



# **Assessing the Economic and Social Contribution of the Voluntary and Community Sector in Camden**

Report

On behalf of the Camden ChangeUp steering group

**March 2007**

working with you

to improve social results

**252B Gray's Inn Road, London WC1X 8XG**

**tel: 020 7239 7800 fax: 020 7837 5800 email: [office@opm.co.uk](mailto:office@opm.co.uk) web: [www.opm.co.uk](http://www.opm.co.uk)**

## Contents

1. Acknowledgements .....	2
2. Executive Summary.....	2
3. Introduction.....	2
4. Profile of organisations .....	2
5. Funding .....	2
6. Staff and volunteers.....	2
7. Networks and partnerships .....	2
8. Social Outcomes .....	2
9. Quality Management.....	2
10. Measuring impact in the future .....	2
Appendix 1: Initial contact letter .....	2
Appendix 2: Interview questionnaire .....	2
About your organisation.....	2
Funding .....	2
Who do you work with? .....	2
About your volunteers.....	2
About your staff .....	2
Networks and partnerships .....	2
Social Outcomes .....	2
Quality Management .....	2
Appendix 3: Definitions of organisational structures .....	2
Appendix 4: Organisations who participated in study.....	2
Appendix 5: Additional data tables.....	2
Appendix 6: Calculating leverage .....	2

## 1. Acknowledgements

We would like to thank everyone who participated in this study. First and foremost, the voluntary and community sector organisations who took part in telephone interviews. We are enormously grateful to the Camden ChangeUp steering group, and Voluntary Action Camden for giving up their valuable time, and for providing advice, guidance, and support to the project at key stages, without which, it could not have happened. We would also like to thank Camden Council for their invaluable contributions.

## 2. Executive Summary

### Introduction

There is a national and indeed international interest in the value of the voluntary and community sector (VCS) as a key contributor to the social and economic regeneration of communities. Though the value of the VCS is taken for granted, there have been few formal quantitative or qualitative assessments of its impact.

Camden's large and diverse voluntary and community sector plays an important role in supporting a variety of local agendas including social inclusion, regeneration, and sustaining communities. Given the ongoing policy emphasis on engaging with the VCS as important partners in the delivery of economic and social outcomes, the Camden ChangeUp steering group commissioned OPM™ to undertake this study on the social and economic impact of the local community and voluntary sector. Its purpose has been to try and assess the sector's existing and potential impact on social and economic outcomes in Camden, and to begin to identify a framework that can be used to measure the value of the sector in the future.

### Methodology

49 in-depth telephone interviews were conducted with voluntary and community sector organisations in Camden. The interview used a semi-structured questionnaire which was developed in conjunction with the ChangeUp steering group.

### Profile of organisations

Almost three quarters (74%) of all organisations surveyed classified themselves as a registered charity. There was a fairly good spread of respondents across a range of different income bands from less than £10,000 to over £1million. More than half (53%) of organisations said that *all* of their organisation's activities take place in Camden, and a further 31% said that between 75% and 99% of their activities take place in Camden.

### Funding

Overall, organisations participating in this study had a **total income of over £27 million**.

**Public sources** (local, national and European) supply just under half (46% or over £12.5 million) of the organisations' overall income. The largest proportions of which came from:

- London Borough of Camden contracts or service level agreements (13%);
- Other statutory body contracts or service level agreements (e.g. other councils, connexions & the probation service) (12%);
- National Government funding (e.g. SRB) (12%);
- London Borough of Camden grants (5%).

**Charges for services** contribute the next largest (29%) proportion of income for these organisations.

The study highlighted the variety of different sources of funding attracted by the sector and its ability to lever a significant level of investment into the borough. For example,

- For every £1 that Camden Council invests<sup>1</sup> in these 49 organisations, a further £5 is brought in from elsewhere.
- For every £1 in grant money that Camden Council contributes to these 49 organisations, another £20 is brought in from elsewhere.
- For every £1 in grant money that Camden provides to these organisations a further £6 is brought in from other statutory bodies.

These findings also challenge popular perceptions that the sector is over-reliant on the public sector and demonstrates the financial diversification of the sector. However, this is not to undermine the importance placed on funds from Camden Council which is one of the sector's major sources of funding.

### Staff and Volunteers

A total of 2,490 people work for the organisations in both a paid and unpaid capacity – 685 of whom are paid staff and 1,815 are volunteers.

This means that 73% of the workforce of these organisations are volunteers.

The majority (84%) of respondent organisations have some kind of paid staff. Nevertheless, only two-thirds (67%) of organisations have a full-time member of staff. This draws attention to the important role volunteers play in strengthening some organisations' capacity. Indeed, over half (53%) of the organisations surveyed said that they could either not function, or could not provide the services they do, without volunteers

Forty per cent of VCS staff also live in Camden. This suggests that the sector is offering important employment opportunities to the residents of Camden which in turn also means that a substantial amount of the income of these organisations is being kept within the local economy in Camden.

Overall, organisations allocate over **£16 million** to staffing costs each year.

Nearly all (98%) of the organisations surveyed said that they have volunteers working for them. Two thirds (65%) of the volunteers in this sample live in Camden.

The study attempted to calculate what the equivalent annual costs would be for volunteers or in other words what the monetary value of the volunteers who work for

---

<sup>1</sup> This includes contracts, service level agreements and grants.

these organisations is. Using the average full-time hourly wage rate for Camden of £18.89 and the part-time rate of £14.28<sup>2</sup> results in an estimated value of **£2,840,367** for the 49 organisations involved in this study.

Nevertheless, it is also important to take into account the many additional benefits volunteers bring to organisations and the community beyond a rough wage-replacement model of value, to encompass the contribution volunteering makes to the building of human and social capital.

### **Networks and Partnerships**

Interviewees were asked to list the key organisations, networks, or partnerships that they work with on a regular basis, and to identify the main benefits of working with them. In total, 248 different partnerships were mentioned, across a range of different types of organisations.

Interviewees talked about a number of different types of partnerships and networks, across a range of different sectors, including schools, leisure organisations, neighbourhood and community groups, faith organisations and disability related organisations. The most frequently mentioned partnerships on an individual basis were with Camden Council (particularly Social Services) and Voluntary Action Camden, emphasising the strong links between Camden Council and the voluntary sector, as well as the important role that infrastructure organisations such as Voluntary Action Camden play.

The benefits that were associated with working with different organisations and partnerships included:

- Information sharing
- Co-ordination of service provision
- Working towards common goals and objectives.
- Providing advice, support and guidance
- Funding and funding opportunities
- Providing / offering premises
- Networking
- Referrals
- Shared expertise and ideas
- Providing volunteers
- Training Provision

### **Social Outcomes**

There is increasing recognition of the need to understand the social value the voluntary and community sector brings and to promote this. There is however a lack of agreement and indeed understanding about how to measure this.

---

<sup>2</sup> The Annual Survey of Hours and Earnings (2006) Office for National Statistics

This study attempted to make a qualitative assessment of the social and economic impact these voluntary and community organisations are having in Camden. Based on some of the social outcomes in Camden's Local Area Agreement 2006/07, which have also played an important part in developing Camden's Community Strategy, organisations were asked to what extent their organisation:

- contributes to empowering local people to have a greater voice and influence over local decision making and the delivery of services;
- contributes to the promotion and sustainability of social cohesion between different communities;
- contributes to a reduction in social isolation and increasing the sense of belonging of people and communities within Camden;
- and has an economic impact in Camden.

The social outcomes to which organisations feel they are making the largest contribution are reducing social isolation and increasing the sense of belonging of people and communities within Camden (61% said they contribute to a great extent and 16% to some extent) and to the promotion and sustainability of social cohesion between different communities (37% said they contribute to a great extent and 24% to some extent).

#### **Contributing to a reduction in social isolation and increasing the sense of belonging of people and communities within Camden.**

As already discussed the outcome area in which organisations believe they are having the biggest impact is in reducing social isolation and increasing the sense of belonging of people and communities within Camden. Many organisations discussed the fact that this concept is central to their existence. Organisations in this study and indeed the wider voluntary and community sector are offering support, understanding and compassion to some of the most vulnerable and isolated members of the community and giving them a sense of belonging. Many organisations talked about the different groups that they work with – those groups that are most at risk of being marginalised such as vulnerable families, people from black and minority ethnic backgrounds, the elderly, and disabled people.

#### **Contributing to the promotion and sustainability of social cohesion between different communities.**

Segregation and polarisation has always existed in some form and to some extent within local communities, be it spatial segregation by social class or occupational group, or the more recent social segregation of different ethnicities and religions within multi-cultural societies. However, in the past few years it has become a prominent and pressing social issue. Voluntary and community organisations are recognised as having an important role to play in promoting social cohesion amongst different sections of the community. Indeed many of the organisations in this survey felt that they were making an important contribution to social cohesion and were able to provide examples of the work they are doing to try and build bridges and break down barriers between people from different neighbourhoods, age groups, ethnic backgrounds and with different religious beliefs.

