



# Taking Account

**A Social and Economic  
Audit of the Third Sector  
in Brighton and Hove**



**September 2008**



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***Taking Account*** was officially launched at the end of 2007 as a social and economic audit of the third sector in Brighton and Hove.

## The Audit Team

The core working group utilised the expertise of partners across the city consisting in part of a sub group of the Dialogue 50:50 Group, and included:

### Third Sector Partners

- Paul Bramwell: Working Together Project (WTP)
- Sally Hiscock: Chief Executive, Brighton and Hove Community and Voluntary Sector Forum (CVSF)
- Peter Mason: SCIP

### University Partners

- Jennifer Colwell: Research Officer, Education Research Centre, University of Brighton (Project worker)
- Professor Andrew Church: School of Environment and Technology, University of Brighton (Academic Supervision)
- David Wolff: Dialogue 50:50 and Community University Partnership Programme (CUPP)

### Statutory Partners

- Rob Dawson: Brighton and Hove City Council Economic Development Unit
- David Golding: Brighton and Hove City Council Research and Consultation Unit

In addition to the core team, the following people and organisations have contributed to the audit and to the report:

- Fabia Bates: Red Foundation
- Robert Cook: University of Brighton (Student)
- Hanne Eis: CUPP
- Cathy Gaunt: Impact Initiatives
- Joanna Gurr: Single Parent Information Network (SPIN)
- Nick Marks: Bike for Life
- Jim Simpson: Jim Simpson Consultancy
- Elizabeth Ward: University of Brighton (Researcher)

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- Brighton and Sussex Community Knowledge Exchange (BSCKE)
- Brighton and Hove City Council (BHCC)
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## The Audit

The 2007/8 social and economic audit of Brighton and Hove's third sector is the second of its kind, the first being conducted in 2003. Whilst it is widely recognised that the third sector in Brighton and Hove has an important role, the evidence to substantiate social and economic impact is sparse.



*Taking Account* provides us with evidence of the dynamic and diverse third sector in Brighton and Hove allowing us to:

- examine the sector's social value and impact locally
- evidence the sector's economic value and impact locally
- identify the role of the sector in strengthening communities and giving a voice to local people
- assess how the sector influences public services
- help ensure that the sector is better understood within the context of Brighton and Hove and evidence its parity with other sectors
- help better understand the sector and ensure we are getting the most out of it.

*Taking Account* also tells us about the context in which the sector is operating and the changes since the social and economic audit in 2003, making comparisons where possible to the earlier analysis. This information will help third sector organisations, policy-makers and commissioning bodies steer the sector towards a stable and sustainable future.

## Defining the Third Sector

Defining the third sector is complex. With its roots based with the voluntary and community sector, the term is now being used widely to include community organisations, voluntary organisations, social enterprises, networks, residents' and tenants' associations, co-operatives, mutuals and partnerships, and includes organisations that provide public benefit and are managed by its members. Similarly, a discussion document jointly produced by HM Treasury, the Home Office and the Department for Trade and Industry, describes the third sector as comprising organisations that are non-governmental, value-driven and which principally reinvest surpluses in the organisation or the community.<sup>1</sup> Building upon these the definition used throughout this report is:

'...non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, [non-educational] charities, social enterprises, cooperatives and mutual's, [and housing associations]'<sup>2</sup>

## Methodology

The audit is based on data obtained through:

- an on-line survey
- case studies
- a background literature search
- the expertise of those on the working group.

The on-line survey (see annex 1) was completed by third sector organisations in Brighton and Hove and comprised four main sections: *About your organisation*, including questions on how the organisations are structured; *Your work*, collecting information on target users and geographical location; *Staffing information*; and *Financial information*. The survey was also available to complete on paper.

<sup>1</sup> HM Treasury, DTi and Home Office ( 2005) *Exploring the Role of the Third Sector in public service reform* - The Stationery Office

<sup>2</sup> Adapted from Third Sector - Communities and Local Government  
<http://www.communities.gov.uk/index.asp> Accessed August 2008



In addition to the survey, 10 case studies were conducted. The purpose of these case studies was to:

- demonstrate the unique work being conducted by organisations
- illustrate the broad fields of work covered by the third sector
- provide evidence for how organisations are valuable to both the individual and the city.

Case studies focused on a range of organisations which offered a variety of services, including:

- **Allsorts:** a service which provides information and support to young people who are lesbian, gay, bisexual, transsexual or unsure (LGBTU) of their sexuality.
- **Carers Centre:** a local charity which exists to support anyone caring for a partner, relative or friend who needs help because of an illness or disability.
- **Cultures Club:** brings children of different minority cultures together to share their cultural traditions and celebrate diversity by learning about and performing each others' songs, dance and theatre.
- **Early Childhood Project:** works with both adults and children to decrease prejudice and discrimination in the city.
- **Magpie Recycling Cooperative Ltd:** provides a range of recycling and waste management services.
- **Neighbourhood Care Scheme:** a good neighbourhood scheme that supports older people, people with physical disabilities and carers by recruiting local volunteers to support them in a variety of ways.
- **St Richard's Church and Community Centre:** A community building managed by a voluntary management committee, which plays host to a range of activities for a range of users.
- **Unemployed Centre Families Project:** offers support and advice on a range of issues, including benefits and social welfare; housing, education and training.
- **Whitehawk Inn:** aims to help anyone with a barrier to learning within the community of Whitehawk and provides a link between adult education and training, and finding employment to residents.
- **Women's Centre:** the only gender-specific service in Brighton and Hove that provides information and support services for all women.

Interviews for case studies were conducted in the main by third sector staff and volunteers. Advertisements were placed with local organisations requesting responses from those interested in conducting interviews with other organisations across the city. Interview training was provided and organisations received payment for the time given for both training and interviewing.

Promotion of the audit consisted of emails and postal notices being sent to all groups held on the Community and Voluntary Sector Forum's (CVSF) database; the Working Together Project (WTP) Database; and Brighton and Hove City Council (BHCC) database. In addition,



infrastructure organisations were asked to promote the audit along with Tenant Participation Officers; community engagement workers; local councillors and other groups across the city who were asked to promote the audit to those on their mailing lists, e.g. The Scarman Group. The audit was also advertised on local community station, *Radio Reverb*, and posters were placed across the city in libraries, community buildings and shops.

## Audit Statistics

266 third sector organisations completed the survey between December 2007 and April 2008 256 (96%) online and 10 (4%) on paper. This represents an approximate completion rate of 16-22% (the exact number of third sector groups in existence is unknown). This is statistically significant data from which to draw conclusions and represents a 12% increase in completions from the 2003 audit.

Throughout the paper, percentages are used to demonstrate findings as in many instances the raw numbers are not useful, for example when organisations identified more than one of the given options for defining/describing their organisation and its work.

To support the analysis of the Brighton and Hove audit similar reports, for example *Valuing the Community and Voluntary Sector in Herefordshire and Worcestershire (2007)* and *Voluntary Action Oldham's (2007) State of the Sector Review*, have been scrutinised, providing an insight into the various methods and questioning techniques that have been employed nationally. Additional desk research has been conducted and national reviews consulted, for example NCVO's 2007 *UK Voluntary Sector Almanac: The state of the sector*.

The audit has required substantial input from organisations across the city including those on the working group, and those who gave their time for interviews and time to complete the survey. The number of hours given by individuals and organisations to complete this piece of work is immense. Recognising the substantial number of hours required to undertake this work an additional detailed report has been produced collating information on both decision-making and the processes used. Ensuring lessons learnt are taken through to any subsequent audits.

## Structure of the Report

The following report provides a detailed discussion of the audit and the data gathered and is divided into the following eight sections:

1. **Executive Summary:** an overview of the key findings and recommendations.
2. **The Sector in Context:** looks at both the national and local context in which the sector is operating and considers how this impacts upon the sector.
3. **The Third Sector in Brighton and Hove:** considers the data collated from the survey and looks at the structure and activities of third sector organisations in Brighton and Hove.
4. **The Social Impact of the Third Sector in Brighton and Hove:** uses case studies and data from the survey to consider how we can demonstrate the social value of the sector.
5. **The Economic Impact of the Third Sector in Brighton and Hove:** assesses the economic value of the sector to the city, looking at income and the local economy.
6. **The Power of Volunteering:** considers data on volunteering and looks at both the social and economic impact of volunteering.
7. **Looking to the future:** examines what we have learnt and what this means for the future, making recommendations for action.
8. **Annex:** includes copies of the survey and all raw data.



# 1. Executive Summary: A Thriving Third Sector?

This report demonstrates the social and economic importance of the third sector in Brighton and Hove. Data presented comes primarily from a survey completed by 266 third sector organisations in the city, and a series of organisational case studies. The report concludes that the third sector is thriving in the city but that it needs to be aware of the challenges it faces in the future, in the main due to changes in the external environment particularly around commissioning structures. The report asserts that the third sector must be proactive in ensuring a stable and sustainable future.

The key findings of the report are summarised below and are followed by recommendations for ways forward. Each recommendation has been agreed by the core working group and other partners (see pages 4 and 5) and will be taken forward by the Dialogue 50:50 group.

## National and Local Context

### Key Finding 1: Changing funding

Local and national governments' recognition of the sector, whilst positive, has led to significant changes in the expectations of the role organisations play in the local community and the way in which they can obtain funding to provide services.

### Key Finding 2: Potential division in the sector

As the sector evolves to meet these new demands there are concerns locally that factions will emerge and the sector may split into two, with one part of the sector well resourced mainly through its role in the delivery of contracts.

## The Diverse Third Sector in Brighton and Hove

### Types of organisation and employees

#### Key Finding 3: Number of organisations

From local databases accessed we have concluded that there are approximately 1,600 third sector organisations in Brighton and Hove.

#### Key Finding 4: How third sector organisations define themselves

Over two-thirds of respondents consider their organisation to be a community organisation, a voluntary organisation or both.

#### Key Finding 5: Main activities

The majority stated that their main activity results in empowering people to improve the quality of their life (34%) and bringing people together (20%).

#### Key Finding 6: Main provision

Organisations report their main provision to be providing support (20%), with users most supported being children and young people (16%), followed by those needing health care (13%).





### **Key Finding 7: Number of users**

The median number of users per organisation is 500; with 25% having less than 148 and 25% having more than 2000. (The median is the number separating the higher half of the data from the lower half; it is the number in the middle). 50% of organisations stated that their number of users had increased in the last financial year and 33% stated that the number of users had remained static.

### **Key Finding 8: Where services are delivered**

When asked where they delivered services, the greatest number of organisations reported predominantly working in Brighton and Hove (60%) and of these a quarter stated they worked primarily in a local area of the City. East Brighton was the most reported local area for service delivery.

### **Key Finding 9: Size of organisation – paid employees**

The median number of paid employees is 5, with 25% of organisations having 2 or less paid employees and 5% having 1 or less. There are also some larger organisations, with 25% of all respondents having 13 or more paid employees and 5% reporting having 61 or more.

### **Key Finding 10: Size of organisation – number of volunteers**

The median number of volunteers is 12, with 25% of organisations having 5 or less volunteers and 25% having 29 or more. Again, the smallest and largest organisations demonstrate the significant diversity in the third sector in Brighton and Hove. 5% of organisations have 1 or no volunteers. By contrast the largest 5% of organisations have 150 or more volunteers (not including management committee members).

### **Key Finding 11: Who works in the sector**

68% of those working in the sector are women; 32% are men, in contrast to the Brighton and Hove population of 49% men and 51% women.

### **Key Finding 12: Minority group employees in the sector**

Black and Minority Ethnic groups are 5% of paid employees; lesbian, gay, bisexual and transgender people 9% and people with disabilities 5%.

### **Key Finding 13: Staff qualifications**

44% of paid employees and 35% of those on management committees have a Level 4 qualification or higher (Level 4 includes some element of the qualification at degree level).

### **Key Finding 14: Average salaries**

Data revealed an average full-time equivalent salary of £26,640. This is lower than the Brighton and Hove average full-time employee salary of £27,384 in 2007.

### **Key Finding 15: Measuring impact**

59% of organisations reported that they measure the impact of their services annually.

### **Key Finding 16: Changes in income**

One-quarter of organisations have reported a decrease in income from grants in the past financial year and 31% have seen an increase in service contracts (this figure rises to 35% for larger organisations with an income over £200,000 per annum).



## The Social Value of the Third Sector in Brighton and Hove

**Key Finding 17: Social value from the perspective of Brighton and Hove residents and service users.** Social value is demonstrated through a series of case studies that demonstrate the importance and impact of services to the individual:

*“Ellie is 11 years old and cares for her mother who suffers from Multiple Sclerosis. Ellie was referred to the Carers Centre because she was getting very upset about her mum during lessons and wasn’t able to concentrate. As a result of the case work the school now has a good awareness of Ellie’s caring role and supports her in this; Ellie is now seeing the school counsellor for a weekly session and Ellie has attended a residential trip and met other young carers and enjoyed a break from her caring role.”*

**Carers Centre**

*“Given me a sense of self-confidence that was lost to me during my period of abuse.”*

**Brighton Women’s Centre**

*“I went there feeling ashamed of being gay, but came back feeling totally proud.”*

**Allsorts**

*“I look back & think about what I was doing, making a complete & utter mess of myself & my life. Now look at me! Who would have thought 5 years ago that I’d be working &, you know, quite happy with my life & things.”*

**Whitehawk Inn student**

## An Economically Valuable Third Sector in Brighton and Hove

(The figures below are *estimates for the whole* third sector in Brighton and Hove based on the survey data.)

### Key Finding 18: Contribution to employment

Approximately 8,000 people work in third sector organisations in Brighton and Hove, which is 7% of the total employee positions in the city. About 50% of these employees live in Brighton and Hove.

### Key Finding 19: Economic contribution to the city

The income of the third sector in Brighton and Hove is approximately £55 million per year. Much of this is spent in Brighton and Hove on local projects, which creates further economic benefits so that the third sector contributes £96 million to the Brighton and Hove economy each year.

### Key Finding 20: Grants – not just local

43% of income came from grants, 62% of which came from outside the city.

### Key Finding 21: Service contracts – not just local

33% of income came from service contracts, 46% of which came from outside the city.



## The Power of Volunteering – A city of volunteers

(The figures below are *estimates for the whole* third sector in Brighton and Hove based on the survey data.)

### Key Finding 22: Numbers of volunteers

There are 19,200 volunteer positions in third sector organisations in Brighton and Hove. There are 11,200 positions on management committees and boards of third sector organisations and many of these will be filled by these volunteers.

### Key Finding 23: The number of volunteer hours

Volunteers donate 57,600 hours per week to third sector organisations in Brighton and Hove.

### Key Finding 24: The economic contribution of volunteer time to the city

If volunteers were paid for their work at the same rate as workers in the third sector then their weekly salary bill would be £520,000. Thus, in financial terms, the time that volunteers donate to the city's third sector organisations each year is worth approximately £24 million.

### Key Finding 25: All ages volunteer

The vast majority of volunteers (69%) and management committee members (73%) are between 25 to 59 years old. This is similar to the age profile of the population of Brighton and Hove.

### Key Finding 26: Sex of volunteers

66% of volunteers are women compared with 34% men.

### Key Finding 27: Minority groups and volunteering

Lesbian, gay, bisexual and transgender people account for 3% of volunteers, Black and Minority Ethnic people also account for 3% and people with disabilities account for 4%.

### Key Finding 28: Minority groups and governance

Amongst management committee members 6% are lesbian, gay, bisexual and transgender; 7% Black and Minority Ethnic; and 10% people with disabilities. This is an indication of good representative governance in the third sector.

## Recommendations for Action

### Recommendation 1: Be a proactive sector

Moving forwards, the sector needs to be proactive in engaging with local partners to ensure an emerging future that permits them to operate in ways which not only are useful and have meaning to them, but also allows them to adapt to meet new challenges and ensure their future financial stability.

### Recommendation 2: Promote the sector

In addition to promoting the sector to statutory partners, the sector would benefit from promoting itself more widely. Research by Dowson et al (2000), *Valuing the Voluntary and Community Sector in North Yorkshire and York*, has indicated that the sector is perceived quite differently by different members of society. Brighton and Hove third sector would benefit from celebrating and emphasising the strengths of the sector i.e. the well qualified employees, the range of volunteers, the representative nature of management boards of the sector and the substantial social and economic value of the sector to dispel any notions that the sector is unprofessional or relies on statutory funding. Such a move may increase the profile of the sector and partnership opportunities.



### **Recommendation 3: Provide robust impact measures**

Many organisations evaluate themselves but a significant proportion does not. There needs to be investment in research and the development of easy-to-use impact measures to ensure organisations are able to communicate their value in meaningful ways using widely accepted and recognised methods. Without this organisations may find themselves struggling to promote and justify their work to external funding bodies.

### **Recommendation 4: Act as equal partners**

The national call for 'intelligent commissioning' should be mirrored locally to ensure third sector organisations are treated as equal partners in commissioning processes.

### **Recommendation 5: Speak out for the sector**

The future in terms of income streams holds a period of uncertainty in which the sector must speak out to secure a future it desires. Commissioners and third sector organisations need to know that they are free to speak out and that speaking out is a key part of the sector's role around informing policy development and service provision.

### **Recommendation 6: Avoid splits in the sector**

The recognition that the sector includes a diverse range of organisations working at varying levels needs to be stated to ensure the future cohesion of the sector and to prevent the third sector being based on organisations which will never want to, or be able to be involved in public service delivery emergence, whilst a fourth sector emerges containing organisations mainly acting as contractors to the public sector.

### **Recommendation 7: Identify barriers to service delivery**

More work needs to be done to determine the barriers that prevent some organisations from becoming involved in public service delivery. However, these organisations should not be undermined should they wish not to engage.

### **Recommendation 8: Resist over-regulation**

The sector needs to be active in ensuring the innovative ways in which the sector works are not lost through new commissioning procedures; that there is no '*strangulation by regulation*'.

### **Recommendation 9: Support changes in status**

Parts of the sector need to diversify their sources of income to ensure that they are in a position to tend for service contracts to avoid an unstable financial future. This includes unincorporated associations being given support to alter their status allowing them to tender for future contracts as their current status would mean individuals are personally liable.

