# Momentum (Norfolk)
Supporting you to work with young people

# CAN
Community Action Norfolk



# The Sector - Led Plan for Norfolk

August 2015

## Introduction

VCSE Engage is a partnership between Community Action Norfolk and Momentum (Norfolk). We were commissioned by Norfolk County Council to support the dialogue between the Council and the voluntary, community and social enterprise (VCSE) sector in the county. The Sector-Led Plan is the culmination of more than six months of research and engagement with the sector and will be the basis of our work going forward.

We believe it is important to understand the issues facing the VCSE sector in order to take effective action. Part One of this report therefore aims to provide a robust evidence base about the sector, the work that it does and the nature of the challenges and opportunities it currently faces. This is a resource that we intend to develop and update over time and keep freely available for the sector and for partners. Part Two sets out a plan of action which is ambitious, practical and realistic.

We are hugely grateful to all those who have taken the time to share their thoughts and experiences with us over the last six months. In this report we aim to reflect back faithfully what we have heard. Not everyone will agree with everything we say and some of it may make uncomfortable reading, including for ourselves. Our intention is that the spirit of this work is one of openness, honesty and collaboration and we will continue working with colleagues both within and outside the sector as we work to put these recommendations into practice.


Jonathan Clemo, Chief Executive, Community Action Norfolk
Cindee Crehan, Chief Executive, Momentum (Norfolk)

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# Executive Summary

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The Sector-Led Plan has been produced as part of the VCSE Engage programme. Norfolk County Council has invested in VCSE Engage to enhance the dialogue between the voluntary and community sector and the Council. The lead bodies for this programme are Community Action Norfolk and Momentum (Norfolk). The Voluntary Sector Forum (Children & Young People) forms part of the delivery for Momentum (Norfolk).

The Sector-Led Plan has been produced with the following goals in mind:

• To support a better understanding of the VCSE sector by public sector partners and other key stakeholders.

• To enable those individuals with representative roles within the sector to draw on this evidence in their work; this will help to ensure their work is both more representative and better evidence led.

• To help the sector work more closely together on areas of mutual interest to address key challenges facing organisations and the communities they support.

## About the plan

Over the last six months we have held eight workshops, sixty-eight one to one interviews and received nearly three hundred survey responses. This has been combined with analysis of the Charity Commission database and other sources to produce the Sector-Led Plan. The second part sets out an action plan which uses the evidence to identify priorities and action that achieves real outcomes.

The report is divided into two parts. The first part is the evidence base. This is an evolving resource which we will develop and update over time, keeping it freely available as a resource for the sector and other partners.

Core to the understanding from the evidence is that the challenges we are facing as a sector and as a county must be tackled together. Our hope is that the actions we have put forward become truly owned by the sector and other partners and we are able to take them forward together for the benefit of the people and communities of Norfolk.

**The Evidence**

**The sector is significant**

Norfolk has 3,387 registered charities, 77 Industrial and Provident Societies and 92 Community Interest Companies based within the county. This excludes the myriad unregistered charities and community associations which, although small, collectively deliver a huge value to our county. Estimates suggest there may be over 10,000 such organisations in Norfolk.

The sector is significant also in the resources at its disposal. Registered charities located in Norfolk turn over £826 million a year. Our estimates suggest the sector in Norfolk employs at least 7,000 full time equivalent staff and has 77,000 volunteers.

Half the sector says they receive no public sector funding and that on average 11% of income comes from outside Norfolk. The sector is therefore a significant independent investor in our county.

**The sector is diverse**

It performs many roles from the smallest community organisation, to significant commissioned providers, key campaigning organisations and those organisations that generate and use their own funds to commission. Over half regard their services as targeting the general public, with older people and younger people being the largest specific beneficiary groups. 42% identify themselves as working in their parish, neighbourhood or local community. Less than 1% of all registered charities account for 50% of the registered charities' income, while 75% of charities turn over less than £25,000 a year.

There have also been significant differences in the way different organisations have been impacted over recent years. Since 2004, organisations over £1million in annual turnover have seen their income treble while those under £100,000 have seen a 30% fall in income.

Alongside this the sector should be considered and consider itself a vibrant part of the county's small and medium-sized enterprise (SME) sector: it is an employer, innovator and value-creator within our economy. It also shares much in common with private sector SMEs when it comes to organisational development challenges and concerns.

**Support needs**

Many VCSE organisations report increasing demand for their services. In the wider context of local government spending cuts and a public sector having to reduce and redefine its offer, the VCSE has a greater role to play. With public and voluntary sectors both under pressure, working together – aligning investment, avoiding duplication, identifying and working to fill any gaps – is ever more important to make the most of the money available.

Organisational development support remains the biggest priority from infrastructure organisations. Key challenges exist around income, business strategy, information and communication and workforce and volunteer development. A strong focus is also placed on cultivating relationships of mutual respect with public sector partners. Many feel valued by the public sector but not understood. A key goal is to build relationships that allow genuine collaboration in developing solutions to overcome the challenges we face.

**The Plan**

Based on the evidence we have set out some shared ambitions for the whole of the VCSE sector focusing on four priority areas.

### Money

a.  Developing a supply chain management model for the local sector to open up contracting opportunities

b.  Exploring proposals for a shared fundraising mechanism to collectively invest in fundraising and increase the resilience of the local sector

c.  Developing understanding of different business models to promote the sustainability of the sector

### Information

a.  Providing an open information hub for and about the sector to ensure VCSE organisations, public sector partners and the public are aware of current issues

b.  Helping organisations to better promote themselves so that people and partners can reach them

c.  Building relationships within the sector to support increased collaboration and partnership

d.  Ensuring a clear mandate for those representing the sector to help the sector speak with a clear voice

### People

a.  Encouraging collaboration and promoting quality in training to get better value across the sector

b.  Understanding the workforce needs of the sector to plan for the future

c.  Promoting volunteering in Norfolk to build capacity in the local sector

### Partnerships

a.  Advocating co-production and early engagement to be a part of solutions right from the outset

b.  Facilitating engagement with commissioners to build relationships and promote best practice in commissioning

c.  Supporting a consistent focus on prevention to ensure better outcomes for people in Norfolk

d.  Working with partners to make the collective case for Norfolk to promote investment in the county

We have also suggested some recommendations for organisations looking to work with the VCSE sector:

1.    **Be SME (small and medium-sized enterprise) friendly**

2.    **Tailor your approach**

3.    **Explain how input has been used**

4.    **Cultivate strong relationships based on mutual respect**

5.    **Be realistic about volunteers**

6.    **Champion the local sector**

7.    **Support community solutions**

8.    **Offer consistency and transparency in funding**

9.    **Use consistent, outcome-based evaluation frameworks**

# Part One: The Evidence

## Defining the VCSE sector

One of the key pieces of feedback from the VCSE Engage survey was that VCSE organisations feel valued by public sector partners but poorly understood. We have therefore taken some space below to discuss the nature of the VCSE sector. A fuller discussion of different labels and definitions will be made available on the Community Action Norfolk website.

> **Talking about the 'third sector' is convenient, but it's intellectually lazy.**
> *- Max Marriner, the Norfolk & Norwich Association for the Blind (since retired)*

There is no legal definition in the UK of the VCSE sector (also frequently referred to as the third sector, not-for-profit sector or civil society); nor is there a definition in common usage. The sector is hugely diverse. Motivation, delivery model and legal structure are distinct: any given organisation will have all three, but the combinations can be different and are important to the nature of the organisation. Organisations may be run entirely by volunteers, entirely by salaried professionals, or frequently by some combination of the two. Their turnover can range from next to nothing to millions of pounds each year; they may be delivering multi-million pound contracts for the public sector or they may have nothing to do with the public sector from one year to the next. They may have any one of a number of different legal statuses. It is also a changing environment: while many organisations will fall into a middle ground of being 'traditionally sector' the grey areas at the edges are increasing.

The United Nations terminology in the System of National Accounts defines non-profits as based on five linked characteristics. [1,2]

- Organised, i.e., institutionalised to some extent.

- Private, i.e., institutionally separate from government.

- Self-governing, i.e., equipped to control their own activities.

- Non-profit-distributing, i.e., not returning profits generated to their owners or directors

- Voluntary, i.e., involving some meaningful degree of voluntary participation.

This can be problematic when it comes to social enterprise models that can look for personal gain alongside a social purpose. For many people, public benefit motivation is the defining characteristic of the sector. In this report we tend to refer to the VCSE sector, while recognising that 'the sector' is by no means homogeneous.

> **The sector is a big, raggedy, dishevelled, amorphous beast and that is one of its great strengths"**
> *– Brian Horner, Voluntary Norfolk (since retired)*

At Community Action Norfolk we find it helpful to think about the sector in terms of '**four Cs**'. Some organisations may fall in to more than one category.

## Community:

Community organisations are small and are usually run and led by volunteers. They often do not want to engage in policy and strategy which they may feel is not relevant to them, although it can affect their wider delivery. Collectively, community organisations provide a significant range and scale of services and form the backbone of community grassroots activities. They often have no desire to grow or develop into commissioned organisations.

## Commissioned:

Commissioned organisations primarily deliver services with funding from the public sector. They tend to be staff-led on a day to day basis, although their delivery models may make heavy use of volunteers. They tend to have more formal systems and structures in place and a greater interest in engaging on policy and strategy issues.

## Commissioning:

Larger-scale commissioning organisations tend to be staff-led but smaller ones may still be entirely volunteer-based. Commissioning organisations generate income from assets, trading or fundraising and then, with that income, commission delivery around a particular social goal. This may include commissioning themselves to deliver services. Commissioning organisations may engage in wider policy and strategy work but some will focus on 'doing their own thing' as their income-generating nature does not force them to engage.

## Campaigning:

Larger-scale campaigning organisations tend to be staff-led, albeit with strong member engagement, while smaller ones may be entirely volunteer-based. Their focus is on bringing about social change in a particular area through raising awareness and engaging in policy, service and strategy development. Different organisations strike a different balance between strategic engagement with stakeholders in their field and public activism. There is often an overlap between commissioned and campaigning organisations where they have been involved in developing a service in response to the issues they perceive. This can create perceptions of a conflict of interest around strategic engagement and transparency in the commissioning process.

> **It's the best job I've had in my life, I can honestly say that. I really love it, and I really feel we make a difference to people's lives, and to public green spaces in Norwich."**
>
> *– Debbie Murray, The Conservation Volunteers*

## The shape and scale of the sector

*The size of the sector – numbers*

2,848 registered charities operate and are based in Norfolk, with many more unregistered charities, community groups and social enterprises

Debate over definition and the informal nature of many groups means it can be difficult to give an accurate picture of the size of Norfolk's VCSE sector. Perhaps the simplest way to do so is to look at the number of registered charities, of which there are currently around 3,000 in Norfolk. The numbers vary depending on how you define 'in Norfolk':

| Criteria | Number |
|---|---|
| Based in Norfolk (charity's registered address has a Norfolk postcode) | 3,387 |
| Operate in Norfolk (charity selected Norfolk as an area of operation in Charity Commission return) | 3,595 |
| Operate and based in Norfolk (charity meets both of the criteria above – 'double-lock') | 2,848 |

This figure excludes unregistered charities, most models of social enterprise and informal community organisations, meaning that what we think of as the sector is actually likely to be much larger.

The other main registered legal structures within the sector are Society legal forms and Community Interest Companies. Industrial and Provident Societies and other similar Societies were very important in the early development of many socially motivated organisations, particularly those offering mutual-based financial products prior to more generally available banking. A total of 87 'societies' have their registered address within Norfolk, 77 of which are Industrial and Provident Societies. Registration for these types of legal structures has declined in recent years as newer legal forms such as Community Interest Companies (CIC's) offer more flexible alternatives.

CIC's were established under the Companies Act 2004 as a legal structure designed specifically for social enterprises. They allow directors to be paid and the option of limited share dividends, but a social benefit must be defined and assets are locked to being used for social benefit. CIC's do not have the tax benefits of charities but they tend to have more access to grants and other funding than private limited companies, and their legal structure offers a clear signal of the organisation's social intent. There are 92 Community Interest Companies with their registered address in Norfolk, three quarters of which have have been incorporated since 2011. Their recent growth can be attributed both to their relative newness as a structure as well as the increased interest in social enterprise models.

