



## The Pilotlight Effect 2008

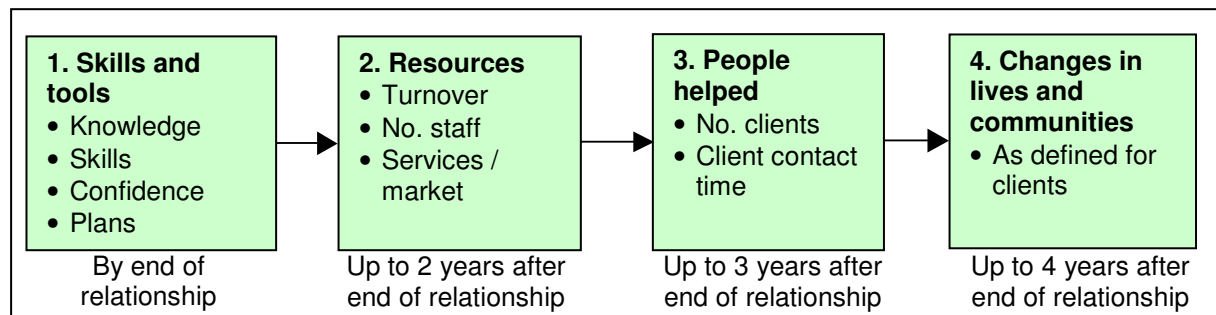
### What we do

Pilotlight works to transform the lives of disadvantaged people in the UK, by building the capacity of the charities that are best placed to help them. By late 2008 Pilotlight was working with 58 charities and social enterprises, 44 from our London office and 14 in Scotland. All tackle disadvantage in their communities, addressing a broad range of issues and beneficiaries – children and families, disadvantaged youth, vulnerable adults, at-risk communities, health and mental health and disability.

The Pilotlight approach is a unique and proven model in which senior business people mentor the leaders of small charities, using a tried and tested process facilitated by Pilotlight's skilled team of Project Managers. Currently we manage the contribution of over 200 senior business people – our "Pilotlighters" – to enable them to make a measurable difference to charities and their beneficiaries in just a few hours a month. We evaluate their work so that we, they and the charities they work with can see evidence that they are helping to change lives.

### Our results

Our partner charities typically strengthen several areas of their work, during and after the Pilotlight relationship.



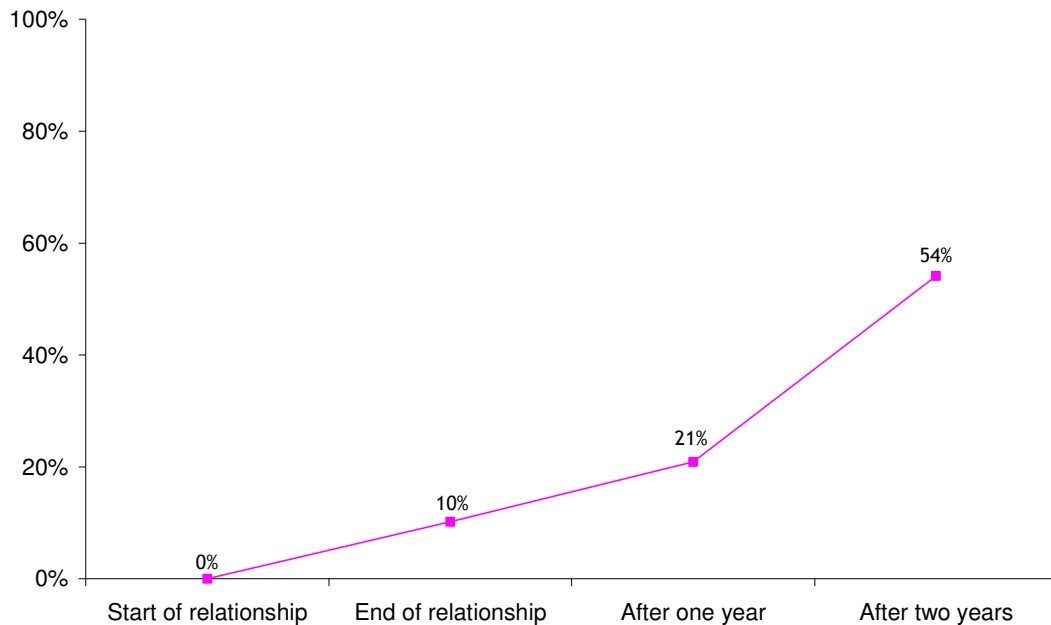
Results at each stage are presented below, drawing on our experience with 43 charities over 5 years.

- **Of those charities able to measure the change they make in lives and communities, 60% have seen an improvement** since they began working with Pilotlight<sup>1</sup>.
- **Partner charities have increased the number of people they help by an average of 57%, two years after the end of their work with Pilotlight**, showing how our results become embedded and sustainable.
- **Partner charities show an average 54% growth in turnover, two years after the end of their work with Pilotlight** (see graph below). Average annual turnover growth is 36% per year, approximately six times the UK voluntary sector average<sup>2</sup>.

