2015 Transformation Challenge Award:
Research into the Voluntary, Community and Social Enterprise Sector in Cornwall and the Isles of Scilly

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Executive Summary

This report presents the findings of research commissioned by Cornwall Council (CC) in partnership with the VCSE sector in Cornwall and the Isles of Scilly (CIoS). It is based on a telephone survey of 205 VCSE organisations conducted in the autumn of 2015 that collected information from each of them about:

- Changes to the organisations since 2013; and
- Their views on support services, commissioning and IAG.

The findings from the survey need to be caveated by the fact that they represent the views and facts reported by the 205 organisations who were interviewed and should not be seen as being representative of the whole VCSE sector.

Changes to the organisations since 2013

The survey found that in terms of the structure of VCSE organisations in CIoS (covering their status; fields of work; areas of activity; and main clients) only very small, if any changes had taken place in the two years since 2013. Crucially the aims and focus of the organisations remained very much the same as in 2013:

- Over two fifths (45%) were operating in the broad social care, welfare, health and wellbeing area (including education and services for children); and
- Nearly a third of them said that their main clients were people living in (their) particular geographic area or children.

Indeed, only 2% of the organisations had "*changed their status in the last two years*". Furthermore, only very minor changes were found in some of the key economic indicators for these organisations, such as with the average numbers of employee and volunteers. However, while on the surface these findings indicated a degree of continuity and solidity across these organisations as a whole, there was also evidence of considerable change among some of them:

- Two fifths (40%) said there had been a change in their client numbers;
- One fifth (21%) said that they had changed their number of employees;
- One third (34%) said they had changed their number of volunteers:
- At least c.15% of the VCSE organisations interviewed in 2013 had closed, merged with another or been so greatly restructured it was not possible to interview them;
- Most significantly, the research found a decrease of c.20% in the average turnover of those organisations with turnover of less than £1 million.

These matters were very much reflected in the answers given by the organisations when they were asked about the key challenges they faced currently. The single most commonly given answer related to the need for *securing funding for financial sustainability*. Similarly, the other key challenges that were highlighted all related to change and maintaining the ability to deliver services.

In summary the research into the changes experienced in the two years since 2013 found that while the focus of work and modus operandi were unchanged for the majority of the VCSE organisations interviewed, for many there had also been very significant changes in size, sustainability and consequently ability to deliver.

Views on support services, commissioning and IAG

The organisations were also asked about various matters that were intended to help inform the future provision of support services, IAG and the commissioning process for the sector.

When they were asked about the kinds of support that they wanted in the future, the concerns expressed by the organisations about changes in their financial position, employees and volunteers were highlighted again. The single most commonly requested area concerned support relating to finance and funding matters, followed by marketing (including the recruitment of volunteers and publicity to promote the organisation) and training and skills support for staff.

In terms of IAG, just over two fifths of the sample of interviewed VCSE organisations (42%) said that they delivered IAG as part of the service delivery remit while an identical proportion (42%) said that they signposted their clients to other IAG providers. The two statements that most of the interviewed VCSE organisations agreed with either strongly or very strongly were:

> "*IAG is usually commissioned to respond to a need, rather than predict or prevent demand*" (71% combined); and
> "*Informal provision of IAG often occurs through community peer networks"* (79% combined).

To help improve the processes for selecting organisations to fund, those organisations who had received funding from Cornwall Council, the NHS or European funding sources said that providing *"more information about future funding intentions"* was the most important improvement that could be made, followed by "*better communication with providers", "better needs assessment"* and *"exploring other models of buying and contracting e.g. more grants".*

To help improve the processes for managing providers, the measurement and monitoring of outcomes together with review and evaluation of services were ranked joint "most important" by the VCSE organisations. These were followed by training for commissioners and procurement staff and dialogues about service improvement following contracting.

Two thirds (68%) of the VCSE organisations interviewed said that they were interested in seeking funding/being commissioned by Cornwall Council, the NHS or European funding in the future.

In combination these findings provide some clear recommendations to help inform future commissioning and support decisions.

1. Introduction

This report presents the findings from a survey of Voluntary, Community and Social Enterprise sector (VCSE) organisations commissioned by Cornwall Council (CC) in partnership with the VCSE sector in Cornwall and the Isles of Scilly.

The survey research was part of the 2015 Cornwall Transformation Challenge Award (TCA) project, funded by the Department for Communities and Local Government. The TCA project is designed to support initiatives that improve the commissioning of services that can be delivered by VSCE organisations and to enhance the sustainability of the sector.

1.1 Background to and aims of the 2015 research

In the autumn of 2013 an extensive research and mapping exercise was completed with VCSE organisations from across Cornwall and the Isles of Scilly. The 2013 work identified the contribution of the VCSE sector to the economic development of the county and informed the development of the Employment and Skills Strategies for the sector by producing detailed information about the following areas:

- Sector activity overview;
- Levels of employment;
- Numbers of volunteers;
- Economic activity;
- Employment forecasts; and
- Future skills needs.

The final report on that research was produced to coincide with the development and publication of the Employment and Skill Strategies in December 2013[1].

In the summer of 2015 it was decided to conduct a follow-up survey of a specially selected sample of the VCSE organisations who had participated in the 2013 research and who had agreed to be re-contacted at the time. This was required in order to understand the changes experienced by the sector in the intervening two years and to produce new information to help support the TCA objectives of improving commissioning and helping the sustainability of the sector.

This follow-up survey was designed to collect information about:

- Organisation status and activity;
- Staffing, volunteers and turnover;
- Skills training and development;
- Future skills needs;
- Sector support requirements;
- Commissioning experiences; and
- Information, advice and guidance.

[1] *Research into the Voluntary, Community and Social Enterprise Sector,* Transform Research, December 2013 http://www.cornwallvsf.org/research-into-the-vcse-in-cornwall-and-the-isles-of-scilly/

1.2 Research methodology and fieldwork notes

In order to achieve the aims described above, the agreed research methodology was to conduct telephone interviews with up to 250 of the VCSE organisations who had participated in the 2013 research.

A total of 452 VCSE organisations had participated in the 2013 survey: 351 by telephone and 151 online. While most of the 351 interviewed by telephone had said that they were happy to be re-contacted (287), only 21 of the 151 who completed the online survey provided any re-contact information. This was mainly because several of the VCSE networks who sent out the email requests were only prepared to ask their members to participate in the survey on the condition of anonymity.

This meant that in total only 308 VCSE organisations were available to re-contact for the 2015 fieldwork. It was acknowledged that producing 250 interviews from these 308 represented a very steep challenge (requiring a response rate of over 80%) particularly in the very short time span of a few weeks that was made available for fieldwork at the beginning of September 2015.

Furthermore, it is very important to note that because of the smaller sample size and the lack of the associated mapping work conducted for the 2013 research, this follow-up survey **cannot** provide updates on sector size, coverage, employment and volunteer numbers, etc. that were central to the work last time. What it does is to measure changes in the organisations interviewed over the last two years and to enable inferences to be drawn about the sector as a whole from these findings.

After a successful pilot of the questionnaire in late August 2015, 205 VCSE organisations were (re-)interviewed by telephone in early September. During the fieldwork the following points were noted:

- The telephone interviews were conducted by qualified MRS trained interviewers and took between 30 and 55 minutes to complete;
- The fieldwork was complicated by the fact that changes had taken place in many of the organisations that were contacted:
    - The organisations themselves had changed in some way, either having been restructured, merged, moved to new a location or even closed down entirely; and/or
    - The individuals being interviewed had changed – either left the organisation entirely, moved on into another job within the organisation, forgotten they had been interviewed, etc.
- These issues were more manifest among larger VCSE organisations, particularly relating to the amount of time needed to identify the correct person for interview and the short time period available for the fieldwork;
- Consequently, the achieved sample of 205 interviews was found to have few larger organisations within it (i.e. those with turnover of more than £1 million); and
- An additional, separate sample of large VCSE organisations will be interviewed to supplement the 205 “smaller” ones.

1.3 This report

This report presents the detailed findings of the 2015 follow-up survey in the following chapters 2 to 8 respectively:

- Chapter 2 examines changes to the structure of the VCSE sector since 2013 in terms of organisation status, fields of work and main clients as well as reporting on the main challenges being faced and the current and future opportunities available for the sector;
- Chapter 3 describes the changes to resources of the VCSE sector since 2013, covering current staffing levels, volunteers, turnover and sources of finance;
- Chapter 4 explores changes to skills training and development for employees and volunteers since 2013 as well as the key skills needs areas for the sector in the next five years;
- Chapter 5 looks at the sources and types of support received by the sector over the last five years, the value and impact of this support, the willingness of VCSE organisations to pay for this support in the future and the reason for not receiving (or needing) any support;
- Chapter 6 explores funding and commissioning for the VCSE sector covering sources and types of funding, experience and views about funding organisations, as well as suggestions for improvements to the commissioning process and management of providers;
- Chapter 7 details the findings relating to information, advice and guidance (IAG) covering those organisations who deliver IAG themselves and their views on the future delivery of IAG; and
- Chapter 8 highlights the key findings from the research and contains a set of summary concluding comments.

A copy of the follow-up telephone questionnaire used is provided in Appendix I.

2. Changes to structure and challenges faced

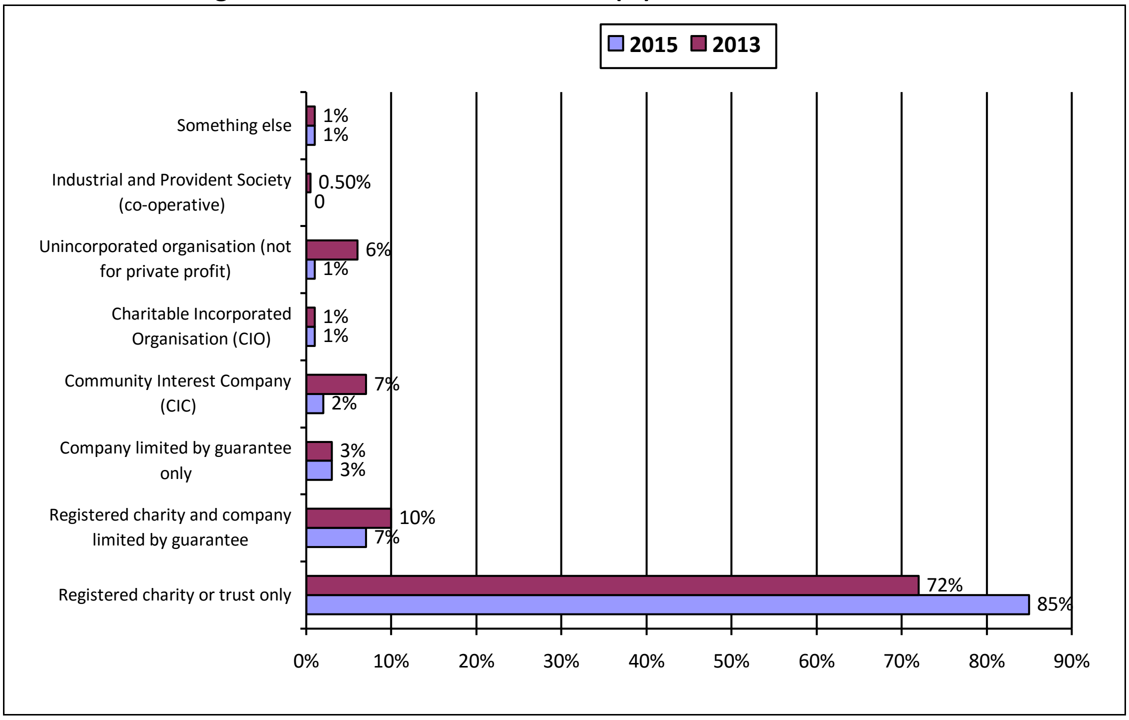
This chapter presents the findings of the research in relation to reported changes in the structure of the VCSE sector in Cornwall and the Isles of Scilly covering organisation status; fields of work and areas of activity; and main clients. It then goes onto to describe the views of the organisations about the key challenges they currently face, the opportunities available to them currently and in the future, as well as their views on any significant changes to their organisation in the next two three years in response to these challenges.

2.1 Organisation status

Over eight out of ten (88%) of the organisations completing the survey said that they were independent local organisations and 11% were either part of a larger, national organisation (8%) or something else (3%). This compared with 79% and 21% respectively in 2013. While 2% of the sample said that they had "*changed their status in the last two years*", the main reason for the difference between 2015 and 2013 can be attributed to the shortfall of larger organisations in the 2015 sample.

Registered charities were found to be the most common legal structure in the sector (85%), together with a further 7% organisations who were both registered charities and a company limited by guarantee. 3% of organisations said they had changed their legal structure since 2013 (Appendix 2 lists their reasons). These findings indicate that there may have been a small increase in the proportion of charities in the sector since 2013, although the shortfall of large organisations makes it difficult to be certain. Chart 2.1 below shows the full breakdown comparing 2015 and 2013.

Chart 2.1 VCSE organisation status 2015 and 2013 (%)



Bases: 205 (2015) and 452 (2013) VCSE organisations

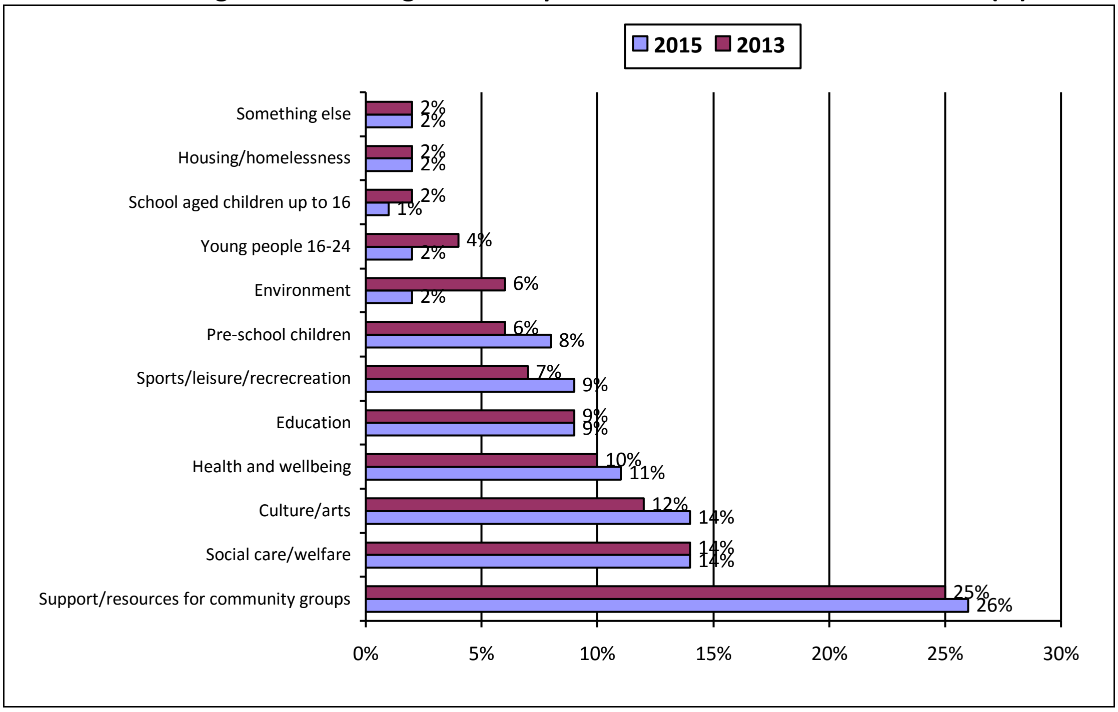
2.2 Fields of work and areas of activity

The organisations completing the surveys in 2013 and 2015 were asked to identify their *"single most important field of work."* The VCSE sector is active in many different fields and there is a great deal of overlap between areas, such as working with disadvantaged young people from a particular location by providing cultural or sporting opportunities.

Chart 2.2 below contains the details of the comparison between 2013 and 2015 and shows both the diversity of the areas of activity across the whole sector and also, the very close similarity between the results for the two surveys – with less than 1% of organisations saying they had changed their activity in the last two years.

As was found in 2013, over two fifths of VCSEs organisations (45%) were operating in the broad social care, welfare, health and wellbeing area (including education and providing services to pre-school children, school aged children and young people). A further quarter said that their single most important field of work was providing support and or resources to their local community /community groups.

Chart 2.2 VCSE organisations' single most important field of work 2015 and 2013 (%)



Bases: 205 (2015) and 452 (2013) VCSE organisations

It is worth noting that these findings are both consistent between 2013 and 2015 and with those reported for the sector nationally in 2011 and in 2008 for CIoS. These both found that health and social care is the main focus of the work of the sector – with the UK Voluntary Sector Workforce Almanac 2011 reporting: *"more than half of the of the voluntary sector workforce were employed in 'health and social work."*[2]

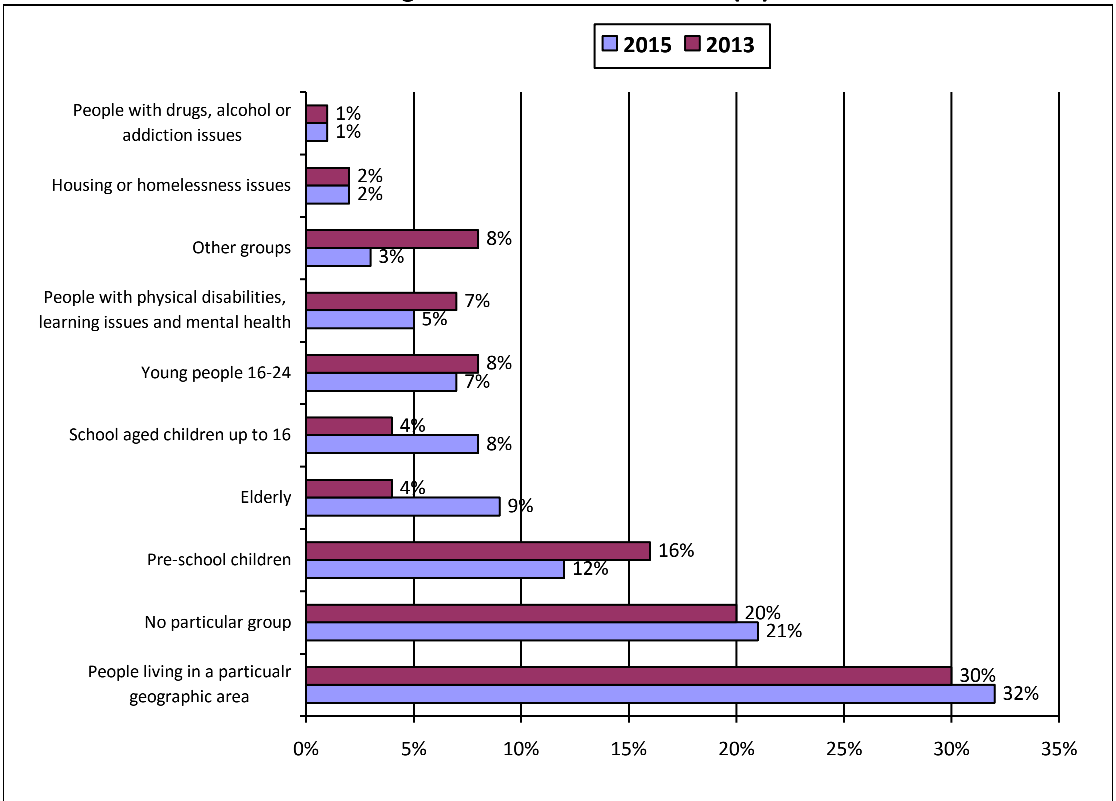
[2] *UK Voluntary Sector Workforce Almanac 2011*, NVCO, Third Sector Skills and Third Sector Research Centre, 2011, p5

2.3 Main clients

In terms of the main clients of the VCSE organisations, the findings were also very consistent between the two surveys. Reflecting their local, community focus, nearly a third of the organisations in 2015 and 2013 said that their main clients were people living in (their) particular geographic area. Similar proportions also mentioned pre-school children, school age children or young people. One in five could not identify a particular group of clients as their services were available for all.

