Voluntary and Community Sector Infrastructure support review - Final Report

Contents

1.0 Executive summary

There is still a need for infrastructure support services in the county. Voluntary organisations require support, particularly new organisations and those in crisis. There is demand for all areas of traditional infrastructure support.

There are more than 4,000 voluntary and community sector organisations in North Yorkshire, providing a broad range of local services to all kinds of people and supporting community action. There are a higher number of organisations in the more urban districts but more organisations relative to the population in the rural areas. The majority of organisations are relatively small and most are unincorporated or informal.

The current financial environment is challenging for many voluntary organisations and creates additional support needs. The top support priority of organisations in the county is 'improving your funding and financial stability'. Funding and volunteer recruitment are the most demanded services and there is growing demand for tendering support.

The size and age of the organisation/group impacts on their support needs. Newer organisations need more intensive support, medium sized organisations which have been most impacted by the changing financial environment are most likely to use infrastructure organisations while larger more established organisations use support less.

There is a wide variety of organisations that can provide infrastructure support in the county. There are some duplications, gaps and inconsistencies which can confuse organisations about who they should approach for support.

Some organisations have poor understanding of their own support needs. The use of a shared diagnostic tool would help them understand their needs and could be used to direct them to the appropriate support services and more detailed diagnostics. Support should also be offered pro-actively with organisations being targeted before they come into crisis.

Many voluntary organisations are unable or unwilling to pay for infrastructure services, particularly smaller organisations. There is most willingness to pay for training courses and tailored consultancy, especially if grants can be used. Any charging should be relative to the organisation's size. Therefore there is still a need for the public sector to provide support to infrastructure organisations.

Services should be a mixture of information services, networks and contacts, toolkits, training and personal one to one support. Good quality pro-active information bulletins are key. There should be increased co-ordinated sharing of resources such as information bulletins, toolkits and training. This should help make more resources available for more intensive one to one support.

There is the potential for increased partnership working with the private sector including mentoring, networking, and sharing resources.

There is a need for infrastructure organisations to more effectively demonstrate outcomes and impact so that voluntary organisations can clearly understand what they are doing for them and the difference made.

2.0 Background

North Yorkshire County Council (NYCC) and the Clinical Commissioning Groups (CCGs) in North Yorkshire invest in the provision of practical and strategic support (sometimes known as infrastructure support or local support and development) to facilitate a strong, diverse and vibrant voluntary and community sector across North Yorkshire that is equitable, consistent and sustainable.

This review was undertaken to help inform decision making about future NYCC and CCG funding of infrastructure support. The review considered best practice, the views of providers and the views of a sample of voluntary and community organisations with regard to the current services they receive and demand for future support. This included the support which organisations require around volunteering, both in terms of strategic and practical support but did not consider volunteering support from an individual volunteer's perspective.

The review aimed to assess needs, focusing on current and future demand and was not a measure of the quality of the current providers.

3.0 Methodology

The review was made up of four elements:
- Desk research – an internet search for best practice in terms of infrastructure support.
- Structured interviews with voluntary organisations - interviews with 21 voluntary sector organisations from across the County to ascertain their support needs, how they are fulfilling these support needs, any barriers they face in accessing support and what makes an effective support service.
- Online survey of voluntary and community organisations - an online survey open to all VCS organisations in North Yorkshire to ascertain their support needs, how they are fulfilling these support needs, any barriers they face in accessing support and what makes an effective support service. This was set up in SNAP and the link was emailed directly to a random sample of voluntary sector organisations and was advertised to by the infrastructure organisations to their members / mailing lists. The survey was available to complete in January and February 2015 – 148 responses to the survey were received.
- Structured interviews with infrastructure support organisations – interviews with 8 provider organisations looking at which services are most effective, areas of high and low demand, gaps in current services and areas for future development.

4.0 The voluntary sector - North Yorkshire

There are more than 4,000 voluntary and community sector organisations in North Yorkshire, providing a broad range of local services to all kinds of people and by supporting community action. The sector includes a wide range of organisations including:

- Standalone voluntary organisations which may or may not involve volunteers;
- Separately constituted (with their own board of trustees) organisations that are local and independent

- Separately constituted (with their own board of trustees) organisations that are local and independent but associated with a national presence also e.g. Age UK, MIND
- Community groups and organisations, often local people giving up their spare time to make a difference in their area
- Faith communities engaged in voluntary action
- Communities of interest e.g. people with a particular disability
- Members of co-operatives
- Social enterprises / Community interest companies

The actual number of voluntary and community sector organisations in the county is not known and estimating this number is challenging. This is because a large proportion of organisations are small, local and not formally constituted as charities, limited companies or other recognised forms which require registration and they therefore do not appear on any formal central records. A 2011 analysis of the registered and unregistered voluntary organisations found 4,206 organisations across North Yorkshire and 5324 across North Yorkshire & York[1].

Chart 1 – Voluntary organisations

	Unregistered organisations (2011)	Unregistered per 1000 population (2011)	Registered organisations * (2011)	Registered per 1000 population (2011)	Total (2011)	Total per 1000 population (2011)	Total per 1000 population (2015)
Craven	95	1.7	420	7.6	515	9.3	3.6 – 11.7
Hambleton	163	1.8	567	6.4	730	8.2	3.6 – 11.7
Harrogate	168	1.1	854	5.4	1022	6.5	
Richmondshire	182	3.5	281	5.4	513	9.9	3.6 – 11.7
Ryedale	59	1.1	369	7.1	428	8.3	3.6 – 11.7
Scarborough	126	1.2	461	4.2	587	5.4	2.7 – 3.6
Selby	95	1.1	316	3.8	411	4.9	2.7 – 3.6
North Yorkshire	888	1.5	3318	5.5	4206	7.0	
York	263	1.3	855	4.3	1118	5.6	
York & North Yorkshire	1151	1.4	4173	5.2	5324	6.7	

Source: Below the radar? Unregistered organisations in Yorkshire and the Humber, 2011, Involve Yorkshire & Humber and UK Civil Society Almanac 2015.

* Registered organisations = Registered charity, Charitable company, Company limited by guarantee and Industrial and provident society.

Although the highest numbers of voluntary organisations are in Harrogate, Richmondshire has the highest number of voluntary organisations relative to population. In general the more urban districts have fewer voluntary organisations relative to population than the more rural districts. This may be because organisations in rural areas tend to be smaller and serve a smaller population than those in urban areas. The number of organisations may have changed since the 2011 analysis but there is no definitive evidence of changes.

The size of organisations is traditionally measured using their annual income. Nationally NCVO estimate that 83 per cent of the voluntary sector is made up of micro or small organisations, 14 per

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[1] Below the radar? Unregistered organisations in Yorkshire and the Humber, 2011

cent are medium, and three per cent are large. Research highlights that rural areas are likely to have a large number of micro or small organisations – this is likely to be reflected in North Yorkshire.

Chart 2 – Organisational size

Classification	Income	National	Survey
Micro	£0-£10,000	50%	62%
Small	£10,000-£100,000	33%	
Medium	£100,000-£1,000,000	14%	28%
Large	£1,000,000-£10,000,000	3%	4%
Major	>£10,000,000	0.5%	
Unknown			9%

Source: NCVO Almanac 2016, NYCC online survey

The online survey commissioned as part of this review was completed by registered and unregistered organisations. The majority of respondents were from registered charities (59%) and other registered voluntary organisations but responses were also received from parish councils (10%) and unregistered organisations / informal networks (18%). Structured interviews were also carried out with a mixture of registered and unregistered organisations.

The online survey was mainly completed by organisations that could be classified as micro, small and medium. Compared to the national split, medium sized organisations seem to be over represented in our survey.

2011 research highlighted that local infrastructure organisations are generally in touch with 10-30% of registered charities in their districts and unregistered organisations account for around 65% of the organisations on their contact lists[2]. This suggests that unregistered organisations are also likely to access support. In terms of size of organisation research suggests that, when the number of organisations is taken into consideration, micro organisations are less likely and medium sized organisations are more likely to access support than would be expected.[3] This is reflected by the sample achieved in our online survey.

5.0 Issues facing the voluntary sector

The Voluntary and Community Sector is facing a challenging time as a result of the recession and subsequent austerity. Nationally income from grants and contracts from government has fallen by £1.7 billion from the peak in 2010/11[4]. There has also been an increase in the use of contracts, with contracts now outnumbering grants five to one. The change in public sector funding has had most impact on small and medium sized organisations, research shows a 44% reduction in local government funding to small and medium-sized charities between 2008-09 and 2012-13[5].

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[2] Below the radar? Unregistered organisations in Yorkshire and the Humber, 2011, Involve Yorkshire & Humber
[3] NAVCA Commission. Secondary data – summary report, 2015
[4] UK Civil Society Almanac 2015 NCVO
[5] Lloyds Bank Foundation

Surveys of the voluntary and community sector show consistent year on year rises in demand for services[6] due to welfare reforms and the emphasis on citizen-led social action. Therefore organisations are facing a challenging financial situation whilst demand is increasing.

There has been a change in the balance of income streams to combat the reduction in government spending. Organisations have looked for new funding streams and have tried to reduce costs and become more efficient whilst continuing to deliver services. Some organisations have adapted their business models, some have cut costs through collaboration and partnership working, and by pooling resources[7].Some organisations have reduced their staffing, used their reserves and reduced spending on training[4]. This reduced capacity has resulted in some organisations having less time to plan and to be strategic; and having to spend more time on funding applications and recruiting volunteers. It has also meant less capacity to get involved in local decision making and policy design[8].

There have been some closures of services and organisations as a result of the financial challenges. It would appear that small and medium sized organisations are struggling the most, particularly those with small staff numbers whilst volunteer led and larger contracting focused organisations appear to be less impacted.

6.0 Local infrastructure support

The purpose of local infrastructure bodies is to provide services, support and advice to, and promote, local charities, community groups and social enterprises that deliver social action. A good infrastructure body will offer the right mixture of support, challenge, leadership, resource, skills and knowledge. It will also help to foster relationships between the local voluntary sector, public bodies and local business. They also promote social action and make sure local communities have a voice.

The NAVCA performance standards set out the role of local infrastructure organisations:
1. identifying needs and facilitating improvement in service provision;
2. assisting local organisations to function more effectively;
3. facilitating effective communication, networking and collaboration amongst local groups;
4. Supporting local organisations to influence policies, plans and practices that have an impact on their organisations and beneficiaries.

Government policy impacts on the voluntary sector and the role of infrastructure support and capacity building. Before 2010, policy and practice tended to focus on the supply-side provision but more recently there has been a move to a "demand-led' approach to capacity building (creating a marketplace). In 2012 the Transforming Local Infrastructure programme provided grants worth £30m with the aim of transforming the local infrastructure organisations to cope with reduced funding and a demand led approach and both North Yorkshire and York received funding via this programme. Between 2012 and 2014 the BIG Assist programme run by NCVO,

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[6] A Financial Sustainability Review, 2015, NCVO.
[7] A Financial Sustainability Review, 2015, NCVO.
[8] A question of infrastructure, Jane Hustwit, 2015, Involve Yorkshire & Humber

Worcestershire County Council's Changing Futures Fund, and the Sheffield FUSE support fund piloted demand-led schemes[9].

Research[10] has identified a number of elements necessary to build the capabilities of voluntary organisations such as:

- Adopting a comprehensive and systematic approach (the 'how')
- Having a clear purpose agreed by everyone concerned (the 'why' and 'who')
- Being tailored to the organisation's specific needs (the 'who')
- Following a thorough diagnostic process (the 'what')
- Being delivered through highly capable and trusted providers (the 'how')
- Including a range of different mechanisms to involve everyone in the whole organisation ('how', 'where' and 'when').

In 2014 an Independent Commission looked at the future of local infrastructure[11] to consider how to meet growing demand with shrinking resources and make proposals for a sustainable future. This found there is still a need for the role of infrastructure support but in the future it is likely to be a much leaner enabler, broker and catalyst, rather than a deliverer. It recommends that local infrastructure be redesigned and creatively resourced to meet changing demand.

7.0 Local infrastructure support in North Yorkshire

As nationally the provision of infrastructure across North Yorkshire is complex and support is delivered by a variety of local organisations including:

- Coast and Vale Community Action (CAVCA)
- Craven and Community Voluntary Service (CCVS)
- Harrogate and Ripon Centres for Voluntary Service (HARCVS)
- North Yorkshire and York Forum (NYYF)
- North Yorkshire Sport
- North Yorkshire Youth
- Northallerton and District Voluntary Service Association (NDVSA) [note: as of April 2016 known as Hambleton Voluntary Action]
- Rural Action Yorkshire (RAY)
- Richmondshire Community and Voluntary Action (RCVA)
- Selby District Association of Voluntary Service
- York Centre for Voluntary Service
- Your Consortium

In addition support can also be provided by private sector organisations (sometimes on a pro-bono basis), national umbrella organisations such as NAVCA or Age UK or even by individuals. Healthwatch has the potential to broker networks and provide leadership in the health sector. Public sector organisations can also provide support for voluntary sector organisations, in

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[9] Third Sector Research Centre Working Paper 118
[10] Third Sector Research Centre, Research Report 125, Building Capabilities in the Voluntary Sector: What the evidence tells us
[11] Change for good, 2015, NAVCA

particular training and advice. Within NYCC this includes the Stronger Communities team, Health and Adult Services, libraries, HR (Learning Zone) and the Emergency Planning Unit. Some district councils offer support and many local voluntary organisations that are part of a larger network also receive support from their parent organisation.

The six local support and development organisations (LSDOs) provide support in their district localities and have come together as the North Yorkshire Alliance (NYA). They are also delivery partners with the North Yorkshire and York Forum. However, there is no North Yorkshire wide single referral system and no separate website, joint marketing material refers organisations to their local LSDO. In other areas of the country partnerships have created shared referral systems or single points of access and there are examples of a joint diagnostic tool to help direct organisations to the relevant source of advice and support[10].

Our structured interviews highlighted most of the organisations mentioned above as providing support in North Yorkshire. Our online survey found that the most used organisations in the sample were those that covered the whole of the county – NYYF, RAY, NYCC – Stronger Communities and NYCC – HAS. The district based CVS services were the next most used organisations and these tended to be used by those organisations operating in their area, with usage levels related to the number of respondents from that area. When combined as the NYA it can be seen that together these are the most used services. However, some organisations use services from more than one NYA organisations, particularly those working across a number of districts and a few use NYA organisations in geographical areas in which they do not operate. Close working between Hambleton and Richmondshire, with many running services across both areas; result in organisations using both CVS organisations. York CVS is not in North Yorkshire but was used by organisations in Selby, Hambleton, Richmondshire and those operating across districts.

