



Sustainability: A Rapid Review

Institute for Voluntary
Action Research

August 2015

Sustainability: A Rapid Review

Mike Aiken

A brief examination of documentary sources from foundations, infrastructure organisations, voluntary organisations, trade press and academia.

Acknowledgements

Thanks to:

- Genevieve Brooks-Johnson who undertook the literature search into Third Sector magazine and foundation journals
- Tanya Beer for identifying key sources in the US literature
- John Hailey for identifying sources relating to organisations choosing not to survive
- Ben Cairns, Richard Hopgood, Cullagh Warnock for shaping the sources and identifying specific organisations

IVAR, London, 2015

Contents

Sustainability: A Rapid Review 1

Sustainability: 1

Part One: Introduction

Purpose

The key questions for this brief review were to:

- (a) Take a small sample of relevant UK and international literature, in order to provide some context for the interviews and discussion for the research into sustainability
- (b) Undertake a quick review of examples from IVAR's own research where this has appeared (directly or indirectly)
- (c) Undertake a review of a sample of trust and foundations websites/annual reports to identify if and how 'sustainability' is used/talked about.

We decided in May to extend coverage to include some US sources from research and consultancy organisations engaged with foundations and the non-profit sector, and to examine reports of organisations that had decided to not survive.

Specific activities of this review

This review covered searching reports, documents and on-line sources under these headings:

Documentation from the voluntary, community and social enterprise sector

IVAR documents/reports related to sustainability
Key Infrastructure organisations (NCVO, NAVCA and Locality)
Two foundations (Northern Rock Foundation & Lloyds Bank)
Grants guidance and application forms from some key foundations
Sustainability: Examples of organisations not seeking to survive
Sustainability perspectives from US Foundations and Non-profits

Reports from the voluntary sector press and other sources

Third Sector magazine: a brief review
Foundations' magazines
Miscellaneous items uncovered during the search: manifestos
Academic journals (relevant to the voluntary sector)

This rapid appraisal was undertaken in 9 - 10 days and so cannot be complete. We may wish to add – or point to - resources, gaps and comments to this as a working document for the life of the project.

Part Two: the review

Documentation from the voluntary, community and social enterprise sector

IVAR documents/reports related to the sustainability

The background against which 'sustainability' is being discussed remains important. Austerity continues to dominate the environment and this brings constant change in which IVAR has been highly engaged: 'The defining characteristic of this environment is that of continuous "transition", in which survival means being able to adapt to new and shifting sets of circumstances' (IVAR, 2013a:9). That same report identified the importance of 'self-determination' as key to organisations' successful negotiation of challenges' (IVAR, 2013:16).

Facilitation and mergers

For some organisations, one approach to managing the challenges – one of whose manifestations is 'sustainability' – has been engagement in facilitated processes such as strategic learning to gain a space for learning and reflection. This has also been undertaken with foundations keen to examine their own role amid austerity (IVAR, 2014a). Elsewhere, a considered process of merger is appropriate in some cases. It is important to note, however, that mergers undertaken from a position of strength rather than as defensive strategies have been found by IVAR to hold more promise. As one participant argued: 'Some mergers are in fact acquisitions or takeovers, or rescue operations, or are driven by a third party agenda...which thankfully we did not have to deal with. The bassac/DTA merger was driven by a shared vision...' (IVAR, 2011:1). Elsewhere IVAR have found that organisations and participants in programmes such as Big Local, are carefully considering social investment and loan strategies but among other options (IVAR, 2014b).

Core funding

The importance of core funding is a pertinent issue for sustainability. IVAR (2013b:11) found that 'a lack of core funding can cause or compound other organisational challenges, including: staff shortages; inappropriate premises; and a lack of capacity to meet beneficiary demand.' Voluntary organisations identified core funding as 'critical to organisational stability and sustainability for a myriad of reasons, including: strengthening independence, buffering against unexpected hardship, contributing to organisational overheads and buying time and space for thinking and planning' (IVAR, 2013b:13). As IVAR's (2014c:2) Recession Work Application Review 2014 points out there are seven core areas that funders (in that cohort) ask applicants and one of these concerns 'longer term impact.' This can refer to what happens post-funding or 'legacy' (Tudor Trust; Cripplegate) or 'dissemination' (Comic Relief; Henry Smith) IVAR's (2014c:8). Core funding can cause or compound other organisational challenges, including: staff shortages; inappropriate premises; and a lack of capacity to meet beneficiary demand.' Voluntary organisations identified core funding as 'critical to organisational stability and sustainability

Key themes:

- The current context is one of continuous transition and survival means being able to adapt to new and shifting sets of circumstances
- Self-determination is key to organisations' successful negotiation of current challenges
- One manifestations of 'sustainability' has been engagement in facilitated processes such as strategic learning to gain a space for learning and reflection.

Infrastructure organisations (NCVO, NAVCA and Locality)

In this section, the work of three infrastructure organisations (NCVO, NAVCA and Locality) is examined in relationship to sustainability.

NCVO

NCVO has developed a range of resources and material in relation to sustainability. There is an 'Income Spectrum: Helping you find the right income mix' (NCVO, undated) – a two-page tool – which asks organisations whether they need to diversify income by considering income from various sources (such as grants, contracts, gifts etc.). Also available, in conjunction with Triangle Consulting, is a Sustainable Sun Tool: Steps to sustainability' (undated) to assess progress towards sustainability. A working definition is provided which proposes that:

'...a financially sustainable organisation, small or big, is an organisation that can consistently support and deliver its mission, making the most of changing markets and funding environments. We have identified six key aspects that contribute to financial sustainability to help you work out where you are doing well, and where you need to take action.' (NCVO & Triangle Consulting, undated).

The six elements ('rays') consist of ensuring funds are raised to support mission, income diversity, financial management, communicating success, external positioning and relationships/partnerships.

A report on 'Counting the Cuts' does not cite sustainability directly (Kane & Allen, 2011), however, NCVO has launched a 'certificate in sustainable funding' with modules covering funding strategy, marketing, networks and leadership.

It offers a lengthy definition:

'Sustainable funding' is not simply a question of simply getting better at fundraising or locating one ever-lasting source of income. NCVO promotes an approach that encourages organisations to explore potential income across a spectrum of opportunities; from charitable donations at one end of this spectrum, through grants, service level agreements and contracts, to social enterprise activity, trading goods and services. This not only spreads risk, but ensures organisations are best placed to take advantage of emerging trends and opportunities and are able to safeguard their financial future without sacrificing independence or mission. This approach to sustainable funding is underpinned by thorough planning, impact assessment, full cost analysis and understanding of when loan finance can supplement income. Every organisation is unique, but there are ideas, information and sources of practical support for those wanting to broaden their income base and explore sustainable funding – not as a single source of income, but as a process and a well-balanced approach. (NCVO, 2015).

These ideas contain notions of a variety of funding arrangements (including grants) yet, apart from planning, do not discuss broader understandings of 'sustainability' or consider them within a network of other local organisations.

NAVCA

NAVCA's (2014a) provided guidance for groups in relation to the government's consultation on the planned £40 million fund to 'support the sustainability of voluntary, community and social enterprise sector.' For those engaged in service delivery it argued that 'local Infrastructure can play a vital role in ensuring that the support available is appropriate to local need and providing the evidence of local need.' It also pointed to the fact that infrastructure organisations themselves had also been hit hard by cutbacks. NAVCA's (2014b) own response to the consultation emphasised the 'sustainable support' role. It also was a co-sponsor in 2007 (with another nine organisations) of 'Sustaining Grants: Why local grant aid is vital for a healthy voluntary and community sector and thriving local communities.' This set out over 12 points in favour of grants including supporting independence, underpinning others initiatives, stop-gap finance, sustaining finance, etc.).

NAVCA also has sustainability within its policy. It states that, for sustainability, it is:

'...important for civil society organisations and local public bodies to understand fully the costs involved in starting and then maintaining an effective network for civil society

organisations and organisations in an area. In particular, it may be necessary to consider investment in capacity building to ensure that representation is inclusive. Once identified, priorities should be agreed and future resource requirements explored fully as part of the future planning process.’ (NAVCA, 2015)

These ideas, naturally, discuss infrastructure and local support. They also discuss local networks of organisations and how these may have supported alongside representation issues. Nevertheless, even here notions of sustainability do not move very far from financial imperatives.

Locality

The idea of sustainable organisations strongly driven by a social enterprise and asset-based approach have always been a strong driver for Locality. Nevertheless, it was not possible to find an in-depth discussion of the term during this brief review of material. The five year strategy, however, argues that ‘Community ownership of assets, community enterprise and service delivery are key drivers of the sustainability of our member organisations and our network contains a huge reservoir of inspiring evidence for successful change’ (Locality, 2015:1) while member organisations are described as the most ambitious and enterprising community-led organisations ‘because of their approach to enterprise, using assets to bring in income and ensure sustainability’ (Locality, 2015:8).

In describing itself as seeking to be a ‘strong and sustainable organisation’ it says this will mean it is ‘an enterprising and sustainable organisation, with a positive working environment which drives success, high quality standards for our work, diverse and sustainable income streams, and clear accountability and governance for our activities’ (Locality, 2015:7). This is developed further as meaning that:

‘...we will have developed our asset base to include at least three further assets or joint ventures by 2020. We will have a strong staff team, working within our values, with high satisfaction levels, and excellent feedback from members, clients and stakeholders. Development of broader funding routes that sees a reduction in the proportion of funding from any one source’ (Locality, 2015:18).

Locality also runs course on legislation such as The Social Value Act and asks participants how to maximise impact and sustainability.

In the senses expressed above organisational sustainability includes having an asset base, and sustainable income streams, the holding of certain qualities (being enterprising and undertaking a high standard of work) while possessing high quality governance and accountability standards.

Key themes

- A financially sustainable organisation, small or big, is an organisation that can consistently support and deliver its mission, making the most of changing markets and funding environments.
- Sustainability is important for civil society organisations to understand the costs involved in starting and maintaining an effective network for civil society organisations.
- A strong and sustainable organisation is enterprising with a positive working environment – it drives success, high quality, diverse and sustainable income streams, clear accountability and governance.