Chart 2.3 below contains the details, though it should be remembered that there is potential for overlap between the different groups. For example, an organisation working with children with disabilities might classify itself in any one of three categories: pre-school children, school aged children or people with disabilities. Similarly, the overlap between serving a local community and providing a specific service to members of that community, is the reason that the proportions of organisations mentioning elderly people, people with drug, alcohol or addiction problems or those with housing issues are comparatively low.

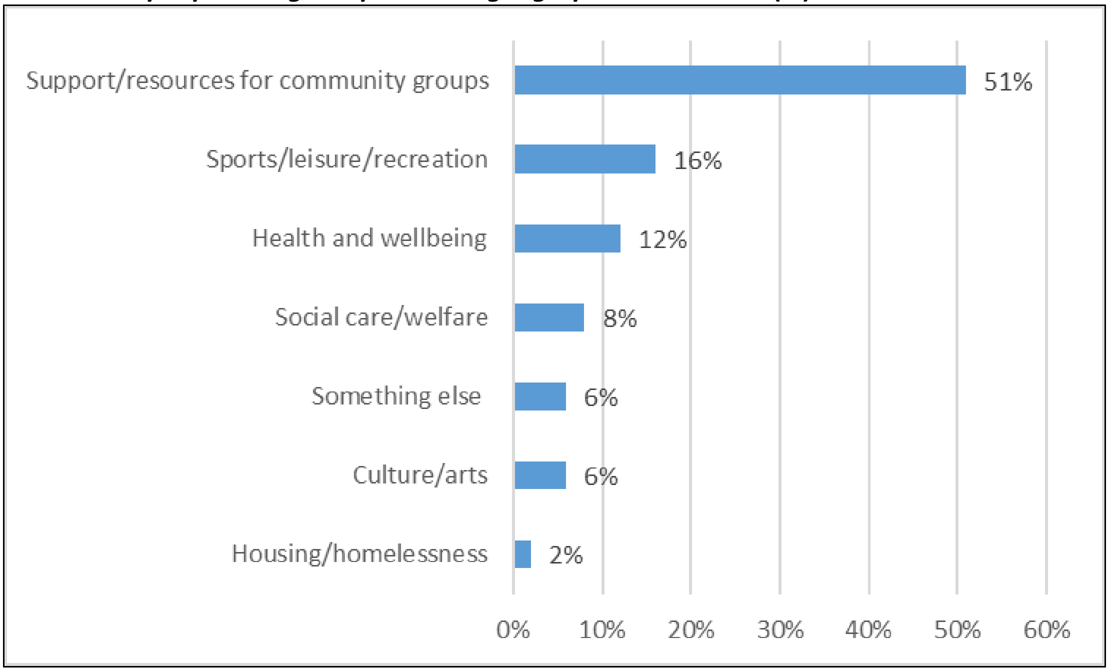
Chart 2.3 Main clients of VCSE organisations 2015 and 2013 (%)



Bases: 205 (2015) and 452 (2013) VCSE organisations

It is interesting to look in more detail at the c. one third of organisations whose main clients are *"people living in a particular geographic area"* in terms of their single most important field of work. Chart 2.4 overleaf provides the details and shows that, not surprisingly, a much higher proportion of this group were engaged in providing *"support/resources for community groups"* – 51% compared with 25% of the sample as a whole.

Chart 2.4 Single most important field of work of those VCSE organisations whose main clients are *"people living in a particular geographic area"* 2015 (%)



Base: 65 (2015) VCSE organisations whose main clients were people living in a particular geographic area

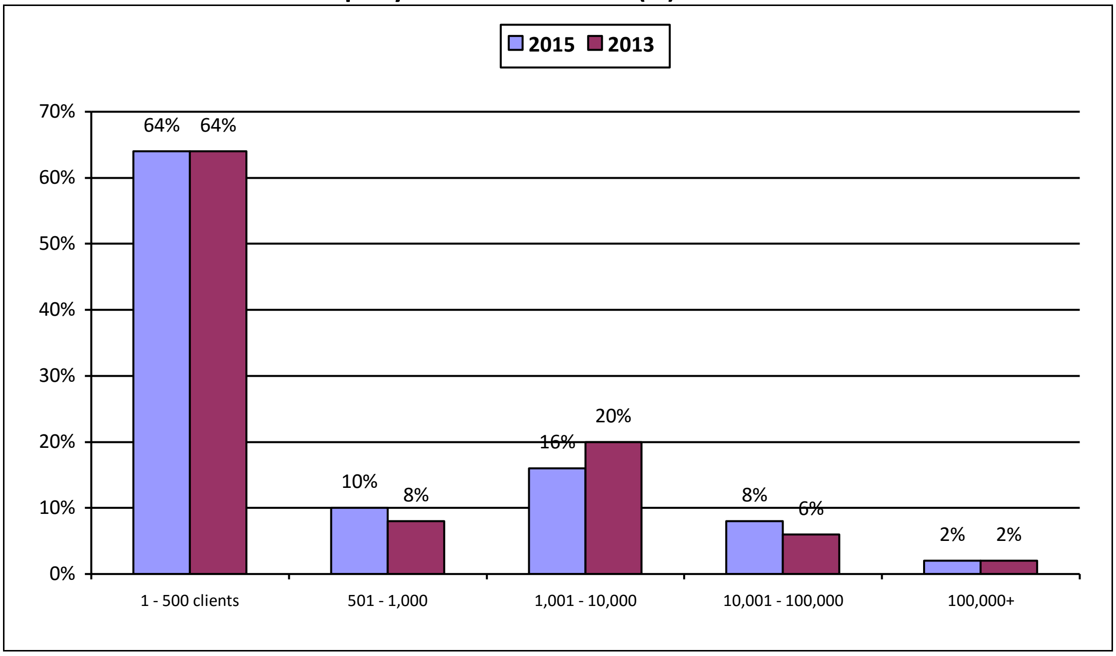
Similarly, a higher proportion of this group were engaged in providing *"sport/leisure/ recreation services"* – 16% compared with 9% of the sample as a whole.

Aside from health and wellbeing services, the proportions in all the other areas of work were lower than in the sample as whole. This was most noticeable among those organisations whose main areas of work related to education, young people, school aged and preschool aged children – these are included in the *"something else"* category as they were so few.

When asked about the numbers of clients that used their services in the course of a year around a quarter of organisations either did not know or could not say because of the nature of their activity, such as maintaining a local park or playing fields, or running a village hall. Among those who did provide answers, two thirds in both 2015 and 2013 had between 1 and 500 clients (64%), again reflecting the local nature of their work and also the specialist nature of their activities.

Chart 2.5 overleaf shows the details and illustrates that in both surveys only small proportions reported having large numbers of clients: 6% and 8% in 2015 and 2013 respectively having 10,000 to 100,000 clients in a year and just 2% more than 100,000.

Chart 2.5 Number of clients per year 2015 and 2013 (%)



Base: 170 (2015) and 340 (2013) VCSE organisations providing a figure

However, it is very important to note that, despite the similarity between 2015 and 2013 shown in the chart for the banded numbers of clients, when asked if there had been "*any change in client numbers over the last two years*", two fifths (40%) of VCSE organisations said there **had been** a change. Among this group, over half said that their numbers had increased, a third that they had decreased and the remainder that they *"fluctuated"*. The main explanations for these changes were:

Increased numbers of clients:

"Funding for 2 year olds was brought in which led to a rise in children coming to us."
"We've grown the numbers of beneficiaries by including veterans as opposed to just personnel, and through active marketing have increased general use."
"(Been a) huge increase in demand for interpreter support recently - due to demographics."
"Increase due to poverty."
"We got better at reaching young people in need of our services."
"Increased demand, 2 new housing complexes have been built nearby in the past 2 years and more parents are starting to go back to work leading to an increase in demand for childcare."
"(Its) due to more community use -more clubs etc."
"Increasing because we are offering more and also because of the programmes that are available now such as European Funded."

Decreased numbers of clients:

"Decrease due to funding losses"
"Decrease in numbers due to the severe storms."
"People not knowing about our services, unaware we are here and that we can help them."
"Decreased as issues that we were working to deal with were addressed."
"Decreased through changes in procurement and the economic climate (large national and internationals favoured over local companies)."
"Mental health cuts."
"Numbers have declined due to ageing membership and no youngsters joining."

2.4 Key challenges currently faced

When asked: "*What are the key challenges your organisation faces currently?*" the single most commonly given answer related to the need for securing funding for financial sustainability. Over a third of the organisations interviewed mentioned this issue, with many simply stating *"finance"* or "*money*" as being the key challenge. Among those who gave more detail, some typical replies were:

Finance and funding issues
"Reduction in CC funding and pressures on charitable trusts for funding"
"Sustainability of funding/ staffing - recruiting trained staff in Cornwall/ uncertainty about commissioning process/plans by Cornwall Council"
"Securing funding to support the work we do, cuts to youth services…reliant on volunteers."
"Reduction in income, which is a combination of public sector contracts disappearing and greater competition for grants."
"Keeping going due to lack of funding."
"Funding and being able to pay a proper wage."
"Core funding - main cost of travelling between groups and renting out venues across the whole of mid and west Cornwall"
"Always a financial challenge that depends entirely on donations and fundraising."
"(We're a) Non-profit making organisation so the financial aspects, and we feel often don't qualify for funding"

In addition to the concerns about funding and finance, several other key challenges were also mentioned by quite significant numbers of organisations. These were:

Difficulty in recruiting and retaining volunteers/supporters
Many organisations noted challenges in recruiting and retaining sufficient numbers of volunteers to achieve their goals, some of whom emphasised the fact that their existing supporters/members/volunteers were all "*getting older*", while others noted that it was very hard to recruit young people:
"Recruiting volunteers which has become harder than a year or two ago (changes in the benefit system, public sector cuts means that there is greater demand for volunteers)"
"Sustaining committee and volunteers"
"It's getting younger people into (organisation)"
"There is a lack of volunteer drivers who have a licence which allows them to do it."
"Old age, people passing on, (there's) a need for recruitment."
"The recruitment of younger members"
"Volunteer numbers. We are not able to fulfil our present philosophy of reaching out to all as we financially can't reach out to everybody."
"Getting younger residents, pre 80 year olds! - We used to get more younger people"
"Availability of people power/volunteers with sufficient time commitment"
"Old people on committee"

Difficulty in recruiting and retaining quality staff members
Similarly, many of the organisations also noted challenges in recruiting and retaining staff members to achieve their goals though the issues in this case were around the quality of staff, sufficient numbers of staff and the need for leaders:

"Keeping quality staff when income is unpredictable."
"As an organisation its recruiting leaders."
"Recruiting staff."
"Recruitment and retaining of staff."
"Staff capacity."

Issues with maintenance and size of building/facilities
"Trouble with the roof, asbestos problems and the roof is leaking"
"The size of the club house and storage."
"The upkeep of the building, particularly as it is a grade two listed building, finding space to deal with people"
"Not enough space for new children."
"Maintaining the green, part of the clubhouse is deteriorating and needs refurbishment"
"Maintenance, keeping the building in good order"
"Energy costs and maintenance of the hall and adjacent properties"
"Building maintenance, attracting hall users"
"Building maintenance, no disabled access"
"The main challenge is balancing the books, funding building maintenance"
"The main challenges are to maintain and improve the facilities which become more costly with time"

Keeping up-to-date with legislation/government changes
"Keeping up to date with changes to government legislation/ challenging to accommodate a wide age group in a pre-school setting as oppose to a nursery i.e. 2 year-old provision, as well as 3-4 year old provision."
"Constant changes in legislation can be hard to keep up."
"To meet the government demand in line with changes"

It is important to note that many of the organisations identified that they were facing *several* of the challenges above. Some examples of these answers included:

"We have lots of children coming in with child care vouchers for 2 year olds, however there is not enough space to cater for them all and there is not enough funding to increase capacity."
"Recruiting volunteers which has become harder than a year or two ago (changes in the benefit system, public sector cuts means that there is greater demand for volunteers)/ rebuild unrestricted reserves/ sustainable funds longer-term/ recruiting trustees."
"(We're) not working at full capacity and would like to be, which is having financial implications/ lack of volunteers to run the management committee/ the setting up of work-place pensions"
"The financial constraints preventing the organisation from buying required educational tools (- i.e. the wooden hollow blocks), training because now they have to pay for it - it was previously government funded. They are concerned about the shift from 15 to 30 hours funded places and the financial implications it will have on the organisation. Currently firefighting to stay in business because the business model is not quite working - the funded places do not cover the cost."

A few organisations mentioned unique challenges that they faced:
"Educating people regarding how to use the new building as it is very high tech"
"The rising cost of insurance (for the building)"
"Too much red tape i.e. today people more likely to make a claim against an organisation"
"There is an increasing gap with regard to economic advantage and increasing pressure on family life. Also education and health inequalities"

Interestingly when asked about the key challenges they faced, a small proportion (c.5%) of the organisations said that they had *"none"* or *"no"* challenge at the present. A similar proportion said that they did not know or could not identify what the key challenges were.

2.5 Current and future opportunities

The organisations were next asked: "*What opportunities does your organisation have currently or which can you foresee for the future?"* Over three quarters of the 205 VCSE organisations interviewed answered the question (78%), although a small number of these said that they were "*happy to continue as they were*". Interestingly the most commonly given answers about opportunities related to expanding the service or increasing client numbers. This manifested itself in various ways:

Increased funding/staff/volunteers/support

Discussions are taking place regarding funding re- getting the village more involved - i.e. an awareness campaign re- community ownership as it is felt that local people think it is run by the county council.
Fund raising committee (just starting up).
Funding- gov. initiatives for local sustainability.
(We are) At the point of identifying opportunities for new funding streams as two years away from the end of the lottery funding. We're trying to recruit a member of staff member to carry out social media (will help with administration as well).

More or different activities/provision

Expand the offer i.e. the services/facilities - accommodation, exploit other growth areas in Cornwall i.e. partnership agreements with other organisation in Cornwall, such as the Eden Project. Increase collaborative working in the county to further enhance standing as an attraction and to share audiences.
I think there will be possibilities to expand to provide motorized wheel chairs and maybe introduce a job bank.
(We are) putting together a programme for deaf awareness training within both the private and public sectors in response to the provisions requirement written into the Care Act 2014 - disability rights.

Increased client base

Always trying to develop customer base, see it as an opportunity to expand.
Cornwall Council intend to shift funded place from 15 hours a week to 30 hours a week - this will enable the pre-school to move towards full capacity. And they have recently taken on two-year old pupil funding.
Gain an even wider spectrum of people to use the hall and fill more slots that we have for groups.
Marketing - school sessions, community outreach delivered by development officers.

Larger building/facilities/equipment

Bigger premises.
Building a sports hall, continued growth will mean an expansion of classrooms.
Improvement plan to replace tired resources, there is demand to facilitate a possible expansion.

A diverse range of answers were given by the remaining few organisations, covering everything from "*we bend as we need to, we are very flexible",* "*we do it for fun"* to "*we have to work within the guidelines of the federation."* Small proportions of the organisations said "*don't know/can't say/not sure*" (10%) or that there were "*no opportunities/none*" available to them (12%).

3. Changes to the resources of the VCSE sector

This chapter describes reported changes to the resources of the sector, covering:

- Paid staff and volunteers; and
- Turnover and sources of finance.

3.1 Changes to numbers of paid staff

When asked about any changes to their numbers of paid staff in the last two years, the key findings were:

- Three quarters of the VCSE organisations said that there had been *"no change/stayed the same*" (73%);
- 12% said that there had been an *increase* in the numbers of paid staff;
- 9% said that there had been a *decrease* in numbers of paid staff; and
- 6% could not say/did not know whether there had been a change.

Although the numbers in each group were too small to be statistically reliable, the following observations can be made about the organisations who said that they had increased or decreased their numbers of paid staff:

The 24 organisations who had increased paid staff (12%)

- These organisations were all local, independent organisations;
- The main clients for nine of them were pre-school children and for five others they were people living in their particular local geographic area;
- For three more the main clients were people with physical disabilities, learning or mental health issues; and
- The remaining seven were divided between young people/school children (2), elderly (2), no particular group (2) and the socially disadvantaged (1);
- 12 of these 24 organisations said that their client numbers had changed in the last two years – nine of these indicated that the numbers had increased and three that they had decreased.

The 19 organisations who had decreased paid staff (9%)

- 14 of these organisations were local, independent organisations, three part of larger, national organisations and two "something else";
- The main clients for the 19 were divided across the groups: four being people living in their particular local geographic area, three no particular group, two each for elderly, people with physical disabilities, learning or mental health issues; people with drugs, alcohol or addiction issues, other groups and school children, and lastly one each for young people and pre-school clients;
- Nine of these 19 organisations said that their number of clients had changed in the last two years – seven that the numbers had decreased and two that they had actually increased.

3.2 Changes to numbers of Volunteers

When asked about any changes to their numbers of volunteers in the last two years, the key findings from the VCSE organisations were:

- Two thirds said that there had been *"no change/stayed the same*" (63%);
- 17% said that there had been an *increase* in the numbers of volunteers;
- 17% said that there had been a *decrease* in numbers of volunteers; and
- 3% could not say/did not know whether there had been a change.

Although the bases were again too small for statistical reliability, these observations can be made about those who had increased/decreased the numbers of volunteers:

The 35 organisations who had increased volunteers (17%)

- 29 of these organisations were local, independent organisations, four part of larger, national organisations and two "something else";
- The main clients for the 35 were divided across the groups: ten being people living in their particular local geographic area, nine with no particular group, five each for pre-school and the elderly and three with people with physical disabilities, learning or mental health issues. Lastly there were two "other groups" and one with schoolchildren;
- 24 of these 35 organisations said that their client numbers had changed in the last two years – eighteen of these indicated that the numbers had increased and six that they had decreased; and
- The reasons for the increase in volunteer numbers included:
  "General expansion of the organisation as well as volunteers gaining valuable work experience which is needed for courses they are studying."
  "We worked very hard to publicise the fact we need more young people to volunteer."
  "They are volunteering with us so they can access adult education. e.g.: work experience"
  "Getting established, regular communication, publicity"
  "Change in attitudes of committee, people feeling more welcome, can use their skills... Trustees more hands on, now as opposed to in 2013."
  "Expanding with new projects and growing projects and we now have office volunteers"
  "(There's been a) slow rise due to change in demographics"
  "The more successful we have been we have needed more help."
  "The organisation was struggling financially…the paid staff/volunteer ratio had to shift."
  "(We) Gained more volunteers when the hall re-opened"
  "Particularly the food bank has become busier and also to replace one person they have been replaced with volunteers."
  "More volunteers to work on the green as we don't employ a professional anymore."
  "Due to publicity and recruitment involvement of parents"
  "1) Trying to deliver more projects with volunteers 2) increase in the number of people who are looking to volunteer"
  "Children have grown up and have now come back to volunteer"
  "Due to the increase in the use of the hall."
  "Increased demand for our services so we needed more volunteers"
- Several trends can be identified among these comments:
  - The replacement of (some) paid staff with volunteers;
  - An increase in demand for services (needing volunteers);
  - New services being publicised as requiring volunteer support; and
  - An increase in people willing to volunteer.

