The Recession Yet to Come

Planning for Resilience in the Voluntary and Community Sector in Westminster

A report for Westminster Capacitybuilders' Consortium

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Contents

Planning for the Recession in Westminster's Voluntary Sector

Introduction:

Voluntary Action Westminster (VAW) was asked to help the local Voluntary and Community Sector (VCS) build resilience to get through the worst effects of the recession. This report sets in context our recommendations by describing the national economic situation; how recessions affect the voluntary sector and central Government's current response. The report looks at local research and how the downturn might affect the sector, what local voluntary and community organisations should do, and what organisations that support them should do.

This report aims to equip voluntary and community organisations with further knowledge about the challenges posed by the recession and to furnish them with the awareness to face these times of financial uncertainty with more resilience.

Summary of Findings:

The financial situation of the recession and the coming spending review will have a painful effect on the funding of local VCS organisations.

1. In the short-term, the VCS faces four distinct threats:

   - The Public Sector funding restraint following the recent financial crisis
   - The increase in users of services needed because of the recession
   - The growing use of a free market approach to commissioning and procurement
   - The personalisation of care agenda

2. There is little evidence that organisations are aware of the potential scale of the threat (with little strategic analysis or scenario planning)

3. Medium sized local organisations which turn over between £25,000 and £1million are particularly vulnerable because:

   - they use grants as a main part of their funding
   - they have employment responsibilities (unlike smaller, volunteer-led organisations)
   - they are unlikely to have reserves that can see them through (in contrast to larger organisations)

4. This is of particular concern because these organisations supply a lot of local social capital. They are heavily involved in partnership working and levering in additional resources and activity (Barnard 2006)[1].

Due to the severity of these threats, organisations will need to:

- Be clearer as to why they exist, what need they serve, and what organisational form will best achieve this;

- Evaluate how they will develop their unique selling point and market their services directly to consumers in an increasingly competitive market;

- Develop a varied portfolio of funding, including earned income, probably through socially enterprising activities.

In order for organisations to develop the strategic planning, alliances, marketing and financial modelling needed in this climate, they will increasingly require different services from support agencies.

1 Background

As the lead agency for the Westminster Capacitybuilders' Consortium, Voluntary Action Westminster was contacted by London Councils' Capacitybuilders and asked to carry out additional work to develop a Local Resilience Action Plan in order to help the local third sector to avoid the worst aspects of the economic recession.

Resilience planning for the Voluntary and Community Sector in Westminster was carried out during four workshops with development workers at VAW, frontline organisations that provide local services and the Westminster Capacitybuilders' Consortium. They looked at the external environment and developed plans. The Consortium also supported the sector to look at fundraising in its widest context, and held a conference which looked at sustainability, funding streams, the fundraising context and winning contracts.

The four workshops gave organisations the opportunity to think about the changing external environment. In each session, scenarios were developed which evaluated how the external environment would affect organisations and the voluntary sector. The sessions reviewed how VAW and the Westminster Capacitybuilders' Consortium could help the wider VCS. Organisations also had the space to think about how they might change and how VAW and the Capacitybuilders' Consortium could support this.

2 Economic situation

VAW carried out an analysis of written evidence and found that "*…The real economic effects of financial crisis are severe and protracted...*" Bordo and Eichengreen (2002)[2].

The last 120 years of financial crisis have been followed by a downturn lasting two to three years and costing 5-10% of GDP. The monetary policy of quantitative easing is uncertain and experimental and it is unclear if it will ...*lead to a sustained plateau of growth as experienced in Japan in the 1990s*...Ian Stewart 2009[3].

A reasonable assumption is that public spending will be tightly squeezed over the seven years from April 2011. Carl Emmerson (Institute of Fiscal Studies), in his presentation "Two Parliaments of Pain", put forward using Government figures that public sector borrowing would rise to £173 billion by 2013-2014 (80% of GDP when governments usually spend an average of 40%). This is only serviceable with a healthy economy and low interest rates. He states that the budget of 2009 aims to raise 6.3% of national income and anticipates 2.3% real cuts per year, if shared equally across all departments including health and education.

Even with the most optimistic growth figures, any government of either political persuasion will be faced with difficult choices regarding which services to cut (Ian Stewart 2009[4]) The importance of the health of government finances is that the Voluntary and Community Sector has become increasingly reliant on funding from the State, and often has to deal with the consequences of State actions.