### **Recommendation 10: Provide training in procurement**

Organisations will need support in adapting to the changing situation facing the third sector and in preparing bids for public service contracts and collaborating on tenders. Training on the procurement process and writing tenders should support this.

### **Recommendation 11: Work towards full cost recovery**

Organisations need to begin to adopt a full cost recovery approach and commissioners/ funders should work towards recognising full cost recovery principles.

### **Recommendation 12: Efficient monitoring**

To improve the monitoring of the sector in the city it is recommended that the income and income sources of the largest organisations in the city are monitored regularly (e.g. annually). Large organisations generate a significant proportion of the sectors' total income in the city. It is important to consider if any variations in their income should be considered as indicative of changes across the sector as a whole. It is proposed that future audits consider the role and influence of large organisations more fully.



## 2. The Sector in Context

Changes in both central and local government strategy have impacted upon the sector. The Government's recognition of the value of the sector is positive however it has also meant that organisations are being encouraged to obtain funding in a radically different way, that is, to compete with public and private sector organisations for funding to provide core public services. This report asserts that the third sector in Brighton and Hove needs to be proactive in facing up to these new challenges to secure its future.

### National context

There are many changes in the economy, society and policy which offer both threats and opportunities to the third sector. The Government's review of the third sector<sup>3</sup> discusses how the third sector will be instrumental in transforming and supporting the delivery and design of public services, and sets out a strategy to work with third sector organisations over the next ten years to promote social and economic regeneration.

For some groups this has led to increased funding through service contracts, and helped to build in sustainability where income has been secured over a number of years however for others these changes have led to significant concerns amongst those working in the sector. For example, small groups feel that they will be forced to change the way in which they work and that this will not be to their benefit or to the users for whom they provide. Other groups are concerned that they lack the capacity to compete for service contracts.

### Local context

In tandem with national changes, the third sector's role in Brighton and Hove has changed dramatically over the past ten years. There is increasing recognition that the sector is a key partner in helping deliver on the city's priorities, through its involvement in partnership structures (the Local Strategic Partnership (LSP) and wider family of partnerships), and key policies and strategies (the Sustainable Community Strategy and the Local Area Agreement (LAA)).

### The Local Area Agreement (LAA)

The commitment of Brighton and Hove Council and other partners to the third sector is reflected by National Indicator 7 (NI 7) being included in the top 35 priorities of the city's Local Area Agreement (LAA). The role of NI 7 is to measure the contribution that local government and its partners make to the environment in which independent third sector organisations can operate successfully.

In addition, the LAA has targets around involving communities in local decision-making that underline the third sector's role in community engagement. As one of the country's 18 National Community Empowerment Champions, the City's thriving third sector is helping to pioneer ways for local communities to have a greater say.

The LAA also emphasises the importance of targeted provision in reducing inequalities in the city, which the third sector supports by:

- providing holistic and personalised services for marginalised communities, which focus on prevention and early intervention
- identifying service user needs and involving service users in improving service design and delivery.

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<sup>3</sup> The Stationery Office Limited (2007) *The future role of the third sector in social and economic regeneration*



## How these changes impact on the sector

In this climate of increased recognition for the role of the sector and its work, there are divergent views on whether this should be considered positively or negatively. For some, the opportunities for the sector to become more influential ensures that work is done in the best way possible, but for others there are great concerns that the sector will suffer a divide. That is, as some third sector organisations take on more public service delivery, it is possible that there will be a growing divide between these and other groups in the sector – particularly those groups that campaign for better public services.

Evidence suggests that small-<sup>4</sup> and medium-sized organisations will bare the brunt of changes to income<sup>5</sup> patterns, and with the talk of ‘super-charities’ and ‘Tesco-isation’, smaller organisations and those in the middle income brackets are finding themselves squeezed out of the public service delivery marketplace. Parts of the sector also maintain that organisations are at risk of losing independence and control, which may damage their reputation and integrity leading to concerns of ‘mission drift’ in the move towards public service delivery. As Dame Suzi Leather, of the Charity Commission said in her speech to the NCVO Annual Conference on 21 February 2007:

*“Charities have a distinctiveness they must not lose. We must not see a fourth sector emerge – charities delivering public services which are charities in name only. Charities can only lose so much of what makes them distinct before they cease to be charities. USP must continue to mean unique selling point, not undersold on price.”*

That said, many organisations in Brighton and Hove’s third sector do work on common ground and share some of the ambitions of statutory and / or private sector partners. Others meanwhile achieve their goals without engaging in public service delivery or strategic partnership working, therefore it is important that these distinctions are recognised. Partners need to understand and celebrate the diversity of the sector, what it achieves and its multiple voices and cultures to fully appreciate its value.

## Conclusion

Moving forwards, the sector needs to be proactive in engaging with local partners to ensure a future emerges which permits them to operate in ways which are both useful to the users they have always supported and in ways which have meaning to them, but also adapt to the changes affecting the sector and ensure their future financial stability.

<sup>4</sup> Craig, G.; Gibson, H.; Perkins, N.; Wilkinson, M. and Wray, J. (2008) *Every Organisation Matters*. National Council of Voluntary child Care Organisations

<sup>5</sup> Macmillan. R. (2007) Understanding the idea of ‘grant dependency’ in the voluntary and community sector People, Place & Policy Online p30-38



### 3. The Third Sector in Brighton and Hove

The following sections consider the data gathered in the survey and uses this data to provide figures for the sector has a whole where appropriate.

#### How many third sector organisations are there in Brighton and Hove?

The precise size of the sector in Brighton and Hove remains difficult to quantify as definitions vary and the sector is not static: 9% of groups responding to the audit were formed in 2006 or 2007. Given this complexity we have considered a range of sources to determine the number of third sector organisations in the city.

From the local databases<sup>6</sup> accessed it can be concluded that there are approximately 1,600 third sector organisations in Brighton and Hove. This figure, however, must be treated as a mid range estimate of the size of the sector and this is referred to as the medium scenario estimate in table two below. National data suggest the number of third sector organisations in Brighton and Hove could be higher. The National Council for Voluntary Organisations<sup>7</sup> estimate that there are between 750,000-860,000 civil society organisations in the UK but this includes bodies not covered by the third sector definition used in this report. Nevertheless, if we consider this information in terms of the number of organisations per head this would represent approximately 3,100 organisations in Brighton and Hove. We, therefore, use a total of 3,100 organisations as our high scenario estimate of the size of the third sector in the city. We have also calculated a low scenario estimate of the size of the sector which is 1,200 organisations. This figure represents the number of groups we can be certain are in existence in the city according to a range of databases. These high, medium and low case scenarios are referred to throughout this report when estimates are given relating to the whole third sector in Brighton and Hove. Given the discussion above about the size of the third sector, the medium estimate is usually the most appropriate.

Scenario	Number of organisations
Low	1,200
Medium	1,600
High	3,100

Table 1: Table to show scenarios for different numbers of third sector organisations in the city

The development of a common database of CVS organisations in the city will provide more information on the number of third sector organisations in the city in the future<sup>8</sup>.

<sup>6</sup> The Working Together Project, SCIP Community and Voluntary Sector Forum and Council databases.

<sup>7</sup> The UK Civil Society Almanac, NCVO 2008

<sup>8</sup> Common database is a ChangeUp project, whereby infrastructure organisations providing support to groups in the city are merging their data sets and developing one single source of pooled information on the Third Sector. The data from Taking Account will be merged into this database, where permission has been granted for this by respondents. The database will be available online at March 2009 and thereafter updated automatically by groups themselves on a regular basis.



# How Third Sector organisations in Brighton and Hove are structured

## Size

Organisations and groups vary dramatically in size from multi-million pound professionally-run organisations to small informal groups with no paid employees. The median number of paid employees is 5 (the median is the number separating the higher half of the data from the lower half; it is the number in the middle). The smallest 25% of organisations have 2 or less paid employees and the smallest 5% have 1 or less. For the larger organisations 25% reported having 13 or more paid employees with the largest 5% reporting having 61 or more.

The median number of volunteers is 12 with 25% of organisations having 5 or less volunteers and 25% 29 or more. Again the smallest and largest 5% demonstrate the significant differences in the size of third sector organisations in Brighton and Hove having 1 or less volunteer and 150 or more volunteers respectively.

## How organisations define themselves

The chart below shows how groups define themselves. Whilst over two-thirds of respondents consider their groups to be either a community organisation, a voluntary organisation or both, the range of organisations within the sector are an indication of the diversity of the sector and its ability to offer a variety of activities and services across the city.

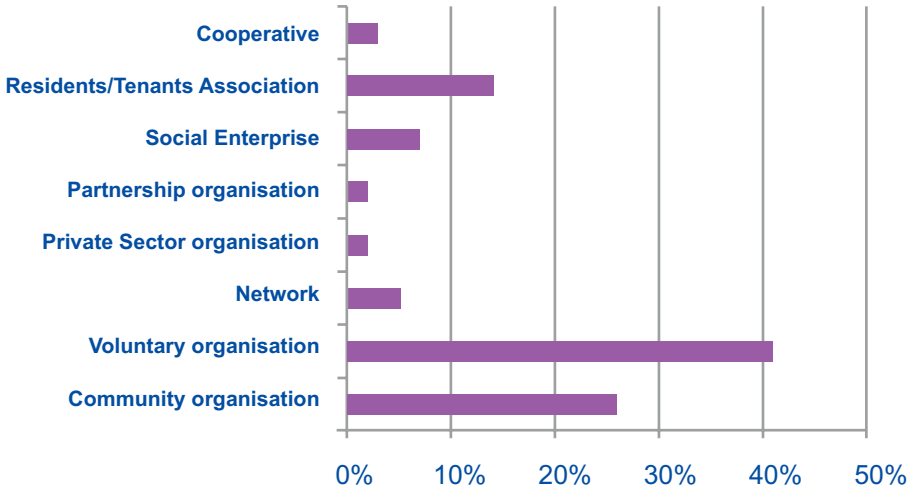


Table 2: Bar chart to show how organisations defined themselves % of respondents

The percentage of social enterprises<sup>9</sup> in the city is consistent with the national picture and is indicative of how the sector is evolving to seek more sustainable sources of income in response to new commissioning structures and a decrease in medium to large grants.

## Status

Of those groups which responded, 67% described themselves as a charity and of these 71% were registered with the charity commission (or awaiting registration). Amongst the non-charitable organisations 38% defined themselves as unincorporated associations, 18% were unsure of their status and the remainder comprised a range of organisations such as community interest companies and friendly societies.

<sup>9</sup> Coalition Social enterprises defines social enterprises as “businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximize profit for shareholders and owners”.





### Third sector activity and membership in Brighton and Hove

The majority of groups responding to the audit stated that their main activity results in empowering people to improve the quality of their life (34%) and bringing people together (20%). The membership figures for organisations confirms their role in bringing people together with the median number for membership being 75; with 25% of groups having more than 258 members and 25% having less than 15 members. The level of civic engagement here is high – bringing residents together and empowering them to participate in and influence our city is arguably crucial for the city to improve and move forward within a democracy.

The table below demonstrates the range of activities which organisations in the city engage in. Providing support (20%) being the most commonly reported primary activity followed by running activities: including sports and exercise (18%); providing training and education (12%); community development (11%) and information/advice/guidance (15%).

Activity type	Primary Activity %	Secondary Activity %
<b>Advocacy</b> Arguing on behalf of a particular issue, idea or person.	3	3
<b>Campaigning</b> Intended to mobilise public support and use democratic tools such as lobbying in order to instigate social change.	2	6
<b>Community development</b> Empowering individuals and groups of people by providing these groups with the skills they need to effect change in their own communities.	11	10
<b>Community enterprise</b> A Community Enterprise is a registered organisation that acts as a community owned and controlled holding company in supporting residents to develop new initiatives, manages commercial and social projects and enterprises, distributes profits and benefits to the community and is managed democratically through an open system of participation and uses a social audit to establish purpose, plan future initiatives and measure actual performance.	5	4
<b>Consultancy</b> Providing professional expertise and advice to groups and organisations.	1	18
<b>Counselling</b> Defined as a relatively short-term, interpersonal, theory-based process of helping persons who are fundamentally psychologically healthy resolve developmental and situational issues.	3	<1
<b>Facilities Management</b> The management of buildings and facilities.	<1	2
<b>Information, advice and guidance</b> Professional advice and/or guidance to members of the local community.	15	15
<b>Mediation</b> A form of alternative dispute resolution, aims to assist two (or more) disputants in reaching an agreement.	<1	2
<b>Representation</b> Act on behalf of another individual or group by providing either a speech or written report or still or moving pictures.	5	5
<b>Research and development</b> Undertaking work on a systematic basis in order to increase the stock of knowledge and use of this stock of knowledge to devise new applications and/or inform/advise others on the basis of the findings.	<1	3
<b>Run activities including sports and exercise</b> Running activities for those within the local community these may be arts based, involve exercise etc.	18	6
<b>Support</b> Offering a service which is complementary to the work of another and/or supplements their work or needs.	20	9

Table 3: Table to show organisational activities



To further identify the areas in which organisations and groups channel their efforts they were asked which of the following best defined their field of work. Work with children and young people (16%) was the most commonly reported field and second to this was health (13%).

Field of work	%
Children and young people	16
Health	13
Culture	12
Volunteering	9
Environment and conservation	8
Housing	7
Arts	7
Community safety / support	6
Education	5
Employment	3
Heritage	3
Law, crime, human and civil rights	2
Parents and families	2
Media and IT	2
Transport	1
International and overseas development	1
Social care	1
Sports	1

Table 4: Table to show the field of work organisations reporting working in.

**Main beneficiaries and users**

Following citywide consultation the Local Area Agreement 2008-11 identifies Brighton and Hove’s most pressing socio-economic problems as: health inequality – specifically in mental health; drug, alcohol and substance misuse; high incidences of children living in households with no working adults; a high number of people on job seekers allowance; and an above average number of NEETS (those aged 16 to 19 not in education, employment or training). These issues are central to much of the work defined by the groups which responded to the audit as the data below on main beneficiaries and users indicates.



Main Beneficiaries	Primary role %	Secondary role %
All people (general)	34	5
Children and young people	17	6
Community and voluntary organisations	6	6
Those with a disability	4	4
Black and minority ethnic	3	5
Homeless	3	2
Learning difficulties / disabilities	3	4
Parents and families	3	5
Women	2	4
Older people	4	5
Faith based	2	
Unemployed people	2	4
Residents and tenants	2	3
User group	1	5
Carers	1	3
Gay, lesbian and bisexual	1	3
Illness related	1	2
Survivors of crime and abuse	1	1
Mental health	1	5
Overseas residents	<1	
Transgender	<1	1
Bereaved	<1	1
Business	<0.5	<1
Men	<0.5	2
Single parents	<0.5	4
Offenders / ex-offenders	<0.5	3
Substance misuse	<0.5	2
Survivors of man-made and natural disasters		<0.5
Specific occupational / professional group	<0.5	<1
Refugees and asylum seekers		3
Students		2
HIV/Aids		1
Care leavers		1
Travellers		1
People in care		<1
Other please specify	4	<1

Table 5: table to show main beneficiaries of organisations work



## Number of people receiving support from third sector organisation activities

The median number of users per organisation is 500 with 25% of organisations having less than 148 and 25% more than 2000 – [it should be noted that double counting of people accessing a service regularly or more than one service is possible]. 50% of respondents stated that their number of users had increased in the last financial year, and a further 33% stated that the number of users had remained static; clearly indicating that the sector continues to offer essential services for local people.

## Geographical areas supported by third sector organisations

When asked where they delivered services the greatest number of respondents reported predominantly working in Brighton and Hove (60%) and, of these, a quarter stated they worked primarily in a local area of the city. East Brighton was the most reported local area for service delivery.

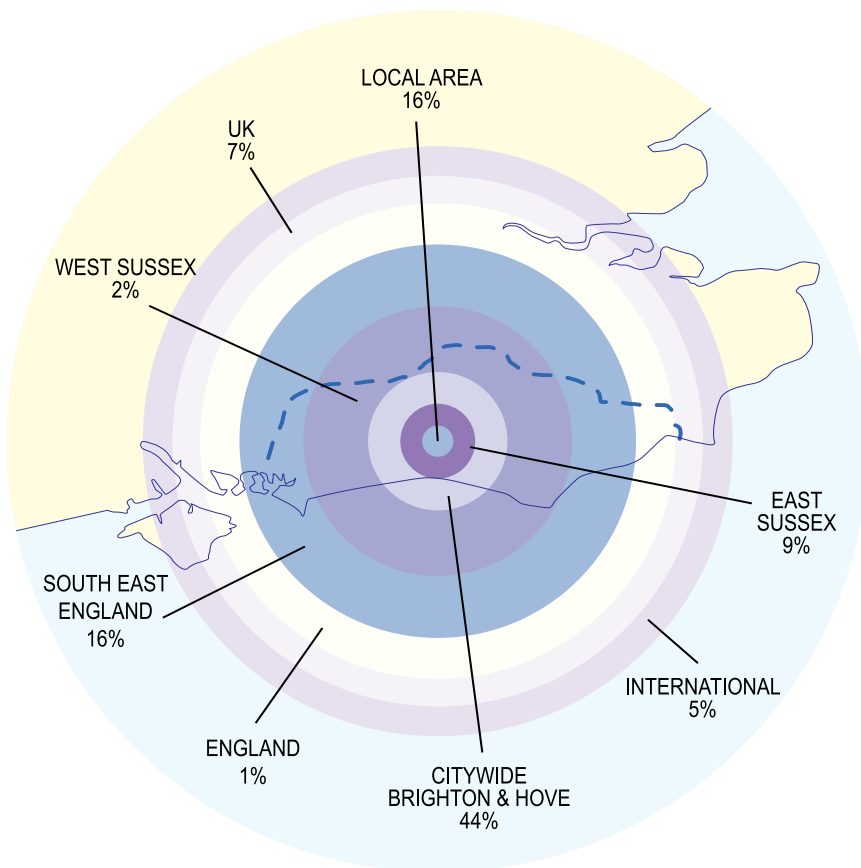


Figure 1: Map of geographical location organisation operate within

Almost all 50 local areas identified in the questionnaire had a response from one organisation or more. Those local neighbourhoods reported most frequently as the area of service delivery were:

- Hangleton and Knoll
- Kemptown
- Moulsecoomb
- Portslade North
- Portslade South
- Portland Road/Clarendon
- Whitehawk



## Employment in the Third Sector

The core focus of this section is paid staff, with the figures for volunteers and management committee members considered more fully in section 6 *The power of Volunteering*.