The organisation used was very dependent on the service needed. The services for which the largest variety or organisations are used are networking/contacts, information services, funding advice and volunteering support.

The survey highlighted a number of services which appear to be specialist with a clear majority of respondents using one organisation (or group of organisations in the case of NYA):

- Community buildings management, setting up a new group and setting up a specific scheme/campaign – RAY
- Employment/HR advice and DBS checking and processing - NYYF
- Tendering for contracts – Your Consortium
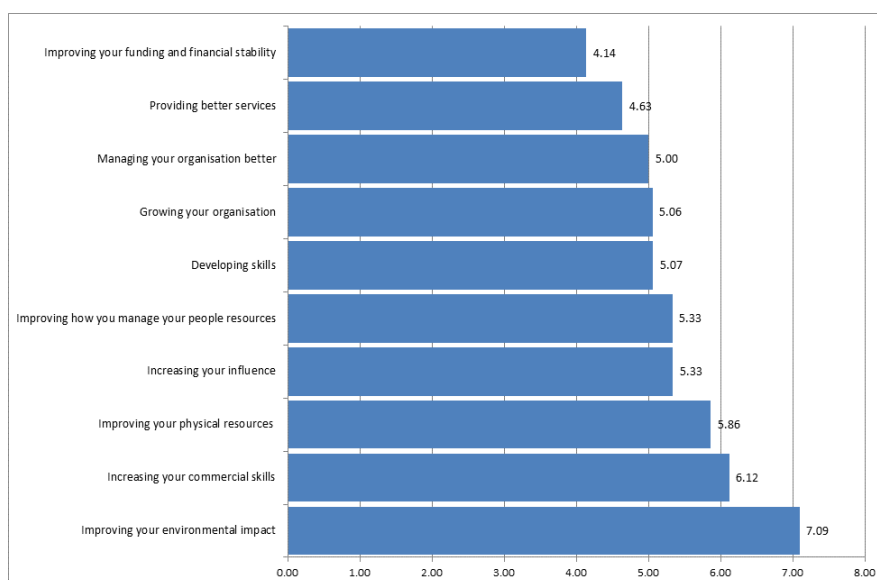- Governance and Volunteering – NYA
- Safeguarding – NYCC

There was some use of commercial organisation / freelance consultants by survey respondents; these were used for financial planning, strategic planning, employment/HR advice, marketing and publicity and tendering for contracts.

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8.0 Areas of support

Our primary research focused on the support that organisations had received and their expectations for the future. We also explored with providers the type of demand they experience and their expectations for the future.

Organisations were asked to rank their support priorities for the next 3 years. The lower the score, the more organisations that ranked it as high priority.

Chart 3: Support priorities for your organisation/group over the next 3 years – ranked

Priority	Score
Improving your funding and financial stability	4.14
Providing better services	4.63
Managing your organisation better	5.00
Growing your organisation	5.06
Developing skills	5.07
Improving how you manage your people resources	5.33
Increasing your influence	5.33
Improving your physical resources	5.86
Increasing your commercial skills	6.12
Improving your environmental impact	7.09

The top priority for organisations was 'improving your funding and financial stability', followed by 'providing better services' and 'managing your organisation better.' The priority with least support was 'improving your environmental impact', with 'increasing your commercial skills' ranked second lowest.

Our structured interviews highlighted that some organisations have little understanding of infrastructure support services and some have little idea of what their needs will be moving forward.

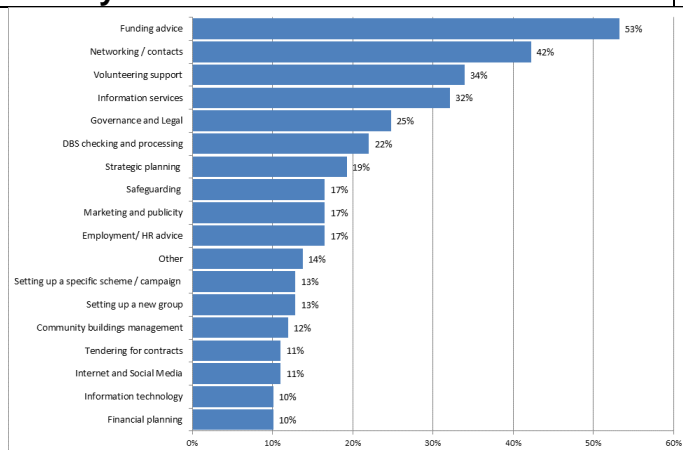**Chart 4: Type of support accessed in the last 3 years**

Type of support	%
Funding advice	53%
Networking / contacts	42%
Volunteering support	34%
Information services	32%
Governance and Legal	25%
DBS checking and processing	22%
Strategic planning	19%
Safeguarding	17%
Marketing and publicity	17%
Employment/ HR advice	17%
Other	14%
Setting up a specific scheme / campaign	13%
Setting up a new group	13%
Community buildings management	12%
Tendering for contracts	11%
Internet and Social Media	11%
Information technology	10%
Financial planning	10%

Chart 5: Areas of advice and information support expected to require in the next 3 years

Area	%
Funding	49%
Income generation	32%
Volunteering support	22%
Fundraising	20%
Tendering for contracts	16%
Networking and contacts	16%
Community buildings management	14%
Strategic planning	12%
Marketing and publicity	11%
Legal advice	11%
Trustees and committees	9%
Demonstrating impact / outcomes	9%
Financial planning	9%
Internet and social media	8%
Information technology	8%
Safeguarding	8%
Employment/HR advice	8%
Business planning	7%
Information services	3%
Setting up a new group	3%

8.1 Funding advice

The area of support that is in most demand nationally and in primary research is funding and support seeking funding. Our survey ranked it the top area of support accessed in the past and expected in the future. In the future there was also a high level of expected support for income generation and fundraising but demand for financial planning was lower.

The structured interviews with voluntary organisations highlighted the type of support around funding includes everything from simply receiving a funding newsletter to help in identifying potential funds, training, support in putting together a funding bid and help in brokering support from the local business sector.

> Get number of [funding] newsletters …. Would like support to get larger funding applications

> Funding knowledge is vital

> Fundraising advice service – most useful over the years.

> Always need funding advice.

> Specific face to face advice based on our current services and circumstances and help to improve particular funding applications rather than general "this is how you do it" training.
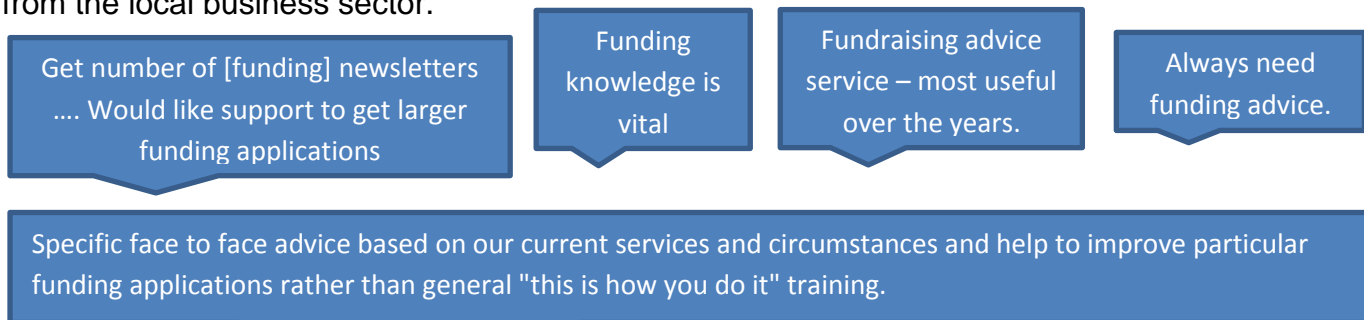
Source: Structured interviews – voluntary organisations and online survey

The structured interviews with infrastructure organisations highlighted that funding advice is the most usual reason for organisations making contact. This provides the infrastructure organisation with the opportunity to conduct a diagnostic with the organisation. This can then highlight that there are other support needs such as business planning or governance.
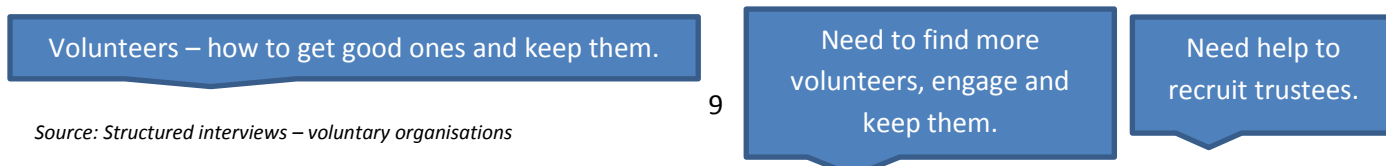
National research suggests that some organisations had been looking towards income generation to fill their funding gap, sometimes through social enterprise, but many organisations have struggled. Methods of raising income include membership fees, charging or trading. Support may be required with business skills to enable this approach or in evaluating if there is any real potential in this approach.

The majority of people in our online survey felt that regular updates on the latest developments / changes were the best way of delivering fundraising and funding support. There was also a significant level of interest in toolkits for fundraising. Income generation was seen to be best supported by specialist one to one advice.

8.2 Volunteering support

Demand for volunteers has increased, voluntary organisations have been looking to use more volunteers to deliver services and there is an increasing expectation from the public sector that volunteers can take on roles that were previously delivered by paid staff (e.g. libraries).

Locally demand for volunteering support is high. In our online survey around a third of organisations had accessed the service in the last three years and around one fifth expect to require the service in the near future. Structured interviews with voluntary organisations highlighted the need for support in finding volunteers and keeping them.

> Volunteers – how to get good ones and keep them.

> Need to find more volunteers, engage and keep them.

> Need help to recruit trustees.

Source: Structured interviews – voluntary organisations

Support provider interviews highlighted that volunteering is a brokerage service matching organisations with people. However often the people that use volunteer centres are people who need more support and can be more difficult to place. People who don't need support find places for themselves. National research has found that 'only a small proportion of volunteers use [volunteer centres] to find their way into volunteering' but that volunteer centres are 'particularly effective at targeting those groups which conventionally have low levels of volunteering, namely those who are unemployed, from BME communities and young people'[12].

Support providers highlighted a potential a gap providing support on managing and keeping volunteers engaged (policy development, how to develop and engage volunteers) - some organisations do not realise or do not prioritise this but instead just focus on recruitment. Secondary research highlights that the financial difficulties facing the sector can mean more reliance on volunteers at a time when there is a reduction in spend on training.

The North Yorkshire volunteering strategy aims to ensure consistency in the volunteering support including support for organisations to effectively manage and keep volunteers.

8.3 Governance and legal

One quarter of respondents in our online survey had accessed governance and legal services and around 10% expected to need legal advice or work with Trustees and committees in the future.

There was an appetite for model policies that can be adapted amongst some interviewees. However, there was reluctance amongst some providers to make model policies available as they want to ensure that the group has real understanding of the issues rather than just adopting a model policy.

> When new legislation comes out we all have to [update policies]. Loads of time spent trawling internet to make sure. Could do with briefing on policies. What changing and what is the impact?

> Need support on training trustees.

> How to write a good annual report

Source: Structured interviews – voluntary organisations

In addition there is a need for work with trustees / committees including role and skills of the board, the relationship between staff and trustees / committees and joint staff / trustee training.

In our online survey 'specialist one to one support' was the most popular form of support for legal advice. However, the most popular form of support for Trustees & Committees was training.

8.4 Setting up new groups

A number of the organisations in our online survey had experience of support around setting up a new group' (13%) in the previous three years. Structured interviews highlighted that setting up a new group can be more than just governance and structure but can also include funding, safeguarding and other policies.

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[12] Ramsey N, Understanding how volunteering creates stronger communities, Institute of Volunteering Research, 2012

Providers highlighted that this can include making an 'informal group' more formal and changing structure for example to a CIO. 'Specialist one to one support' was seen as essential for providing support around setting up a new group.

> …. provided us with continuous advice, information, training and practical help without which we could not have established our charity or achieved the funding we needed to run it. They have supported us with every aspect of setting up and sustaining our charity and helped us to build and maintain partnership work with agencies across all sectors.

Source: Online survey

8.5 Strategic management

Strategic management covers strategic planning, business planning, managing change, organisational health and future proofing. Research has indicated that there is an increasing need for business planning and support in adapting to the changing environment the sector is operating in.

Around 20% of organisations in our online survey had accessed strategic planning in the recent past but lower levels (12%) were expecting to access it in the future. However, 7% were expecting to need business planning support. Provider organisations highlighted that business planning was often not what organisations asked for but could as result of another request such as funding or governance. One provider also highlighted that some groups need 'intensive support' as they are in crisis.

> Would be good if someone could come in and do a diagnostic … look at sustainability, impact and strategy.

> Looking for business planning support.

> Role for something like QCA when preferred provider … continuous improvement process. Work together on improving quality.

Source: Structured interviews – voluntary organisations

In our online survey 'specialist one to one support' was the most popular form of support for financial planning, business planning and strategic planning. There was also a significant level of interest in toolkits for business planning.

8.6 Marketing and communication

The need to find funding and generate more income would suggest that voluntary organisations would need to become more commercially focused and improve their marketing skills. In addition the rise of social media presents opportunities for voluntary organisations to improve communications, engage people and reach out to potential volunteers

Marketing and publicity support had been accessed by 17% of the online survey respondents and 11% expect to access this in the future. While 11% had access internet and social media support and 8% expect to do so in the near future.

In our online survey 'specialist one to one support' was the most popular for internet and social media and networking was most popular for marketing and publicity. There was also a significant level of interest in a toolkit for internet and social media support.

8.7 Employment advice / HR

Employment advice / HR support had been accessed by 17% of the online survey respondents. Our structured interviews highlighted how essential employment advice / HR support was.

> HR and policy or advice is key.

> Health checks on policies to ensure that policies fitted against contracts

> HR is becoming more and more essential. Need to keep policies up to date.

> HR queries are all different so need to talk.

> Bespoke advice on individual issues (disciplinary, dismissal, contracts and employment policies). It is essential to 'get things right' as the consequences of getting it 'wrong' can be both costly and stressful.

> The advice enabled us to conduct a disciplinary situation effectively.