### **Contributing to empowering local people to have a greater voice and influence over local decision making and the delivery of services.**

Concerns about the democratic process and a wide range of specific policy initiatives have led to a focus on ways of enhancing people's involvement in local decision-making. Community participation in local decision making is the first step towards people taking responsibility for the wider politics of designing and planning services they want and of prioritising the things that make their local community better. The evidence received from the organisations in this study suggests that much could be learnt from the voluntary and community sector about empowering people and involving them in decision making. Organisations interpreted this questions in different ways and gave a variety of different reasons for involving people including, gaining information on people's views and improving service delivery; empowering people and giving them a voice; and giving people a chance to develop their skills and improve their local area

### **Contributing to economic outcomes in Camden**

As discussed above, it is evident that the voluntary and community sector organisations in this study are having a significant economic impact in Camden in terms of: the income they are leveraging into the Borough; the number of local people they are employing, the wealth of services that are being provided 'in kind' by an army of volunteers and the training and skills they are offering staff, volunteers and service users to enhance their employment opportunities. Despite this, when asked directly to what extent their organisation is contributing to economic outcomes in Camden, some organisations struggled to convey the impact their income and volunteers are having on the local economy. Nevertheless, those who could provide examples of their economic impact generally provided more qualitative evidence of the various contributions already evidenced above including:

- Providing their volunteers and service users with training and skills which in turn will help get them into paid employment.
- The amount of funding they are leveraging into the borough and then circulating within the borough.
- Taking the pressure off statutory services or indeed providing services that the statutory sector would otherwise have to do.
- Providing free or affordable goods and activities to the most deprived and vulnerable groups to ensure that they are given the opportunity to participate fully in the wider community.

### **Quality management**

Just over half of all respondents organisations (51%) work to a quality management standard.

Almost three quarters of organisations (72%) said that they are able to measure their impact on beneficiaries. Nearly two thirds (63%) of organisations use this information to



inform the planning process to a great extent, and a similar proportion use this information to inform a change in service or activity to meet need/demands (61%).

### **Measuring impact in the future**

The purpose of this study has also been to begin to identify a framework that can be used to build on this study and continue to measure the value and impact of many more voluntary and community organisations in the future. The potential for the sector in Camden to build up a much larger evidence base is hugely exciting but the resources required to make this a success should not be underestimated.

We would recommend that the steering groups first priority should be to update and develop the overall database. An accurate profile of all VCS organisations in Camden would enable you to extrapolate the findings from future studies about economic and social impact to the sector in Camden as a whole. The ChangeUp steering group database therefore should include (as a minimum) information about income, proportion of activities that take place in Camden, and organisational structure.

Further to this, to build upon this particular study in the future, we would recommend using a similar approach and methodology. Telephone interviews appear to have been a successful method of data collection, both in terms of securing a sufficient response rate and getting the depth and accuracy of data required in a study like this. However we would recommend that an incremental approach is taken. In this study, we undertook 50 telephone interviews, and we would suggest that each year an additional 100 interviews are undertaken. Anything more ambitious than this would be highly resource intensive in terms of recruiting organisations to participate, setting up and undertaking the interviews, and collating and analysing the data.

As illustrated by the findings, in general the measures used in this study were fairly successful in enabling us to evidence the economic and social impact of the organisations who participated. Nevertheless some measures would need further development. A fuller discussion about those measures we would recommend replicating in the future and those we would change or need further development can be found in Chapter 10 in the main body of the report.

### 3. Introduction

There is a national and indeed international interest in the value of the voluntary and community sector (VCS) as a key contributor to the social and economic regeneration of communities. Though the value of the VCS is taken for granted, there have been few formal quantitative or qualitative assessments of its impact.

Camden's large and diverse voluntary and community sector plays an important role in supporting a variety of local agendas including social inclusion, regeneration, and sustaining communities. Given the ongoing policy emphasis on engaging with the VCS as important partners in the delivery of economic and social outcomes, the Camden ChangeUp steering group commissioned OPM™ to undertake this study on the social and economic impact of the local community and voluntary sector. Its purpose has been to try and assess the sectors existing and potential impact on social and economic outcomes in Camden, and to begin to identify a framework and that can be used to measure the value of the sector in the future.

As the first stage in what is intended to be an evolving programme of research, this project builds directly upon a VCS mapping and capacity building exercise that was previously undertaken by Camden Council. This research project is also closely aligned with the ChangeUp work that has already been carried out in Camden, which includes the local infrastructure plan. The involvement of the VCS in shaping and delivering this research project has been critical.

#### **The Camden Context**

The London Borough of Camden has an estimated population of 210,000, 72% of whom are under the age of 45 and 27% of whom belong to black and other non-white minority ethnic populations. The proportion of black and minority ethnic people in Camden increased by 50% between the 1991 and the 2001 Census counts, with the largest groups being Bangladeshi and Black African residents. In common with other London boroughs, and indeed, other parts of the UK, the borough of Camden has areas of relative affluence that are in close proximity to areas of poverty and deprivation. The official measure of deprivation, the Index of Multiple Deprivation 2004 (IMD 2004) ranks the borough of Camden as the 19th most deprived local authority district in England in terms of average deprivation. Moreover, this is even more pronounced when looking at Camden at smaller geographical scales (Super Output Areas – SOAs). Out of a total of 133 SOAs in Camden, nearly half (48%) are in the 20% most deprived SOAs in England. These disparities are not just a case of abstract statistics but have real meaning for people's lives. For example, the life expectancy for men in the Belsize ward is 80.2 years,

compared with the Kilburn ward where the average is 69.9 years, a difference of more than 10 years.<sup>3</sup>

There are an estimated 1,541 VCS organisations in Camden all of which vary in terms of size, composition, length of existence, income and funding. Camden Council purchases services from the VCS estimated to be worth £41m which is 31.1% of all of Camden's procurement<sup>4</sup>. For example, the Council's Voluntary Sector Unit funds over 100 organisations, and many more are funded through contracts with Social Services and funding agreements with the Youth Service. In relation to housing, adult and social care services alone, the Council funded an estimated £5 million in 2005/06.

As well as dealing with a multiplicity of issues, the policy context in which the voluntary and community sector (VCS) operates in Camden is also complex, having undergone a radical overhaul since 1997. The catalyst behind these changes has for the most part been a government policy which has emphasised broad based participation of communities in the delivery of the social and economic renewal. At the local level, this policy emphasis is manifest in the premium that has been placed on the development of structures and mechanisms for bringing together voluntary, community, public and private agencies. An emphasis has also been placed on engaging local communities and individual citizens who are not necessarily represented through established groups and organisations. The rationale underpinning this is that local solutions can only be developed through effective and meaningful partnership and ongoing dialogue. In this context, the VCS is seen as critical to the delivery of social and economic regeneration outcomes both as a provider of social support and advocacy services, and a major contributor to economic growth. The important contribution of the VCS is spelt out more clearly below. The VCS is:

- A key stakeholder in local and regionally based structures of participation
- A sector that plays an important role in connecting with people and communities
- A provider of pathways to a range of employment opportunities
- A provider of training to meet the demands of a diversified economy
- A major contributor and promoter of active citizenship and social capital
- A major player in the local economy as a contractor and purchaser
- A contributor to health and social well being in a competitive economy

As a major contributor to social and economic outcomes, there is increasing recognition of the need to understand the value the VCS brings, and to promote this. There have

---

<sup>3</sup> Camden PCT, Improving Health in Camden: A Public Health Report , 2003/2004

<sup>4</sup> ISBD Bid – Third Sector Service Delivery in Camden

been several studies in the UK which have attempted to quantify the value of the VCS, and which have examined its size and composition (Lewis, 2001; Lewisham Strategic Partnership, 2002; NCVO, 2000; Kendall and Knapp, 1995, 2002)<sup>5</sup>. In addition, the Audit Commission is involved in a piloting and mapping exercise of the VCS and the link between quality of life outcomes as part of its Area Profiles project.

This study seeks to contribute to this emerging body of knowledge about the VCS. As with all areas of social policy that are beginning to be researched, there is a lack of agreement about how to define and measure social and economic impact, and a lack of information that can easily be shared about the state of the VCS. Indeed, this was prominent throughout this study, but as our review of the wider policy and academic literature on this has revealed, Camden is not alone in attempting to deal with this. On a national and international scale, the growing acknowledgement of the centrality of the sector in social and economic regeneration is paralleled by a lack of concrete data on the VCS and its contribution to social and economic life. This is compounded by different ways of collecting data and interpreting and comparing it.

This project which is the first of its kind in Camden, therefore represents an initial stage in what will become an ongoing area of work in the borough.