### Employment and skills

Table 7 indicates that organisations responding to the audit survey reported employing 2,212 staff, 1,445 management positions and 10,690 volunteers. About half of the employees were reported to be living within Brighton and Hove.

	Number	Median hours worked per week
<b>Paid staff</b>	2,122	25
<b>Management committee</b>	1,445	2
<b>Volunteers</b>	10,690	3
<b>Total</b>	14,257	

Table 6: staff and volunteer data for organisations responding to the audit

On the basis of this data for responding organisations it was possible to produce estimates in table 8 of the size of the whole third sector in Brighton and Hove. The third sector is a significant employer in the city and under the medium scenario employs 8,000 people<sup>10</sup>. This represents 7% of the total employee positions in Brighton and Hove<sup>11</sup>.

Scenario based on number of third sector organisations	Estimated Total Number of Paid Staff	Estimated % Employment positions in Brighton and Hove
<b>Low 1,200</b>	6,000	5%
<b>Medium 1,600</b>	8,000	7%
<b>High 3,100</b>	15,500	13.5%

Table 7: estimates of the number of staff in the third sector in Brighton and Hove

46% of organisations surveyed reported that their number of paid employees had increased in the last financial year, and 25% reported a decrease, suggesting that employment in the sector is fluid.

### Age of paid staff

Respondents reported that of the paid employees 84% are aged between 25 and 59, 11% under 25 and 4% 60 years or over.

### Sex of paid staff

68% of those working in the sector are women; 32% are men, in contrast to the Brighton and Hove population of 49% men and 51% women. However the Brighton and Hove Economic Report 2007 informs us that three-quarters of part-time workers in Brighton and Hove are female suggesting that these figures reflect the part-time nature of work in the sector.

<sup>10</sup> The large number of small organisations in the survey means the data does not have a normal distribution. Thus the median is used to produce estimates for the third sector as a whole in Brighton and Hove. The median number of paid employees is 5.

<sup>11</sup> Hove Economy Report: 2006 <http://www.brighton-hove.gov.uk/index.cfm?request=c1000926> .



## Minority groups

Black and Minority Ethnic (BME) groups represent 5% of paid employees; this figure is reasonable in terms of representation as in Brighton and Hove BME groups form 5.8% of the population but this is based on all BME people including children. This is also an increase on the 2003 figure of 3.2%.

Also since the 2003 audit there has been an increase in the percentage of LGBT and people with disabilities employed by the sector (from 3% to 9%, and 2% to 5% respectively). These are positive changes, but they still signify an under representation of LGBT compared with the population of Brighton and Hove – which is estimated to be around 16%<sup>12</sup>. However, the 2003 audit states that many groups were unable to respond to questions on minority groups as they stated that they did not collect this information. We must therefore consider that some of the noted increase may be due to better reporting. That said, there were still a number of groups who stated that they did not collect this information or did not respond so these figures must still be treated with caution.

## Staff qualifications

The audit data revealed that 44% of paid employees and 35% of those on management committees have a Level 4 qualification<sup>13</sup> or higher. This compares favourably with 29% of the Brighton and Hove population being qualified at this level and 33% of the third sector nationally<sup>14</sup>. This demonstrates a well educated sector.

## Skills and training

Responding organisations were asked to rate skills amongst staff. The skills most frequently rated as good included: initiative and problem solving skills (71% rated as good) leadership skills (70%); basic IT (67%); customer service skills (67%) and administrative skills (61%). The skills identified most frequently as poor included: technical and trade skills (45% rated as poor); advanced IT skills (31%); marketing skills (27%); counselling skills (23%) fundraising (20%).

66% of groups reported that their staff had received training in at least one area in the last financial year. Basic IT and fundraising training were the most frequently reported, followed by leadership, managerial and administrative skills.

## Salaries

The average reported salary for paid employees was £18,000 and, on average, staff worked 25 hours per week. This represents an average full-time equivalent salary of £26,640. This is lower than the Brighton and Hove average full time salary of £27,384<sup>15</sup> in 2008.

## Diversity in the Sector: Small, medium and large organisations

The sector represents organisations of varying sizes, from large charities to small informal groups. The table following provides some of the data from the audit for different organisations based on whether we have defined them as small, medium or large. For the purpose of this analysis we have defined small organisations as having an income of less than £7,000; a medium organisation of having an income of between £7,001 and £203,001 and a large organisation as having an income of £203,002 or greater.

<sup>12</sup> <http://www.brighton-hove.gov.uk/index.cfm?request=c1000926> Accessed August 3rd 2008.

<sup>13</sup> Level four qualifications include NVQ level 4, degree, HND, D1p HE and teaching and nursing qualifications.

<sup>14</sup> Clarke, J (2007) People and Skills: Workforce development in the third sector NCVO

<sup>15</sup> Calculated using the 2007 ASHE figure of £27,384 for average gross annual earnings for full-time employees working in Brighton & Hove (co-efficient of variation less than 5% for this figure).



These figures represent the upper and lower quarters of groups who responded i.e. one quarter of groups who responded had an income of £7,000 or less.

Question	Small	Medium	Large
Percentage of organisations	26%	50%	24%
Use a formal quality management system	29%	22%	35%
Measure the impact of their services annually	56%	53%	61%
Have made use of the compact	18%	8%	17%
Have 0 paid employees	20%	0%	0%
Have one paid employee	20%	18%	0%
Have seen a decrease in grant income	18%	21%	20%
Have seen an increase in service contracts	2%	10%	35%
Predict main source of future income to be:	Membership fees and Fundraising	Fundraising	Fundraising
Have seen a move from grants to earned income	10%	18%	36%
Currently deliver services under contract	7%	29%	58%
Are looking to expand service contract delivery	8%	54%	72%
Believe they will exist in one year	90%	92%	100%
Believe they will exist in three years	65%	75%	86%
Premises they frequently reported operating from	Members home	Rented on a short lease	Rented on short and long lease

Table 8: comparisons between small, medium and large organisations % of respondents

## Monitoring of services and quality assurance

The table illustrates how there is little difference between the small, medium and large organisations in terms of monitoring services and using formal quality management systems, and these figures generally demonstrate these are areas that organisations could advance. For example, 41% of groups reported that they did not measure the impact of their services annually. Evidence of impact is crucial when applying for funding.

## The Compact

The Compact was reported as being used by small and large organisations but less so for medium organisations. This perhaps reflects the vulnerability of medium-sized organisations that may be less likely to challenge perceived breaches of the compact for fear of losing their funding (whether or not the perception is a reality).



Often these organisations are reliant on a few funders for large chunks of money, so the withdrawal of a funder would have significant impact.

## Income

The data in table 8 reveals that the larger the organisation, the more likely they are to have seen an increase in service contracts and the greater the proportion who have seen a move away from income from grants to earned income. However, around 20% of organisations have reported a decrease in income from grants in the past financial year.

## Organisational size

Other data from table 8 reveals, as one would expect, that the larger the organisations the greater the number of paid employees, the greater the average salary and the more stable the organisation feels in terms of survival over the next one to three years.

## Comparisons to the 2003 audit

The following table summarises key information from both audits in 2003 and 2008. The questions differed between the reports so it has not been possible to compare all the data and also any comparison must be treated with caution. However the key findings allow us to consider how the sector has changed in the past five years.

	2003	2008
<b>Number of responding organisations</b>	232	266
<b>Estimated total number of organisations in the City</b>	1,400-1,500	1,600
<b>Turnover of responding organisations</b>	£22.9 million	£40 million
<b>Number of paid staff in responding organisations</b>	2,200	2,122
<b>Number of volunteers in responding organisations</b>	6,300	10,690
<b>Number of management committee members in responding organisations</b>	1,750	1,445
<b>Estimated total weekly volunteer hours in the City</b>	37,800	57,000

**Table 9: comparisons between 2003 and 2008 data**

N.B. The greater number of responses in 2008 needs to be considered when considering the data.

The data reveals a strong increase in turnover over the past five years, however this reflects most likely the broader definition used in the 2008 audit, which includes housing associations and social enterprises. The data also suggests a decline in employed staff and a possible growing reliance on volunteers by the third sector. The figures in 2008 are also believed to be more accurate than those obtained in the 2003 audit, specifically the number of service users is considered to be more rigorous and as such, whilst these comparisons act as a guide they are not to be taken literally. Future audits will build on the methodological rigour of the 2008 audit giving comparable data in the future.





## 4. The Social Impact of the Third Sector in Brighton and Hove

Demonstrating social impact is complex but in recent years has become a more accepted mechanism for demonstrating value. The government is currently funding a project to develop a standardised measure of social impact<sup>16</sup> which may be suitable for use in future audits.

### Does the Third Sector add Value?

The concept of added value essentially is one which asks the question 'is there more value as a result of the action'? How do we measure this in the context of the third sector? We could consider what would happen if the third sector did not exist. The third sector provides many activities where the statutory sector provides a limited amount of support, for example in: social care; environmental management and recovery from illness. In many areas, for example, support for carers, the third sector is providing the majority of the services. We could argue that those who have their needs met by those operating under the third sector umbrella would otherwise go without help and support. However this leads us to complex methodological questions on how we determine what would happen in the absence of something. Much more successfully we can demonstrate where value is added for both Outcome Value and Activity Value.

### Outcome Value

The focus of measuring outcome value is on whether a service improves people's welfare and/or quality of life. The large numbers of third sector organisations operating in Brighton and Hove make this complex to determine as a whole however, by using case studies as examples of practice and demonstrating their outcome and the improvements they make to individuals, we can demonstrate that outcome value is very much evident in Brighton and Hove.

#### Outcome Value case study one: Carers Centre

The Carers Centre has been running in Brighton and Hove for 20 years and is a local charity which exists to support anyone caring for a partner, relative or friend who needs help because of an illness or disability. The centre has established itself as both an organisation which supports carers on a specific one-to-one level and also as an organisation with a strategic place in supporting carers across the city. The centre is widely respected – the need for the service is recognised by the local Primary Care Trust who provided 56% of the organisation's income in 2007.

The Carers Centre vision is to put carers first and to:

- Provide services for carers to help them cope with their situation, receive the support to which they are entitled, and to participate in the community of our city.
- Campaign to raise awareness of carers and ensure that carers have a real voice in order to influence local public services, to improve the support they offer to carers and to the people they care for, and to promote support for families that reduces the reliance on children as carers.

<sup>16</sup> <http://www.thirdsector.co.uk/News/DailyBulletin/806997/Government-fund-social-return-standard/34A826B6C89C6B3E70A58CC9B7BD334E/?DCMP=EMC-DailyBulletin>



- Identify and reach out to hidden and isolated carers to ensure that they have access to services<sup>17</sup>.

The centre provides:

- Group activities: carers' support groups.
- Help to access counselling and respite including residential breaks run by Brighton Buddhist Centre.
- Advice and information services.
- One-to-one support.

The centre recognises the need to listen to carers and their needs and not to stipulate what they think they need. This has been key to the success of its delivery and longevity.

In 2006 the Carers Centre launched the city's multi-agency strategy for carers demonstrating the Centre's role as a key strategic partner.

### Ellie and the Carers Centre (adapted from the Carers Centre annual report 2006-7)

Ellie is 11 years old and cares for her mother who suffers from Multiple Sclerosis. Ellie was referred to the project because she was getting very upset about her mum during lessons and wasn't able to concentrate. Ellie's mum was very unwell at the time and had been housebound for several weeks. They live in a top-floor flat and she could not manage the stairs. As the sole carer for her mum, Ellie has a significant role: making meals; shopping; and carrying out domestic chores as well as providing personal care.

Ellie was struggling at school. Her motivation was low, she was often late and tired. A meeting was set up with the school counsellor. The Centre liaised with social services in order to get Ellie's mum the care package she needed and referred Ellie for a Carer's Assessment. Clearly the family's housing was inappropriate. The support worker wrote to the housing authority explaining the situation and the impact on the family.

As a result of the case work:

- The family has been given a band A priority meaning that they will be able to bid to be re-housed in a ground floor flat.
- The school now has a good awareness of Ellie's caring role and supports her in this. She is now seeing the school counsellor for weekly sessions.
- The family is now linked with support from the Physical Disability Team.
- Ellie has felt more informed and reassured about her mum's illness after speaking to the worker from the MS Society.
- Ellie attended a residential trip and met other young carers and enjoyed a break from her caring role.

For more information please contact: 01273 234045 or go to [www.thecarerscentre.org](http://www.thecarerscentre.org)

<sup>17</sup> Source Carers Centre website <http://www.thecarerscentre.org/> accessed September 2008



## Outcome Value case study two: St Richard's Church and Community Centre

A community building is one that is managed by a voluntary management committee, run for public benefit and plays host to a range of activities for a range of users. This includes most village and community halls, community centres (apart from those managed directly by local authorities), church halls and other faith-based buildings open to the wider community, some buildings attached to schools and others catering for a specific community of interest (Marriott, 1997). The buildings provide a space for a broad variety of activities that are open to all.

St Richard's Church and Community Centre was founded around 20 years ago and is located on the Knoll Estate in Hove, which used to have few community resources. The annual report of St Richard's 2006/07, states that it is based in a deprived and isolated island of a community with poor living conditions. The main aim of the centre is to provide an affordable, safe space for everyone in the community to meet.

Activities provided in community buildings reduce social isolation through social interaction and as one user of St Richard's Community Centre stated, "[it] gives me a reason to come out".

The activities offered range from playgroups for toddlers and carers, and community drop-in for parents, to social groups and lunch clubs for older people, as well as office space for established and new third sector organisations. Organisations such as Rethink and Hangleton and Knoll project are based at the site and benefit from affordable rent and the infrastructure set up by the building. New groups that have not yet managed to secure their funding receive free use of the building for a limited time period.

Every six weeks the building hosts Community Action meetings, where the councillors of the area, service providers and the community come together and discuss matters, such as neighbourhood plans, traffic issues, etc. The meetings are very well attended and service providers are invited according to the relevant issues under discussion.

St Richard's is an example of a community building that strengthens and empowers the local residents through services provided and through offering a safe space, open to all in the community, to meet, receive support, have fun, get involved and come together. It is a very welcoming and vibrant building, hosting a wide range of activities, and tries to accommodate everyone's needs. Pat Weller, manager of the building, stated 'that the building exists in its current format because the community wanted it..... the building forms an essential part of people's life'. The building does not belong to the council but to the community and all activities and services in and around the building are community oriented. All changes and developments are made in consultation with the community.



## Outcome Value case study three: Brighton Women's Centre (BWC)

Brighton's Women's Centre is the only gender-specific service in Brighton and Hove that provides services for all women. It provides a safe and welcoming space for all women. The Centre offers a space where women can access important information on a variety of issues including welfare and benefits; housing and mental health.

At grassroots level the Centre provides a space where women can talk, relax, hang out and be together. In addition the Centre acts at a strategic level influencing local policy.

### The Centre offers:

- A drop-in service: providing a kitchen, reading and meeting area
- Complementary therapies: e.g. massages, EFT (Emotional Freedom Technique)
- Connecting Women, a psycho-educative support group for women who have experienced/ are experiencing domestic violence
- Crèche services (Toy Box Pre-School): One of few outlets currently meeting the gap in childcare for children aged 2-3 years at such low cost.
- A library: with lots of information on women-specific services
- Creative groups: for example Awards for All Creative Writing Workshop
- PC and internet access
- Low-cost room rental to small groups and organisations
- Low-cost counselling from £5 a session at a fraction of the NHS waiting time.

BWC offers counselling to women more speedily than NHS provision and at a cost lower than NHS or private counselling services.

Nine counsellors work for the centre, each seeing around three/four clients per week. Every client receives about 12 sessions each costing a minimum of £5 and a maximum of £25- scaled according to the individuals income/financial situation. At this time the majority of women receiving counselling pay the minimum rate of £5.

The waiting time for counselling at BWC is approx three months, which is around half the time on NHS waiting lists. GP practices in the area as well as social workers recommend the BWC counselling to patients to avoid the long NHS waiting lists. The women that access the centre for counselling often have varied and very serious issues and, according to the feedback of the counsellors, their level of distress is often higher than in a general GP surgery.

Feedback from users demonstrates the value of this service to the individual:

*'A deeply healing experience.....I have been picked up and put on my feet again with a new future.'*

*'Given me a sense of self-confidence that was lost to me during my period of abuse.'*

*'It has given me the confidence to sort out my own problems.'*

*'I now have the tools to deal with difficult situations. I can now look to the future with optimism.'*



In addition to the work of the Centre which focuses on improving the quality of lives of individuals, BWC works at a strategic level to improve the experiences of women across the city. For example BWC has initiated the development of the Women's Services Strategic Network with other women-only service providers. It has also set up the B&H Women's Network which consists of around 115 individual women in B&H. From the Women's network, further discussion groups and networks developed such as the new modern-feminism discussion group "the F-word" and the multi agency Domestic Violence Forum. Since 1998 the Centre has chaired the meetings of this Forum and has made a large contribution to bringing Domestic Violence to the local agenda. The "Hearing our Voices" project, undertaken by the Women's Centre and the Community Safety Team increased the awareness of the local Housing team and the local Children's Trust on domestic violence issues and helped to improve and increase communication between these agencies.

## Activity Value

Activity Value refers to the value of the process of doing something rather than what the activity produces. For example, a consultation process may or may not have the desired end result but the participation in the consultation, expressing your opinion and feeling you have been heard are all of value. The third sector is often recognised for its ability to champion the needs of the most vulnerable in society. The process of the consultation and acting on their behalf, or empowering them to act for themselves is a crucial process. The case studies below demonstrate both outcome value and activity value whilst also providing evidence of the role of third sector organisations to influence policy at both the local and national level.