The 35 organisations who had decreased volunteers (17%)

- 29 of these organisations were also local, independent organisations, four part of larger, national organisations and two "something else";
- Similarly the main clients for these 35 were also divided across the groups: ten being people living in their particular local geographic area, seven no particular group, five each for pre-school and school aged children, two each for people with physical disabilities, learning or mental health issues, people with drugs, alcohol or addiction issues and young people. Lastly there was one "other group" and one with elderly clients;
- 21 of these 35 organisations said that their number of clients had changed in the last two years – 12 of these that their client numbers had decreased and nine that they had actually increased; and
- When asked about the reasons for the decrease in their volunteer numbers, the replies given included:
  "The age of volunteers and an insufficient number of replacements, but also due to the fact less people are taking early retirement and if they, they are having to offer childcare support for their grandchildren"
  "Many of the volunteers have moved from voluntary to paid work."
  "When volunteers have left, the org is finding it hard to replace them"
  "Financial, no staff to oversee the volunteers."
  "Financial pressure on people's lives/ perhaps a shift in attitude"
  "People get bored and most of our volunteers are people with problems."
  "What has happened over the last 3-4 years is that less people are retiring early, and if they do they are having to provide childcare and their retirement pots are on the whole less due to terrible interest rates and helping children get on to the housing ladder is far more expensive now than ever before."
  "Young people are all working and age restricts activity."
  "We have only ever had parents working as volunteers. Maybe there are more parents working but the decrease could be due to lots of reasons.
  "To do with the fact that people are having to work more than being voluntary"
  "Struggling to attract younger volunteers."
  "Lack of managerial resources to support volunteering"
- Several trends can be identified among these comments:
  - The age of (many) existing volunteers and the other demands on their time now, such as childcare;
  - The difficulty of recruiting replacement, younger volunteers because of the increased need for them to work;
  - A lack of internal resource to recruit, manage and train volunteers.

Turning to the numbers of hours spent volunteering, the key findings were:

- 32% of volunteers give up to 10 hours of their time each week and 8% volunteer for more than 10 hours each week; and
- These figures were very similar to those recorded in 2013 of 30% and 6% respectively.

3.3 Changes to turnover and sources of finance

3.3.1 Changes to turnover

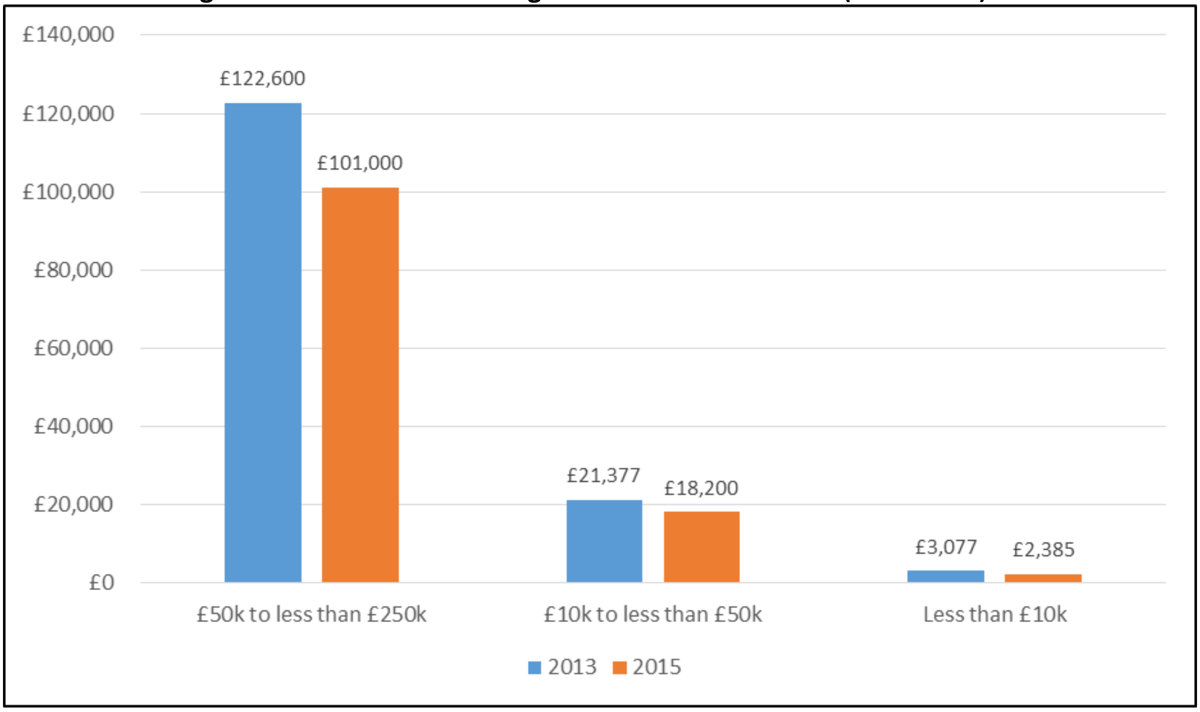
Chart 1 below compares the average turnover of VCSE organisations in 2015 with the previous findings from 2013, for the three grouped “bandings” of organisations:

- Micro organisations (turnover of less than £10,000 per annum);
- Small organisations (turnover between £10,000 and £50,000 per annum); and
- Medium (turnover of £50,000 to less than £250,000 per annum).

(Large organisations with turnover of more than £250,000 per annum are excluded from the analysis because insufficient numbers were interviewed in 2015).

Overall, the analysis found that across all of the three groups combined there was an apparent decrease of c.20% in average turnover from £31,680 in 2013 to £24,700 in 2015. The chart shows that this decrease in turnover was consistent across all three size bands although the sample size bases for several of these groups are small so caution should be exercised with them.

Chart 3.1: Average turnover within VCSE organisation turnover band (2013 - 2015)



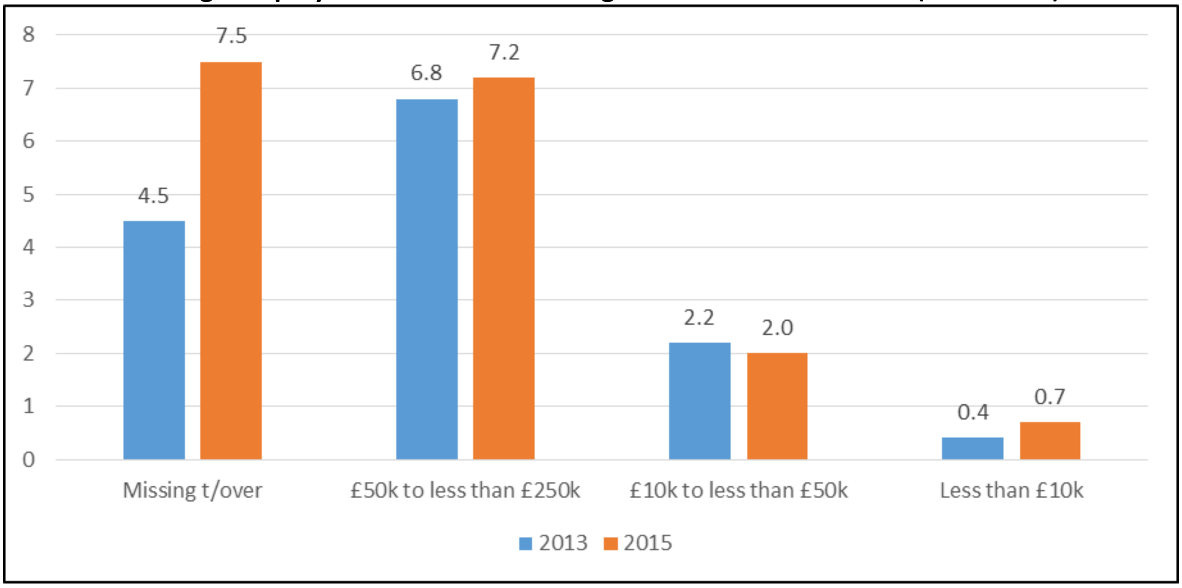
Bases: VCSE organisations providing turnover data: 2013: 287/ 2015: 173 (see note on bases below)

Chart 3.2 overleaf compares the average number of employees in VCSE organisations in 2015 with the previous findings from 2013, for the same three grouped “bandings” of organisations as above, plus an additional category of organisation for whom “no turnover” data was provided.

The analysis found that across these four groups combined (i.e. excluding the large organisations again) the average number of employees was almost identical at 5 in 2013 and 6 in 2015. This difference was not statically significant.

The chart shows a high level of consistency between each of the three main size bands (with the exception of the category where turnover data was not provided). The averages were all very similar in the three other bandings.

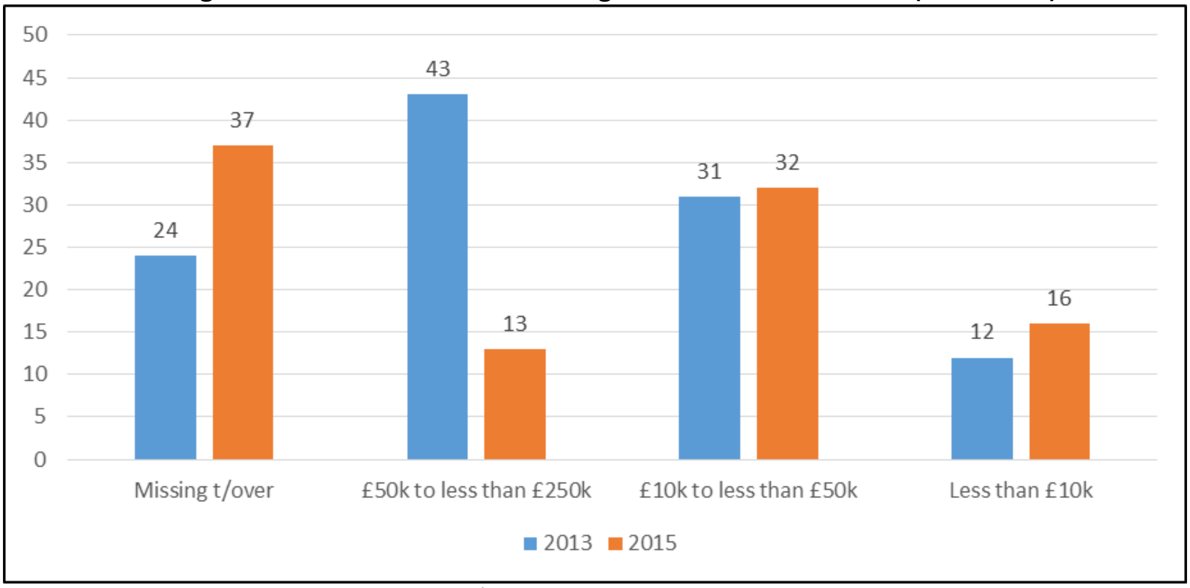
Chart 3.2: Average employee numbers in VCSE organisation turnover band (2013 - 2015)



Bases: VCSE organisations providing turnover data and/or employee data: (see note on bases below)

Chart 3.3 below similarly compares the average number of volunteers in 2013 with 2015, using the same turnover bandings. While the chart shows some variation between some bandings of organisations over the two year period (i.e. £50k to less than £250k organisations), the overall average across all the bands was very similar: 25 volunteers on average in 2013 compared with an average of 23 in 2015.

Chart 3.3: Average volunteer numbers in VCSE organisation turnover band (2013 - 2015)



Bases: VCSE organisations providing turnover data and/or volunteer data (see note on bases below)

Sample bases used in analysis above

	2013	2015
Number of completed interviews	452	205
Number providing turnover data	287	173
Number providing employee data	437	186
Number providing volunteer data	422	201

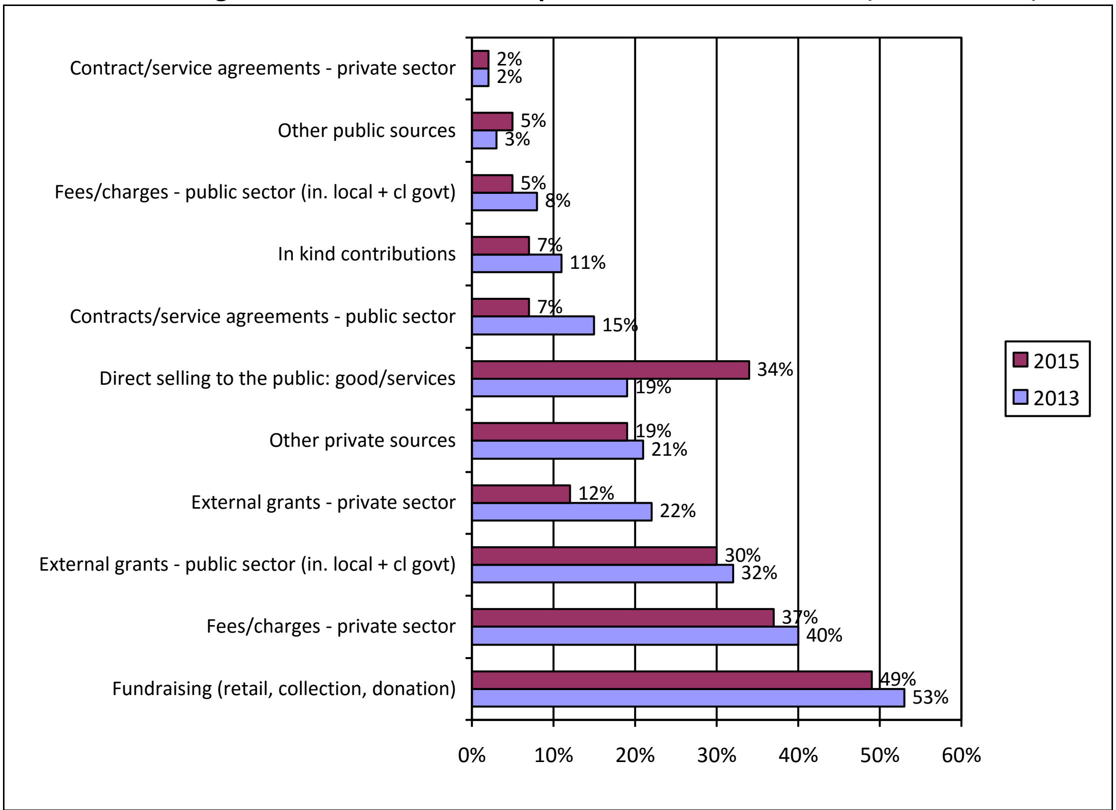
3.3.2 Changes to sources of finance

The VCSE organisations were asked about their three current most important sources of finance for comparison with the 2013 answers. The key findings are[3]:

- Overall there was remarkably little change between 2013 and 2015, with the same main sources of funding being reported;
- Half of the organisations (53% in 2013 and 49% in 2015) said that fundraising, in its various forms such as through retail sales, on street or door-to-door collections, donations, etc.), was one of their most important sources;
- Two fifths (40% and 37% respectively) said that fees and charges from the private sector was one of their most important three sources; and
- A third (32% and 30%) said that external grants from the public sector (either local or central government) was one of their most important three sources.

Chart 3.4 below contain the details and shows both the wide range of sources used to finance the sector's work and the overall consistency in these sources between 2013 and 2015. It is worth noting that despite the level of consistency over the two years, there were several sources of funding that did apparently vary quite markedly over the period: most noticeably direct selling to the public of goods and services increased from 19% to 34%, while external grants from the private sector and contract/service agreements with the public sector both decreased by 8-10%. However, it is possible that these change are due to the smaller number of large organisations in the 2015 sample compared with 2013.

Chart 3.4 VCSE organisation's three most important sources of finance (% 2013 – 2015)



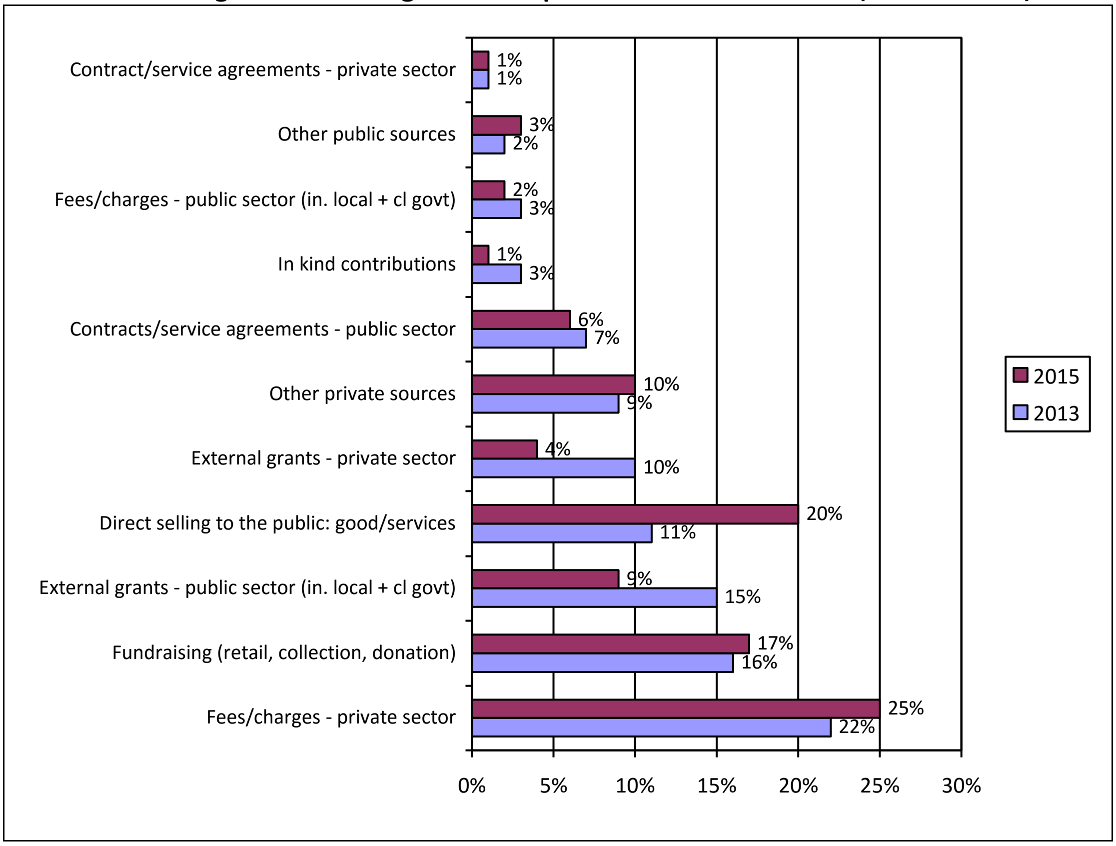
Bases: 452 VCSE organisations in 2013 and 205 VCSE organisations in 2015 (up to 3 answers allowed)

3 Please note that the answers add to more than 100% because each organisation could give up to three answers.

When asked to state their current <u>single</u> most important source finance, it is interesting to note that the overall pattern reported in 2015 was again similar to that found in 2013, albeit with similar differences to those that were noted above.

Fees and charges from the private sector rose to the top of the list as "most important" in both years (22% and 25% respectively), while fundraising was less comparatively important (16% and 17%). Direct selling to the public of goods and services increased in importance from among 11% of organisations in 2013 to 20% in 2015, while external grants from the private sector and public sectors both declined in importance. (Again these changes could be due to the smaller number of larger organisations in the 2015 sample). Chart 3.5 below has the details.

Chart 3.5 VCSE organisation's single most important source of finance (% 2013 – 2015)



Bases: 452 VCSE organisations in 2013 and 205 VCSE organisations in 2015 (single answer only)

4. WORKFORCE DEVELOPMENT IN THE VCSE SECTOR

This chapter explores changes over the last two years in the provision of training for employees and volunteers together with any changes to training budgets, as well as the key skills areas for the sector over the next five years.

4.1 Changes to training for paid staff and volunteers

The findings for the reported amounts of training being undertaken for paid staff or volunteers did not indicate that there had been any substantial changes in provision between 2013 and 2015.

4.1.1 Training for paid staff

Seven out of ten of VCSE organisations who have paid staff reported that they currently provide training for them (70%). While this figure was lower than the eight out of ten reported in 2013 (82%), the difference is almost entirely due to the shortfall of large organisations in the 2015 sample – most of whom are very likely to provide training.

As was found in 2013, the amount of training provided per year varied significantly between full- and part-time staff members, with full timers being more likely to receive more than 6 days a year compared with part timers. The proportions reported for the two years were broadly very similar:

- Full time staff receive:
    - 1 to 5 days per year (60% in 2013 compared with 67% in 2015); and
    - 6+ days per year (40% compared with 33% respectively).
- Part time staff receive:
    - 1 to 5 days per year (78% compared with 77%); and
    - 6+ days per year (22% compared with 23%).