Two foundations (Lloyds Bank & Northern Rock Foundation)

This section examines the work of two foundations that beyond their grant giving roles, have undertaken a specific analysis relevant to sustainability.

Lloyds Bank Foundation: A profound and practical difference

The evaluation of the Lloyds Bank Foundation’s Creating Change Network suggested that, in Northern Ireland, reductions in European funds and insufficient short term monies was ‘making it impossible for organisations to develop strategically and work towards

sustainability' (Cairns and Hennessy (2014). This programme provides a useful site to explore some of the sustainability issues in practice. The 'grants plus' approach of the foundation, for example, held out hope that it could positively affect the outlook for future sustainability of organisations. The authors acknowledge that for smaller organisations 'aspirations for sustainability...may be slightly unrealistic given the scarcity of funding bodies prepared to provide core funding...[and] some reliance on foundation funding might be viewed as a perfectly legitimate element of a "sustainability strategy' (Cairns and Hennessy (2014:10). Indeed, although the programme's training and networking elements has been beneficial sustainability remained a vexed issue 'especially...for grantees who need to cover salary and core costs in order to maintain services...' (Cairns and Hennessy (2014:36). Meanwhile some organisations in the programme, understandably, wanted to consider further funding from the foundation. Support for internal infrastructure work, for example, 'forward thinking and planning' geared to adapting and developing in a changing context was proposed as an important activity (Cairns and Hennessy (2014:39).

Northern Rock Foundation: Third Sector Trends Study

It is useful to take a step back to examine the nature of changes in the sector. One contextual picture, led by a Foundation based in the North East, suggests that, for smaller third sector organisations (with annual incomes below £50,000), there has been a fluctuating picture in terms of incomes since 2008 (Chapman & Robinson, 2014:16). The changes in proportions between 'voluntary', 'earned' and 'investment' income, however, show some shift – with earned income appearing to increase. Nevertheless, these terms are not easy to categorise and so the findings might be treated with a degree of scepticism (Chapman & Robinson, 2014:17). They do indicate, which appears entirely plausible that small organisations rely mostly on grants, gifts and subscriptions (Chapman & Robinson, 2014:18).

The notion of organisations in the sector becoming more business-like – even if only at a rhetorical level – is an issue the authors tested, however, respondents argued that there had been 'strengthening' of sector values and that they state they are 'closer in practice to people in the community' (Chapman & Robinson, 2014:24). Survey results also indicated an increasing optimism about rising sector incomes (Chapman & Robinson, 2014:45), but while 21% indicated they were planning to change the way they run their services a majority (at 66%) said they were not planning any changes the smallest were least likely to be seeking changes although the most (Chapman & Robinson, 2014:51). Nevertheless, it was noticeable that among small organisations the most likely new activity, with 25% of respondents, was 'increasing earned income' (Chapman & Robinson, 2014:53). The existence of a training budget – which could be an indicator of building their own capacity and organisational identity – occurred in less than 8% of smaller organisations compared to over a third of the sample for medium sized organisations (£50 – 250,000) (Chapman & Robinson, 2014:53). However, the highest priority topic for training was 'bidding for contracts' (45% for medium sized organisations) and 'fundraising' for smaller organisations (at 42%) (Chapman & Robinson, 2014:56). As the report authors conclude, 'the extent to which TSOs invest in organisational capability' is limited (Chapman & Robinson, 2014:61).

The low investment in organisational capability building is an important finding in relation to sustainability. This may be connected to lack of belief that such activities are fundable. The percentage of respondents that, apparently, wish to gain a greater proportion of earned income is also of interest. It may be a rhetorical aspiration – something that is felt *ought* to be done. However, in some cases this could, in fact, complicate the management and administration of the organisation. Both these themes occur in the review of the US literature which appears later in this report.

Key themes

- Hard for organisations to develop strategically and work towards sustainability.
- Grants plus' approach held out hopes for a positive effect on future sustainability of organisations.

- For smaller organisations aspirations for sustainability may be unrealistic given the scarcity of core funding.
- Proportions between 'voluntary', 'earned' and 'investment' income show some shift – but terms are not easy to decipher.
- It is plausible that small organisations rely mostly on grants, gifts and subscriptions.
- In response to 'organisations becoming more business like' there appears to have been a strengthening of sector values with them closer to people in the community.
- Low investment in organisational capability building.

Grants guidance and application forms from some key foundations

The following foundations were examined as a sample because they were either involved in Recession Watch (Esmée; Cripplegate; Tudor; Comic Relief; Henry Smith) or they have had close connection with IVAR in some other way (Lankelly) or we have some knowledge of their work (Big Lottery and Greggs). The rationale here was that, from what we know, we might expect them to have some sensitivity to, and understanding of, the characteristics and needs of service delivering voluntary organisations.

Esmée Fairbairn Foundation

Esmée's website states that it supports work that contributes to a 'just and inclusive society at individual, community and system' level. In particular it seeks to 'remove barriers preventing marginalised and isolated people from participating in society.' A two stage application process is required. Two pages of text (less than a 1,000 words) are all that is required. In March 2015 it published a five-year Funding Strategy which acknowledged the operating environment had changed dramatically with austerity expected to mean retrenchment of statutory provision, inequality growing and a 'permeable boundary' developing between public and private sector. It sees the independence of the sector under threat, 'politically and in the media' and considers that progressive organisations and communities are looking for 'entrepreneurial solutions.' It has developed a theory of change and is constructing an impact and effectiveness framework with a proportionate 'light touch' – the stress will be upon using evidence to help the foundation's work to enable organisations to 'grow, strengthen and be more effective.' It is also interested in exit outcomes from its funding including strategic reviews with staff and trustees. It is prepared to allocate 'significant sums of money for the long term.'

Cripplegate

Cripplegate's website reveals that it administers six funds for Islington, London, for work which includes: grants to organisations, Resident Support schemes, the council's community chest and health and welfare grants. There was a two stage application process on-line and applicants were asked how the activity would continue beyond the grant period. This may, or could in the future, refer to sustainability. The old grant scheme is now closed with new grants programme currently under development. These will include objectives such as financial inclusion and capability, advice and access to services, supporting families, young people, mental health and wellbeing.

Tudor Trust

The Tudor Trust has a two stage application process and asks applicants how their work would make a difference, about the need for the work and who will benefit. Its guidance seeks to help smaller voluntary and community groups in the UK working with people at the margins of society. Its website says 'We trust the groups we fund and aim to build open and straightforward relationships with the groups we support.' They do not have specific funding programmes aimed at a particular agenda but, according to the Guidance Notes, 'we think that the groups we support are best placed to identify problems and develop solutions.' They offer core funding, unrestricted funding and grants

to strengthen an organisation – aspects which can be considered as similar to notions of sustainability. Funds are available to charities, CICs and other groups. Following a simple first outline of ideas and a sheet of organisational details a grant officer supports groups through the second stage application. They seek to fund ‘organisations which are thoughtful in their use of resources and which foster community resilience in the face of environmental, economic or social change.’ Thus resilience makes an appearance here but no mentions of sustainability were found.

Comic Relief

Comic relief seeks, according to guidance on its website, to undertake work under five themes to support people to tackle complex problems and positive social change. There is a two stage process. It is particularly interested in young people and also offers small grants for community-based projects. Notes on monitoring and evaluation point out that it is ‘committed to learning from those we fund and to understand how and why change happens and how this can be sustained.’ It states that decisions at stage 2 of the application are based on ‘an assessment of the quality of the work, the importance of the issue, the strength of your idea, and the difference the work is likely to make.’ All funders are required to complete an Organisational Development Plan – which is undertaken by means of a three-page template which relates to motivation for development (and capacity issues), a development plan (including implementation and partners) and how learning will be embedded.

Henry Smith

The Henry Smith Charity provides for both revenue (including running costs and salaries) and capital expenditure and has a one stage application process. It supports work for people: experiencing high levels of disadvantage and BAME communities, for those affected by domestic violence, substance misuse and homelessness. It is also engaged in work on a wider range of other issues including prisoners and ex-offenders, prostitution and trafficking and asylum seekers. In assessing grants it takes into account, among other matters, an organisation’s ‘expertise and sustainability’ and that the project is ‘sustainable and the outcomes are both realistic and achievable.’ Applicants must also explain where the accounts show a significant surplus or deficit.

Lankelly Chase Foundation

Lankelly’s website states that it seeks to ‘work in partnership with many organisations, often but not always providing funding. We find some partners through open grants programmes, which are advertised here. We also work on a proactive basis, seeking out partners who can assist us with particular initiatives.’ New guidelines will be issued in September 2015. Under ‘funds available’ it says that it seeks to ‘bring about change to improve the lives of people facing severe and multiple disadvantage. By this we mean people who are experiencing a combination of severe social harms such as homelessness, substance misuse, mental illness, extreme poverty, and violence and abuse.’ There is a two stage application process. At stage one a basic registration process is required with an outline idea.

Lankelly state they are concerned more with ‘the work taking place’ than simply the organisation – and they are not interested in ‘sticking plaster’ solutions. We would expect less direct interest in the organisation’s sustainability here. However, the social investment part of Lankelly seeks to ‘identify organisations which are focused on severe and multiple disadvantage and to offer investment to enable them to increase their reach, effectiveness and sustainability.’

Big Lottery

The Big lottery has provided a reasonably substantial ‘sustainable development web resource’, which focusses on sustainable development in relation to three aspects: a better local environment, a better local economy and better social conditions. The Awards for All grants programme offers between £300 and £10,000. The application form for this programme is 20 pages long with quite extensive requirements in relation to outcomes and beneficiaries.

Greggs Foundation

The Greggs Foundation, associated with the popular pie company, describes on its website the core funding it offers to organisations in the north east of England 'to help sustain the work of organisations that make a difference to the lives of people in need.' Grants of up to £15,000 are available. Work covers people with disabilities, homeless people, voluntary carers and older people in the most disadvantaged areas using neighbourhood statistics. Unlike many of the foundations it is quite frank and specific about the sustainability requirements it is seeking. It points out that it is 'motivated by helping organisations to be more sustainable, diversify their income streams and offer better quality services to all of their beneficiaries.' It seeks 90% of successful applicants to 'become more sustainable as a result of a major grant, 50% or more of our successful applicants report improved diversity of income streams, 50% or more report improved services and improved beneficiary numbers.'