### Activity Value case study one: Magpie Recycling Cooperative Ltd

Magpie Recycling is a social enterprise which began life in 1990 at Hanover Community Centre. In May 1996 the company began its Green Box kerbside collection scheme, collecting a wide range of recyclable materials from domestic households. Starting out with a modest 17 subscribers, the company now has around 5,000 customers throughout Brighton and Hove.

Magpie has various operations including:

- **Recycling** – Collecting recyclable materials from approximately 2,250 households and 2,250 businesses in Brighton and Hove.
- **Consultation Services** – Providing a kerbside advice consultation service for several local authorities in the south east.
- **Manufacturing Workshop** – Building electric powered converted milk floats to use as collection vehicles.
- **Commercial Services** – Confidential shredding, collection of a variety of grades of office paper, aluminium cans, plastics, tetras, foil, cardboard and toners.
- **Furniture Project** – Collecting donated furniture free of charge and selling it on at cost to those on low income, and also providing the council a with furniture provision and delivery service for homeless people once they have been re-housed.



As a cooperative, the day-to-day management of the business is distributed amongst the departmental managers, who in turn are accountable to the elected Executive Council. This company structure and the lack of shareholders afford every employee the opportunity to influence the performance and direction of the

business. *“We have full staff co-op meetings and actions are decided as a group, everything is done as a group.....if there are any problems everyone works together to find a satisfactory solution”* Lou, Magpie member 7 years.

With a firm stance on waste reduction, reuse and recycling, Magpie is a key player in tackling environmental issues in Brighton and Hove through innovation, pushing the boundaries of what those in the city expect, having a strategic place in moving the Council in new directions through raising the expectations of the city's residents.

An example of the way in which Magpie engages with local residents includes:

### ***The ‘Slick Schools’ scheme***

Magpie has organised a cooking oil collection scheme with schools, housing collection bins on certain days throughout the year. The scheme has been developed specifically to assist schools with Eco-School status<sup>18</sup> in achieving further awards whilst improving their local environment. It focuses on the fulfilment of the ‘Community’ aspect of the Eco-Schools ethos of introducing sustainability into curriculum, campus and community, as per the government's Sustainable Schools agenda, by encouraging pupils and parents not only to recycle their own waste but also of those who reside close by and local businesses. The cooking oil collected is converted into bio-diesel and used to power the collection vehicles and sold on to local residents, reducing pollution in the city.

#### **Contact Information**

For more details about Magpie recycling limited and the services it offers please email: [info@magpie.coop](mailto:info@magpie.coop) or telephone 01273 685628.

## **Activity Value case study two: Allsorts**

Allsorts provides information and support to young people who are lesbian, gay, bisexual, transgender or unsure (LGBTU) of their sexual orientation and gender identity and is the only organisation which supports and prioritises young LGBTU people in the city. A team of youth support workers, youth support volunteers and peer supporters provide direct cluster support to LGBTU young people; to empower LGBTU; to provide support in accessing education, training and employment.

<sup>18</sup> Department for Children, Schools and Families (DCSF) launched a Sustainable Schools Framework in 2006. Eco-Schools is an international award programme that guides schools by, providing a framework to help embed principles of sustainability into the heart of school life.



In addition, central to the project's work is lobbying on behalf of young LGBTU people; raising awareness of homophobia, heterosexism and biphobia transphobia issues.

Allsorts recognises the serious issues faced by LGBTU young people in B&H and support have often experienced: homophobia; transphobia and biphobia; bullying; relationship issues; mental health issues; self harming; feeling suicidal; substance misuse; eating disorders; unemployment; homelessness; low self esteem; anxiety; fear; isolation and depression.

John Proctor of Allsorts surveyed 15 service users aged between 14 and 21 years and concluded:

- 20% had become homeless because of issues surrounding sexuality.
- 60% had attempted suicide.
- more than 50% self-harmed.
- 40% were out of employment, education or training.

To support and empower young LGBTU Allsorts provides:

- Weekly drop-in sessions.
- Residential courses.
- Intensive one-to-one support.
- A-sorted - 4 week ENTAL health and well being programmes.
- Volunteering opportunities for young people who want to change things for the better for themselves and for their peers.
- Volunteering opportunities for adults who remember what it was like for them and want to change the picture for the new generations.
- Training and workshops in the wider community about creating safe and supported spaces for LGBT young people, including workshops co-facilitated by LGBT youth peer educators.
- Consultancy and advice to a variety of local and national bodies.
- Develop resources (information about training, information about health, sexual health and HIV (e.g. producing posters, stickers, postcards).

Allsorts works hard on improving the quality of life for young LGBTU and impacts on the young people's sense of identity, confidence through these services – not only through the direct contact with individuals – but also through the campaigns and lobbying they undertake. For example, Allsorts is proactive in responding to governmental strategies when it spots where LGBTU young peoples rights or issues are overseen in Government Policies and Strategies, and writes to MPs offering its services as advisors. Recently Allsorts participated in two of the government's reviews of youth policy: The Russell Commission (consulting about youth volunteering) and Youth Matters (an extension of the influential Every Child Matters). Both reports informed the government's ten year strategy for Young People "Aiming High". Marie Eagle, MP, visited the drop-in, talked to Allsorts and invited representatives to Westminster.

Young people benefit from Allsorts in many different ways. Alex Pollard, promotions officer from the Terrence Higgins Trust on HIV noted the awareness of young men at Allsorts after doing a focus group with them:



*“The participant’s responses to the materials suggest they are extraordinarily well versed in health promotion messages. As members of the LGBTU youth group they receive an unusually high level of one-to-one and passive media health promotion interventions. This has resulted in them being extremely well versed in HIV-related issues and therefore represents a particularly well informed perspective in focus groups. [...] Comparison with findings from the Gay Men’s Sex Survey shows this sample to be significantly more informed and articulate about HIV issues and safer-sex considerations.”*

Chris (service user at Allsorts)

*“I’ve been in Brighton for four months now and feel much more enthusiastic about the future thanks to the Allsorts Youth Project, and the many friends that I have made from the group. I now understand that these feelings I have are not unique and that I myself can share in the joy of being young, gay and single.”*

Female, 18:

*“I feel more relaxed with my sexuality, before I felt frustration, feeling trapped. I’m happier after coming here...I don’t feel alone. I felt turbulent before. It’s nice to have a social life with people that know about that part of me. I feel more comfortable; I don’t have to pretend that I’m something I’m not. I felt closed up before. I’m less worried about impressing people here.”*

Male, 18:

*“Stopped me from being isolated too much. Brought me into the outer world rather than sitting home doing nothing.”*

*“I enjoyed the residential because it gives me more confidence in myself and learned that even if you feel alone you are not”*

*“I felt like a completely different person every day. More self-assured, more confident and more trustworthy.”*

*“I went there feeling ashamed of being gay, but came back feeling totally proud.”*

### **Activity Value case study three: Cultures Club**

Cultures Club is a relatively new organisation in Brighton and Hove set up with the aim of bringing children of all cultures together to share their cultural traditions and celebrate diversity by learning about and performing each others’ songs, dance and theatre. The organisation aims to fill the gap it feels has been left by an increasingly goal-oriented state education system, which it feels fails to satisfy many children’s creative urges and can be a cause of disruptive behaviour and exclusion. The principal client group is children from ethnic minorities aged 8-12 and 13-18, although it is open to children from all backgrounds.

Cultures Club provides a space for young people to devise art work and plays. Children and young people write and produce their own acts under the supervision





of professional artists. Once these acts are rehearsed Cultures Club arranges for the works to be taken to festivals such as the Brighton Festival and the Youth Theatre Festival in Essex.

In addition, children and young people are supported in working towards Arts Awards; a system of achievement awards overseen and funded by the Arts Council.

Children and young people are given the opportunity to demonstrate and develop their creative and organisational abilities in a group which is inclusive of all ethnic groups and celebrates their diversity. They achieve success not only through obtaining awards but through the powerful satisfaction and confidence which comes from delivering art to an audience. Stella East, co-founder of Cultures Club defines a 'success' as a show written, organised, stage managed and performed entirely by the children, with not an adult in sight.

### Activity Value case study four: The Early Childhood Project (ECP)

The ECP is 20 years old and was devised following recognition that to be successful in eradicating prejudice and discrimination both children and adults needed to be reached. The project's core aim is to work towards a city where all children can grow and develop free from prejudice and discrimination by offering support to all those who play, care for and work with children. ECP provides:

- A mobile toy library.
- Resources that reflect all people in a positive way; irrespective of disability, marital status, age, sex, religion, life style or culture.
- Advice and support.
- Approaches for developing partnerships to share knowledge, skills and expertise.
- A website which provides useful links.

ECP is able to react when required in a way in which other services would find difficult. For example, should a staff team suffer a bereavement ECP is able to instantly react by providing advice and materials to the setting on how to cope with bereavement suitable for both children and adults and offer advice on where further support can be obtained. In addition, if a travelling community arrives in the city and begins to access childcare services, ECP is again able to react immediately by providing the setting with materials, for example books, which depict the lives of travellers in positive ways to both support those children in settling in and also to ensure that their differences are understood and respected by both adults and children in the setting alike.

### Conclusion

Social value of the sector has been clearly demonstrated in the case studies above, the variety of services offered by these organisations and the difference they are making to the lives of individuals and the city's population more generally. The sections in this report on the power of volunteering and the economic impact of the sector further demonstrate the value to the city. These case studies represent only a very small proportion of the work carried out and seek only to demonstrate the type of social value added to Brighton and Hove.



# 5. The Economic Impact of the Third Sector in Brighton and Hove

## Third sector income in Brighton and Hove

The total income for respondent organisations was £40 million, a significant increase from the respondents in 2003 of £22.9 million but this reflects the larger sample and the broader third sector definition used in the 2008 audit, which includes housing associations and social enterprises.

The median income for groups was £40,000 per annum with 25% of groups having an income of less than £7,000 and 25% having an income greater than £207,395. The smallest 5% of organisations had an income of £275 per annum or less and the largest 5% £807,316 or more, again demonstrating the diversity of the sector.

Based on our high-, medium- and low-case scenarios and the median income figures above it is possible to estimate the total income for the third sector in Brighton and Hove<sup>19</sup>.

Scenario based on number of third sector organisations	Estimated total yearly income
Low - 1,200	£41.3 million
Medium - 1,600	£55 million
High - 3,100	£106 million

Table 10: estimated total yearly income

The medium scenario in table 10 indicates a total income of £55 million. Given that the 266 organisations responding to the report reported a total income of just less than £40 million these figures represent a conservative estimate.

### What does this income mean to the city?

According to the New Economics Foundation Local Multiplier (LM3) model third sector income will create extra wealth as the money is spent and re-spent in the city e.g. through wages spent in shops and restaurants. Estimating the extra wealth created requires the use of a suitable local multiplier. Previous studies of the economic impacts of major construction projects in Brighton and Hove have used a multiplier of 1.5. In this report it is assumed that higher multipliers should also be used alongside the 1.5 multiplier.

<sup>19</sup> The following corrections have been made to the raw data to obtain these figures.

- The assumptions used to calculate the figures in table 10 include:
- (i) 6% of total income is excluded from the calculations as it is sourced through local fundraising and would have been spent in the city anyway. This is based on audit data indicating 24% of income is earned income or donations. 50% of this is assumed to be raised locally. It is assumed 50% of what is raised locally would otherwise have been spent locally and the other 50% would have stayed in savings accounts or been spent outside the area (e.g. on holidays).
  - (ii) 4% of total income is excluded from the calculations to take account of CVS bodies that spend project money outside the UK. This is based on audit data indicating that 5% of respondent organisations worked internationally and it is assumed only 20% of their income is spent locally (e.g. on salaries).
  - (iii) 4.1% of total income is excluded from the calculations to take account of CVS bodies that spent project money outside Brighton and Hove but in the UK. This is based on audit data indicating that 8.2% of respondent organisations worked outside Sussex and it is assumed only 50% of their income is spent locally (e.g. on salaries or Brighton and Hove projects).



This is justified because the third sector has a strongly local ownership structure and spends a high proportion of its income on local projects. Thus the third sector will circulate more of its income locally compared to other sectors which source a higher proportion of material and labour from outside the city. Low (1.5), medium (1.75) and high (2.0) multipliers are applied to the medium scenario income of £55 million to calculate the total economic contribution of the third sector to Brighton and Hove and the results are shown in table 11.

	<b>Multiplier</b>	<b>Estimated yearly economic contribution</b>
<b>Low</b>	1.5	£82.5 million
<b>Medium</b>	1.75	£96.25 million
<b>High</b>	2	£110 million

**Table 11: estimated economic contribution of the third sector to Brighton and Hove based on medium scenario income of £55 million**

The medium multiplier calculation indicates that the third sector contributes £96.25 million per year to the economy of the city.

The multiplier effect is significant for commissioning bodies when they consider which organisations they will be awarding grants. Should a national and a local organisation bid for the same contract, the local organisation is more likely to generate a greater contribution to the city based on the LM3 model as a larger proportion of the money will be fed into the city, giving a higher multiplier effect.

**The origin of funding**

Respondents were asked a question about where their income came from. It should be noted that not all organisations wished to share this information; we have data displayed in the table below that is based on the income source of 87% of the total income reported.

<b>Income source</b>	<b>% of income</b>
<b>Grants</b> including grants of charitable trusts.	43%
<b>Contracts</b> including service contracts.	33%
<b>Earned income</b> , including business sponsorship; consultancy; trading income; membership fees, returns on investments and fundraising.	19%
<b>Donations</b> including corporate donations, gifts in kind; donations from individuals and legacies.	5%
<b>Total</b>	100%

**Table 12: Income sources for respondent organisations**



**Grants and contracts**

The figures reported to us demonstrate that whilst grants remain the dominant income source, contracts now form a significant part of third sector organisations income. The majority of grants came from outside the city (62%), whilst the contracts were more evenly split with 54% of contract income coming from inside the city.

Source	Grants	Contracts
Inside city	38%	54%
Outside city	62%	46%

**Table 13: where grant and contract income comes from for respondent organisations**

**Earned income and donations**

19% of third sector income is in the form of earned income and, of this, 38% came from trading income with fundraising also making a significant contribution (27%), followed by donations from companies (12%), returns on investments (11%), donations from individuals (6%), membership fees (4%) and legacies (2%).

**Conclusion**

The third sector is a small but significant part of the city’s economy and the economic contribution of £96 million per year represents between 1.5% and 2% of the total economy estimated to be worth between £3.3 billion and £4 billion per year. A considerable proportion of third sector income comes from grants and contracts and with the likely shift in the balance of these income sources the sector needs to be planning strategically to adjust to these changes.



## 6. The Power of Volunteering

Volunteering has an essential role to play in Brighton and Hove, not least because the majority of organisations would be unable to provide their current level of service without volunteers. The role of volunteering in helping Government work towards and achieve its objectives<sup>20</sup> of increased social cohesion and social engagement is now being fully recognised. A case study at the end of this section 'A week in the life of a volunteer' gives an insight into the role of a volunteer and the work they undertake.

### How many people volunteer in Brighton and Hove

The data collected from organisations completing the audit suggests that the median number of volunteers in third sector groups is 12 and the median number of hours they volunteer each week is 3. These figures are used in table 14 along with the earlier estimates of the number of third sector organisations in Brighton and Hove to calculate the number of volunteers in the city as a whole<sup>21</sup>.

Based on the medium scenario of the number of groups there are 19,200 volunteer positions in third sector organisations in Brighton and Hove. These volunteers donate 57,600 hours per week to third sector organisations in Brighton and Hove.

The data collected from the audited organisations indicates that the ratio of volunteers to committee members is about 1.7:1. This suggests there are 11,200 positions on management committees and boards of third sector organisations in Brighton and Hove and many of these will be filled by the volunteers.

### How much is the contribution of volunteers worth?

Under the medium scenario, if the 19,200 volunteers were paid for their work at the same rate as workers in the third sector then their weekly salary bill would be £520,000. In financial terms, therefore, the time that volunteers donate to the city's third sector organisations each year is worth approximately £24 million.

Scenario based on number of third sector organisations	Number of volunteers	Number volunteer hours per week	Estimate equivalent weekly salary cost	Estimated equivalent yearly salary cost
Low - 1,200	14,400	43,200	£402,000	£18.5 million
Medium - 1,600	19,200	57,600	£536,000	£24.7 million
High - 3,100	37,200	111,600	£1,038,000	£47.7 million

Table 14: estimated data for volunteers in Brighton and Hove

<sup>20</sup> Ockenden, N. (ed) (2007) Volunteering works Volunteering and Social Policy

<sup>21</sup> The large number of small organisations in the survey means the data does not have a normal distribution. Thus the median is used to produce estimates for the third sector as a whole in Brighton and Hove.

<sup>22</sup> Calculated on average salary of £9.30 for the third sector based on the audit survey data.



## Who volunteers?

### Age of volunteers

The vast majority of volunteers (69%) and management committee members (73%) are aged between 25 and 59 years. Those under 25 represent 18% of volunteers and those over 60 13%. This is in line with the population figures for each age group in the city<sup>22</sup>.

### Sex of volunteers

Repeating the trend seen with paid staff 66% of volunteers are women compared with 34% for men. National data<sup>23</sup> states that there is no significant difference between the number of men and women who volunteer nationally so Brighton and Hove may differ to other parts of the country in this respect.

### Minority Groups

Lesbian, gay, bisexual and transgender people account for 3% of volunteers, People from Black and Minority Ethnic groups 3% and people with disabilities 4%. Each of these is an under representation of the Brighton and Hove population overall. Some groups stated that they do not gather this type of data for volunteers and thus these figures must be treated with caution.

### Management committee and board members

Management committees and boards are comprised in the main (73%) of 25 to 59 years old and as with volunteers and paid staff are most often women (66%). Amongst management committee members 6% are lesbian, gay, bisexual and transgender; 7% are from Black and Minority Ethnic groups and 10% people with disabilities. This is an indication of good representative governance in the third sector.