## **Methodology**

49 in-depth telephone interviews were conducted with voluntary and community sector organisations in Camden. The sample of VCS organisations was initially drawn from the ChangeUp steering group database<sup>6</sup>. Although this lists 1,541 organisations, 80% of the organisations listed give no information about their size. For 324 organisations, it was possible to obtain sufficient profiling data to construct a sample.

These 324 organisations were segmented into five income categories, as shown in table 3.1 below, with the aim of interviewing an income profile broadly similar to that of the ChangeUp steering group database sample. Given that the total sample for all organisations with an income of over £1 million pounds a year was only 16, we selected

---

<sup>5</sup> Lewis, Graham (2001) Mapping the contribution of the voluntary and community sector in Yorkshire and the Humber, the Regional Forum

Lewisham Strategic Partnership (2005) Valuing the voluntary and community sector: report from mapping the sector in Lewisham

NCVO (2000) The UK Voluntary Sector Almanac

Kendall, J and Knapp, M (1995) The UK voluntary sector in the 1990s: its human and financial resources, Joseph Rowntree Foundation

<sup>6</sup> The Change Up Steering Group database is a joint venture between all of the infrastructure organisations in Camden and Cindex. A person was commissioned to combine the data bases and to ensure that the information was up to date. The infrastructure organisations included in this venture were Disability in Camden, Voluntary Action Camden, Camden Federation of Tenants & Residents, BME Alliance, Volunteer Center Camden, Camden Central Community Umbrella and Camden Training Network.

all of those organisations to be included in the final sample. We also decided to over-sample those organisations receiving less than £10,000 a year, given that these organisations are usually the most stretched in terms of resources, and may therefore prove more difficult to get hold of. A random sample of each of the different income bands was taken in order to make up the proportions shown below. After selecting the organisations, we then looked over the sample to ensure that we had a broad spread in terms of the focus of all the organisations activities.

**Table 3.1: The ChangeUp steering group database sample profile**

	N in database sample	% in database sample	N of letters sent
£10,000 or less	124	35	40
£10,001 to £100,000	115	33	24
£100,001 to £250,000	45	13	13
£250,001 to £1million	51	15	13
Over £1million	16	5	16
<b>Total</b>	<b>351</b>	<b>100</b>	<b>106</b>

Letters were sent to 106 organisations, advising them that they would be contacted shortly about setting up a telephone interview (a copy of the letter is in Appendix 1). A week later, telephone calls were then made to the sample organisations,<sup>7</sup> 61 interviews were set up and 49 were actually completed, giving a response rate of 46%.

The interview used a semi-structured questionnaire (Appendix 2) The questionnaire was sent to respondent organisation in advance of the interview to give them an opportunity to collect data of funding and staff and volunteer numbers and profiles. The questionnaire was developed in conjunction with the ChangeUp steering group.

## **Presentation of data**

This report is structured around an account of the responses to the survey.

In the tables of survey results in this document, \* denotes a value of above 0 but below 0.5 per cent. Where figures do not sum to 100, this is due to multiple responses or computer rounding.

Throughout the report, for each survey question, main findings are reported first for the whole sample and then, after the main data table for the question, for sub-groups of the

---

<sup>7</sup> 100 organisations were followed up by phone – 6 organisations had invalid telephone numbers listed

sample. Sub-group findings are not given where results are not significantly different from the results overall.

The qualitative data collected in the interviews is used to exemplify and expand issues highlighted in the survey as well as highlight further issues not covered by the quantitative research. The verbatim comments are used as illustrations of trends and to highlight issues rather than to be representative, necessarily.

## 4. Profile of organisations

Table 4.1 below, provides a profile of those organisations who were interviewed as part of this study. Where available, details of the sample of organisations listed on the ChangeUp steering group database are also offered as a comparison.

Almost three quarters (74%) of all organisations surveyed classified themselves as a registered charity; 49% were registered charities limited by guarantee, and 25% were registered charity (unincorporated association/ trust). Community organisations made up 12% of the total sample, while smaller proportions of interviewees were charitable incorporated companies (4%), social enterprises (2%) and self-help groups (2%). A list of the definitions for these different structures can be found in Appendix 3.

There was a fairly good spread of respondents across the five income bands. When compared to the sample in the ChangeUp steering group database, this is broadly similar, although the sample in this study includes a slightly lower proportion of smaller organisations, and a higher proportion of large organisations. As shown in table 4.1 below, a fifth (20%) of responses received were from people working for organisations with an income of less than £10,000 a year, compared to 35% in the database sample. In terms of those larger organisations receiving over £1m a year; 12% of people interviewed placed their organisation in this category, compared to 5% within the database sample.

More than half (53%) of organisations said that *all* of their organisation's activities take place in Camden, and a further 31% said that between 75% and 99% of their activities take place in Camden. Only 4% of organisations had less than half of their activities taking place in Camden.

A full list of those organisations who took place by income band and proportion of activities taking place in Camden can be found in Appendix 4.

**Table 4.1: Sample Profile<sup>8</sup>**

	% of sample	% of sample in database
<b>Structure of organization</b>		
Registered charity company limited by guarantee	49	-
Registered charity (unincorporated association / trust)	25	-
Community organisation	12	-
Charitable incorporated company	4	-
Social enterprise	2	-
Self-help group	2	-
Other	6	-
<b>Income Band</b>		
£10,000 or less	20	35
£10,001 to £100,000	25	33
£100,001 to £250,000	29	13
£250,001 to £1million	14	15
Over £1million	12	5
<b>Proportion of activities that take place in Camden</b>		
100%	53	-
75-99%	31	-
50-74%	12	-
25-49%	2	-
1-24%	2	-

Base: 49

Organisations were asked to rate the extent to which they targeted different needs groups. Figure 4.1 shows to what extent different groups were targeted 'to a great extent' by the local CVS. Over two fifths (44%) of interviewees said that their organisation works with, or targets, women to a great extent. A significant proportion of organisations said that they targeted children and young people – the highest proportion being children ages 5–16 (37%), with slightly smaller proportions saying that they work with children under 5 (30%) and young people aged 17–25 (28%).

<sup>8</sup> Please note that where possible we have included comparative proportions of the ChangeUp steering group database sample, although structure of organisation and proportion of activities that take place in Camden are not available within the database sample.



Over a third (35%) of interviewees said that their organisation works with black and minority ethnic communities to a great extent, and a similar proportion (33%) targeted older people to a great extent.

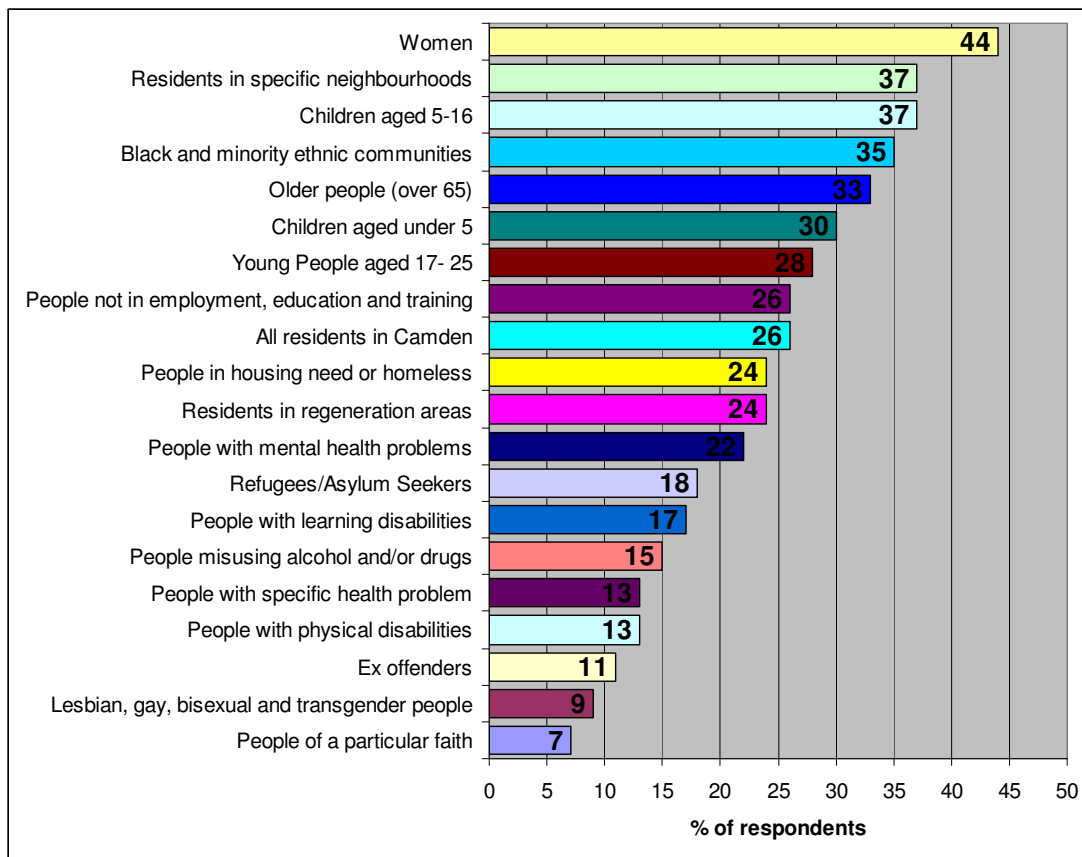
The targeting of specific neighbourhoods is also important for some organisations (37%), and 24% mentioned that they targeted neighbourhood renewal areas.