This brings us to a total of 3,027 known registered VCSE organisations. What this figure still misses out, however is what are often referred to as 'under the radar' groups. These unregistered charities, community associations and social groups tend to have small incomes, and are structured through constitutions or loose rules. They are also important as many are very resilient, based entirely on volunteers and their own funds and are a key aspect in developing and sustaining the informal social support network seen as critical in assisting with long-term prevention. Most people will easily be able to identify examples within their own community but their unregistered nature makes it hard to quantify them. A range of studies have tried to provide estimates of their number, to avoid a 'flat earth' view of the voluntary sector which overlooks the huge amount of value these organisations collectively deliver.[3]

In their 2001 study 'Low Flying Heroes', the New Economics Foundation compared findings from a number of studies and found great variation in the results produced, from three groups per thousand people to over twenty.[4] In 2010 the Northern Rock Foundation's Third Sector Trends Study published a report drawing on data from 46 local authority areas. It identified an average estimate of the below the radar population as 3.66 organisations per 1000 population, although once again they saw wide variation.[5] Based on this study we have produced estimates using the average 3.66 below the radar groups per 1,000 population average, 7.5 per 1,000 a higher cluster observed in some local authorities and 12 the upper limit identified.

| Norfolk population mid-2013 estimate of 870,100 | Below the radar groups | Known registered VCSE organisations | Total sector size |
|---|---|---|---|
| Low- 3.66 per 1,000 | 3,185 | 3,027 | 6,212 |
| Medium - 7.5 per 1,000 | 6,526 | 3,027 | 9,553 |
| High- 12 per 1,000 | 10,411 | 3,027 | 13,438 |

While these estimates have to be treated with caution it shows both the significance of this group of 'under the radar' organisations and the potential size of the sector at over 10,000 organisations.
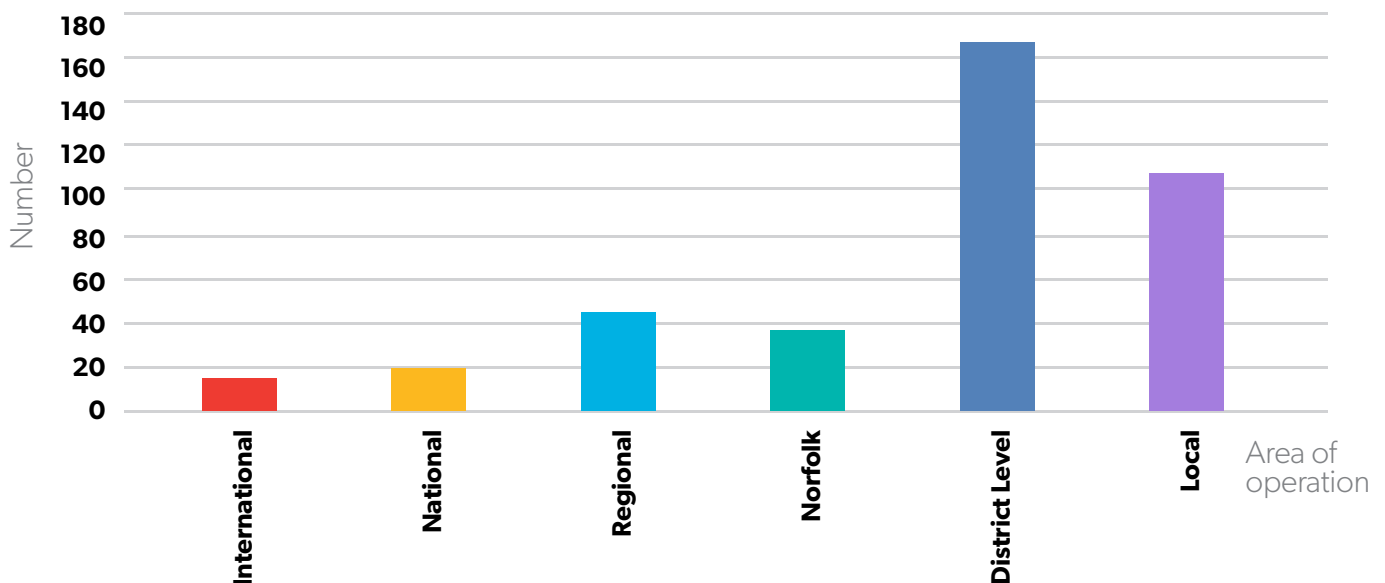
*The size of the sector – reach*

*33% of survey respondents work only in their parish, neighbourhood or local community*

The following table shows where in the county the registered charities are based (note this is the location of their registered office rather than their area of operation).

| District | Total income | Number of registered charities |
|---|---|---|
| Breckland | £20,809,228 | 515 |
| Broadland | £20,615,367 | 401 |
| Great Yarmouth | £14,463,973 | 161 |
| King's Lynn and West Norfolk | £15,484,126 | 439 |
| North Norfolk | £60,879,243 | 480 |
| Norwich | £139,909,655 | 323 |
| South Norfolk | £111,717,228 | 529 |
| **Total** | **£383,878,820** | **2848** |

We asked the respondents to our survey to tell us where their organisation works. The responses were fairly evenly spread across the different districts, with many working county-wide. One third work only in their parish, neighbourhood or local community. Just over 40% work in their local parish, neighbourhood or community as well as further afield, and 65% work in their local district.

**Area of operation of VCSE Engage survey respondents**



These figures broadly correspond to those of the National Survey of Charities and Social Enterprises carried out in 2010. While many work county-wide, or indeed at regional, national and international level, most organisations are operating at a relatively local scale.

*The shape of the sector – what it does*

Having looked at the size and scale of the voluntary sector in Norfolk, let us turn now to what it does. Charity Commission information gives the following picture:

| Double lock definition (located and area of benefit) | | | | |
|---|---|---|---|---|
| Area of activity | Number | Total income | Percentage of charities | Percentage of income |
| Children/Young People | 1554 | £158,911,774 | 55% | 41% |
| The General Public/Mankind | 1313 | £211,070,018 | 46% | 55% |
| Education/Training | 1228 | £296,650,469 | 43% | 77% |
| Provides Buildings/Facilities/Open Space | 1062 | £178,565,845 | 37% | 47% |
| Elderly/Old People | 1012 | £95,874,539 | 36% | 25% |
| General Charitable Purposes | 915 | £36,131,686 | 32% | 9% |
| Provides Services | 715 | £203,962,036 | 25% | 53% |
| People with Disabilities | 710 | £98,524,778 | 25% | 26% |
| Makes Grants to Organisations | 693 | £22,322,085 | 23% | 17% |
| Amateur Sport | 690 | £53,391,521 | 24% | 14% |
| Makes Grants to Individuals | 657 | £22,322,085 | 23% | 6% |
| Provides Human Resources | 511 | £104,599,519 | 18% | 27% |
| Other Charities or Voluntary Bodies | 508 | £88,372,313 | 18% | 23% |
| Other Defined Groups | 461 | £92,957,304 | 16% | 24% |
| The Prevention or Relief of Poverty | 453 | £49,835,399 | 16% | 13% |
| Arts/Culture/Heritage/Science | 447 | £34,301,341 | 16% | 9% |
| Environment/Conservation/Heritage | 397 | £67,835,759 | 14% | 18% |
| Religious Activities | 361 | £36,397,656 | 13% | 9% |
| Other Charitable Activities | 339 | £27,228,671 | 12% | 7% |
| Economic/Community Development/Employment | 292 | £71,264,685 | 10% | 19% |
| Provides Advocacy/Advice/Information | 290 | £114,238,375 | 10% | 30% |
| The Advancement of Health or Saving of Lives | 282 | £56,584,615 | 10% | 15% |
| Disability | 281 | £56,465,590 | 10% | 15% |
| Recreation | 180 | £10,939,375 | 6% | 3% |
| Acts as an Umbrella or Resource Body | 177 | £79,728,317 | 6% | 21% |
| Other Charitable Purposes | 137 | £9,832,520 | 5% | 3% |
| Provides Other Finance | 117 | £3,345,384 | 4% | 1% |
| Accommodation/Housing | 105 | £68,049,183 | 4% | 18% |
| People of A Particular Ethnic or Racial Origin | 85 | £7,813,980 | 3% | 2% |
| Overseas Aid/Famine Relief | 61 | £1,460,184 | 2% | 0% |
| Sponsors or Undertakes Research | 57 | £67,425,897 | 2% | 18% |
| Animals | 47 | £13,938,608 | 2% | 4% |
| Human Rights/Religious or Racial Harmony/Equality or Diversity | 12 | £1,687,408 | 0% | 0% |
| Armed Forces/Emergency Service Efficiency | 9 | £179,535 | 0% | 0% |

The VCSE Engage survey also asked respondents to identify their organisation's main beneficiaries. The categories listed were slightly different to those above meaning that certain groups – carers, for example, or people with mental health needs – could be identified. Overall, the results were broadly similar to the Charity Commission data with over half regarding their work as targeting the general public, although older people feature relatively higher in these results. The results are shown in full below to add more detail to the Charity Commission information above.

| Beneficiaries | Response percent | Response count |
|---|---|---|
| The general public | 54.5% | 140 |
| Older people | 15.2% | 39 |
| Children and young people (6-25 years) | 14.8% | 38 |
| Children under 5 | 12.5% | 32 |
| Parents/families | 12.5% | 32 |
| Other charities, social enterprises and/ or voluntary organisations | 10.5% | 27 |
| People with physical disabilities and/or special needs | 9.7% | 25 |
| Young people aged 11-18 years | 9.3% | 24 |
| Volunteers | 7.0% | 18 |
| People with learning difficulties | 6.6% | 17 |
| Children aged 6-10 years | 6.2% | 16 |
| Women | 5.8% | 15 |
| People who are socially excluded/vulnerable | 5.4% | 14 |
| People on low income or with a particular financial need | 5.1% | 13 |
| People with mental health needs | 4.7% | 12 |
| Young people aged 19-24 years | 3.9% | 10 |
| People with particular physical health needs | 3.9% | 10 |
| Carers | 3.5% | 9 |
| Men | 3.1% | 8 |
| People who are unemployed | 3.1% | 8 |
| People with long-term/chronic illness | 2.7% | 7 |
| Homeless people | 2.7% | 7 |
| Tenants and residents | 2.7% | 7 |
| Faith groups/communities | 2.3% | 6 |
| Veterans/people in the armed forces | 1.9% | 5 |
| People from Black and Minority Ethnic communities | 1.6% | 4 |
| People in the developing world | 1.6% | 4 |
| People with addiction/substance misuse problems | 1.2% | 3 |
| Asylum seekers/refugees | 0.8% | 2 |
| Survivors of abuse (including domestic violence and sexual abuse) | 0.8% | 2 |
| Employed people | 0.4% | 1 |
| Lesbian, gay, bisexual and/or transgender people | 0.4% | 1 |
| Offenders, ex-offenders and their familiest | 0.4% | 1 |

Our survey also asked about the nature of organisations' activities. The answers were as follows:

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Volunteering | 31.3% | 78 |
| Advice/information | 30.9% | 77 |
| Social and community activities (eg luncheon clubs) | 30.1% | 75 |
| Positive activities for young people | 27.7% | 69 |
| Sports and leisure | 24.5% | 61 |
| Buildings/facilities/open space | 22.9% | 57 |
| Community development | 19.3% | 48 |
| Education/childcare (including pre-/after-school) | 18.9% | 47 |
| Training/life skills | 18.5% | 46 |
| Befriending | 16.9% | 42 |
| Support for voluntary and community groups, charities and/or social enterprises | 16.1% | 40 |
| Arts/culture | 14.1% | 35 |
| Family services | 12.4% | 31 |
| Counselling/therapy | 12.0% | 30 |
| Mentoring/peer support | 12.0% | 30 |
| Equality/diversity/community relations | 11.2% | 28 |
| Health services or health promotion | 10.8% | 27 |
| Campaigning | 10.0% | 25 |
| Funding and grants to individuals | 10.0% | 25 |
| Environmental/conservation work | 9.2% | 23 |
| Heritage | 8.8% | 22 |
| Faith-based/religious activity | 8.0% | 20 |
| Funding and grants to organisations | 7.2% | 18 |
| Accommodation/housing | 6.8% | 17 |
| Recycling | 6.8% | 17 |
| Transport | 6.8% | 17 |
| Telephone helpline | 6.0% | 15 |
| Research | 5.6% | 14 |
| Day care services | 5.2% | 13 |
| Individual advocacy | 5.2% | 13 |
| Social and community care services | 5.2% | 13 |
| Sexual health | 3.6% | 9 |
| Economic development/employment | 3.2% | 8 |
| Crime prevention/community safety | 2.4% | 6 |
| Information and Communication Technology (ICT) | 2.4% | 6 |
| Substance misuse and addiction services | 2.4% | 6 |
| Mediation | 2.0% | 5 |
| Business support | 1.6% | 4 |
| Financial services | 1.6% | 4 |
| International development/overseas aid | 1.2% | 3 |
| Regeneration | 1.2% | 3 |
| Translating and interpreting | 0.8% | 2 |
| Animal welfare | 0.4% | 1 |
| Other | 19.3% | 48 |

These results give an indication of the sheer range of work undertaken by the VCSE sector in Norfolk.

