WARWICKSHIRE
CAVA
COMMUNITY & VOLUNTARY ACTION

STATE OF THE VCSE SECTOR IN WARWICKSHIRE

June 2018

Acknowledgements

We would like to thank every organisation in Warwickshire who took the time to contribute to this survey, this year and in previous years. We would also like to thank all colleagues who helped shape the questionnaire and share this across their networks.

This report was authored by Alison Thompson, Locality Manager.

Contents

Foreword Paul Tolley, Chief Executive

Welcome to our second bi-annual State of the Voluntary Community and Social Enterprise Sector report.

We intend for this report to be disseminated widely and used to inform the partnership working responses of all organisations seeking to work with and through the VCSE sector in Warwickshire.

This second report helps to contextualise some of our 2015 survey findings and help us to predict the areas of increasing need and demand that our members will face over the coming years.

On page 30 you will see how we have interpreted this data and what support we believe we need to provide to help organisations and groups across our sector to manage, cope and thrive in these challenging and uncertain times.

Our member organisations, groups and volunteers across the county work tirelessly to make Warwickshire a safe and vibrant place. This year we have found that a concerning number of our members continue to subsidise their annual delivery costs through the use of their reserves. On average, these reserve levels are now approaching the minimum levels that we would expect to see (equivalent to 3 months' unrestricted costs).

With so much importance and value being placed upon communities, the role of the third sector and increasing levels of volunteering, I encourage all partners to consider the opportunities that exist for greater collaboration and partnership working in light of the findings and recommendations contained within this report.

About us

Warwickshire Community and Voluntary Action (CAVA) is the countywide infrastructure organisation for Warwickshire providing vital support to the volunteers, groups, organisations, enterprises and charities (the Voluntary Community and Social Enterprise (VCSE) Sector) who are working to strengthen all of our communities across the county.

Every year our dedicated teams of staff and volunteers help lever in significant investment into the county. In 2017/18 the collective value of funding secured and volunteering opportunities developed was worth £1.6m to Warwickshire's economy.

Celebrating our 10th anniversary this year, we were formed through the merger of separate 'Councils for Voluntary Service' and 'Volunteer Centres' to provide a single point of access for everyone who wants to engage in community and voluntary action. We have a collective history of over 200 years of supporting local communities to thrive.

We are committed to providing all of our services locally and accessibly. Whether that is through support accessing volunteering opportunities, starting a community group, accessing funding or strengthening an organisations' governance, we have a local office and dedicated team in each locality of Warwickshire.

Warwickshire CAVA is the main point of contact between third sector organisations and other strategic partners such as local authorities and funders. We are committed to building better relationships between voluntary and community organisations and across the third, faith, public and private sectors. One of the ways in which we do this engagement is by running a variety of forums which enable the VCSE Sector to hear about policy changes, stay updated, develop partnerships and influence the development of services.

Methodology

Survey

We opened the 'State of the Sector' survey as an online form in May 2017 and closed this in November 2017. Access to the form was promoted via an eGrapevine newsletter; local mailout campaigns; links on our website; on our social media accounts; press releases, one of which saw us invited to talk about this on a local radio station as a news item; our network of frontline teams, including Funding and Groups Development Officers and Volunteering Coordinators who shared the link and spoke about the survey in our Community Action Network meetings. We also ensured we gave access to printed forms for those organisations less confident with completing surveys online or for those with access needs, and any help and support needed to complete these.

The survey was designed to be consistent with our previous 2015 State of the Sector Survey to allow for comparison.

Our experience and local knowledge shows us that the scope of respondents to the survey is very typical of the organisations that we regularly work with. Whilst the completion rate was lower than we would have otherwise liked, and a little lower than the 2015 completion rate, we felt this was an acceptable sample to report against.

Other sources

We accessed the data from the Charity Commission about all charities listed as operating in Warwickshire. We appreciate not every organisation is registered with the Commission and identify, as appropriate, the data source being quoted.

For national comparison we have also accessed the NCVO UK Civil Society Almanac as the most comprehensive picture and analysis of the sector. However, their analysis is based on the "general charities" definition (for the full definition see https://data.ncvo.org.uk/a/almanac18/methodology-2015-16/) which only includes certain registered charities, and not for example small, unincorporated organisations.

WARWICKSHIRE CAVA COMMUNITY & VOLUNTARY ACTION

10 Facts

WARWICKSHIRE CAVA COMMUNITY & VOLUNTARY ACTION

10 facts you really should know about the Voluntary, Community and Social Enterprise (VCSE) Sector in Warwickshire

1 There are nearly 10,000 'Civil Society' organisations making a difference in Warwickshire; over 2,200 of whom are registered charities

2 27% of organisations were established before 1970

3 28% of organisations have reduced their level of free reserves. Organisations now only have an average of 3 months operating costs in reserves (compared to 7 months in 2015/16)

4 Overall, relationships with the public sector are positive, with 62% having regular dealings and 89% stating that these are mostly beneficial

5 Only 8% now feel that their organisations are at risk of closure, compared to 27% in 2015/16

6 27% are micro organisations (annual income under £10,000)

7 There are an estimated 191,000 adults aged 16 and over who are regularly volunteering, giving nearly 91,000 hours each week. This is valued at £80.2 million per annum

8 59% of organisations saw their annual income increase in the last year – this is across all sizes of organisation

9 64% have reported an increase in demand for their services (this was 44% in 2015/16)

10 90% of all charitable income in Warwickshire is only coming in to 8% of charities and these operate at a national (or international) level. Only 3% of income goes to locally focussed charities (i.e. district or ward)

www.wcava.org.uk

Strengthening Warwickshire

wcavaorg @wcavaorg

All information is taken from the State of the Sector research undertaken by Warwickshire CAVA in Autumn 2017. Further evidence was collected from the Charity Commission, NCVO's Almanac 2017 and Warwickshire County Council's statistical data.

To find out more please download the report from our website or contact us for further information. Published March 2018 1.1

Findings

The Charity Commission lists 2,234 registered charities operating in Warwickshire*, however we know that the VCSE Sector is a lot broader than that. Based on data from the NCVO Almanac and estimates of the wider 'civil society', which includes sports clubs, unincorporated community associations, companies limited by guarantee etc., we estimate there are **9,800 VCSE organisations** currently operating in Warwickshire. * figures correct at 19/2/18.

Profile

We asked a number of questions about the size, type and activity of organisations.

What is the legal status of your organisation/group?

Charitable Incorporated Organisation	15%
Company Ltd by Guarantee	5%
Company Ltd by Guarantee, Registered Charity	29.5%
Excepted Charity	1.5%
Group/Unincorporated Association	18%
Registered Charity	31%

NOTE: Organisations can have more than one legal structure, for example Warwickshire CAVA is a company limited by guarantee and registered charity.