4.1.2 Training for volunteers

In both 2013 and 2015, half of the VCSE organisations with volunteers reported providing training for them (54% and 52% respectively). When asked how much training was provided for volunteers, the replies were again very similar, with most being for less than 5 days a year on both occasions. The answers given were:

- Volunteers receive:
    - 1 to 5 days per year (80% in 2013 compared with 83% in 2015); and
    - 6+ days per year (20% compared with 17% respectively)

4.2 Training budgets

The research found that among the VCSE organisations who have paid staff and currently provide training for them, two fifths have a training budget (39% in 2013 and 42% in 2015 respectively). The 2013 report noted that the figure of two fifths represented evidence of a decline from other previously reported figures:

- The comparable figure from 2008 for similar VCSE organisations in CIoS was around a half (54%)[4]; and
- Both of these figures are substantially below the national average reported for 2010 by NCVO of two thirds (64%)[5].

The figure of two fifths indicates that c.60% of training for VCSE staff is being provided without a budget: the bulk internally by staff members or externally on "free" courses. This finding also shows that across all VCSE organisations (both those with and without staff, regardless of whether they provide training) that more than eight out of ten do not have a training budget (81% in 2013 and 86% in 2015).

In terms of the budgets allocated to training, more than half of those with a budget did say that they had increased (55%) in the last two years. A third said that they had stayed the same (34%) and just 7% that they had actually decreased.

4.3 Key skills areas for VCSE organisations in next five years

All of the organisations participating in the 2015 survey were asked to rank a set of fourteen skills areas in terms of their importance to them over the next five years.

> *"Please could you tell me whether the following are key skills areas for your organisation in the next 5 years, using the scale of 1 - 5, where 1 = not at all important to 5 = extremely important."*

Chart 4.1 overleaf contains the detail of their varied responses. It provides a very interesting picture, both in terms of highlighting those skills areas which were ranked as being most important compared to other areas, but also in terms of several areas that the organisations *"did not know"* whether they were important or not. Of the fourteen skills areas asked about, the five most important were identified as:

- Financial management skills (72% saying important or very important);
- Safeguarding (69%);
- Leadership skills (67%);
- Communication skills (62%); and
- Collaboration, negotiation and partnership working skills (58%).

[4] *Valuing the Voluntary Sector: Impact of Objective One Funds on VCS in Cornwall 2000-2007,* Perfect Moment, 2008 p21

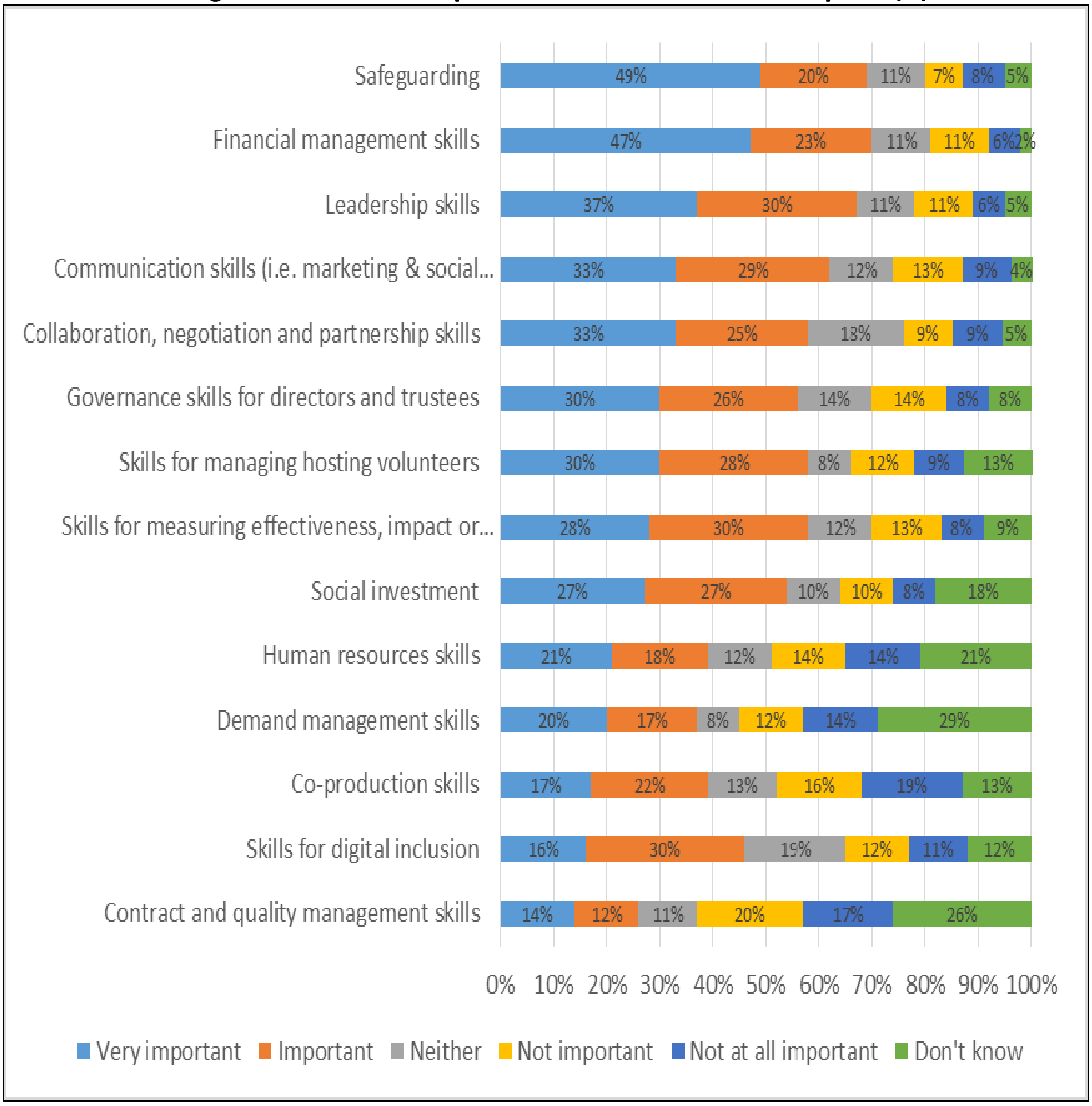
[5] It is worth highlighting that these figures are substantially below the figure reported nationally for the voluntary sector by NCVO. They report that: *"Just under two-thirds (64%) of voluntary organisations had a budget for training (in 2010), the same proportion as in 2007, but higher than the private sector (31%) and lower than local government (83%"). UK Voluntary Sector Workforce Almanac 2011*, Ibid p5

These five most important areas were closely followed by four others that more than half of the organisations rated as being "important" or "very important":

- Skills for managing/hosting volunteers (58%);
- Skills for mearing effectiveness, impact or social value (58%);
- Governance skills for directors and trustees (56%); and
- Social investment (54%).

The remaining five skills areas were rated as being markedly less important:

Chart 4.1 VCSE organisation's most important skills areas in next five years (%)



Bases: 205 VCSE organisations

As noted above, the proportion of organisations who said they "*didn't know*" (shown in green in the chart) whether some of the skills areas were important or not was very high. These included demand management skills, contract and quality management skills, human resource skills and social investment skills. While it could be argued that several of these skills sets are, possibly more pertinent to larger organisations, it is of concern that there appears to be a lack of awareness and understanding of these areas among these VCSE organisations.

Although in 2013 a different question about their future skills needs was asked of the VCSE organisations who participated in the survey, it is worth comparing the results. The question asked on this survey was a ranked, quantitative question producing percentage findings, whereas the question used in 2013 was an open ended, qualitative question:

> *"Looking to the future, please think about how your organisation might change in the next five years. What do you think will be the key skills needs and training requirements for your organisation in the next 5 years?"*

The in-depth answers given in 2013 were coded up and five areas emerged as the most commonly mentioned skills requirements that were anticipated by VCSE organisations over the next five years:

- Bid writing/tendering/grant applications/funding and fundraising;
- ICT skills;
- Management, governance and leadership skills;
- Interagency working/collaboration; and
- Safeguarding.

It is interesting that, although the descriptions in some cases are slightly different, with the exception of ICT skills, four of these areas correspond very closely with the highest ranking areas found by the 2015 survey. As such it is worth repeating some of the qualitative commentary for each from the 2013 report:

Bid writing/tendering/grant applications/funding and fundraising
This was the single most commonly mentioned skills requirement (in 2013) and was closely linked with both the decrease in public sector funding that the sector is experiencing and recognition of the need to compete against private sector companies who were felt to have more commercial and entrepreneurial "nous".

Management, governance and leadership skills
The skills that were more commonly mentioned as being needed by VCSE sector leaders either related to the challenges and changes being faced by the sector overall or to the issues being faced by individual organisations as they sought to maintain and develop themselves in a difficult climate.

Interagency working/collaboration
The "need" to collaborate and work with other VCSE and public agencies or even the private sector, was often identified, but it was unclear as to whether respondents were thinking of specific training that they would need or simply acknowledging the fact that they would need to accept that such cooperation was likely to be integral to survival.

Safeguarding
Training in safeguarding was identified by a considerable number of respondents (in 2013) as being the single key skills area for them, clearly related to their service and clients, though it was noted this was a statutory requirement to remain compliant.

4.4 Other skills areas for VCSE organisations

A small number of the organisations participating in the 2015 survey identified other, additional skills areas that were not among the fourteen skills areas they were asked about. Some of these were categorised “back” into the fourteen main areas as they were actually specific items from under the broad headings used. The remaining answers that could not be classified in this way were:

“Business models and redesigning"
“Cafe, catering”
“Compatibility, people who understand the core reasons for being sea cadets”
“Confidentiality”
“Essential to keep abreast of changes to national government policy”
“Expertise in music in drama”
“Health and hygiene”
“Need research and delivery, meeting a need, service delivery”
“Professional Flexibility”
“Relationships with parents and knowing where to signpost them”
“Report writing”
“Taking over the day to day running of the hall when I cannot do it”

4.5 Re-contacting about skills training

Lastly in the skills section, the VCSE organisations were asked if they:

“Would be happy to be contacted again in the future to discuss free or subsidised skills training funded through the public sector or European Social Fund?”

70% said yes they would be happy to be re-contacted in the future.

5. SUPPORT FOR THE VCSE SECTOR

This chapter explores the levels of awareness of support available as well as the sources and types of support that have been received by VCSE organisations over the *last* five years. It assesses the value and impact of the support received together with willingness to pay for support. Lastly it examines the reasons why organisations who have not received support.

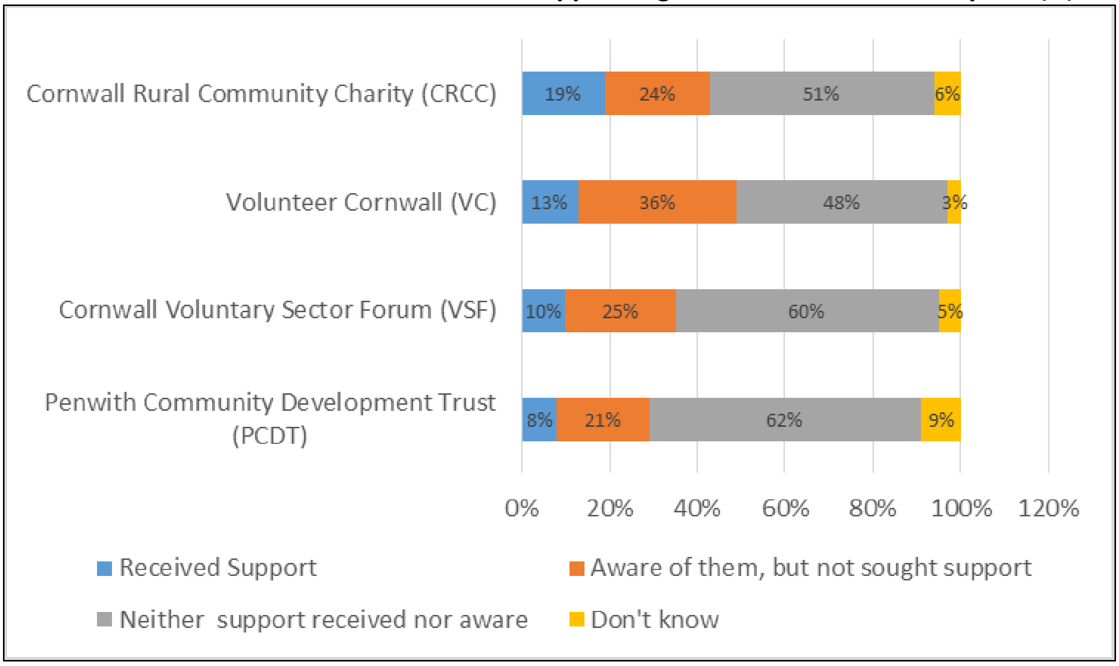
5.1 Awareness and sources of support received in last five years

The VCSE organisations were asked whether they were either aware of or had received support from four key support organisations in CIoS in the last five years:

- Cornwall Rural Community Charity (CRCC)
- Volunteer Cornwall (VC)
- Cornwall Voluntary Sector Forum (VSF)[6]
- Penwith Community Development Trust (PCDT)[7]

Chart 5.1 below details their answers and shows a very striking picture of around half or fewer of VCSE organisations being aware of each of the four support organisation for their sector. Between one in five and one in ten had actually received support in the last five years. The CRCC had the highest "*received support*" figure of nearly one in five (19%), while the VC had the highest "*aware, but not sought support*" figure of one third (36%). When assessing the chart, please note the footnotes below:

Chart 5.1 Awareness and use of main VCSE support organisations over *last* five years (%)



Base: 205 VCSE organisations

[6] N.B. The VSF does not provide support with funding or volunteering and focuses its services on a communication service and events. This helps to explain some element of the support figure shown in the chart above.

[7] N.B. PCDT only cover the West Cornwall area, and the sample covered the whole of CIoS and this may also help to explain some element of the support figure shown in the chart above.

5.2 Types of support received in last five years

The VCSE organisations who had received support from at least one of the four support organisations in the last five years were asked to describe the support. For completeness the answers given for each of the four organisations are listed verbatim here, including at the end a set that were for all four organisations:

- **Cornwall Rural Community Charity (CRCC)**
  A grant for have a community open day.
  A grant for the snooker hall.
  Community charity have tried to help us get lottery grant.
  IT advice & support.
  Advice and consultation and funding workshops and also governance.
  Advice and guidance, business planning, resources.
  Advice on finances.
  Advice on grants and funding.
  Advice on pursuing funding as well as general advice relating to the sector.
  Advice regarding potential funding.
  Administrative help with the constitution and also information re grants.
  Car park built outside hall (given a loan).
  Financial help, sourcing for training, funding.
  Governance and advice.
  Grant funding, advice.
  Helped to change format and articles of association.
  They offered advice regarding funding.
  Advice on range of matters over a period of time e.g. conduct of training, managing IT installations and admin matters.
  European money for computer courses.
  Lots of advice (legal) and made application to local development program which they supported us through.
  Tiny grant, much more aware of them 20 years ago, been to some infrastructure meetings.
  DBS checking, CRB checking, drafting business plans, networking, internet support.
  Financial.
  Part of CRCC so that we are part of Vital Venues, who give us help finding volunteers.
  Membership and general advice.
  Grant funding for equipment.
  It was guidance how to deal with legal matters and banking.

- **Volunteer Cornwall (VC)**
  Basically they advertised for volunteers, i.e. volunteer recruitment.
  Volunteer Cornwall run the volunteer car service and we are on volunteer recruitment list.
  Advertise for volunteers DO IT.
  (They) Looked at and provided volunteers for youth work.
  Provided training, did volunteer management courses and advertised for volunteers for us.
  Training of staff, organised days out.
  Provided training, did volunteer management courses and advertised for volunteers for us.
  Training around volunteers and managing them.
  Training from Volunteer Cornwall.
  Volunteers.
  Vol Cornwall funded us.
  Newsletters.
  Volunteers hiring.
  Volunteer supporting recruitment and funding.
  Usually financial, but also training support for the parents rather than the organisation's volunteers.

- **Cornwall Voluntary Sector Forum (VSF)**
  Partnership in their newsletter & PR.
  In relation to setting up training programs.
  Highly value their email support, networking and their invitations to training.
  Training through VSF.
  Conference.
  Seminar.
  They supported through the merger and with workshops and with the newsletter.
  A case of taking volunteers from them, having shadowing days.

- **Penwith Community Development Trust (PCDT)**
  *Penwith do a good newsletter ("*Signpost", that is delivered in conjunction with the VSF*).*
  IT support.
  Funding and strategic development and European Funded training.
  Have attended consultation sessions.
  Attending seminars and training.
  Supported delivery of service.
  Help with recruiting volunteers.

- **All four support organisations**
  Working in collaboration with them all to look at transport issues in Cornwall.
  Newsletters keeping you up to date regarding funding streams, have supplied them with funding for productions to ensure long term viability of the organisations, as well as signposted them to other funders.
  Mostly short term financial some in kind.
  Training support/keeping us up to date re- current funding opportunities/encourage collaboration amongst organisations/ collaboration and community is important.

In addition to the four main support organisations identified above, the VCSE organisations surveyed were asked whether they had received support from any *other* providers in the last five years. Nearly half (47%) said that they had received support from other providers, though a further 3% weren't sure. The group of 97 VCSE organisations who had received support named over 130 providers between them. However, among this total some providers were mentioned multiple times.

The vast majority of the providers were funders in one form or another. The most commonly mentioned included:

- National Lottery in various forms;
- Cornwall Council (including various departments);
- Cornwall Community Foundation;
- Several local authorities (inc. district, parish and town councils);
- Local and national sports and arts organisations;
- Banks (such as Lloyds TSB, Co-op, Barclays, Santander);
- Supermarkets (such as Co-op, Waitrose, Sainsburys); and
- The Rotary Club.

Other support organisations that were mentioned included training/learning organisations (such as Cornwall College, Cornwall Learning Partnership), the Cornwall Youth Work Partnership) and the South West Forum.

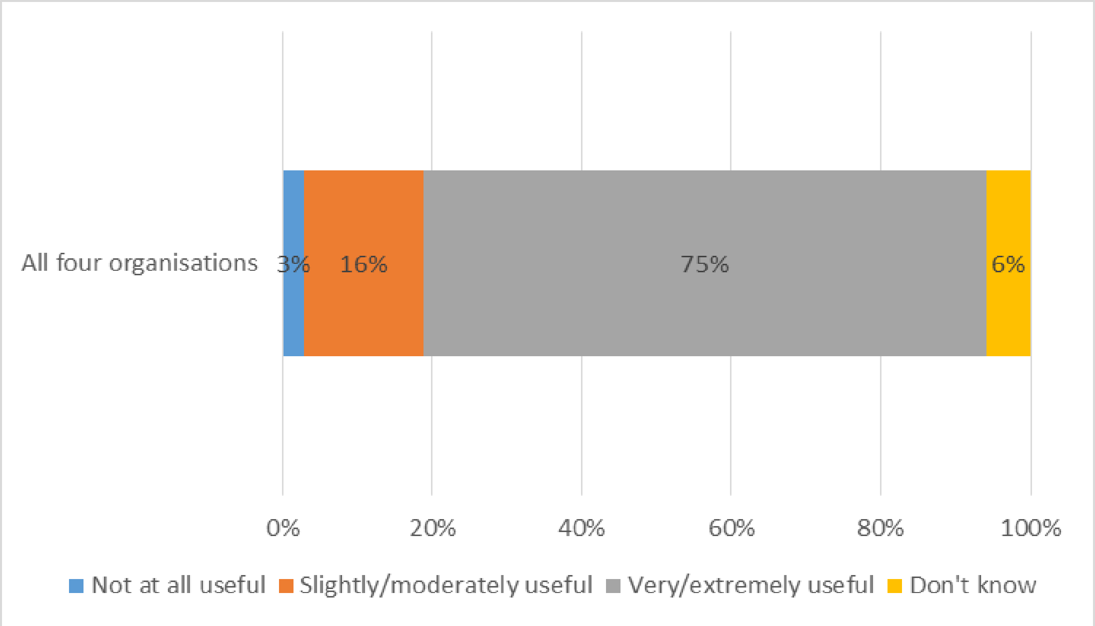
5.3 Value of support received in last five years

As reported in the previous section, only relatively small proportions of the VCSE organisations said that they had received support from each of the four key support organisations in CIoS in the last five years:

- Cornwall Rural Community Charity (CRCC): 19%
- Volunteer Cornwall (VC): 13%
- Cornwall Voluntary Sector Forum (VSF): 10%
- Penwith Community Development Trust (PCDT): 8%

Chart 5.2 below shows the combined value of the support provided by all of the four organisations *together.* (It was not possible to provide the figures disaggregated for each of the four organisations because of the small bases involved resulting in very large confidence intervals). The chart shows that, in combination, the support had been well received with three quarters (75%) of the VCSE organisations receiving support saying it had been either very or extremely useful to their organisation:

Chart 5.2 Value of support received over *last* five years (%)



Base: VCSE organisations receiving 101 types of support in last five years

The three quarters (75%) of VCSE organisations who said that the support they had received was either very or extremely useful to their organisation were asked to provide some details about why this was the case. Their answers can be grouped into the following six main categories:

- (The support enabled) Improvements to service provision;
- The organisation to function (better);
- Building/facilities maintenance/repair;
- Building/facilities (re-)construction;
- Publicity/increased awareness/more clients; and
- New/better equipment.