## The size of the sector – income

*£383,878,820 total income of registered charities both operating and based in Norfolk*
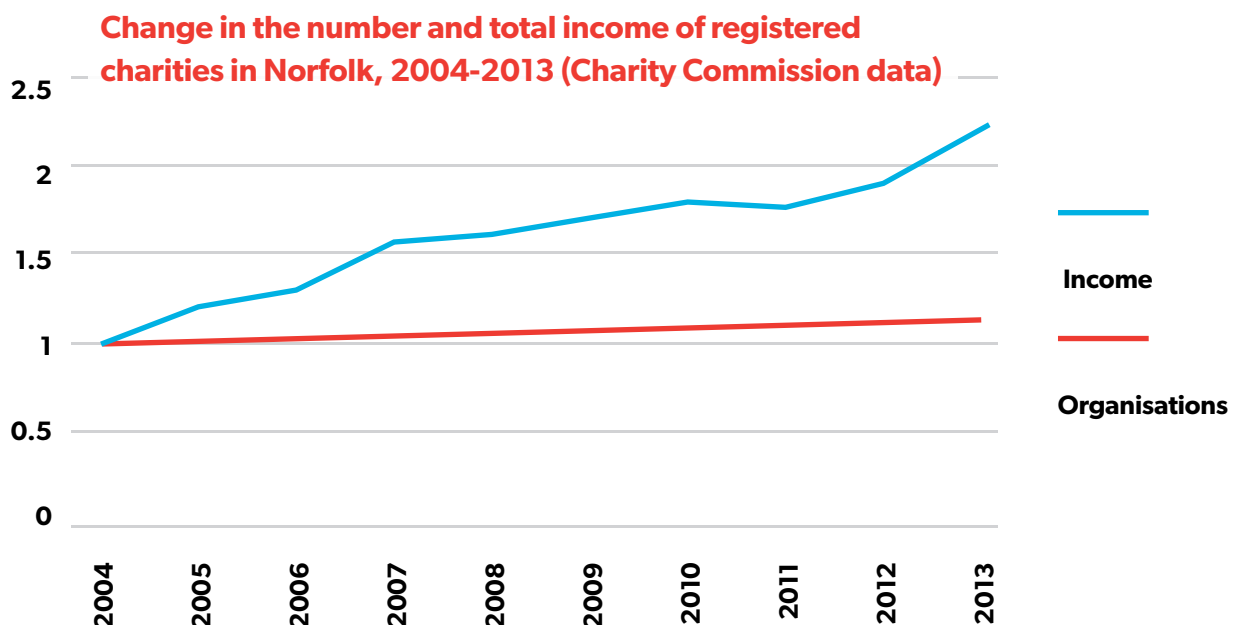
We have used a method developed by NCVO with the Office for National Statistics to estimate the contribution of Norfolk's VCSE sector to the local economy.[6] We estimate that the Norfolk VCSE sector's gross value added is £75 million annually, based on 2013 figures – equivalent to 0.5% of Norfolk's GVA overall.[7] This is slightly lower than the NCVO estimate of the VCSE contribution nationally, which is 0.7% of UK GVA for 2012/13.[8] Both estimates exclude the value of volunteering to the economy.

*Less than 1% of charities account for 50% of the total income of Norfolk's voluntary sector*
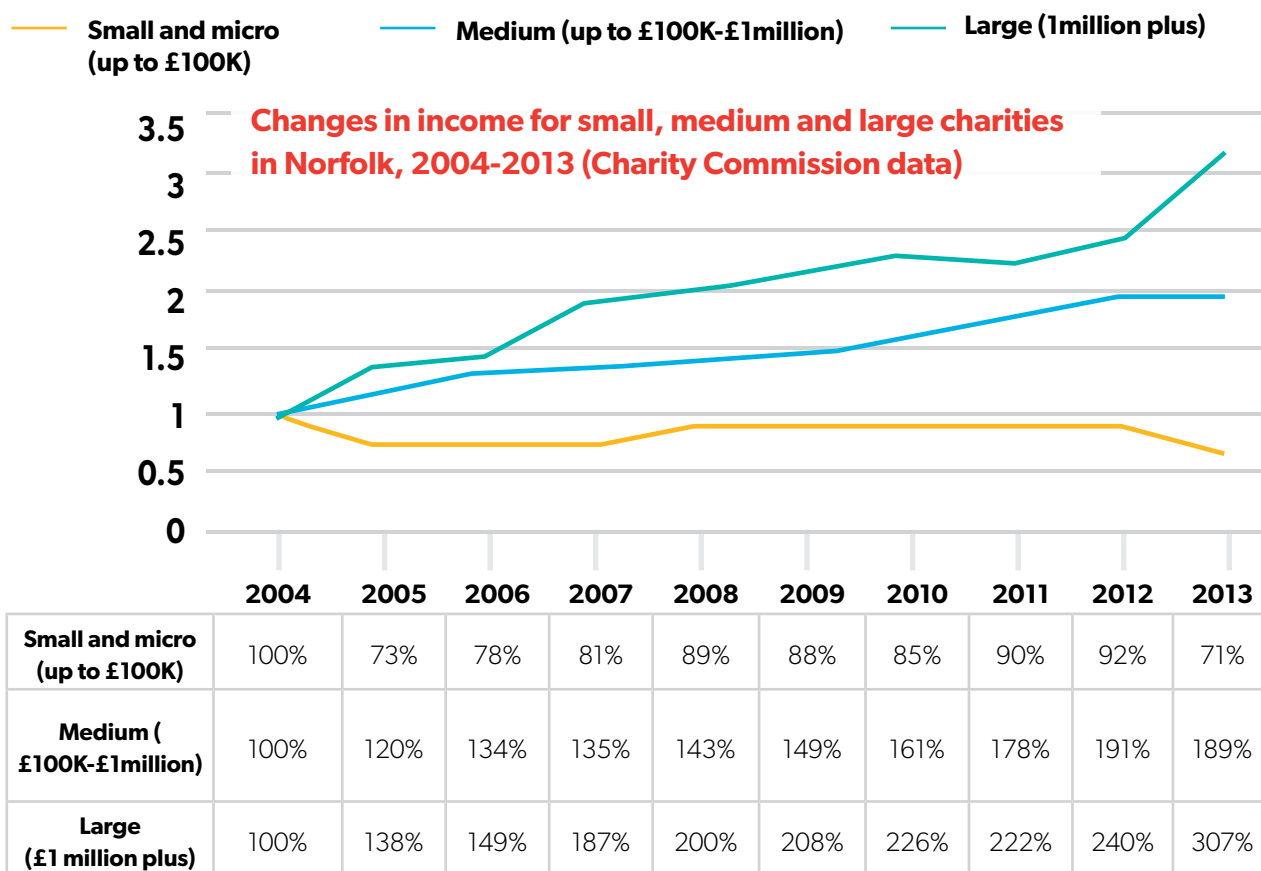
The total income of registered charities both operating and based in Norfolk was £383,878,820 (last registered figures). However, that headline hides a great variety. Among registered charities operating and based in Norfolk, those with an income of under £25,000 make up 75% of the total number of organisations, but only 3% of the sector's total income. Charities with an income of more than £10m are less than 1% of the total number of organisations but account for half of total income. This reinforces the point that when we talk about 'the sector' we are actually talking about organisations that can look dramatically different.

| Double Lock | | Income | % Income | Number of organisations | % Organisations |
|---|---|---|---|---|---|
| Small and Micro | £0-25,000 | £12,324,584 | 3% | 2,131 | 74.8% |
| Medium | £25,001 - £100,000 | £21,467,531 | 6% | 422 | 14.8% |
| Medium | 100,001-£500,000 | £46,678,377 | 12% | 223 | 7.8% |
| Medium | £500,001-£1,000,000 | £19,667,606 | 5% | 27 | 0.9% |
| Large | 1,000,001-£10,000,000 | £91,172,766 | 24% | 37 | 1.3% |
| Major | £10,000,001+ | £192,567,956 | 50% | 8 | 0.3% |
| Total | | £383,878,820 | 100% | 2848 | 100.0% |

Overall, the number of organisations in the local VCSE sector and their total income have increased steadily over the past ten years even during the recession, as the table below shows.[9]

**Change in the number and total income of registered charities in Norfolk, 2004-2013 (Charity Commission data)**



Income

Organisations

However, this increase has not been evenly felt – different sized charities in Norfolk have fared dramatically differently over the last ten years. As the chart below shows, since 2004 small and mirco organisations (with an income up to £100,000) have seen their total income drop by nearly 30%. Medium-sized organisations (£100,000 to £1m) have seen their income increase steadily, while the total income of charities over £1m has increased significantly, more than trebling between 2004 and 2013.



Changes in income for small, medium and large charities in Norfolk, 2004-2013 (Charity Commission data)

| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|---|---|
| Small and micro (up to £100K) | 100% | 73% | 78% | 81% | 89% | 88% | 85% | 90% | 92% | 71% |
| Medium (£100K-£1million) | 100% | 120% | 134% | 135% | 143% | 149% | 161% | 178% | 191% | 189% |
| Large (£1 million plus) | 100% | 138% | 149% | 187% | 200% | 208% | 226% | 222% | 240% | 307% |

There has been a similar trajectory in terms of the growth in numbers in each category, although the differences are less marked. The number of large charities grew by 250% over the same period, the number of medium-sized charities grew by 173% and the number of small and micro organisations by 111%. This makes the differences observed in income growth even more marked – even though the number of small and micro organisations increased slightly, their total income dropped.

*The size of the sector – staff*

*An estimated 7,250 FTE staff work in Norfolk's voluntary, community and social enterprise sector*

The term 'voluntary sector' can be misleading. While there may be a lingering perception in some quarters that charities are run entirely by volunteers in fact, as anyone working with or in the 'voluntary' sector will quickly realise, it relies on large numbers of highly qualified and deeply committed professional staff. Across the UK, the voluntary sector employs 821,000 people or 2.7% of the overall workforce.[10]
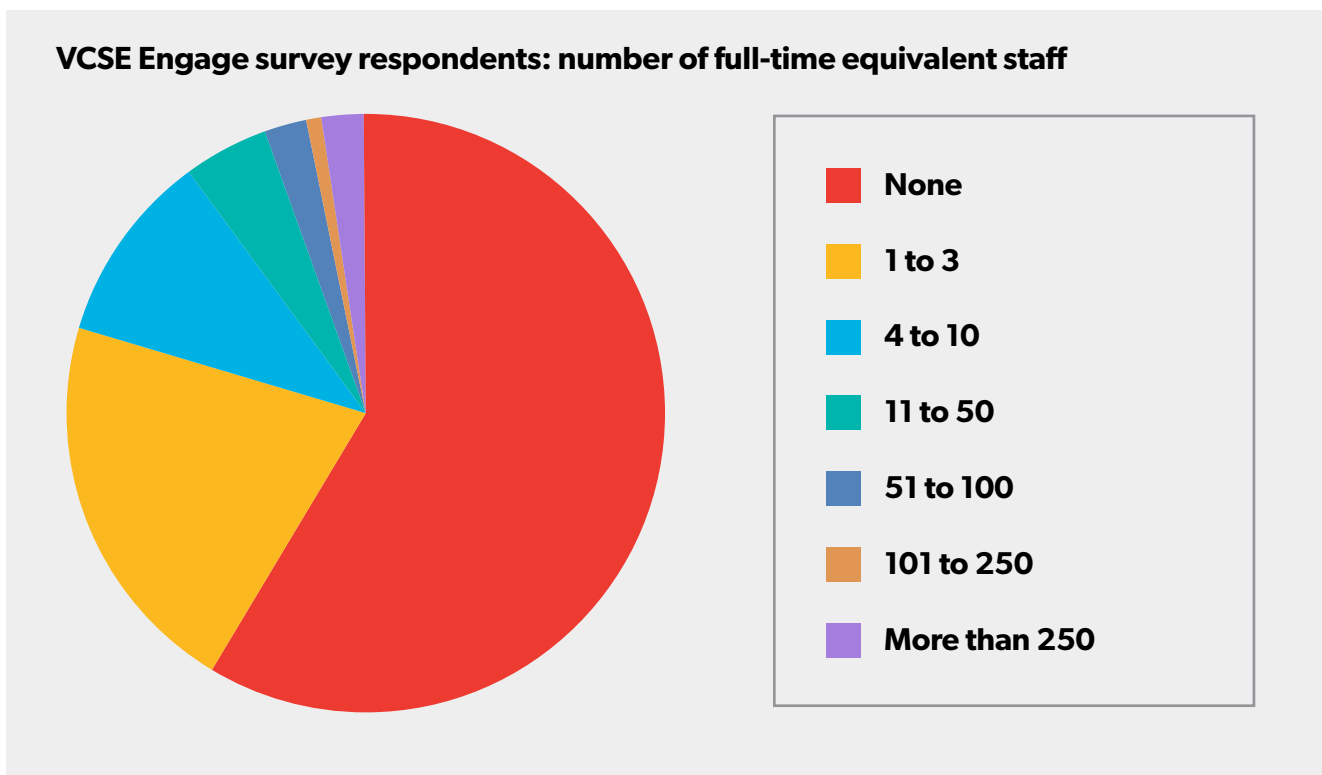
Registered charities turning over more than £500,000 a year submit volunteer and employee numbers as part of their annual reporting. The table below shows the total number of employees for 'double lock' charities which are located and operate in Norfolk.

