a scenario relevant to BME organisations and provides further information about this approach.

Factsheet 4: Sharing Good Practice

Sharing good practice through benchmarking can help an organisation to learn from good practice by others. It can also help in developing and shaping new areas of work for an organisation, using what others are doing as a starting point to build on. This factsheet explores benchmarking through the use of a scenario relevant to BME organisations and provides further information about this approach

Useful Links

[Voice4Change England](#)

(insert web address www.voice4change-england.co.uk/performance)

[CES Publications](#)

(insert hyperlink <http://www.ces-vol.org.uk/index.cfm?pg=69>)

(Please include any local links for support available in your area)

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Monitoring the Success of the *Promote Performance* campaign

A campaign to promote performance would not be complete without capturing its success. We would like to capture the different ways in which the campaign has made a difference to your work. We will be in touch during April/May 2010 for your feedback and stories.

What you should capture and record:

1. Whether enquiries for performance support change.
2. Any specific feedback received as a result of sending out the campaign materials.
3. The number of downloads of the factsheets from the website or hits to your performance page.
4. Feedback from the groups you work with on how useful they found the factsheets.

Help the sector follow your work

Voice4Change England would like the BME Third Sector to learn and share in the success of your campaign. If you let us know what you are doing to promote the campaigns we can add it to our website in the ['Follow the Campaign'](#) section.

This is a great way to quickly and easily publicise your work and provide other organisations with ideas on how they could support the campaign.

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