The following comments were made under each of these headings:

(Enabling) Improvements to service provision

Accessing the right help and information better than the barrister.
Added efficiency and economic viability.
Adds to professionalism, quality of service.
Because it gives the pre-school leader support particularly with ever-shifting policy changes, also it gives them confidence which enhances the professionalism of the staff therefore the organisation.
Enabled greater efficiency and professionalism.
Increased quality of the service.
Raised professionalism and level of provision
Raises the level of professionalism/ quality of service
Regarding the child welfare it was useful to attend training events.
Gives us advice or tells us we are doing the right things
Keeps us up to date with what's going on in the county and nation and highlights opportunities for funding. They write down their seminars and share information.
Financial assistance to pay for specialist support, i.e. an interpreter, speech and language therapist, physio team, etc.
The funding enabled the pre-school to raise its level professionalism/ quality and standards of education and broaden service.
The merger support was very useful and provided specialist input and with C Y P it is targeted to our service area.
The money and the chance to engage in programme delivery and development
They enabled the organisation to function more effectively and efficiently.
They found us and let us know what opportunities were available, come to us to provide training within our working hours.
Useful as it enables the organisation to function better.
Useful to have their support as we are a community organisation.
They funded our project worker for 2 years.
They have helped us to get resource materials together to make grant applications.
Very specific tailored advice to village halls.
It's at the right level, sufficiently challenging and it enabled us to work on real life activities so we could put what we learnt into practise.

Helping organisation to function (better)

It enabled the organisation to function
Helped us function effectively and efficiently therefore better serving the community
Enabled us to start up.
Enabled us to function in basic terms – our main activity involves a very costly piece of equipment.
Gave our musical director confidence in his ability which benefited the organisation.
They provide transport which we pay for and take all members from their homes.
To set up the food bank.
Wouldn't have been able to set up without that money
We wouldn't have been able to carry out the road side surveys that we have done without the maps and documents provided.
We needed money to deliver services but they also raised awareness of the need for services and appeased the community.
They helped us to set up and maintain the field and without them we would have had the money to do this.

Building/facilities maintenance/repair

(We were) able to maintain building.
Enabled us to improve and upgrade our facilities.
It enabled us to sort out the electrics and we were able to put in a fitted kitchen which now enables the band to do extra activities so doubling our income.
It enabled us to renovate our garden area which we wouldn't have been able to afford that without help.
Needed the money to carry out work (n building).
Needed the money to pay for the car park and paid it back.
Small grants to refurbish (the building).
Refurbishing changing rooms and refurb of five apartments.
Would not be able to make any improvements or changes without this money.
We needed new carpets for the club house.
Grant was for a new oiler.

Building/facilities (re-)construction

Couldn't of rebuilt the hall after the fire in 2008 without them.
Enabled the new build to be realised.
Enabled us to build.
Re-building of a purpose build boathouse.

Publicity/increased awareness/more clients

Enabled girls who would not otherwise be able to afford to go on the trips to go.
We (now) have the money to increase experiences for cadets.
Got me on the TV so was able to share with everyone
Showing what organisations like ours have to offer, letting people know we are here
They provided extra money to spend on publicity and graphic design work which we would not to otherwise have been able to afford.
World-wide recognition.

New/better equipment

Enabled us to buy new instruments and uniforms.
Enabled us to buy paintings.
It was a grant for play equipment.

General positive comments

As well as the more specific comments noted above, quite a few respondents gave very generic positive replies to the question "*why was the support very /extremely useful".* These it included *"it was fantastic", "because it was very helpful"* and *"it was good advice".* Other comments in this category included:
Because they are so specialised with what they do.
The funding was part of a bigger jigsaw puzzle but a crucial piece for us.
They are very genuine people who want to help, are easy to deal with and there are not many forms to fill in. And they are based in Cornwall so they are local.
They did as we asked.

A further small group of VCSE organisations were not able to answer the question saying *"don't know"* when asked *"why was the support very/extremely helpful to your organisation?"*

As well as the three quarters (75%) of VCSE organisations who had said that the support they had received was either very or extremely useful, a further 19% said that the support had either ***not*** been helpful or only moderately/slightly helpful. Interestingly when this group were asked about why this had been the case, many could not provide details with around half of them saying *"don't know", "can't say"* or *"not sure"*. Among those who did give a reason the following explanations were provided:

> *Because the success of their endeavours wasn't great.*
> *Didn't fully cover all the skills we were expecting*
> *Not as forthcoming as we'd hoped.*
> *Not found anyone yet through their services that we are happy with, however hopefully we will in the future.*
> *They only had very limited finance so were unable to really help us.*
> *(Not been able) To buy a specialist boat for juniors.*
> *Too little help for volunteers to use IT and their skills vary enormously.*
> *Too much bureaucracy.*
> *It was more of a refresher than teaching us anything new.*
> *Training days are never as good as you expect.*
> *We asked them for an updated list of what grants are currently available. The list that they sent us must have been at least 5 years out of date so we were unsuccessful in our funding bid. They didn't actually help us at all.*

5.4 Future support and willingness to pay for it

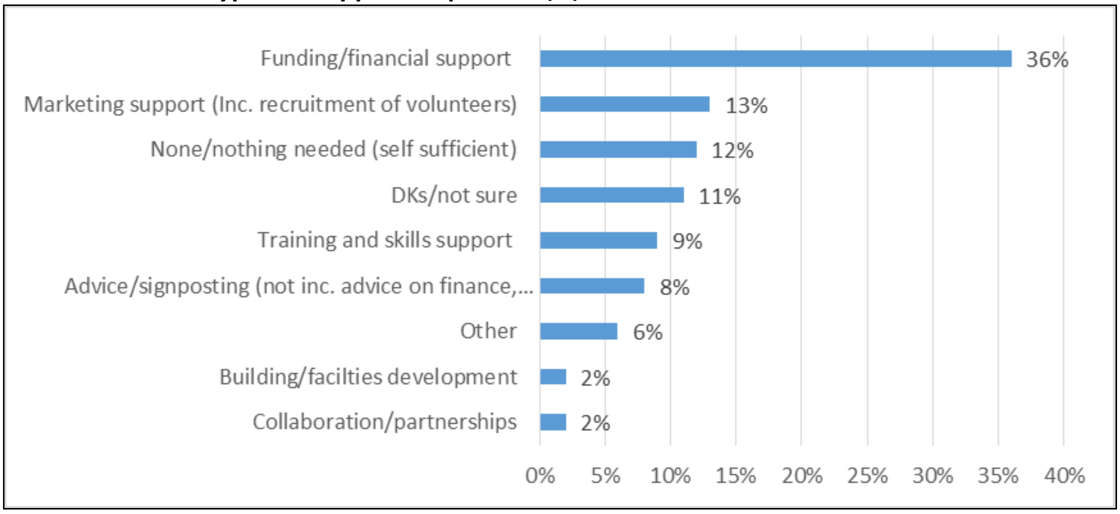
The full sample of 205 VCSE organisations were then asked: "*What kind of support would you like to see available to organisations such as yours in the future?"* The range of replies was very wide and for the purposes of analysis the answers given were broadly classified into nine main categories, including *"no support needed"* and *"don't know/can't say"* what type of support will be needed.

On this basis chart 5.3 overleaf illustrates the distribution of answers that were given. It shows that the single most common request was for various types of support and advice relating to **finance and funding matters** in the future. This sort of support was requested by a third of all the organisations (36%).

The next most commonly requested specific types of support were for **marketing** (including the recruitment of volunteers and publicity to promote the organisation) and **training and skills** support, followed by advice and signposting on a range of other matters not covered by the finance, skills or marketing categories above. Examples of each of these main categories are given on the following pages.

Lastly small proportions of organisations requested support with the development of their building or facilities (2%) while a similar number asked for support with developing partnerships or collaborations with other organisations (2%). (It should be noted that 12% of organisations said *"no support needed"* and 11% that they *"didn't know/can't say"* what type of support would be needed.

Chart 5.3 Future types of support requested (%)



Base: 205 VCSE organisations (single answers)

In terms of the main types of support requested, these are some examples of the answers given:

- **Finance and funding matters**
  Ability to source grant and financial support
  Accessing grants, financial advice
  Finance for maintenance issues/ for upkeep
  Financial support for social projects.
  Funding and help to find funding
  Funding for courses for part time staff
  Funding streams and forums
  Funding support
  More financial support and cooperation from local charities
  More financial support to help with instrument purchase and maintenance
  More funding for children so that more participants can join in.
  More funding for exhibitions
  More funding to help with new ventures and expand into wider community.
  More growth funding for smaller social enterprises
  More information and access to government grant funding and support with the application process.
  More small grants that are useful for local things, i.e. buying chairs
  Ongoing need for money for building works

- **Marketing support**
  Marketing for recruitment
  Marketing and communications advice perhaps
  Marketing and communications/ business mentoring
  Marketing and communications/ skills in terms of workmanship to repair the quay
  Marketing skills in order to recruit
  Marketing to recruit volunteers
  Means of finding new members
  Help to recruit volunteers.
  Help with getting the word out about the working club in the local community and help with getting more members.
  Help with social media communications.

- **Training and skills support**
  More training opportunities
  More training/education - from local colleges or organisations. Legal training too - handling legal in house.
  The training of volunteers to meet the halls specific needs.
  Training regarding how to best use Digital Communications, primarily social media
  Training, try and identify funding to establish new accommodation
  We think business skills for charities are needed.
  Mainly ad hoc advice on particular skills, it would be handy to tap into
  Middle level training
  IT skills, people management
  Free training
  Free training for volunteers but also for staff because just because an organisation is large enough to be able to afford to pay staff it does not mean that they can also afford to pay to train them.
  Funded training schemes, nominal fee

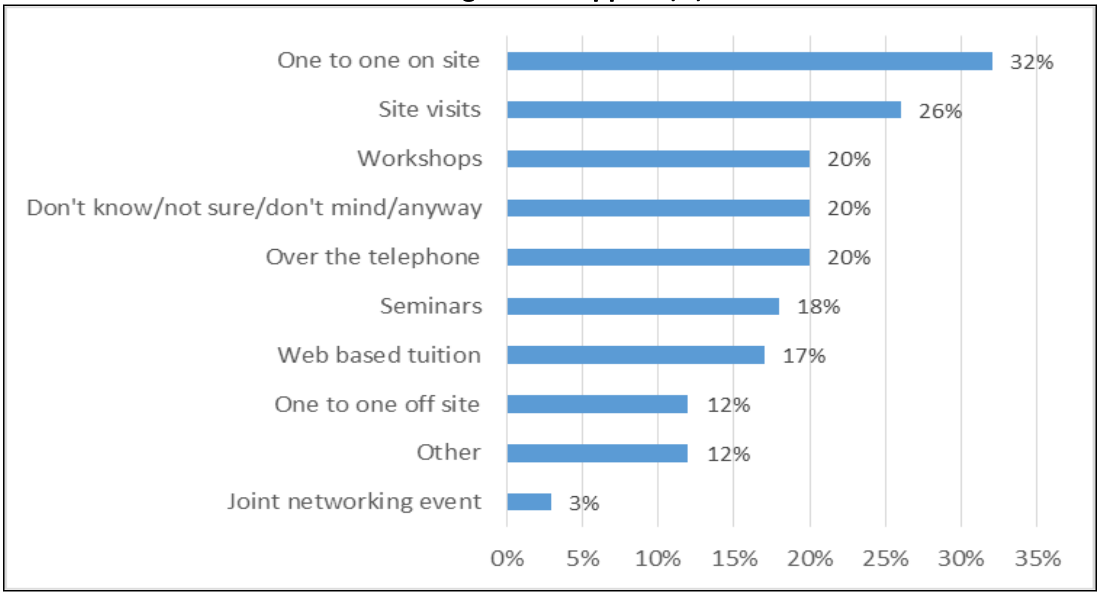
- **Advice/signposting support on other matters**
  Opportunities come out of the blue… advice is really important and understanding what is being done.
  People to come to them with information and support regards to volunteers.
  Signposting to what support is out there.
  Support with how to go about increasing the space that we have.
  We would be grateful for anything needed, we also need to improve car parking.
  We would like information on how to get more social housing on our piece of land
  (Advice on) Joint cover insurances maybe, improvements to park.
  Keeping up to date with developments
  Knowing where to go where to go to for support.

- **Building/facilities developments**
  The big issue is maintenance of our building
  The car park needs some attention - particularly in terms of the surface being tarmacked.
  Possible extensions to building to cater for increasing need due to a wider age bracket needing nursery places.
  A proper theatre.
  Capital developments.

- **Developing partnerships/collaborations**
  Building partnerships and collaborations.
  More networking of local community groups to reduce the overlap between what local groups do.
  Opportunities to make collaborations happen between organisations similar to us.
  Build in time to create partnerships
  To have a presence (working) with some of these other organisations

When asked about their preferences for how they would like to access this support, a wide range of answers was also given. However it was evident that site visits – either one-to-one or for a group of employees/staff/volunteers were the most popular options. Chart 5.4 below contains the details and shows that while around one in five organisations were happy to receive support either on the telephone, at workshops or in seminars, a similar proportion did not know or mind how they received the support.

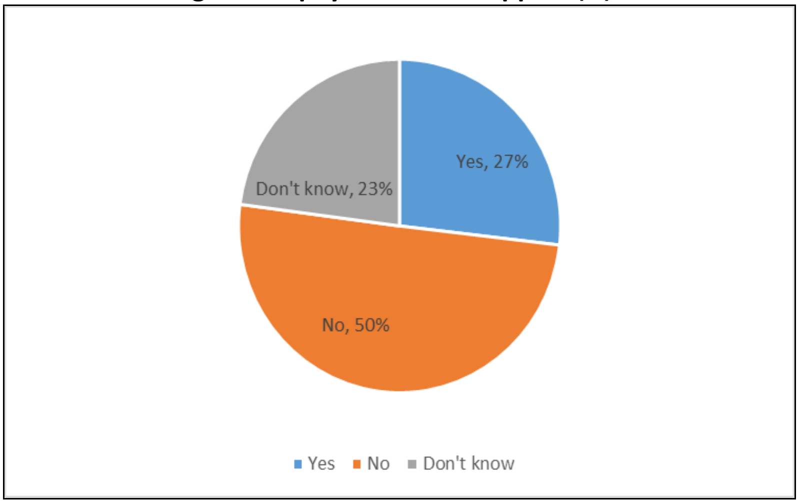
Chart 5.4 Preferred means of accessing future support (%)



Base: 205 VCSE organisations (multi answers allowed)

When asked if they would be prepared to pay for this (type of) support in the future, just a quarter of the VCSE organisations said that they would be prepared to pay (27%). A further quarter (23%) said that they were not sure *"don't know"*, while half said that they would not be prepared to pay (50%). Chart 5.5 contains the detail.

Chart 5.5 Willingness to pay for future support (%)



Base: 205 VCSE organisations

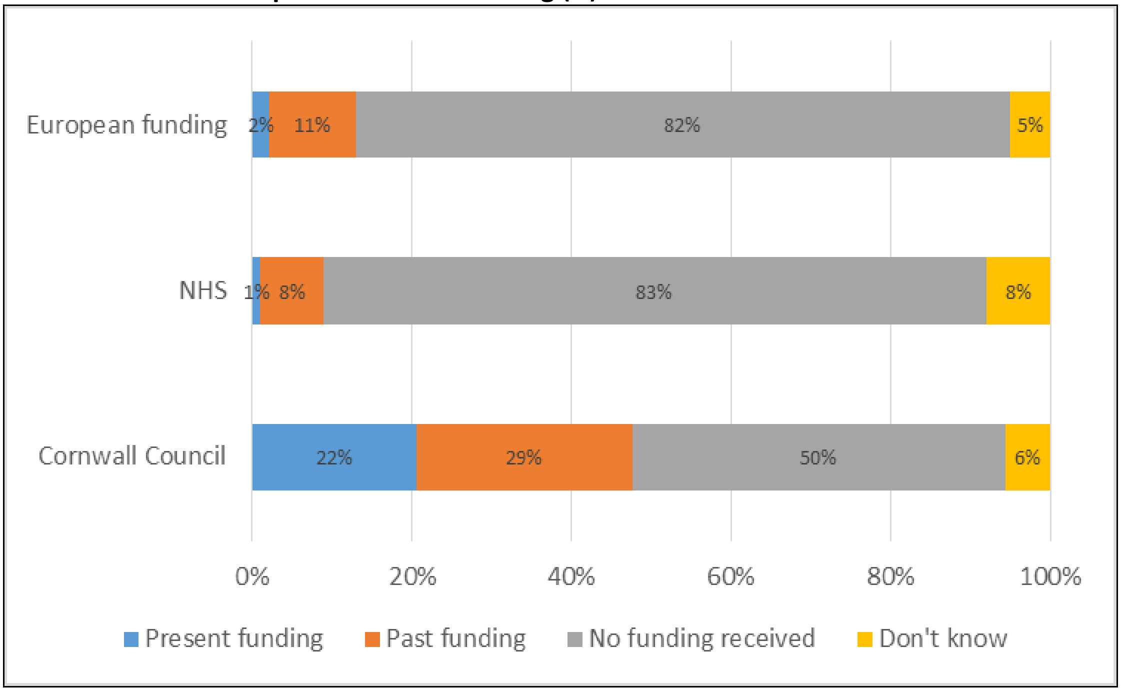
6. SOURCES OF FUNDING FOR THE VCSE SECTOR

This chapter examines sources of funding for the CIoS VCSE sector from Cornwall Council, the NHS and European funds. It covers current and past funding from these sources, the types of funding (i.e. contract based/service level agreement or grant funding), the VCSE organisations' views and experiences of being funded by these sources and suggested improvements to the funding process in the future.

6.1 Sources and types of funding

Chart 6.1 below shows that around half of the sample of VCSE organisations had received funding from Cornwall Council, either currently (22%) or at some point in the past (29%). Much smaller proportions had received it from Europe (2% currently and 11% in the past) or the NHS (1% currently and 8% in the past).