Community Foundation for Tyne & Wear

This was one of the earliest community foundations in the country and by 1998 had an endowment of £10 and also manages endowments for others. It provides grants to groups and individuals in pursuance of one of three aims: 'supporting people to overcome disadvantage; creating stronger communities; and making the area a good place to live' in the North East. They seek to support grassroots community groups and small to medium voluntary organisations whether registered as charities or not. Organisations will be involved in 'services and activities that work' (helping groups maintain, expand or provide new services); 'stronger organisations' (including organisational development and strengthening civil society); and 'change in policy or practice.' Applicants can complete an on-line process to see if they are eligible to apply. Continuation grants are allowed. Outcome reports can include stories, videos etc.

In addition, and closer to the sustainability agenda there is a specific 'Fresh Ideas Fund 2015' developed by the Northern Rock Foundation which helps 'to explore new opportunities to help them grown in size and improve long term sustainability and increase their impact.' This may involve taking on a new asset, develop a new social enterprise, expand their work to new areas etc. These grants can be up to £50,000. Previous recipients can apply via a three stage process. The first stage application is four pages long and asks for basic organisational data; details of the organisation's work; what the project idea is; how it will make a significant change in the organisation; and a plan of the work.

Allen Lane

The Foundation aims to support general charitable causes and distributed about £780,000 in 2013-14 across the UK. Grants (between £500 to £15,000) are offered for up to three years (with an average grant amounting to just under £6,000). There were 131 new grants approved in 2012/13. Organisations will be considered which have incomes of less than £100,000 (in villages) or less than £250,000 (in urban areas.) The Foundation is interested in organisations (which do not need to be charities) which are benefiting asylum seekers and refugees; gay, lesbian, bi-sexual and transgender people, Gypsies and Travellers, migrants, offenders, older people, people with mental health problems or experiencing violence or abuse. It will support 'tried and tested approaches' but is 'particularly interested in unusual, imaginative or pioneering projects.' Specific activities might include advice, advocacy, mediation, changing public attitudes etc.

Applicants complete a short Registration Form – there is no application form – in a stage 1 process. This form asks for basic organisational information. A 'how to apply' section gives a guide as to what to say, in the applicant's own words. Those who are successful enter a second stage. Grants can cover start up, core or project costs, or work aimed at building the organisations (such as trustee or staff training).

Sir James Knott Trust

The Trust is a registered charity supporting community projects in the north east. The aim, as stated on their site, is to 'improve the conditions of people living and working in the North East of England.' Examples of grant recipients are provided and special

consideration is given to charitable activities related to Sir James Knott's interest including areas such as the military, maritime, youth, elderly, education and training. Grants totalled about £1.2m and individual grants can be under £1,000. Those who wish can ring or write with an informal enquiry before submitting a letter of application. The letter itself needs to cover 18 listed areas which include: which people will be served; how they will benefit; how the organisation is managed; main income sources; etc.

Francis Scott Charitable Trust

The Trust describes itself on its site as seeking 'to support charitable organisations who enable from the most deprived areas of Cumbria/ North Lancashire to achieve their full potential in life.' Total disbursement over the last five years has amounted to over £1m. Those wishing to put in an individual application for over £4,000 are asked to speak to the Trust first. The work areas they are interested in concerned with young people include: victims/survivors of abuse; homelessness; mental health; care leavers; those leaving the criminal justice system; isolation in rural areas; job creation and poverty. Those intending to apply are encouraged to talk first to the trust for an informal discussion. The application form consists of five pages and asks for organisational history, description of service to be funded, community and needs to be targeted, anticipated numbers to be helped and involvement of local people in the planning. Financial data and how the work will be evaluated follow.

Since 2003 it has had an explicit long term funding policy: for those organisations requiring it, the Trust will offer up to eight years of funding to aid long term development, with two tranches of three-year funding followed by a tapering grant in the last two years. It also offers additional support through a 'Step Change' consultancy. This can involve: key person mentoring a key person in the organisation; organisational development (on structure, governance etc.); fundraising strategies; facilitating board away days; strategic planning.

Lloyds

The Lloyds Bank Foundations are four independent grant making trusts covering England and Wales, Scotland, Northern Ireland and the Channel Islands. The England and Wales Trust's mission, as on its site, is to 'invest in charities supporting people to break out of disadvantage at critical points in their lives and promote practical approaches to lasting change.' The values are to be 'credible...open...aspiring...engaging...' It funds registered charities with an income between £25,000 to £1million. The organisation will be working with those over 17 years of age who are experiencing disadvantages such as: abuse; sexual exploitation; ex-offenders; long term unemployed; homeless; learning disabilities, addictions; refugees and asylum seekers etc. It is interested in work that engages with groups like these at key transition points in their life (such as leaving care, release from prison etc.).

The funding appears to be aimed at fairly professional groups. For example, organisations need to be experienced in face-to-face work with the relevant client group and have an outcomes system in place (a separate 'Enable' grant can be applied for first to put this in place). Specific numbers of people, types of typical outcomes are set out for applicants. The Enable grants are for an 'identified specific, organisational development [and] have a clear plan of activities and an idea of what they hope to achieve' and meet one of five outcomes. For example, this might consist of 'improved structures and systems (including financial controls, human resources etc. Invest programme (which can be used for core costs) offers funding for two – three years but can be continued for up to six years. Application forms ask for usual details, and organisational policies; professional quality marks; recent financial situation; how the project need has been identified; ways to meet the needs; benefits anticipated; monitoring requirements etc.

Belgrave Trust

There is a Belgrave Trust, based in New York, which describes itself as a social enterprise and as a 'community of members committed to tackling climate change...via an actively managed, diversified portfolio of carbon offset projects.' This is undertaken with 'an intuitive footprint calculator' which members use. There appears to be little more information about this Trust.

Government's Local Sustainability Fund

The Cabinet Office's 'Local Sustainability Fund', delivered by the Big Lottery Fund is, for convenience, included in this section. The £40m fund was first announced in May 2014 but was not implemented until a year later, by which time the amount available had been reduced to £20m. The overall aim was to 'help Voluntary, Community and Social Enterprise (VCSE) organisations which are delivering important services, but currently facing challenges, to plan for the future' (Cabinet Office, 2015). It was anticipated that 260 projects would be funded in England with grants of around £70,000. This entailed working with a local business partner and steps to encourage volunteering with the business as part of 'a plan for achieving sustainability over the medium to long term.' Initial applications, via a diagnostic tool, closed in July 2015 and these forms were only available to registered organisations.

Key themes

- High variability between grant givers and little consistency
- Application processes vary from initial informal approaches, one stage and two stage processes
- Little explicit mention of sustainability – some implicit interest
- Some diagnostic tools, capacity building and support for development
- Some funders explicitly state core funding, training and organisation support can be applied for
- Frequently explicit target client groups identified by the funder
- Repeat funding is permitted by some.

Sustainability: Examples of organisations not seeking survival

Sustainability is often equated with organisational survival. However, in this sector is that always the goal? This section provides some examples when it is not the aim.

International development charity: the choice to close

One UK-based international development charity, Every Child, after much internal debate made the radical decision that the best way to fulfil its mission was to close and pass its assets to an international alliance of organisations. Morris (2015:2) reports that 'in order to achieve greater impact for vulnerable children, we decided to gradually close all of our international programmes and to transfer our assets to a new organisation.' This exit process was guided by three principles which included ensuring that there were no detrimental effects upon children and that the 'work we have done is sustainable – this could be continuation of services or lasting changes in children's lives' Morris (2015:3). The aim was to ensure that 'the work (rather than the [new] partners themselves) was sustainable' Morris (2015:7).

Hailey explored different approaches adopted by international NGOs (INGOs) to ensure 'financial sustainability', understood as the ability to 'continue to fulfil its mission over time and... [meet] the needs of its key stakeholders – particularly its beneficiaries and supporters' which is not an end but 'an ongoing process' (Hailey, 2014:1).

There are different perspectives to sustainability so this may not be simply about financial viability but can refer to 'maintaining the quality of a particular service or programme after a targeted intervention has ended' (Hailey, 2014:2). Further, it can refer to 'social sustainability and the role of viable civil society in ensuring equity and access to justice', which can be assessed through indicators across dimensions including '...organisational capacity, advocacy capacity, service provision...public image and reputation' (Hailey, 2014:2).

Hailey (2014) contrasts the effects of five types of resource acquisition strategies on INGOs' financial sustainability: gift-based (including foundation income), government aid, commercial subsidiaries, social enterprises and micro-credit. 'Overdependence on restricted funds' is seen as an indicator of potential unsustainability (Hailey 2014:5), and diversification of income streams is seen as important, however, each of the five strategies presents challenges. Hence, for example, subsidiary companies can require significant investment in start-up costs and management skills; and social enterprise approaches which integrate social and business objectives present dangers that 'the drive for profitability inherent in such ventures underlines their humanitarian values and identity' (Hailey, 2014:10).

A Time limited UK voluntary organisation: the sunset clause

Corner (2014) also questions the importance of the on-going existence of voluntary organisation. He points to the example of MAC-UK, which was set up to combat gang culture and violence in 2007 with a 10 year projected lifetime. He argues that this can help it remain focussed on its mission so it can work 'in an entirely different way, collaborating with statutory services to embed its ideas into their core practices – and they in turn have had to adapt themselves to accommodate very different ways of working.' He sees this as a possible way to avoid the compromises to mission and values that might occur were it to enter public sector commissioning processes, whereby:

'...[it] wins contracts from local commissioners who are only too willing to transfer risk out to the voluntary sector...start to add further demands into the contracts, demands that aren't in line with MAC-UK's own practice...and before you know it, MAC-UK is expending most of its energy keeping the show on the road, with waning passion for the ideas and beliefs that founded it' (Corner, 2014).