Vulnerable groups such as people not in employment, education or training (26%) and homeless people (24%) are also targeted by around one in four organisations that we spoke with.

People with mental health problems were targeted by a fifth of the organisations interviewed, and people with learning disabilities were targeted by 17%. Smaller proportions of local organisations targeted other specific health problems (13%) or physical disabilities (13%).

Small numbers of organisations reported that they targeted ex-offenders (11%), LGBT people (9%) and faith communities(7%). The full results for this question are shown in table 10.1 in Appendix 5.

**Figure 4.1: Proportion of organisations that work with or target the following groups to a great extent**



Base: 46 (excludes organisations who do not work with individuals)

Figure 4.2 shows the range of services provided to local people by community and voluntary organisations as a priority activity (e.g. 'to a great extent'). Leisure, arts, sports and play emerged as the services offered to a great extent by the largest proportion of organisations – over half (53%) of all organisations interviewed said that they offer this to a great extent. This included a variety of different community centres and regeneration projects, arts centres and museums, charitable school trusts and nurseries. The majority of organisations offering leisure, arts, sports and play services were working in deprived areas and with some of the most vulnerable and isolated members of the community. The leisure, arts, sports and play services offered by these organisations often offered people the chance to participate in the wider community, to socialise and to meet new people. They also gave them access to opportunities they might not otherwise have.

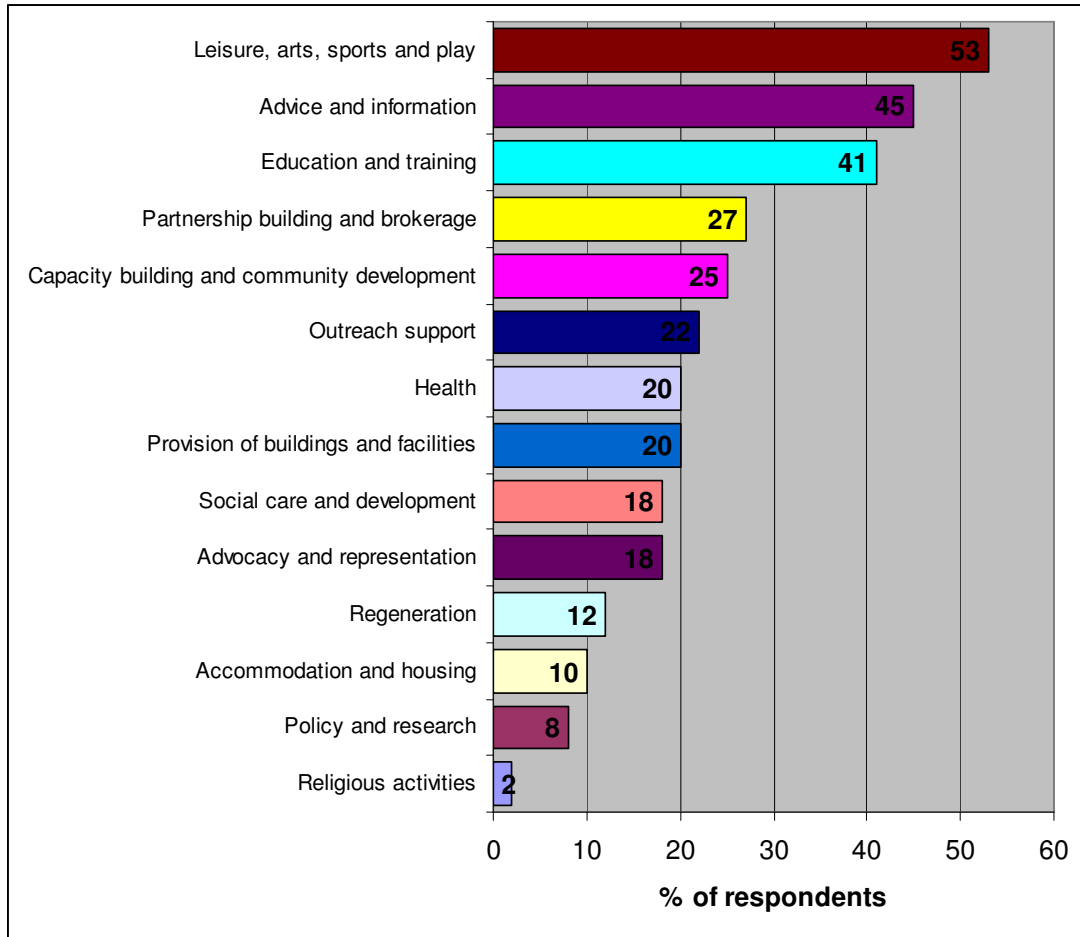
A similarly proportion of organisations said that they offer advice and information (45%), and a further 18% prioritise advocacy and representation.

Education and training is a core activity for 41% of VCS organisations

Around one in five organisations prioritise outreach support (22%). Around one in five major on health activities (20%) or social care (18%).

The full results for this question are shown in table 10.2 in Appendix 5.

**Figure 4.2: Extent to which organisations offer the following services to residents or organisations in Camden**



Base: 49

Table 4.2 shows that there are some variations by organisational income: larger organisations prioritise social care activities; they are also more active in partnership building and brokerage; they offer more outreach activity; and they are more active in the areas of leisure, arts, sport and play.

**Table 4.2: Different types of services that organisations offer to a great extent, by income band of organisation**

	All	Less than	£10-£100K	£100K- £250K	£250K- £1mn	£1mn+
	%	£10K	%	%	%	%
Leisure, arts, sport, play	53	50	58	43	57	67
Advice & info	45	30	67	57	43	0
Education & training	41	20	42	43	57	50
P'ship building & brokerage	27	10	25	29	43	33
Capacity building/ comm. Dev	25	20	42	21	29	0
Outreach support	22	20	25	14	0	67
Health	20	10	42	7	29	17
Buildings & facilities	20	0	33	7	43	33
Social Care & Dev	18	20	17	14	0	50
Advocacy & Representation	18	10	33	21	0	17
Regeneration	12	10	17	7	29	0
Accom & Housing	10	0	0	0	7	14
Policy & Research	8	0	8	7	14	17
Religious activities	2	0	8	0	0	0

## 5. Funding

Levels of funding and investment in the sector provide an insight into the tangible economic impact these voluntary and community organisations are having in Camden. Organisations were asked what the approximate annual income of their organisation was during the last financial year. As shown in table 2.1 below, the income of individual organisations ranged from none at all to over £7.5 million.

Overall, organisations participating in this study had a **total income of over £27 million**.

**Table 2.1: Income of organisations for last financial year**

<b>Total amount received by all organisations</b>	<b>£27,223,510</b>
<b>Mean</b>	£555,581
<b>Range – lowest</b>	£0
<b>Range – highest</b>	£7,580,000

---

Table 2.2 below, provides details of where this income came from, approximate amounts received from each source and the proportion of organisations' overall income that each source provides. From this data it is evident that:

- **Public sources** (local, national and European) supply just under half (46% or over £12.5 million) of the organisations' overall income. The largest proportions of which came from:
  - London Borough of Camden contracts or service level agreements (13%);
  - Other statutory body contracts or service level agreements (e.g. other councils, connexions & the probation service) (12%);
  - National Government funding (e.g. SRB) (12%);
  - London Borough of Camden grants (5%).
- **Charges for services** contribute the next largest (29%) proportion of income for these organisations.