Source: Structured interviews – voluntary organisations and online survey

In our online survey 'specialist one to one support' was the most popular form of support for employment/HR advice (50%).

8.8 Safeguarding

Support with safeguarding had been accessed by 17% of the online survey respondents and 9% expect to access this in the future. Training courses were seen as the most popular method of providing support in this area.

> Online training very good. Feel should do every year.

> Key training is safeguarding.

> Need regular safeguarding training, mental capacity act, care act information ….

Source: Structured interviews – voluntary organisations

8.9 Community building management / specific schemes

Support with community buildings management and setting up specific schemes was only accessed by smaller organisations. These services are usually delivered by RAY who specialise in supporting parish councils and village hall committees.

Survey respondents wanted community buildings management support via regular updates on the latest developments / changes and via toolkits.

> Support … about many aspects of village hall management and development. It has provided new ideas and some new directions for our hall.

> Advice on funding applications and ideas for use of our village hall.

> ….. local hub of village halls ….. These were invaluable in encouraging networking, and the yahoo group it developed was useful to my village in particular in regard to refurbishing our village hall, building insurance, disabled access, loop systems, website development and hiring out rooms.

Source: Online survey

8.10 Tendering for contracts

The national move from grants to contracts has led to an increasing need for commissioning and contract related support. National research suggests that smaller organisations find it difficult to engage in the commissioning process and need support. The NAVCA commission on the future of infrastructure suggests that this presents a role for infrastructure in supporting networks, collaboration, partnership working, consortia and mergers – and in helping voluntary organisations to see how involvement with one or more of these could be beneficial for their work.

In our online survey tendering for contracts was ranked much higher for future needs than for support accessed in the past. This is probably not surprising given the national move from grants to contracts. Tendering for contracts tended to be accessed by organisations with an income over £50,000 pa.

Our structured interviews with infrastructure providers has highlighted examples of infrastructure organisations utilising networking to support commissioning work. Networks can be used to bring together commissioners and the sector to increase understanding on both sides. For example in one area there is work on-going looking at bringing together a number of organisations to work together, not in a consortium, to bid for a contract. They also highlighted issues understanding of contract, understanding Yortender, changes to meet commissioner's needs and systems and processes. Support had been given in this area via grant funding from approved providers out of area.

> .. understanding world in terms of contracts … able to bid on their behalf

> As become more tender led, ….. big change to grant funding …. totally different. Need good tender support

> Could need help with partnership bidding.

Source: Structured interviews – voluntary organisations

It was expected that 'specialist one to one support' would be the delivery mechanism.

8.11 Demonstrating impact / outcomes

The NAVCA commission found a need for the voluntary sector to improve its ability to demonstrate impact and provide evidence of what it does and why that is needed. This is particularly important now due to the move from grants to contracting.

Our online survey found that 9% of organisations responding expect to need support with demonstrating impact in the future. Our provider interviews highlighted that some groups understand activities but do not understand how they can monitor and capture outcomes. Knowledge is improving but there is a need to know how need to so it.

It was expected that training courses and toolkits would be used to deliver. Structured interviews with support providers highlighted a lack of toolkits in this area.

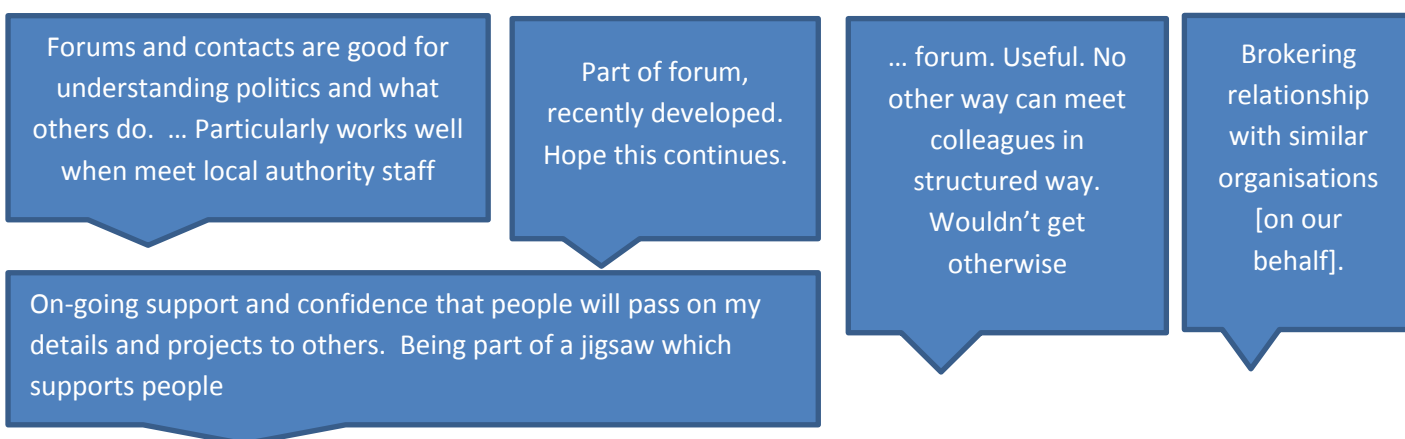> Quality and impact is hard to measure. Going on training course in London.

Source: Structured interviews – voluntary organisations

8.12 Practical hands on support and office services

Our survey also asked about more practical hands on support and office services. Around 20% did not expect to assess any such services. The services with demand above 20% were DBS checking and processing, audit or independent examination services, IT support and legal employment advice. Demand for research services and occupational health services were low.

8.13 Networking and contacts

Networking and contacts is a much used service and expectations are that it will remain so. It was ranked second in our online survey for services used. Our structured interviews with voluntary organisations found newer and smaller organisations in-particular felt that networking and the opportunity to gain support, learn from others and keep up to date with what is happening is essential. Whilst the interviews with providers highlighted the strength of bringing together voluntary organisations working in the same sector with statutory agencies.

> Forums and contacts are good for understanding politics and what others do. ... Particularly works well when meet local authority staff

> Part of forum, recently developed. Hope this continues.

> ... forum. Useful. No other way can meet colleagues in structured way. Wouldn't get otherwise

> Brokering relationship with similar organisations [on our behalf].

> On-going support and confidence that people will pass on my details and projects to others. Being part of a jigsaw which supports people

Source: Structured interviews – voluntary organisations and online survey

The commission on the future of infrastructure found that partnership working with the private sector is seen as a big opportunity for the future as it has the potential for mentoring, networking, sharing resources. This was highlighted in interviews with providers as a gap.

8.14 Information services

Infrastructure providers provide a number of information services often provided including email updates, newsletters and leaflets covering policy changes, national developments, legislation, funding sources and events.

Many of the respondents to our online survey have received information services in the last three years but this was ranked much lower in future needs. This may be because we limited the number of future needs that organisations could choose and information services are a service they use but it is not seen as a top need. Indeed some national research has found that organisations do not always see information services as support received[13].

Structured interviews with provider highlighted information services as information services being a pro-active means of supporting the sector and raising awareness. The structured interviews highlighted the usefulness of funding newsletters and general bulletins of developments.

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[13] NAVCA Commission. Secondary data – summary report.

> Funding newsletter provides real value.

> Bulletin … use for recruitment. Pick up a lot from that, for events, consultations or reminding what happening. Keeps in touch with what happening in the wider sector, feel more connected.

> …providing up to date information in a rapidly changing landscape. They attend meetings so we don't have to and disseminate the information in a relevant format - as a busy CEO this saves an immense amount of time.

Source: Structured interviews – voluntary organisations and online survey

8.15 Training

Training is a means of delivering infrastructure support services. Our online survey highlighted that training courses were the most popular means of providing support for safeguarding, trustees & committees and demonstrating impact / outcomes.

Our structured interviews with voluntary organisations highlighted the importance of training as a means of skills development. Both online and classroom type training were seen as appropriate, depending on the topic and the time requirement. Some reported that often the networking element of a classroom style training courses could be most useful element of the event. Some highlighted courses that they had had to travel outside of the county to receive as there was no appropriate local course, these tended to be very specialised topics. The demise of Involve Yorkshire & Humber was seen as reducing the choice of training courses (particularly around technology) locally. The large numbers of private providers of training were also highlighted but there was some concern about the cost and quality of these.

> [I] like hands on courses / talking to people. I can bring back learning and share. Prefer to updates on line as I don't have time to read them.

Source: Structured interviews – voluntary organisations

Our structured interviews with providers highlighted that often there is a knowledge of a need for training but courses cannot be put on without having sufficient people signed up which can be a block in providing support. The ability to run courses when organisations have gained funding was also highlighted.

9.0 Level of usage of local infrastructure support

Our online survey found that 74% of the respondents had accessed support in the last three years. Larger organisations were less likely to access support. However, our sample may not be representative as it is likely to reflect a bias as organisations that have used support services may be more likely to respond to a survey on the topic than other organisations.

The organisation's stage in its lifecycle impacts on the likelihood to access support from local infrastructure organisations and will influence the type of support that is accessed. Research indicates that as organisations grow they move from regarding the support as vital and not

available elsewhere (especially not for free), to seeing local infrastructure organisations as one of many sources of support to feeling that they have outgrown local infrastructure support[10]. It also suggests that frequency of support reduces.

The structured interviews with local organisations highlighted the different level of reliance on infrastructure organisations. The organisations we spoke to that had recently formed or set up a new project had had a high level of contact with infrastructure organisations that has successfully supported them. They expect less contact in the future. Another more established organisation felt that given their size and experience there was less support that they could get from local infrastructure organisations and that they may need to use specialist consultants for business support. These interviews also highlighted that the support requirements could be highly dependent on the individuals involved with an organisation, be they a staff member, volunteer or trustee. For example one organisation had a trustee who worked in marketing and brought those skills with them.

10.0 Gaps in current provision

In our online survey only 13% of respondents (19) had experienced barriers or problems in accessing support. However, all of these respondents had accessed support. The most usual issues faced were cost, not knowing where to go, support being unsuitable and being unable to release staff to attend. Our structured interviews highlighted that there can be some confusion over the support services offered and that support accessed can depend on your local knowledge, i.e. who you know.

There was some use of commercial organisation / freelance consultants by survey respondents; these were used for financial planning, strategic planning, employment/HR advice, marketing and publicity and tendering for contracts. This might suggest that these services cannot be accessed locally. Our structured interviews with providers did highlight that for some specialised services such as legal employment work the usual practice is to signpost, if possible to a pro-bono provider. Signposting is also used for specialist services within the county within the network.

There is a perception amongst larger established voluntary organisations that they have outgrown local infrastructure organisations. In our structured interviews organisations of this type highlighted fitness for tendering, leadership and organisational excellence and business support as the types of support that they cannot find locally.

National research highlights that there is potential for increased partnership working with the private sector as there is potential for mentoring, networking, sharing resources. Our structured interviews with providers highlighted that this is a gap locally and there is a potential there for skills and resource brokerage. There is also an opportunity to get the LEP more engaged with the sector and create a greater understanding within the sector about the LEP and its role. The recent countywide strategies (Volunteering and Workforce & Organisational Development) have been shared with the LEP.

11.0 Effective support

When asked in the survey what the most effective support many of the responses related to the service rather than how the service was delivered. Aspects of effective support highlighted were specific advice tailored to the organisation's needs, having a contact / being put into contact with someone who can help, the impact of this support and the need to challenge.

> Specific face to face advice based on our current services and circumstances

> Key is finding who to speak to. Networking, support and sharing best practice.

> Being determined and prepared to push us

> Providing up to date information in a rapidly changing landscape.

> Bespoke advice on individual issues. It is essential to 'get things right' as the consequences of getting it 'wrong' can be both costly and stressful.

> Personal touch. [Local providers] understand organisations like ourselves and that everything can fall on to one person. They talk, understand and plan so we can cope. Open to questions and they will get back to you or point you elsewhere

> Important to get to know individuals and develop working relationships. Have someone to speak to / run things by.

Source: Online survey and structured interviews – voluntary organisations

When asked in our online survey about how they would like to have the services delivered 58% expected 'specialist one to one support', 50% expected 'regular update' and 43% networking activities.

The online survey asked about the most useful methods for finding out about new areas and keeping in touch with the latest developments and for dealing with a technical query. Email advice and help is seen as the most useful method for finding out about new areas and keeping in touch with the latest developments. However, events, training, newsletters and websites are also seen as suitable. Face to face advice and help is seen as the most useful method for dealing with technical queries. Telephone / email advice was also strongly supported. However, there are a sizeable number that do not support online advice or online toolkits.

The sizeable numbers that do not support online advice or online toolkits may be due to there being a number of digitally excluded organisations in the voluntary sector. NAVCA's research shows that there is a significant minority of voluntary organisations for whom access to the internet is non-existent or limited and that this is more likely where the voluntary organisation is small, rural, or involves predominantly older people. The Lloyds Bank UK Business Digital Index found that 58% of charities were without basic digital skills, compared with 23% of small businesses. Our structured interviews with organisations highlighted that there is lots of support available on line but some organisations need support to access it. Given the potential for technology to help charities generate and use their resources more effectively, and as a means of delivering infrastructure services more effectively it is essential that support and training can be provided to improve the skills of voluntary organisations in the county.

The online survey asked respondents to rate features in terms of importance in a support service. The factors within a support service that respondents felt were most important were:

- Expertise on specific issues
- Ability to deliver a timely response
- Direct interaction with an individual or group
- Locally available

Providers highlighted that a service was seen as effective based on their track record, knowledge of the area, having the contacts, listening, tailoring, strategic input, voice and time to spend as an honest broker.

| Depends on being 'accessible'… … need to meet at a time and place convenient to them. | Need to be known, liked and trusted. | Works to get skills, experience and expertise for future needs | Tailor to their needs. | Need to listen. |

Source: Structured interviews – provider organisations

There was also some concern expressed that voluntary organisations cannot see what infrastructure organisations are doing for them and it would therefore be useful to see output outcomes, for example the outcome of funding advisers which is quantifiable. National research shows that there is also a need for infrastructure to demonstrate its own impact, although this is particularly difficult because of the length of the attribution chain between infrastructure activities and service user benefit[14].

The sector has worked together on the development of two strategies; Volunteering Strategy and Workforce and Organisational Development Strategy to improve the delivery of support. These were drafted and shaped by the VCS Strategic Leaders Group and went through consultation with the whole sector. They have been shared extensively across the sector and with NYCC colleagues. It is important that these strategies are effectively implemented to improve service delivery.