93% of organisations are not considering a change to their structure, but those that are gave the following reasons:

"We need to reflect the changes in the breadth of disabilities and make the organisations' governance more appropriate"

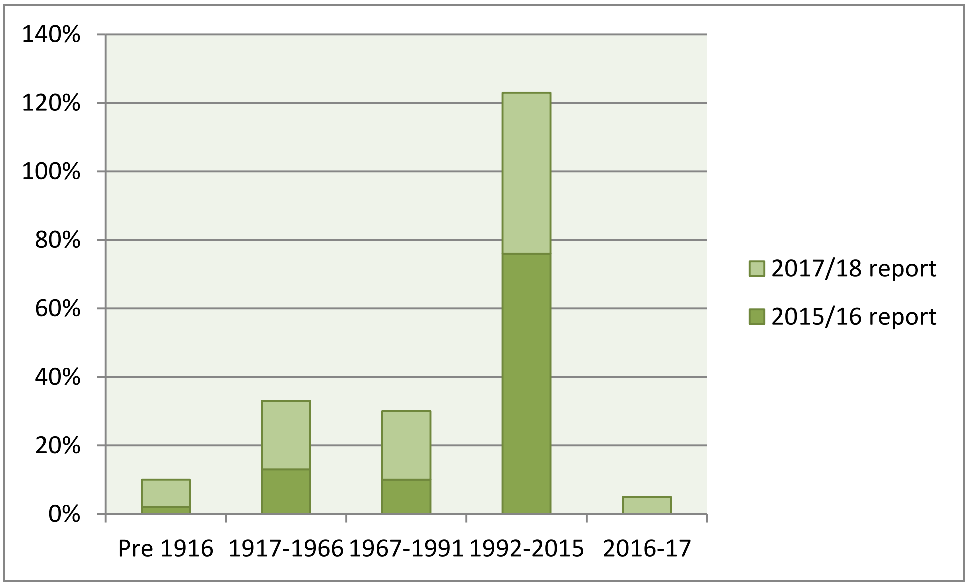
"We have increased our trading activity"

"There are possible financial benefits"

"We feel there is a greater protection for trustees and to encourage people to get involved"

What year was your group/organisation formed?

The vast majority of those responding said they have been established within the last 25 years (47%). 8% of organisations stated they are over 100 years old! 5% of our county organisations are relatively new, only operating for a year and under.



Organisation size

NCVO's UK Civil Society Almanac categorises organisations by the size in relation to their income*. Using their definitions, we found out that:

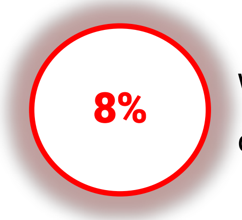
Micro (Under £10k income per year)	27%
Small (£10k-£100k)	29%
Medium (£100k-£1m)	27%
Large (£1m +)	17%

*NCVO also categorise 'Major' organisations at £10m+ and 'Super major' at £100m+.

Organisations with an income of less than £100,000 per year make up 56% of the VCSE Sector in Warwickshire; this compares to 82% nationally when looking at NCVO data.

Managing change

We asked about organisational stability, and what the likelihood is that, within the next couple of years, organisations will have to consider changing significantly. 33% stated that there was a high likelihood that they would have to consider change.



Worryingly 8% felt there was a high likelihood that, within the next couple of years their organisation will have to consider closing.

However, this compares to 27% who felt they were at risk in 2015/16, so we might assume that there are early signs of stabilisation in the VCSE Sector.

See page 14 for more detail on reserves.

Who our VCSE serve

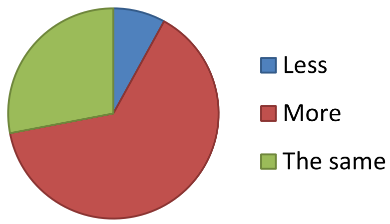
We asked a number of questions about who the beneficiaries are of the organisations responding to the survey.

Demand for the services

344,000

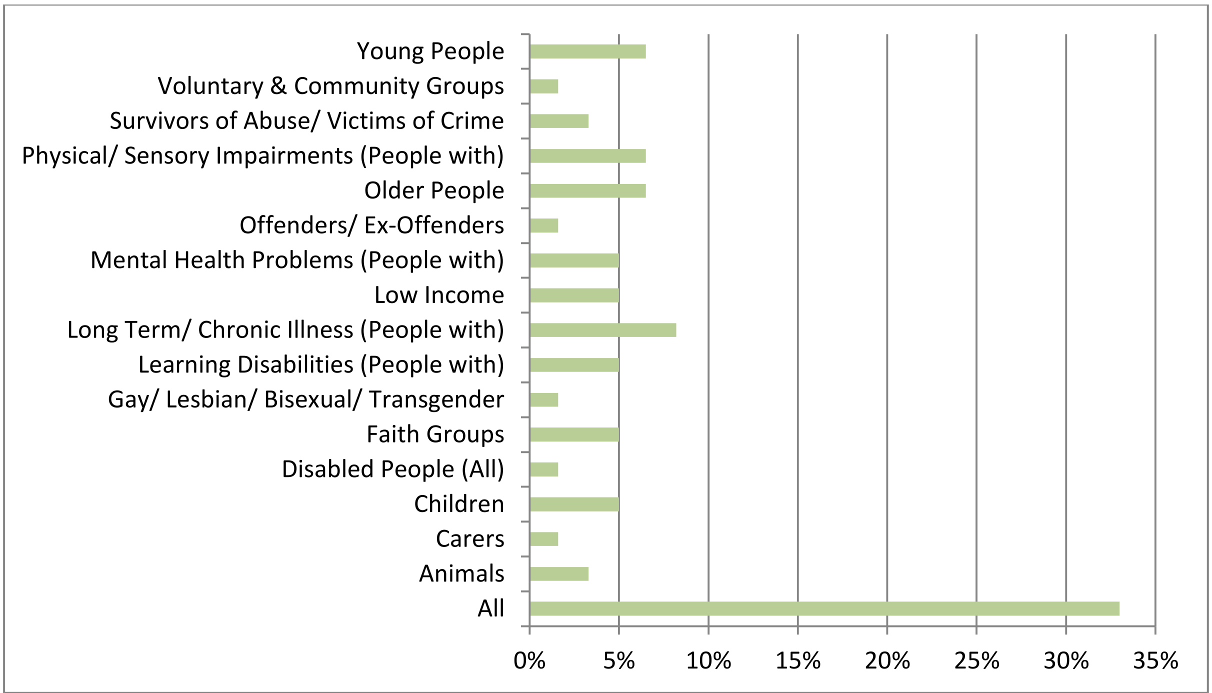
residents of Warwickshire benefit from the services and activities provided by the organisations responding to the survey. This means that at least 62% of the population of the county are touched by our sector.

When asked whether this was an increase in previous years the result was clear, 64% stated that that demand was greater, and only 8% said it was less.