**Table 2.2: Sources of income and approximate amounts received in the last financial year**

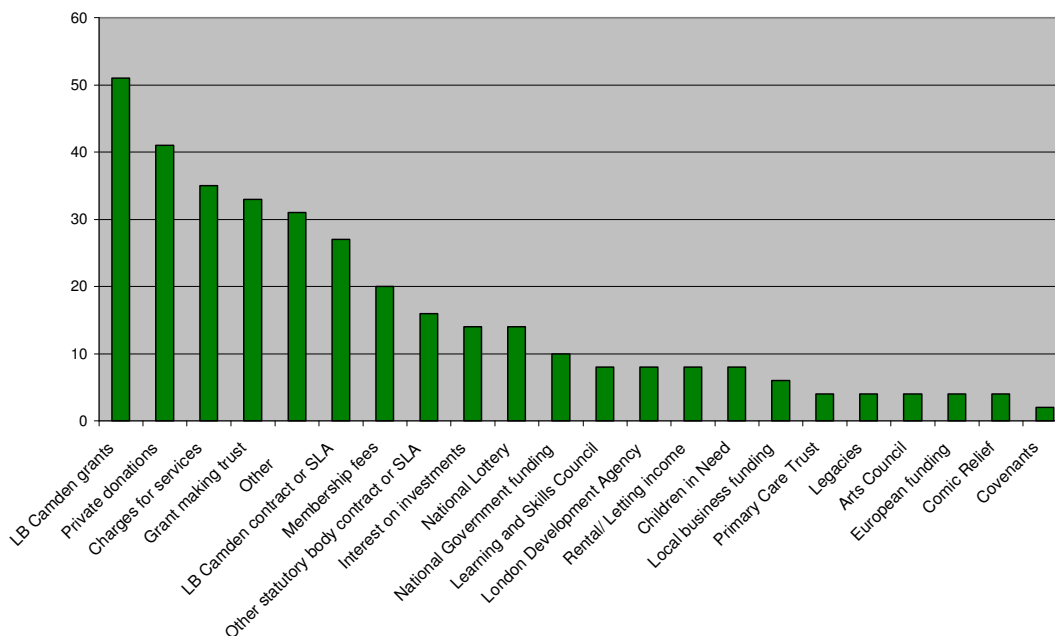
	<b>Overall amount £</b>	<b>% of overall income</b>	<b>Mean £</b>	<b>Min £</b>	<b>Max £</b>
Charges for services	7,913,081	29.07	465,475	600	4,662,000
London Borough of Camden Contracts/Service Level Agreements	3,568,949	13.11	274,535	13,000	2,100,000
Other statutory body Contract or Service Level Agreement (e.g. other councils, connexions & the probation service)	3,284,000	12.06	410,500	1,900	1,800,000
National Government Funding (e.g. SRB)	3,150,000	11.57	630,000	19,000	2,400,000
London Borough of Camden Grants	1,300,638	4.78	52,026	650	181,000
Grant making trust	698,939	2.57	43,684	2,000	180,000
Interest on investments	654,982	2.41	109,164	400	623,000
Other	632,200	2.32	45,157	100	300,000
Learning and Skills Council	510,000	1.87	127,500	20,000	430,000
London Development Agency	374,598	1.38	93,650	14,598	195,000
Rental/ Letting income	351,405	1.29	87,851	30,000	159,905
Primary Care Trust	343,305	1.26	171,653	45,000	298,305
Legacies	299,000	1.10	149,500	29,000	270,000
Local business funding programmes	220,400	0.81	73,467	400	200,000
Private Donations	125,413	0.46	6,271	150	40,000
Arts Council	84,500	0.31	42,250	32,500	52,000
National Lottery e.g. Charities Board, Heritage Fund	61,898	0.23	8,843	4,000	30,000
Covenants	50,000	0.18	50,000	50,000	50,000
Membership Fees	37,745	0.14	3,775	200	14,000
Children in Need	30,535	0.11	7,634	4,000	11,000
European funding	28,000	0.10	14,000	7,000	21,000
Comic Relief	16,000	0.06	8,000	5,000	11,000

As illustrated in Figure 2.1 below, the most common individual source of funding for participant organisations was the London Borough of Camden with three in five (59%) organisations receiving some kind of funding from the council. Over half (51%) of organisations receive a London Borough of Camden grant and over a quarter (27%) have a London Borough of Camden contract or service level agreements.

The next most common sources of funding were private donations (41%); charges for services (35%); grant making trusts (33%); and membership fees (20%).

Please note that these findings simply refer to common sources of funding and are not related to the actual proportion of funding each source represents.

**Figure 2.1: Proportion of organisations who receive funding from each source**



As outlined in table 2.3 below, on average, respondent organisations gain their income from four different sources.

**Table 2.3: Average number of income sources per organisations**

<b>Mean</b>	4
<b>Median</b>	3
<b>Mode</b>	1
<b>Min</b>	0
<b>Max</b>	11

The data outlined above reflects the variety of sources of funding attracted by the sector and its ability to lever a significant level of investment into the borough. For example,

- For every £1 that Camden Council invests<sup>9</sup> in these 49 organisations, a further £5 is brought in from elsewhere.
- For every £1 in grant money that Camden Council contributes to these 49 organisations, another £20 is brought in from elsewhere.
- For every £1 in grant money that Camden provides to these organisations a further £6 is brought in from other statutory bodies.

(An explanation of how the above figures have been calculated can be found in appendix 6)

These findings also challenge popular perceptions that the sector is over-reliant on the public sector and demonstrates the financial diversification of the sector. However, this is not to undermine the importance placed on funds from Camden Council which is one of the sector's major sources of funding.

### **'In kind' contributions**

Organisations were asked what, if any, types of 'in kind' contributions their organisation received during the last financial year and who provided them.

As outlined in table 2.4 below, over a quarter (27%) of organisations receive 'in kind' premises. 'In kind' premises were generally either space for organisations to run their day to day business or a venue in which to host their various activities. Premises were provided by the private sector, the statutory sector and other community organisations.

One in five (20%) organisations receive 'in kind' goods and services, and the same number again receive some kind of pro bono services from different individuals. One of the most common goods provided 'in kind' is computer equipment. Also mentioned were raffle prizes, Christmas hampers and toys. These goods are in the main provided by the private sector but a small contribution from the statutory sector is noted. The most common pro bono services provided 'in kind' were advice and legal work, provided in the main by certain professionals.

A smaller proportion (6%) of organisations receive 'in kind' secondments, generally university students.

---

<sup>9</sup> This includes contracts, service level agreements and grants.



**Table 2.4: What, if any, types of 'in kind' contributions did your organisation receive during the last financial year and who provided them?**

	<b>% of organisations</b>
Premises	27
Goods and services	20
Pro bono	20
Secondments	6

---

## 6. Staff and volunteers

This section provides an overview of the human resources available to the voluntary and community sector organisations who participated in this survey. Organisations were asked to provide details of both paid staff and volunteers.

As illustrated in table 4.1, a total of 2,490 people work for the organisations in both a paid and unpaid capacity – 685 of whom are paid staff and 1,815 are volunteers.

This means that 73% of the workforce of these organisations are volunteers.

Nevertheless, considering this sample of organisations only represents 3% of the voluntary and community sector in Camden (albeit a higher proportion of the larger organisations) it can also be inferred that the voluntary and community sector is a significant employer within Camden.

The majority (84%) of respondent organisations have some kind of paid staff. Nevertheless, only two-thirds (67%) of organisations have a full-time member of staff.

This draws attention to the important role volunteers play in strengthening some organisations capacity. Indeed, over half (53%) of the organisations surveyed said that they could either not function, or could not provide the services they do, without volunteers

Nearly all (98%) of the organisations surveyed said that they have volunteers working for them. Whereas the majority of paid staff work full time, volunteers on the other hand were more likely to work on either a part-time basis of less than 10 hours a week, or a sessional basis.

**Table 4.1: Numbers of paid staff and volunteers and proportion of organisations with each type**

	Staff		Volunteers	
	Total Number (N)	Proportion of respondents orgs %	Total Number (N)	Proportion of respondents orgs %
All	685	84	1815	98
Full time volunteers (working more than 30 hours per week)	430	67	24	6
Part time volunteers (working between 20 and 30 hours per week)	103	51	1	2
Part time volunteers (working between 10 and 20 hours per week)	88	43	34	27
Part time volunteers (working between 2 and 10 hours per week)	43	22	498	49
Part time volunteers (working less than 2 hours per week)	19	10	95	22
Regular (but cannot be defined as full time or part time)	n/a	84	738	55
Session volunteers	n/a	80	425	31

As shown in table 4.2 below, the profile of staff who work for these organisations, with the exception of the number of Camden residents, is not unlike the profile of staff who work for Camden Council. Respondent organisations are staffed by significant proportions of women (66%) and people from black and minority ethnic backgrounds (32%). Staff in the VCS also include comparatively more disabled people (4%) and people who are lesbian, gay, bisexual or transgender (5%)<sup>10</sup>.

<sup>10</sup> This result should be treated with caution – sexual orientation was least likely to be formally monitored.

Forty per cent of VCS staff also live in Camden. This suggests that the sector is offering important employment opportunities to the residents of Camden which in turn also means that a substantial amount of the income of these organisations is being kept within the local economy in Camden.

