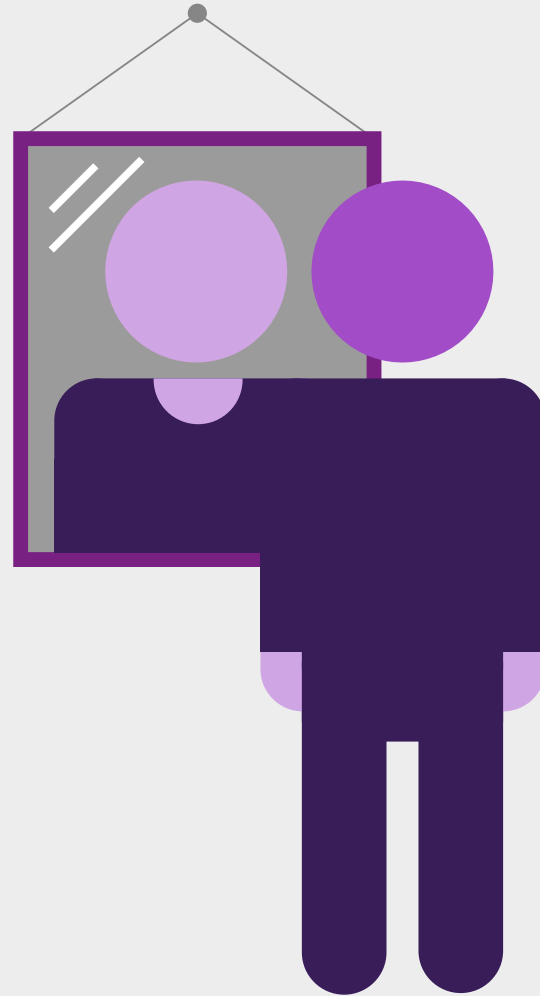


1. Take time to reflect and learn: a necessity not a luxury

Leaders need time to reflect on the organisation's work, examine their leadership styles, learn new ways of working, and to receive support. In such a challenging environment for charities, making time for this is more important than ever.



2. Build strong relationships with your board

Analysing relationships with the board, examining its skills, having a critical eye on trustee roles, and surfacing these issues are the first steps towards making positive change.



3. Your trustees' report should offer a full picture

Invest time and effort in your trustees' report to produce a full and accurate reflection of your organisation.



4. Present and analyse your data carefully

Invest time in pulling your data together, being clear on the difference between your activities and your impact, and in articulating your value. Provide a good narrative that will make sense to those outside your organisation.



5. Weigh up the opportunities and risks of partnerships

Small organisations can easily be sidelined in partnership working, so be assertive when negotiating terms and articulating the distinctive value you bring. Make sure you are clear on budgets, quality, responsibility and risk.



6. Manage capacity and demand to ensure sustainability

Give yourself time to be entrepreneurial, face up to tough decisions and change, and welcome new opportunities. Look after your staff, try to minimise stress, and don't be afraid of saying no to new services if you can't afford them.



7. Don't ignore succession planning and empowering teams

A more distributed approach to leadership across an organisation, where different staff are equipped to represent and carry out key tasks for the charity, will make organisations more resilient.



8. Ask if you don't know the answer

Don't be afraid to ask for help if you need it - it will reduce the pressures of leadership but could also be an organisational risk if you don't.



9. Produce engaging funding applications

Ask colleagues to read and sense-check funding applications before they are submitted. Consider honestly whether your application would stand out if it was the 30th or even 100th one you had read.



10. Don't bury your head in the sand if the money is running out

You will have a better chance of solving any funding problems if you predict them well in advance and explore your options carefully. Keep trying to diversify income – difficult but important, and be honest with your funders.