Key themes

- In order to achieve greater impact an organisation may gradually close and transfer assets to a new organisation.
- Financial sustainability to continue to fulfil a mission is not an end but 'an ongoing process'
- There are Different perspectives to sustainability - not simply financial viability - but can refer to maintaining the quality of a service
- It can mean social sustainability and the role of ensuring equity and access
- Overdependence on restricted funds may be an indicator of potential unsustainability
- Diversification of income streams is important but subsidiary companies can require significant investment and social enterprises which integrate social and business objectives can present dangers
- An organisation with a 10 year projected lifetime – it can remain focussed and work in an entirely different collaborative way.

Sustainability: Perspectives from US Foundations and Non-profits

Sustainability: Importance of support for indirect costs

Gopal (2014:1) argues that - despite discussion in the USA about sustainability, myths about overhead costs and unrestricted funding - many foundations that 'non-profits still do not feel that foundations get it.' Her discussions showed that the common themes for non-profit leaders in relation to trust funding were: support for indirect costs, provision for unrestrictive funding, multi-year grants, and consistent funding. In particular, her discussants stressed that foundations needed to invest more in 'internal systems such as finance, board, HR, technology, fundraising, evaluation etc. that make it possible for an organization to be effective and sustainable'; 'staff training' and make 'greater provision of unrestricted funding' (Gopal, 2014:2-3).

Common Impact's (2009) report on 'Redefining the Solution' examined the degree of investment offered for the infrastructure of non-profits (including technology, public relations and marketing) and found that nearly 80% of non-profits in their survey spent less than 2% on these activities.

York (undated) leans more to a consultancy approach and proposes a 'sustainability formula' to assist not for profits to thrive, which consists of three primary dimensions: leadership, adaptability and programme capacity. Leadership capacity includes the 'ability to create and sustain a vision, to inspire...to prioritize, to make decisions, to provide a direction...'; adaptive capacity involves 'the ability to monitor, assess, respond to and create internal and external changes'; while management and technical capacities entail abilities to use resources well and the skill to implement programmes and strategies (York, undated:2). He argues that 'sustainable organizations communicate, motivate, make decisions and hold themselves accountable to a shared operational and measurable mission and vision' (York, undated:4). Attention to processes that support sustainability is seen as important with examples from New York Cares (which invests heavily in staff morale, celebrations and team building) and building long term relationships with funders. He asserts that sustainable organisations are 'deliberate, intentional and deep in their efforts to remain informed of local, regional, and national trends that affect funding' and that 'credibility' and 'reputation' are important to maintain 'high levels of trust and loyalty' with funders (York, undated:6).

Buteau et al (2013) make use of their grantees' panel to point out the knowledge gap in foundations about the challenges faced by grantees. For example, grantees appear to not turn to foundations with help in relation to 'engaging their boards of directors and developing and training their staff' (Buteau et al, 2013:7). The importance of unrestricted funding and leadership development is, unsurprisingly, cited as important in growing strong organisations, as well as support for operating costs (Buteau et al, 2013:15).

An in-depth discussion highly pertinent to the sustainability discussion is contained in Burd (2008) who discusses the challenges facing not for profit organisations. She points out that:

'...financial stress is a given among non-profits and that grant making processes are part of the reason...[They] depend on highly restricted grant support that does not cover general operations... they plough most, if not all of their grant monies into delivering services now, rather than investing in their organizations so they can get better at what they do and perhaps take a long term approach to address some of the root causes of the problems they are working hard to address'

(Burd, 2008:2).

There is also discussion concerning foundations encouraging organisations to 'seek alternative sources of capital'; to occupy more of their time on 'compliance and less on mission fulfilment'; and to place a high emphasis on 'low operating costs' (Burd, 2008:4). Grant makers, she argues, tend to see sustainability as meaning 'non-profits will lessen their reliance on foundation funding' while non-profits it is seen as meaning they have sufficient funds to operate each year; however, overall the non-profits are hindered from 'developing capacities and strategies for the longer term that will reliably attract more revenue to help it address the underlying causes of social ills' and hence 'sustainability suffers' (Burd, 2008:6).

A key point raised is the notion that non-profits can always learn from for-profits, this can:

'...lead to problems for the sector when grant makers and grantees unquestionable embrace business models such as going to scale and generating earned income through business ventures.... While many organizations have succeeded in these types of efforts, private sector models of growth and revenue diversification do not directly translate in the non-profit world.'

(Burd, 2008:7)

Burd, with others, cites the disadvantages of on year funding which hampers long term planning and building financial stability and the pressure to increase the degree of service delivery. She also underlines the difficulties with 'revenue diversification', which can *increase* resource dependencies by having to serve 'too many masters' thus they

need to 'add heavy layers of infrastructure and new costs' (Burd, 2008:8). Her analysis of research from Foster and Gail (2007) is that organisations achieved growth by concentrating on one type of funding source and having sufficient infrastructure to manage those monies.

Sustainability and multi-year funding

A GEO (2014) report considers how foundations can be more supportive of financial sustainability for long term operating costs and future planning. It points to the need for a more open context so that foundations can learn about the needs of grantees. This could enable them to provide the support non-profits need and it is argued that, 'to enhance sustainability, the types of grants most useful to grantees are large, multi-year and unrestricted' (GEO, 2014:2). It also suggests foundations consider debt funding via loans as appropriate strategies in some cases.

Sustainability and organisational restructuring

Sustainability can also present important links to issues such as organisational restructuring (including partnership building, collaboration and mergers) were 'not something most non-profits have traditionally been comfortable talking to funders about' (Jackson, 2014:1). Some stigma could be attached to exploring these issues – as they might be seen as admission of failure or weakness. However, such processes did present a need for neutral facilitators, support with managing uncertainty, and flexible funding without pre-determined outcomes.

Key themes

- Support for indirect costs, provision for unrestrictive funding, multi-year grants, and consistent funding, which could support sustainability, are still hard to obtain from foundation.
- A 'sustainability formula' would consist of three primary dimensions: leadership, adaptability and programme capacity.
- Sustainable organizations communicate, motivate, make decisions and hold themselves accountable to a shared operational and measurable mission and vision.
- Sustainable organisations are deliberate and intentional and remain informed of local, regional, and national trends affecting funding - and high levels of trust and loyalty' with funders are needed.
- There is a knowledge gap in foundations about the challenges faced by grantees. Particularly on training for directors and staff.
- Grant makers see sustainability as meaning non-profits will lessen their reliance on foundation funding while non-profits see it having sufficient funds to operate each year.
- The idea that non-profits can always learn from for-profits can: lead to problems with an unquestionable embrace of business models such as going to scale and generating earned income through business ventures.
- Organisations may achieve growth by concentrating on one type of funding source and having sufficient infrastructure to manage those monies.
- Annual funding hampers long term planning and building financial stability.
- To enhance sustainability grants most useful to grantees are large, multi-year and unrestricted.
- For sustainability it is important to build partnerships, collaboration and mergers but stigma may be attached to exploring these issues – such processes without pre-determined outcomes were needed.

Reports from the voluntary sector press: Third Sector magazine

The term 'Sustain' brought up 1862 references in Third Sector magazine, however, the majority of these do not relate to the interests of this review – they may be concerned with environmental sustainability or other issues.

The popularity of the term may show is that policy makers, commentators, and leaders of social welfare organisations and foundations, are often using this term in their comment and speeches. It may have become a *necessary* term to be invoked alongside old favourites in the lexicon of voluntary sector buzz-words such as 'innovative', 'ground-breaking' etc. It is, therefore, perhaps unfair to single out any one person. However, for illustrative purposes, a quote attributed to Nat Sloane, chair of Big Lottery Fund England, on the launch of eight new social investment projects in July 2012 may point to this trend. He enthused:

'These are exciting landmark proposals we are funding today. I anticipate that the trail they blaze will demonstrate new and innovative ways to tackle deep-rooted social issues *and bring more sustainability* to the voluntary, community and social enterprise sector' (emphasis added).

Ainsworth, D, (2012) 'Big Lottery Fund invests £14m in eight new social investment projects' Third Sector, 18/7/2012 <http://www.thirdsector.co.uk/big-lottery-fund-invests-14m-eight-new-social-investment-projects/finance/article/1141714>

Key theme: The term 'sustainability' becomes a necessary 'good thing' to be mentioned in a narrative about the sector.

Rob Wilson, reported on January 6th 2015 as the new Minister for Civil Society speaking of his 'vision of sustainability for charities and social enterprises'. He argued that:

'We need first to focus relentlessly on sustainability for the sector. Charities should not be at the mercy of the economy or government funding or grants. They have to build in a robustness, and we have to help build a robustness in the system, that means we don't get these big peaks and troughs. One of the main ways of achieving this is that the state shouldn't be doing everything....We need to find a much more active and responsive system. And that's going to take two things. One is a much more proactive commissioning process from government that is simple and not too demanding; the other is that we have to help to build much more capacity in the sector to be able to deliver what government is going to need in the future.'

(Third Sector (2015) 'Rob Wilson: 'I'm trying to build a system of support' 6/1/2015 <http://www.thirdsector.co.uk/rob-wilson-im-trying-build-system-support/policy-and-politics/article/1326546>) Meanwhile, Cathy Pharoah, speaking on June 3rd 2014, argued that 'To bring sustainability, we must seek a longer-term role in service provision...short-term policy and funding arrangements place a cost on the sector that it struggles to afford.' (Third Sector (2014) Cathy Pharoah: To Bring Sustainability, we must seek a longer term role in service provision' 2/6/2014 <http://www.thirdsector.co.uk/search/articles?KeyWords=Cathy+Pharoah++To+bring+sustainability>)

Key theme: Sustainability is cited in relation to financial or funding arrangements and delivery of public services.

Unsurprisingly, the government's long awaited 'sustainability fund' received much coverage when it was finally launched in 2015. The views of the chief executives from two major infrastructure organisations, NAVCA and ACEVO, were that the fund was 'intended to help service-delivering voluntary organisations in danger of closing because of financial pressures, should be a priority' (Ricketts, A. (2015) 'Charity leaders including Neil Cleeveley of Navca call on Rob Wilson to launch Local Sustainability Fund' Third Sector 13/5/2015 <http://www.thirdsector.co.uk/charity-leaders-including-neil-cleeveley-navca-call-rob-wilson-launch-local-sustainability-fund/policy-and-politics/article/1347012>).

Key theme: The search for 'sustainability' may be seen as partly about avoiding organisational closure.