As already discussed, the majority of voluntary and community organisations in this study rely heavily on volunteers. The composition of volunteers to some extent reflects the profile of employees in that they also include significant proportions of women (69%) and people from black and minority ethnic backgrounds (25%). Volunteers also come from a range of different age groups. Two thirds (65%) of the volunteers in this sample also live in Camden. The profile of volunteers emphasises the important contribution volunteering makes to the building of local human and social capital.

**Table 4.2: Profile of staff and volunteers compared with the profile of staff employed by Camden Council**

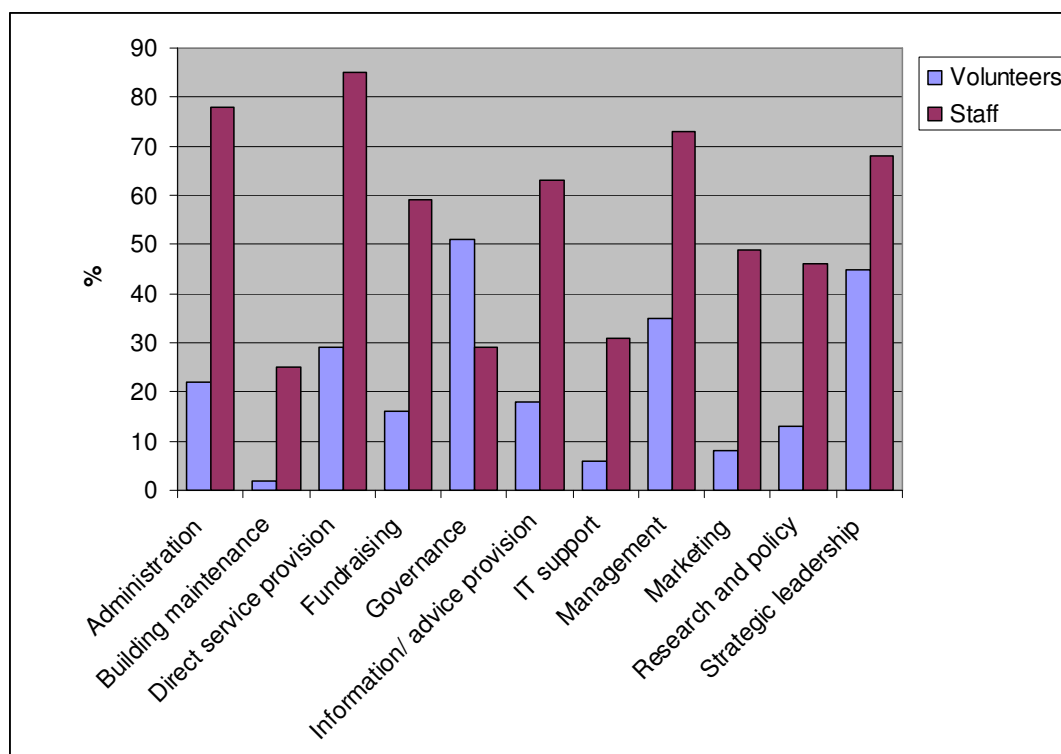
	<b>Volunteers</b> %	<b>Staff</b> %	<b>Camden Council Staff</b> <sup>11</sup> %
Camden residents	65	40	n/a
Male	31	33	35
Female	69	66	65
0 -18 yrs old	1	n/a	n/a
18-25 yrs old	18	13	6
26-45 yrs old	56	51	60
46-65 yrs old	16	32	33
Over 65 yrs old	9	2	<1
Refugees and Asylum Seekers	3	1	n/a
Black and minority ethnic background	25	32	30
Disabled	2	4	1
Lesbian, Gay, Bisexual and Transgender	2	5	n/a

<sup>11</sup> Annual Employment Profile 2006, Camden Council.

As shown in figure 4.1, staff and volunteers undertake a variety of different activities for these organisations, drawing attention to the range of different skills and experience people working within the sector have.

However, staff were much more likely than volunteers to be undertaking direct service provision and administration than volunteers. Volunteers on the other hand were much more likely to be involved in the governance, strategic leadership and management of organisations.

**Figure 4.1: Main activities of volunteers and staff**



Overall, organisations allocate over **£16 million** to staffing costs each year.

**Table 4.3: Funding allocated to staffing costs per year**

<b>Total amount allocated by all organisations</b>	<b>£16,173,640</b>
Mean	£330,074
Median	£56,065
Min	£0
Max	£4,881,000

Table 4.4 below attempts to calculate what the equivalent annual costs would be for volunteers or in other words what the monetary value of the volunteers who work for these organisations is.

We have used the mean point of each time banding to give a rough estimate of how many hours each volunteer is working per week. (We have assumed that regular volunteers reflect trustees and management committee members and are therefore contributing approximately 1 day or 8 hours per month, and session volunteers are contributing approximately 2 hours every couple of weeks) Making the assumption that volunteers work approximately 30 weeks per year (this conservative estimate takes into account factors such as varying lengths of formal volunteering programmes and drop out rates), we made a rough calculation of the number of hours volunteers are contributing each year. Using the average full-time hourly wage rate for Camden of £18.89 and the part-time rate of £14.28<sup>12</sup> results in an estimated value of **£2,840,367** for the 49 organisations involved in this study.

The above figure should however be treated with caution. To make a more robust calculation it would be necessary to know the exact hours per week and weeks per year that each volunteer was working. It would also be necessary to collect information on the exact activities each volunteer is undertaking in order to apply the correct hourly wage for the experience and skills being offered. Further to this, ideally both the costs incurred (i.e. overheads such as training, administration, expenses, equipment and insurance) by having volunteers and the costs saved (i.e. employment overheads such as national insurance, pension contributions, holiday pay and other benefits) would also have to be taken into consideration. A fuller discussion of the measures we would recommend using in the future can be found in Chapter 10 of this report.

---

<sup>12</sup> The Annual Survey of Hours and Earnings (2006) Office for National Statistics

**Table 4.4: Monetary value of volunteers**

	Number of volunteers	Hours per week (assumed)	Number of volunteers X hours per week	Number of hours per year (Assumed 30 weeks)	Equivalent annual costs £
Full time volunteers (working more than 30 hours per week)	24	35	840	25,200	476,028
Part time volunteers (working between 20 and 30 hours per week)	1	25	25	750	10,710
Part time volunteers (working between 10 and 20 hours per week)	34	15	510	15,300	218,484
Part time volunteers (working between 2 and 10 hours per week)	498	6	2988	89,640	1,280,059
Part time volunteers (working less than 2 hours per week)	95	1	95	2,850	40,698
Regular (but cannot be defined as full time or part time)	738	2	1476	44,280	632,318
Session volunteers	425	1	425	12,750	182,070
<b>Total</b>	<b>1815</b>		<b>6359</b>	<b>190,770</b>	<b>£2,840,367</b>

Nevertheless, it is also important to take into account the many additional benefits volunteers bring to organisations and the community beyond a rough wage-replacement model of value, to encompass the contribution volunteering makes to the building of human and social capital. Respondent organisations were asked what the value and main benefits of volunteering are to the individual volunteer, to their organisation and their service users.

### **Benefits to individual**

Many organisations discussed the formal and informal learning opportunities that volunteering provides. The qualitative experiences gained through volunteering provide people with an opportunity to exercise skills such as leadership, communication and organisational skills. Volunteers gain new experiences, skills and training which can further enhance their CV. This in turn offers opportunities for volunteers to move to paid employment in the future. The opportunity cost of not relying on public sector welfare benefit is also significant. This also contributes to the economic value and the share of 'economic' activity in the Gross Domestic Product.

Table 4.5 shows that three quarters (76%) of organisations surveyed said that they offer some kind of training to their volunteers.

**Table 4.5: Proportion of organisations that offer training to their volunteers**

	<b>% of organisations</b>
Offer training	76
Do not offer training	22
Not applicable	2

Base: 49

The kinds of training that organisations offered to volunteers varied greatly in terms of content, and how the training was delivered. Some organisations sent their volunteers on externally run courses, including some that were offered by Camden Council, but most forms of training were offered in-house. The kinds of training included generic areas like team building, health and safety, governance, equality and diversity, first aid, presentation skills and IT, as well as specific things to each organisation such organisational history, the aims and objectives of the organisation, child protection issues, and mediation skills.



Respondents also talked about the sense of well-being individuals get from volunteering. Volunteers find their voluntary activities rewarding, they gain personal satisfaction from their charitable contribution and the feeling that they are giving something back to their community. Organisations argued that involvement in voluntary activity empowers individuals and increases their self-confidence.

The social aspect of being involved in voluntary activities was also thought to be of huge benefit to some individuals. Volunteering offers companionship and can help to reduce social isolation and increase individuals' sense of belonging. Volunteering contributes to a cohesive society creating bonds of trust and solidarity and, thus, social capital. Part of the current government's focus is on active and responsible citizenship. Community cohesion is also made possible through volunteers from different parts of the community coming together to address local concerns.