3 Review of research on the effect of the recession in the Voluntary and Community Sector

Nearly half of charities in England and Wales have been affected by the recession according to figures released in March 2009 by the Charity Commission[5].

In September 2008, just 38% of charities surveyed by the Charity Regulator said they had already been hit by the credit crunch. By March 2009 that figure had risen, with 52% of the 1,000 respondents saying their organisation was facing problems as a direct consequence of the recession.

The majority (64%) of charities with an annual income of over £1m said they were concerned that their services or funding might be greatly affected.

Nearly a third (32%) of charities said they had taken various steps to limit the impact of the current financial climate, from reducing costs (14%) to increasing fundraising efforts (11 per cent) or drawing on reserves (6%). Other charities had cut or were holding off new services (5%) or reducing numbers of staff (2%).

Long-term, however, 43% expected their organisation's general situation to worsen over the coming year. Economic conditions in the Voluntary Sector were expected to deteriorate, said 83% of respondents. Half expected their own organisation's financial position to decline.

There were also concerns about government policies, with 48% expecting them to make the operating environment for their charities worsen, compared with 14% who thought they would improve it.

Karl Wilding, Head of Research at NCVO, wrote "...*the evidence cited in the current debate is thin and ahistorical.*[6]" In an attempt to develop current evidence of the recession and how it was affecting the sector, NCVO hosted a Third Sector Summit in November 2008, the summary of which appears below.

What happens to the sector in a downturn?

Third Sector Foresight NCVO

- During the recession of 1991-93, approximately one third of charities reported a cash fall in their total income over the period. If inflation is taken into account (6% over two years) two thirds of charities experienced a real fall in income.

- Government funding policies, practices and attitudes are crucial. 36p in every £1 is from statutory sources. However, evidence from the last recession suggests both central and local governments cut funding.

- The Sector's total income does not necessarily decrease in economic downturns. Whilst in previous downturns some charities reported decreases in income, approximately an equal number reported increases, with the other third reporting no change. This leads to the conclusion that organisations experience downturns differently, and that philanthropy is resilient. Responses therefore may need to be individual and targeted.

Differential impacts

Size Matters

- The research also showed that a charity's experience of the effects of the downturn varies depending on its size. Of those with an annual income of £1m or more, 46% had financial difficulties. For charities with an income of between £100,000 and £999,000 the figure rose to 65%, but for the smallest charities (those with an income of under £10,000), the figure dropped back to 60%. However only 23% of the smallest charities had put measures in place to combat the effects of the downturn, compared with 65% of the largest charities (those with an income of £1m or more).

- Sub-sectors fare differently. In the last recession, international aid and faith-based organisations in the UK were typical of some which saw an increase in income. Problematic areas of work (housing, general social services, community and economic development, the arts), experienced greater severity of need (unemployment, homelessness, poverty) when resources were constrained.

  The impact of the downturn on the need for voluntary and community services will also be uneven across the sector and geographically. It is likely that there will be a higher need for welfare services, advice and counselling (eg debt, housing, employment), but a lower demand for fee-charging leisure and cultural activities such as theatres.

Reserves

- Evidence indicates the Sector is poorly capitalised. The Sector's assets are held by a relatively small number of organisations, mostly foundations. Medium-sized organisations have been unable to build surpluses and therefore reserves. They are also susceptible to short-term falls in income.

- The largest organisations are more resilient. Although there is anecdotal evidence of large charities making redundancies or planning for different scenarios (eg 10% cut in income), evidence generally points to the resilience of large or more established charities during an economic downturn. Resilience is reflected in better strategic planning, capitalisation, relatively diverse income streams, and a greater capacity to fundraise effectively.

- Smaller or less well established organisations are more likely to suffer hardship. Whereas larger organisations would typically have wider resources to draw upon (including larger financial reserves) and a more specialised workforce (including professional fundraisers, campaigners, and volunteer co-ordinators) who can respond to shifting needs, smaller organisations may lack the capacity to adapt quickly in order to cope with increased financial or service pressures.