Again, the government's title of this fund itself provides evidence of the term's current popularity. We might speculate how such a fund might have been entitled in previous decades in relation to earlier fashions: the 'support fund', the 'empowerment fund', and the 'development fund'?

The term also shows signs of popularity with non-statutory funders. The establishment of the Virgin Money Foundation, set up after the Northern Rock Bank was bought by the Virgin Money Bank, reports that one of its important objectives was promoting sustainable regeneration of socially or economically deprived communities in the UK (Burne J. S. (2015) 'Virgin Money Foundation registers with the Charity Commission', Third Sector, 16/4/2015. <http://www.thirdsector.co.uk/virgin-money-foundation-registers-charity-commission/governance/article/1342972>).

At a different scale, The Trisha Thompson Carers Trust is reported as wanting to be seen as a friendly but efficient funder delivering projects that can be sustained (Third Sector (2015) 'Working Life: Trisha Thompson of the Carers Trust supports carers and learns their slang' Third Sector, 19/6/2015. <http://www.thirdsector.co.uk/working-life-trisha-thompson-carers-trust-supports-carers-learns-slang/careers/article/1348089>).

Key theme: 'Sustainability' may be used as a popular term in the discourse today but does it simply replace earlier terms?

Meanwhile a review of a research report 'A New Funding Ecology' by Big Lottery Fund and Calouste Gulbenkian Foundation reports that a lack of capacity building is holding back initiatives moving from pilots to sustainable projects (Susannah Birkwood, S. (2015) 'Independent funders are not collaborating effectively, report says' Third Sector, 23/4/2015 <http://www.thirdsector.co.uk/independent-funders-not-collaborating-effectively-report-says/finance/article/1344171>).

Elsewhere there are reports that touch on sustainability and scalability, in which Brocklebank, the chief executive of the Venture Partnership Foundation, argues that principles of private equity and venture capital investment need to be brought into the social sector (Brocklebank, D. (2013) 'Big Giver: Venture Partnership Foundation'

<http://www.thirdsector.co.uk/big-giver-venture-partnership-foundation/fundraising/article/1207829> Third Sector, 20/8/2013).

Key theme: Sustainability may involve the implication that a project develops into a long term piece of work, possibly at scale.

Further, Tessy Ojo, the CEO of Diana Award discusses dealing with the charity's sustainability on arrival, after losing core funding, and argues that it survived by changing what it does (Rawstrone, A. (2015) 'Tessy Ojo: the Diana Award survived by changing what it does' Third Sector, 27/4/2015. <http://www.thirdsector.co.uk/tessy-ojo-diana-award-survived-changing-does/management/article/1343322>).

Key theme: Sustainability may involve changing the work undertaken by a charity (whether for good or poor reasons).

Organisations directly engaged in services also cite the term. To take just one example, an organisation that draws on musicians to provide mentoring support for prisoners and ex-prisoners can cite financial sustainability as important in gaining 'credibility' and attracting funding (Manning, S. (2015) 'A Place on the Board: Andrew Wood of Changing Tunes' Third Sector, 22/6/2015. <http://www.thirdsector.co.uk/andrew-wood-changing-tunes/careers/article/1348113>).

Key theme: Demonstrating financial sustainability may be linked with external credibility.

The chair of a county-wide infrastructure organisation, Gloucestershire VCS Alliance, is quoted as arguing that '...we don't want to go back to the situation of 15 years ago' when 'lots of pots of money were available, but there was no sustainability. It's no good having projects operating for five years and then closing.'

Hillier, A. (2015) 'Analysis: how the voluntary sector in Gloucester has coped with the cuts', Third Sector, 28/5/2015. <http://www.thirdsector.co.uk/analysis-voluntary-sector-gloucester-coped-cuts/local-action/article/1348097>

Key theme: Sustainability involves organisational continuity – implied as a 'good' in its own right.

Dimensions of sustainability: brief reflections on Kids Company

This review was taking place, in summer 2015, at the time when the closure of high profile charity, Kids Company, amid a range of accusations was headline news. The dramatic turn of events, by chance, touches on some important perspectives relating to sustainability. Interestingly, in defending their position to continue providing public funding until the final weeks of the organisation's life Matthew Hancock and Oliver Letwin, Cabinet Office ministers, were reported as saying that they took confidence 'from the changes that Kids Company has undertaken to make in terms of its leadership, management and governance, which we judge do give it a realistic prospect of long-term viability so it can continue to deliver for vulnerable young people.' (Cook, C. (2015) 'Kids Company charity in closure warning' BBC, Newsnight, 5/8/2015 <http://www.bbc.co.uk/news/uk-33641889>).

This brings together the familiar range of ideas: the role of leadership, management, governance in a charities' long-term survival. Nevertheless, the Guardian's editorial view, also provided a perspective, perhaps unintentionally, of looking beyond the sustainability of the *organisation* to consider the importance of maintaining the *work* when it argued that 'Kids Company's services claimed to reach 36,000 vulnerable and deprived inner-city children...These lives and needs matter more than anything else...It is paramount that ministers, local authority services and third-sector groups ...act together, in the short and long term, to protect as many of those involved' (<http://www.theguardian.com/commentisfree/2015/aug/05/the-guardian-view-on-the-fall-of-kids-company-a-social-policy-morality-tale>).

Key theme: Leadership, management and governance are the ingredients for long-term viability and by implication sustainability.

Key theme: There may be an implication that sustainability is not necessarily about the organisation or maintaining the work.

Meanwhile, the familiar figure of Peter Beresford argued that a flamboyant charity leader had 'drowned out the voices of service users at the charity.' This tends to be an issue less discussed in relation to sustainability. Almost as an aside, Beresford also pointed out 'Anyone involved in good causes knows that the merits of your cause are little guarantee of ensuring its financial security, especially in these difficult days of budget cuts and austerity' (<http://www.theguardian.com/social-care-network/2015/aug/03/kids-company-charity-camila-batmanghelidjh>).

Key theme: Sustainability, however vital, may not depend on the merit of the cause but on other factors about the organisational personality and profile (for example, in this case a flamboyant leader).

Reports from Foundations' magazines

Foundation related journals

Surprisingly, few references to 'sustainability' were found within the specialist foundation press. For example, an examination of Trust and Foundation News over three years (from March 2012 to December 2014) using search terms such as 'sustainability', 'sustain', 'resilience' and 'resilient' brought up few results. However, at times, issues related to these themes were used. In practice, articles referring to ideas associated with 'financial sustainability' and sustainability in relation to governance.

Amanda Tricknell, CEO of the Cranfield Trust, pointed to the application process for organisations which could either be of 'real value' or a 'gruelling process' yet the funding environment going back a generation 'has not helped to develop strong forecasting skills.' She argued for better cash flow projections and scenario planning but also a wider range of interventions including engagement with beneficiary organisations around networks, contacts and building trust:

'...depth of engagement can also help - where there is considerable contact with organisations during the application process, there is an opportunity to understand their

strengths and weaknesses, to signpost them to particular sources of support, and to help strengthen their networks through introductions and new contacts. Building relationships and trust in this way is, of course, not appropriate to high-volume grant-makers...but there are still opportunities to ask questions and request information that builds skills, and to feedback information and sector knowledge....'

Tricknell, A. (2014) 'A Recipe for Success: Using all our assets', *Trust and Foundation News*, No 105, p38.

Another senior figure in the field, David Robinson from the Early Action Task Forces, commented on developing a focus on 'early action' by making a critical and informed use of the term 'resilience' which appears to draw implicitly on versions of a capability approach as identified by A. Sen.

'The language of 'resilience', commonly used by policy-makers, presupposes problems, victims and perpetrators. It is reactive, reductive, pessimistic, discouraging and, even at its best, insufficient. The language of 'readiness' – becoming the best that we can be – identifies assets and builds on strengths. It is proactive, optimistic, aspirational and motivating.'

Robinson, D. (2014) 'Building fences on cliff tops', *Trust and Foundation News*, No 103, p20.

Key theme: Wider ideas of supporting and building organisations include attention to strengthening networks, gaining sector knowledge, building on strengths and capabilities.

In an earlier issue of the same publication McCaffrey (2013:3-8) for example, asked foundations how the governance of applicants is assessed. The responses offered implicit or explicit links to governance issues. Andrew Blessley, Chief Executive of the Clothworkers' Foundation, for example, pointed out that the 'lack of strategic thinking and forward planning for when an income stream comes to an end' represents great weakness among fundees (McCaffrey (2013:8). Nicola Pollock, Director of the John Ellerman Foundation pointed out that governance is 'at the forefront of our minds' in considering applications and emphasised that 'trustees and management need time to think and plan; they benefit from training, support and development to be as effective as possible' McCaffrey (2013:6). (Cited in: McCaffrey, L. (2013) 'Issues of Grantee Governance' *Trust and Foundation News*, No 101, p3-8).

Key theme: Attention to governance and time to think and plan is (implied) as important for sustainability.

Meanwhile, Linda Kelly from the Lloyds Foundation for England and Wales, identified an indicator of resilience among their grant holders when she pointed out that '...the level of refunds and cancellations of our grants is a helpful measures of the organisational resilience of our grantees' (cited in July 2012 in *Trust and Foundation News*, No 98, p3).

Meanwhile in Alliance Magazine, a useful contribution from the international arena pointed to social enterprise strategies in the Arab world in relation to financial sustainability. 'Civil society across the region is increasingly employing strategies for impact and social change that present opportunities for financial sustainability, cost recovery and self-reliance' and a venture philanthropy organization, Alfamar had been investing in social purpose organisations. In a setting where:

'...recurring violence and political instability so often force social purpose organizations to focus on short term interventions, hampering them from achieving long term goals' and used 'impact investment...[secured] both social and financial returns for investors.'

Atalla, M. & Chahine, T. (2015) 'The Beginnings of Venture Philanthropy in the Arab World' *Alliance Magazine* 20:1 pp22.

Key theme: Financial sustainability may be linked to strategies for impact assessment, cost recovery, self-reliance and linked ideas such as resilience.

Key theme: There may be an implication that sustainability can mean focussing beyond the short term and, instead, looking at long term issues.

Furthermore, in the same issue, there is a discussion about the trend of 'transformation creep', understood as referring to 'creating lasting change', in the philanthropic world.