### **Benefits to organisation**

The 'in kind' contribution volunteers make to organisations is invaluable to them. As already discussed, over half (53%) of organisations said they could either not function or could not provide the volume of services they do without volunteers. Volunteers help to improve the quantity and quality of services and to creatively develop new services. Many organisations also identified the important role volunteers have in fundraising activities.

Respondents also emphasised the value of the range of different views, interests and life experiences that volunteers bring to their organisation. Volunteers can also offer an important range of professional expertise and specific skills that may otherwise be unaffordable to some organisations.

Volunteers were also seen to benefit organisations by increasing the organisations community involvement. Volunteers play an important role in connecting organisations with people and communities. Volunteers bring a collective knowledge of the community and provide access to what is going on locally.

### **Benefits to service users**

Service users directly benefit from volunteers because the volunteers' contribution helps organisations to improve both the quality and quantity of services they offer. A better service is therefore offered because there is more people to support service users.

Volunteers can also act as important role models for some of the most marginalised and vulnerable members of the community. Volunteers can often end up building supportive and lasting relationships with service users. They also offer service users a range of different skills, knowledge and experience that they may not get from paid staff.

## 7. Networks and partnerships

An important measure of the social contribution of the VCS is its involvement in building social capital. Social capital<sup>13</sup> refers to the degree of social cohesion, trust, and reciprocity which exists in communities. It refers to the processes between people which help to establish social trust and facilitate cooperation for mutual benefit.

Interviewees were asked to list the key organisations, networks, or partnerships that they work with on a regular basis, and to identify the main benefits of working with them. In total, 248 different partnerships were mentioned, across a range of different types of organisations.

Interviewees talked about a number of different types of partnerships and networks, across a range of different sectors, including schools, leisure organisations, neighbourhood and community groups, faith organisations and disability related organisations. The most frequently mentioned partnerships on an individual basis were with Camden Council (particularly Social Services) and Voluntary Action Camden, emphasising the strong links between Camden Council and the voluntary sector, as well as the important role that infrastructure organisations such as Voluntary Action Camden play.

In terms of the kinds of benefits that were associated with working with different organisations and partnerships, these can be grouped into the following themes shown in Table 7.1, below. Please note that the percentages do not add up to 100% as some interviewees gave more than one benefit per partnership.

---

<sup>13</sup> The Office for National Statistics (ONS) Working Party on Social Capital identified five key components of social capital: (i) views about the local area; (ii) civic participation; (iii) social networks and support; (iv) social participation; and, (v) reciprocity, trust and share values (Source: Audit Commission Area Profiles Project, Nov 2003).

**Table 7.1: Main benefits associated with working with different partnerships**

	<b>N</b>	<b>% of networks</b>
Information sharing	68	28
Co-ordination of service provision.	39	16
Working towards common goals and objectives.	33	13
Provide advice, support and guidance	29	12
Funding and funding opportunities	26	11
Provide / offer premises	20	8
Networking	20	8
Referrals	18	7
Shared expertise and ideas	14	6
Provide volunteers	11	4
Training Provision	10	4
Other	25	10
No benefit given	15	6

Base: 247

The most frequently mentioned benefit in relation to partnership working was **information sharing** between organisations. Over a quarter (28%) of all partnerships mentioned gave information sharing as one of their main benefits. Comments related to sharing information about the sector as a whole, client groups, service provision and research.

*'[For] Information exchange, we use the networks to inform the Board on particular issues – as an expert panel'*

*'We rely on information gathering and communication from teachers and if [we're] having a problem with a child, we ask for advice or help from the teacher'*

*'Through these networks, when we are made aware of specific issues we are able to respond quickly and help diffuse things and have activities that bring people together and help people to understand each other's viewpoints and get to know each other as human beings'*

One in six partnerships (16%) mentioned that **coordination of service provision** was one of the main benefits of their work together:

*'We work with them on various health-based events – one day events, taster workshops – [we] set up events in partnership'*

*'Joint working on play projects and initiating community festivals'*

*'We are able to offer a wider and more coordinated employment service. We run joint projects with them so [we are] able to employ expertise around mental health and disabilities and have a coordinated approach to employers so [we are] not trying to contact the same people'*

**Working towards common goals and objectives** was cited as a benefit by 13% of partnerships:

*'It was good partnership working because everyone was heading in the same direction and communication was good. We knew what was required of us at all times. [We had] a good professional relationship with the shared goal of improving Camden and making it a better place. This was in the front of everyone's mind'*

*'We are able to come together on different issues and have a greater impact with one voice than we would as individual orgs. Coming together as a group gives us the extra clout'*

Many smaller organisations also mentioned that their partnership working with larger or more established organisations provided them with **advice, support and guidance** – 12% of partnerships cited this as one of their benefits.

*'As a whole, it keeps you in the loop ... [it gives you] more support ... when you are working with under-5s you can't do it by yourself ... you need advice and support from these main organisations'*

*'[They are a] body of experience and expertise we can call on'*

*'They provide us with advice and they write articles for our newsletter'*

Working together to access **funding**, receiving and sharing information about funding, as well as directly receiving funding from some partnerships were cited as benefits for just over a tenth of partnerships (11%).

*'If you don't work with schools you don't get any funding.'*

*'All groups can work together to campaign for change and get funding'*

*'Mutual support around searching for funding'*

Other comments (10%) referred to ensuring that issues pertinent to organisations are considered in regulations and policy/key decision making processes – the *'Ability to influence primary legislation and policy'*. They also referred to the provision of quality

accreditation for courses and to the use of networks with more established '*branded*' organisations to raise the profile of smaller organisations.

Smaller proportions of networks related to the following:

- **Networking** (8%) – which was mentioned largely in relation to partnerships with Voluntary Action Camden. Almost all organisations interviewed that were in partnership with VAC mentioned networking as one of the main benefits:  
*'Good source of contacts and networking'*
- **Provision of premises** (8%)  
*'If we have an event they let us have a community hall free of charge'*
- **Referrals** (7%) – this was mentioned particularly with relation to partnerships with Camden Social Services  
*'Get referrals from their social workers to their day centre or advocacy service and work in partnership with them'*
- **Shared expertise and ideas** (6%)  
*'Shared expertise, increases quality of work that we do'*
- Provision of **volunteers** (4%)  
*'They provide a lot of their volunteers – we work very closely with them'*
- Provision of **training** (4%)  
*'We get access to their training courses'*

## 8. Social Outcomes

As discussed at the beginning of this report the voluntary and community sector make a major contribution to social and economic outcomes. There is increasing recognition of the need to understand the social value the voluntary and community sector brings and to promote this. There is however a lack of agreement and indeed understanding about how to measure this. This is compounded by organisations' different ways of collecting data and interpreting it which give rise to difficulties in comparisons.

Therefore the following section is much more of a qualitative assessment of the social and economic impact these voluntary and community organisations are having in Camden. The challenge will be to convert the richness of the data below into quantifiable and measurable outcomes.

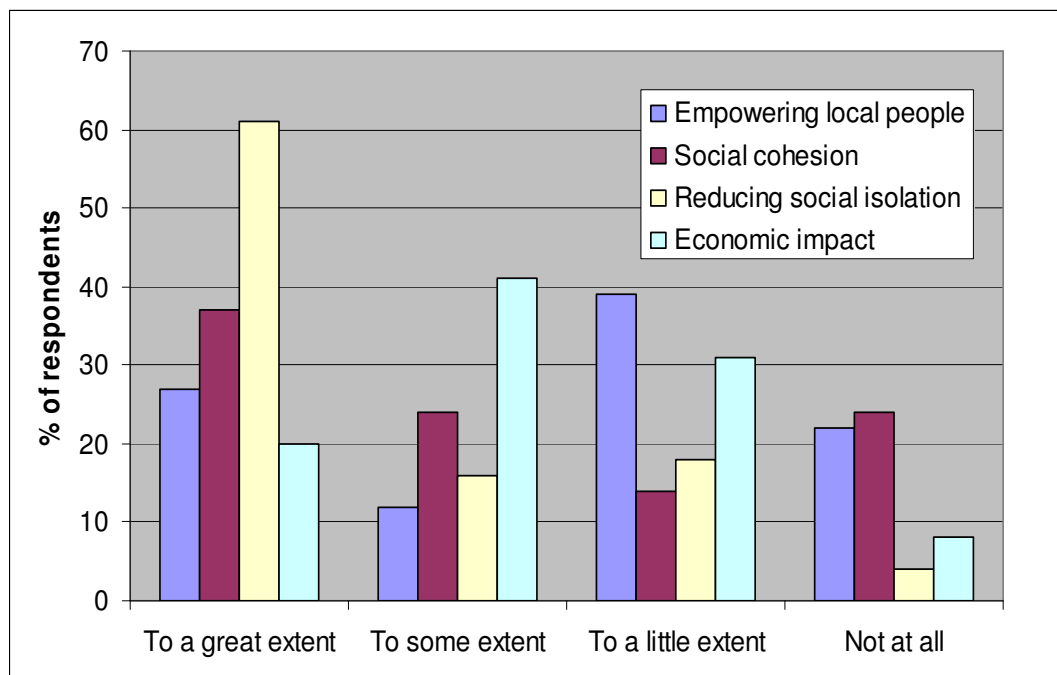
Based on some of the social outcomes in Camden's Local Area Agreement 2006/07, which have also played an important part in developing Camden's Community Strategy, organisations were asked to what extent their organisation:

- contributes to empowering local people to have a greater voice and influence over local decision making and the delivery of services;
- contributes to the promotion and sustainability of social cohesion between different communities;
- contributes to a reduction in social isolation and increasing the sense of belonging of people and communities within Camden;
- and has an economic impact in Camden.