12.0 Paying for services

Our review of secondary research highlights that a significant proportion of voluntary organisations are unable or unwilling to pay for infrastructure services, usually around 45%-50% of organisations[15].

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[14] NAVCA Commission, Secondary Research
[15] NAVCA Commission: Secondary data – summary report, 2015

Chart 6: Willingness to pay for services
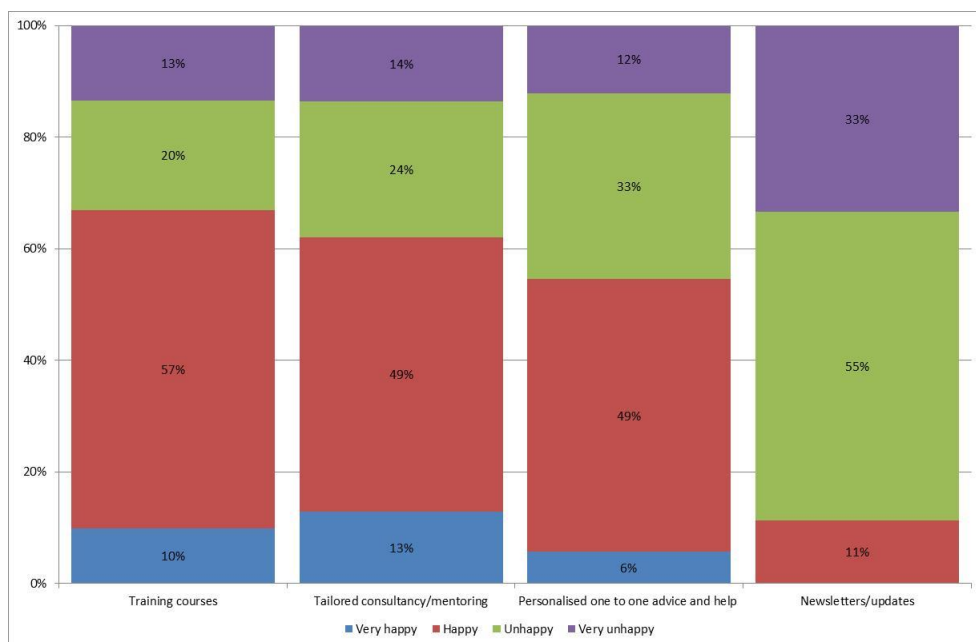
In our survey over half of respondents would be happy to pay for training courses, tailored consultancy/mentoring and personalised one to one advice and help. However, the majority would not be willing to pay for newsletters/updates.

Views on paying are impacted by organisational size:

- For training courses 59% of organisations with an income under £5,000 would be unhappy to pay. For all other income sizes more organisations would be happy to pay than not.
- For tailored consultancy/mentoring 48% or more of organisations with an income up to £50,000 say they would be unhappy to pay. However, for organisations with an income of £500,000 - £1,000,000 views are also split with 40% stating they would be unhappy.
- For personalised one to one advice and help 81% of organisations with an income under £5,000 and 56% of organisations with an income under £20,000 would be unhappy to pay. In all other income groups more people are happy than unhappy.

Comments were made around being unable to pay, perhaps being able to pay if grants available and highlighting that affordability is not just paying for the support but also the cost of the time of the staff/volunteers being supported.

Structured interviews with infrastructure providers highlight that currently some services are charged for. These include office services, training and membership. Some voluntary organisations gain grants so that they can buy services such as training and diagnostics.

13.0 Conclusions

There is clear demand for infrastructure support services in the county although this is not consistent. There are more organisations relative to the population in the more rural areas of the county but more organisations in terms of absolute numbers in more urban areas. There are many micro and small organisations in the county that would be unlikely to assess paid support services but may be in contact with local infrastructure organisations. There are also a considerable number of medium organisations which have been most impacted by the change in funding and are most likely to access local infrastructure organisations.

Voluntary sector organisations see local infrastructure support services as being delivered by a variety of organisations, more than just the local service delivery organisations (LSDOs). Services are also delivered by specialist providers such as RAY, Your Consortium, NY Youth, NY Sport and by the public sector NYCC (Stronger Communities, HAS, Learning Zone, Emergency Planning) and CCGs and District Councils. Some services such as networking/contacts and information services are accessed from a range of these organisations. Others are predominantly accessed from one organisation that has a specialism.

The key services for which there is demand are funding advice, volunteer recruitment and management, tendering for contracts, strategic management, employment/HR support, governance / setting up new groups, safeguarding and demonstrating impact / outcomes. There is also demand for practical hands on support and office services particularly from smaller organisations in particular DBS checking and processing, audit or independent examination services and IT support. There is also a need to provide IT skills for smaller organisations so that in the future more services can be delivered online.

Commercial organisation / freelance consultants were used for financial planning, strategic planning, marketing and publicity and tendering for contracts suggesting that local organisations are unable to deliver more complex support in these areas. There may also be lack of consistency in services available across the county.

Services delivery should be a mixture of information services, networks and contacts, toolkits, training and personal one to one support. Good quality pro-active information bulletins are key. There should be increased co-ordination of sharing of resources such as information bulletins, toolkits and training. This should help make more resources available for more intensive one to one support.

Secondary research and our structured interviews highlighted that some organisations have poor understanding of their support needs. In addition the wide variety of organisations that can be used can confuse organisations as to whom they should approach for support. The use of a single point of access and a shared overview diagnostic could help some organisations understand their needs and direct them to the right service for them. This diagnostic could refer to organisations outside the traditional network. It could also link to more detailed diagnostic tools. Support should also be offered pro-actively, organisations should be targeted before they come into crisis.

A significant proportion of voluntary organisations are unable or unwilling to pay for infrastructure services, particularly smaller organisations. Organisations highlighted that they had been able to pay if they can receive grant support. Training courses and tailored consultancy and have highest

level of willingness to pay. Charging should be relative to the organisations income. In addition there is potential for increased partnership working with the private sector as there is potential for mentoring, networking, sharing resources.

There is a need for infrastructure organisations to more effectively demonstrate outcomes and impact and communicate these so that voluntary organisations can clearly understand what they are doing for them.

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Appendix 2 - Online survey results

Methodology

The online survey was set up in SNAP and the link was emailed directly to a sample of voluntary sector organisations and was advertised to by the infrastructure organisations to their members / mailing lists. Then survey was available to complete in January and February 2015.

148 responses were received.

Sample achieved

Chart 1: Survey completed by (Base: All respondents)
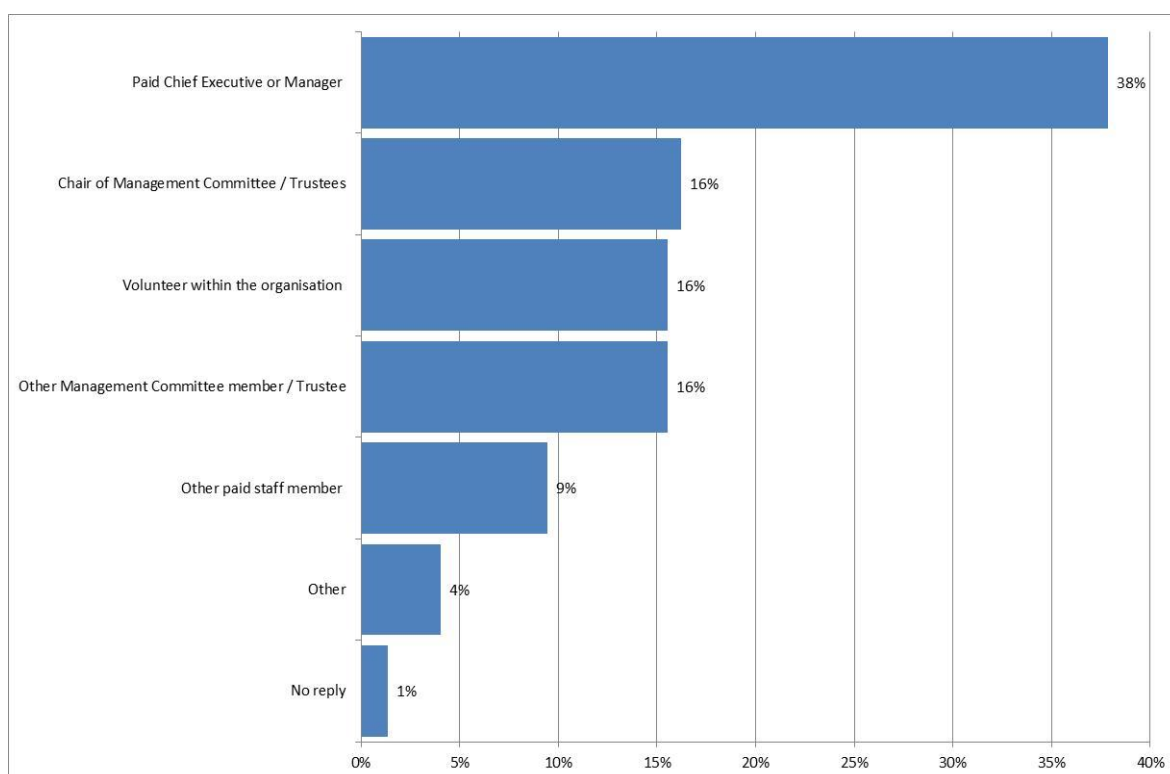
The questionnaires were completed by a paid chief executive or manager (38%), chair of management committee / trustees (16%), volunteer within the organisation (16%), other management committee / trustee and other paid staff (9%).

Other includes Chair of Parish Council, Parish Councillor, Chair/Co-ordinator of Forum, Secretary Management Committee, team manager and Volunteer coordinator/cook.

Chart 2 & 3: Type of organisations (Base: All respondents)

Type	%
Registered charity	59%
Company limited by guarantee	24%
A parish council	10%
Voluntary/community group (no constitution)	9%
Unincorporated club, society or association	8%
A trust	5%
Social Enterprise	5%
Independent organisation federated to a national umbrella body	3%
Other	3%
Company (CIC) Community Interest	1%
Informal network or forum open to any interested persons/groups	1%
Project within a bigger, formally constituted organisation	1%
Branch or part of a national organisation	1%
Co-operative or Industrial and Provident Society	1%
Formal network or forum with clearly defined membership	1%

Area	%
Health and healthy living; food and healthy eating; social welfare/social care; mental health	24%
Other	20%
Community buildings/spaces; community development; community groups; development/regeneration	20%
Adult education; training and learning; employment; social enterprise; volunteering; mentoring	9%
Advice/counselling/advocacy;	6%
Early years/childcare/play; family/children; youth issues/young people; education support	5%
Arts/culture/media; sports/leisure	5%
Environmental issues; sustainable development	3%
Community safety; criminal justice	2%
Network/umbrella organisation; VCS infrastructure organisation	2%
Equality/diversity issues	1%

The survey has been completed by a variety of types of organisations including registered charities (59%), a company limited by guarantee (24%), parish councils (10%), voluntary/community groups (9%) and unincorporated clubs/associations (8%).   Note – some organisations classed themselves in a number of ways.

These organisations operate in a wide variety of areas including health/social care (24%), community buildings/community groups (20%) and adult education / training and learning (9%). The other category included libraries, village halls, parish councils, community transport and religious groups.

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Chart 4: Area of operation (Base: All respondents)
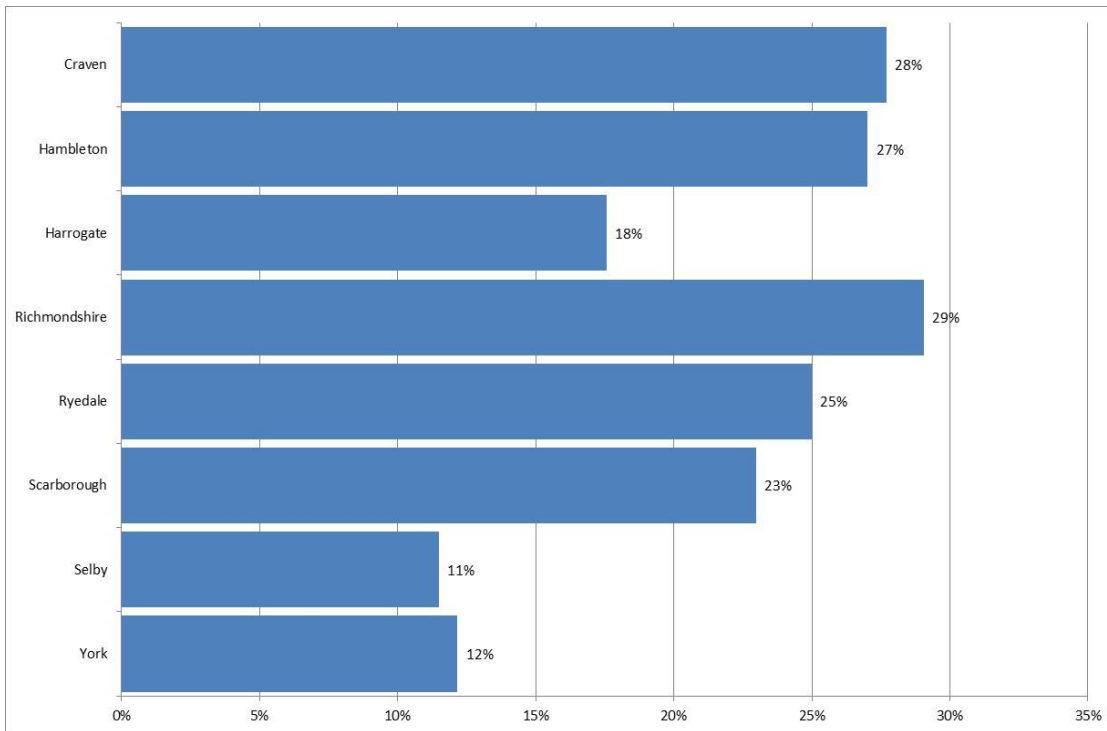
There was not equal coverage of responses from across the districts across the county. Harrogate, Scarborough and Selby are under-represented.

74% of organisations operate in one district only, 11% of organisations cover 2 district areas (including York) and 12% cover 3 or more district areas (including York).