Corporate giving

- Corporate giving varies with economic performance. There is conflicting research on this issue, but it appears that falling profits may generate a reduction in corporate giving. In general, corporate giving is more closely related to economic performance rather than a reaction to the wider economic climate, with corporate donations in the UK having increased steadily over time.

- The economic downturn may also affect the level of pro-bono professional staff time donations, thus reducing the level of expertise available to the VCS.

Individual giving

- Charitable giving from individuals does not fall in economic downturns. There is historical evidence from the UK and the US which demonstrates that, in terms of individual giving, recessions simply slow the rate of increase in charitable giving rather than halting it. Just as giving has failed to keep pace with increases in GDP, it will probably not fall proportionately as GDP contracts. Unpublished evidence from NCVO/CAF suggests that, in the last year, charitable giving levels showed a small increase.

- Donor attitudes and habits may change. Anecdotal evidence suggests that donors focus on causes they already support. They also change their way of giving so that more reaches the cause. Faith-based organisations, overseas development and animal charities could emerge stronger. During the Great Depression, human services, healthcare and faith-based organisations maintained their donations while others lost out.

Legacy income

- Charities' investment and legacy income will be affected by the falling value of assets (equities, bank deposits, property) and lower interest rates. The value of legacies will be affected by falling property prices and the value of investment portfolios. Falling investment income will mainly hit trusts and foundations. Evidence suggests that a majority will maintain or reduce grant making.

Paid workforce and volunteers

- Some VCOs are cutting staff, but this may not be widespread. Anecdotal evidence suggests some VCOs are making redundancies as staff costs represent almost 50% of total expenditure. However, the concentration of staff in contract-funded social care activities may limit redundancies in that part of the Sector and an easing labour market may place downward pressure on costs. Skills gaps and shortages may ease.

- The impact on the unpaid workforce is mixed. While there may be a potentially larger pool of volunteers, there are costs associated with volunteering to both the volunteers themselves (e.g. transport), and organisations (eg training and management). Without organisational support (such as reimbursement of expenses) volunteers tend to drop off, and as the costs associated with volunteers rise, an organisation's capacity to use them is reduced.

4 National government responses

Government responses to the economic recession that relate to the Voluntary Sector include:

1 **The Modernisation Fund, £16.5 million.**

The funding will help in two main ways:

- Bursaries of £1k for organisations to pay for initial advice on how they can become more resilient and work more closely with others to increase their impact, and grants of up to £10k to help pay costs involved in moving towards collaboration or merger.
- Interest-free loans of between £30K and £500K for third sector organisations with existing plans for mergers and collaboration or other activities to help them prepare for difficult times

2 **Real Help for Communities: Targeted Support Fund, £15.5 million.**

This will provide grant funding to small and medium providers in communities most at risk of increased deprivation due to the recession. This is not available in Westminster.

3 **The Hardship Fund, £16.7m.**
This will provide grant support to Third Sector organisations in England which deliver frontline services to the most vulnerable and disadvantaged people in society who have been affected by the recession.

Grants of between £50,000 and £250,000 will be available to organisations with a turnover of at least £200,000 that are in financial hardship and which impacts on their ability to deliver services in the following areas:

- Health and Social Care
- Housing Support
- Education and Training
- Information, Advice and Guidance

4 A **volunteer brokerage scheme** for unemployed people. This will create over 40,000 opportunities for people to learn new skills and contribute to communities through volunteering.

5 The growth of the **School for Social Entrepreneurs** to expand its action-learning programme to support social entrepreneurs.

5 The local picture

Recently two quantitative surveys were carried out at a local level: The National Third Sector Survey in November 2008 and VAW's Voluntary Sector Survey in January 2009. They covered different questions. The national survey was a paper survey sent to 1000 respondents from the 4100 Westminster registered charities on the Charity Commission (and Guidestars) database. Of these, 380 responded, of which 18% reported that they had a local focus. Voluntary Action Westminster's local research took the form of a paper and telephone survey. From a database of 1200 organisations, 750 deliver locally. 268 organisations responded. The respondents' profiles correlate accurately with the size and type of organisation on VAW's database. This report will refer mainly to the VAW report.

In VAW's survey, 50% of respondents said that they had as much as or a little more funding than their needs. The smaller an organisation, the less likely it was to report having enough resources. The report indicates that organisations had little knowledge or concern about the outcome of the current downturn. Many are not therefore developing a strategy to deal with it.