### What is volunteering?

It is 'an activity that involves spending time unpaid, doing something that aims to benefit the environment or individuals, or groups other than or in addition to close relatives'<sup>24</sup>. Volunteering England identifies five key aspects of volunteering which need to be considered in order to appreciate the full value of volunteering: *Economic Capital; Physical Capital; Human Capital; Social Capital and Cultural capital*<sup>25</sup>. Each will be considered in the Brighton and Hove context.

## The Economic Capital of Volunteering in Brighton and Hove

Volunteering is for many a route into paid employment and the first step to becoming an economically active member of society. Volunteering is used by some in a rehabilitative manner taking people into paid employment. The following case study exemplifies this.

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<sup>23</sup> 2001 census data accessed August 2008. <http://www.brighton-hove.gov.uk/index.cfm?request=bi000i75>

<sup>24</sup> The UK Voluntary Sector Almanac: The state of the sector, 2007 NCVO, 2007 p7

<sup>25</sup> The Compact Code of Good Practice on Volunteering. [http://www.thecompact.org.uk/module\\_images/Final%20Compact%20Volunteering%20Code%2005.pdf](http://www.thecompact.org.uk/module_images/Final%20Compact%20Volunteering%20Code%2005.pdf). Accessed August 2008

<sup>26</sup> Ockenden, N. (ed) (2007) Volunteering works Volunteering and Social Policy



## Case Study: Brighton Unemployed Centre Families' Project (BUCFP)

Brighton Unemployed Centre Families Project has been embedded in the local community for over 20 years. BUCFP works closely with other organisations in the area such as local schools and the children's centre, other local community and voluntary sector organisations in the city as a much valued and utilised resource for referring those who are in crisis; are socially isolated; want to access affordable learning, or to access the centre's services and support.

### Project aims

BUCFP aims to reach the most disadvantaged groups and to create a safe welcoming environment where people are offered immediate support and advice on a range of issues including benefits and social welfare; housing; and education and training. Cathy Gaunt, 50+ Community Development Worker commented when she first entered the building that the general atmosphere was welcoming and inclusive as there was a variety of people of different ages engaged in different activities: An older gentleman stated he was waiting to see the Welfare Adviser; the vegan café had just finished serving lunches, and people were still sitting around the tables in groups; there was an arts and crafts session going on with some adults and young children; and an Arabic class was underway. The centre seemed to be being utilised to full capacity.

BUCFP has established a reputation for being very much centred on the user's needs and encourages a high level of user-involvement – however, this strong ethos does not detract from the highly professional approach to funding and developing strategies for sustainability and three year plans for each service area.

### Volunteering

BUCFP has a number of core paid staff but its work is supported by many volunteers. Volunteering is of great importance and significance to the centre, not only as service delivery at its current level relies on volunteering but also as volunteering is utilised as a method of supporting people to access the experience and training necessary to support them in building their confidence, and enable them to seek paid employment. Volunteers and users at the centre are often the same people. Volunteer inductions are held monthly and a yearly volunteer's celebration day is held.

BUCFP offers innovative and dynamic learning and volunteering opportunities for some of the most disadvantaged people in the community. There is a variety of innovative and interesting learning opportunities on offer and volunteers are encouraged to develop at their own pace and self-directed learning is encouraged. Volunteers are offered practical training in a variety of areas for example child development, computing skills and food, giving them the opportunity to learn new and transferable skills.

In 2006/7 there were 186 volunteers at the centre, 115 of these were new to the centre that year. The work they undertook was varied, for example eight volunteers supported 81 families, a further 13 volunteers provide advice to 1,677 people and 33 volunteers provided 12,126 low-cost meals.



A University of Brighton report (Stone, 2008) conducted a series of interviews with users and concluded that:

- A high degree of progression for volunteers over time was found, with people able to progress and develop at their own pace.
- 91% of respondents felt more confident as a result of their engagement with the Centre.
- 84% felt that they had increased their skills.
- 78% felt that they had enhanced their future life chances.

The following case is extracted from the BUFCP 2007 annual report and illustrates the impact of volunteering for one user.

*"I first came to the Centre because I felt totally alienated and didn't know what to do. I saw a flyer about the Centre at the DSS office and on my first visit I was immediately grabbed as an Art Group volunteer. It seems as though the needs of the centre and my own personal needs were combined to complement each other perfectly. The whole process was handled very well and this kept me coming back. Volunteering at the centre has always been a two way thing for me; what I like is that it is not authoritarian; there is trust to make your own decisions and also ongoing support from the workers. Volunteers are respected for what they are and the workers speak a language which I understand. I have now been approached to do an arts project outside of the centre; the vision came from the Centre and could not have had the opportunity without BUCFP. I have just started to volunteer on the Allotment Project, we have lots of exciting plans and I'm looking forward to watching the project grow."*

## The physical capital of volunteering in Brighton and Hove

This relates to the services provided i.e. the number of training courses delivered and also considers whether or not these outputs are sustainable. The following case study demonstrates one aspect of the physical capital of volunteering and its sustainability.

### Case Study: Whitehawk Inn

Opening in 1999, Whitehawk Inn aims to help anyone with a barrier to learning within Brighton and Hove with a particular emphasis on the community of Whitehawk providing vital links between adult education and training and finding employment. The Inn has been successful in bringing mainstream services into a community setting.

The Inn provides learning opportunities for learners of all ages and backgrounds, particularly those who have faced difficulties with returning to and/or accessing learning with a long term view of supporting those people into employment. Housed in an old public house the Inn is welcoming and modern with a café and internet access open to all.





The Inn offers training and vocational courses. Those on low income receive the courses at a low cost whilst others on the courses pay the full fee. Examples of courses running include: maths; english; office administration and book keeping, in addition to courses such as yoga and salsacise.

Those who use the services are often uncomfortable with other types of learning environments, e.g. colleges, and use the Inn due to its locality and its ability to put people at ease.

A staff member at Whitehawk Inn noted that:

“It’s also extremely intimidating if you’re an adult walking in to a college and you haven’t been in education in years and you may have left school with nothing, often I find that the adults I’m working with, especially if they haven’t gained any qualifications since they left school and they want to get back into learning, they say ‘I haven’t got any skills’ and to walk into a college in Brighton could be one of the most intimidating things for them to do.”

The Inn offers people the opportunity to build skills from any level. Users can obtain basic English and Maths if they need to but can also follow vocational courses which allow people to obtain paid work. For example, following a nail technician course several local residents began to provide a nail service.

Last year the Inn worked with 900 residents. Of these, approximately 700 will receive information and advice and more than 520 enrolled on at least one course. In the last three years, over 200 local residents taking a course and/or advice from the centre have gone into paid employment.

Those working in the Inn feel that its success lies in the fact that it is part of the community and that this relationship is built upon trust ‘...[The Inn] *has community ownership, it’s taken a lot of work and time but it is part of the community.....It’s used by the local community and at least known by a lot of them...people know it and the support that they’re going to get here. They know that we’re true to our word and that we’ll do what we can... We don’t make promises that we can’t keep so they know where they stand with us and they like that, it’s a very honest approach*’.

In addition to providing more short-term courses the Inn also supports residents who wish to access further and higher education. In some instances it is possible for the Inn to offer small grants to those who wish to pursue this path.

The Inn does not focus solely on paths to employment, those working at the Inn recognise that learning is an important aspect of life as these quotes from a worker and students suggest:

*“a lot of the mainstream funding is about getting people back into employment but what if you fall outside that such as if you’re 80 years old when learning and education can still play a hugely beneficial part in your life”*

*‘if you try and force people into work then they aren’t going to do it...it’s through nurturing and encouragement that they make their journey’*

*“I look back & think about what I was doing, making a complete & utter mess of myself & my life. Now look at me! Who would have thought 5 years ago that I’d be working &, you know, quite happy with my life & things’.”*



## The Human, Social and Cultural Capital of Volunteering in Brighton and Hove

Volunteering also acts to up-skill and raise the human capital of the workforce in Brighton and Hove not only through experience but also through the investment in training. 66% of respondents reported that their workforce had received training in at least one area in the last financial year. Third sector organisations and service users benefit from the up-skilling of the workforce as do other members of the city as these skills are transferable as staff migrate to other employers.

Volunteering England recognised that there is a growing body of evidence to suggest that volunteering itself leads to stronger communities and helps to build social capital – social capital is defined as the ‘glue which holds people together’<sup>26</sup>. John Field states that simply ‘relationships matter’ and that interaction enables people achieve things that alone they could not. The case study below illustrates this point.

Demonstrating cultural capital is complex. The assertion is that volunteering can help to reinforce sense of cultural affiliation and that volunteering may be guided by cultural and individual values, and in turn may affect people’s values and sense of identity. The case study below shows how volunteers can contribute to the simultaneous development of human, social and cultural capital.

### Case Study: Neighbourhood Care Scheme (NCS)

The NCS is a project of Brighton and Hove Impetus, the registered charity Brighton and Hove Community Initiatives. It is a good neighbourhood scheme that supports older people, people with physical disabilities and carers by recruiting local volunteers to support them in a variety of ways. In the past four years NCS has been recruiting a new volunteer every eight days. Sean, who works at NCS, notes they do far more than just provide a service for individuals:

*“some people see us as providers of a service but I don’t think that’s what it’s about... it’s about being part of a community and getting that community to help each other... You need to be looking at new ways of how to provide connectedness [among people]...”*

Sean, NCS

NCS provides support for those groups who often do not qualify for care and support, the mechanism which they employ to do this promotes neighbourliness and creates an environment where residents support each other. Using this strategy it is reasonable to state that many volunteers may continue to support their neighbours even if they are no longer volunteers to the scheme.

NCS is also currently helping to set up similar neighbourhood schemes in Patcham and Hollingbury, offering their expertise to ensure success.

<sup>26</sup> Ockenden, N. (ed) (2007) Volunteering works Volunteering and Social Policy



Those who benefit from the services are: adults with a physical or sensory disability aged under 60; people aged 60 or over, who live at home and may be at risk of social isolation; and carers as well as those who volunteer their time to provide: social visiting/befriending; accompanying out (to the shops, to the doctors, for pleasure); reading aloud; form filling; arts and crafts; dog walking; simple DIY; painting and decorating; shopping; assistance with wheelchairs; gardening; playing games; one-off tasks; falls prevention advice.

Since April 2004, NCS has enabled over 250 volunteers to help more than 350 individuals, making over 12,000 visits and providing more than 23,000 hours of direct volunteer support.

*From a social aspect the critical thing is that hundreds of people in Brighton and Hove would be denied the opportunity to engage with their neighbours in positive ways that make everyone's lives better [if NCS weren't there].*

Sean, NCS

## A Week in the Life of a Busy Volunteer

### Monday

Typed up the minutes of Thursday's Tenants and Residents Association meeting, printed them out, and took them to the corner shop to get them photocopied. Then took them home to staple, fold, stuff in envelopes to post to the other 11 committee members. Thought they should be sent out quickly because there are lots of actions for the committee who are trying to get a new community centre off the ground.

Popped up the community room to help cook for the Older People's Lunch Club – steak and kidney pudding, three vegetables and roast potatoes, with rhubarb crumble for 30 – it was a real squeeze. Called the bingo afterwards – always popular!

In the evening I popped round to check on neighbours. They've been ill for a couple of months and showing little sign of recovery. They're largely being cared for by their 13 year old son, so it gives him a bit of respite. I've put them in contact with a project for young carers in town.

### Tuesday

Started writing a funding application to the Big Lottery Fund for the new community centre – it's a bit overwhelming, but I have been on a fundraising course. Also our local Community Development Worker said that they would help, once I've drafted something. Was hoping to spend longer on this, but remembered I have arranged to meet my advocacy partner later in town, and then I think we're planning to go the cinema. My partner has a learning difficulty, lives in a group home and doesn't have many opportunities to go out in the evening.

### Wednesday

Was going to continue working on the funding application, but identified with my advocacy partner last night, that they are really unhappy with where they live. So I've been finding out what their rights are and how we might begin the process of moving. I've found out that the process is likely to take months and involves case conferences and reviews with key workers.



Did some more work on the funding application. I don't feel like I'm getting anywhere, and some of the questions they're asking are really complicated for a group run entirely by volunteers.

A new food and fitness group has organised a keep-fit taster session for the community, so I thought I should go and support them (and I could do with the exercise).

### **Thursday**

Feeling a bit stiff from the keep fit – the room was way too small, we really need to get the new community centre up and running.

This afternoon I went and did a bit of gardening for a neighbour – it's part of a local volunteering scheme. It helps them out because they can't keep their garden tidy any more, we keep each other company, and I don't have a garden, so it's a win-win situation. We've become good friends.

Tonight it's the Neighbourhood Forum – where local residents, community organisations and service providers come together in an effort to improve the area. Although difficult to start with, it has become quite positive. We have extra light in the park, new speed humps, and better co-ordinated health services in the area, as well as a small grants scheme for local groups. We are trying to get full support for the new community centre tonight, so there should be a good turn out from local residents. I hope the community room is big enough.

### **Friday**

Opened up the community room for the parent toddler group this morning. The meeting went really well last night and I feel more enthused about finishing a draft.

Went to a voluntary sector meeting late this afternoon about finding out the citywide priorities for all communities in Brighton and Hove. Somebody suggested that I should be a representative on the Local Strategic Partnership. I said I'd think about it. We went to the pub after the meeting; it's always good to catch up with people.



## 7. Looking to the Future and Recommendations for Action

This section considers what we anticipate the future holds for organisations, based upon the data we have collected, and makes recommendations based upon these findings. These recommendations have been discussed by the working group and others involved in the project (named at the beginning of this report). Recommendations are made to local infrastructure organisations providing support to the third sector in the city and to policy / strategy makers and commissioners, and will be taken forward by the Dialogue 50:50 Group and ChangeUp Consortium.

### A Thriving Third Sector?

Overall the data gathered suggests the third sector in Brighton and Hove is thriving seeing increased income and sustained levels of employment. However, there is evidence both nationally and locally of significant changes, specifically to income sources, which have left many in the sector feeling exposed.

### Future sources of income

The data collected by the audit and other reports we studied suggest a shift toward service contracts and increased trading income which, given the national policy picture, appear likely to be here to stay<sup>27</sup>.

There is a sense that some organisations in the sector feel undermined by new commissioning practices. There have been calls nationally<sup>28</sup> for the following changes to be implemented to improve the process of tending for service contracts:

- There should be an end to procurement practices that specifically discriminate against organisations of any one sector, e.g. short turnaround times, bureaucratic and legal hoops and claw back of surpluses,
- The government's call for three-year-norm for contracts should be translated into practice, despite the practical difficulties implicit in this,
- To help smaller organisations commissioners should:
  - Radically simplify the tendering processes to allow wider participation
  - Help organisations to bid and form consortia
  - Incentivise prime contractors to work with third sector sub-contractors
  - Identify opportunities to advertise contracts at a significantly smaller level.

These changes are being referred to as a move towards 'intelligent commissioning'. The aim is to ensure commissioners understand what users value in a service and with this better recognise the role of the third sector in designing services.

<sup>27</sup> (The UK Voluntary Sector Almanac: The state of the sector, 2007 NCVO, 2007 p3

<sup>28</sup> [www.publications.parliament.uk/pa/cm200708/cmselect/cmpublicadm/112/112.pdf](http://www.publications.parliament.uk/pa/cm200708/cmselect/cmpublicadm/112/112.pdf)



## Recommendations for Action

### Recommendation 1: Be a proactive sector

Moving forwards the sector needs to be proactive in engaging with local partners, to ensure an emerging future that permits them to operate in ways which not only are useful and have meaning to them but also allows them to adapt to meet new challenges and ensure their future financial stability.

### Recommendation 2: Promote the sector

In addition to promoting the sector to statutory partners the sector would benefit from promoting itself more widely. Research by Dowson et al (2000) *Valuing the Voluntary and Community Sector in North Yorkshire and York* has indicated that the sector is perceived quite differently by different members of society. Brighton and Hove third sector would benefit from celebrating and emphasising the strengths of the sector i.e. the well qualified employees, the range of volunteers, the representative nature of management boards of the sector and the substantial social and economic value of the sector to dispel any notions that the sector is unprofessional or relies on statutory funding. Such a move may increase the profile of the sector and partnership opportunities.

### Recommendation 3: Provide robust impact measures

Many organisations evaluate themselves but a significant proportion do not. There needs to be investment in research and the development of easy to use impact measures to ensure organisations are able to communicate their value in meaningful ways using widely accepted and recognised methods. Without this organisations may find themselves struggling to promote and justify their work to external funding bodies.

### Recommendation 4: Ensure equal playing field

The national call for 'intelligent commissioning' should be mirrored locally to ensure third sector organisations are treated as equal partners in commissioning processes.

### Recommendation 5: Speak out for the sector

The future in terms of income streams holds a period of uncertainty in which the sector must speak out to secure a future it desires. Commissioners and third sector organisations need to know that they are free to speak out and that speaking out is a key part of the sector's role around informing policy development and service provision.

### Recommendation 6: Avoid splits in the sector

The recognition that the sector includes a diverse range of organisations working at varying levels needs to be stated to ensure the future cohesion of the sector and to prevent the third sector being based on organisations which will never want to, or be able to be involved in public service delivery emergence whilst a fourth sector emerges containing organisations mainly acting as contractors to the public sector.

### Recommendation 7: Identify barriers to service delivery

More work needs to be done to determine what the barriers are that prevent some organisations from becoming involved in public service delivery. However, these organisations should not be undermined, should they wish not to engage.

### Recommendation 8: Resist over-regulation

The sector needs to be active in ensuring the innovative ways in which the sector works are not lost through new commissioning procedures; that there is no '*strangulation by regulation*'.



### **Recommendation 9: Support changes in status**

Parts of the sector need to diversify their sources of income to ensure that they are in a position to tend for service contracts to avoid an unstable financial future. This includes unincorporated associations being given support to alter their status allowing them to tender for future contracts as their current status would mean individuals are potentially personally liable.

### **Recommendation 10: Provide training in procurement**

Organisations need support in adapting to the changing situation facing the third sector and in preparing bids for public service contracts and collaborating on tenders. Training on the procurement process and writing tenders should support this.