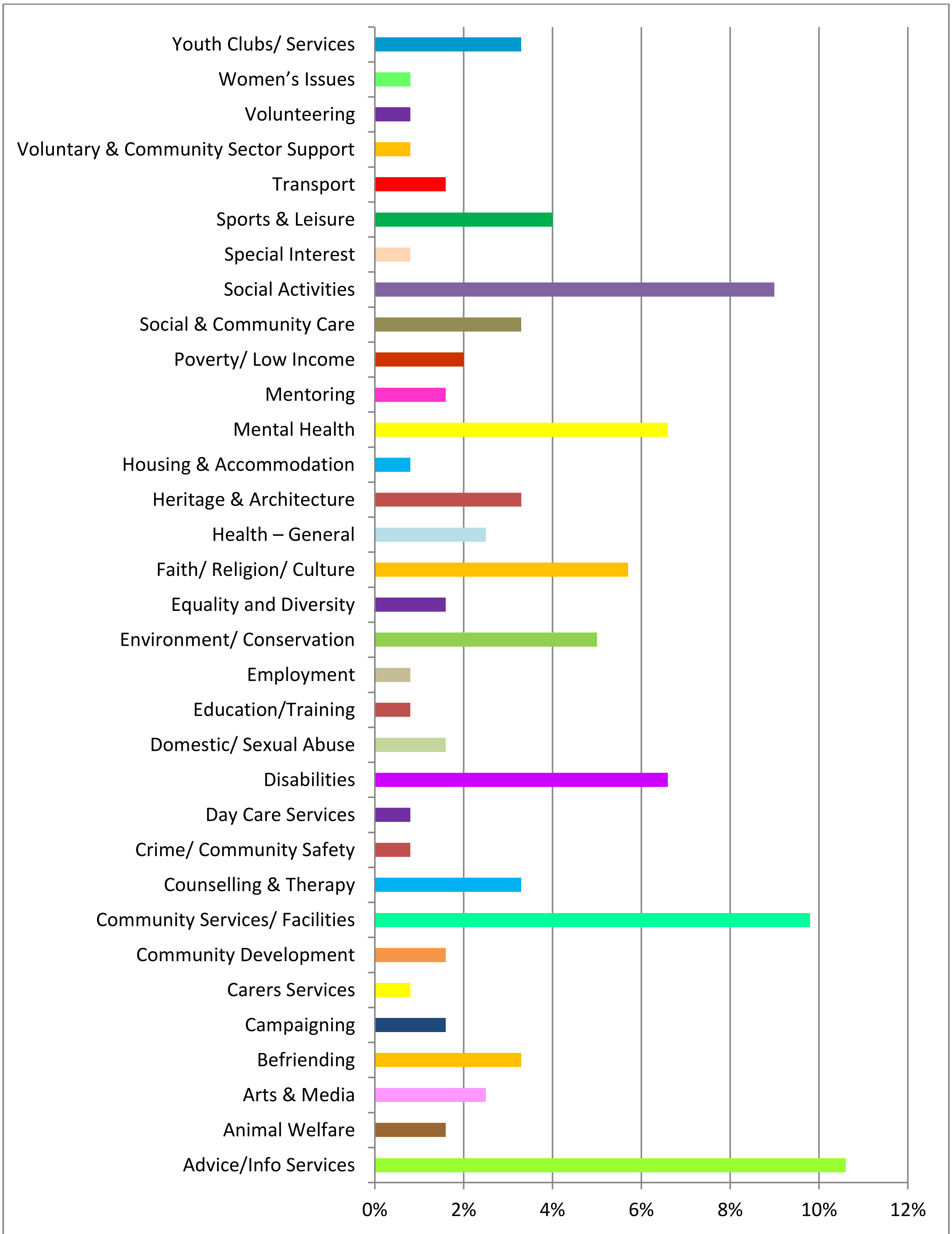
Who are the beneficiaries?

Most organisations stated that they predominantly serve 'all' members of the community, but some services are more specific, with 8% serving those with long term or chronic illness, and 7% each serve young people, older people and those with physical/sensory impairments:



Main area of work

We have an incredibly diverse VCSE Sector in Warwickshire, with a range of themes and priorities addressed. 11% mainly provide advice and information services, 10% running community services or facilities and 9% providing social activities.



18% stated their organisation had been established in as a direct result of a gap or closure in another service, e.g. public sector funding reductions. Some of reasons given for this are:

"The charity was started because Warwickshire County Council's LGBT+ youth group was axed."

"The distance required to travel to the nearest Memory Café."

"Nothing similar in Warwickshire."

"Originally women who have been sexually abused were presenting with mental health issues via social services as there was no provision specifically for abuse survivors."

"We now have to run our own Youth Clubs and have Adults with learning disability and long term Mental Health issues putting pressure on our volunteer led activities."

"Lack of activities for young and older people in the local area."

"The NHS withdrew from group in 2014, since then it has been volunteer led."

Locations

The majority of those responding to the survey stated their focus was delivering services and activities locally, i.e. at a ward or district/ borough level:

Local	66%
Countywide	26%
National	8%

Trends / changes in the needs of beneficiaries

We asked whether organisations had seen a change in the last year in the needs of the people who used their services; some of their comments reflect the facts we know are affecting communities nationally with pressures on society, reductions in public sector funding and welfare reform:

"In general increased demand, more complex cases, greater poverty, greater vulnerability, higher numbers living with mental health issues, greater diagnosis of dementia."

"Reduced funding available to local authorities directly impacts on organisations and thus communities; LAs prioritise their funds which means there is often no 'spare' capacity to implement change alongside the VCS."

"General lower perceived variety of services available for older people, younger people & mental health services (adults and children/young people). Also information sources are confusing."

"Huge increase in demand for services as awareness and media coverage grows. We are even more dependent on our volunteers."

"Increased ASB, drug use and negative sexual behaviours."

"More homeless, more drug addiction and more high level offenders."

"More safeguarding issues are arising."

"More volunteer enquiries from people with additional support needs."

"Reduced social care funding has resulted in more people not having the support they need and at risk of social isolation… We have also seen an increase on the need to support families and carers navigate through difficult social care processes."

"We have noticed more people travelling further to access our services."

"We have had to spend a great deal of time with adults who have had a late diagnosis of [a condition] and have associated mental health problems. People do not understand what it means for them or how it affects them personally. There are issues around drug or alcohol use which compound there problems and also mean that service providers will not take responsibility. People have to pay for their own support and as such sometimes do not take it up. Social services take months to arrange initial assessment and discharge responsibility asap."

"We have experienced a significant increase in the number of clients wishing to appeal against benefit paying authority decisions – equating to a 43% increase on the previous year's figures. We have also started to see a lot more enquiries from clients in receipt of Universal Credit and in particular needing advice on the consequences of moving onto UC from existing benefits which has required some complex and time consuming calculations from advisers. This has been made more problematic due to the phased introduction of UC across the county and the different forms of UC, in existence."

Income generation and sustainability

We asked a number of questions about the finances of organisations responding to the survey.

Annual financial change

We asked organisations to estimate their annual levels of income, expenditure and reserves. Respondents told us:

Operating location of organisation	Total annual income	Total annual expenditure	Reserves
All respondents*	£353,820,659	£301,464,435	£38,026,238
Of those, Warwickshire only respondents	£33,267,179	£32,300,564	£7,866,729

Whist respondents reported a huge amount of money within the VCSE Sector, we have separated data for those operating for the benefit of Warwickshire residents, and those national organisations based in Warwickshire who deliver public-benefit across the UK*.

3 months

On average organisations are running with 3 months reserves, but there is some variation by organisation size.

When looking at annual income alone, we were very concerned to note that **over 90% of all charitable income in Warwickshire is only coming in to 8% of charities, and these operate at a national (or international) level. Only 3% of charitable income actually goes to locally focussed charities (i.e. operating at district or ward level).**

Area of benefit	Total annual income	As a percentage	Example organisations*
Local	£10,991,674	3.1%	Stratford Town Trust; Friends of Bodymoor Heath; Mencap
Countywide	£22,275,505	6.3%	Warwickshire Clubs for Young People; Warwickshire Pride; Myton Hospices
National	£320,553,480	90.6%	Guide Dogs; British Blind Sport; Lymph-what-Oedema

*The area of scope of the organisation does not dictate the size and income of the organisation.

We saw that income had increased since the previous year for 52.5% of organisations; this correlates with expenditure (59%).