6 Effects on the local Voluntary and Community Sector

Community needs

The communities that the sector serves will face long-term and endemic problems associated with disadvantage, unemployment and poor health. The social impact of the recession on society will depend on its severity and length but will inevitably place extra burdens on the Voluntary and Community Sector.

Previous recessions have led to increases in unemployment, debt, stress, anxiety and depression. These in turn have led to an increase in domestic violence, family break-up and a greater need for advice on debt. There are also rises in substance misuse, robbery and community fragmentation, with accusations of inequality in resource distribution and employment opportunities. Conversely, the longer the recession continues, the more likely people are to reassess their lives and come together as groups of local communities in voluntary action.

Resourcing activity

As needs in society increase, resources are likely to become scarcer, with cuts in public funding. Local government may even end up competing against the Voluntary and Community Sector for Central Government funding. Potentially there will also be cuts in grants which will be of great concern given the dwindling of other funding streams. In the Voluntary Action Westminster research, organisations report that grant aid from NHS Westminster and the City Council forms a main part of their income (Fig 1).

Grants

It is therefore clear that grants form a vital part in funding the local Community Sector[7], The problem this poses is that although statutory authorities view grants as discretionary (because they are) and moveable to meet new needs, it is clear that they form a vital part in funding the local Voluntary and Community Sector. Looking at organisations with an income of between £25k and £1 million (fig 1), they show grants as being a major source of their funding in between 60-85% of cases.