David Callahan, the editor of *Alliance*, considers the degree to which there is increasing attention paid to 'upstream' problems and systemic change while not considering those 'drowning' downstream who also seek to be able to enact change. He concludes by defending the important insights gained from small scale local change projects and argues against a total immersion in 'transformation' approaches (Callahan, D. (2015) 'Who Defines Transformation?' *Alliance Magazine* 20:1 pp4-5).

Key theme: The idea of 'transformation' and 'creating lasting change' may start to eclipse funding for local and small scale activities – there may be an implication, in turn, that 'transformation' could be more important than sustainability.

Miscellaneous: Manifestos – an elastic sustainability

This review was being undertaken during the 2015 General Election. Out of curiosity, the manifestos of three main parties (Conservative, Labour and Liberal) were examined. Unsurprisingly, sustainability in the sense understood in this review was not an area for discussion. Nevertheless, it is interesting to note the relative frequency of the word and the wide variety of ideas to which it was attached.

It was used only once in the Conservative manifesto (in relation to fisheries). In the Labour manifesto it was used with greater frequency and in relation to: 'a fair and sustainable pensions system'; 'an NHS [that] remains sustainable'; 'sustainability [put] at the centre of defence procurement'; 'support [for] sustainable livelihoods for the world's poorest people'; and that DFID would aim to 'work with companies to ensure they have sustainable supply chains that are free from slavery, treat their workers fairly, and pay taxes...'

In the Liberal manifesto it was used in abundance with relation to a wider variety of topics. Hence, it stated that 'the economy will be strong, sustainable and fair'; 'taxes will discourage pollution and reward sustainability'; there would be support for 'the recently commissioned study by the British Business Bank into the sustainability of Community Development Finance Institutions'; 'sustainable jobs, sustainable economy'; 'sustainable future for rural areas'; 'finance [for people]...to develop and deliver innovative, sustainable solutions to challenges in their communities' as well as the need for: a sustainable footing for public finances, sustainable fisheries and food, sustainable urban drainage, sustainable communities, sustainable transport, sustainable relations between faith communities; sustainable agriculture; and sustainable investment.

This may represent a tangent to the current review but serves to illustrate the elastic nature of the term. As an adjective it appears as if 'sustainable' can be attached to nearly any set of ideas but it tends to represent a positive quality. Sometimes, as was seen with some of the discussion earlier, the term is used as a decorative adjective however elsewhere it is used almost in an instrumental way (as with Gregg's precise criteria).

Key theme: Sustainability can be an elastic term attached to many sets of ideas but seems to represent a positive quality.

Academic journals

Approach

For this part of the review the following range of terms, in a variety of combinations, were used to search titles and abstracts and whole articles: 'foundations'; 'sustainable'; 'community foundation'; and 'organisation.' Some earlier searches of 'sustain' had been undertaken without specifying a journal or discipline. This produced a plethora of results relating to environmentalism. Hence, the above key words were used in relation only to journals specific to the third sector or organisational studies. This led to results from *Voluntary Sector Review* (0), *Voluntas* (2) and *Non-profit Management and Leadership* (85). After screening, there were a few relevant items in the field of *International Studies of Management and Organization*; and *Organization Studies* and a greater number of articles in the business literature on organisational sustainability than in the not-for-profit.

Non-profit Management and Leadership tends to have a greater number of US contributors and so this result *may* suggest greater academic interest in the idea within the US field – which the UK may lag. It also *may* suggest that ‘organisational sustainability’ has been a more popular idea within the business sector where it appears, from a superficial glance, to be connected with strategies for survival; increasing profit; dealing with competitors; innovation; product adaption and design; marketing etc.

Reflections from the initial searching process

The searching process itself prompted the following reflections on key themes:

- Sustainability in a business context may be code for financial survival, which could be understood as a normative ‘good.’ This may not always be the case in the voluntary sector – an organisation that has achieved its mission may decide to close although, admittedly, this is rare. Alternatively, an organisation may be still addressing pressing needs (e.g. in youth work) but be unable to survive in an unfavourable funding climate.
- Are we interested in organisational sustainability (The Bridge Estate Youth Club) or the sustainability of practices or activities (local youth work)?
- Is there a direct equivalence to sustainability as a normative ‘good’ for service delivering voluntary organisations?
- Does a business model and efficiency provide the most compelling narrative of sustainability for a voluntary organisation?
- Is organisational sustainability for voluntary organisations only connected to a narrow sense of (financial) resource dependence or should maintaining values, mission, legitimacy and trust with a community or clients be added in?
- Sustainability in relation to voluntary organisations is not well framed or defined in the academic literature studied here. However, literature from practitioners and foundations provides some guidance (see later section).
- This method of searching provides one systematic route into the literature but is also relatively naïve: it does not yield results where adjacent terms are used or where there is an implicit relation to sustainability but the exact word is absent.

Review of articles

Twelve articles were selected for reviewing in full (see appendix). This selection only shows a partial view of the field but it does rehearse some familiar issues. The points arising that have direct or indirect implications upon our thinking on sustainability are now provided. For the reader who does not wish to read the article reviews in detail a bullet point summary is offered here.

Key issues arising in relation to sustainability:

- The importance of non-financial, intangible resources for organisational survival
- The importance of knowledge management as part of sustainability
- examples of building in supportive infrastructure/technical aid by foundations to outlast the period of grant
- The importance of collaboration and strategic support for organisations
- examples of undertaking adaptive strategies including strategic expansion, business management processes, increased boundary spanning activities, commercialising services – all of which also have drawbacks
- Enterprise schemes as strategies for non-profit survival in a self-sustaining way

- Survival strategies in hard times could involve: increasing the number of fee-paying clients, engaging in greater networking with others, increasing staff workloads, taking on more volunteers and investment in computer record keeping.
- Financial modelling processes to give better early warnings to managers
- employment professional staff to lobby different levels of government for resources
- Garnering a higher degree of community-based philanthropy
- Legitimacy plays a role in relation to social enterprise: marketised not-for-profits may be more acceptable to clients and stakeholder in cultures where 'welfare' organisations are seen as less legitimate than 'business-like' organisations
- Sustainability (whether organisational or financial) is not well framed or defined.

Summaries from academic articles

In general, the theoretical perspectives employed in the arena of sustainability seem to include versions of institutional theory (in relation to adaption to norms, and isomorphic tendencies) including legitimacy approaches; and the related area of resource dependency theory (both appear within the summaries below). Knowledge management and systems theory also appear. In addition, notions of social capital, reciprocal approaches, membership and governance issues, state – voluntary sector relations, management and leadership are noted below. There are also notions of an intangible stock of support and connection to a community as a social asset which all appear here at times discretely. Evers (2005), who is not reviewed here, points out that voluntary organisation can be critically dependent on the 'very often underestimated' social capital including informal relations, local trust and voluntary engagement. Hybridity and theorising about the nature of social enterprise is important but is not touched on in any depth below (see Billis, 2010). The meanings of sustainability are also not well drawn out, rather, its meaning is inferred.

Co-operating, competing and intangible resources

Bonel & Roco (2007) focus on co-operating and competing strategies for financial survival (Coopetition) for a small drinks company. Here we see financial survival was an implicit assumption as an end in itself. A different tack is taken by Chisholm & Nielson (2009) who examine the internal social capital of a firm and consider this as part of its intangible resources. This is closer to the dynamics affecting many voluntary organisations. Reciprocal relationships, free exchange of information and teamwork help people within the organisation gain knowledge and accrue soft resources. They can even enable the firm to gain competitive advantage as it holds 'firm specific intangible assets' - representing tacit knowledge that is hard to codify or have stolen.

Chisholm & Nielson (2009) argue that the balance sheet does not give a true account of key elements about the value of a modern firm and follow Edith Penrose's (1959) work in seeing the organisation as a pool of resources blended together in a complex mix which is greater than the constituent parts. They also draw on Coleman's (1988) research into Cairo market traders, an analogy which may be helpful in considering interdependent voluntary organisations in a locality. The traders can be seen as individual agents or as part of an interdependent 'department store' – this latter aspect points to the in-depth social capital relationships, which may sustain the whole. In terms of this review, it points to the importance of considering not simply individual sustainability but also the local *interdependence* of informal trust relations in a network of (voluntary) organisations (citation: Prahadad & Ramaswamy, 2000). The mode of co-ordination in a local nexus of voluntary organisations may be networks rather than markets or hierarchy (to borrow from the framework of Thompson, G. et al 1991). Some similar insights are presented by Lyon's (2005) research from Ghana into the survival of small savings groups and co-operatives in uncertain environments. Trust and power operate between these organisations rather than legal contracts to enable co-operation for survival. Implications from these considerations of sustainability imply some attention to support for the local ecology of groups and considering the interdependence of organisations.

Knowledge management

Faber et al (2010) examine the sense making contained within social sustainability (in relation to the natural environment) using ideas from systems theory. They cite others (including Jorna 2006) in seeing sustainability as a 'broad, complex concept....that involves environmental as well as social issues and requires individual and collective activities in order to be understood and tackled' (Faber, 2010:9). They make an important observation that sustainability is an ongoing process in human systems and not an end state. Further, knowledge management is a crucial controlling device in these complex processes.

Knowledge learning

Turning now directly to the voluntary sector, Netting et al (1998) present their research into the strategy of foundations in supporting resource centres in the USA. The resource centres act as local sites for technical assistance and can co-operate with each other to increase the quality of local care (in this case geriatric care). The authors explore the role of national-local networks to help grantees (Resource Centres) continue their work when foundations' financial support ends. They describe a range of strategies for knowledge sharing between grantees such as discussion groups, external research, conferences and consultants. Netting et al (1998:267) see such organisations – which may be tied to existing local organisations or act as standalone entities – as 'opportunities for foundations to engage in pro-active leadership'.

Collaboration and strategic support

Connor et al (1999) start from the importance of collaboration (within and between sectors) and provide research data on non-profit management support to sustain community collaborations. They refer to Management Support Organisations (MSOs) – local non-profit organisations that provide support to other non-profits through training and consulting often on leadership and planning issues. They see such organisations as 'in a unique position to convene, facilitate, and sustain community collaborations' Connor et al (1999:128). They also see such collaborations as leading to system change. They point to MSO's role as being able to maintain a neutral role in local settings between government and organisations, to help towards better client outcomes and cost savings, and to support projects such as integrated homelessness services with measurement processes.