28%

Worryingly 28% of organisations reported that their level of free reserves had decreased. Creating and keeping reserves is becoming more difficult, so this shows organisations are having to go into their reserves, probably to continue to support the running of their services. This compares to 33% who reported using their reserves in 2015/16, so whilst there has been a slight decrease it is still a high percentage. This is reflected across all sizes of organisation:

Size of organisation*	Income	Expenditure	Reserves
Large	78% have seen an increase	78% have seen an increase	68% have seen an increase
Medium	65% have seen an increase or stayed the same	65% have seen an increase	65% have seen a decrease or stayed the same
Small	58% have seen an increase	65% have seen an increase	72% have seen a decrease or stayed the same
Micro	82% have seen an increase or stayed the same	59% have stayed the same	53% have stayed the same

* Micro income under £10k per year, Small £10-100k, Medium £100k-£1m, Large £1m+)

Financial pressures

We asked organisations what their biggest financial pressures over the past 12 months have been:

Increased demand for your services	20%
Increased overhead costs	64%
Loss of contract / funding	5%
Reduced grant income / donations	11%

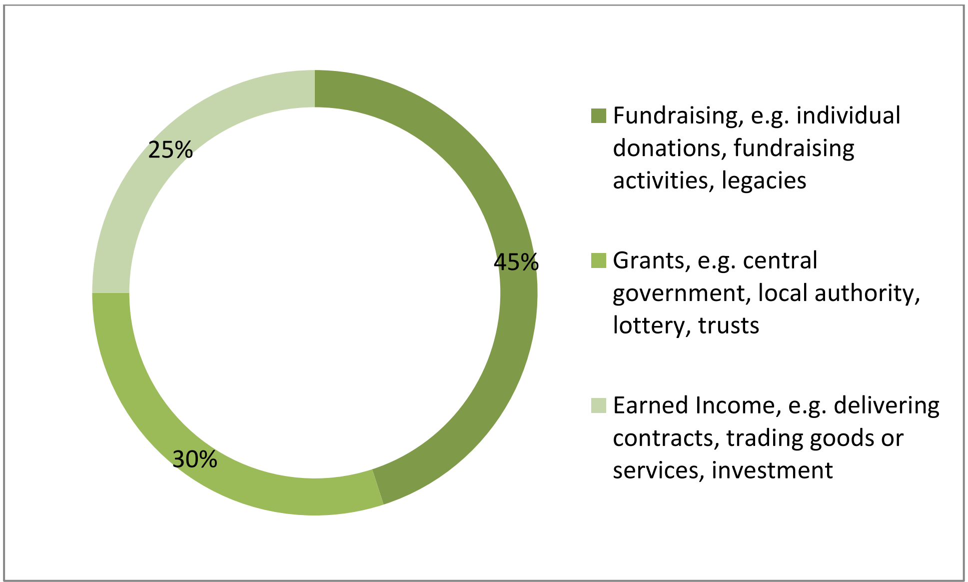
"A significant burden is place upon us for the Pension Scheme contributions for those employees in the Local Government Pension scheme - both in terms of employer contributions and in terms of payments towards the pension scheme deficits. In addition recent challenges for sleep-in rates to be paid at National Minimum Rate and potential for HMRC to demand these are repaid for the past 6 years."

"Balancing everyday expenses with income."

"Business development time v's operational time."

Income sources – general

We asked respondents to tell us about where their income came from. Results were fairly evenly spread across a range of sources, but there were slightly more who responded that their income came from voluntary donations from individuals and fundraising activities and grant making trusts and donations.



Income sources – by organisation size

Source of funding	Micro	Small	Medium	Large
Individual	Some	Some	A little	Some
Legacies	None	None	None	Some
Voluntary sector	A little	Some	Some	Some
National lottery	None	None	A little	Some
Government	None	Some	Some	A little
Private sector	None	None	None	A little
Earned	None	A little	A little	Most

Public sector funding

66%

of organisations were in receipt of public sector funding in the last 12 months. The majority stated that this was the same or at a similar level as in previous years, however 24% stated it was less.

Depending on the perspective, the funding has either enabled services or activities to be sustained or extended, or if this has decreased it has limited the operating ability of services. Organisations have clearly had to diversify their income streams to cope with both increased running costs and decreased availability of public sector funds. Some organisations criticise that public sector funding has not kept up with the real costs of running services and are therefore supplementing services from core or reserve funds. When talking about the changes in public sector funding, comments included:

"Enabled us to offer new activities."

"Increased ability to support young people."

"We are having to find new ways of bringing in funding. Relying more on donations and enterprise activities."

"Feel less valued as a community resource."

"Hasn't kept up with rising operational costs."

"We have had to re-organise our structure to reflect the changes, consider the aspects of our work we will continue with and in some cases hand back services that do not 'break even'."

"Struggling to maintain the existing services needed to meet demand having to patch together funding from grant making bodies."

"Due to the decrease in funds received from Local Authority, we had to diversify income generation by making more applications to charitable trusts and organise more fundraising events."

"The Local Authority funding is capped and does not cover the cost of delivering services."

"We will have to close our services to some clients - probably the most needy as they are the most expensive to help."

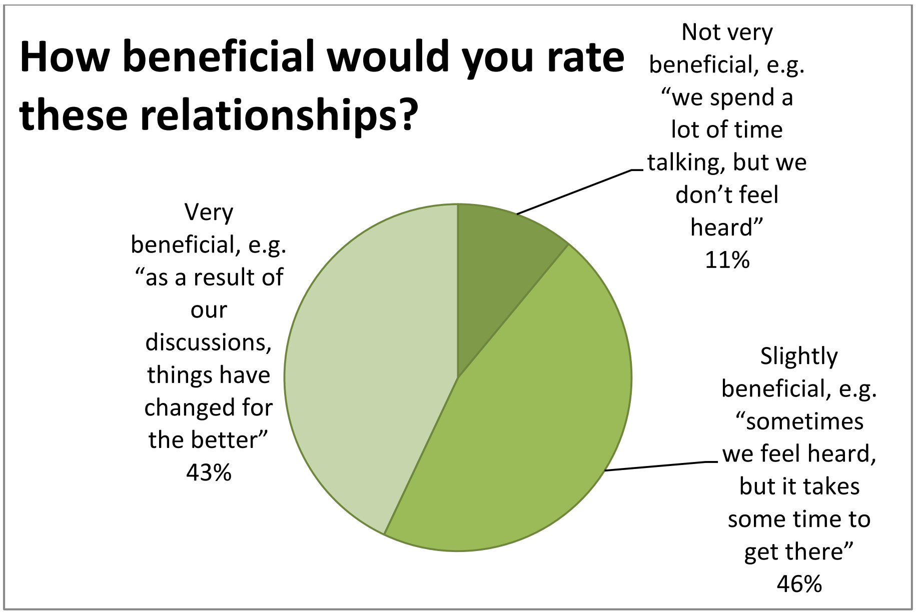
"Have to prioritise need and risk to much greater extent."

Partnership and Collaboration

To help us to better understand cross-sector relationships, we asked a number of questions about how organisations work with others, from the public and private sector partners, as well as other voluntary sector partners.

Public sector

93% of respondents stated they had a relationship with the public sector over the last year; this could be for example the County Council, District/Borough Councils, Clinical Commissioning Groups, the Police or Office of the Police and Crime Commissioner.