### **Recommendation 11: Work towards full cost recovery**

Organisations need to begin to adopt a full cost recovery approach and commissioners/ funders should work towards recognising full cost recovery principles.

### **Recommendation 12: Efficient monitoring**

To improve the monitoring of the sector in the city it is recommended that the income and income sources of the largest organisations in the city are monitored regularly (e.g. annually). Large organisations generate a significant proportion of the sectors' total income in the City. Any variations in their income should be considered as to whether they are indicative of changes across the sector as a whole. It is proposed that future audits consider the role and influence of large organisations more fully.

## **Case study: An example of increasing collaboration and adapting to the new environment facing the third sector**

As a result of the Gershon Review of Public Sector Efficiency, the Brighton and Hove City Teaching Primary Care Trust (PCT) were aware they needed to make efficiency savings. The PCT consequently reassessed the mental health services commissioned from the third sector, with a view to reducing the number of contracts and developing more streamlined, efficient and effective service provision. The review identified that third sector organisations providing PCT commissioned mental health services needed to engage at a strategic level and be ready to deliver greater volumes of work. This mirrored findings of the city's Reducing Inequality Review and Local Area Agreement (2008-11).

To discuss the PCT's new 3-5 year commissioning strategy for mental health services, the PCT Commissioner met with the Community and Voluntary Sector Forum's (CVSF) Mental Health Network. The Network brings together around 30 organisations on a regular basis, from 500+ community and voluntary organisations in CVSFs membership, to share good practice and develop joint working.

Through a series of facilitated meetings, members of the Network discussed and developed their collective response to the changing commissioning arrangements. The Network held its own visioning workshop, where it agreed the type of services which should be prioritised in response to need and who might best provide them from within the sector. It used this intelligence to inform and influence the PCT's



planning processes as the tender specification for the new service contracts was drawn up, through elected representatives on the Mental Health National Service Framework Local Implementation Team.

The PCT meanwhile held review meetings with the organisations with which it held contracts (who were also involved in the CVSF Network) and invited these groups to contribute to the design of the new mental health care pathway services (in three areas; community, advocacy and service user involvement and housing services).

Around 15 third sector organisations engaged further still in developing a joint approach to the new tender opportunities, assigning a lead agency to look at developing bids on behalf of the sector in each of the three service areas. The organisations discussed forming a new consortium to bid for the contracts, but agreed it was not achievable within the timescale given the lack of resources to support the development process.

The re-commissioning process has been delayed by a year, but lead agencies are committed to working in partnership with other community and voluntary organisations in an effort to maintain flexible and specialist services and provide choice for the service user, which the Mental Health Network agreed should be a priority in future service delivery.

It remains to be seen whether the partnership of organisations will be successful in bidding to win the contract to deliver new services when they are re-commissioned in 2009/2010; they will be competing against large organisations from other sectors and outside the city.

The third sector organisations involved in this project, along with the PCT, have been reflecting on the re-commissioning process thus far. Some of the early findings suggest that:

- The sector is increasingly required to work in partnership but partnership working is complex and requires many building blocks
- Service delivery contracts are increasing in size/budget, which larger organisations are inevitably better placed to take on. There is a lack of resources to support smaller organisations being involved in large-scale service delivery or tendering processes.
- Diversity of provision is valued by service users, but not necessarily by commissioners, and commissioning through a single point of access puts diversity of services at risk
- The changing environment brings tensions to the sector; the move to an open commissioning process is resulting in community and voluntary organisations pitching against each other, when most would prefer to avoid competition and collaborate, to build up their collective strengths and what they can offer together
- Gearing up for consortium-based service delivery would provide the sector with access to bigger contracts but there is no support to help the sector break down barriers to achieve this model of working and the challenges are immense.





# Annex One: Survey



"Taking Account" is a survey of community and voluntary organisations in Brighton and Hove

Need help or advice?  
Call 01273 644505

## Taking Account – Audit Questionnaire

### Outline of the Questionnaire

- Registration**  
Your contact details, and how you would like us to use your information
- Section A. Organisation contact details**  
Organisation contact details
- Section B. About your organisation**  
How you're structured and where you work
- Section C. Your work**  
What you do, who you do it for and it's impact
- Section D. Staffing information**  
Staff, volunteers, skills and recruitment
- Section E. Financial Information**  
Funding, income and sustainability



## Taking Account – Survey of Community and Voluntary Sector organisations in Brighton & Hove

### Introduction

Taking Account is the social and economic audit of the community and voluntary sector in Brighton and Hove. The 2007/8 Audit aims to collect information about the size, importance and value of the community and voluntary sector to the city.

Complete the survey and you could **win free consultancy support** for your organisation.

The data collected will be analysed with the specific aim of understanding the economic and social value of the voluntary and community sector in Brighton and Hove. Access to the full data set will be available only to the core project team.

In addition to the data analysis it is our intention that the data collected will be placed within a Common Database. Please complete the section on confidentiality to specify which data you wish to be made available to the public.

### How to complete the questionnaire

It is possible for you to complete part of the questionnaire and save your work to allow you to fill in details at your convenience. For example, Section E requests financial information, which you may wish to ask another member of your organisation to complete.

If you cannot respond to a question then please leave blank but please complete as many questions as possible.

If your organisation is part of a group structure or a branch of a larger organisation, please answer the questions on behalf of your part/branch only.

### Need help completing the questionnaire?

If you have any additional communication needs (text phone, sign language, language other than English) or require a paper version of the questionnaire please contact us (details provided below) and we will endeavour to meet your needs.

If you have any questions about the questionnaire or the 2007/8 Audit please contact Jennifer Colwell [j.e.colwell@brighton.ac.uk](mailto:j.e.colwell@brighton.ac.uk) Tel: 01273 644505.





## Registration Page

The information collected in this section is for registration purposes only and will not be made public or shared with any third party.

Your contact details	
Your name	
Position in organisation	
Telephone number	
Mobile	
Email	

### How we will use the information collected?

The symbols below appear throughout the questionnaire and tell you what we will do with the data.



#### 1. Audit

Summary information will be used only for statistical analysis of the sector. We will also hold contact details for future audits, but will not share these with others.

- If you **do not** wish your organisation to be contacted in the future for additional/future research or consultation, please tick this box.



#### 2. Shared contacts

Contact information for you and your organisation will be shared between VCS infrastructure agencies (Currently the Community and Voluntary Sector Forum and Working Together Project) and held in a common database.

- I **do not** wish these details to be shared between these support agencies



#### 3. Publishing

The information that you have provided about your organisation's contact details (excluding the names of individuals), main function and type of clients will be accessible to members of the public.

- Tick here if you **do not** want this to happen.

*All other information that you have provided (including names of individuals) will be treated by us as confidential and will not be released to members of the public or used for any purposes other than for additional research and/or consultation by University of Brighton and Dialogue 5050 group*

- Do not contact us directly** - If you tick this box, we will provide alternative contact details for your organisation in the database.



## Data Protection Statement

Data Protection Act 1998. The information provided by you in this registration form will be held and analysed by University of Brighton as data controller and Dialogue 50/50 on computer. The forms will be kept manually by University of Brighton. The information will be used by the University of Brighton and Dialogue 50/50 for the monitoring and promotion of the voluntary and community sector in Brighton and Hove.

The organisation's contact details (name, contact address, telephone number, e-mail and website address) and information about its main function and type of clients will be published on the Support For Groups website, shared within a Common Database and may be available in the Community and Voluntary Sector Forum's directory. Information, apart from this information, will not be passed on to a third party without permission.





## Section A. Your organisation's contact details

The information given in this section will be made available in a common database.

**A1 Name of your organisation**  
As you would like it to appear to the public

**A2 Formal name of organisation**  
*If different, as it appears in your organisation's constitution, registration documents, etc*

**A3 Other name(s)**  
Or initials your organisation is known by, if any.

**A4 Contact details**

Address:

Town:

Postcode:

Telephone number:

Help Line number:

Fax number:

Text phone:

Email address:

Website address:

**A5 Do you deliver your services from this address?**  Yes  No  Not sure

**A6 Do you have an alternative delivery address?**  Yes  No  Not sure

If yes, please provide below:

Address:

Postcode:

**A7 Please specify your usual opening hours**

As you would wish potential clients/users to see them

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**A8 Are you a branch or project of a larger parent organisation?**  Yes  No  Not sure

Name of parent organisation \_\_\_\_\_

**A9 Does your organisation have full control of its budget?**  Yes  No  Not sure

That is, does your organisation have a budget independent of that of the larger organisation/group structure or a budget over which the larger organisation/group structure has delegated control to your organisation.





## Section B. Your Organisation's Work

If your organisation is part of a larger branch or national body please respond for your branch only.

**B1** In which year was your organisation formed? \_\_\_\_\_

**B2** Does your organisation describe itself as a Charity?  Yes  No  Not sure

### If yes, (Charity)

Your organisation must have one of the following as its legal status, please specify which below (tick one box only)

- Incorporated association
- Trust
- Unincorporated association

### Is your organisation registered with the Charity Commission?

- Yes
- No, not registered with the Charity Commission but exempt or excepted status
- No, not registered with the Charity Commission but in the process of applying
- No, not registered with the Charity Commission
- Not sure

### If no, (Not a charity)

Your organisation must have one of the following as its legal status, please specify which below (tick one box only)

- Community Interest Company
- Company limited by guarantee
- Company Limited by shares
- Friendly / Industrial & Provident Society
- Informal group with no written rules
- Unincorporated association

Please provide your Charity Number

If applicable

\_\_\_\_\_

Please provide your Company Number

If applicable

\_\_\_\_\_

**B7** Does your organisation describe itself as any of the following:

- |  |  |
|--|--|
| <input type="checkbox"/> Community Organisation    | <input type="checkbox"/> Residents/Tenants Association |
| <input type="checkbox"/> Co-operative              | <input type="checkbox"/> Social Enterprise             |
| <input type="checkbox"/> Network                   | <input type="checkbox"/> Statutory Organisation        |
| <input type="checkbox"/> Private Sector (Business) | <input type="checkbox"/> Voluntary Organisation        |
| <input type="checkbox"/> Partnership Organisation  |  |

**B8** How many members do you have? \_\_\_\_\_



**B9 In which of the geographical areas listed below does your organisation principally work?**

Please tick as many as you need to.

This list includes both neighbourhoods and wards to allow you to self identify. If you work in only part of a ward or neighbourhood please include it in your data as in the future your organisation or group will be listed when a search is made for services in that area.

- |   |   |
|---|---|
| <input type="checkbox"/> International      | <input type="checkbox"/> East Sussex                  |
| <input type="checkbox"/> UK                 | <input type="checkbox"/> West Sussex                  |
| <input type="checkbox"/> England            | <input type="checkbox"/> Citywide – Brighton and Hove |
| <input type="checkbox"/> South East England | <input type="checkbox"/> Local neighbourhood/ward     |

**Local Neighbourhood:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Adelaide       | <input type="checkbox"/> Knoll                   | <input type="checkbox"/> Roedean              |
| <input type="checkbox"/> Aldrington     | <input type="checkbox"/> London Road/Roundhill   | <input type="checkbox"/> Rottingdean          |
| <input type="checkbox"/> Bevendean      | <input type="checkbox"/> Marina/Black Rock       | <input type="checkbox"/> St James             |
| <input type="checkbox"/> Bristol Estate | <input type="checkbox"/> Mile Oak                | <input type="checkbox"/> St Peters            |
| <input type="checkbox"/> Brunswick      | <input type="checkbox"/> Meadow View             | <input type="checkbox"/> Seven Dials          |
| <input type="checkbox"/> Central Hove   | <input type="checkbox"/> Montpelier/Clifton Hill | <input type="checkbox"/> Stanmer              |
| <input type="checkbox"/> Coldean        | <input type="checkbox"/> Moulsecoomb             | <input type="checkbox"/> Tarner               |
| <input type="checkbox"/> East Brighton  | <input type="checkbox"/> North Laine             | <input type="checkbox"/> West Blatchington    |
| <input type="checkbox"/> Eastern road   | <input type="checkbox"/> Ovingdean               | <input type="checkbox"/> Whitehawk            |
| <input type="checkbox"/> Elm Grove      | <input type="checkbox"/> Patcham                 | <input type="checkbox"/> Withdean             |
| <input type="checkbox"/> Falmer         | <input type="checkbox"/> Pavilion/Old Steine     | <input type="checkbox"/> Wish                 |
| <input type="checkbox"/> Goldsmid       | <input type="checkbox"/> Poets Corner            | <input type="checkbox"/> Westbourne           |
| <input type="checkbox"/> Hangleton      | <input type="checkbox"/> Portland Road/Clarendon | <input type="checkbox"/> Westdene             |
| <input type="checkbox"/> Hanover        | <input type="checkbox"/> Portslade North         | <input type="checkbox"/> Woodingdean          |
| <input type="checkbox"/> Hollingbury    | <input type="checkbox"/> Portslade South         | <input type="checkbox"/> Other please specify |
| <input type="checkbox"/> Hollingdean    | <input type="checkbox"/> Preston Park            | _____   |
| <input type="checkbox"/> Hove Park      | <input type="checkbox"/> Queen's Park            |   |
| <input type="checkbox"/> Kemp Town      | <input type="checkbox"/> Regency                 |   |

**Ward:**

- |   |  |                                      |
|---|--|--------------------------------------|
| <input type="checkbox"/> Brunswick and Adelaide       | <input type="checkbox"/> North Portslade           | <input type="checkbox"/> Stanford    |
| <input type="checkbox"/> Central Hove                 | <input type="checkbox"/> Patcham                   | <input type="checkbox"/> Westbourne  |
| <input type="checkbox"/> East Brighton                | <input type="checkbox"/> Preston Park              | <input type="checkbox"/> Wish        |
| <input type="checkbox"/> Goldsmid                     | <input type="checkbox"/> Queen's Park              | <input type="checkbox"/> Withdean    |
| <input type="checkbox"/> Hangleton and Knoll          | <input type="checkbox"/> Regency                   | <input type="checkbox"/> Woodingdean |
| <input type="checkbox"/> Hanover and Elm Grove        | <input type="checkbox"/> Rottingdean Coastal       |                                      |
| <input type="checkbox"/> Hollingbury and Stanmer      | <input type="checkbox"/> South Portslade           |                                      |
| <input type="checkbox"/> Moulsecoomb and<br>Bevendean | <input type="checkbox"/> St Peters and North Laine |                                      |





## Section C. Your work

What you do, who you do it for and it's impact

### C1 Which of the following roles or functions best describes your organisations activities?

Please identify **one primary** role and **all secondary** roles that apply

	Primary	Secondary
<b>Advocacy</b> Arguing on behalf of a particular issue, idea or person	<input type="checkbox"/>	<input type="checkbox"/>
<b>Campaigning</b> Campaigning that is intended to mobilise public support and use democratic tools such as lobbying in order to instigate social change.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Community Development</b> Community development seeks to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Community Enterprise</b> The Community Enterprise is a registered organisation that acts as a community owned and controlled holding company in supporting residents develop new initiatives, manages commercial and social projects and enterprises, distributes profits and benefits to the community and is managed democratically through an open system of participation and uses a social audit to establish purpose, plan future initiatives and measure actual performance.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Consultancy</b> You provide professional expertise and advice to groups and organisations.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Counselling</b> Counseling can be defined as a relatively short-term, interpersonal, theory-based process of helping persons who are fundamentally psychologically healthy resolve developmental and situational issues.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Facilities Management</b> The management of buildings and facilities.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Information, Advice and Guidance</b> That is you provide professional advice and/or guidance to members of the local community.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Mediation</b> A form of alternative dispute resolution, aims to assist two (or more) disputants in reaching an agreement.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Representation</b> You offer to act the behalf of another individual or group by providing either a speech or written report or still or moving pictures.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Research &amp; Development</b> You undertake work on a systematic basis in order to increase the stock of knowledge and use of this stock of knowledge to devise new applications and/or inform/advise others on the basis of the findings.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Run activities including sports &amp; exercise</b> You run activities for those within the local community these maybe arts based involve exercise etc.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Support</b> You offer a service which is complementary to the work of another and/or supplements their work or needs.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Training &amp; Education</b> You provide training or education in any field including IT, counselling, management skills etc.	<input type="checkbox"/>	<input type="checkbox"/>





**C2 Which of the following areas best defines your organisations field of work?**

<input type="checkbox"/> <b>Animal Welfare</b> Including work with special bread animals, animal rescue, animal care.	<input type="checkbox"/> <b>Heritage</b> Including the support/promotion. Preservation of buildings, spiritual beliefs, environment, traditions, practices.
<input type="checkbox"/> <b>Arts</b> Including arts organisations and centres, museums and galleries.	<input type="checkbox"/> <b>Housing</b> Including housing associations, tenants associations, homelessness, hostels/refuges and housing repairs.
<input type="checkbox"/> <b>Children &amp; Young People/ Child Care</b> Including childcare and education services - play groups, support for new parents, after school care, holiday groups etc.	<input type="checkbox"/> <b>International and Overseas Development</b> Including overseas development and promotion of international relations.
<input type="checkbox"/> <b>Community Safety</b> Including the promotion of community safety through campaigning, raising awareness, supporting vulnerable groups in the community.	<input type="checkbox"/> <b>Law, crime, human/civil rights</b> Including advice, legal services, citizenship, advocacy rights, racial harmony.
<input type="checkbox"/> <b>Culture</b> Including work with specific cultural groups, supporting the promotion celebration of cultural diversity.	<input type="checkbox"/> <b>Media and IT</b> Including training and support for computing and other services, newsletter production, community radio etc
<input type="checkbox"/> <b>Education</b> Training or education in any field including counselling, management skills etc	<input type="checkbox"/> <b>Political</b> Including work which seeks to bring about change through action or inaction, providing advice, campaigning.
<input type="checkbox"/> <b>Employment</b> Including workplace training on safety, life saving, IT training and other skills training.	<input type="checkbox"/> <b>Transport</b> Including community transport, transport provided by volunteers, shop mobility.
<input type="checkbox"/> <b>Environment and Conservation</b> Including natural environment, built environment, recycling, pollution.	<input type="checkbox"/> <b>Volunteering</b> Including the promotion of volunteering, promotion of giving.
<input type="checkbox"/> <b>Finance</b> Including financial/debt advice, support.	<input type="checkbox"/> <b>Waste management</b> Including the collection, transport, recycling or disposal of waste materials. Awareness raising etc.
<input type="checkbox"/> <b>Health</b> Including primary health care, hospital care, continuing care in the community, rest homes, nursing homes, hospice care, emergency services, health promotion and education and alternative therapies.	<input type="checkbox"/> <b>Other please specify:</b>