Chart 6.1 Current and past sources of funding (%)



Base: 205 VCSE organisations

When asked about the types of funding there appeared to be a variation between current and past types, with some evidence that current sources were more likely to be contract based/service level agreements (51% currently compared with 26% in the past) than grant funding (70% in the past compared with 35% currently). However the sample base size is small and 14% of those currently receiving funding did not know the type of funding, so caution is needed with this finding. The details are as follows:

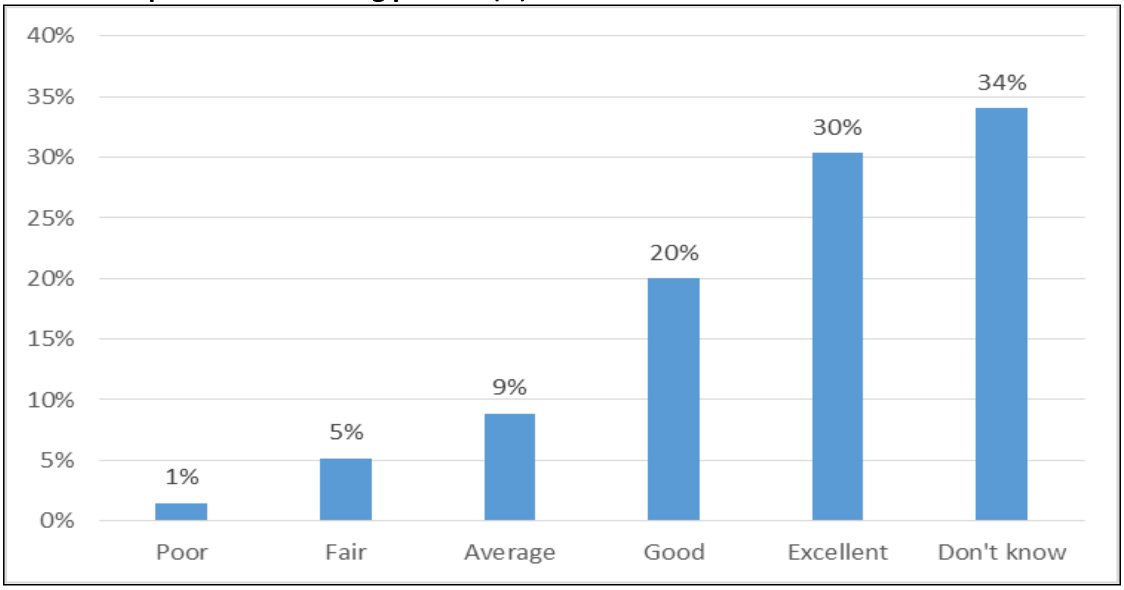
	Contract/SLA	Grant	Don't know
• Current funding:	26%	70%	4%
• Past funding:	51%	35%	14%

6.2 Experience of being funded/commissioned

The VCSE organisations who had received funding or been commissioned by Cornwall Council, the NHS or received European funding were asked to rate their overall experience of the process. Chart 6.2 below shows the findings for all the 135 different episodes of funding that the 102 organisations had received combined (as there were insufficient numbers of organisations receiving funding from the NHS or Europe to disaggregate them separately).

The chart shows that for half of the episodes of funding, the organisations thought that the process had been "good" (20%) or "excellent" (30%). However, a third were not able to say (34%), while small proportions thought it was "average" (9%), "fair" (5%) or "poor" (1%).

Chart 6.2 Experience of funding process (%)



Base: 135 episodes of funding received currently or in the past by 102 VCSE organisations

The organisations were asked for the reasons for their scores. Their replies can be broadly categorised into two groups: those who were happy with the experience and those who had some concerns of one type of another. Examples of the types of answers given by each of these two groups are shown below with some commentary highlighting recurring themes in each:

Happy with the funding/commissioning experience

The "casual" factors that ran through the positive comments were often those about the smoothness and ease of the application process, the need for the funding and regularity of payment:

It ran pretty smooth, and it takes excellence to be awarded a 5 score

It was a much needed grant, and it was particularly easy to access

It was very easy how to approach them and interest them in our idea.

It was very straight forward, one of the committee spoke to a local councillor and asked for funds from the Cornwall Community Chest.

Quick answers, clear forms and information.

(We) Received funding through local councillor and the process was very easy
Received training through a third party that was funded by the EU, it was easy access and good quality
The funding was done directly through our local councillor and was extremely helpful
We gave the funding a 5 score as the payment is paid regularly and we can ask for 50% in advance.
We were delighted to receive funding from both CC and the NHS as it enabled us to deliver our remit effectively and efficiently.
We were really pleased with the funding as there was a £41k shortfall whilst completing the new build… it was a lifeline for us.
We are very happy with the funding through Cornwall Council
We have a healthy commissioner /deliverer relationship.
We are delighted with the regular CC funding that we receive, as it has no strings attached and requires minimal effort to achieve.
The funding goes towards funded places, we are very happy with it and it is paid timely.
Any time we have had any queries they have had the knowledge and been able to help promptly
A 5 score was given as the council representative worked well with us in order to achieve being awarded the grant.

Concerns with the funding/commissioning experience

In contrast the "casual" factors that ran through the comments where concerns were expressed often those about the difficulty and complexity of the application process, the failure of the funding to fully meet the identified needs and lack of regularity of payment:

We were offered support and then after we had accepted it we were told about the terms and conditions that came with the money. We didn't feel that these were explained early enough for us and we were forced to accept them.
The EU grant was a bureaucratic nightmare. We were advised to employ an extra member of staff just to deliver the administration which was ridiculous, the money should being spent directly on core activities.
The NHS contract was only awarded (a score of) *2 due to payments being slow. The EU grants were only given* (a score of) *2 as the process and form filling were far too complicated.*
The outcome was good however the bureaucracy involved too much detail.
It is very paper heavy and bureaucratic.
We gave a 3 score as we felt they could have given us more money.
Although we were happy with the funding, the fact it was paid retrospectively posed problems for the organisation. In fact it has put us off ever applying again.
Although the funding was warmly received - it went towards new play equipment - the process and form filling was protracted and, at times, unnecessarily complex.
Some of the procedures were a little disjointed - it was hard to speak to the same person at the council each time you called up.
The paperwork/ admin for the audit trail was far too time consuming, and actually ended up costing the organisation money which should have been spent on delivering the project itself.

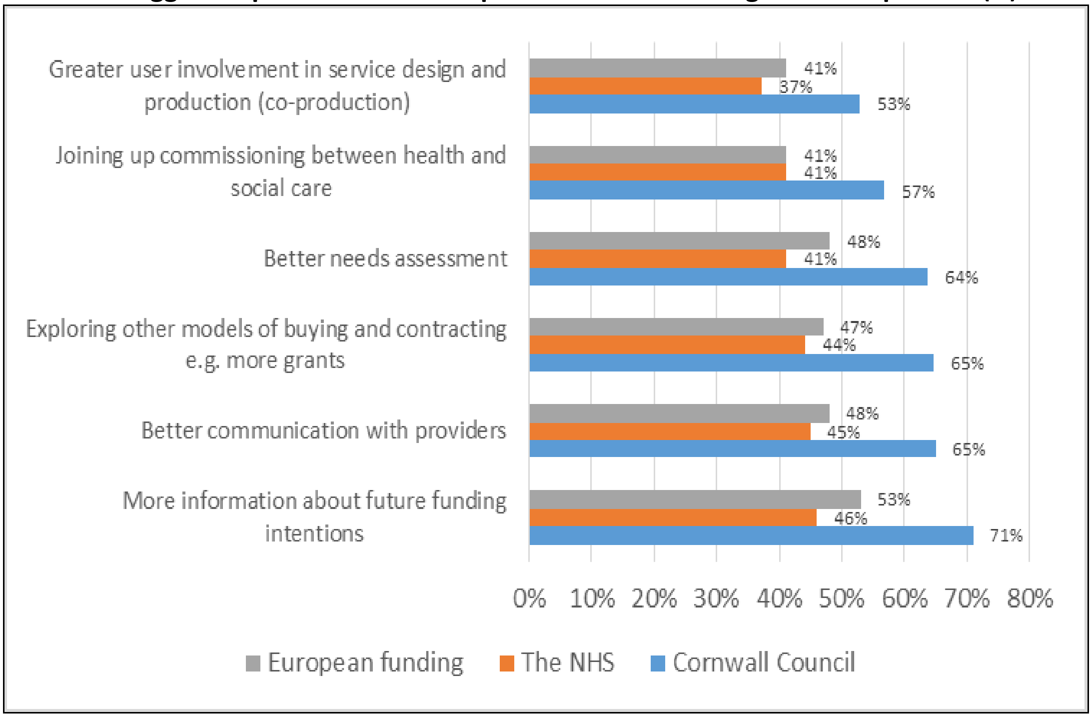
6.3 Suggested improvements to the funding process in the future

In order to improve the processes for selecting organisations to fund, the 102 VCSE organisations who had received funding were asked to rank a set of six processes that Cornwall Council, the NHS and European funding might need to focus on:

- Better communication with providers
- More information about future funding intentions
- Better needs assessment
- Greater user involvement in service design and production (co-production)
- Exploring other models of buying and contracting e.g. more grants
- Joining up commissioning between health and social care

Charts 6.3 below and 6.4 overleaf illustrate their answers and show a broadly very consistent picture across the three funding sources: with more information about future funding intentions being ranked "most important" for all three, followed by better communication with providers, better needs assessment and exploring other models of buying and contracting e.g. more grants. Greater user involvement in service design and production (co-production) was ranked as being "least important" for all three sources.

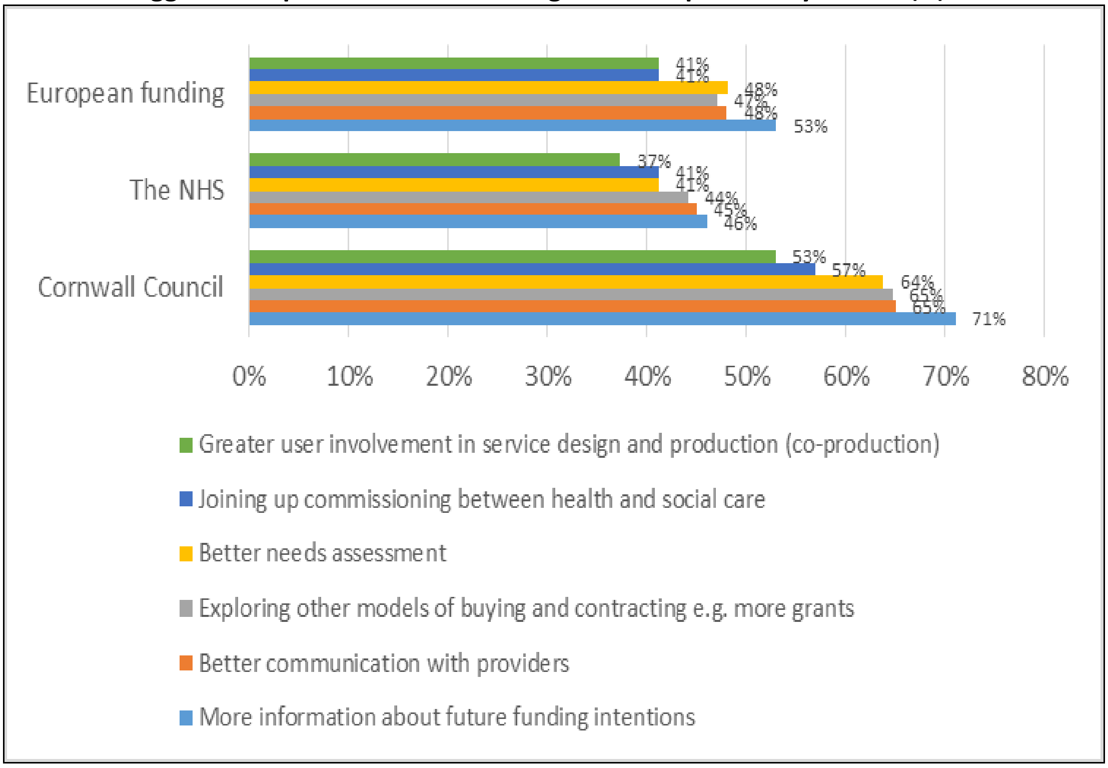
Chart 6.3 Suggested prioritisation of improvements to funding selection process (%)



Base: 102 VCSE organisations in receipt of funding (currently or in past)

Chart 6.4 overleaf presents the same information, but from a slightly different perspective: showing the most important priority for each of the three funding sources individually.

Chart 6.4 Suggested improvements to funding selection process by funder (%)



Base: 102 VCSE organisations in receipt of funding (currently or in past)

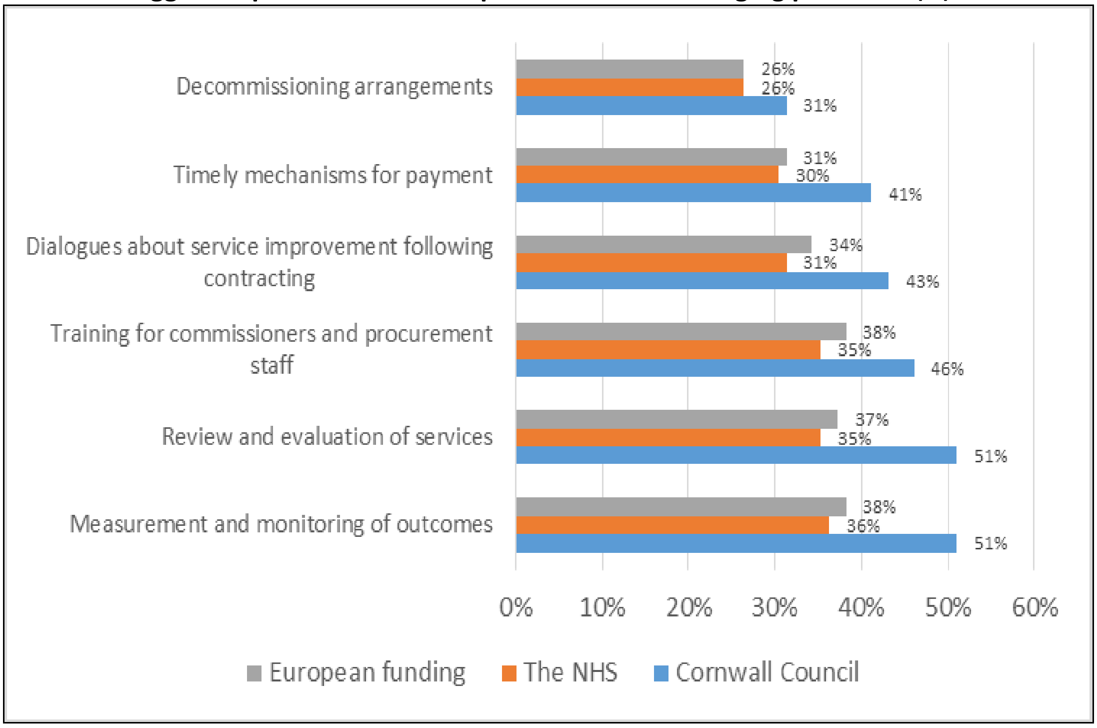
In order to improve the processes for managing providers who had secured funding, the 102 VCSE organisations who had received funding were then asked to rank another set of processes that Cornwall Council, the NHS and European funding might need to focus on:

- Timely mechanisms for payment
- Measurement and monitoring of outcomes
- Training for commissioners and procurement staff
- Review and evaluation of services
- Dialogues about service improvement following contracting
- Decommissioning arrangements

Charts 6.5 and 6.6 overleaf contain their answers and again show a high degree of consistency between the three funders. Chart 6.5 shows that the measurement and monitoring of outcomes together with review and evaluation of services were ranked joint "most important" for all three funders. These were followed by training for commissioners and procurement staff and dialogues about service improvement following contracting. Decommissioning arrangements were ranked as "least important" for all three.

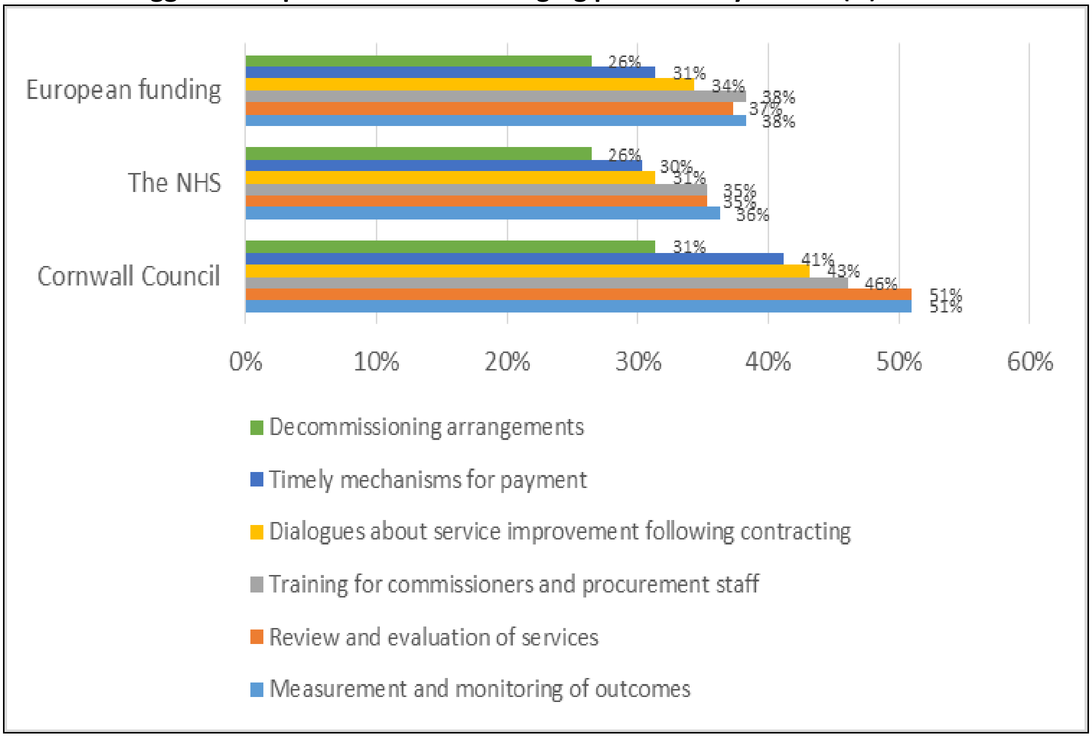
Chart 6.6 overleaf also presents the same information, but from the slightly different perspective: again showing the most important priority for each of the three funding sources individually.

Chart 6.5 Suggested prioritisation of improvements to managing providers (%)



Base: 102 VCSE organisations in receipt of funding (currently or in past)

Chart 6.6 Suggested improvements to managing providers by funder (%)



Base: 102 VCSE organisations in receipt of funding (currently or in past)

6.4 VCSE organisations not in receipt of funding

The 103 VCSE organisations who had never been in receipt of funding from either Cornwall Council, the NHS or Europe were asked if they had ever applied to any of these sources. Just nine said that they had applied in the past – five to Cornwall Council and four to European sources. Not entirely unexpectedly, all of this group said that their experience had been either average, fair or poor – predominantly because they had been unsuccessful in their application.

6.5 VCSE organisations interest in future funding

All 205 VCSE organisations surveyed were asked if they were interested in seeking funding/being commissioned by Cornwall Council, the NHS or European funding (in the future). Two thirds (68%) said that they were interested and 8% that they did not know. A quarter (23%) said that they were not interested.

The majority of this group of organisations who said that they were not interested explained that this was because they were either "self-sufficient", not requiring any (extra) support, or they did not need anything at the moment. A few said that the funds available were not suitable for their projects, they were "too small" or because the process of applying was too time consuming and bureaucratic.

6.6 Referrals from funders

All 205 VCSE organisations surveyed were then asked if they received referrals from Cornwall Council or the NHS or any other organisations funded by these bodies. A quarter (23%) said that they did receive referrals though 11% were either unsure/couldn't say (4%) or did not know (7%).

The great majority of the organisations who did receive referrals said that they came from either Cornwall Council (60%) and/or the NHS (45%). Only very small proportions of the organisations receiving referrals mentioned any other sources such as Age Concern, CRCC and local schools.