<sup>1</sup> However, with just 9% of partner charities able to measure their impact, an important part of our work is helping to set up evaluation systems. We assist all partner charities to define successful outcomes of their work. Some of them go on, with our support, to consider practical aspects of evaluation – why, what and how to measure – and to relate their findings to the wider social context.

<sup>2</sup> Average yearly income growth was 5.7% between 2000 and 2006. *From NCVO (2008). The UK Civil Society Almanac 2008.*

### Cumulative % turnover growth for average Pilotlight charity



- **95% of partner charities have gained skills and tools for managing their operations better**, by the end of their work with Pilotlight, in areas such as strategic planning, financial forecasting, governance, marketing and evaluation.

### How we measure our impact

- Collection of baseline data at the start of the Pilotlight process.
- In-depth reports at the end of the Pilotlight process, based on interviews and quantitative data.
- Annual progress reviews, for up to five years, covering significant changes in the partner charity.

### Case studies

The case studies at the back of this document demonstrate that, while each of our partner charities is unique and requires different support, they can all translate the skills acquired from their Pilotlighters into real benefits for their users.

## Pilotlight case study – Fine Cell Work

### What they do

Fine Cell Work provides prisoners with the training and materials they need to produce high quality soft furnishings. Prisoners earn a small amount of money which they can use to support their families and provide a financial cushion on release. In addition, they learn skills useful for employment, gain valuable confidence and experience, and alleviate the boredom and isolation of long hours in their cells. All of these factors reduce the likelihood of reoffending after release<sup>3</sup>.

The charity first worked with Pilotlight in 2004-05, when it consolidated its management processes in a business plan and set targets based on a clearer financial model. As a result, Fine Cell Work was able to increase its sales even faster than in previous years, and to reach more prisoners.

By spring 2007 the charity had doubled in size and built strong relationships with prisons. Fine Cell Work approached Pilotlight again, and over a year worked on its production and supply chain, organisational planning, and marketing, with a team comprising marketing and communications experts, strategists from global energy company BP, and the chief operating officer of a private equity company.

Director Katy Emck said “Pilotlight gave me new tools to run my charity – it was so successful that I’ve come back for more!

### Skills, tools and resources

Fine Cell Work’s second engagement with Pilotlight enabled it to fill some of the gaps in its operations. The charity improved its financial modelling and accounting; clarified staff roles and responsibilities; attracted one of the Pilotlighters onto its board of trustees; and developed a marketing strategy that brings clarity and confidence to its activities and relationships with funders.

Fine Cell Work was in imminent danger of being swamped by its mounting stockpile. The Pilotlighters helped the charity integrate its plans for production, supply, distribution and marketing, to help it destock over the next months and reclaim space in its offices.

Better stock tracking and management have already helped Fine Cell Work reduce its costs. Turnover has risen by 19% in the last year and it has been able to take on another member of staff.

### People helped and change in lives and communities

Fine Cell Work has taken on more prisoners since becoming more confident about stock management, working with an additional 10% in the last year. Since its first engagement with Pilotlight, Fine Cell Work has nearly doubled its annual sales from £67,000 to £120,000. This translates directly into prisoner income, which has been linked to self-esteem, support for families and a reduced chance of reoffending.

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<sup>3</sup> NPC (2005). Inside and out: people in prison and life after release.

## Pilotlight case study – Citizenship Foundation

### What they do

Citizenship means being an active and responsible member of a community and a democratic society. Citizenship education helps children and young people develop the skills, confidence and understanding of laws and democracy to deal with challenges in their own lives, to have a voice in their schools and communities and to make a positive contribution to the creation of a just and tolerant society.

The Citizenship Foundation supports citizenship education by developing resources for teachers and running events for young people, especially marginalised groups, in partnership with government, schools and other professionals. The charity has been growing rapidly since about 2003. Pilotlight worked with the Citizenship Foundation from November 2005 to January 2007, and can give an update on their achievements to summer 2008.

### Skills, tools and resources

Working with Pilotlight, the Citizenship Foundation reviewed strategy, daily operations and business practices, and the connections between them. Staff and trustees valued the space for reflection and discussion. They found the Pilotlight process challenging and occasionally tiring but the resulting business plan has provided both direction and momentum for the charity.

Eighteen months later, the Citizenship Foundation has tightened its focus and marketing. Income in 2007–08 was £2,500,000, up 123% since the charity first approached Pilotlight. The Citizenship Foundation has recruited 50% more staff in the same period, including a Chief Operating Officer to manage activities in the light of objectives.

### People helped and change in lives and communities

The Citizenship Foundation now monitors its activities systematically and in 2007–08 recorded 11,566 young people participating in its active learning projects and 30,000 children participating in its Giving Nation challenge, among other things. The charity is now able to track growth in the number of people it helps, and plans to improve monitoring further in the coming months.

Director Tony Breslin says “Pilotlight has played a key role in our success over the past 12 months.”