**C3 If you work with a specific age range please specify.**

Age range (years) \_\_\_\_\_



<b>C4 Who or what are the main beneficiaries of your organisation?</b>		
Please identify <b>one primary</b> group and <b>all secondary</b> that apply	Primary	Secondary
<b>All people</b> (general)	<input type="checkbox"/>	<input type="checkbox"/>
<b>Animals</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Black and Minority Ethnic</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bereaved</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Business</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Care Leavers</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Carers</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Children and Young People</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Community and Voluntary Organisations</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Disability</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Faith Based</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Gay, Lesbian and Bisexual</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>HIV/Aids</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Homeless</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Illness Related</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Learning Difficulties/ Disabilities</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Men</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Mental Health</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Offenders/ Ex-offenders</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Older People</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Overseas Residents</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Parents and families</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>People in care</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Refugees and Asylum Seekers</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Residents and Tenants</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Single Parents</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Students</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Substance Misuse</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Survivors of Crime and Abuse</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Survivors of man-made and natural disasters</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Specific occupational/professional group</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Transgender</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Travellers</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Unemployed people</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>User group</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Women</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other</b> please specify	_____	



**C5 Is your organisation any of the following?**

<input type="checkbox"/> Charity shop	<input type="checkbox"/> Community café
<input type="checkbox"/> Church	<input type="checkbox"/> Hostel/refuge
<input type="checkbox"/> Community association	<input type="checkbox"/> Newsletter provider
<input type="checkbox"/> Community building	<input type="checkbox"/> Other please specify _____
<input type="checkbox"/> Community café	

**C6 Does your organisation and its activities provide or result in any of the following outcomes?**

Please identify only **one primary** activity and **as many secondary** as appropriate

	Primary	Secondary
Bringing people together	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging community engagement	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging people from different communities to work and live together well	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging people from different cultures and religions to live together well	<input type="checkbox"/>	<input type="checkbox"/>
Helping people to support those in need	<input type="checkbox"/>	<input type="checkbox"/>
Empowering people to improve the quality of their own life	<input type="checkbox"/>	<input type="checkbox"/>
Empowering people to solve/become involved in community issues	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging people to become involved in community events	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging/supporting volunteering	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring people know where to access advice and support	<input type="checkbox"/>	<input type="checkbox"/>

**C7 Please estimate the number of users that used or benefited from your services in the last financial year.**

**C8 How has this changed over previous years?**

Increased  No change  Decreased  Not sure

**C9 Do you use a formal quality management system?**  Yes  No  Not sure

If yes, please describe your formal quality management system

**C10 Do you measure the impact of your services annually?**  Yes  No  Not sure

For example carry out any regular user satisfaction or feedback forms with your services users and clients?

If yes, please describe:



**C11 Have you made use of The Compact? (i)**  Yes  No  Not sure

**C12 Is there anything, which has prevented you or discouraged you from using the Compact?**  
Please describe:

**C13 What was the impact of using the Compact?**  
Please describe:



The national compact on relations between Government and the Community and Voluntary Sector was published in November 1998. This provides a framework to help guide the relationship at every level and was seen as a document of both practical and symbolic importance.

The aims and objectives of the compact are to:

- Improve communication, common understanding, collaboration, trust and respect between the community and voluntary sector and the statutory sector
- Set a framework for effective consultation, representation and partnership working including agreeing definitions, shared values and joint and distinct undertakings
- Set out the principles for developing working relationships between the community and voluntary sector and the statutory sector
- <http://www.brighton-hove.gov.uk/index.cfm?request=c1118801>





## Section D. Staffing Information

All data in the section will remain confidential and will not be made public

<b>D1 Please provide the following information for staff at your organisation</b>			
	Number of people	Average hours worked per person per week	Average annual salary
<b>Management committee</b>			
<b>Volunteers (other)</b>			
<b>Paid Employees</b>			

<b>D2 Please give a breakdown of the number of people involved with your organisation.</b>			
If you do not have accurate figures, please give an estimate.			
Please write the number of people in the appropriate box, if none please <b>leave blank</b>			
	Management committee	Volunteers	Paid employees
<b>Under 25</b>			
<b>25 – 59</b>			
<b>60 or over</b>			
<b>Men</b>			
<b>Women</b>			
<b>Transgender</b>			
<b>Lesbian, Gay, Bi-sexual</b>			
<b>Black and minority ethnic people</b>			
<b>People who have a disability</b>			

<b>D3</b>	<b>How many of your paid employees live in Brighton and Hove?</b>	
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<b>D4</b>	<b>How has the number of your organisation's paid employees changed in your last financial year?</b>
	<input type="checkbox"/> Increased <input type="checkbox"/> No change <input type="checkbox"/> Decreased <input type="checkbox"/> Not sure
	Please state by how much the number of paid employees has increased/decreased

<b>D5</b>	<b>How has the number of your organisation's total volunteers (volunteers on management committee or board and other volunteers) changed in your last financial year?</b>
	<input type="checkbox"/> Increased <input type="checkbox"/> No change <input type="checkbox"/> Decreased <input type="checkbox"/> Not sure
	Please state by how much the number of volunteers has increased/ decreased



<b>D6 What kinds of activity do the people involved with your organisation undertake?</b>			
	Management committee	Volunteers	Paid employees
<b>Higher level management activities</b> Similar to chief officer; departmental head, manager; co-ordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Professional duties</b> Accountancy; legal work; professional medical or nursing work; counselling; teaching, marketing; design of fund-raising strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Associate professional activities</b> Advice and guidance; nursing and similar activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Skilled trades</b> Construction or building trades	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Administrative and clerical work</b> Typing; book-keeping etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Personal service work</b> Child care; sport and leisure activities etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sales and customer service work</b> Including fund-raisers and charity shop volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Machine operators</b> Including drivers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other activities</b> Including cleaning; food service; porters; general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Labouring</b> Including gardening; driving vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>D7 How many people involved with your organisation have their <u>highest</u> qualification in one of the following categories?</b>			
	Management committee	Employees	Volunteers
<b>Level 1</b> GCSE/'O'-level grades D-G, CSE (below grade 1), NVQ1, BTEC Foundation, other RSA			
<b>Level 2</b> Five 'O'-levels/ GCSEs grades A-C, NVQ2, BTEC First, GNVQ Intermediate, City and Guilds Craft, RSE Diploma			
<b>Level 3</b> GNVQ Advanced, City and Guilds Advanced, BTEC, NVQ level 3, RSA Advanced or equivalent, A-levels			
<b>Level 4 or higher</b> Degree, Post-graduate degree, HND/HNC, NVQ level 4/5, Dip HE, teaching or nursing qualifications or equivalent			
<b>Other Qualifications</b>			
<b>No formal qualifications</b>			



<b>D8 To what extent does your organisation agree with the following statements?</b>			
	Strongly agree	Agree	Disagree
We have had <b>difficulty in recruiting volunteers</b> in the past 12 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have had <b>difficulty in recruiting paid staff</b> in the past 12 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have had <b>difficulty in recruiting management committee members / trustees</b> in the past 12 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>D9 How would you rate the following skill areas within your group/ organisation?</b>			
Please leave blank if not applicable	Poor	Adequate	Good
<b>Administrative skills</b> e.g. clerical/secretarial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Advanced IT skills</b> e.g. system administrators, programmers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Basic IT skills</b> e.g. word processing, use of the internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Counselling/therapy skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Customer Service skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fund raising skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>High-level financial skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative, problem-solving or decision-making skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leadership skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Managerial skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Marketing skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other financial skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>People management skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Procurement skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Project management skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supervising or managing volunteers</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teaching/training</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Technical trade skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>None of these</b> is relevant to this group or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other</b> please specify			



<b>D8 To what extent does your organisation agree with the following statements?</b>			
	Strongly agree	Agree	Disagree
We have had <b>difficulty in recruiting volunteers</b> in the past 12 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have had <b>difficulty in recruiting paid staff</b> in the past 12 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have had <b>difficulty in recruiting management committee members / trustees</b> in the past 12 months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>D9 How would you rate the following skill areas within your group/ organisation?</b>			
Please leave blank if not applicable	Poor	Adequate	Good
<b>Administrative skills</b> e.g. clerical/secretarial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Advanced IT skills</b> e.g. system administrators, programmers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Basic IT skills</b> e.g. word processing, use of the internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Counselling/therapy skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Customer Service skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fund raising skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>High-level financial skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative, problem-solving or decision-making skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leadership skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Managerial skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Marketing skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other financial skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>People management skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Procurement skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Project management skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supervising or managing volunteers</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teaching/training</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Technical trade skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>None of these</b> is relevant to this group or organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other</b> please specify			





**D10 Which of the following skills have staff/volunteers had training on in the past three years?**

<b>Administrative skills</b> e.g. clerical/secretarial	<input type="checkbox"/>
<b>Advanced IT skills</b> e.g. system administrators, programmers	<input type="checkbox"/>
<b>Basic IT skills</b> e.g. word processing, use of the internet	<input type="checkbox"/>
<b>Counselling/therapy skills</b>	<input type="checkbox"/>
<b>Customer Service skills</b>	<input type="checkbox"/>
<b>Fund raising skills</b>	<input type="checkbox"/>
<b>High-level financial skills</b>	<input type="checkbox"/>
<b>Initiative, problem-solving or decision-making skills</b>	<input type="checkbox"/>
<b>Leadership skills</b>	<input type="checkbox"/>
<b>Managerial skills</b>	<input type="checkbox"/>
<b>Marketing skills</b>	<input type="checkbox"/>
<b>Other financial skills</b>	<input type="checkbox"/>
<b>People management skills</b>	<input type="checkbox"/>
<b>Procurement skills</b>	<input type="checkbox"/>
<b>Project management skills</b>	<input type="checkbox"/>
<b>Supervising or managing volunteers</b>	<input type="checkbox"/>
<b>Teaching/training</b>	<input type="checkbox"/>
<b>Technical trade skills</b>	<input type="checkbox"/>
<b>None of these</b> is relevant to this group or organisation	<input type="checkbox"/>
<b>Other</b> please specify	_____





## Section E. Financial Information

All data in the section will remain confidential and will not be made public

The responses to these questions will enable us to report upon the economic impact of the community and voluntary sector in Brighton and Hove. All information provided will be treated as confidential.

**E1 For which financial year does your organisation have the most up-to-date information about its total income from all sources?**

April 2007 to present  
 April 2006 to April 2007  
 April 2005 to April 2006  
 April 2004 to April 2005

**E2 In your last financial year what was your organisation's total income from all sources, excluding reserves**

Please exclude vat output from income, income from any trading subsidiaries, gifts in kind, housing benefit and rate relief.

Write in figures to nearest pound; if no income, please write zero.

£ \_\_\_\_\_

**E3 Does your organisation have any unrestricted cash reserves**

Including designated and free reserves

Yes  No  Not sure

**E4 Please tell us below about your main sources of income**

Wherever possible please identify the amount of income which comes from each source.

Earned Income	Amount (£)	
Fees	<input type="checkbox"/> £ _____	
Fund Raising Activities	<input type="checkbox"/> £ _____	
Trading	<input type="checkbox"/> £ _____	
Consultancy	<input type="checkbox"/> £ _____	
Membership Fees	<input type="checkbox"/> £ _____	
Returns on Investments	<input type="checkbox"/> £ _____	
<b>Donations</b>	<input type="checkbox"/> £ _____	
From individuals	<input type="checkbox"/> £ _____	
Companies	<input type="checkbox"/> £ _____	
Legacies	<input type="checkbox"/> £ _____	
<b>Grants</b>		
Please list your main sources of grants		
Name of funder	Type of funding stream	Amount (£)



**Contracts**

Please enter up to 5 main contracts

Name of contract	Type of contract	Amount (£)

**E4i** **If you have stated that you are part of or a branch of another organisation, do you receive funds from your parent organisation?**  Yes  No  Not sure

**If yes**, please state the amount received £ \_\_\_\_\_


**E5** **How have your sources of income changed in the past financial year? Please respond for your branch only.**

Please exclude vat output from income, income from any trading subsidiaries, housing benefit and rate relief.

	Increased	No change	Decreased
<b>Changes in Earned Income</b>			
Business sponsorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trading income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Membership fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Return on investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Changes in Donations</b>			
Corporate donations / gifts in kind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legacies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Changes in Grants</b>			
All grants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Changes in Service Contracts</b>			
All Service Contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



<b>E6</b>	<b>In the future which of the following sources do you see your funding coming from?</b>	
	<b>Future Earned Income</b>	
	Business sponsorship	<input type="checkbox"/>
	Consultancy	<input type="checkbox"/>
	Fundraising initiatives	<input type="checkbox"/>
	Trading income	<input type="checkbox"/>
	Membership fees	<input type="checkbox"/>
	Return on investments	<input type="checkbox"/>
	Other please specify	_____
	<b>Future Donations</b>	
	Corporate donations / gifts in kind	<input type="checkbox"/>
	From individuals	<input type="checkbox"/>
	Legacies	<input type="checkbox"/>
	Other please specify	_____
	<b>Other future income</b>	
	<b>Grants</b> , including Charitable Trusts	<input type="checkbox"/>
	<b>Service</b> contracts	<input type="checkbox"/>
	<b>Transfers from Parent organisation</b> If applicable	<input type="checkbox"/>
	Other please specify	_____

<b>E7</b>	<b>What percentage of your income comes from working in partnership? (i)</b> i.e. you would not have had access to this funding without working in partnership.	
	Where working with another organisation/group has allowed you to access funds/win tenders which you otherwise would not have had access to.	

<b>E8</b>	<b>Does your organisation currently deliver services under contract?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure
	<b>If so</b> , is this an area your organisation/project is looking to expand and develop?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure
	<b>Are there any key issues that such development is raising for your organisation?</b> Please specify.	

<b>E9</b>	<b>For your organisation has there been a significant move from grants to earned income?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure
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<b>E10</b>	<b>What percentage of your funding do you have for the next year?</b>
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<b>E10i</b>	<b>What percentage of your funding do you have for the next three years?</b>
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<b>E11</b>	<b>Does your project or organisation currently anticipate spending more than you are predicting to receive in income in the coming year</b> i.e. operating at a deficit	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure
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**E12** Do you think you will still be in existence in 12 months time?  Yes  No  Not sure

**E12i** Do you think you will still be in existence in 3 years time?  Yes  No  Not sure

**E13** Does your organisation operate from any of the following?

No premises	<input type="checkbox"/>
A member's home	<input type="checkbox"/>
Premises that you hire as and when you need them	<input type="checkbox"/>
Rented premises or premises held on a short lease (less than three years)	<input type="checkbox"/>
Premises held on a long lease (three years or more)	<input type="checkbox"/>
Premise with Peppercorn rent	<input type="checkbox"/>
Premises being purchased on a mortgage	<input type="checkbox"/>
Premises that are owned outright	<input type="checkbox"/>
Loaned property	<input type="checkbox"/>
Other please specify	

**E14** What might improve your project's or organisation's future chances of achieving funding sustainability?

**Thank you for your time**

The findings of the 2007/8 Audit will be made available from April/May 2008



# Taking Account – Audit Survey

Total number of respondents 266.

## Annex Two: Audit data

Percentages rounded to nearest whole number so column totals may not always equal 100%. Percentages are given as numbers are often harder to interpret especially when organisations were able to select multiple responses.

### Section A: Registration

<b>Are you a branch or project of a larger parent organisation?</b>	<b>%</b>
Yes	32
No	66
Not sure	2
<hr/>	
<b>Does your organisation have full control of its budget?</b>	<b>%</b>
Yes	81
No	15
Not sure	4

### Section B: Your Organisation's work

<b>In which year was your organisation formed?</b>	<b>%</b>
1800s	3
1900-1959	8
1960-1969	3
1970-1979	8
1980-1989	13
1990-1999	29
2000+	36

Of the 87 groups formed in 2000+, 21 of these were formed in 2006/7, 9% of the total respondents.

<b>Does your organisation describe itself as a charity?</b>	<b>%</b>
Yes	67
No	31
Not sure	1.2



147 of the 171 are registered with the charity commission.

<b>Status of those registered as charities</b>	<b>%</b>
Company limited by guarantee	64
Trust	17
Unincorporated association	19
<b>Status of those not registered as charities</b>	<b>%</b>
Company limited by guarantee	12
Community interest company	12
Unincorporated association	38
Company limited by shares	0
Friendly/Industrial and provident society	12
Informal group with no written rules	9
Not sure	18
<b>Is your company registered with the charity commission?</b>	<b>%</b>
Yes	58
No	36
Registered with the Charity Commission but exempt or excepted status	12
Not registered with the Charity Commission but in the process of applying	3
Not sure	2
<b>Does your organisation describe itself as any of the following?</b>	<b>%</b>
Community organisation	28
Voluntary organisation	41
Network	4
Private Sector organisation	1
Partnership organisation	1
Social Enterprise	8
Residents / Tenants Association	15
Cooperative	3



## How many members do you have?

Median group membership = 75

¼ have more than 258 members

¼ have less than 15 members

## In which of the geographical areas listed below does your organisation work?

%

Citywide Brighton and Hove

44

East Sussex

9

England

1

International

5

Local area

16

South East England

16

UK

7

West Sussex

2

## Top 6 local wards worked in by organisations specifying a specific area:

Hangleton and Knoll

Kemptown

Whitehawk

Portland Road/Clarendon

Portslade North & South

Moulsecoomb





## Section C: Your Work

Which of the following roles or functions best describes your organisations activities?