7. INFORMATION, ADVICE AND GUIDANCE (IAG)

This chapter explores issues around the provision of information, advice and guidance to and for VCSE organisations. It covers:

- Whether delivering IAG is part of the organisations' service delivery remit;
- Whether clients are signposted to other IAG providers;
- Attitudinal statements about IAG provision; and
- Final comments to conclude the survey.

7.1 Delivering IAG and signposting

Just over two fifths of the sample of VCSE organisations (42%) said that they delivered IAG as part of the service delivery remit. A further 6% said that they were not sure and 2% that they did not know. Half said that they did not deliver it as part of their service (49%).

An identical proportion of just over two fifths of the sample (42%) said that they signposted their clients to other IAG providers. A further 5% said that they were not sure. The remaining half said that they did not signpost their clients to other IAG providers (53%).

7.2 Attitudinal statements about IAG

The 100 VCSE organisations who delivered and/or received IAG were read a series of nine statements about IAG and then asked how strongly they agreed or disagreed with each of the statements:

- IAG should be commissioned as a specialism, rather than as an extension to core-services.
- Competition for funding prevents providers referring clients to more appropriate IAG providers
- Informal provision of IAG often occurs through community peer networks.
- IAG delivered through community peer networks could be incentivised/rewarded.
- IAG is usually commissioned to respond to a need, rather than predict or prevent demand.
- In general, IAG does not engage people sufficiently early to make preventative interventions.
- Commissioning criteria for IAG is often unclear.
- IAG is often commissioned in Silos, leading a client to engage with more services than necessary.
- My organisation would be interested in helping to recruit volunteer advocates to help meet the 2014 Care Act requirements

Chart 7.1 on page 44 details their attitudes towards all of these statements. It shows that the two statements that most organisations agreed with either strongly or very strongly were "*IAG is usually commissioned to respond to a need, rather than predict or prevent demand*" (71% combined) and "*informal provision of IAG often occurs through community peer networks"* (79% combined).

In terms of "popularity", the statements that the next largest proportion of organisations were in agreement with were *"in general, IAG does not engage people sufficiently early to make preventative interventions"* (56% in agreement combined), *"IAG delivered through community peer networks could be incentivised/rewarded"* (51% in agreement combined) and "*IAG should be commissioned as a specialism, rather than as an extension to core-services* (51% in agreement combined).

The two statements that most organisations disagreed with either strongly or very strongly were "*my organisation would be interested in helping to recruit volunteer advocates to help meet the 2014 Care Act requirements"* (26% disagreeing combined) and "*competition for funding prevents providers referring clients to more appropriate IAG providers* (21% disagreeing combined).

However, in considering these response to the different statements and the others shown on chart 7.1 it is important to note that the level of *"don't know"* responses given to some of the statements was very high. For two of the statements asked about – "*Commissioning criteria for IAG is often unclear"* and "*IAG is often commissioned in Silos, leading a client to engage with more services than necessary"* – nearly a third of the VCSE organisations said "*don't know".* For other statements a quarter said they "*didn't know*". These high levels of uncertainty indicated substantial problems in understanding of the statements.

Organisational interest in helping to recruit volunteer advocates to help meet the 2014 Care Act requirements
30 organisations said that they agreed strongly or very strongly with this statement. Of this group, 29 organisations agreed to be contacted again in the future to discuss the recruitment of volunteer advocates for this purpose.

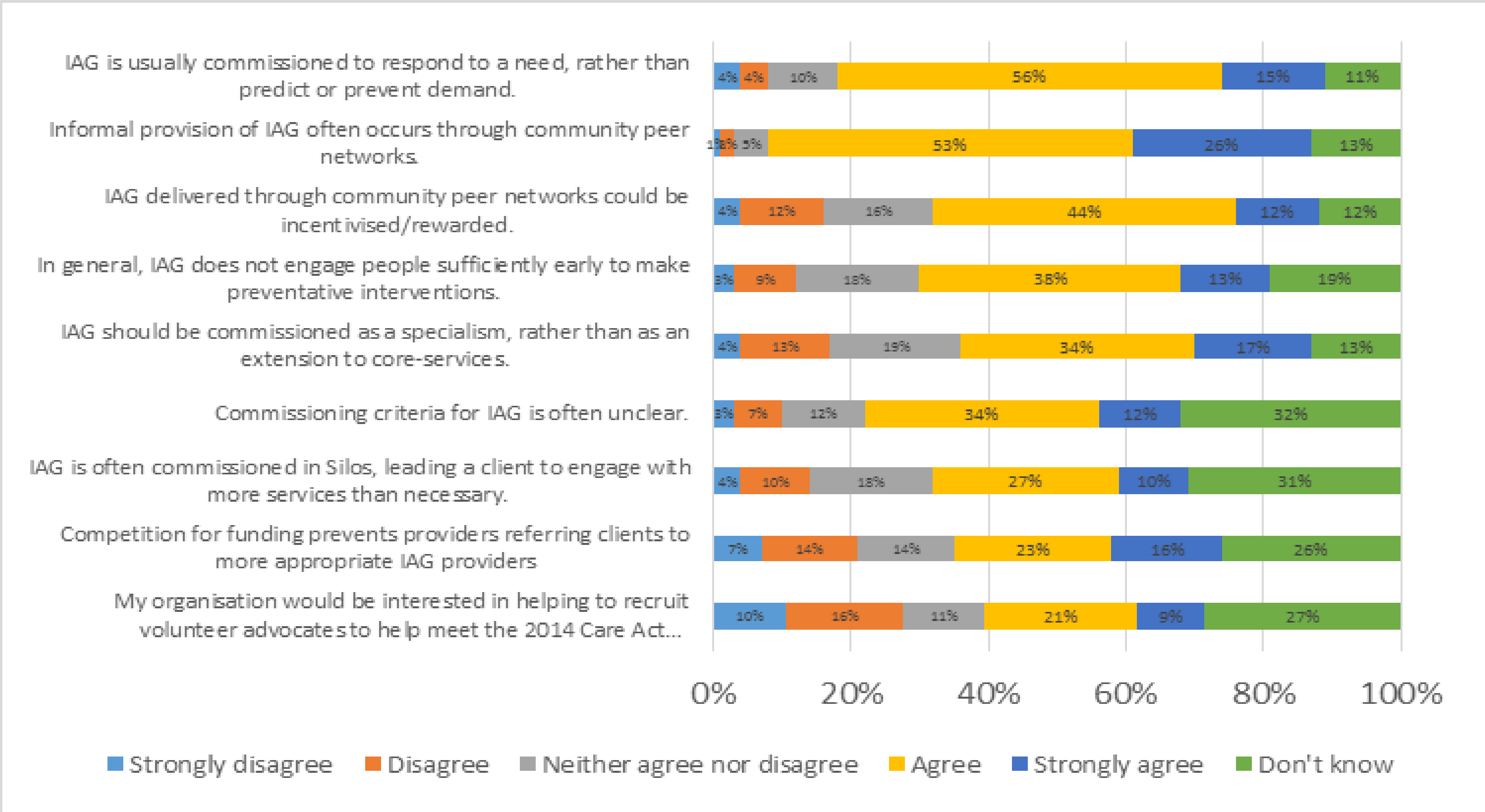
7.3 Final comments

In order to end the survey, all of the organisations were asked whether there were any comments they would like to make with regards to any of the attitudinal statements, or anything else talked about in the interview or that was not covered sufficiently. Nearly three quarters of the VCSE organisations (71%) did not provide any further comments in response to this request.

Among the 29% who did provide a reply, many of the comments that were made concerned the need for funding or knowledge about where to go to access funding. Some typical comments included:

> *(We need) Opportunities to find how to access funding*
> *We are trying to keep our heads above water at present, but I cannot see us being here in two years time.*
> *Desperately need more funding or are likely to have to close, particularly concerned about 30 hour funding as we won't be able to cope with this change without more funding.*

Chart 7.1 IAG attitudinal statements (%)



Base: 102 VCSE organisations delivering or receiving IAG

Funding for building maintenance will be required in future ongoing.
Funding is needed for public building that are grade listed, as this organisation would be self-sufficient if it wasn't grade two listed.
More funding form central government as community centres are essential to the community
Helpful to know what funding would be available to historical buildings and putting us in contact with other groups like us.

Further comments that were made concerned issues around volunteering including:

I'd like more recognition of volunteers particularly with Cornwall Council.
Greater need for more volunteers.
Emphasise the need for more volunteers, and with regard to funding knowing where to go to get it.
Need help to recruit volunteers.
Volunteers cannot do everything.
Volunteers do well for the training that they get. We do our best to fill any gaps that we feel that there are in the training.

Several organisations commented on the commissioning and contacting process with the Council:

Open, on-going dialogue with Cornwall Council is required. One of the problems you face with small local charities is that they can be inward looking and reluctant to embrace any sort of change, to have some educational programme whereby smaller charities are made aware of the sector they belong and they complement one another.
The Chairman of the organisation said that he had never heard of the Transform Challenge Award. He feels what is needed is for the Council, working in partnership with the VCSE sector, to send out regular newsletters to all those organisations within the sector to keep them up to date regarding what is going on, what help is out there, case studies etc., as well as announcements regarding the aims and objectives of funding streams such as the TCA.
The local authority is too dependent on the framework - there are too few opportunities for local companies to sell direct to Cornwall Council.
In terms of being a rural organisation, what could potentially prove difficult is the fact that Cornwall Council are so reliant on providing information regarding their services via their internet, and often in very rural communities there isn't necessarily the skill/time to be able to access that information therefore it is felt that being able to access that information face-to-face or via phone is vital.

Lastly a few other organisations were concerned that the questionnaire used for the survey was nor appropriate or “too difficult” for their organisation:

Some meaningless questions for an organisation such as ours and some questions I couldn't understand.
Need to think about how the questions are phrased because some are too difficult to understand in the way they are written.
Half of the questions don't really apply to our organisation.
There are some other people in this organisation who it would be beneficial to speak to if we do the survey again to get different perspectives of the organisation from.

8. KEY FINDINGS AND CONCLUDING COMMENTS

This chapter presents a resume of the key findings from the research comparing 2015 with the 2013 findings, as well as some concluding comments.

8.1 Key findings

Changes to structure and challenges faced

The research found only very small changes to the status of VCSE organisations – and that these were mainly due to slightly different sample profile: over eight out of ten of the organisations said that they were independent local organisations and one in nine were part of a larger, national organisation. Only 2% of the sample said that they had "*changed their status in the last two years*".

Registered charities were found to be the most common legal structure in the sector (85%) together with a further 7% organisations who were both registered charities and a company limited by guarantee. Just 3% of organisations said that they had changed their legal status since 2013.

In terms of their fields of activity a very close similarity was also found between the results for the two surveys – with less than 1% of organisations saying they had changed their activity in the last two years. Over two fifth of VCSEs organisations (45%) were operating in the broad social care, welfare, health and wellbeing area (including education and providing services to pre-school children, school aged children and young people).

Similarly, for main client types, the findings were also very consistent between the two surveys. Reflecting their local, community focus, nearly a third of VCSE organisations in 2015 and 2013 said that their main clients were people living in (their) particular geographic area. Similar proportions also mentioned pre-school children, school age children or young people.

Some evidence was found of changes in the numbers of main client: two fifths (40%) of VCSE organisations saying there **had been** a change in the last two years. Among this group, over half said that their numbers had increased, a third that they had decreased and the remainder that they *"fluctuated"*.

The key challenge being faced currently by most VCSE organisations related to the need for securing funding for financial sustainability. Over a third of the organisations interviewed mentioned this issue, with many simply stating *"finance"* or "*money"*. Other key challenges that were noted included:

- Difficulty in recruiting and retaining volunteers/supporters
- Difficulty in recruiting and retaining quality staff members
- Issues with maintenance and size of building/facilities
- Keeping up-to-date with legislation/government changes

Changes to the resources of the VCSE sector
In terms of changes to the numbers of paid staff in the last two years the VCSE organisations said:

- Three quarters that there had been “no change/stayed the same” (73%);
- 12% said that there had been an *increase* in the numbers of paid staff;
- 9% said that there had been a *decrease* in numbers of paid staff; and
- 6% could not say/did not know whether there had been a change.

A comparison of the number of employees in VCSE organisations in 2015 with the previous findings from 2013, found that (excluding the large organisations on both occasions) the average number of employees was almost identical at 5 in 2013 and 6 in 2015. This difference was not statically significant.

Turning to changes to the numbers of volunteers in the last two years:

- Two thirds said that there had been “no change/stayed the same” (63%);
- 17% said that there had been an *increase* in the numbers of volunteers;
- 17% said that there had been a *decrease* in numbers of volunteers; and
- 3% could not say/did not know whether there had been a change.

Comparing the number of volunteers in 2013 with 2015 found that while there was some variation between bandings of organisations over the two year period (i.e. £50k to less than £250k organisations), the overall average across all organisations was very similar: 25 volunteers on average in 2013 compared with 23 in 2015.

In relation to turnover, the analysis found that there was a decrease of c.20% in average turnover from £31,680 in 2013 to £24,700 in 2015 across the three smaller size bands. This decrease in turnover was consistent across all three size bands although the sample size bases for several of these groups are small so caution should be exercised with them.

The VCSE organisations were asked about their three current most important sources of finance for comparison with the 2013 answers. The key findings were:

- Overall there was very little change between 2013 and 2015, with the same main sources of funding being reported;
- Half saying that fundraising, two fifths saying that fees and charges from the private sector; and a third said that external grants from the public sector (either local or central government) were their three most important sources.

Workforce development in the VCSE sector
Seven out of ten VCSE organisations who have paid staff reported that they currently provide training for them (70%). While this figure was lower than the eight out of ten reported in 2013 (82%), the difference is almost entirely due to the shortfall of large organisations in the 2015 sample – most of whom are very likely to provide training.

The research found that among the VCSE organisations who have paid staff and currently provide training for them, two fifths have a training budget – an almost identical figure to toe year ago (39% in 2013 and 42% in 2015 respectively).

In both 2013 and 2015, half of the VCSE organisations with volunteers reported providing training for them (54% and 52% respectively).

Of fourteen skills areas that might be needed in the next five years, the five most important were identified by the VCSE organisations as being:

- Financial management skills (72% saying important or very important);
- Safeguarding (69%);
- Leadership skills (67%);
- Communication skills (62%); and
- Collaboration, negotiation and partnership working skills (58%).

In 2013 five areas had emerged as the most commonly mentioned skills requirements that were anticipated by VCSE organisations over the next five years:

- Bid writing/tendering/grant applications/funding and fundraising;
- ICT skills;
- Management, governance and leadership skills;
- Interagency working/collaboration; and
- Safeguarding.

Although these descriptions in some cases are slightly different, with the exception of ICT skills, four of these areas correspond closely with the highest ranking areas found by the 2015 survey above.

70% of VCSE organisations said they would be happy to be re-contacted in the future about skills training.

Support for the VCSE sector

The VCSE organisations were asked whether they were either aware of or had received support from four key support organisations in CIoS in the last five years:

- Cornwall Rural Community Charity (CRCC)
- Volunteer Cornwall (VC)
- Cornwall Voluntary Sector Forum (VSF)
- Penwith Community Development Trust (PCDT)

Around half or fewer of VCSE organisations were aware of each of these organisations. Between one in five and one in ten had actually received support in the last five years. The CRCC had the highest "*received support*" figure of nearly one in five (19%) and the PCDT the lowest figure of less than one in ten (8%), while the VC had the highest "*aware, but not sought support*" figure of one third (36%):

In combination, the support from these four organisations had been well received with three quarters (75%) of the VCSE organisations receiving support saying it had been either very or extremely useful to their organisation. This was because it had:

- (Enabled) Improvements to service provision;
- The organisation to function (better);
- Building/facilities maintenance/repair;
- Building/facilities (re-)construction;
- Publicity/increased awareness/more clients; and
- New/better equipment.

In terms of the kinds of support that were wanted in the future, the single most common request was for various types of support and advice relating to **finance and funding matters** (36%). The next most commonly requested specific types of support were for **marketing** (including the recruitment of volunteers and publicity to promote the organisation) and **training and skills** support.

When asked about their preferences for how they would like to access this support, site visits – either one-to-one or for a group of employees/staff/volunteers were the most popular options.

When asked if they would be prepared to pay for this (type of) support in the future, just a quarter of the VCSE organisations said that they would be prepared to pay (27%). A further quarter (23%) said that they were not sure *"don't know"*, while half said that they would not be prepared to pay (50%).

Sources of funding for the VCSE sector

Around half of the sample of VCSE organisations had received funding from Cornwall Council, either currently (22%) or at some point in the past (29%). Much smaller proportions had received it from Europe (2% currently and 11% in the past) or the NHS (1% currently and 8% in the past).

When asked about the types of funding there appeared to be a variation between current and past types, with some evidence that current sources were more likely to be contract based/service level agreements (51% currently compared with 26% in the past) than grant funding (70% in the past compared with 35% currently). However, the sample base size is small and 14% of those currently receiving funding did not know the type of funding, so caution is needed with this finding.

For half of the episodes of funding, the organisations thought that the process had been "good" (20%) or "excellent" (30%). However, a third were not able to say (34%), while small proportions thought it was "average", "fair" or "poor".

To improve the processes for selecting organisations to fund, the VCSE organisations said that providing more information about future funding intentions was the "most important", followed by better communication with providers, better needs assessment and exploring other models of buying and contracting e.g. more grants.

In terms of improving the processes for managing providers, the measurement and monitoring of outcomes together with review and evaluation of services were ranked joint "most important". These were followed by training for commissioners and procurement staff and dialogues about service improvement following contracting. Decommissioning arrangements were ranked as "least important".

Two thirds (68%) said that they were interested in seeking funding/being commissioned by Cornwall Council, the NHS or European funding (in the future). A quarter (23%) said that they were not interested.

A quarter (23%) said that they did receive referrals from Cornwall Council or the NHS or any other organisations funded by these bodies, although 11% were either unsure/couldn't say (4%) or did not know (7%).

Information, advice and guidance (IAG)
Just over two fifths of the sample of VCSE organisations (42%) said that they delivered IAG as part of the service delivery remit. A further 6% said that they were not sure and 2% that they did not know. An identical proportion (42%) said that they signposted their clients to other IAG providers. 5% said that they were not sure.

In terms of opinions about IAG provision, the two statements that most organisations agreed with either strongly or very strongly were:

- "*IAG is usually commissioned to respond to a need, rather than predict or prevent demand*" (71% combined); and
- "*Informal provision of IAG often occurs through community peer networks"* (79% combined).

The statements that the next largest proportion of organisations were in agreement with were *"in general, IAG does not engage people sufficiently early to make preventative interventions"* (56% in agreement combined), *"IAG delivered through community peer networks could be incentivised/rewarded"* (51% in agreement combined) and "*IAG should be commissioned as a specialism, rather than as an extension to core-services* (51% in agreement combined).

8.2 Concluding comments

This report has presented the findings from a survey of VCSE organisations conducted in the autumn of 2015 and commissioned by Cornwall Council (CC) in partnership with the VCSE sector in Cornwall and the Isles of Scilly.

The 2015 survey was a follow-up to a wider piece of research conducted in 2013 that included a survey and a mapping exercise of the whole VCSE sector. The follow-up was required in order to understand the changes experienced by the sector in the intervening two years and to produce new information to help support the objectives of improving commissioning and helping the sustainability of the sector. As such it is appropriate to divide these concluding comments into two distinct sections:

- Changes to the sector since 2013; and
- New information to support commissioning.