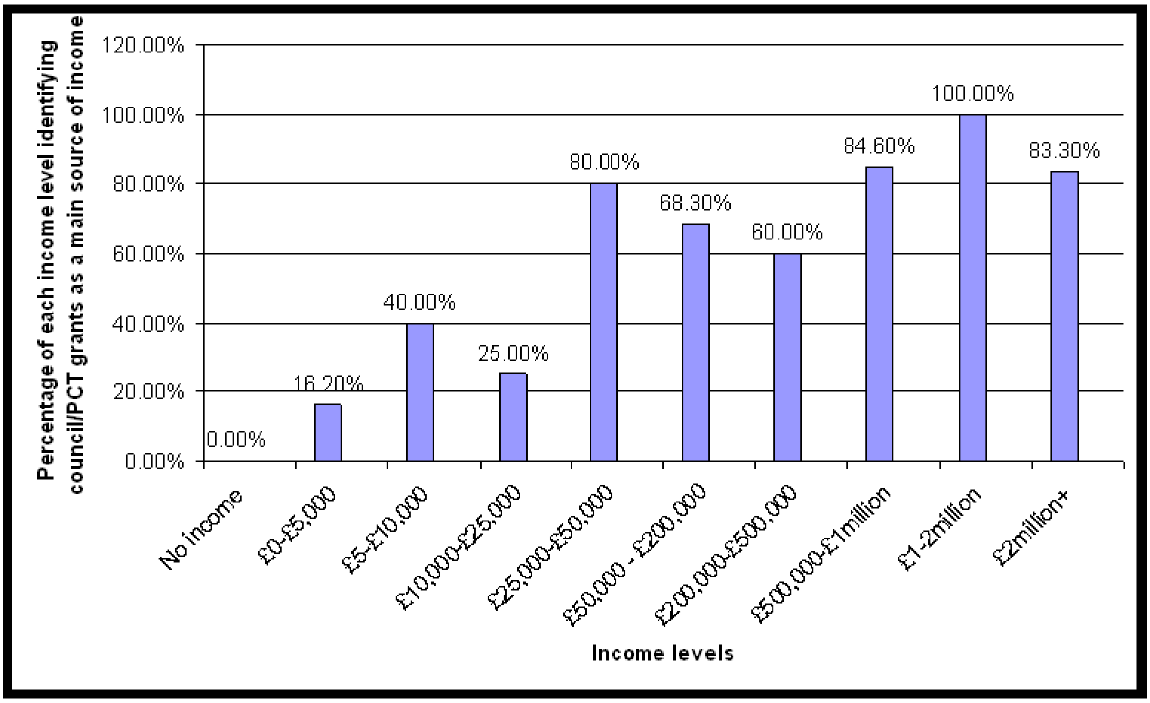

Fig 1

This is crucial knowledge because these medium sized organisations with employment obligations will not have reserves to see them through the recession in the same way that larger ones will. Cuts to grants will therefore have a disproportionate effect in destabilising local organisations. Local groups make a unique and vital contribution to community cohesion through their links with niche and potentially marginalised pockets of the community[8]. This will undermine the social capital that local organisations bring to the community and their partnership working in the co-production of services. Further consequences include the loss of additional funding that the organisation can lever in from elsewhere, and their ability to manage volunteers. Organisations with an income of £50-£200K attract on average 25 volunteers per year. Organisations may find it more difficult to manage these volunteers with fewer staff and therefore local residents will lose this reported £4+ million[9] of added value. Finally, losing funding often results in an organisation becoming less efficient as it spends more time on chasing resources.

Other funding mechanisms

The Voluntary and Community Sector is funded more and more by the Public Sector and this creates two major challenges. Increasingly, the Public Sector uses commissioning and procurement to allocate resources and will be promoting individualised budgets in the personalisation of care agenda.

Commissioning protocols are an attempt to give all potential providers an equal chance in bidding for contracts, and increased choice for commissioners between providers. In theory, this provides the best services for local people.

Individual budgets will place power over resources in the hands of service users, enabling them to spend on whichever services they require. Although the two methods of funding services have advantages in providing greater choice for providers and placing power in the hands of users, it can also have disadvantages for the Voluntary and Community Sector. These changes will lead to increasing competition from organisations based outside Westminster (looking to deliver in this area) and result in the appearance of substitutes for current services, or new ways of meeting people's needs. This process of larger organisations delivering larger contracts locally has been referred to as the 'Tescoisation' of the sector.

There is further concern that overly proscriptive tendering processes which concentrate on efficiency and not effectiveness will increase transaction costs over the long term. Added to the 'Tescoisation' process this will place severe pressure on local, medium sized organisations (with £50K-£1 million annual income) and are most reliant on grant income. If these medium sized organisations are lost or do become more ineffective, local community and public sector partnerships will lose social capital. These processes may therefore drive out public value.

Contracts that are defined by and related to outputs set by the Public Sector can create a dissonance for staff between their (Voluntary Sector) occupational culture and that of working to a contract. Allied to the expectation that organisations will do more with less, this contributes to an increase in pressure on frontline staff and their consequent disillusionment and burn out. This will inevitably lead to a variety of human resource challenges across the Voluntary Sector.

As finances are increasingly under pressure, resources will be concentrated on frontline services. Second tier organisations will therefore need to create a new business model and find new ways of charging for expertise at a time when the organisations they would sell to are squeezed for resource.

7 Recommendations

How the Voluntary and Community Sector needs to react

Some of the following suggestions are specific approaches based on the recession. Others are good practice ideas whose time has come because the potentially severe situation necessitates radical action.

1. Carrying out strategic analysis

Organisations are going to be buffeted by extreme funding challenges. There will be radical changes in the way in which resources are made available. There is going to be increased competition through the commissioning and procurement processes and the personalisation of care agenda which will place purchasing in the hands of users and inevitably lead to new entrants. Organisations will need to develop step changes in strategy rather than rely on incremental, emergent business planning, and to understand how the future will affect their organisation.

2. Clarifying aims and objectives

The extreme nature of the funding challenge means that organisations will be faced with difficult choices of where to put their energy. To make decisions about resource allocation they will need to be clear about their purpose. Reviewing vision, mission, values, aims and objectives is essential to making these decisions.

3. Evidencing impact

When resources are scarce, effective organisations need to evidence how they can make a difference to people's lives by finding ways of measuring the impact of their services.

4. Exploring joint working opportunities

Research indicates that many key local voluntary sector organisations are, or will be, in a vulnerable position, particularly those organisations that employ staff and turn over less than £1 million annually. These organisations will need to explore new ways of delivering their vision. This may mean joining together to form alliances, pooling skills and resources, developing partnerships, collaborations and consortia in order to maximise impact, or by considering the best organisational format they need in order to deliver their service.

5. Building stronger organisations (building back office efficiencies)

As well as looking at new ways of delivering services, organisations will need to investigate changes in organisational structure in order to cut costs or build a more sustainable organisation by sharing back office functions, be it ICT, finance or human resources.