| Year | Total number of employees – charities located and operating in Norfolk |
|------|------------------------------------------------------------------------|
| 2007 | 3,011 |
| 2008 | 3,285 |
| 2009 | 3,488 |
| 2010 | 3,350 |
| 2011 | 3,487 |
| 2012 | 3,834 |
| 2013 | 4,677 |

It is important to remember that this table only covers registered charities with a turnover of £500,000 or more. As only 2.5% of registered charities located and operating in Norfolk fall into this category, this does not give a full picture of the likely number of people working within the VCSE sector in Norfolk.

*59% of survey respondents had no paid members of staff*

Nearly 59% of groups responding to our survey had no paid staff, and a further 32% had less than 10 (full-time equivalent). At the other end of the spectrum, 6 respondents have more than 250.

**VCSE Engage survey respondents: number of full-time equivalent staff**



- **None**
- **1 to 3**
- **4 to 10**
- **11 to 50**
- **51 to 100**
- **101 to 250**
- **More than 250**

We have used the survey data to produce estimates for the number of employees according to the size of an organisation (measured by income). We have applied these estimates to the number of Norfolk charities registered with the Charity Commission within each category, based on the 'double lock' definition. This gives us an estimate of approximately 7,250 full-time equivalent staff working in the voluntary sector in Norfolk.
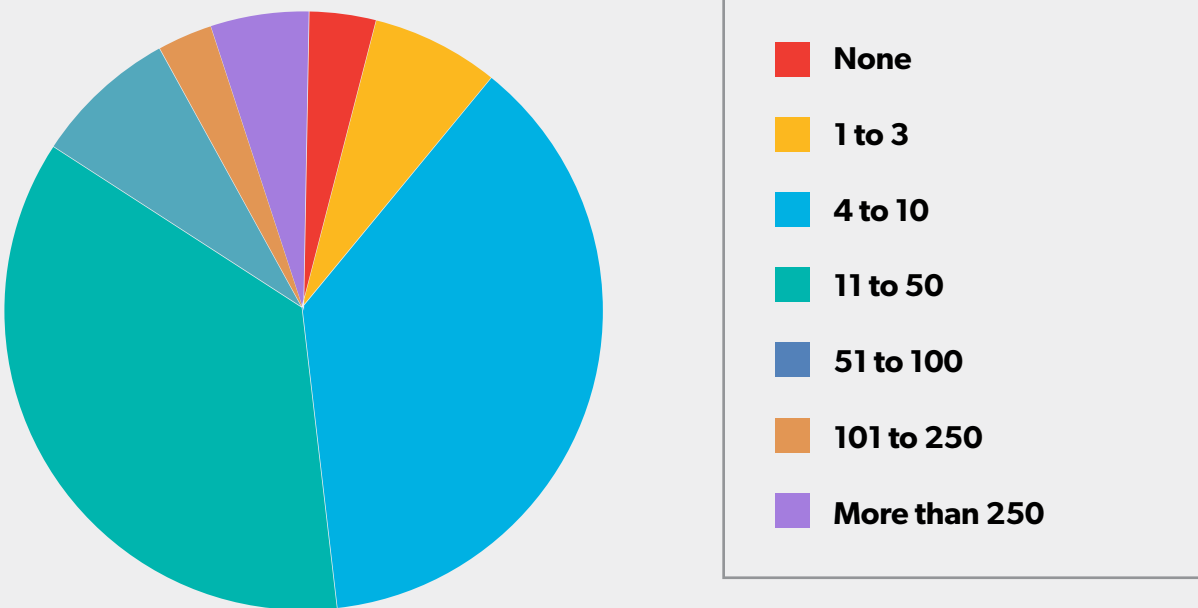
| Size of organisation | Average number of FTE employees per organisation according to VCSE Engage survey data | Total estimated number of FTE employees working in charities in Norfolk |
| --- | --- | --- |
| Micro £0-20K | 0.33 | 676   (2,048 organisations) |
| £20,00-£100K | 1.61 | 813   (505 organisations) |
| Medium £100K -500K | 4.86 | 1,084 (223 organisations) |
| £500K plus | 64.95  (from Charity Commission data) | 4,677 |
| **Total** | | **7,250** |

*The size of the sector – volunteers*

*An estimated 76,781 people volunteer with Norfolk's voluntary, community and social enterprise sector*

As well as the thousands of people employed in Norfolk's VCSE sector, many more give their time for free as volunteers. Across the UK 13.8 million people volunteered formally at least once a month in 2013/14.[11] 96% of respondents to our survey involve volunteers in their activity.

**VCSE Engage survey: number of volunteers**



- **None**
- **1 to 3**
- **4 to 10**
- **11 to 50**
- **51 to 100**
- **101 to 250**
- **More than 250**

The table below shows Charity Commission data about the number of people volunteering with registered charities whose income is over £500,000. Again, we have shown the figures for charities which are located and operate in the county.

| Year | Total number of volunteers – charities located and operating in Norfolk |
|------|-------------------------------------------------------------------------|
| 2007 | 2,241 |
| 2008 | 2,008 |
| 2009 | 1,768 |
| 2010 | 10,863 |
| 2011 | 2,160 |
| 2012 | 1,660 |
| 2013 | 6,373 |

There is quite dramatic variation from year to year due to a couple of one-off reports: the Norfolk County Guide Association who reported 8,013 volunteers in 2010 and the Union of UEA Students who recorded 1,800 volunteers in 2013. These have been shown in the tables above but removed from the modelling of estimates to provide more consistent results. We have used the same process as above to model the number of people volunteering with the VCSE in Norfolk.

This gives us an estimate of approximately 76,781 people volunteering with Norfolk's VCSE sector.

## Sector development

Above we have provided a snapshot of what the VCSE sector in Norfolk looks like: the range of organisations, the type of work they do, the number of people and sums of money involved in that work. What that information does not provide is a sense of the challenges that organisations in the sector are grappling with from day to day. Some of these key issues are set out below.

### Money

Funding was by far and away the main issue discussed at the workshops and there was barely a single interview in which it was not the first topic raised. The national Social Landscape report by the Charities Aid Foundation and ACEVO found that generating income and achieving financial stability is the most pressing challenge for charity chief executives.[12] Although the overall picture on funding is mixed, as noted above, and challenges around funding are felt in different ways by different groups, it is a key concern for the sector.

**You're just seeing the benefit of a project, and then the money gets pulled and programmes stop"** *– Sue Loades, GFS Platform*

Funding for voluntary sector organisations is often short-term, related to specific projects, with priorities largely determined by funders. While this can be invaluable for developing new ideas and piloting programmes it can also pose problems: projects coming to an end just as they are having an impact or becoming well-known among target groups. Often such funding does not make sufficient contribution to overhead costs, core functions and organisational development – all important factors to enable 'front-line' delivery. Organisations are left feeling that they have to "*reinvent the wheel*" to secure the funding that will ensure their own survival, despite the success of existing work.

**So often funding opportunities require you to do something different, what we really want is funding for what we already do"**
*– Ros Brown, Norfolk Community Law Service*

Regardless of whether funding is linked to specific projects, delivery of contracts or charitable income, the instability and uncertainty of future funding is an issue for many groups. Some have told us of not knowing until weeks before a contract is due to end whether it will be continued, and more than one group, at the time of our interview, was seeking funding to ensure they could keep staff on as projects came to an end. Such uncertainty clearly has serious knock-on effects for forward planning and service development, as well as staffing and morale. This uncertainty can be contagious – funding from one source can also have an impact on the decisions other funders make, compounding the uncertainty.

**2008 was not a storm, it was climate change. There is no going back. Charities cannot rely on statutory funding any more –we need to adapt."** *– Paul Martin, Matthew Project*

For commissioned organisations the funding challenge can mean that the value of contracts has stood still or reduced, while costs and demand may well have increased. Organisations are finding themselves having to make tough choices about cross-subsidy from other sources of income and the quality of the service they want to provide – *"must it be a gold standard, or are we ok with silver?"* as one participant put it. People have also experienced difficulties with the process, the level and timing of engagement with commissioners. Finally, a number of interviewees remarked that the Social Value Act was a tool for commissioners that did not seem to have been used so actively in Norfolk as it has in other parts of the country.

Commissioning is an option for some organisations, and some are reconsidering whether they wish to continue down that road. Others, dependent on this income for survival, may not have that choice. One senior member of staff who wished to remain anonymous told us, *"If I could get money from elsewhere I would, I would walk away from the commissioning process."*

Most of the VCSE sector is realistic about the financial challenge facing all public sector partners, and local government most of all. VCSE organisations do not want to rely on hand-outs for their continued existence. Groups do, however, expect to be fairly remunerated for the work that they do. Comments such as, *"we're a charity, but we're also a business,"* and *"we don't expect support because we are the voluntary sector, we want to earn it for the quality of the work we do,"* during interviews expressed a common theme.

With this in mind, many organisations are reviewing and refreshing their income strategy with a view to becoming more sustainable and less reliant on income from only one or two sources. The rise of social enterprise also reflects this approach: while often social enterprises will seek grant funding in the early stages of development, the aim is to become self-sustaining. Across the VCSE sector, different organisations are at different stages of this journey.

*63% of survey respondents said their organisation has become more enterprising in the past twelve months.*

Many of the organisations we spoke to were part-way through this transition. While many in the sector are already well on their way down this road, some may need additional support to make that change. For some, traditional business models are no longer working. There is often a tension between an organisation's fundamental social purpose, which is frequently the motivation for people joining the sector, and the practicality of ensuring a viable business model for what is, in many respects, an SME operating in a changed and changing environment.

**Recommendation:**
**VCSE Engage to work with partners to offer appropriate support for organisations in managing that tension and finding models that work for them.**

As a consequence of the search for funding from a wider range of sources, and perhaps also from increasingly demanding criteria from funders wanting to target their resources more effectively, organisations are finding that seeking and applying for funding is taking up more and more of their time. While larger organisations may have a dedicated fundraiser or bid-writer on the payroll, staff at smaller organisations are squeezing this essential work in around the edges. 42% of survey respondents had been put off applying for funding due to the time taken to fill in applications.

> **Fundraising is supposed to be a small part of my job, but it's taken over. It's not the reason I came into this job."**
> – *Natalie Spurdens, Home-Start Breckland & South Norfolk*

Some of the organisations we spoke to are recruiting a dedicated fundraiser as part of a refreshed business strategy. Nationally, between 2007/08 and 2013/14, £4.20 was raised for every £1 spent on fundraising activities. Small and micro organisations make back even more, raising £10.60 for every £1 spent[13] – so investment in fundraising is worth it.

For small and micro organisations, however, it can be difficult sparing the time or the money to do so. The Foundation for Social Improvement's (FSI) annual skills survey found that fundraising remained the most challenging vacancy for small charities to fill due to salary and lack of experience among candidates. 40% of charities with an income under £50,000, and 43% of those with an income between £51,000 and £250,000, said they need skills development in fundraising.[14]

**Recommendation:**
**VCSE Engage partners and colleagues in the sector to explore the possibility of a shared fundraising vehicle for smaller charities in Norfolk, with a strong emphasis on building local capacity and resilience.**

*50% of survey respondents said they would like to do more of their work in partnership with others*

One consequence of the issues covered above is that the funding environment feels increasingly competitive as more organisations compete for limited resources. Different interviewees had different perspectives on the extent to which this is a barrier to collaboration within the sector.