Caveats

Before commenting on each of these two areas it is necessary to restate three important caveats that are associated with the findings from the follow-up survey:

- Firstly, it needs to be remembered that the follow-up survey was not accompanied by a mapping exercise for the whole sector in CIoS, as was the 2013 survey. This means that the 2015 survey findings cannot be taken as being representative of the sector as a whole. They represent the views and facts reported about the 205 organisations who were interviewed this time;

- Secondly during the fieldwork that was undertaken in the autumn of 2015, it became apparent that a number of the organisations and individuals who were interviewed in 2013 *had* changed very significantly in some way. The level of non-contacts, no replies and wrong numbers found were indicative of significant change and upheaval in some organisations. While it was not possible to be certain, because of the number of "no replies", examination of the available fieldwork data indicated that ***at least c.15% of the VCSE organisations*** interviewed in 2013 had either closed down, merged with another organisation or been so greatly restructured internally that it was no longer possible to interview them; and

- Thirdly, the 2015 sample fell short in the number of interviews that were required with large VCSE organisations (i.e. those with more than £1m turnover). This was due to a number of reasons including the fact that many had completed the 2013 survey online without providing follow-up contact details, the short time period available for the 2015 fieldwork and the restructuring issues noted above. The commentary in this report indicates where this shortfall might impact on the results and a separate set of interviews are due to be undertaken with large organisations to ensure their views are included in the findings.

8.2.1 Changes to the organisations since 2013

For many of the areas that the research examined – the structure of VCSE organisations in CIoS covering their status; fields of work; areas of activity; and main clients – only very small, if any changes were found to have happened to the interviewed organisations in the two years since 2013. This was, perhaps, to be expected given that both many of the organisations and the focus of their work were long established. Crucially the needs that they aim to meet and the services that they provide in order to do so remain very much the same:

- Over two fifth of the interviewed VCSEs organisations (45%) continue to operate in the broad social care, welfare, health and wellbeing area (including education and providing services to pre-school children, school aged children and young people); and
- Reflecting their local, community focus, nearly a third of these VCSE organisations in both 2015 and 2013 said that their main clients were people living in (their) particular geographic area. Similar proportions also mentioned pre-school children, school age children or young people.

Indeed, only 2% of the sample of VCSE organisations that were interviewed said that they had "*changed their status in the last two years*". Furthermore, only very minor changes were found in several of the key resource and economic indicators for these organisations, such as with the average numbers of employee and volunteers among those with turnover of less than £1 million.

However, while on the surface these findings indicated a degree of continuity and solidity across these organisations as a whole, there was also evidence of considerable upheaval and change among some of them:

- When asked if there had been "*any change in client numbers over the last two years*", two fifths (40%) of VCSE organisations said there **had been** a change;
- One fifth (21%) of these organisations said that they had **increased or decreased** their number of employees since 2013;
- One third (34%) of these organisations also said that they had **increased or decreased** their number of volunteers since 2013; and
- Most significantly, the research found **a decrease of c.20% in the average turnover** of those organisations with turnover of less than £1 million.

These matters were very much reflected in the answers given by the VCSE organisations when they were asked about the key challenges they faced currently. The single most commonly given answer related to the need for securing funding for financial sustainability. Over a third of the organisations interviewed mentioned this issue, with many simply stating *"finance"* or "*money".* Similarly, the other key challenges they highlighted all related to change and maintaining their ability to deliver their services:

- Difficulty in recruiting and retaining volunteers/supporters
- Difficulty in recruiting and retaining quality staff members
- Issues with maintenance and size of building/facilities
- Keeping up-to-date with legislation/government changes

Additionally, when they were asked about the most important skills areas that they needed in the next five years, the VCSE organisations identified the five most important as:

- Financial management skills (72% saying important or very important);
- Safeguarding (69%);
- Leadership skills (67%);
- Communication skills (62%); and
- Collaboration, negotiation and partnership working skills (58%).

Equally noticeably, the proportion of these organisations who said they "*didn't know*" whether some of the skills areas were important or not was very high. These included demand management skills, contract and quality management skills, human resource skills and social investment skills. This lack of awareness of such potentially important skills areas is clearly of concern.

In summary the research into changes experienced by VCSE organisations in the two years since 2013 found that while the focus of work and modus operandi were unchanged for the majority of those who were interviewed, for many there had also been very significant changes in size, sustainability and consequently ability to deliver. These overarching changes included reductions in turnover, changes to staffing and volunteer levels and client numbers. However, the picture was very mixed on an individual organisation basis: some reporting growth in staffing and volunteers, as well as increases in their numbers of clients, while others had reduced their operations or closed all altogether.

Overall the key message that came through from very many of the organisations interviewed was concern about their future financial viability and their ability to sustain an effective and professional service:

> *"The government need to recognise that far greater financial support is required at county council level for those professionals who deliver services for children with special needs as the cut backs are having seriously detrimental effects on the children"*
> *"We desperately need more funding or are likely to have to close… (we're) particularly concerned about 30 hours funding, as we won't be able to cope with this change without more funding."*

8.2.2 New information to support commissioning

In order to support and develop the commissioning process for the VCSE sector, the 2015 survey asked the VCSE organisations a series of "new" questions concerning their support requirements, commissioning experiences and information, advice and guidance (IAG).

The unease expressed by the VSCE organisations about finance, employees and volunteers were highlighted again when they were asked about the kinds of support that they wanted in the future. The single most commonly requested area concerned support relating to **finance and funding matters**. The next most commonly requested specific types of support were for **marketing** (including the recruitment of volunteers and publicity to promote the organisation) and **training and skills** support for staff.

The VCSE organisations expressed the wish that access to this support should take place via site visits – either one-to-one or for a group of staff/volunteers. However, just a quarter of the VCSE organisations said that they would be prepared to pay for the support (27%) although a further quarter (23%) said that they were not sure.

To help improve the processes for selecting organisations to fund, the VCSE organisations who had received funding from Cornwall Council, the NHS or European funding were asked to rank a set of six processes. Their answers indicated that providing *"more information about future funding intentions"* was the most important improvement that could be made, followed by "*better communication with providers", "better needs assessment"* and *"exploring other models of buying and contracting e.g. more grants".*

To help improve the processes for managing providers, the measurement and monitoring of outcomes together with review and evaluation of services were ranked joint "most important" by the organisations. These were followed by training for commissioners and procurement staff and dialogues about service improvement following contracting.

Two thirds (68%) of VCSE organisations said that they were interested in seeking funding/being commissioned by Cornwall Council, the NHS or European funding in the future.

Lastly turning to IAG, just over two fifths of the sample of VCSE organisations (42%) said that they delivered IAG as part of the service delivery remit while an identical proportion (42%) said that they signposted their clients to other IAG providers. The two statements that most organisations agreed with either strongly or very strongly were:

- "*IAG is usually commissioned to respond to a need, rather than predict or prevent demand*" (71% combined); and
- "*Informal provision of IAG often occurs through community peer networks"* (79% combined).

These findings should help inform future commissioning and support decisions.

Appendix I: Transformation Challenge Award Cornwall Questionnaire

Introduction to Survey

The TCA Cornwall Project

- This survey of VSCE organisations is being commissioned by the 'Cornwall Transformation Challenge Award' (TCA) project.
- This is a project funded by the Department for Communities and Local Government, delivered by Cornwall Council in partnership with the VCSE sector.
- It is designed to support initiatives that improve the commissioning of services that can be delivered by VSCE organisations and to enhance the sustainability of the sector.

Approach and Purpose

- A specially selected sample of VCSEs in Cornwall who took part in the 2013 Skills Strategy survey (led by the Voluntary Sector Forum, a TCA partner organisation), are being invited to participate in this repeat survey.
- We wish to understand changes experienced by the sector over the past 2 years as well seeking new information to support TCA objectives (improving commissioning, helping the sustainability of the sector).
- We wish to capture as representative a voice of the sector as possible; your participation therefore, is very much valued.

The Interview and Confidentiality

- We would like to talk to the senior person responsible for the organisation/branch/office.
- The interview will take no more than 30 minutes to complete.
- All answers given will be used to produce combined statistics and any quotes will be anonymised.
- Participation is entirely voluntary, but we do hope you can contribute.

Contact

- The name of a contact for queries is Dr Ginnie Odetayo on Tel (External): 01872 324515

Section 1. Organisational background and context

1.1 Willing to participate: Yes/no

1.2 I would like to start with a few general questions about the organisation first. Can I just confirm *(insert name of organisation…)* is still *(insert information from previous survey…)*

a) part of a national organisation?
b) a local independent organisation?
c) is 'something else' (PLEASE SPECIFY_______)?

Please note any change experienced and reason for this change (_________________).

1.3 Is *(insert name of organisation)* 's single most important activity is still *(insert information from previous survey)*?...

a) Direct service provision?
b) Information/advice?
c) Advocacy/campaigning?
d) Training/skills?
e) Something else (PLEASE STATE__________)?

Please note any change experienced and reason for this change (_________________).

1.4 And is *(insert name of organisation)* still a *(insert information from previous survey)*

a) Registered charity or trust only?
b) Company limited by guarantee only?
c) Registered charity and company limited by guarantee?
d) Community Interest Company (CIC)?
e) Charitable Incorporated Organisation (CIO)?
f) Unincorporated organisation (not for private profit)?
g) Industrial and Provident Society (co-operative)?
h) or something else (PLEASE SPECIFY_______)?

Please note any change experienced and reason for this change (_________________).

1.5 Can I just confirm that *(insert name of organisation)*'s single most important field of work is still *(insert information from previous survey)*

a) Social care/welfare?
b) Health and wellbeing?
c) Culture/arts
d) Sports/leisure/recreation?
e) Education?
f) Support/resources for community groups?
g) Pre-school children?
h) School aged children (up to 16)?
i) Young people aged 16 to 24?
j) Housing /homelessness?
k) Environment?
l) (Ex-)Offender management?
m) Something else (PLEASE STATE__________)?

Please note any change experienced and reason for this change (_________________).

1.6 And are the MAIN CLIENTS using your services still represented by the following groups of people? *(insert information from previous survey)*

a) Pre-school children
b) School aged children (up to 16)
c) Young people aged 16 to 24
d) Elderly people
e) People living in a particular geographic area
f) People with physical disabilities, learning difficulties and/or mental health issues
g) Jobless people
h) People from an ethnic minority
i) People with drugs, alcohol or addiction issues
j) Ex-offenders
k) Other group (WRITE IN____________)
l) No particular group

Please note any change experienced and reason for this change (_________________).

1.7 Please estimate the total number of clients who use your services in a year?
Please note any change experienced and reason for this change (_________________).

1.8 What are the key challenges your organisation faces currently? *(_______________).*

1.9 What opportunities does your organisation have currently have or which you foresee for the future ? *(________________).*

Section 2. Organisation resources: staff, volunteers and turnover

2.1 Turning now to the staff who are employed by the organisation. How many paid staff are employed in each of the following categories…
INTERVIEWER: (Please include permanent full and part time staff, but not subcontracted, temporary staff, volunteers or vacancies).

	Full time (30 hours or more a week)?	Part time (less than 30 hours a week)?
a) Male		
b) Female		
Total		

How have staff numbers changed since 2013? Reason for this change? (______________).

2.2 How many volunteers does the organisation currently have in total?
N.B. Don't include management committee members, trustees.

How have volunteer numbers changed since 2013? Reason for this change? (__________).

2.3 How many of these volunteers, give …
a) Up to 10 hours a week volunteering?
b) More than 10 hours a week volunteering?

In what way has this changed since 2013? Reason for this change? (_________________).

2.5 I would now like to ask about finances and sources of funding. Firstly, what is the (estimated) annual financial turnover of *(insert name of organisation)***?**
Estimated Turnover: £____________

2.7 What are *(insert name of organisation)* **'s three main sources of finance? Please choose from the following list, where 1 = most important 2 = second most important and 3 = next most important …**
a) Direct selling to the public: goods/services,
b) Fund raising (retail, collections, donations),
c) External grants – public sector (inc. local and central govt),
d) External grants – private sector
e) Fees/charges – public sector (inc. local and central govt),
f) Fees/charges – private sector
g) Contracts/service agreements – public sector (inc. local/central govt),
h) Contracts/service agreements – private sector,
i) In kind contributions,
j) Other public sector sources (Please specify___________), or
k) Other private sector sources (Please specify___________)?

In what way have your funding sources changed since 2013? Comment?

Section 3. Skills training and development

3.1 Turning now to training and development for your staff and volunteers. Firstly, do you currently provide training for your (paid) staff and volunteers? (Please note: Average no. of days per year)

	0	1-5 days	6+ days
Full-time staff			
Part-time staff			
Volunteers			

3.2 What is the main focus of this training for staff?

3.3 What is the main focus of this training for volunteers?

3.4 Does (...name of organisation...**) have a training budget? How much is this for approximately?**

3.5 Has this increased or decreased since 2013? Is there a reason for this?

3.7 What is the biggest challenge (...name of organisation...**) faces in providing or accessing training now?**

3.8 Looking to the future, please think about how (...name of organisation...**) might change in the next five years. We have a list of possible management skills needs and training requirements for VCSE organisations. Please state whether the following are key skill areas for (**...name of organisation...**) in the next 5 years, using the following scale:**

1. Strongly disagree 2.Disagree 3.Neither 4. Agree 5. Strongly agree.

Statements	1.Strongly disagree	2.Dis agree	3.Not sure	4.Agree	5.Strongly Agree
a. Collaboration, negotiation and partnership skills					
b. Communication skills such as marketing and social media					
c. Contract and quality management skills					
d. Co-production skills (giving more power and control to users)					
e. Demand management skills					
f. Financial management skills					
g. Skills for digital inclusion					
h. Governance skills for directors and trustees					
i. Leadership skills					
j. Skills for measuring effectiveness, impact, or social value.					
k. Human resources skills, possibly linked to expanding the use / role of apprentices					
l. Skills for managing and hosting volunteers					
m. Safeguarding					
n. Social investment skills					
o. Other (WRITE IN)					

Would you be happy to be contacted again in future to discuss free or subsidised skills training funded through the public sector or European Social Fund? YES/NO

Section 4: Sector Support

4.1. Are you aware of and/or have you ever received support from any of the following organisations in the last 5 years?

Name of organisation	Received Support	Aware of them, but not sought support
Cornwall Rural Community Charity (CRCC		
Penwith Community Development Trust (PCDT)		
Volunteer Cornwall (VC)		
Cornwall Voluntary Sector Forum (VSF)		

4.2 (if support received) What was the nature of support you received (e.g. governance structures, funding application assistance, networking support, volunteer placement support, 'strategic voice support' etc.)

4.3 If you did not receive support from those organisations listed in 4.1 –is there a reason why?

4.4 Have you received support from any other providers? If so, which providers and what kind of support did you access?

4.5 For those organisations you have received support from (listed in 4.4 and 4.1) - can you rate the impact of this support on your organisation, where 1 = not at all useful through to 5 = extremely useful.

Name of provider	1.Not at all useful	2.Slightly useful	3.Moderately useful	4.Very useful	5.Extremely useful

4.6 For the organisation(s) you rated as very/extremely useful – please provide detail:

4.7 For the organisation(s) you rated as not at all/slightly/moderately useful – please provide detail:

4.8 What kind of support would you like to see available to organisations such as yours in the future?

4.9 How would you prefer to access this support? (e.g. one-to-one, telephone, site visits, web based, workshop, other….)

4.9a Would you be prepared to pay for this support?

Section 5: Commissioning Experiences

5.1 Do you currently, or have you in the past, received funding from either Cornwall Council, the NHS or European Funding? Was this contract-based/service level agreement or grant funded?

	Cornwall Council	NHS	European funding
Present funding from			
Past funding from			
Contract based/SLA			
Grant funded			

5.2 (If yes) which area of your work does this funding relate to? (refer back to question 1.5/1.6)
(If no, go to 5.8)

5.3 Can you rate your overall experience of being commissioned / funded by the Cornwall Council, NHS, European funding where 1 = poor, 2 = fair, 3 = average, 4 = good , 5 = excellent.

	1.Poor	2. Fair	3.Average	4.Good	5.Excellent
Cornwall Council					
The NHS					
European Funding					

Can you provide some explanation for your responses provided above?

Cornwall council - *(__________________)*
NHS - *(__________________)*
European funding - *(__________________).*

5.4 In order to improve processes for selecting organisations to fund – do you think Cornwall Council, the NHS or European Funding need to focus on the following:
(Please fill cell with: 1.agree, 2.disagree, or 3.don't know).

	Cornwall Council	The NHS	European Funding
a) Better communication with providers			
b) More information about future funding intentions			
c) Better needs assessment			
d) Greater user involvement in service design and production (co-production)			
e) Exploring other models of buying and contracting e.g. more grants			
f) Joining up commissioning between health and social care			

*** Other, please specify….**

5.5 In order to improve processes for managing providers – do you think Cornwall Council, the NHS, European funding need to focus on the following:
(Please fill cell with: 1. agree, 2. disagree, or 3. don't know).

	Cornwall Council	The NHS	European Funding
a) Timely mechanisms for payment			
b) Measurement and monitoring of outcomes			
c) Training for commissioners and procurement staff			
d) Review and evaluation of services			
e) Dialogues about service improvement following contracting			
f) Decommissioning arrangements			

*** other, please specify…………**

5.6 (If organisation has never been commissioned by NHS/CC/Europe) Can you describe your experience of seeking to be commissioned or funded by these funders? Where 1 = poor, 5=excellent

	1.Poor	2.Fair	3.Average	4.Good	5.Excellent
Cornwall Council					
The NHS					
European Funding					

5.7 Please you provide some explanation for your responses above?

Cornwall council - ***(__________________)***
NHS - ***(__________________)***
European funding - ***(__________________)***

5.8 (if none of the above) Are you interested in seeking funding / being commissioned by Cornwall council, the NHS, or European Funding? If not, why not?

5.9 Do you receive referrals from Cornwall Council or the NHS or organisations funded by these bodies?

Who refers to you?

Section 6: Information, Advice and Guidance (IAG)

6.1 Is delivering Information, Advice and Guidance (IAG) part of your service delivery remit?

6.2 Do you signpost your clients to other IAG providers? Please name them.

6.3: Please state whether you agree with the following statements about Information, Advice and Guidance, using the following scale:

1. Strongly Disagree 2.Disagree 3.Not Sure 4.Agree 5.Strongly agree.

Statements	1.Strongly disagree	2.Disag ree	3.Not sure	4.Agree	5.Strongly Agree
a. IAG should be commissioned as a specialism, rather than as an extension to core-services.					
b. Competition for funding prevents providers referring clients to more appropriate IAG providers					
c. Informal provision of IAG often occurs through community peer networks.					
d. IAG delivered through community peer networks could be incentivised/rewarded.					
e. IAG is usually commissioned to respond to a need, rather than predict or prevent demand.					
f. In general, IAG does not engage people sufficiently early to make preventative interventions.					
g. Commissioning criteria for IAG are often unclear					
h. IAG is often commissioned in Silo's, leading a client to engage with more services than necessary.					
i. My organisation would be interested in helping to recruit volunteer advocates to help meet the 2014 Care Act requirements**					

Please record any comments made against each statement

If agree or strongly agree to i. **Would you be happy to be contacted again in future to discuss this with the public sector? YES/NO

<u>Section 7 - Thanks</u>

7.1 Thank you for taking part in the study. Everything that you have said will be treated in the strictest confidence and will only be used to help VSF Cornwall to develop strategies to best further the interests of the sector.

INTERVIEWER: THANK AGAIN AND CLOSE

(N.B. The lack of complete sequencing in question numbers is due to some questions being deleted)

Appendix II: Verbatim reasons for changes to organisation status

As reported in section 2.1, 2% of the sample said that they had "*changed their organisation status in the last two years*" (i.e. whether they were independent or part of a larger organisation), and 3% said they had changed their *"legal status"* since 2013 (i.e. whether they are a charity, company limited by guarantee, etc.). These small groups were asked *why* they had changed their status. Not all of the organisations gave an answer. The verbatim replies that were given by the four and six who did respond were respectively:

Reasons for changes to organisational status:

"It has become incorporated (a limited company)"
"Funding necessity, insurance for a tranquil 1.6 acre field was quoted as £814, by becoming part of the parish council we got it for £47"
"Transferred to another charity as part of a merger"
"We merged with the XX"

Reasons for changes to legal status:

"About to take over whole service from XX"
"A shift in status to provide more protection for the trustees"
"We were encouraged to change from a registered charity to a limited company by our accountant and the government. It reduced the liability to the trustees."
"A financial merger with XX"
"To protect the trustees"
"Massive funding loss"