Adaptive strategies

Alexander (2000:287 -288) examined 'adaptive strategies of non-profit human service organisations' in settings where funders have 'reconfigured the rules for organizational survival' through contracting reforms that 'have the capacity of change the unique character of the sector.' Her research focuses on senior staff's understandings of how they can adapt to these changes in social service organisations by reference to theories of organisational life cycle, organizational adaption and resource acquisition. She points to how resource acquisition thinking sees the internal adaption caused by interaction with the wider field, often involving goal displacement, can enable a resource stream to be maintained. According to this theory 'if an organization can sustain a resource stream, adaption was effective' (Alexander (2000:290), however, the cutbacks in the Reagan era 'marked the beginning of a transformation in the norms of non-profit relations and the requirements for survival' (Alexander (2000:292). She examines three survival strategies. First, the pursuit of strategic expansion (which can threaten the core mission) in which case merger or closure are possible alternatives. Second, developing business management techniques, may have value but non-profits have features which may make these risky strategies. Third, increasing the degree of boundary spanning activities is discussed although this can be very time consuming. Fourth, commercialising its services was an option but also presented difficulties with relation to existing stakeholders and beneficiaries.

Enterprise schemes

A very different perspective on organisational survival is presented by Bryson (2001) et al who argue that setting up enterprise schemes for non-profit survival in a self-sustaining

way is an important and crucial task. They use a tool from systems thinking to develop a viable enterprise scheme. He sees non-profit organisations as 'externally justified...they are not ends in themselves...' and that '...the key to success for a non-profit organization is satisfying...key stakeholders' interests...[their] satisfaction is crucial to the generation of sufficient support, legitimacy, and resources to ensure the organization's viability and effectiveness' (Bryson, 2001: 273). He goes on to argue that 'an organization's competitive advantage increases to the extent that it creates more value at less cost than its competitors' (Bryson, 2001:274). He points to the dangers of this approach by citing Saliente and Golden-Biddle's (1995:275) assertion that change that alters mission, competencies or practices should be undertaken with considerable caution.' An enterprise scheme set up by Save the Children is described which focussed on grass roots change - but stepped back from policy change which might threaten governments in order to focus on its core competencies.

Legitimacy

Dart (2004) examines the legitimacy of social enterprise, drawing on Suchman's (1995) work from institutional theory, and sees the enterprise route as a response to turbulence in the environment. Although this can be seen as a market driven, commercial approach he points out that it is often actually referring to activities such as diversifying income sources, fees for services and private sector partnerships. He argues that in periods and cultures where welfare organisations are seen as less legitimate than business-like models some legitimacy will be attached to social enterprise models in society.

Coping strategies

The capacities and coping strategies of community action organisations, in the light of resource constraints, is considered by Bishop (2004). These include increasing the number of fee-paying clients, engaging in greater networking with others, increasing staff workloads, taking on more volunteers and investment in computer record keeping. She points to the fact that even government funded programmes delivered by voluntary organisations are not always sustainable because the time spent with clients exceeds the reimbursements. These tendencies have tended to lead to an increase in business approaches, with greater professionalisation and marketisation.

Financial modelling processes

The financial capacity and financial sustainability of non-profit organisations is one of the focuses of Bowman (2011). This article develops a financial modelling process that concentrates on those two aspects in order to assist managers in setting monetary objectives. It undertakes this work by examining a youth work organisation and proposes a diagnostic tool. Bowman considers the capacity to retain short term resilience to intermittent financial shocks was a pre-condition for financial success. He presumes the organisation wishes to maintain or expand its operations. Sustainability of short term capacity here is understood in a technical way to refer to the change in the months of spending divided by spending on operations.

Community-based philanthropy

Besel, K. et al (2011) examined non-profit sustainability during uncertain times drawing from institutional theory's notion that an organisation's survival is boosted by appearances of conformity to the norms of the environment. A key question is the role of the board in maintaining organisational sustainability in these human service agencies. Their field work showed that organisations were concerned about the restrictions government funding place upon them but all felt that it was essential for their survival. Larger agencies employed staff to lobby different levels of government for these resources, which was seen as a vital strategy. Donations by the public or wealthy benefactors were seen as less reliable. Hence, a 'funding or contractual relationship for services was...key to long term financial sustainability' (Besel, 2011:59). Yet, they also found that board members who played important roles in attracting funding also wanted more say in decisions about services. The authors concluded that, in the US context, a higher degree of community-based philanthropy was required for these organisations to financially sustain their operation in the long term (Besel, 2011:59).

Part Three: summary of key messages

The following represent the key themes and reflections arising from this review (with a link to each section).

IVAR documents and sustainability

The current context is one of continuous transition and survival means being able to adapt to new and shifting sets of circumstances.

Self-determination is key to organisations' successful negotiation of current challenges.

One manifestation of 'sustainability' has been engagement in facilitated processes such as strategic learning to gain a space for learning and reflection.

Infrastructure organisations

#1 A financially sustainable organisation, small or big, is an organisation that can consistently support and deliver its mission, making the most of changing markets and funding environments.

#2 Sustainability is important for civil society organisations to understand the costs involved in starting and maintaining an effective network for civil society organisations.

#3 A strong and sustainable organisation is enterprising with a positive working environment – it drives success, high quality, diverse and sustainable income streams, clear accountability and governance.

Lloyds Bank Foundation and Northern Rock Foundation

#4 It is hard for organisations to develop strategically and work towards sustainability.

#5 Grants plus' approach held out hopes for a positive effect on future sustainability of organisations.

#6 For smaller organisations aspirations for sustainability may be unrealistic given the scarcity of core funding.

#7 Proportions between 'voluntary', 'earned' and 'investment' income show some shift – but terms are not easy to decipher.

#8 It is plausible that small organisations rely mostly on grants, gifts and subscriptions.

#9 In response to 'organisations becoming more business-like' there appears to have been a strengthening of sector values with them closer to people in the community.

#10 Low investment in organisational capability building is a barrier.

Review of grants guidance and application forms from some key foundations

#11 High variability between grant givers and little consistency.

#12 Application processes vary from initial informal approaches, one stage and two stage processes.

#13 Little explicit mention of sustainability – some implicit interest.

- #14 Some diagnostic tools, capacity building and support for development.
- #15 Some funders explicitly state core funding, training and organisation support can be applied for.
- #16 Frequently explicit target client groups identified by the funder.
- #17 Repeat funding is permitted by some.

Sustainability: Examples of organisations not seeking survival

- #18 In order to achieve greater impact an organisation may gradually close and transfer assets to a new organisation.
- #19 Financial sustainability to continue to fulfil a mission is not an end but 'an ongoing process.'
- #20 There are different perspectives to sustainability - not simply financial viability - but can refer to maintaining the quality of a service.
- #21 We can mean social sustainability and the role of ensuring equity and access.
- #22 Overdependence on restricted funds may be an indicator of potential unsustainability.
- #23 Diversification of income streams is important but subsidiary companies can require significant investment and social enterprises that integrate social and business objectives can present dangers.
- #24 An organisation with a 10 year projected lifetime - it can remain focussed and work in an entirely different collaborative way.

Sustainability perspectives from US Foundations and Non-profits

- #25 Support for indirect costs, provision for unrestrictive funding, multi-year grants, and consistent funding, which could support sustainability, are still hard to obtain from foundation.
- #26 A 'sustainability formula' would consist of three primary dimensions: leadership, adaptability and programme capacity.
- #27 Sustainable organizations communicate, motivate, make decisions and hold themselves accountable to a shared operational and measureable mission and vision.
- #28 Sustainable organisations are deliberate and intentional and remain informed of local, regional, and national trends affecting funding - and high levels of trust and loyalty' with funders are needed.
- #29 There is a knowledge gap in foundations about the challenges faced by grantees. Particularly on training for directors and staff.
- #30 Grant makers see sustainability as meaning non-profits will lessen their reliance on foundation funding while non-profits see it having sufficient funds to operate each year.
- #31 The idea that non-profits can always learn from for-profits can: lead to problems with an unquestionable embrace of business models such as going to scale and generating earned income through business ventures.
- #32 Organisations may achieve growth by concentrating on one type of funding source and having sufficient infrastructure to manage those monies.
- #33 Annual funding hampers long term planning and building financial stability.
- #34 To enhance sustainability grants most useful to grantees are large, multi-year and unrestricted.

F#35 or sustainability it is important to build partnerships, collaboration and mergers but stigma may be attached to exploring these issues – such processes without pre-determined outcomes were needed.

Reports from the voluntary sector press and other sources

#36 The term 'sustainability' becomes a necessary 'good thing' to be mentioned in a narrative about the sector.

#37 Sustainability is cited in relation to financial or funding arrangements and delivery of public services.

#38 The search for 'sustainability' may be seen as partly about avoiding organisational closure.

39 'Sustainability' may be used as a popular term in the discourse today but does it simply replace earlier terms?

#40 Sustainability may involve the implication that a project develops into a long term piece of work, possibly at scale.

41 Sustainability may involve changing the work undertaken by a charity (whether for good or poor reasons).

#42 Demonstrating financial sustainability may be linked with external credibility.

#43 Sustainability involves organisational continuity – implied as a 'good' in its own right. Leadership, management and governance are the ingredients for long-term viability and by implication sustainability.

#44 There may be an implication that sustainability is not necessarily about the organisation or maintaining the work.

#45 Sustainability, however vital, may not depend on the merit of the cause but on other factors about the organisational personality and profile.

Foundations' magazines

#46 Wider ideas of supporting and building organisations include attention to strengthening networks, gaining sector knowledge, building on strengths and capabilities.

#47 Attention to governance and time to think and plan is (implied) as important for sustainability.

#48 Financial sustainability may be linked to strategies for impact assessment, cost recovery, self-reliance and linked ideas such as resilience.

#49 There may be an implication that sustainability can mean focussing beyond the short term and, instead, looking at long term issues.