Chart 5: Organisational income (Base: All respondents)
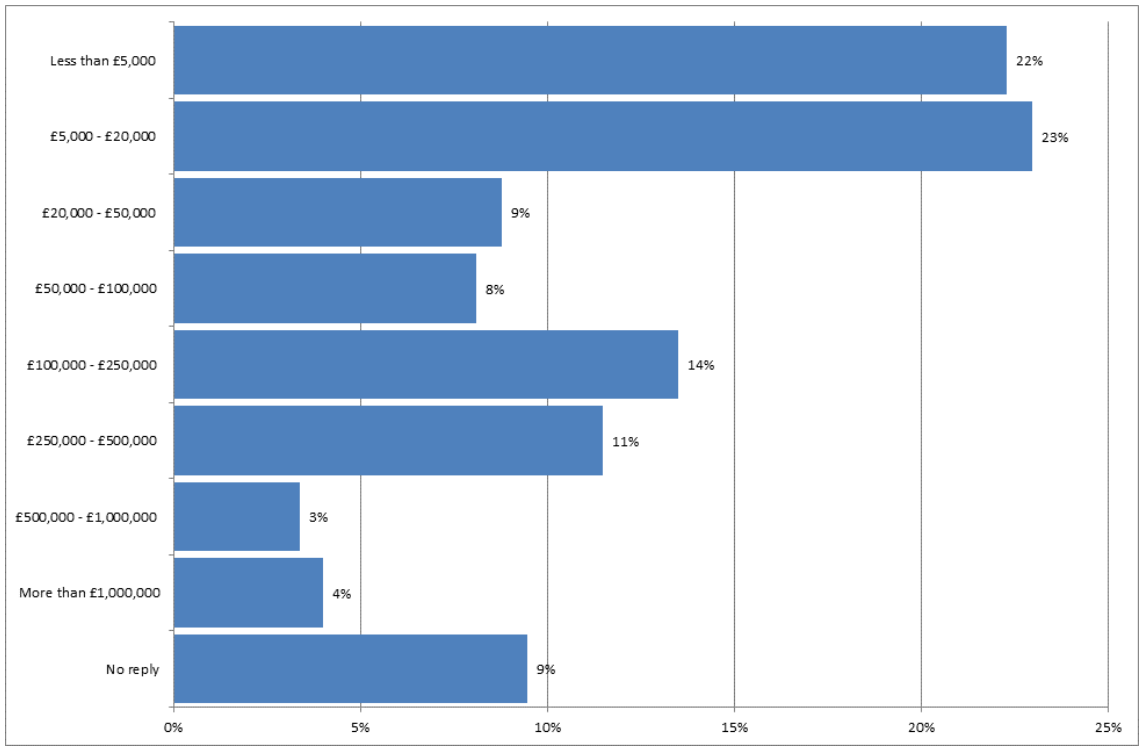
The majority of organisations completing the survey are very small, with 45% having an income of less than £20,000 which could be classed as micro organisations. Those with an income of below £100,000 (17%) could be also be classed as small. The 28% could be classed as medium. Only 4% (6 organisations) had an income of above £1m.

Chart 6: Organisation size – staff and volunteers (Base: All respondents)
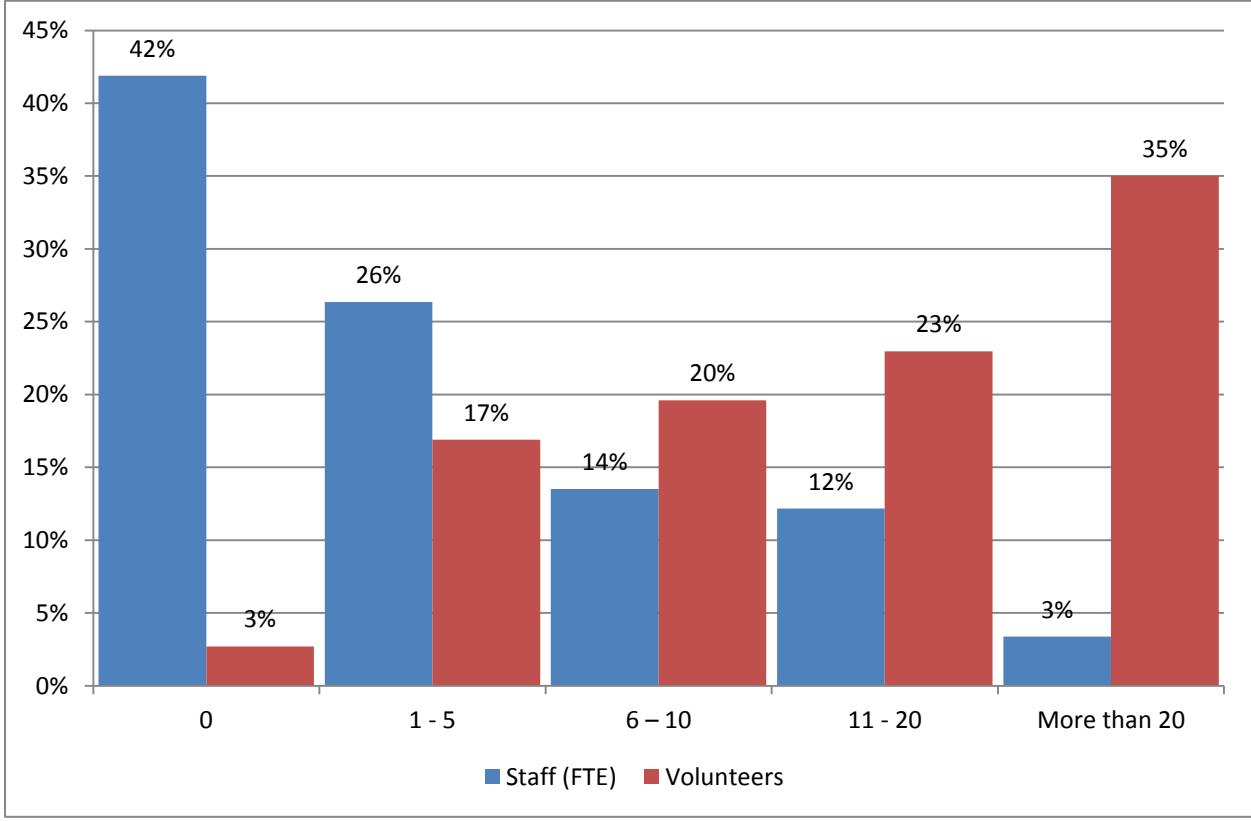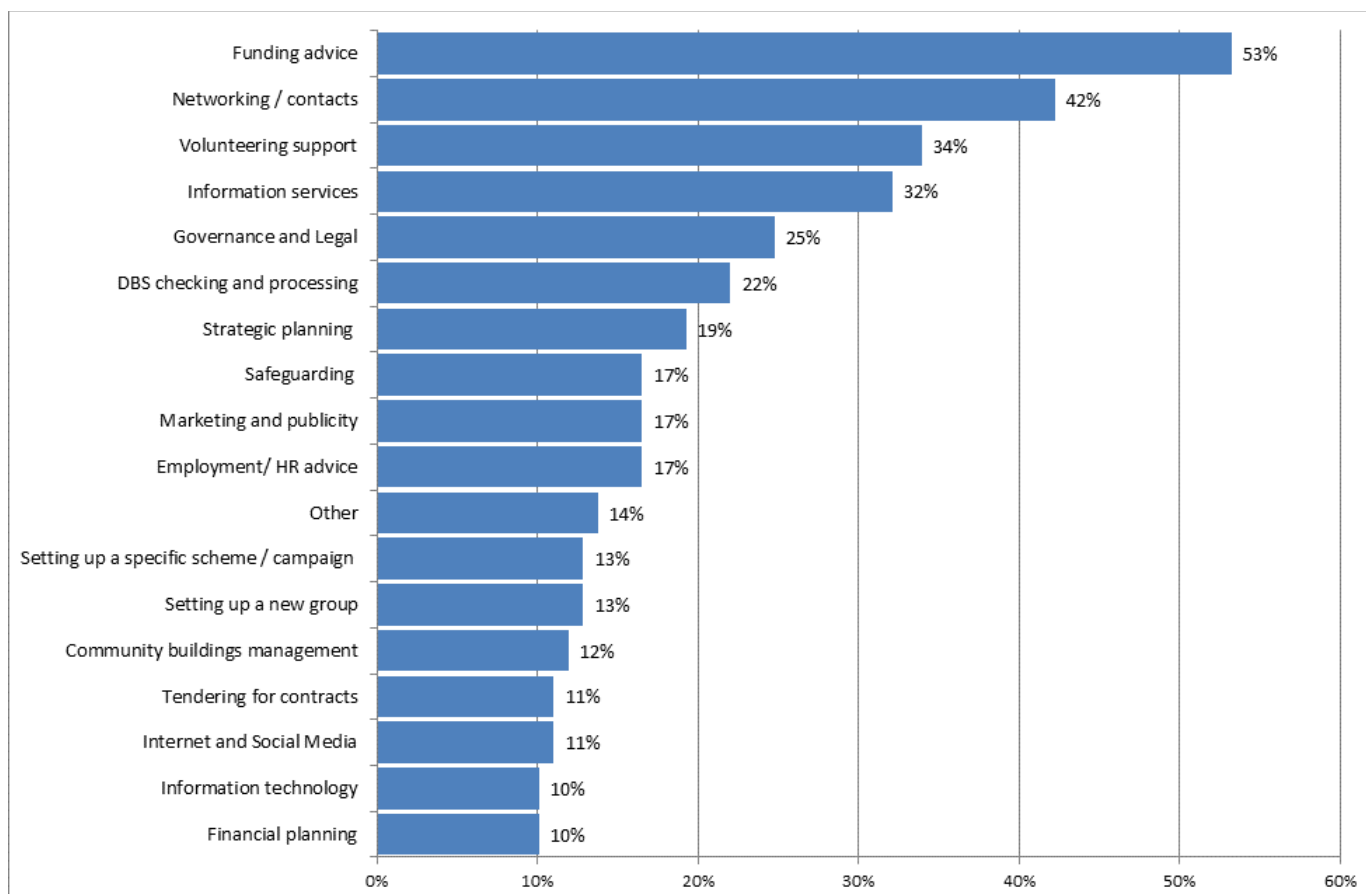
Again the implications are that a large proportion of those replying come from small organisations. A significant number had no staff (42%) and 26% only have 5 or less staff. Most of the organisations appear to depend on volunteers with higher levels of volunteers being reported than staff.

Results

Experience of accessing support

74% of the respondents to the survey had accessed support in the last three years. Organisations with an income of £1m or more were least likely to have access services with only one out of six accessing any support services.

Chart 7: Type of support accessed in the last 3 years (Base: Respondents who had accessed support)

| Type of support	Percentage
Funding advice	53%
Networking / contacts	42%
Volunteering support	34%
Information services	32%
Governance and Legal	25%
DBS checking and processing	22%
Strategic planning	19%
Safeguarding	17%
Marketing and publicity	17%
Employment/ HR advice	17%
Other	14%
Setting up a specific scheme / campaign	13%
Setting up a new group	13%
Community buildings management	12%
Tendering for contracts	11%
Internet and Social Media	11%
Information technology	10%
Financial planning	10%

The most used support services by these respondents were funding advice (53%), networking/contacts (42%), volunteering support (34%) and information services (32%).

Other services mentioned were around funding/grants (4), accounts, independent financial examination (audit), loss of community facility, networking, payroll services, practical administration services (2), resilience planning, stronger communities and support for working in a community as a lone worker.

Only smaller organisations (in terms of income) stated that they accessed support for community building management, setting up specific schemes and IT. Tendering for contracts tended to be accessed by organisations with an income over £50,000 pa. The organisations with income over £1m had accessed information, networking and volunteering support.

Chart 8: Organisation support received from in the last 3 years (per respondent – duplicate answers removed) (Base: Respondents accessing services)
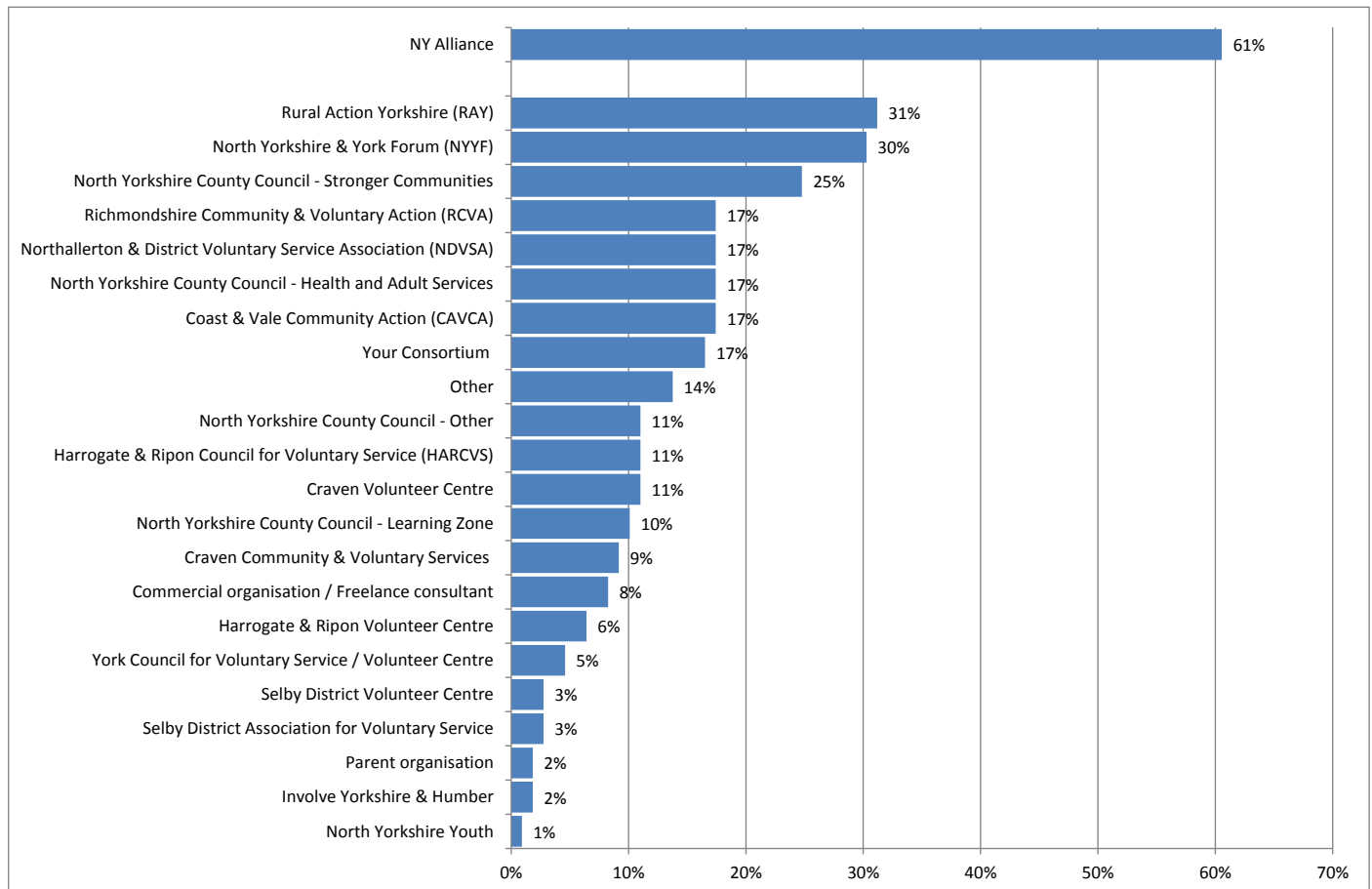
Support had been accessed from a wide variety of organisations. The full information can be seen in Chart 9 below. The most used organisations in the sample were those that covered the whole of the county – RAY (31%), NYYF (30%), NYCC – Stronger Communities (25%) and NYCC – HAS (17%). The district based services NDVSA (17%), RCVA (17%) and CAVCA (17%) were the next most used organisations. However, when the NYA organisations are grouped together they are the most used (61%).