> **Competition is less of an issue than it was – it has got easier working with other organisations as reduced funds mean we have to pull together"** – *Dan Mobbs, Mancroft Advice Project*

> **If we all opened up a little bit, we would all gain a lot."**
> – *Eddie West-Burnham, West Norfolk Mind*

Many smaller or local organisations can feel excluded from opportunities due to the scale of the contracts involved: even if they operate at a sufficient scale to deliver the services, the financial risk may be too great for a charity to take on. Subcontracting can also pose its own problems – sharing sensitive information with a prime contractor who may be a competitor, for example, and the income may be significantly reduced even though the related admin can still take up valuable time.

**Recommendation:**
**Develop a joint delivery mechanism within the VCSE sector to open up opportunities to a wider group of local organisations and focus on contract and subcontract management, leaving delivery to the experts.**

Local organisations can have a greater reach into the community, expertise based on continued experience in the local context, a closer connection to the end users of services, existing relationships with other organisations in the area and a commitment to it which means they do not disinvest when contracts come to an end or commissioning priorities change. Rather than applying a blanket approach, they may be able more easily to tailor their work to the specific needs and strengths of local communities. Using local providers can also mean that a greater proportion of the original investment remains in the local economy.

With competition on price, many local providers feel they are losing out to major national charities who can absorb overhead costs into centralised admin structures. The overheads as a proportion of operating costs allowed in the commissioning process can be a problem for small organisations compared with larger ones.

In an online survey carried out by YouGov for Locality, 72% of the general public agree that public services should be run and delivered by locally-based organisations.[15] Of course, it is the quality of a service and the value of that service which are the essential factors, not who provides it or where their head office is located. The point to note is that local organisations face particular challenges – relating to scale of contracts, and overhead costs – which can make it harder for them to access opportunities which, on paper at least, are open to all.

The local VCSE brings additional funding in to the county: an average of 11% of local VCSE income is identified as coming from outside Norfolk, according to our survey. This is estimated to be in the region of £57 million additional investment coming in to Norfolk each year. If as a county we want a vibrant, diverse voluntary and community sector – and that is a choice, not something we should assume – we need to ensure we support it and are alert to the invisible barriers it can face.

**Recommendation:**
**Partners should support the sustainability of the local sector and the social value it provides through policy, strategy and commissioning, for example by making greater use of social value criteria in commissioning frameworks.**

**People**

*36% of survey respondents said they are unable to recruit sufficient appropriately qualified volunteers*

In the face of austerity, national and local government are increasingly looking to volunteers and voluntary organisations to step in, for example in running libraries or providing low-level support to people in their own home. There is a willingness among much of the VCSE sector in Norfolk to play its part. There is also, however, a degree of frustration: *"volunteers are not free"* was a frequent refrain during workshops and interviews. Challenges around recruiting volunteers and trustees, or training and supporting them once recruited, were one of the top issues raised at workshops.

**For every ten phone calls, I probably only get one volunteer; probably the same with emails, for every ten I receive, only one comes through the door"**
*– Debbie Murray, The Conservation Volunteers*

More than a third of survey respondents said they are not able to recruit enough volunteers and nearly as many are struggling to recruit trustees or governing committee members. Nearly a quarter of respondents said their organisation did not have the capacity and resource to provide effective management, support and development for volunteers. Despite this, retention is good with nearly three-quarters saying they manage to keep volunteers once they are involved.

In 2008 the Department for Communities and Local Government commissioned the Place Survey to gather information about people's perceptions of their local area and the services they receive. Among the questions asked of residents in each area was whether they had given unpaid help at least once per month over the last twelve months. 26% of respondents in Norfolk had – higher than the national average of 22%, but some way off the high of 32% in Cornwall.[16]

Through the VCSE Engage survey we tested support for suggested ways to tackle some of the challenges groups have around recruiting and supporting their volunteers. The idea of a shared recruitment campaign to attract volunteers was supported by 88 organisations, 44% of respondents. While it prompted an enthusiastic, *"Yes please!"* from one respondent, another noted that, *"word of mouth and personal relationships are the most effective in attracting volunteers"*. The impression gained from interviews we held was that those organisations with a very specific offer  for volunteers, particularly volunteers who either have or are seeking to gain relevant professional experience tended to fare well.

**Recommendation:**
**Sector organisations to work with partners to increase rates of volunteering in Norfolk.**

It is not only the recruitment and retention of volunteers which VCSE organisations must pay attention to; staffing is also important. 17% of survey respondents reported difficulty recruiting staff. The impact of short-term, uncertain funding on staff retention and morale has already been noted. Nationally, 11% of the VCSE sector's employees are on temporary contracts, compared with 5% in the private sector and 8% in the public sector.[17]

*94% of survey respondents say that the people involved in our organisation understand their roles and have the skills, knowledge and training to perform them well.*

One challenge highlighted during workshops was the cost of training. The FSI's small charities skills survey found that the most common reasons for organisations not providing or participating in training was cost, with 72% citing this as a reason.[18]

Some participants want to see more occasions where the cost of training is shared between different organisations. The suggestion in our survey which received the most interest was shared training for staff and/or volunteers open to all organisations, with 57% of respondents saying they are interested. A small number of organisations are doing this already. An organisation's training offer may well be part of its appeal to potential employees, but we should explore opportunities for greater collaboration.

**Recommendation:**
**Promote and extend existing efforts between organisations to collaborate in training delivery. Help connect organisations with others who may want to share opportunities and work with partners to further explore a joined up approach to workforce development.**

In terms of its shape, the VCSE sector resembles Norfolk's private sector, with a few large organisations greatly outnumbered by the multitude of small and micro-enterprises. As in the private sector, staff at the smallest organisations end up wearing many different hats: acting as the HR, finance, operations and communications departments all in one. This is challenging not only in having the time to fulfil all these different roles, but in developing the specialist skills that larger organisations are able to draw on from different teams.

**Recommendation:**
**Given the similar needs of SMEs and smaller voluntary sector organisations, those providing infrastructure support to them should use opportunities to work more closely together.**

### Information and communication

Many of the issues raised by participants at events and interviews related to information and communication. This might be about engaging with their local community more effectively; improving their marketing and communications to raise the profile of their organisation; wanting to see improved data-sharing and communication with public sector partners; increased networking within the VCSE sector itself; or VCSE infrastructure organisations speaking up more strongly for the sector.

> **The funding crisis is not just about money, it is about connectivity."**
> *– Chris Gribble, Writers' Centre Norwich*

With everyone in the sector, according to one participant, feeling *"beleaguered"* by the level of work, the time taken up with applying for funding and the competitive environment in which organisations now find themselves means that there is less space for the sort of conversations which build relationships, explore possibilities and can ultimately result in new work and new ideas.

> **I find it a minefield; it is really difficult, when you're one organisation working across the whole of the county, to keep in touch with all the different organisations and their meetings"** *–Sue Moore, Deaf Connexions*

Norfolk is large, and for those working across the whole county just attending the number of different forums and locality meetings can take a huge amount of time and energy. 57% of survey respondents were interested in a periodic conference to bring the sector together, and a similar proportion were interested to try forums bringing together organisations working in a similar field of activity.

**Recommendation:**
**VCSE Engage to create occasions for organisations to come together, share learning and mutual support for example through a VCSE conference or forums and events at locality level.**

There is also an issue with how information is collected and used.

> **Some funders have an unrealistic view of the resources that some of these small organisations have at their disposal for monitoring and reporting"**
> *– Jackie Saville, Great Yarmouth and Waveney Mind*

Many interviewees pointed out that they were asked multiple times for similar information, with the requests coming from different places.

**Recommendation:**
**Partners should coordinate requests for information from the sector to minimise the burden on all involved and increase the robustness of data collected.**

A number of strategic forums in the county have designated voluntary sector representatives. These people take time out of their day job to ensure that a voluntary sector perspective is fed in to conversations around the table with public sector and other partners. This can be a time-consuming role with little or no support and few obvious channels through which to gather the views of the sector or report back to it. At the same time, many people we spoke to were not aware that there were such VCSE representatives, who they were or how to get in touch with them. Many expressed confusion over what forums were out there and what exactly they did. One participant, who wished to remain anonymous, said *"I don't know what forums exist, who's on them, and therefore how to influence."* While great strides have been made in recent years in terms of improving the transparency and reporting from such forums, there is still more that can be done to make sure people know where to find relevant information.

**Recommendation:**
**Make information about representative and strategic forums operating in Norfolk widely available. This should include their purpose and membership, who they are accountable to, contact details for the voluntary sector representative (where applicable) and signposting to minutes/reports.**

There is a desire among the sector for better two-way communication with those acting as representatives at such forums. Often this is about clarity over whether they are supposed to be acting as a representative of the sector or on behalf of their own organisation. Equally some representatives highlighted their desire to be better informed by the views of the sector as a whole and able to cascade information in a more effective way. The lack of clarity about who represents and on what basis makes it harder for the VCSE sector to speak with a strong voice around those tables and other opportunities to engage with partners as a collective. In the interests of transparency, legitimacy and effectiveness we should clarify roles and the process by which people come to be VCSE representatives, and improve the means of communication between them and the sector as a whole.

**Recommendation:**
**Work to ensure there is a transparent and accountable process by which VCSE representatives are elected or appointed.**

**The role of VCSE infrastructure organisations**

Infrastructure organisations exist to support the voluntary, community and social enterprise sector to achieve its aims. They can and should play an important role in responding to the sector development needs set out above as part of their three core functions:

- Develop: provide access to information, advice and guidance and some of the direct support, particularly for smaller groups, that can allow economies of scale and reduce administrative burden.

- Connect: enable/facilitate communication and collaboration between groups.

- Influence: promote strategic involvement in local planning and policy-making and provide channels through which the diverse views of the sector can be represented.

Increasingly, as the Independent Commission on the Future of Local Infrastructure recently reported, local infrastructure organisations need to act as an *"enabler, broker and catalyst, rather than necessarily a deliverer... [This will mean] leveraging resources, collaborating within and across boundaries and helping communities to influence local decision-makers"*.[19]

We asked groups which elements of infrastructure support they valued the most. Those relating to support and development (capacity building, providing information and advice and access to learning opportunities) and voice and influence (consulting with groups and representing their views, lobbying for the collective interests of the sector) were rated most highly.

Through the course of interviews we also heard three clear challenges back to infrastructure organisations: to collaborate effectively, to represent the collective interests of the sector in a transparent way and to demonstrate value for money.

> **Closer collaboration of infrastructure organisations is the single biggest win the sector can have right now. There would be more money available in the network and the community would be better served."**
> *– Graham Tuttle, Norfolk Community Foundation*

Infrastructure support costs money, and those groups which may benefit most are often the least likely to be able to afford it. Larger organisations, meanwhile, can end up feeling that infrastructure does not address their needs or speak for them. Just as we recommend that public sector partners should tailor their approach rather than treat the VCSE sector as a single entity, infrastructure organisations will need to do the same. And just as frontline groups recognise the benefits but also the challenges of working more closely together, so too should infrastructure organisations.

**Recommendation:**
**Infrastructure organisations should collaborate, while making use of different specialisms, in order to offer a more joined up approach for their members, make the best use of resources available and advocate effectively on behalf of the sector.**

**Social priorities**

The voluntary and community sector exists to benefit people and communities in Norfolk in a whole host of different ways. Those working in the VCSE sector are therefore well-placed to observe some of the key issues affecting the communities with which they work.

The following themes came up repeatedly in the course of our research:

*Increasing number and complexity of cases*

With funding cuts meaning the public sector has had to cut or limit eligibility for certain services, organisations in many parts of the VCSE sector find that they are picking up the slack. Groups consistently told us they are dealing with greater volumes of people and with increasingly complex or acute needs which would previously have been dealt with by statutory services. 69% of organisations tell us demand for their services or activities has increased in the past year; of those, only 60% have also seen an increase in income. Overall, 74% say they will not be able to make further savings without reducing their service offer.

*Changing national policy environment*

VCSE organisations face similar challenges to their public sector partners in keeping up to date with changes to national policy. VCSE organisations as well as their public sector counterparts operate in an environment largely outside of their control. The need to keep up with frequently changing regulations and evolving policy agendas imposes a burden on public and VCSE sector alike.