#50 The idea of 'transformation' and 'creating lasting change' may start to eclipse funding for local and small scale activities – there may be an implication, in turn, that 'transformation' could be more important than sustainability.

Miscellaneous items uncovered during the search: party manifestos

51 Sustainability can be an elastic term attached to many sets of ideas but seems to represent a positive quality.

Academic journals

Reflections

- # 52 Sustainability in a business context may be code for financial survival, which could be understood as a normative 'good.' This may not always be the case in the voluntary sector – an organisation that has achieved its mission may decide to close although, admittedly, this is rare. Alternatively, an organisation may be still addressing pressing needs (e.g. in youth work) but be unable to survive in an unfavourable funding climate.
- # 53 Are we interested in organisational sustainability (The Bridge Estate Youth Club) or the sustainability of practices or activities (local youth work)?
- # 54 Is there a direct equivalence to sustainability as a normative 'good' for service delivering voluntary organisations?
- # 55 Does a business model and efficiency provide the most compelling narrative of sustainability for a voluntary organisation?
- # 56 Is organisational sustainability for voluntary organisations only connected to a narrow sense of (financial) resource dependence or should maintaining values, mission, legitimacy and trust with a community or clients be added in?
- # 57 Sustainability in relation to voluntary organisations is not well framed or defined in the academic literature studied here. However, literature from practitioners and foundations provides some guidance (see later section).
- # 58 This method of searching provides one systematic route into the literature but is also relatively naïve: it does not yield results where adjacent terms are used or where there is an implicit relation to sustainability but the exact word is absent.

Key themes from academic journals

- # 59 The importance of non-financial, intangible resources for organisational survival.
- # 60 The importance of knowledge management as part of sustainability.
- # 61 Examples of building in supportive infrastructure/technical aid by foundations to outlast the period of grant.
- # 62 The importance of collaboration and strategic support for organisations.
- # 63 Examples of undertaking adaptive strategies including strategic expansion, business management processes, increased boundary spanning activities, commercialising services – all of which also have drawbacks.
- # 64 Enterprise schemes as strategies for non-profit survival in a self-sustaining way.
- # 65 Survival strategies in hard times could involve: increasing the number of fee-paying clients, engaging in greater networking with others, increasing staff workloads, taking on more volunteers and investment in computer record keeping.
- # 66 Financial modelling processes to give better early warnings to managers.
- # 67 Employment professional staff to lobby different levels of government for resources.
- # 68 Garnering a higher degree of community-based philanthropy.
- # 69 Legitimacy plays a role in relation to social enterprise: marketised not-for-profits may be more acceptable to clients and stakeholder in cultures where 'welfare' organisations are seen as less legitimate than 'business-like' organisations.
- # 70 Sustainability (whether organisational or financial) is not well framed or defined.

Bibliography

- Alexander, J. (2000) 'Adaptive Strategies of Non-profit Human Service Organizations in an Era of Devolution and New Public Management', *Non Profit Management & Leadership*, vol. 10:3
- Besel, J. J. Lewellen, C. & Williams, Joanna Klak (2011) 'Non-profit Sustainability During Times of Uncertainty', *Non Profit Management & Leadership*, vol. 22:1
- Billis, D. (2010) 'The Erosion of the Third Sector? Hybrid Organisations in a New Welfare Landscape', Billis, D. ed London: Palgrave.
- Bishop, S.W. (2004) 'Building a Profile of Missouri CSBG Community Action Agencies Capacities, Coping Strategies, and the New Public Management', *Non Profit Management & Leadership*, vol. 15:1
- Bonell, E. & Rocco, E. (2007) 'Coopeting to Survive; Surviving Competition', *Int. Studies of Mgt. & Org.*, vol. 37:2, pp. 70-96
- Bowman, W. (2011) 'Financial Capacity and Sustainability of Ordinary Non-profits', *Non Profit Management & Leadership*, vol. 22:1
- Bryson, J.M., Gibbons, M.J. & Shaye G. (2001) 'Enterprise Schemes for Nonprofit Survival, Growth and Effectiveness', *Non Profit Management & Leadership*, 11(3)
- Cabinet Office (2015) 'Introducing the Local Sustainability Fund', <http://vcsediagnostic.org.uk/sites/default/files/LSF%20leaflet.pdf> Accessed 20/7/2015
- Cairns, B., & Hennessy, C. (2014?) *A Profound and Practical Difference: Evaluation of Lloyds Bank Foundation for Northern Ireland's Creating Change Programme*, Belfast: Lloyds Bank Foundation for Northern Ireland.
- Chapman, T. & Robinson, F. (2014) *Third Sector Trends in North East England and Cumbria: Headline trends 2008 - 2014*, Newcastle-upon-Tyne: Northern Rock Foundation.
- Chisholm, A.M. & Nielsen, K. (2009) 'Social Capital and the Resource-Based View of the Firm', *Int. Studies of Mgt. & Org.*, vol. 39: 2, pp. 7-32.
- Connor, J.A., Kadel-Taras, S. & Vinokur-Kaplan, D. (1999) 'The Role of Nonprofit Management Support Organizations in Sustaining Community Collaborations', *Non Profit Management & Leadership*, vol. 10: 2
- Corner, J. (2014) 'Backing those who show most courage: Voluntary-sector leadership in a time of austerity' published 25/11/2014 <http://www.ippr.org/juncture/backing-those-who-show-most-courage-voluntary-sector-leadership-in-a-time-of-austerity> Accessed 4/8/2015
- Dart, R. (2004) 'The Legitimacy of Social Enterprise', *Non Profit Management & Leadership*, vol. 14:4
- Faber, N., Peters, K., Maruster, L., van Haren, R. & Jorn, R. (2010) Sense Making of (Social) Sustainability A Behavioral and Knowledge Approach, *Int. Studies of Mgt. & Org.*, 40:3, pp. 8-22.
- Evers, A. (2005) 'Social enterprises and social capital' In C. Borzago & J. Defourny (Eds.), *The emergence of social enterprise*. London: Routledge.
- Hailey, J. (2014) Models of INGO Sustainability: Balancing Restricted and Unrestricted Funding. INTRAC Briefing Paper 41, Oxford: INTRAC.
- IVAR (2011) 'Story of a Merger: DTA and bassac create Locality', London: IVAR.
- IVAR (2013a) 'Turning a Corner: Transition in the Voluntary Sector 2012-2013', London: IVAR.
- IVAR (2013b) 'Thinking About: Core Funding', London: IVAR.
- IVAR (2014a) 'Inaugural UK Evaluation Roundtable', London: IVAR.

- IVAR (2014b) 'Big Local Annual Learning Review 2012-13, Final Report 2014', London: IVAR.
- IVAR (2014c) 'Recession Watch Application Review, April 2014', London: IVAR.
- Locality (2015) 'Locality Strategy 2015 – 2020', London: Locality.
- Morris, L. (2015) Working at the Sharp End of Programme Closure: EveryChild's Responsible Exit Principles', Praxis Note No 70, Oxford: INTRAC.
- NAVCA [and nine other organisations] (2007) 'Sustaining Grants: Why local grant aid is vital for a healthy voluntary and community sector and thriving local communities', Sheffield: NAVCA.
- NAVCA (2014a) 'Cabinet Office consultation on a new fund to support the sustainability of voluntary, community and social enterprise sector organisations. NAVCA members briefing May 2014'. Sheffield: NAVCA.
- NAVCA (2014b) 'Consultation on a new fund to support the sustainability of voluntary, community and social enterprise sector organisations. NAVCA response, July 2015', Sheffield: NAVCA.
- NAVCA (2015) 'Policy', <http://www.navca.org.uk/5-sustainability> Accessed 17/5/2015
- Netting, F.E., Williams, F.G. & Hyer, K. (1998) 'Resource Centers: A Foundation's Strategy to Support Nonprofit Grantees', *Non Profit Management & Leadership*, vol. 8:3
- Kane, D. & Allen, J. (2011) 'Counting the Cuts: The impact of spending cuts on the UK Community and voluntary sector', London: NCVO.
- Lyon, F. (2005) 'Managing Co-operation: Trust and Power in Ghanaian Associations', *Organization Studies* 27(1): 31–52
- NCVO (undated) 'Income Spectrum: Helping you find the right income mix', London: NCVO.
- NCVO & Triangle Consulting (undated) 'Sustainable Sun Tool: Steps to sustainability', London: NCVO.
- NCVO (2015) 'What does sustainable funding mean?' <https://www.ncvo.org.uk/practical-support/funding/sustainable-funding> Accessed 15/5/2015

US References

- Burd, N. (2008?) 'On the Money: The key financial challenges facing non-profits today and how grant-makers can help', Washington D.C.: Grant makers for Effective Organizations (GEO).
- Buteau, E., Brock, A. & Chaffin, M. (2013) Nonprofit Challenges: What foundations can do, Centre for Effective Philanthropy. <http://www.effectivephilanthropy.org/wp-content/uploads/2014/07/NonprofitChallenges.pdf> Accessed 10/8/2015.
- Common Impact (2009) Redefining the Solution: Doing more with less, Common Impact. http://commonimpact.org/pdf/The_Nonprofit_Starvation_Cycle.pdf Accessed 10/8/2015.
- Gopal, R. (2014) *The Grantee Perspective on NonProfit Sustainability*, Centre for Effective Philanthropy <http://www.effectivephilanthropy.org/the-grantee-perspective-on-nonprofit-sustainability/> Accessed 10/8/2015.
- Grant makers for Effective Organizations (GEO) (2014?) How Can We Be More Supportive of Nonprofit Financial Sustainability, Washington D.C.: Grant makers for Effective Organizations (GEO). http://docs.geofunders.org/?filename=nonprofit_financial_sustainability.pdf Accessed 10/8/2015.

Jackson, J. (2014) The Non-profit Sustainability Initiative: *Where are we, how did we get here and where are we going?* Weingart Foundation. <http://www.weingartfnd.org/The-Nonprofit-Sustainability-Initiative> Accessed 10/8/2015.

York, P. (undated) The Sustainability Formula: How Non-profit Organizations can Thrive in the Emerging Economy, TCC Group. <http://www.tccgrp.com/pdfs/SustainabilityFormula.pdf> Accessed 10/8/2015.