The district based services tend to be used by those organisations operating in their area. 19% (13) of organisations using services provided by NYA organisations had accessed services from more than one NYA organisation:

- 10 organisations had used 2 NYA organisations, 2 had used 3 and 1 had used 5
- 8 organisations had used RCVA and NDVSA (2 had also used another organisation), 3 of these organisations provided services across districts, 4 provided services across 3 or more districts
- 2 organisations had used HARCVS and Selby District AVS; one of these was a cross area organisation but the other was a Selby organisation
- 2 organisations had used CCVS and HARCVS, one was a Craven based organisation, the other did not give their location
- 1organisation had used CAVCA and HARCVS, this was a countywide organisation

- Those organisations accessing services from 3 or more organisations were delivering services in 3 or more areas
- Organisations accessing services from 2 or more NYA organisations often access the same service from each particularly networking, information services and volunteering support. York CVS was used by one organisation from Selby (for information services and strategic planning), one from Hambleton and Richmondshire (for information services), one from Richmondshire (for accounts) and across district organisations.

The organisation used is very dependent on the service accessed. The services for which the largest variety or organisations are used are networking/contacts, information services, funding advice and volunteering support.

There are a number of services where there was a clear majority of respondents using one organisation:

- Community buildings management – RAY (100%)
- DBS checking and processing - NYYF (67%)
- Employment/HR advice - NYYF (72%)
- Setting up a specific scheme/campaign - RAY (57%)
- Setting up a new group – RAY (42.9%)
- Tendering for contracts – Your Consortium (25%)

There are a number of services for which respondents were largely using two or more organisations:

- Financial planning – Your Consortium (27%), Craven Community and Voluntary Services (27%) and commercial organisation / consultant (18%)
- Information technology – RAY (36%) and NYCC (27.3%)
- Safeguarding – NYYF (39%), NYCC – HAS (39%) and NYCC – Learning Zone (22%)
- Strategic planning - Your Consortium (28%) and commercial organisation / consultant (14%)
- Internet and Social Media - HARCVS (33%), RAY (17%) and commercial organisation / consultant (17%)

Commercial organisation / freelance consultants are most likely to be used for financial planning (18%), strategic planning (14%), employment/HR advice (11%), marketing and publicity (11%) and tendering for contracts (8%).

When the NYA Alliance organisations are considered as one, they have the largest number of organisations using them for funding advice (76%), financial planning (64%), networking and contacts (57%), internet and social media (58%), volunteering support (51%), governance and legal (48%), strategic planning (38%) and marketing and publicity (33%).

When responses for NYCC are grouped, it can be seen that it is the most used support for Safeguarding (56%).

Other organisations mentioned included NYCC – Libraries, NYCC – Emergency Planning, Hambleton Richmondshire and Whitby CCG, Social media surgeons, Via Big Assist (NCVO),

NAVCA and Operational Research Society Pro Bono support and free support accessed from commercial company via Business in The Community.

Some respondents state they receive a service from an organisation that does not provide that service this may be due to misinterpretation of the service coverage or may simply be that signposting is regarded as a service.

Chart 9: Organisation used in last 3 years (Base: All respondents who had used the service)

	Community buildings management	DBS checking and processing	Employment/HR advice	Financial planning	Funding advice	Governance and legal	Information technology	Information services	Marketing and publicity	Networking/contacts	Safeguarding	Setting up a new group	Setting up a specific scheme/campaign	Strategic planning	Tendering for contracts	Internet and Social Media	Volunteering support	Other
Number of responses	13	24	18	11	58	27	11	35	18	46	18	14	14	21	12	12	37	15
Coast & Vale Community Action (CAVCA)	38%			9.1%	24%	15%	9.1%	14.3%		21.7%		7.1%	14.3%	9.5%	8.3%		8.1%	26.7%
Craven Community & Voluntary Services		8.3%	27.3%	5%	19%			5.7%	16.7%	6.5%	5.6%	7.1%	14.3%	9.5%		8.3%	13.5%	13.3%
Craven Volunteer Centre		4.2%						2.9%	27.8%	2.2%			7.1%			8.3%	18.9%	13.3%
Harrogate & Ripon Centres for Voluntary Service (HARCVS)			5.6%	9.1%	14%	11%	9.1%	11.4%		10.9%			7.1%	4.8%		33.3%	10.8%	13.3%
Harrogate & Ripon Volunteer Centre					2%			5.7%		6.5%							10.8%	6.7%
Involve Yorkshire & Humber					2%			2.9%		2.2%								0.0%
Northallerton & District Voluntary Service Association (NDVSA)	8%	8.3%	5.6%	9.1%	21%		9.1%	22.9%	11.1%	15.2%	11.1%		7.1%	4.8%			10.8%	13.3%
North Yorkshire & York Forum (NYYF)		66.7%	72.2%		14%	7%	18.2%	28.6%	5.6%	23.9%	38.9%			9.5%			2.7%	26.7%
North Yorkshire County Council – Stronger Communities	23%	8.3%	5.6%		26%			17.1%	5.6%	13.0%		21.4%	14.3%	9.5%			2.7%	26.7%
North Yorkshire County Council – Health and Adult Services		8.3%			3%		4.2%	20.8%		20.8%	38.9%			4.8%	8.3%			
North Yorkshire County Council – Learning Zone		4.2%	5.6%		2%		9.1%	8.6%		2.2%	22.2%							13.3%
North Yorkshire County Council – Other – (please state)				9.1%	2%	4%	27.3%	5.7%	5.6%	2.2%	11.1%	14.3%	14.3%		8.3%		2.7%	13.3%
North Yorkshire Sport																		
North Yorkshire Youth										2.2%								
Richmondshire Community & Voluntary Action (RCVA)		4.2%	5.6%	9.1%	12%	7%	18.2%	20.0%	11.1%	15.2%	5.6%	7.1%	7.1%	9.5%	8.3%	16.7%	21.6%	20.0%
Rural Action Yorkshire (RAY)	100%		5.6%	18.2%	29%	22%	36.4%	40.0%	22.2%	30.4%		42.9%	57.1%	9.5%		8.3%	13.5%	26.7%
Selby District Association for Voluntary Service					2%			2.9%		2.2%							2.7%	
Selby District Volunteer Centre						4%		5.7%									5.4%	
Your Consortium		4.2%		27.3%	10%	7%	9.1%	14.3%	16.7%	8.7%	5.6%			28.6%	25.0%	8.3%		13.3%
York Council for Voluntary Service / Volunteer Centre		4.2%			2%	4%		8.6%		2.2%				4.8%				13.3%
Commercial organisation / freelance consultant			11.1%	18.2%	2%	7%			11.1%	2.2%	5.6%			14.3%	8.3%			6.7%
Parent organisation										2.2%							2.7%	6.7%
Other public sector organisation														4.8%				
Other		8.3%	5.6%		5%	4%	9.1%	2.9%		2.2%	5.6%			4.8%	8.3%	16.7%	10.8%	13.3%
NY Alliance	46%	17%	11%	64%	76%	48%	164%	11%	33%	57%	17%	21%	43%	38%	17%	58%	51%	60%

Only 13% of respondents (19) had experienced barriers or problems in accessing support. However, all of these respondents had accessed support. The most usual issues faced were cost (8), not knowing where to go (4), support not suitable for my organisation (4) and being unable to release staff to attend (3).

Chart 10: Most effective support received (Base: All respondents)
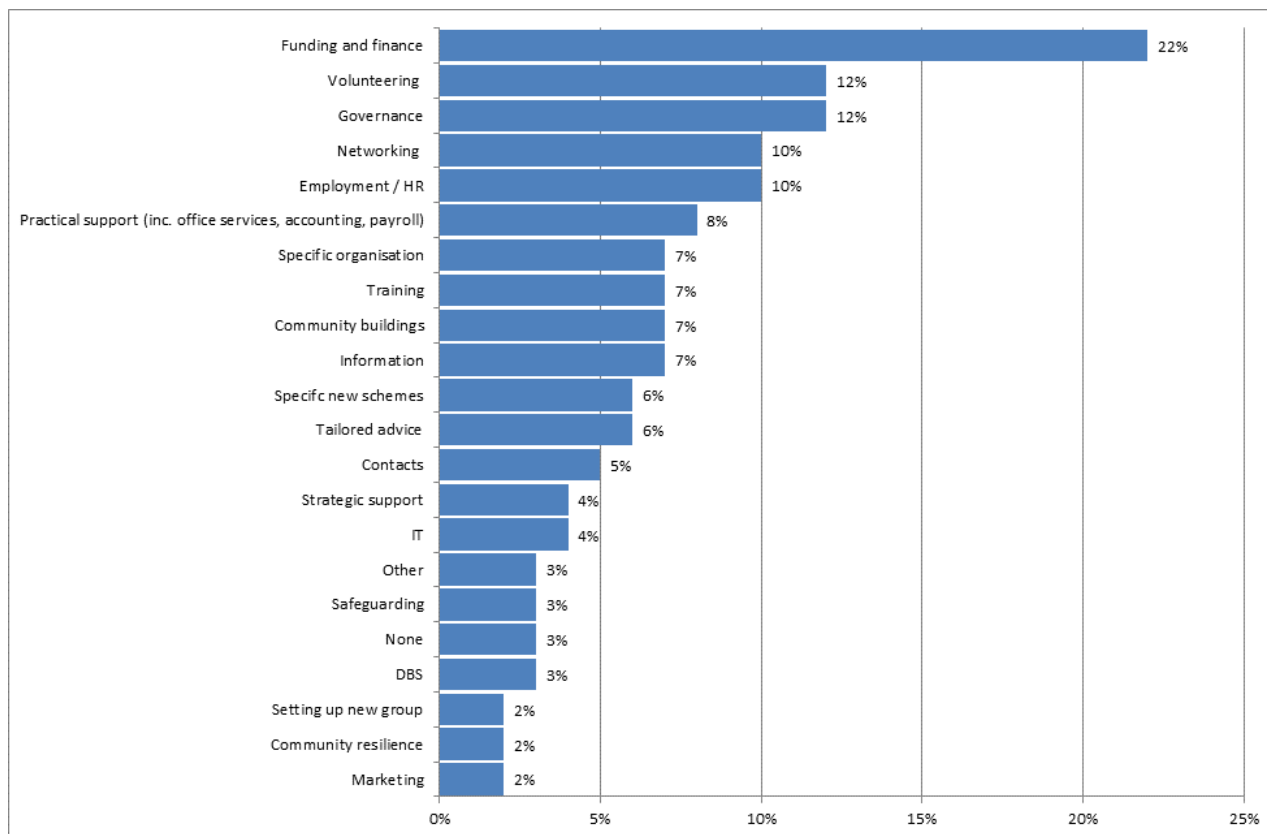
When asked what the most effective support they had received 22% of those giving a reply mentioned support and advice around funding, fundraising and finance. Other support mentioned by a number of respondents includes volunteering (12%), governance (12%), networking (10%) and employment/HR (10%). Some respondents simply expressed a positive view of a specific organisation (7%).

One aspect of effective support that was highlighted was specific advice tailored to the organisation's needs (6%) and having a contact / being put into contact with someone who can help (5%).

This is highlighted by some quotes from the survey:

- "Specific face to face advice based on our current services and circumstances"
- "We had questions on our chosen subject which were answered constructively, which is what matters."
- "On-going support and confidence that people will pass on my details and projects to others."
- "Providing up to date information in a rapidly changing landscape."