13% stated the relationships had worsened, 41% stated they had improved; there were numerous comments, samples of some are below (for all comments see Appendix 1), but there was a general appreciation of the pressures that the public sector is facing:

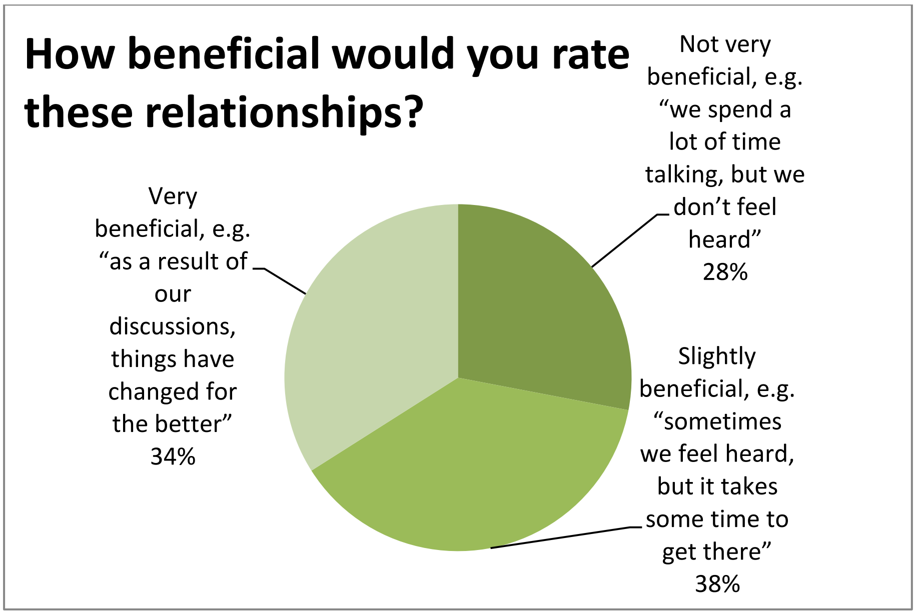
"Public sector are under the same financial constraints as ourselves, austerity reaches all levels and resources/finances have been cut."

"We have invested more time in these relationships - so they've improved."

"Lack of trust in the professionalism of charities . Not wishing to share information that is sensitive."

Private sector

61% of respondents stated they had no or very little relationship with the private sector over the last year, although 34% of those that did have a relationship said they had improved.



Samples of some of the comments about these relationships are below (for all comments see Appendix 2), but there was a general feeling that organisations saw the value, but that there was still work to do to build these:

"An LGBT+ charity is not viewed in the same was as other, more family friendly charities. We would like to work more with the private sector."

"Some strong partnerships with the private sector, as contractors, partners and volunteers, with more initiatives every year."

"I believe that CSR (Corporate Social Responsibility) schemes are beneficial, however there is room for improvement, especially at building long term relationships with local voluntary organisations and be more ambitious in what can be achieved within that relationship."

Voluntary sector

23% of respondents stated they had no or very little relationship with others in the voluntary and community sector over the last year.

22% of respondents stated that they had experienced any barriers when working in partnership with other organisations / groups.

These are slightly concerning figures, and clearly an area that needs further support. The below comment sums up the general feeling (for all comments see Appendix 3):

"Competition for and a diminution of available funding has led to less productive partnership working as everyone is seemingly chasing the same pots of money. This can sometimes lead to a 'silo effect' whereby organisations do not wish to share information about what they are doing or how they are doing it for fear of it impacting on funding opportunities."

VCSE Workforce

We asked respondents to tell us about their paid and unpaid workforce (staff and volunteers). We distinguish between formal and informal volunteering, and in this instance we refer to formal volunteers who undertake regular opportunities.

Volunteering

Nationally the NCVO Almanac estimates that 11.9 million people formally volunteered once a month in 2016/17 (using the ONS Community Life survey), and in 2016/17, just over a third of people (37%) formally volunteered at least once a year and around a fifth (22%) formally volunteered at least once a month.

46%

In Warwickshire, respondents told us that they have over 4,000 volunteers supporting their organisation and its activities; this is those delivering services and as committee/ board members. Using Warwickshire population estimates, we believe that this makes 46% of the county's residents (aged 16 years +) who volunteer.

The number of volunteers per organisation ranged from 3 up to over 1,000. We asked organisations to estimate how many hours their volunteers support them each week, and they said that on average each volunteer helps on average 1.9 hours each week. Using this information we calculate that the **estimated annual economic value of volunteering* in Warwickshire is £80,153,720**.

*Calculated by number of volunteers x average number of hours a year x average hourly wage (£16.99 - the mean figure of Gross Hourly Pay for Warwickshire, Annual Survey of Hours and Earnings (ASHE), 2017) (https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2017provisionaland2016revisedresults)

2.3%

of volunteers are supporting in committee/ board member's roles, with an average of 8 people per board. This is heartening as local, anecdotal evidence from Warwickshire CAVA's Volunteering Coordinators states that organisations continually struggle to recruit and hold on to committee members, although the greater struggle is often finding the 'right' volunteers for these roles.

When asked about the other types of roles volunteers in their organisations undertake, respondents gave the following examples, which is a very small sample of the broad range of nearly 750 different opportunities Warwickshire CAVA currently have listed on its Volunteer Connect database:

Delivering services roles:	Other support roles:
Practical conservation volunteers	Fundraising
Survey volunteers	Administration
Visitor Centre volunteers	Marketing
Education volunteers	Supporting those living with long-term health conditions
Youth workers	Volunteer sales team
	Catering volunteers
	Raising Awareness, working in the community and online

41%

it was heartening to hear that 41% of organisations saw an increase in the numbers of volunteers active in the last year, although 20% did report a drop in volunteer numbers.

The main challenges that organisations said they faced in managing and supporting volunteers seemed to revolve in capacity and capability; comments included:

"We all support one another but frailty reduces what some are able to do."

"Ability of volunteers to balance their contribution with the rest of their lives."

"Ageing volunteers."

"Capacity of volunteer managers."

"Ensuring they have the skills to work with the customers."

"Health issues, older volunteers."

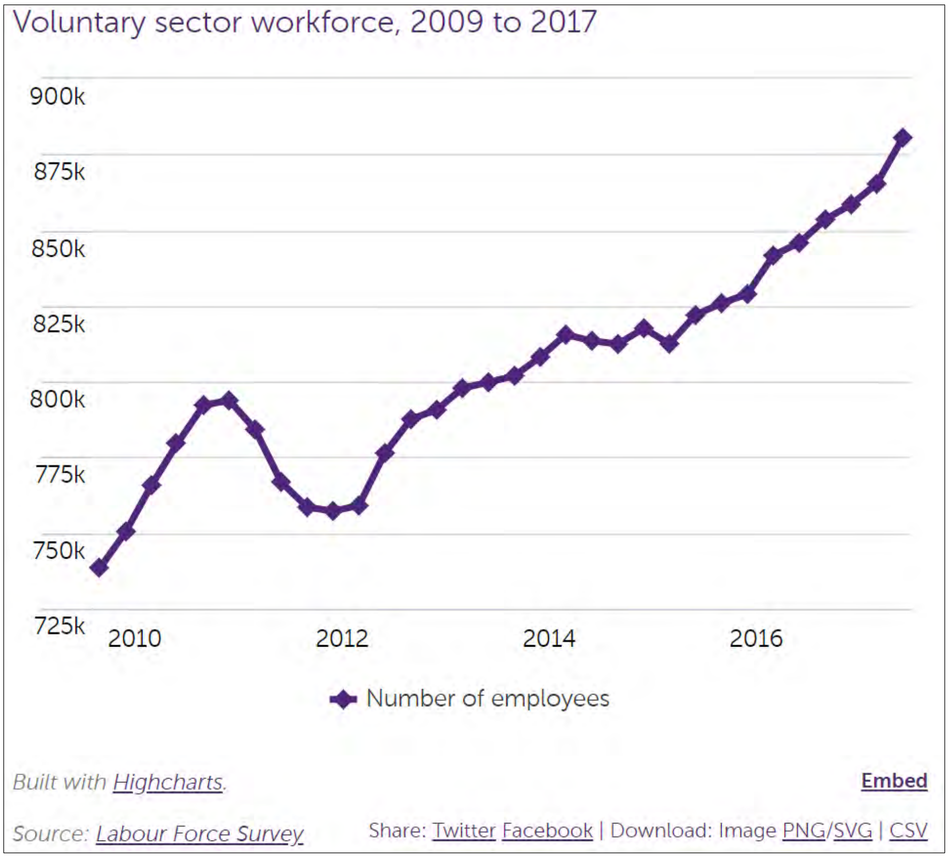
"Keeping people engaged, motivated and excited about the project as a whole."