6. Diversifying funding streams

Many organisations report that grant income is seen as a main source of income. Although the sector is adept at bringing in additional resources for the local community, organisations will need to increase the range of sources from which they get funding because of the potential reduction in government funding, the reduction in trust funds and the diminishing discretionary giving of local people during the recession.

7. Developing socially enterprising activity

Due to an increasingly tight situation for Public Sector funders, donors and trusts, from which organisations would normally gain funding, groups will need to develop more sustainable funding streams. In particular they will have to develop models that enable the organisation to earn income through socially enterprising activity.

8. Utilising volunteers

Whilst there is likely to be a rise in the number of people volunteering, as voluntary and community groups experience a reduction in their workforce, less resource will be available to manage volunteers. Volunteer managers will feel greater pressures from the lack of resources and will need further support to get the best from their volunteers. Infrastructure organisations will need to provide support in areas including volunteer recruitment, methods to keep volunteers happy, supervision, time management, retaining volunteers and quality assurance systems (such as Investing in Volunteers). They will also need to support volunteer managers to access peer support/networking opportunities, both online and in person.

Recommendations

How second tier organisations need to react

1 Strategic role

The members of the Westminster Capacitybuilders' Consortium need to work together more closely, especially in lobbying as a strategic connection between funders and local organisations. Consortia should lead the Sector's thinking on how to meet the predicted challenging public sector funding environment, as well as lobbying partners.

Key current messages are that:

- The local Sector provides unique additional added value to the lives of communities when it delivers services. An emphasis on protecting this should be made.
- Adequate resources to support the Sector's ability to deliver need to be made available.
- Grants are essential to the vibrancy of the local Sector and should be protected.
- Second tier agencies have a role in enabling the Sector to act as an accelerant for local action and social change.

2 Partnerships

With fewer resources and funders more closely proscribing the outcomes they want to achieve, second tier organisations are in a unique position to broker partnerships.

Second tier organisations have a role in:

- building trust between big and small organisations to help the Sector help communities
- establishing consortia, alliances, partnerships or federations to deliver contracts for involving small organisations in delivering public services.

3 Sector intelligence

Well informed decision making is essential to the success of the Sector in getting through this difficult time. Evidence must be able to support decision making.

The Sector needs to:

- Publish clearer, more accessible information on funding opportunities
- Facilitate good two way communication with community groups
- Improve intelligence on the Sector by building up information on a central database. This is to collect evidence about what local delivery adds and to enable the widest engagement possible
- Enable the Sector to research alternative methods of service delivery
- Help the Sector to develop an excellent understanding of client needs through research and needs assessment.

4 Organisational development

In order to support voluntary and community organisations to operate effectively in an increasingly difficult environment, it is important that infrastructure organisations offer organisational development support in a variety of ways. These should include:

- Support to organisations to carry out strategic analysis
- High quality, individually tailored, one-to-one assistance
- Helping organisations gather evidence of outcomes
- Helping the sector to market directly to their consumers
- Explaining the commissioning and procurement process to enable organisations to participate effectively
- Support to write bids for public service contracts
- Health checking organisations' internal policies and procedures
- Developing the Sector's ability to deliver socially enterprising activity.
- Work with organisations thinking of developing new organisational structures, for example merging their back office functions.

5 People

The Third Sector's greatest asset and expense are the people that deliver its services. The sector therefore needs to recruit, develop and retain its best staff. Many larger VCOs have sophisticated support systems in place. For many other parts of the sector, staffing is the first thing to be 'squeezed' in difficult times.

In a recession, second tier organisations need to help the sector:

- Invest in leaders
- Develop the quality of staff
- Increase local expertise in HR issues.

6 Volunteering

The distinctive value the sector brings is the discretionary time and resources given freely by local communities, as well as the determination of local people to help themselves. There is a broad volunteering agenda, but key to supporting the sector to maximize its impact in the recession are:

- Helping organisations to become smarter at involving volunteers by supporting volunteer management
- Brokering opportunities for volunteering
- Helping people use volunteering as a stepping stone to employment.

7 Facilities and resources

The Voluntary Sector does not have large amounts of capital to invest in its infrastructure. As belts are tightened and Public Sector budgets are squeezed, it will still need appropriate facilities – ICT and premises – in order to deliver its services.