A number of responses also highlighted the impact of this support:

- Saving time and money - "Bespoke advice on individual issues. It is essential to 'get things right' as the consequences of getting it 'wrong' can be both costly and stressful."
- Clearer future plans - "The support pointed us in the right direction and enabled us to proceed on a more informed basis."
- "Successful funding bids"

Another interesting quote, which highlights the need to challenge; "Being determined and prepared to push us"
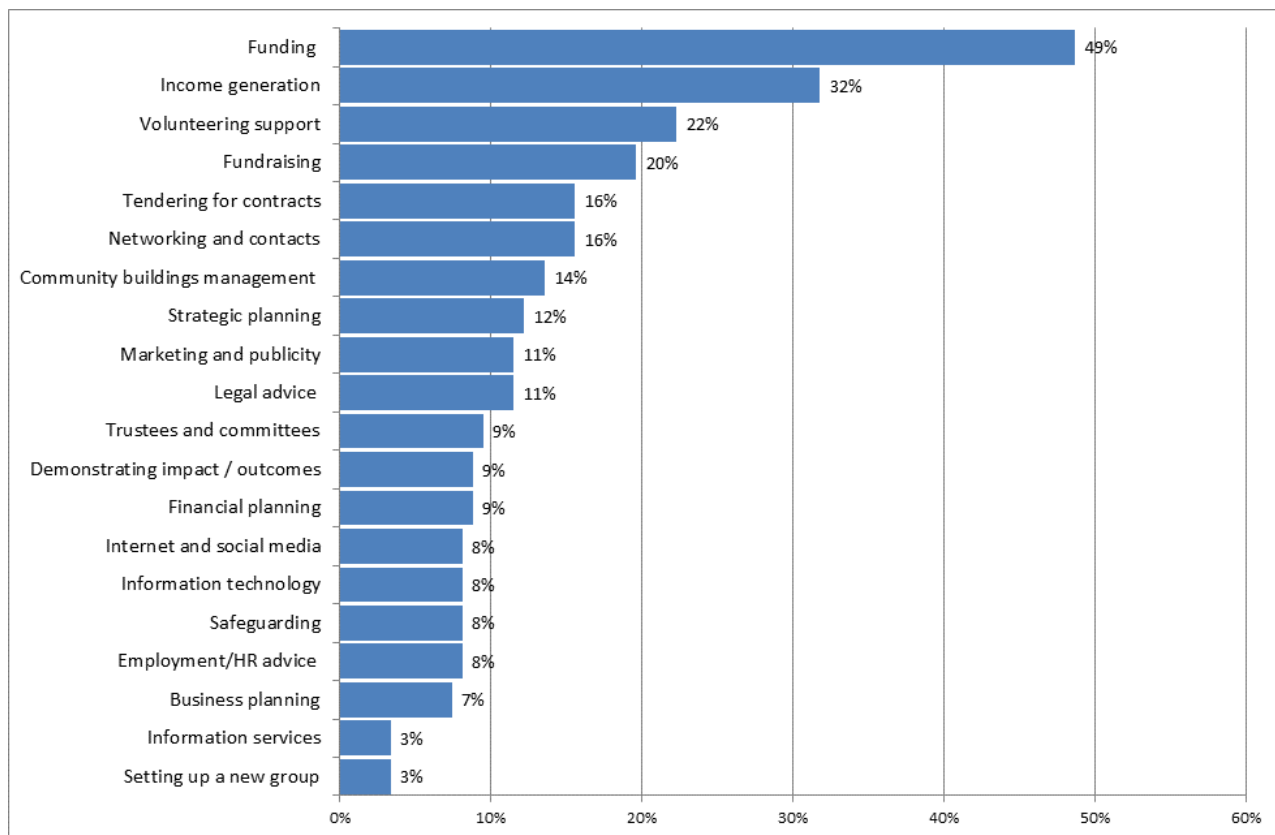
Future needs for support

Chart 11: Support priorities for your organisation/group over the next 3 years – ranked
(Base: All respondents)
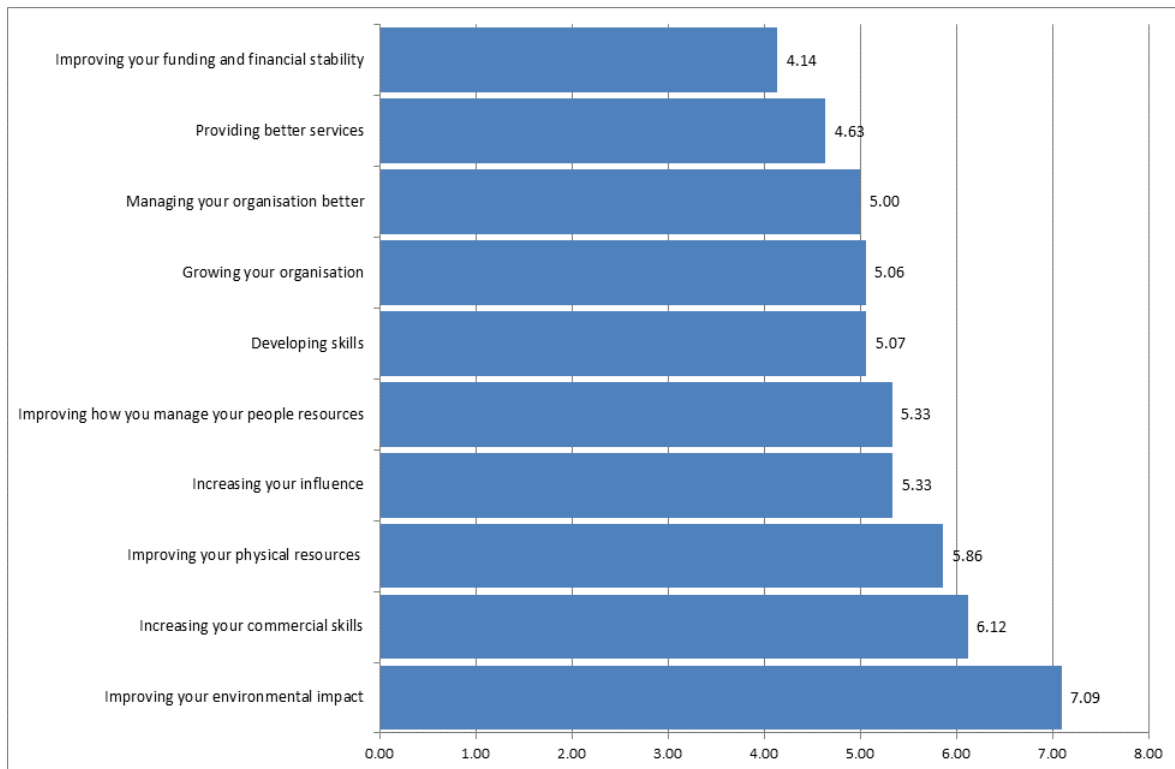
Organisations were asked to rank their support priorities for the next 3 years. The lower the score, the higher the rank. The support priority that was ranked top was "improving your funding and financial stability". The lowest ranked priority was "improving your environmental impact".

Chart 12: Areas of advice and information support expected to require in the next 3 years
(Base: All respondents)

Category	Percentage
Funding	49%
Income generation	32%
Volunteering support	22%
Fundraising	20%
Tendering for contracts	16%
Networking and contacts	16%
Community buildings management	14%
Strategic planning	12%
Marketing and publicity	11%
Legal advice	11%
Trustees and committees	9%
Demonstrating impact / outcomes	9%
Financial planning	9%
Internet and social media	8%
Information technology	8%
Safeguarding	8%
Employment/HR advice	8%
Business planning	7%
Information services	3%
Setting up a new group	3%

Organisations where then asked more specifically which 3 areas of advice and information support they expect to access in the next three years. Again funding came out top (49%), then income generation (32%) and volunteering support (22%). Unsurprisingly, given that this was a survey of existing organisations 'setting up a new group' was rated lowest (3%).

Chart 13: How would organisations expect to receive support services (Base: All respondents)
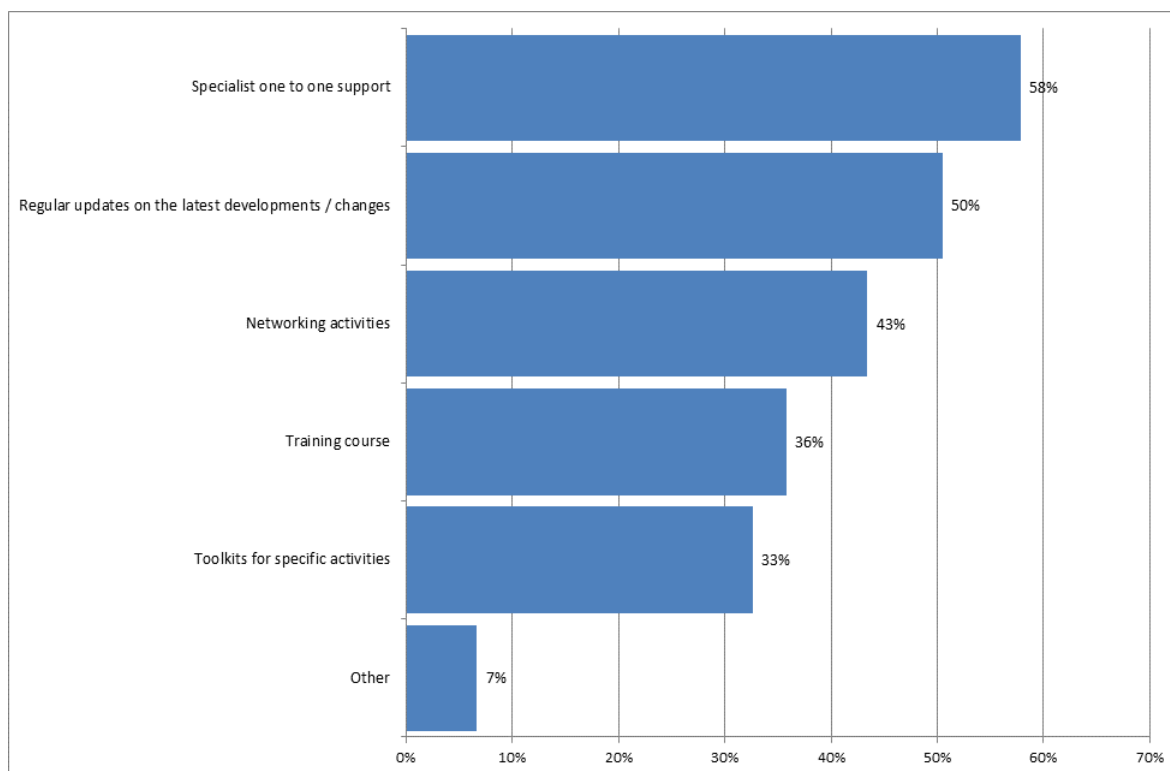
When asked about how they would like to have the services delivered 58% expected 'specialist one to one support', 50% expected 'regular update' and 43% networking activities.

The areas for which 'specialist one to one support' was the most popular form of support are setting up a new group (100%), financial planning (85%), business planning (73%), income generation (66%), internet and social media (67%), legal advice (65%), strategic planning (61%), information technology (58%), Tendering for contracts (52%) and employment/HR advice (50%).

Although 'specialist one to one support' overall is the most popular form of support there are a number of areas where the majority of people choose another category:

- Training courses – Safeguarding (75%), Trustees & Committees (71%) and Demonstrating impact / outcomes (69%)
- Regular updates on the latest developments / changes – Fundraising (72%), Funding (69%), and Community buildings management (65%)
- Networking activities - Marketing and publicity (59%) and volunteering support (55%).

Although toolkits for specific activities are not rated highest for any area, there is a significant level of interest in business planning (64%), Community buildings management (55%), Demonstrating impact / outcomes (54%), fundraising (52%) and internet and social media (50%).

Chart 14: How would organisations expect to receive support services by service area (Base: All respondents)

|	Funding	Fundraising	Income generation	Financial planning	Employment /HR advice	Community buildings manage-ment	Legal advice	Setting up a new group	Safeguard-ing
Training course	31%	24%	36%	23%	25%	40%	35%	0%	75%
Specialist one to one support	57%	62%	66%	85%	50%	50%	65%	100%	17%
Regular updates on the latest developments / changes	69%	72%	57%	23%	17%	65%	24%	40%	58%
Toolkits for specific activities	36%	52%	34%	46%	17%	55%	6%	20%	17%
Networking activities	56%	45%	53%	15%	17%	55%	12%	40%	33%
Other	6%	3%	4%	0%	8%	0%	18%	0%	0%

	Trustees & committees	Information technology	Internet and social media	Marketing and publicity	Strategic planning	Business planning	Demonst-rating impact / outcomes	Tendering for contracts	Volunteering support
Training course	71%	25%	33%	41%	17%	55%	69%	35%	15%
Specialist one to one support	36%	58%	67%	41%	61%	73%	62%	52%	30%
Regular updates on the latest developments / changes	50%	42%	25%	41%	39%	27%	54%	39%	39%
Toolkits for specific activities	7%	17%	50%	47%	44%	64%	54%	13%	18%
Networking activities	50%	8%	25%	59%	50%	64%	46%	22%	55%
Other	7%	33%	0%	6%	6%	0%	8%	4%	15%

Chart 15: Requirements for practical professional hands on support and or office services
(Base: All respondents)
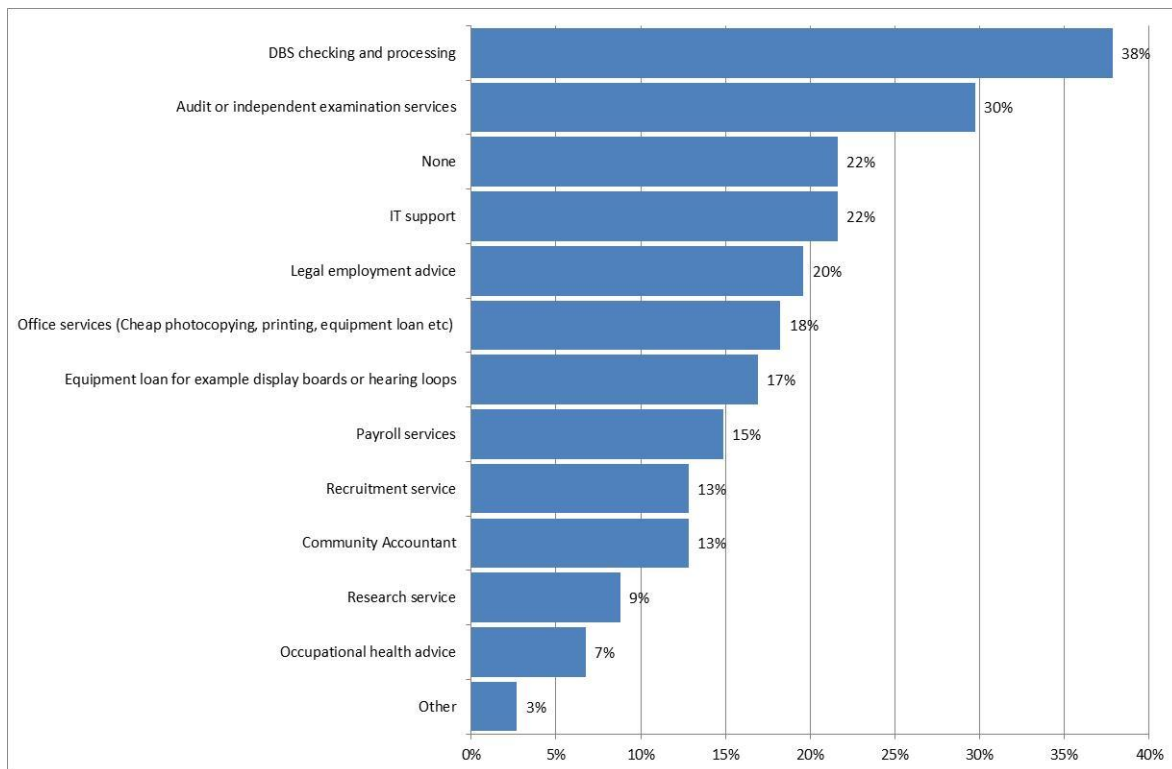
The practical professional hands on support and or office services that the highest number of organisations expect to require in the next 3 years are DBS checking and processing (38%), audit or independent examination services (30%), IT support (22%) and legal employment advice (20%). 22% of organisation expected to not access any such services.