'Providing useful training. Our volunteers are nationwide with varying access to public transport, broadband and with varying levels of finance. Providing training in a way that is useful and accessible is a challenge."

"Recruiting volunteers, especially to trustee roles, & having the right mix of skills needed."

Employees

30% of organisations in the survey stated they had seen an increase in the number of employees. This is reflected in the reported overall increase in income to the sector. This pattern also matches the national trend; the NCVO Almanac says there has been a 4% increase in the VCSE workforce since 2016 (using the UK Data Service's Labour Workforce survey).



Of those organisations we surveyed who operate predominantly in Warwickshire, there are 1,075 employees, who employ on average 18.5 staff; the majority of working are working part-time hours, as the average full time equivalent figure is 6.5. There are some large employers in the VCSE Sector in Warwickshire, with staff numbers up to 300 (Myton Hospice), 202 (Heart of England Mencap), 140 (Take-a-Break Warwickshire).

As well as those challenges in managing and supporting teams as quoted above, funding concerns came high on the concerns of organisations:

"Lack of funding can mean short term projects. Pressures on resource of staff"

"Increases in staff costs"

"Doubts over funding"

"Sickness cover"

"Increased time for governance as the charity manages in a complex and changing environment, offering the support and benefits when funding is being reduced, retention of skills, limitations on flexibility of staff."

"Paying staff the going rate for the high standards we are working for, providing career development and therefore retaining workforce, sourcing free and meaningful CPD for staff and volunteers."

Impact

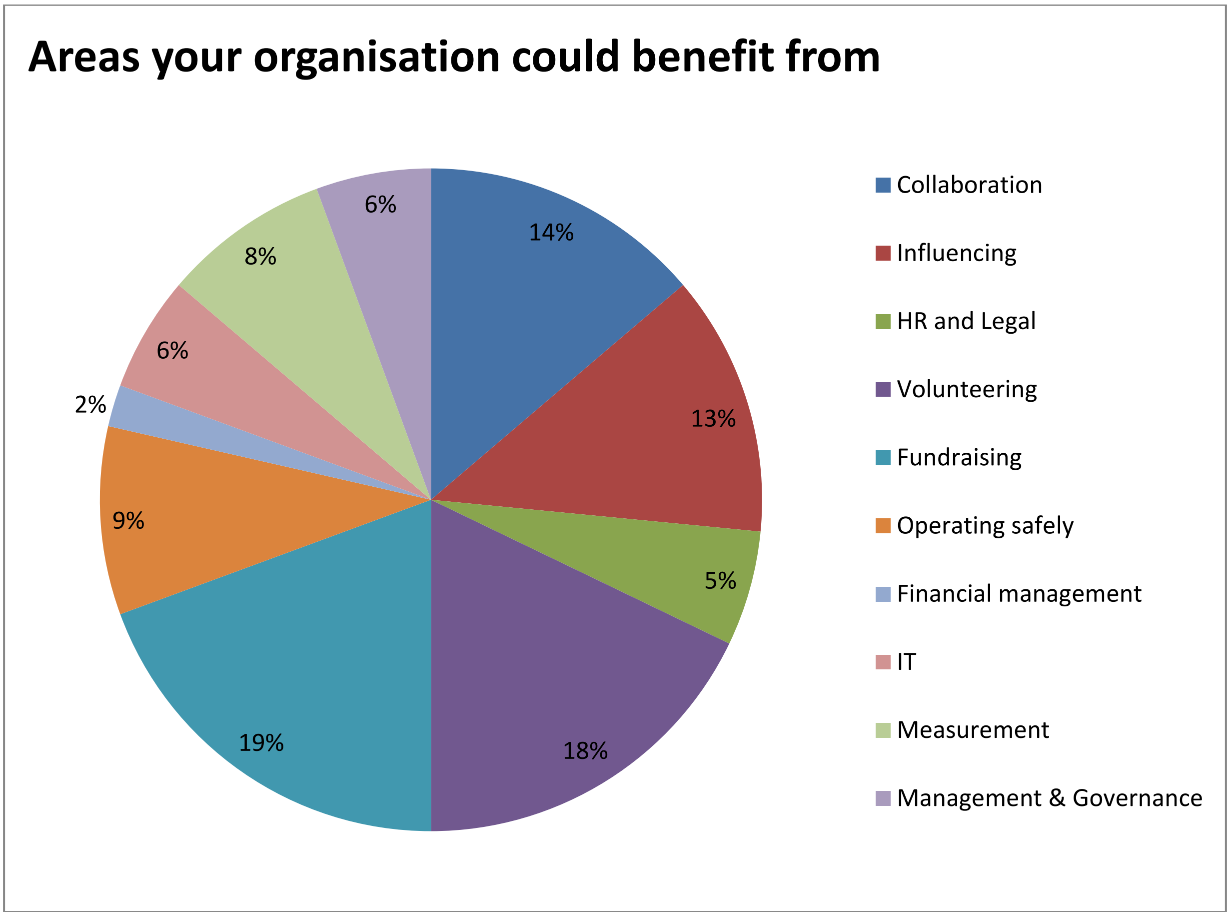
We cannot underestimate the impact and reach of the VCSE Sector in Warwickshire. The diversity in size, beneficiaries and services is astounding. As the public purse shrinks, so the expectation on communities increases and the demand and reliance on volunteers.

On average a typical organisation in Warwickshire works with around **600 beneficiaries** each year, and this number is steadily increasing year on year, with the growth and demand for supporting our most vulnerable residents, e.g. foodbanks, night shelters, friendship groups.

Organisations themselves are best to describe their impact and the difference they make to communities, this is what they said:

The Future

We asked organisations to consider what areas of support* they could benefit from. Organisations predominantly feel they need to develop their partnerships, ability to influence, volunteering and fundraising know-how:



* Areas of benefit suggested: Collaboration, e.g. working better with others in voluntary, statutory and private sectors; Financial management, e.g. bookkeeping, annual accounts, payroll; Fundraising, e.g. generating income from grants, commissioning, trading, fundraising; HR and Legal, e.g. charity law advice, recruiting and managing staff, the right operating structures; Influencing, e.g. getting your voice heard, demonstrating your impact; IT, e.g. websites, social media, data management; Management and Governance, e.g. developing your Board, business planning, quality assurance; Operating safely, e.g. safeguarding, health & safety; Volunteering, e.g. volunteer management and recruitment good practice; Measurement, e.g. measuring outcomes, impact and social value.