Activity type	% Primary Activity	% Secondary Activity
<b>Advocacy</b> Arguing on behalf of a particular issue, idea or person.	3	3
<b>Campaigning</b> Campaigning that is intended to mobilise public support and use democratic tools such as lobbying in order to instigate social change.	2	6
<b>Community development</b> Community development seeks to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities.	11	10
<b>Community enterprise</b> The Community enterprise is a registered organisation that acts as a community owned and controlled holding company in supporting residents develop new initiatives, manages commercial and social projects and enterprises, distributes profits and benefits to the community, and is managed democratically through an open system of participation and uses a social audit to establish purpose, plan future initiatives and measure actual performance.	5	4
<b>Consultancy</b> You provide professional expertise and advice to groups and organisations.	1	18
<b>Counselling</b> Counselling can be defined as a relatively short-term, interpersonal, theory-based process of helping persons who are fundamentally psychologically healthy resolve developmental and situational issues.	3	<1
<b>Facilities management</b> The management of buildings and facilities.	<1	2
<b>Information, advice and guidance</b> That is you provide professional advice and/or guidance to members of the local community.	15	15
<b>Mediation</b> A form of alternative dispute resolution, aims to assist two (or more) disputants in reaching an agreement.	<1	2
<b>Representation</b> You offer to act the behalf of another individual or group by providing either a speech or written report or still or moving pictures.	5	5
<b>Research and development</b> You undertake work on a systematic basis in order to increase the stock of knowledge and use of this stock of knowledge to devise new applications and/or inform/advise others on the basis of the findings.	<1	3
<b>Run activities including sports and exercise</b> You run activities for those within the local community. These may be arts based, involve exercise etc.	18	6
<b>Support</b> You offer a service which is complementary to the work of another and/or supplements their work or needs.	20	9
<b>Training and Education</b> You provide training or education in any field including IT, counselling, management skills etc.	12	16



<b>Which of the following areas best defines your organisation's field of work?</b>	<b>%</b>
<b>Children and young people</b>	<b>16</b>
<b>Health</b>	<b>13</b>
<b>Culture</b>	<b>12</b>
<b>Volunteering</b>	<b>9</b>
<b>Environment and conservation</b>	<b>8</b>
<b>Housing</b>	<b>7</b>
<b>Arts</b>	<b>7</b>
<b>Community safety / support</b>	<b>6</b>
<b>Education</b>	<b>5</b>
<b>Employment</b>	<b>3</b>
<b>Heritage</b>	<b>3</b>
<b>Law, crime, human and civil Rights</b>	<b>2</b>
<b>Parents and families</b>	<b>2</b>
<b>Media and IT</b>	<b>2</b>
<b>Transport</b>	<b>1</b>
<b>International &amp; overseas development</b>	<b>1</b>
<b>Social care</b>	<b>1</b>
<b>Sports</b>	<b>1</b>



Who or what are the main beneficiaries of your organisation?	% Primary	% Secondary
All people (general)	34	5
Animals		<0.5
Black and minority ethnic	3	5
Bereaved	<1	1
Business	<0.5	<1
Care leavers		1
Carers	1	3
Children and young people	17	6
Community and voluntary organisations	6	6
Disability	4	4
Faith based	2	
Gay, lesbian and bisexual	1	3
HIV/Aids		1
Homeless	3	2
Illness related	1	2
Learning difficulties / disabilities	3	4
Men	<0.5	2
Mental health	1	5
Offenders / ex-offenders	<0.5	3
Older People	4	5
Overseas residents	<1	
Parents and families	3	5.2
People in care		<1
Refugees and asylum seekers		3
Residents and tenants	2	3
Single parents	<0.5	4
Students		2
Substance misuse	<0.5	2
Survivors of crime and abuse	1	1
Survivors of man-made and natural disasters		<0.5
Specific occupational / professional group	<0.5	<1
Transgender	<1	1
Travellers		1
Unemployed people	2	4
User group	1	5
Women	2	4
Other please specify	4	<1



## Others

Adult learners and adult learning providers

Adults living in East Brighton, particularly Whitehawk

Suicide prevention

Mixed parentage

Witness to crime

Creative people

Environmentalists

## Does your organisation and its activities provide or result in any of the following outcomes?

Please identify only one primary activity and as many secondary as appropriate	% Primary	% Secondary
Bringing people together	20	12
Encouraging community engagement	10	13
Encouraging people from different communities to work and live together well	2	10
Encouraging people from different cultures and religions to live together well	2	8
Helping people to support those in need	7	6
Empowering people to improve the quality of their own life	34	8
Empowering people to solve/become involved in community issues	5	8
Encouraging people to become involved in community events	4	11
Encouraging / supporting volunteering	6	12
Ensuring people know where to access advice and support	9	12

## How has the number of users changed in the last financial year?

About the same	33
Higher	50
Lower	5
Not sure	11



### C7 total number of users in last financial year

Median 500

¼ have less than 148

¼ have more than 2000

<b>Do you use a quality management system?</b>	<b>%</b>
--	----------

<b>Yes</b>	<b>31</b>
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<b>No</b>	<b>54</b>
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<b>Not sure</b>	<b>15</b>
-----------------	-----------

<b>Do you measure the impact of your services annually?</b>	<b>%</b>
---	----------

<b>Yes</b>	<b>59</b>
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<b>No</b>	<b>29</b>
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<b>Not sure</b>	<b>12</b>
-----------------	-----------

<b>Have you made use of The Compact?</b>	<b>%</b>
--	----------

<b>Yes</b>	<b>10</b>
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<b>No</b>	<b>71</b>
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<b>Not sure</b>	<b>19</b>
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<b>Reasons for not using The Compact</b>	<b>%</b>
--	----------

<b>Don't know what it is</b>	<b>47</b>
------------------------------	-----------

<b>Not needed, not relevant</b>	<b>20</b>
---------------------------------	-----------

<b>Limited understanding</b>	<b>8</b>
------------------------------	----------

<b>Too busy</b>	<b>4</b>
-----------------	----------

<b>Lacks teeth</b>	<b>3</b>
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Comments from those who used The Compact stated that it assisted facilitating the development of working relationships, created better working partnerships, and challenged problems. But also that it lacked teeth and that not enough people understood what it was or even knew of its existence.



## Section D: Staffing Information

<b>Staffing Total figures:</b>	<b>Paid Employees</b>	<b>Management Committee</b>	<b>Volunteers</b>
<b>Total number of</b>	2,122	1,445	10,690
<b>Median number</b>	5	7	12
<b>Average salary</b>	18,000		
<b>Median average hours worked per week</b>	25	2	3

<b>Lower 5%</b>	<b>Paid Employees</b>	<b>Management Committee</b>	<b>Volunteers</b>
<b>Total number</b>	1	2	1
<b>Average salary</b>	2,450		
<b>Average hours worked per week</b>	7	1	1

<b>Lower 25%</b>	<b>Paid Employees</b>	<b>Management Committee</b>	<b>Volunteers</b>
<b>Total number</b>	2	5	5
<b>Average Salary</b>	11,000		
<b>Average hours worked per week</b>	20	1	2

<b>Upper 25%</b>	<b>Paid Employees</b>	<b>Management Committee</b>	<b>Volunteers</b>
<b>Total number</b>	13	10	29
<b>Average salary</b>	22,500		
<b>Average hours worked per week</b>	32	5	6



Upper 5%	Paid Employees	Management Committee	Volunteers
<b>Total number</b>	61	16	150
<b>Average salary</b>	26,990		
<b>Average hours worked per week</b>	40	37	22

Breakdown of the number of people involved with your organisation	% Management committee	% Volunteers	% Paid employees
<b>Under 25</b>	3	18	11
<b>25 – 59</b>	73	69	84
<b>60 or over</b>	23	13	4
<b>Men</b>	33	33	32
<b>Women</b>	66	66	68
<b>Transgender</b>	1	1	1
<b>Lesbian, gay, bisexual</b>	6	2	8
<b>Black and minority ethnic people</b>	7	3	5
<b>People who have a disability</b>	10	4	5

<b>How many of your paid employees live in Brighton and Hove?</b>	1075 (50.6% of the total)
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<b>How has the number of paid employees in your organisation changed in your last financial year?</b>	
<b>Increase</b>	24%
<b>Decrease</b>	13%
<b>No change</b>	59%
<b>Not sure</b>	4%



## How has your organisation's total volunteers changed in your last financial year?

<b>Increase</b>	40%
<b>Decrease</b>	11%
<b>No change</b>	43%
<b>Not sure</b>	5%

## What kinds of activity do the people involved with your organisation undertake?

	Volunteers	Paid employees	Management committee
<b>Higher level management activities</b> Similar to chief officer; departmental head, manager; co-ordinator.	12	38	50
<b>Professional duties</b> Accountancy; legal work; professional medical or nursing work; counselling; teaching, marketing; design of fund-raising strategies.	20	45	35
<b>Associate professional activities</b> Advice and guidance; nursing and similar activities.	31	35	34
<b>Skilled trades</b> Construction or building trades.	27	34	39
<b>Administrative and clerical work</b> Typing; book-keeping etc.	35	41	24
<b>Personal service work</b> Child care; sport and leisure activities etc.	34	46	16
<b>Sales and customer service work</b> Including fund-raisers and charity shop volunteers.	38	61	1
<b>Machine operators</b> Including drivers.	45	28	27
<b>Other activities</b> Including cleaning; food service; porters; general.	90	58	54
<b>Labouring</b> Including gardening; driving vehicles.	45	36	19





## How many people involved with your organisation have their **highest** qualification in one of the following categories?

	% volunteers	% of Employees	% of management committee
<b>Level 1</b> GCSE/'O'-level grades D-G, CSE (below grade 1), NVQ1, BTEC Foundation, other RSA.	<1	4	5
<b>Level 2</b> Five 'O'-levels/ GCSEs grades A-C, NVQ2, BTEC First, GNVQ Intermediate, City and Guilds Craft, RSE Diploma.	6	22	20
<b>Level 3</b> GNVQ Advanced, City and Guilds Advanced, BTEC, NVQ level 3, RSA Advanced or equivalent, A-levels.	15	21	19
<b>Level 4 or higher</b> Degree, Post-graduate degree, HND/HNC, NVQ level 4/5, Dip HE, teaching or nursing qualifications or equivalent.	59	44	35
<b>Other qualifications</b>	11	5	9
<b>No formal qualifications</b>	8	1	13

## To what extent does your organisation agree with the following statements?

	Disagree %	Agree %	Strongly agree %
We have had <b>difficulty in recruiting volunteers</b> in the past 12 months.	62	25	13
We have had <b>difficulty in recruiting paid staff</b> in the past 12 months.	81	13	6



We have had <b>difficulty in recruiting management committee members / trustees</b> in the past 12 months.	50	33	17
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## How would you rate the following skill areas within your group/organisation?

Please leave blank if not applicable	Poor %	Adequate %	Good %
<b>Administrative skills</b> e.g. clerical/secretarial	2	37	61
<b>Advanced IT skills</b> e.g. system administrators, programmers	31	40	29
<b>Basic IT skills</b> e.g. word processing, use of the internet	4	30	67
<b>Counselling/therapy skills</b>	23	34	43
<b>Customer service skills</b>	5	28	60
<b>Fund raising skills</b>	20	41	40
<b>High-level financial skills</b>	24	44	32
<b>Initiative, problem-solving or decision-making skills</b>	2	27	71
<b>Leadership skills</b>	2	28	70
<b>Managerial skills</b>	3	30	68
<b>Marketing skills</b>	27	44	29
<b>Other financial skills</b>	2	37	61
<b>People management skills</b>	18	50	31
<b>Procurement skills</b>	1	45	54
<b>Project management skills</b>	8	38	57
<b>Supervising or managing volunteers</b>	8	36	56
<b>Teaching/training</b>	6	42	52
<b>Technical trade skills</b>	45	35	20



Which of the following skills have staff/volunteers had training on in the past three years?	% of organisations whose staff had received some training in skills
<b>Administrative skills</b> e.g. clerical/secretarial	68
<b>Advanced IT skills</b> e.g. system administrators, programmers	40
<b>Basic IT skills</b> e.g. word processing, use of the internet	87
<b>Counselling/therapy skills</b>	44
<b>Customer Service skills</b>	32
<b>Fund raising skills</b>	87
<b>High-level financial skills</b>	24
<b>Initiative, problem-solving or decision-making skills</b>	44
<b>Leadership skills</b>	71
<b>Managerial skills</b>	60
<b>Marketing skills</b>	24
<b>People management skills</b>	59
<b>Procurement skills</b>	14
<b>Project management skills</b>	34
<b>Supervising or managing volunteers</b>	46
<b>Teaching/training</b>	59
<b>Technical</b>	15
<b>Equalities</b>	3
<b>First Aid</b>	6
<b>Other financial</b>	20



## Section E: Financial Information

**For which financial year does your organisation have the most up-to-date information about its total income from all sources?**

April 2007 to present	42
April 2006 to April 2007	53
April 2005 to April 2006	4
April 2004 to April 2005	2

<b>Total income from all sources</b>	<b>£39,993,990</b>
<b>Median</b>	<b>£40,000</b>
<b>5% have less than</b>	<b>£275</b>
<b>¼ have less than</b>	<b>£7,000</b>
<b>¼ have more than</b>	<b>£207,395</b>
<b>5% have more than</b>	<b>£807,316</b>

**Does your organisation have any unrestricted cash reserves (including designated and free reserves)?**

**%**

<b>Yes</b>	<b>43</b>
<b>No</b>	<b>40</b>
<b>Don't know</b>	<b>17</b>



## Main sources of income: Earned income

### Please tell us below about your main sources of income

Wherever possible please identify the amount of income which comes from each source.

<b>Earned Income</b>	£ 6,431,341
Fund raising activities	£ 2,225,600
Trading	£ 3,039,946
Membership Fees	£ 318,853
Returns on Investments	£ 846,942
<b>Donations</b>	£ 1,611,709
From individuals	£ 499,891
Companies	£ 962,887
Legacies	£ 148,931
<b>Grants</b>	£ 14,338,436
<b>Contracts</b>	£ 10,964,189

### In the future which of the following sources do you see your funding coming from?

### % Of Organisations

(Some groups made multiple responses others non response as they were not sure. The percentage refers to the percentage of responses.)

Business sponsorship	11%
Consultancy	5%
<b>Fundraising initiatives</b>	25%
Trading income	4%
Membership fees	5%
Returns on investments	<0.5%
Advertising	<0.5%
<b>Grants</b>	37%
Service Contracts	12%



## What percentage of your income comes from working in partnership? (i)

i.e. you would not have had access to this funding without working in partnership.

## For your organisation has there been a significant move from grants to earned income?

	%
Increase	18
No change	71
Decrease	10

## Have your sources of income changed in the past financial year?

Changes in membership fees?	%
Increase	37.7
No change	55.7
Decrease	6.6

Changes in returns on investments	%
Increase	22.7
No change	70.5
Decrease	6.8

Changes in other income	%
Increase	30.0
No change	56.0
Decrease	14.0

Changes in trading income	%
Increase	43.9
No change	47.0
Decrease	9.1

Changes in business sponsorship	%
Increase	23.8
No change	69.0
Decrease	7.1

Changes in fundraising initiatives	%
Increase	50.5
No change	29.9
Decrease	19.6



<b>Changes in consultancy</b>	<b>%</b>
Increase	28.2
No change	61.5
Decrease	10.3

<b>Changes in returns on investments</b>	<b>%</b>
Increase	27.3
No change	72.7

<b>Changes in donations individuals</b>	<b>%</b>
Increase	11.1
No change	17.5
Decrease	1.6

<b>Changes in donations other</b>	<b>%</b>
Increase	8.0
No change	15.6
Decrease	2.4

<b>Changes in donations legacies</b>	<b>%</b>
Increase	80.9
No change	5.9
Decrease	10.9
Not sure	2.3

<b>Changes in donations corporate donations / gifts in kind</b>	<b>%</b>
Increase	75.4
No change	10.8
Decrease	11.6
Not sure	2.2

<b>Changes in grants</b>	<b>%</b>
Increase	35.8
No change	38.1
Decrease	26.1



<b>Changes in service contracts</b>	<b>%</b>
Increase	31.3
No change	58.8
Decrease	10.0

<b>Does your organisation currently deliver services under contract?</b>	<b>%</b>
Yes	35.3
No	62.6
Not sure	2.1

<b>Is this an area you are looking to expand develop?</b>	<b>%</b>
Yes	48.8
No	36.2
Not sure	15.0

<b>For your organisation has there been a significant move from grants to earned income?</b>	<b>%</b>
Yes	18
No	72
Not sure	11

<b>Anticipating running at a deficit</b>	<b>%</b>
Yes	10
No	74
Not Sure	16

<b>Do you think you will be in existence in 12 month's time?</b>	<b>%</b>
Yes	90
No	2
Not Sure	8

<b>Do you think you will be in existence in three year's time?</b>	<b>%</b>
Yes	73
No	3
Not sure	24





Premises you operate from	%
Premise with Peppercorn rent	7
Premise being purchased on a mortgage	19
Rented premises or premises held on a short lease (less than three years)	14
Premises that are owned outright	18
Premises held on a long lease (three years or more)	14
Member home	8
No premises	2
Premises hired when needed	7
Other	2
Loaned property	10

## 5 groups stated they are housed by BHCC

### Future sustainability

Organisations were asked to identify what was needed to secure future stability. The table below reflects the most commonly identified themes. *These themes represent those represent on more than one occasion. Not all organisations responded to this question.*

Organisation self identified as needed for the future	Number of organisations
Have a designated fundraiser / time to fundraise	16
PCT/NHS recognition	2
Premises	6
Better marketing and understanding of organisation by others	9
Full coat recovery	5
More volunteers	3
Gaining contracts	3
Partnership working	2
Increased membership	3
Less government red tape	4
Longer term funding	10





**Brighton & Hove**

**Brighton and Hove City** **NHS**

Primary Care Trust

BRIGHTON & SUSSEX  
COMMUNITY  
KNOWLEDGE  
EXCHANGE

Brighton & Hove Community & Voluntary Sector

**FORUM**



**University of Brighton**

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