*Mental health*

Access to mental health services and the state of mental health provision in the county was among the top issues raised at workshops. It was not only groups working in mental health which raised the issue; many of those working with school-age children and young people also highlighted their mental health needs. With the Norfolk and Suffolk NHS Foundation Trust in special measures, there is understandable concern about access to and quality of services. There are also, however, encouraging examples of partnership working between the Trust and VCSE provider organisations at a local level. As highlighted above, interviewees commented on the increasing acuity of cases they are dealing with and the dearth of services available to people before they reach crisis point. The result of this, according to one participant, is a cohort of people who are not well enough to engage in employment, education or training but who are no longer sufficiently ill to access NHS provision.

*Welfare changes*

In the context of austerity, with significant public sector cuts, wages not keeping pace with inflation and increasing financial hardship for many, changes to the welfare system have been a source of particular concern for groups working with the most disadvantaged of Norfolk's residents. Benefit sanctions, which see benefits including Jobseeker's Allowance, Employment and Support Allowance and Income Support temporarily stopped or reduced if recipients fail to meet agreed terms, were raised a number of times at events as an issue of concern and cause of increasing need.  The cross-party Work and Pensions select committee has stated that although it agrees benefit conditionality is appropriate and necessary, "it is essential that any system draws on robust evidence on the efficacy and impacts of sanctions; has clear and coherent rules; has strong safeguards to protect the

vulnerable; is fair and proportionate; and effectively mitigates the risks of severe financial hardship." The current sanctions regime, it says, *"does not always achieve this."*[20]

*Information, advice and guidance*

With major changes underway not only to the welfare system but also to how we pay for care in later life, providers of information, advice and guidance have a vital role to play in helping residents navigate the system and access the support that is available. Changes to Legal Aid under the last government have also had a significant impact on advice providers. The Advice Services Transition Fund administered by the Big Lottery has gone some way to mitigate this but it remains a challenging environment. As in other areas, the demand for services and the complexity of the casework is greater. One organisation estimated a 30% increase in caseload over the past three years, while another surpassed in only nine months its total figure for the whole of the previous year.

*Transport and social isolation*

Transport was a theme which came up time and again. Among the range of different social priorities, transport was the one most frequently raised at events and as particularly affecting young people, older people, and those on low incomes. This was not just the availability but also the cost of public transport. The lack of realistic, joined-up public transport options and the cost of using them even where they do exist can often be a barrier for those most in need of accessing services. It is not just about accessing services, however – transport also has an impact on social isolation. This was a concern which was frequently raised, particularly (although not exclusively) as a concern for older people. The health effects of loneliness and isolation for older people are well documented.[21]

*Older people*

Norfolk has a much older age profile than the rest of the country, with 23% of the population aged 65 and over, compared with just over 17% in England.[22] This proportion is projected to grow over the coming years, with the number of 75-84 year olds in the county set to increase by 32.9% and those aged 85 and over by 39.7% over the next decade.[23] This will place pressure on health and care services and means that the issues of isolation described above are likely to affect more people over time.

However, it is not all doom and gloom. Older people are more likely to volunteer: those aged 65-74 have higher than average rates of volunteering (both formal and informal)[24], and the 2008-09 Citizenship Survey found that older people were the most likely to say that volunteering was part of their philosophy of life.[25] By 2033, the value of older volunteers nationwide is expected to be £15.7bn.[26] Given the evidence about the benefits of volunteering to the volunteer him or herself, there is potential for Norfolk to lead the way in this area.

*Younger people*

While Norfolk as a whole has a relatively old population, there are parts of the county – Norwich in particular – which have a very young population profile. Nationally, young people under 30 have been hit harder by the recession, with *"by far the largest falls in income"* due to falls in employment and sharp falls in pay for those who are employed.[27] Many groups we spoke to, and not just those working directly with younger people, highlighted a lack of activities and opportunities for young people as concerns, compounded by the transport challenge noted above. Some participants also made reference to the absence of a statutory youth service in Norfolk, and issues relating to affordable housing.

*Prevention, early help and a holistic approach*

Preventing problems before they occur, or preventing them from escalating into crises can save money and ensure a better outcome for individuals. Many VCSE organisations already work on the principles of prevention and early help. Often an approach based on prevention requires upfront investment with savings felt further down the line, potentially in different parts of the system. Measuring the return on investment can be difficult, although there are models which allow us to do so. As a sector we support a consistent focus on prevention and early help, both in our own work and that of our public sector partners.

Many community organisations whose work is increasingly seen by the public sector as having a role in prevention – by tackling social isolation, for example, or helping people to stay independent in their own homes– may not view their activity in such terms. They are among the least likely of the 'four C' groups to engage with strategic policy discussions.[28] There may be a requirement for capacity building in communities and community organisations to embed this approach across the county.

While the issues above have been listed separately, like so many issues they are inter-related. Ensuring more joined-up or integrated services would help the individual deal with complexity and make interventions by public and VCSE sector organisations more effective.

## Working alongside the public sector

More than a quarter of VCSE organisations in Norfolk listed delivery of public services as one of their main roles, and 23% said it was their main role. Half of organisations responding to our survey receive no funding at all from public sector sources.

Local government has gone through sustained budget reductions over recent years and is facing further cuts. Since 2011-12, Norfolk County Council's core funding has reduced by £124m, with a further £122m savings to be found for 2016-17 and 2017-18. Many of the chief executives and service managers we have spoken to through VCSE Engage have made reference to the increasing role of the VCSE sector, not only in providing but also commissioning services, at a time when local government is reducing spending.

> **We want a relationship of equals – voluntary sector provision is an increasingly important part of the picture with the public sector retreating."**
> *– Interviewee wished to remain anonymous*

The public and VCSE sectors will both have a role in responding to these social priorities; how they work together over the coming years will be critical and there is a desire on both sides to make this partnership work more effectively. To help make this happen, many in the VCSE sector would like to see a clearer strategy from Norfolk County Council setting a direction of travel to work towards together.

**Recommendation: establish a Systems Leadership Group allow the sector to engage effectively in wider system leadership discussion given the importance and value of its role.**

In a Cabinet Office survey in 2010, 42% of charities and social enterprises in Norfolk said that local statutory bodies valued the work of their organisation; this was slightly higher than the national average. However, only 18% said they were satisfied with their ability to influence local decisions.[29] There is a perception that the sector, although valued, is not listened to. Feedback from participants suggests that statements about commitment to the value of the sector do not always feel translated into practical action. In the VCSE Engage survey 58% of respondents agreed that local statutory bodies value the VCSE sector. However, only 42% felt that local statutory bodies understand the sector, 31% that they listen and act on the evidence they hear from VCSE organisations and 29% that there is genuine co-production between the VCSE sector and statutory organisations.

> **We understand that there's only a certain amount of money. Honesty is the thing – if that's all the money available, we can have a conversation about the service we can provide for that.** *" – Belinda Crayston, Shine*

The VCSE sector needs sensible expectations around how its voices form part of a wider public sector dialogue; its members are not the only stakeholders with experiences and perspectives to be heard. It needs to engage constructively with partners, to speak with a clear voice and to make a compelling argument. In return, the sector wants to build strong relationships based on mutual respect. This requires from both sides good communication, honesty, transparency and a willingness to build solutions together.

> **It only takes a few leaders to show those signals of openness and respect"**
> *– Rebecca White, Your Own Place*

# Part Two: The Plan

**The shelves are littered with reports on the VCSE in Norfolk without much action having taken place following publication, and without much having changed as a result"** – *Richard Butler, Diocese of Norwich*

VCSE Engage is a three year programme of work. This plan, the culmination of more than six months of research, consultation and engagement, will underpin our work going forward. It sets out some shared ambitions for the whole of the voluntary, community and social enterprise sector, focusing on four priority areas which have consistently come through as the key issues groups are facing.

## Money

In order to allow VCSE organisations to take a strategic approach and focus on delivery in a way that makes best use of their resources, we need to develop mechanisms that provide sustainable, long-term funding. We will help do this by:

*Developing a supply chain management model for the sector:*

The tension between competition and partnership which so many have remarked upon, and which can undermine a genuine desire to collaborate, is not going to go away. Instead, as a sector we need to find ways to manage it for ourselves. VCSE Engage will look at developing a model to manage a strong VCSE supply chain and enable smaller and local organisations to participate in large scale opportunities, either as delivery partners or as sub-contractors.

*Exploring proposals for a shared fundraising mechanism:*

Discussion often focuses on how to gain a bigger share of existing levels of funding, without considering how to increase the amount of money to go around. In order to increase the funds available to the sector, ensure that money raised in Norfolk remains in Norfolk, and collectively make the investment in fundraising which is necessary to get results (but which many smaller organisations are unable to afford), we will explore proposals for a shared fundraising mechanism for voluntary sector organisations in Norfolk.

*Developing understanding of appropriate business models*

Many organisations have become more enterprising in recent years, and organisations in the sector recognise the need to develop a sustainable strategy, based on a business model and governance structure that is right for them. This may mean developing new models. VCSE Engage will support innovation and development where additional help is needed to reach that point.

## Information

In order to operate more efficiently, become more evidence-led and ensure the public can reach their services, we need to address some of the challenges around communication and information-sharing. both within the VCSE sector itself and between the VCSE sector and public sector partners. We will do this by:

*Providing an information hub for and about the sector:*

Community Action Norfolk will work to provide a 'one stop shop' information hub for the sector, including information about policy and strategy,

funding opportunities, news and events in local areas and signposting to further information. We will also use it as a channel for voluntary sector representatives on strategic forums in the county to gather views and report back.

*Helping organisations to better promote themselves:*

A frequent complaint is that people don't know what services are available either in their local area or to meet their particular needs; this applies to people working within the sector almost as much as it does to the general public. We need to ensure that such information is more readily accessible. Given that a number of organisations are already working on developing directories, we will support and help coordinate these efforts where we can rather than duplicating their efforts. We will also develop an information standard setting out a consistent approach for organisations to the information that should be available online; signpost individuals and organisations to other relevant services or resources and offer training for organisations around marketing and engagement.

*Building relationships within the sector:*

There is clearly an appetite for more shared learning, peer support and relationship-building in the sector, in order to make greater use of the skills, experience and expertise that exists within it. VCSE Engage will seek to create occasions for organisations to come together, share learning and mutual support and raise their profile both within and beyond the VCSE sector. As part of this we will pilot a conference for the voluntary, community and social enterprise sector as well as forums and events at locality level.

*Ensuring a clear mandate for those representing the sector:*

The voluntary sector is large and diverse, with many different voices. Often, however, individuals are asked to speak on behalf of the collective. We need a transparent process and mandate for those colleagues acting as voluntary sector representatives, and effective channels of communication to gather views and report back. Where appropriate, we need to create the space for groups to come together around specific themes. Given the interconnectedness of many of these issues, and the role the voluntary sector has in supporting people with complex needs, we will establish a Systems Leadership Group to bring together the many different areas of the sector.

## People

Staff and volunteers are the foundation of the work we do. We need to support their development, recognise their contribution, and enable them to reach their potential so that the VCSE sector in Norfolk can continue to thrive. We will do this by:

*Encouraging collaboration and promoting quality in training:*

Many organisations have expressed a desire for the voluntary and public sectors to be smarter about how they organise and deliver training. Some organisations are already collaborating by opening up their training to a wider audience, or coming together to get the best value from externally delivered training. VCSE Engage will facilitate collaboration by helping organisations connect with each other and use our networks to promote such efforts more widely. We will also explore other ways to take a joined-up approach to the workforce. This could include, for example, initiatives around training quality assurance or a properly managed, shared online training record.

*Understanding Norfolk's future workforce needs:*

We will ensure that the future workforce needs of the sector are considered as part of wider discussions of the Norfolk workforce as a whole. This may involve developing a training and development strategy for the sector which looks at skills gaps and training needs and any areas of particular challenge.

*Promoting volunteering in Norfolk:*

Organisations in the voluntary sector work hard to recruit and support their volunteers, and to ensure that volunteering is a rewarding experience. The sector is growing, as are people's expectations of it yet at the same time many organisations tell us they are struggling to recruit. VCSE Engage will explore with partners from the VCSE and other sectors what we can do collectively to support and promote volunteering in Norfolk.