Organisations also listed some more specific areas of support and/or training that they were interested in:

"managing change" "Developing good managerial skills." **"Child safeguarding"**

"Marketing and publicity" "First aid refreshers would be useful" "SROI"

"Social Value" "Conversion to CIO status" "Risk assessments"

"Setting up a website" "Licencing" "CASC" "getting younger volunteers"

Challenges in the next 5 years

We asked respondents to say what their top three organisational challenges were in the next years. Overwhelmingly they said:

1. **Changes in funding (reductions and sources)**
2. **Increased and more complex demand on services**
3. **Changes in workforce and succession planning**

A sample of the comments from respondents on their challenges are below (for all comments see Appendix 4):

"Financial sustainability (shift from grant receiving to other forms of income generations). "Capacity (volunteer recruitment has decreased lately). Capability (the nature of voluntary organisations are changing, therefore staff need to be skilful at being flexible and adaptable)."

"money, volunteers and time to put them all together"

"Becoming more user led; Managing limited volunteers; Recruiting sufficient volunteers"

"too rapid growth, insufficient resources to meet the service users' needs"

Recommendations

Based on our findings throughout the survey, and also those of similar pieces of research and evidence, the following recommendations can be made. We anticipate that these form a solid basis for discussions at a countywide and a more localised level to ensure solutions are specific and meaningful.

Voice and influence

Collectively we need to amplify the voice of the VCSE Sector, especially from the micro and small groups and organisations; promoting the services in the Sector positively and the value the Sector brings to communities and stakeholders.

More effort still needs to be made with commissioners to better understand the VCSE Sector and its key pressures and challenges, utilising key skills and capacity from both sectors.

Managing change

It is important that the VCSE Sector is fully aware of future challenges and is able and prepared to make the right choices in order to not only survive but strive in uncertain conditions. This can only be done with proactive and consistent communication from all parties.

The VCSE Sector needs to be fully equipped to act on change positively. Warwickshire CAVA needs to continue with its high quality support and training opportunities to prepare the Sector's workforce for the inevitable continuing challenges ahead. Public sector partners need to also share their assets and knowledge with the Sector.

"the paid professionals get access to lots of training and development, why can't this be shared with our volunteers at low or no cost, especially when they're asking us to step in so often?"

Warwickshire CAVA needs to investigate opportunities for support and training on organisational structures. Even though only 7% of respondents stated they were considering changing structures (see page 7) there is significant evidence that organisations require greater clarity around risk management and the security of board members.

Feedback suggests that effective volunteer recruitment is one of the biggest challenges for organisations, particularly for smaller, local community groups, and especially recruiting the 'right' volunteers. As the volunteering infrastructure organisation for the county, Warwickshire CAVA needs to continue to ensure its resources and services are accessible for all the VCSE Sector and helps to break the 'glass ceiling' that some small groups feel exists between them and larger voluntary organisations.

Awareness and campaigning

Public perception of the VCSE Sector still needs to be increased and improved. Collectively we need to challenge negative perceptions of the sector and 'red tape', in order to increase charitable giving from individuals and increase the numbers of those volunteering. An example might be how the Community Action Network meetings (CANs) are utilised to 'crack' local 'big issues' collectively and positive story-sharing.

Similarly, the profile of the Sector and the opportunities for positive action around Corporate Social Responsibility (CSR) within the private sector needs to be highlighted. There is a great opportunity to work collectively to highlight those organisations who already give time and resource to the Sector, which will hopefully encourage others to follow in their footsteps; Employer Supported Volunteering (ESV) is often a strong initial link between the voluntary and other sectors. CSR and ESV could be discussed at upcoming Community Action Networks.

Partnerships and collaboration

Collectively we need to encourage and proactively look for opportunities for the VCSE Sector to work with each other and have regular opportunities to network. Warwickshire CAVA can support this through its Community Action Network meetings, but also by bringing together organisations more often on strategic opportunities and/or peer learning opportunities. The public sector can also support through sharing good practice and encouraging effective partnerships through its commissioning arrangements.

Funding and income diversification

The message was very clear that organisations are concerned about their income streams, and the need to diversify. However it was also clear that there are still many organisations that are not confident to access grant funding, especially from the Big Lottery. Warwickshire CAVA should look at improving the Sector's knowledge of and skills in applying, encouraging direct dialogue with funders as much as possible, for example through local 'meet the funder' events.

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If any part of our research, findings or recommendations do not reflect your particular experiences or needs, Warwickshire CAVA would be interested to hear from you.

www.wcava.org.uk/contact

Appendices

Appendix 1

Q4.4 Please describe your relationship/s (with the private sector) in more detail, how has it changed, why do you think this is?
we value the advice, support and networking we receive
we are seen as a more important cog in the system now
We are finally being listened to more. It has taken years.
Rejected repeatedly by public sector
less collaboration
The Public sector is going through a period of change which makes things more challenging
Very little feedback /response from Commissioners. Lack of time and little understanding of a partnership approach
Good ongoing relationship with national & local government, evolving as we become more established as a charity
We take an approach of being a partner with the local authority and this provides us with the opportunity to identify solutions and create new business models. The links we have mean that we remain close to the strategic intention of the LA and we need to be shaping and contributing to this. The difficulty is that many people in the LA change roles and resources are often limited.
Generally we feel that organisations are very happy to signpost people to us as they have nowhere else to send them and the need is great. We have never been offered any source of funding these people. The trend seems to be for more referrals from the public sector as their own services have either been cut or are overstretched.
Can our charity expand to accommodate all these extra clients without a massive increase in funding? Probably not.
lack of trust in the professionalism of charities. Not wishing to share information that is sensitive for example with the police wishing to retain their own standards and avoid standardising practices with those and others .
There is a better understanding of the different roles and strengths that each part can bring to improve collaboration and achieve better outcomes.

Relationships with Public health teams have improved due to increased number of projects working with people with mental ill health. Relationships with local councils and other Public sector bodies have improved due to an increased project presence in North Warwickshire and Princethorpe area
Fewer meeting attended now which is both positive and negative as fewer contacts
Tighter monitoring of services
Links with GP surgeries, police have been out to visit group discussing personal safety.
Higher turnover of Council staff, changes of personnel within key positions which has sometimes adversely impacted on the continuity and nature of the relationship.
Public sector are under the same financial constraints as ourselves, austerity reaches all levels and resources/finances have been cut.
Working with more community groups has improved business strategy and raising awareness.
Parish council is a good supporter of our work
We are becoming more recognised & building ties & relationships with other bodies & organisations
They are keener to promote us to their employees, and good references from them as to our work, and making us feel more valued as a voluntary partner
We have invested more time in these relationships - so they've improved.
Our professionalism and methods continually questioned due to the nature of our work and low links to statutory/borough services. Some progress is being made and we hope this will continue for the benefit of our service users
We are more involved now in discussions and decisions than we were a year ago, although we are still reliant to a large extent on income from this sector which we do not currently feel in control of
More understanding of our and our clients needs.
OPA participation in Warwickshire Older Peoples' Forum; Campaigns with NHS
We depend on Warwickshire County Council for Child Protection advice
Support patients and carers in NHS setting