Premises

- Increase use and availability of community spaces
- Increase amount of adaptable, easy-to-use office space with provision of cubicles for privacy

ICT

The sector, like most others, is increasingly becoming knowledge-based, either for marketing its services or for monitoring and evaluation purposes. Second tier agencies need to develop access to:

- Cheap effective hardware
- Good and consistent access to the Internet
- Support for using the hardware when it goes wrong
- Training to use the hardware most effectively

Footnotes:

1 Hilary Barnard *Adding Value Changing Lives; Measuring the Impact of the Voluntary Sector in the City of Westminster*, 2006
2 Bordo and Eichengreen *Crisis Now and Then: What Lessons from the Last Era of Financial Globalisation*, 2002
3 Ian Stewart in *Deloitte Global Economic Outlook*, 2nd Quarter, 2009
4 Ian Stewart in *Deloitte Global Economic Outlook*, 2nd Quarter 2009
5 *Charity Commission Economic Survey of Charities* prepared by Carol Goldstone Associates, March 2009
6 *Economic downturns and the Voluntary Sector: What Can We Learn from Historical Evidence?* John Mohan and Karl Wilding, 2008
7 Also evidenced in *Sustaining grants: why local grant aid is vital for a healthy voluntary and community sector*. NAVCA 2009
8 *Adding Value Changing lives; Measuring the impact of the voluntary sector in the City of Westminster* VAW 2007
9 *Voluntary Sector Survey 2008/09 -Building a Better Understanding of the Needs and Attitudes of Westminster's Voluntary Sector*, VAW 2009

Appendix

What Voluntary Action Westminster is doing/would like to do to support the voluntary and community sector through the recession:

Need	Service	Funding secured?
Carrying out strategic analysis	Advanced level organisational development service, including training courses and one-to-one sessions with boards of trustees/staff, to carry out strategic analysis/planning 1 course per year Up to 10 organisations supported per year	Yes – BASIS – Big Lottery – until 2012
Clarifying aims and objectives	Advanced level organisational support to facilitate away days with management committees/ staff/volunteers to revise or develop vision, mission and values. Up to 10 organisations supported per year.	Yes – BASIS - Big Lottery - until 2012
Evidencing Impact	Organisational Development Service to provide intensive support for 20 local groups to develop effective monitoring and evaluation mechanisms to demonstrate their success/ measure their outcomes. This is being delivered through training courses, peer-learning workshops and one-to-one sessions. Up to 20 organisations supported per year.	Yes – City Parochial - until 2012
Exploring joint working opportunities	Identification of funding opportunities (contracts and grants), proactive identification of voluntary and community organisations who might work in partnership to deliver the service, support to the consortia to tender/ apply and to work in partnership.	No – applications submitted to both LAA and WCC - pending

Need	Service	Funding secured?
Building stronger organisations / Building back office functions	• Provision of pay-roll service • Working in partnership with Central London CVS Network (led by Camden CVS) to support nine local groups annually to revise their HR procedures and policies / hand-holding through difficult issues • Working in partnership with CASH to support local groups to access quality book-keeping service	• Yes – direct charge to groups • Yes – BASIS Big Lottery (Camden CVS is recipient - VAW supports through publicity/ referrals) • Yes – BASIS Big Lottery (CASH is recipient – VAW supports through publicity/referrals)
Diversifying funding streams	Advanced level organisational development service, including training courses and one-to-one sessions with boards of trustees/ staff, to identify alternative sources of income and to develop fundraising development strategies. Up to 10 organisations a year.	Yes – BASIS – Big Lottery – until 2012
Developing socially enterprising activity	Bespoke consultation for 5 local groups, including strategic review sessions and practical support to increase income generation through socially enterprising activity. Up to five organisations per year	VAW is funding this initial piece of work. It is hoped the work can continue as a social enterprise in itself for VAW, charging the service direct to users. Funding to subsidise these charges and to embed the service over the first 3 years has been applied for from WCC
Utilising volunteers	Working in partnership with Volunteer Centre Westminster (lead organisation) to provide training and one-to-one support for local volunteer managers. Approximately 75 organisations will benefit during the project.	Yes – Capacitybuilders (VCW is recipient – VAW supports through publicity/referrals) until 2011