## Partnerships

The voluntary sector contributes to the health, wellbeing and quality of life for Norfolk's residents, just as the public sector does. We need to work together as partners to achieve the best outcomes for people in Norfolk. We will do this by:

*Co-production and early engagement:*

As a sector we need to ensure that our views, informed by the work we do in communities across the county, are clearly expressed, heard and acted upon. Co-production should be the default position across the county. With further cuts in public sector spending over the next two years, there is an immediate need to influence Norfolk County Council's budget review. Building on this constructive engagement, we will move conversations 'upstream' so that we are involved in discussions about needs and proposals at the earliest possible stage.

*Facilitating engagement with commissioners:*

Commissioning is a fundamental feature of the way services are delivered and is likely to remain so in future. Not all VCSE organisations are interested or involved in commissioning, but for those who are, judging how far to get involved and dealing with the challenges of the commissioning process itself are key issues. Where VCSE organisations are commissioned to deliver public services, we want to ensure that best practice is promoted and supported. This means ensuring that commissioning frameworks facilitate co-production, that those frameworks are put into practice when it comes to delivery, and that the commissioning process is fair and transparent. Respectful challenge should be accepted and expected on both sides.

*Supporting a consistent focus on prevention:*

As a sector we support a focus on prevention and early help, both in our own work and that of our public sector partners. Community organisations are among the least likely of the 'four C' groups to engage with strategic policy discussions, but are increasingly seen as having a role to play alongside mainstream services in primary prevention and tackling social isolation. We will support appropriate capacity-building in communities and community organisations to embed this approach across the county.

*Working with partners to make the collective case for Norfolk:*

As a sector we will speak up strongly for Norfolk, working with partners from the public and private sectors to make the collective case for investment in our county.

By working together we can have a greater impact, putting a stronger argument to funders and agencies at regional, national and European level to jointly leverage investment or align different streams of incoming investment and deliver better value.

## Recommendations for organisations working with the VCSE sector

One of the key aims of the VCSE Engage programme is to support better relationships with the public sector. Based on the evidence gathered while developing the Sector-Led Plan we have drawn together some recommendations for any agencies looking to work with the VCSE sector. These are designed to go beyond the general principles of the Compact to try and offer more specific guidance on building productive partnerships in the current context.

*Be SME (small and medium-sized enterprise) friendly*

The majority of organisations in the VCSE sector, as in the wider local economy, are small or micro. They are therefore less likely to have the resources to engage directly in policy consultations or see the immediate relevance to them, even though many will be affected. If you want the input of these organisations, make it clear why it is relevant and make it easy for them to respond.

Bear in mind also that many of the challenges facing SMEs around cash flow and financial risk apply equally to VCSE organisations, and while charities do benefit from tax benefits they often have difficulty in generating sufficient surpluses to invest in growth and development. Processes, payment mechanisms and impact assessment should include consideration of the suitability for SMEs and their equivalents in the VCSE sector.

*Tailor your approach*

There is a significant range in the size of organisations within Norfolk's voluntary sector, the nature of the work they do and the likely impact for them and/or their beneficiaries of different policy approaches. When seeking to work with the VCSE sector, public sector partners should identify the relevant parts of the sector and adapt their approach as necessary. This also applies to particular policy areas. For example, local authorities have new adult safeguarding responsibilities as a result of the Care Act. Norfolk County Council should recognise different levels of risk apply in different situations, and organisations will need to take a proportionate approach.

*Explain how outside input has been used and coordinate requests for information where possible*

Public sector partners often turn to the VCSE sector for comment on a proposal, ideas about a way forward or information about a project. We welcome engagement, which should occur as early as possible so groups can influence proposals at a formative stage. Organisations can be left feeling used, however, when they take the time to contribute but cannot see what impact their involvement or information has had. This applies to contract reporting as much as it does to consultation: in the context of declining resources partners need to show that when they ask for information they use it effectively.

*Cultivate strong relationships based on mutual respect*

The VCSE sector wants a relationship as partners in delivery rather than simply as a supplier. On average, organisations identify 79% of their funding as being from non-public sector sources; this would equate to approximately £249m a year. The voluntary sector is a channel for additional resources supporting positive outcomes and wellbeing in its widest sense. It is a significant employer, making considerable investment into Norfolk. VCSE staff are dedicated, skilled professionals working with many of the

same individuals as their counterparts in the public sector. A common theme which emerged during the course of our work was the desire to be taken seriously and treated with respect, coupled with a recognition that this respect needs to be earned.

*Be realistic about volunteers*

Many partners have increased their use of volunteers in response to reductions in funding. Norfolk's strong and active civic core is one of the county's great strengths. However, there may come a point where such initiatives impact on existing volunteer-led provision. We would like to see partners support efforts within the sector to develop a joined-up approach to volunteering and to increase rates of volunteering within the county. Partners and VCSE organisations should all recognise that volunteers cannot take the place of paid employees and not all roles are suitable to being done by volunteers.

*Champion the local sector*

The local VCSE brings additional funding in to the county: an average of 11% of local VCSE income comes from outside Norfolk. This is estimated to be in the region of £57 million additional investment coming in to Norfolk each year. Local organisations are rooted in Norfolk for the long-term and many provide a unique and enduring reach, expertise and connection to their members or users. Investment in local VCSE organisations remains in the local economy and builds capacity in organisations that are here for the long-term, rather than entering or exiting the county according to changing contract allocations. Partners should support the sustainability of the local sector and the social value it provides through strategy, policy and commissioning, for example through greater use of social value criteria in commissioning frameworks.

*Support rather than prescribe community solutions*

There is an increasing policy focus at national and local level on the role of the community in providing services and supporting long-term prevention. Much of this conversation has taken place without community engagement and perceptions within communities of their own role can vary greatly. The structure and culture of public sector organisations, with departmental divisions and a focus on planning and reporting requirements, can lead to an overly prescriptive approach to community activities which is often unsustainable. 69% think it would be better if local communities were involved in developing public services and finding solutions to local issues[30] – public sector agencies need to engage communities more effectively in this debate.

*Offer consistency and transparency in funding*

A consistent approach to investment and priorities from the public sector allows organisations to plan better, target their time and energy more appropriately and maximise the resources they have available to spend on delivery. Greater transparency would also reduce perceptions of special treatment based on personal connections.

*Use consistent, outcome-based evaluation frameworks*

Groups often find that evaluation systems change, focus on process rather than outcomes, or operate over too short a period to provide a realistic assessment of those outcomes. We would therefore like to see commissioners and funders, working with the sector, develop and implement consistent outcome-based frameworks for evaluation.

## Measuring Success

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In measuring the success of this work, there are two key elements: the VCSE Engage programme as a whole, and the impact of the Sector-Led Plan itself.

The VCSE Engage survey tested opinion on four key statements about the dialogue and relationship between the sector and Norfolk County Council. These will act as tracker questions to help judge the success of VCSE Engage over time. They are:

- There is effective two-way communication between Norfolk County Council and the VCSE sector

- My organisation is able to effectively participate in strategic discussions, planning and decision-making by the County Council

- There is a robust evidence base that highlights the key issues for VCSE organisations

- There is effective collaboration between the sector and Norfolk County Council to achieve the best possible outcomes for children, young people, adults and families living in Norfolk

For the Sector-Led Plan we propose that a Systems Leadership Group should have a role in monitoring progress and providing a channel through which we are accountable to the wider VCSE sector.

## Conclusion

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Although this work was commissioned by Norfolk County Council much of it is applicable to the wider public sector. The aim of this report is to set out a clear and robust evidence base for and about VCSE organisations in Norfolk, and to set out some steps that we think, based on the input we have received, would help develop and support the sector over the coming months.

Our aim is that the Sector-Led Plan feels relevant to the diverse range of VCSE organisations in Norfolk.

We believe that VCSE Engage should be an ongoing conversation between Community Action Norfolk, Momentum (Norfolk) and the sector in all its diversity. This conversation has begun with our initial consultation and engagement phase and reports back, but we will always welcome views and listen to feedback.

Work is ongoing to establish a collective Systems Leadership Group of the kind mentioned above. If this is successful then we propose that VCSE Engage becomes accountable to that group, on behalf of the wider sector, for delivering on the commitments and proposals set out in this report. The group would also have a role in prioritising the different elements and offering ongoing strategic direction as the programme develops.

We are keen to ensure that this work continues to be informed by, accessible to and – most critically – relevant to the sector as we go forward.

# Endnotes

1    Anheier, Helmut K. and Lester M. Salamon. "Nonprofit Institutions and the 1993 System of National Accounts." *Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project, no. 25*, edited by Lester M. Salamon and Helmut K. Anheier. (Baltimore: The Johns Hopkins Institute for Policy Studies, 1998.)

2    Salamon, Lester M. and Helmut K. Anheier. "The International Classification of Nonprofit Organizations: ICNPO-Revision 1, 1996." *Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project, no. 19*. Baltimore: The Johns Hopkins Institute for Policy Studies, 1996. http://ccss.jhu.edu/wp-content/uploads/downloads/2011/09/CNP_WP19_1996.pdf

3    David Horton Smith, (1997) 'The rest of the non-profit sector: grassroots associations as the dark matter ignored in prevailing "flat earth" maps of the sector', *Nonprofit and Voluntary Sector Quarterly*, 26 (2), 114 – 131.

4    McGillivray, A., Wadhams, C., and Conaty, P. (2001) *Low-flying heroes: micro-social enterprise below the radar screen* (London: New Economics Foundation)

5    P23 Beyond 'flat-earth' maps of the third Sector , John Mohan, University of Southampton, David Kane, Karl Wilding (NCVO), Julia Branson, Fiona Owles (GeoData Institute, University of Southampton), February 2010

6    This estimate looks at the difference between expenditure on staff, goods and services, less the income from the sale of goods and services. The method does have limitations, as NCVO acknowledge.

7    ONS Regional Gross Value Added (Income Approach), December 2014, http://www.ons.gov.uk/ons/rel/regional-accounts/regional-gross-value-added--income-approach-/december-2014/index.html

8    UK Civil Society Almanac 2015, http://data.ncvo.org.uk/a/almanac15/economic-value

9    These figures have not been adjusted for inflation.

10   UK Civil Society Almanac 2015

11   UK Civil Society Almanac 2015

12   Social Landscape: the state of charities and social enterprises in 2015, https://www.cafonline.org/pdf/CAF%20Social%20Landscape%20Report%20-%20WEB.pdf

13   UK Civil Society Almanac 2015

14   UK Small Charity Sector Skills Survey 2014/15, the Foundation for Social Improvement, http://www.thefsi.org/wp-content/uploads/2015/06/UK-Small-Charity-Sector-Skills-Survey-2014%EF%80%A215.pdf

15   Keep it Local for better services, Locality, http://locality.org.uk/wp-content/uploads/LOCALITY-KEEP-IT-LOCAL-REPORT.pdf

16   Place Survey: England, headline results, published June 2009, http://webarchive.nationalarchives.gov.uk/20120919132719/http:/www.communities.gov.uk/publications/corporate/statistics/placesurvey2008

17   UK Civil Society Almanac 2015

18   UK Small Charity Sector Skills Survey 2014/15

19   'Change for good: report of the Independent Commission on the future of local infrastructure,' January 2015, http://www.navca.org.uk/commission-report

## Endnotes cont.

[20]  Benefit sanctions policy beyond the Oakley Review, House of Commons Work and Pensions Committee, March 2015, http://www.publications. parliament.uk/pa/cm201415/cmselect/cmworpen/814/814.pdf

[21]  For a summary of the evidence, see http://www. campaigntoendloneliness.org/threat-to-health/

[22]  Norfolk Insight, November 2014

[23]  Norfolk Insight, November 2014

[24]  Citizenship Survey 2010-11, cited in The value of older people's volunteering working paper, https://cvsanpc.files.wordpress.com/2015/03/ cvsa_value-of-older-peoples-volunteering_march2015.pdf

[25]  Royal Voluntary Service http://www.royalvoluntaryservice.org.uk/our-impact/what-we-think/older-people-and-volunteering-policy

[26]  Decision Time, https://cvsanpc.files.wordpress.com/2015/03/ decision-time_final-report-of-cvsa_mar15.pdf

[27]  Living Standards, Poverty and Inequality in the UK: 2014, Institute for Fiscal Studies, July 2014, http://www.ifs.org.uk/uploads/publications/comms/r96.pdf

[28]  See p10 for more information on the four C's

[29]  National Survey of Charities and Social Enterprises, Cabinet Office 2010

[30]  Keep it Local for better services, Locality,

# Methodology and resources

A full list of organisations which have contributed is provided at the end of the report. A small number of survey respondents and many workshop attendees did not provide the name of the organisation they represent and so we have been unable to include them in this list.