Appendix 2

Q4.8 Please describe your relationship/s (with the private sector) in more detail, how has it changed, why do you think this is?
The profile of our hall has been raised and we try to encourage attendance at various events.
increased awareness of GD services
Less funding in the Mental Health area
We have contact with a number of large companies that support our work particularly at Christmas
An LGBT+ charity is not viewed in the same was as other, more family friendly charities. We would like to work more with the private sector.
We can work together to improve the clients and carers wellbeing
Greater contact with the managing director of a local supplier.
Valued and consulted privately in different parts of the UK
Slowly we are getting better known and with that interest is growing in what we do.
We have little time or resources to develop relationships
Some strong partnerships with the private sector, as contractors, partners and volunteers, with more initiatives every year
More contact as they are key providers of services
We have connected with more private sector to benefit both our fundraising activities and our projects around employment. This is about supporting employers to see the benefits of employing people with disabilities.
No significant contact at all.
private sector have been very interested and enthusiastic about the work we do . we have had a few generous supporters and we would like to expand on this .
I believe that CSR schemes are beneficial, however there is room for improvement, especially at building long term relationships with local voluntary organisations and be more ambitious in what can be achieved within that relationship.
Relationships with the private sector are mainly through corporate volunteering opportunities. New structures within WWT have allowed us to improve these relationships and establish better partnerships.
We are the charity of the year for the local Marks and Spencer branch and have had

a grant with National Grid
Worked with Home Instead Senior Care - have provided training and support through their community outreach work.
Large retailers provide the charity with surplus goods
We have corporate sponsors that contribute financially. Businesses are more cautious following Brexit.
Primarily fund raising, and recent initiatives such as the CAVA Speed volunteering has opened additional volunteer opportunities, and funding
Our contract was cut by 70% but our referrals have increased
Getting involved with local businesses through groups such as Shakespeare's England and local trade groups helps with sense of working together

Appendix 3

Q5.2 Have you experienced any barriers when working in partnership with other organisations / groups?
most sector organisations are small/part time. its a challenge getting part time groups together to cross work and share
Sometimes it's difficult for other organisations to fully understand the needs and challenges of the LGBT+ community. But overall, we have positive relationships with other organisations.
Balance of power/influence (partners often very small/local); agreeing terms of partnership; competing priorities; some residual suspicion of us as licensing authority
All have increased workload. Lack of social care services/budgets to support families with disabilities. Increased waiting times for services e.g CAMH'S
all chasing the same funding so sometimes becomes competitive
Issues can varies from different levels of expectations, lack of funding to continue partnership working, different delivery approaches, etc.
Competition for and a diminution of available funding has led to less productive partnership working as everyone is seemingly chasing the same pots of money. This can sometimes lead to a "silo effect" whereby organisations do not wish to share information about what they are doing or how they are doing it for fear of it impacting on funding opportunities.
Because we operate mostly online, we were not taken seriously. This is due to other organisations not seeing the value of social media. Over the last 12 months we are very slowly changing that perception.
Differing methods, unclear procedures causing problems, no partnership agreements The various service users from each group can disagree with groups working together, thinking that we are competitors, not recognising that our core goal (for example safety of vulnerable road users) is something we can all work on together and our collective voice will be stronger than our individual voice.

Appendix 4

Q7.1 What are the top 3 organisational challenges you think your organisation will face in the next five years?
reduced funding, increased numbers of clients, changing demands
attracting volunteers and maintaining income
keeping a volunteer team together and functional; achieving and measuring outcomes to maintain the contract; staying on top of media changes and keeping our finger on the pulse
Maintaining an old building, utility costs and keeping our volunteers on board to carry on the good work.
funding, streamlining to be more effective, flexibility
Public Funding, More Mental Health problems for Young people, Drugs issues
finance people (volunteers) property
Ensuring we have enough volunteers, ensuring we have enough trustees, ensuring we have enough money to continue.
continuing to attract volunteers; extending trustees with complementary skills; extending remit to include elderly who do not want to come to traditional ### offering
Size of room, costs, funding
Raising our profile; securing additional funding; recruiting replacement Trustees
Finding anyone to help, being further excluded in offering support, being part of a meaningful multi organisational network
Marketing; financial pressures
income generation
Succession - our managerial volunteers are getting long in the tooth and younger volunteers are very difficult to find.
Competitive tendering, reduced resources, maintaining relevant services for clients e.g. face to face
Raising awareness/profile with the wider public; raising the skills of our staff and volunteers; adapting to demographic changes
Increasing the funding support from Charitable Trusts; Increased workload due to the number of referrals being made; Targeting support to those most in need whilst maintaining universal services for all young carers

Attracting Support Workers to the Care Sector, Moving our reliance from state funding to alternative revenue sources, managing our pension deficits
1. Recruiting qualified counsellors. 2. Developing new Managers. 3. Finding affordable premises to rent for providing counselling.
Funding for care services; Maintaining the quality of services with limited resources; breaking the taboo which surrounds sexual abuse
Potential Loss of WDC/Orbit VCS contract
Financial sustainability (shift from grant receiving to other forms of income generations), Capacity (volunteer recruitment has decreased lately) and Capability (the nature of voluntary organisations are changing, therefore staff need to be skillful at being flexible and adaptable)
Sustaining income; Developing a relatively new Senior Management team; Managing increasing workloads without additional staffing
Funding, the effects of Brexit, growing inflation
Funding, resource versus demand, governance
Increased staffing costs, higher rents, Local Authority pressure to deliver more for less.
Funding, finding volunteers
Diversifying funding streams; demonstrating need for specialist advice which is at the core of what we do but is under threat from a lack of understanding at Local Authority funder level as to how we differ from generalist advice organisations; dealing with a general reduction in funding.
Trading subsidiaries, ability to recruit volunteers, growth
ageing team
Losing committee members, funding to keep the group going.
raising sufficient funds to stage our events
Funding, too rapid growth, insufficient resources to meet the service users' needs
Legal structure, Financing, Fund Raising to develop our sporting sections.
Volunteers, finding someone to carry on with our work, continuing to raise awareness.
Community involvement, more members, developing the site
Retaining committee and funding
Meeting increased demand; Communication; Using social media better to

communicate
money, volunteers and time to put them all together
Not enough capacity to take on new members. Continued funding. Finding & keeping volunteers.
Income, volunteer numbers
1. Increased age. 2. Too few volunteers. 3. Reduced income
Squeeze on funding; squeeze on incomes; effect of Brexit
Trustee skills and succession planning; Volunteer recruitment & retention; Fundraising new ideas
Conversion to CIO status, retention of staff, database and IT
lack of funding - wider cuts - increasing need and risks of service users
We hope to do quite a large building project and our main problem is finding funds and volunteers to help with the project
Ability of ageing volunteers to continue support. Meeting the needs of a hugely growing parish.
Funding for staff and building improvements
Being able to achieve our goals, such as protecting bridleways, keeping horse users safe and improving horse welfare will all be impacted by further austerity. As our priorities become lower and lower on council's list of priorities it will be much harder to support our membership and horses across the UK. We will also need to be involved in increased campaigning, the recent business rates hike directly and devastatingly impacted our sector with very little warning and there are likely to be more cases like this in the future.
Financial sustainability, improving access to our services and reaching more people
Funding / expanding / balancing growth with work pressure.
Fundraising, Lack of Volunteers, Lack of Members
Funding and Trustees
We depend on a steady stream of volunteers; We need specialist skills in theatre and the performing arts; We need a steady stream of managerial support
Becoming more user led; Managing limited volunteers; Recruiting sufficient volunteers