Chart 16: Usefulness of methods for finding out about new areas and keeping in touch with the latest developments (Base: All respondents)
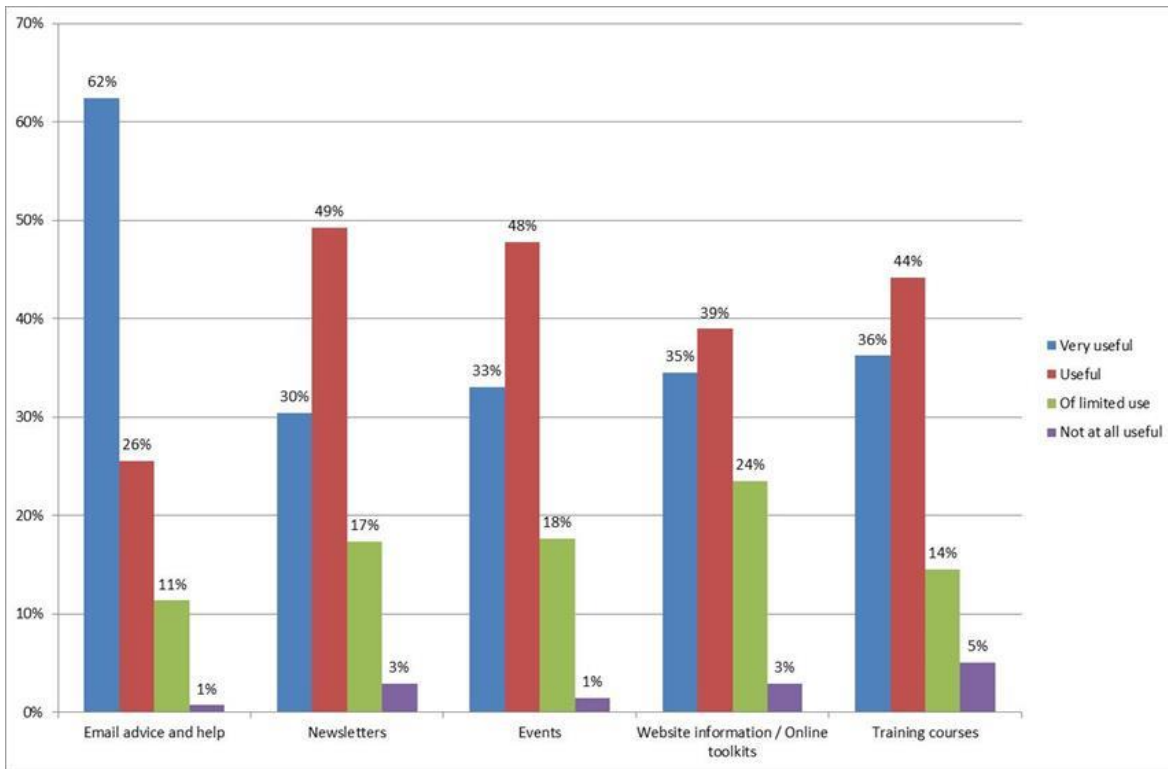
Email advice and help (62%) is seen as the most useful method for finding out about new areas and keeping in touch with the latest developments.

**Chart 17: Usefulness of methods for dealing with technical queries (**Base: All respondents)
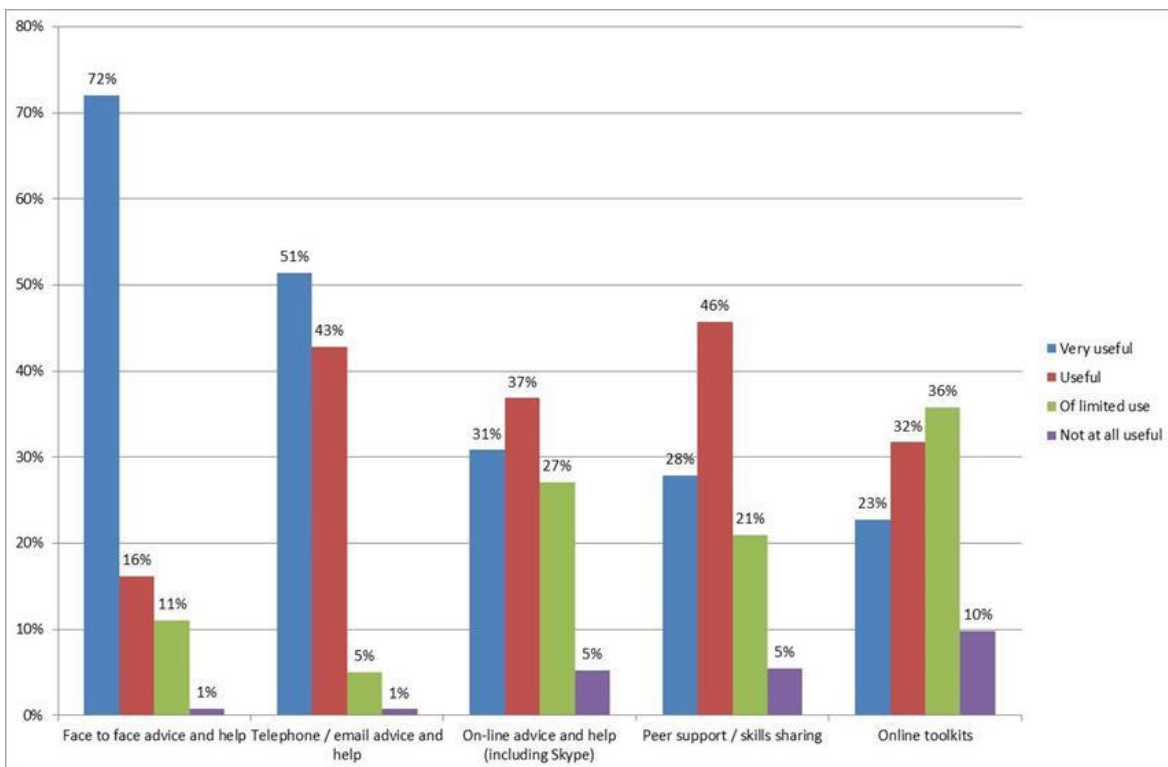
Face to face advice and help (72%) is seen as the most useful method for dealing with technical queries.

When asked for other ways of delivering support the following were suggested:

- coaching / mentoring / buddying (7)
- networking (4) not just within North Yorkshire
- community outreach (3)
- improved promotion of services available (2)
- ability to develop a relationship to gain understanding and trust (2)
- ability to contact 'expert' in a number of ways (2)
- single point of contact in NYCC
- ability to use CVS databases
- forum meetings
- informal drop in events
- skills support
- longer term projects
- strong focus on volunteering and the outcomes for citizens helped and volunteers including annual report

Chart 18: Importance of features in support service (Base: All respondents)
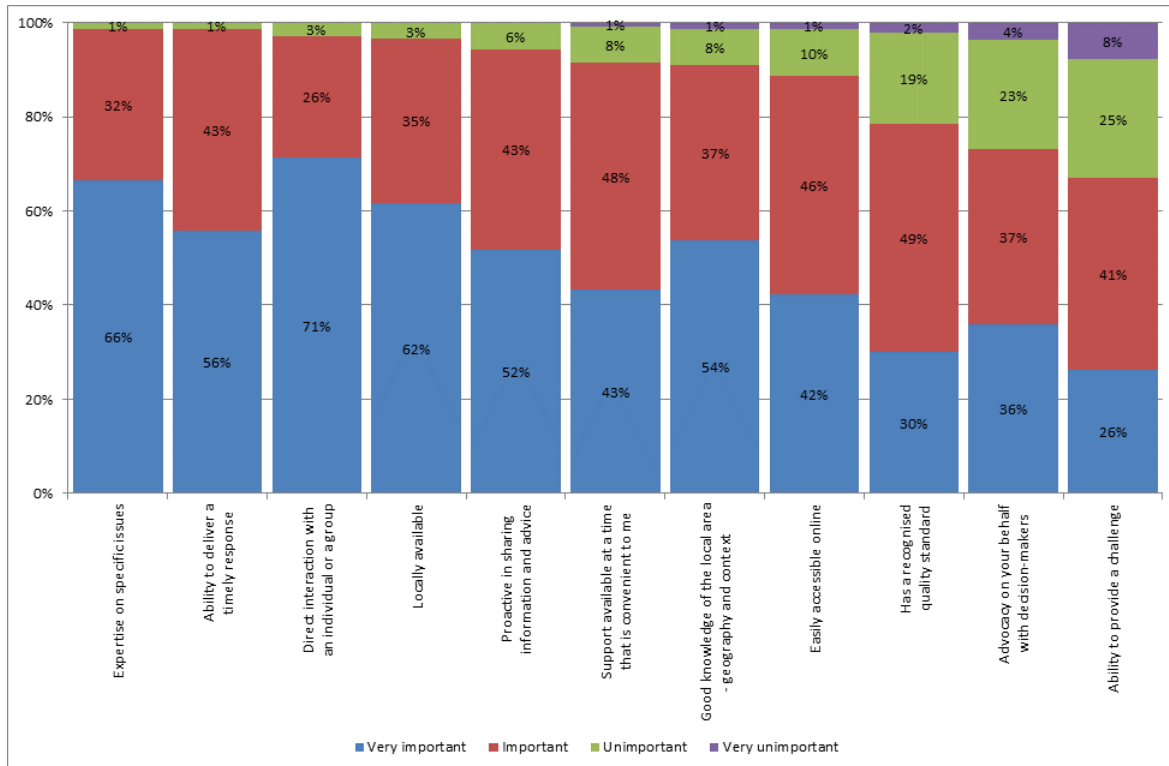
Overall the majority of respondents agreed that all the features were important in a support service.

The factors within a support service that respondents felt were most important very important / important) were:

- Expertise on specific issues
- Ability to deliver a timely response
- Direct interaction with an individual or group
- Locally available

The factors that are seen as least important were:

- Ability to provide a challenge
- Advocacy your behalf with decision-makers
- A recognised quality standard

Chart 19: Willingness to pay for services (Base: All respondents)
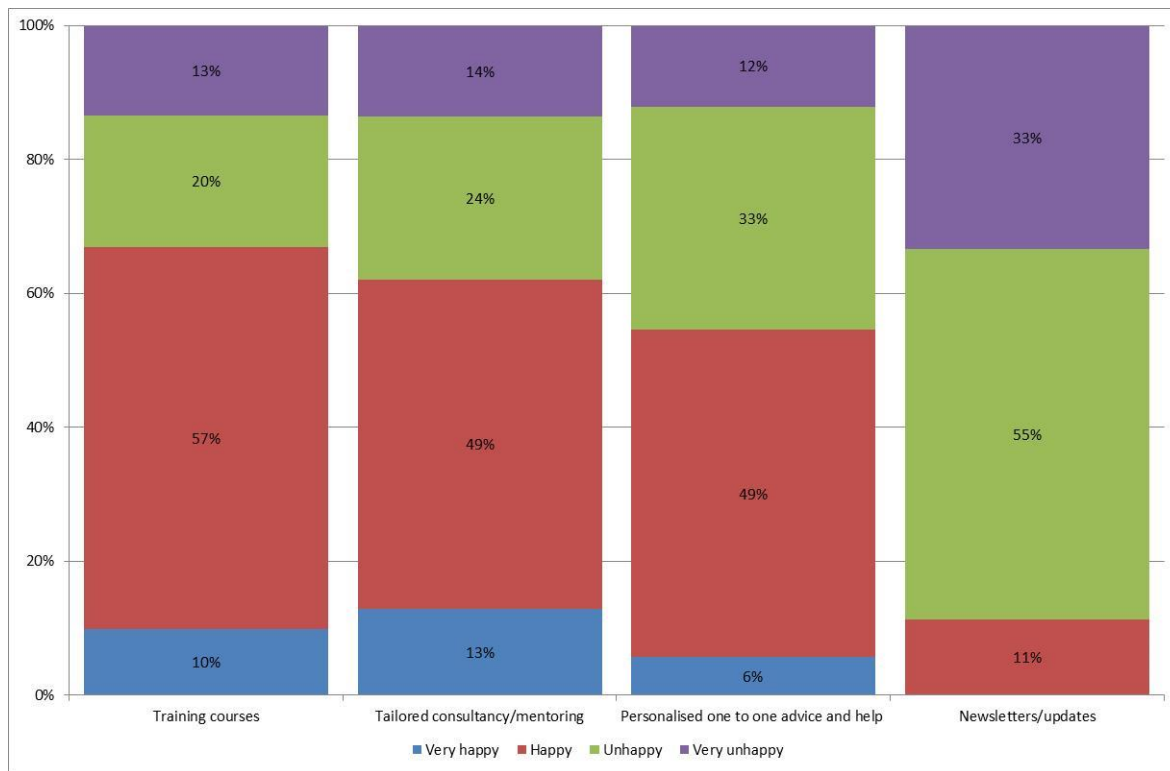
Over half of respondents would be happy to pay for training courses (67% happy/very happy), tailored consultancy/mentoring and personalised one to one advice and help. 88% would not be willing to pay for newsletters/updates.

Views on paying are impacted by organisational size:

- For training courses 59% of organisations with an income under £5,000 would be unhappy to pay. For all other income sizes more organisations would be happy to pay than not.
- For tailored consultancy/mentoring 48% or more of organisations with an income up to £50,000 say they would be unhappy to pay. However, for organisations with an income of £500,000 - £1,000,000 views are also split with 40% stating they would be unhappy.

- For personalised one to one advice and help 81% of organisations with an income under £5,000 and 56% of organisations with an income under £20,000 would be unhappy to pay. In all other income groups more people are happy than unhappy.

Respondents were invited to raise anything else about their future support needs. Comments were made around affordability (6), funding (5), volunteering (5) and sharing best practice (3). Funding and volunteering comments were in the main about the importance of this type of support. The affordability comments were prompted by the question on paying for services, with comments around being unable to pay, perhaps being able to pay if grants available, affordability is not just paying for the support but also the cost of the time of the staff/volunteers being supported. Other comments made do not fit into any categories.