## VCSE Engage

Throughout November and December 2013, Norfolk RCC (as it was then) held 8 workshop events across the county to establish initial themes and issues. Attendance was free and open to all; the events were promoted via the Norfolk RCC, Momentum(Norfolk) and West Norfolk VCA newsletters, online and via social media. A total of 137 delegates attended. A summary report from the events was circulated to participants for comment and published on the Norfolk RCC website.

Following the events a further 98 organisations were contacted and invited to participate in an interview. The list was compiled from suggestions by Norfolk RCC, Momentum(Norfolk), West Norfolk VCA and Norfolk Community Foundation, with a view to providing a broad spread in terms of geography, type and size of organisation and the nature of their work. 68 interviews were held between January and May 2015.

Norfolk RCC also attended the Voluntary Sector Forum for Children and Young People, Norfolk Older People's Strategic Partnership Board, the Mental Health Provider Forum and the Learning Disabilities Provider Forum in order to talk about the work and seek input from attendees.

The VCSE Engage partnership carried out a survey to gather additional information. We wrote to the address of every registered charity located in Norfolk, inviting them to participate. The survey was open between 13 March and 17 April and promoted online, by email and on social media. We are grateful to other organisations who promoted the survey through their own newsletters. The survey could be completed online or returned to a freepost address. We received a total of 282 responses.

## NCVO UK Civil Society Almanac

NCVO's annual data almanac provides a comprehensive overview of what is happening to the voluntary sector at the national level, drawing on Charity Commission and other data. The 2015 publication draws mainly on information from the 2012/13 financial year. NCVO is also currently working on an initiative with the Third Sector Research Centre and the Royal Statistical Society to strengthen the use of data and evidence by the voluntary sector itself.

## Charity Commission

The Charity Commission is the organisation responsible for registering and regulating charities in England and Wales. It maintains a database of all registered charities, which includes information about income and expenditure as well as number of staff and volunteers. Data extracted from the Charity Commission database in September 2014 was analysed as part of our desktop research.

## Financial Conduct Authority

The Financial Conduct Authority is the registering authority for societies registered under the Co-operative and Community Benefit Societies Act 2014. This includes Co-operative Societies, Community Benefit Societies and Industrial and Provident Societies.

**Companies House**

The Office of the Regulator of Community Interest Companies is based within Companies House and decides whether an organisation is eligible to become, or continue to be, a Community Interest Company. It is also responsible for "light touch" regulation of CICs, which are incorporated organisations registered with Companies House. We have used data from an extract of the Companies House register in May 2015 within this report.

**National Survey of Charities and Social Enterprises**

This national survey of charities and social enterprises, commissioned by the Cabinet Office and carried out by Ipsos MORI, last took place in 2010. There were 597 respondents in Norfolk, with data weighted to ensure the results were representative of the make-up of charities, social enterprises and voluntary organisations within the county.

**Further reading**

Other helpful sources included Change for Good, the report of the Independent Commission on the Future of Local Infrastructure; the background paper submitted by NCVO and Compact Voice to the Department of Health in January 2015 summarising trends in the VCSE sector; and Decision Time, the final report of the Commission on the Voluntary Sector and Ageing.

# List of participants

1st Gayton Guides

1st Mattishall & District Scout Group

389th Bomb Group Memorial Exhibition

43rd Saxlingham Nethergate
Scout & Guide Group

44th Norwich Scout Group

5 Villages Community Car Scheme

5+ Good Neighbour Scheme

About with Friends

About with Friends

Active Norfolk

Age UK Norfolk

Age UK North Norfolk

Age UK Norwich

Alburgh village hall committee

aldeburgh & district royal airforces association

Allotments for labouring poor

Alzheimer's Society

Autism Anglia

bact community transport

Banhan Community Centre Assocation

Barroway Drove Social Committee

Bawburgh Youth Club

BEFA The Buckingham Emergency Food Appeal

Benjamin Foundation

Bicycle Links CIC

Big C

BLAH youth

Bodham Playing Field Committee

Bradwell Parish Council

Break

British Red Cross

Build

Burgh St Peter Poors Land

Burston & Shimpling Parish Council

Burston and Shimpling Community Action team

Buttercups Pre-school

Buy Local Norfolk

Caister Next Great Yarmouth United Charities

Caister Youth & Community Centre

Caistor Roman Project

Cantley and District WI

Carbrooke Village Hall

Care For Clare Appeal

Carers Agency Partnership

Carleton Rode Jubilee Hall

Castle Acre Village Hall

Caston Parish Council

Catton Grove Community Centre

CCN

Centre for the Advancement of
Science and Technology

Charles Burrell Museum

Childminding Matters

Christ Community Church

Claxton Pit Trust

Club 99 Attleborough summer playscheme

Community Service Volunteers

ComVida CIC

Costessey Carers Group

Costessey Parochial Charity

CPRE Norfolk

Crazee Kidz Club

Creative Arts East

Cromer & District foodbank

Cromer PCC

Crossroads Care

Deaf Connexions (East)

Dereham Cancer care

DiabetesUK

Diocese of Norwich

Drayton Parish Council

E P Youth

Easton Gymnastics Club

Easton New Village Hall and Receational Project

Equal Lives

Fair Green Neighbourhood Association

Family Action Swaffham and North Norfolk

First Focus

Forward Day Centre

Fountain of Life

Friends of All Saints' Church Swanton Morley

Friends of Ltcham school

Friends of St Clement's Church, Outwell

Friends of St Mary the Virgin

Friends of St Marys Church

Friends of Train Wood

Friends of St. Catherine's Church

Fritton Great Yarmouth Relief in Need Charity

Future Projects

G W Staniforth Trust

Gambian Aid Through Education

Garboldisham Parish Charities

Garboldisham Recreation Ground Committee

Garveston parish council

Garvestone Village Hall (New Build) Ltd

GFS Platform

Girlguiding Norfolk

Good Work Norfolk and Waveney
Industrial Mission

Grapes Hill Community Garden

Great Massingham Village Hall and Institute

Great Ryburgh Memorial Hall

Great Yarmouth and Waveney Mind

Green Britain Foundation

Greshams Pre Prep PTA

Gresham's School Ltd

Guide Dogs

GYROS (Great Yarmouth Resettlement
Outreach Services)

Haddiscoe Village Hall Management Committee

Hall for All  Weston Longville

Hamlet Centre

Hardingham WI

Harleston and Waveney Festival Ltd.

Harpley Village Hall

Heacham Parish Council

Healthwatch Norfolk

Heart

Hellesdon Parish Hall

Hemblington church

Hempstead with Eccles &
Lessingham Community Trust

Henderson Trust

Hindolveston Village Hall

Hingham Luncheon Club

Hingham Playing Field Association

Holy Area Cring Society

Home-start Norwich

Home-start Breckland and South Norfolk

Horsford and St Faiths Scout Group

Horsham & Newton St. Faiths
Fuel Allotments Charity

Hospital Arts

Hospital Radio Norwich

Hoveton & District W.I.

How Hill Trust

Hunstanton & District Civic Society

Hunstanton Lions Club

Iceni Partnership

Ist Hoveton & Wroxham Sea Scout Group

John Wrights Charity

Jubilee youth club

Julian Support

Kenninghall Memorial Hall Committee

Kenninghall Playing Field Fund

Ketts Books

Kickstart Norfolk

King's Lynn & District Osteoporosis
Support Group

Kings Lynn Hospitals League of Friends

King's Lynn Samaritans

KLARS (Kings Lynn Area Resettlement Services)

Kufara seed germination project

Ladybird Pre-School Nursery

Leeway

Little Oaks Preschool

Lynx Theatre and Poetry

Magdalene Group

Mancroft Advice Project

Marshland St James WI

Martham war Memorial Village hall

Mini-Scrapbox

Morley Village Hall

Mundford Playgroup

Mundford Recreation Ground
and Village Hall Trust

Music & Special Needs: Norfolk

NANSA (Norfolk and Norwich Scope Association)

NEAD (Norfolk Education and
Action for Development)

Necton Little Oaks Pre-school

Needham Village Hall

Nelsons Shantymen

New Buckenham Junior Football Club

New Covenant Apostolic Ministry

New Routes

New Victory Hall

Newton Flotman Charities

NORCA (Norwich and Norfolk Community Arts)

Norfolk & Norwich Festival Bridge

Norfolk & Norwich Horticultural Society

Norfolk & Norwich Novi Sad Association

Norfolk & Norwich Scope Association

Norfolk & Norwoich University Hospital NHS Foundation Trust

Norfolk & Suffolk 4x4 Response

Norfolk and Norwich Association for the Blind

Norfolk CAB

Norfolk Community Advice Network

Norfolk Community Foundation

Norfolk Community Law Service (NCLS)

Norfolk Family History Society

Norfolk Federation of Young Farmers Clubs

Norfolk LGBT Project

Norfolk Maths Masterclasses

Norfolk OCD support

Norfolk Symphony Orchestra

Norfolk Youth Projects

North Breckland Youth for Christ

North Elmham Parish Council

North Kasai Mission

North Norfolk Advice Project

North Norfolk Community Transport

North Norfolk Music Festival

Norwich & Norfolk Community Arts

Norwich and Central Mind

Norwich Anglican Cursillo

Norwich Astronomical Society

Norwich Foodbank

Norwich Fringe Project

Norwich International Youth Project

Norwich Older People's Forum

Norwich Puppet Theatre

Norwich Society

Norwich Stroke Survivors

Nurture by Nature Forest School CIC

Oak Grove Trust

Pilgrim Shelter Management Committee

Plantation Garden Preservation Trust

Prowess Norfolk

Pulham Market Memorial Hall

Pulhams Playgroup

RAF Regiment Association

RAFA North Wsalsham Branch

Rayzone

Reepham Community Press

Relate Norfolk and Suffolk

Rethink

River Waveney Trust

RNLI Cromer

Rollesby Village Hall

Roundwood Bowls Club

RSPB Titchwell Marsh Nature Reserve

Saxlingham Nethergate Playing Field

Sedgeford Village Hall

Shaw Trust

Shelfanger Charities

Shelter

Shine

Shine East Norfolk

Silverdale Day Centre

Simms Reeve Institute

South West Norfolk District Scouts

SPEADA

Special Olympics Norfolk

Sporle Pre-School

Sporle Village Aid

St Andrews Church West Dereham

St Barnabas Counselling Centre

Starston Glebe Meadow

Stepping Stones

Stonham Housing Support Team

Stop Norwich Urbanisation

Talent match

Tas Valley Team Ministry

Tasburgh Village Hall and Playing Field

Taverham Recreational Facilities Ltd

TCV (The Conservation Volunteers)

The Base Community Trust

The Benjamin Foundation

The Big C Appeal Limited

The Bridge for Heroes

The Downham & District Orbit Club

The Garage

The Greenhouse

The Guild CIC

The Haven Project

The John Green Institute Charitable Trust

The Matthew Project

The Norfolk and Norwich Association for the Blind

The Norfolk Heritage Fleet Trust

The Norfolk Hospice Tapping House

The Norwich Historic Churches Trust Ltd

The Queen Elizabeth Hospital
King's Lynn Charitable Fund

The SAW Trust

Thornham Village Hall and playing field Ltd

Three Holes Village Hall & playing field

Thurlton Parish Council

Thwe Way Christian Fellowship

Tibenham Community Hall

Tilney All Saints Village Hall

TimeNorfolk

Tittleshal Village Hall Management Committee

TLC

Upton Parish Council

Urban street dance crew

URBAN Youth

Victim Support Norfolk

Voluntary Norfolk

Walcott Village Hall

Watton Sports Association

Weeting Village Hall Committee

Wells & District League of Friends

Wells Nelson Club

Welney Parish Council

Wensum Valley Nursery school

Wereham Village Hall

West Dereham Village Hall

West Norfolk Befriending

West Norfolk Carers

West Norfolk Community Transport

West Norfolk Community Transport Project

West Norfolk Deaf Association

West Norfolk Home Educators

West Norfolk Mind

West Norfolk Riding for the Disabled Association

William Barbers Almshouse Charity

Willow Tree Garden

Winfarthing Village Hall

Womack Staithe Charitable Trust

WORD Trust

Writers' Centre Norwich

Wulugu Project

Wymondham and Attleborough
Talking Newspaper

Yarecycle

Yaxham Parish Council

YMCA Norfolk

Your Own Place CIC