Organisations were also asked to explain their contribution to each of these outcome areas and provide examples.

As illustrated in figure 8.1 below, the social outcomes to which organisations feel they are making the largest contribution are reducing social isolation and increasing the sense of belonging of people and communities within Camden (61% said they contribute to a great extent and 16% to some extent) and to the promotion and sustainability of social cohesion between different communities (37% said they contribute to a great extent and 24% to some extent).

**Figure 8.1: Extent to which organisations are having an impact in different outcome areas**



When discussing the contribution they are making to the social and economic outcomes outlined above, organisations were able to provide a wealth of examples and rich anecdotal evidence of the significant impact they are having on different sections of the community. The summary below attempts to capture some of this.

**Contributing to a reduction in social isolation and increasing the sense of belonging of people and communities within Camden.**

As already discussed, the outcome area in which organisations believe they are having the biggest impact is in reducing social isolation and increasing the sense of belonging of people and communities within Camden. Many organisations discussed the fact that this concept is central to their existence. Organisations in this study and indeed the wider voluntary and community sector are offering support, understanding and compassion to some of the most vulnerable and isolated members of the community and giving them a sense of belonging.

Many organisations talked about the different groups that they work with – those groups that are most at risk of being marginalised such as vulnerable families, people from black and minority ethnic backgrounds, the elderly, and disabled people.

There were many examples of the work being done to offer support to vulnerable and deprived families, particularly families who are new to the area such as refugees and asylum seekers, single parents, homeless families and those living in deprived housing estates. Organisations are offering a range of different services to these families including drop-in style services such as mother and toddler groups; childcare to enable parents to train or work; and a wealth of leisure, arts and play activities:

*'[We] tend to focus on isolated parents who are on their own and do not feel confident enough to just turn up on others' doorsteps. We target isolated parents and children and we give them a reason to network. We try to make people feel comfortable and make them understand that it is their space.'*

*'[We] target homeless families. They are one of the most isolated groups. When we do outreach we look for new families who have recently come to the area and invite them to attend with the aim of building a bridge between them and the community'*

*'We aim to reduce parental isolation – this applies in particular to young single mothers. All the work we do is evidence-based and subject to evaluation'*

A range of services are also being offered to black and minority ethnic communities to help reduce their risk of becoming isolated. Indeed, some voluntary and community sector organisations are targeted at specific black and minority ethnic communities and are often run by members of the same community. Organisations were keen to point out that they often offer a 'safe space' in which people can come and feel comfortable, seek help and advice and meet other people with something in common. It was evident that organisations are working with new and emerging communities in Camden, offering services to asylum seekers, refugees and immigrants to help them integrate and feel part of the local community in Camden.

*'It's a focal point for the different communities – minority communities – who can come and if there's a language barrier or a special need we will try to accommodate that. We have a lot of Eastern European people coming in as well who are accepted without judgement or asked questions. Also quite a few Somalis too. Most of the time people mix in together. Street and homeless people in poor accommodation see the prejudices that other people see less. Otherwise people have nowhere to go'*

*'[There is] a vast impact on the members through involvement with schemes like befriending. People feel vulnerable and isolated and through our activities and services they hope to reduce this isolation. By approaching people they are giving the most vulnerable a sense of belonging'*

*'[We work] through training and awareness because some of our people find it hard to integrate and they think that they are not part of the community. That is why we are raising their awareness that if they want to live in a multi-cultural country, whatever you*



*have you need come out and give it to the community. This is the process of integration and not to be afraid and if they come out someone will help them'*

Organisations provided many examples of the opportunities and services they target at the elderly in Camden, another group at risk of social isolation. Many of the services focus on offering companionship and support. Services offer elderly people the chance to get out and about and socialise in different settings such as lunch clubs and community centres. Organisations offer a range of interesting and stimulating activities for people to get involved in promoting a sense of worth and well-being.

*'[We work by] combating poverty for socially isolated people. We ensure that people are not socially isolated just because of their income. We encourage people to get involved in lunch clubs, sheltered accommodation clubs, pensioners clubs and we encourage them to be involved in community activity in Camden, especially in the summer. We encourage them to be involved in intergenerational activities. By being a member feel a sense of belonging and meeting with people with something in common'*

*'We have just got some more funding for over-60s groups who do suffer from isolation amongst other things as well as being disenfranchised voices. Those groups are coming to a community facility somewhere they feel safe and may meet other people. They are able to socialise with other people and this increases their sense of belonging.'*

The examples below show that voluntary and community sector organisations are providing much needed support to just about every vulnerable group within society, people with mental health problems, the homeless, people who are lesbian, gay, bisexual or transgender and ex-offenders. People who quite often fall through the gaps in mainstream services. They are providing vulnerable members of the community with confidence and a sense of empowerment and making them feel like they belong to the community.

*'Quite a lot of people we work with are isolated and a lot of work we do is to help people become more confident to be able to use their communities and feel part of their communities – [by] teaching people skills and help them [and by] facilitating them to use the community facilities that are out there. Also [we] sometimes set up activities where they are integrated in that way to encourage people to work together e.g. in a leisure centre / yoga class. We run visible services – e.g. community cafes – that employ and train disabled people which shows the community what people with disabilities can do and invite them in to use those services themselves.'*

*'[We work] to a great extent for people with mental health issues. [We work] in a direct sense, by offering people shared supported housing and a day service they can come to, but also in promoting someone's recovery and well-being they will hopefully become more of the community. Also with a view to reducing isolation, we are working in a more socially inclusive way – i.e. small groups of people going out into the*

*community with a volunteer and doing an activity and using facilities that other people use – e.g. swimming pools.'*

*'The Lesbian, Gay, Bisexual and Transgender (LGBT) forum contributes greatly to reducing social isolation and increasing the sense of belonging of people and communities within Camden. Lots of people who contact the organisation are retired – the forum sign posts these individuals to other organisations and services that can offer them support. The organisation's very existence and the support we offer individuals hopefully increases the senses of belonging the LGBT community in Camden feels.'*

Some organisations also discussed the important contribution they are making to the regeneration of particular neighbourhoods and communities. Organisations were employing a number of creative solutions to bringing communities together to socialise and work on shared projects. This in turn is contributing to building social capital and bonds of trust amongst people within the same neighbourhood and increasing people's sense of belonging.

*'[We ran] a one minute film project on a local housing estate that involved all local communities. This really empowered people to have the confidence to apply for opportunities and consider themselves able to compete for opportunities that they didn't previously feel that they could do. We provided all the equipment, resources and training, feedback sessions and a BBQ over a three-month project where we moved in and became part of the community. At the beginning of the project people were too scared to come out of their houses because of gangs and anti-social behaviour – people couldn't take control of the beautiful communal space that they had. Over the three months, over 50 households (out of 100) got involved in the project which really helped people to take back the control over their space and presented a united front of good community values. Temporary dark rooms were set up in people's kitchens and residents were helping to train each other developing photos. This dispelled the fear and introduced neighbours to each other and made them feel like they could hang out together on the street.'*

*'We try and provide a variety of different activities, projects and events that include and appeal to most people – to people on the estate. One of our selling points is that because we are estate-based and run for the people, we have tiny learning centres where people can come and enjoy and learn in the estate – this will make people confident locally and improve their self-esteem before going on to other things outside the estate'*

Some organisations argued that by just being a member of their organisation and being involved in its activities gave people a sense of belonging to something. It gave individuals the opportunity to socialise and interact with people who have something in common and make friends.

*'Social isolation is much more of our aim – choirs are good for doing this: people who don't have any contacts or people who are learning English really benefit. sometimes we have people who don't speak English as a first language. This helps to increase their confidence. We provide a great support network for one another because most of members do live in Camden – people know their way around and know how to help one another'*

*'To families who have just arrived or are just starting out with their young families this nursery is a platform to increase their sense of belonging because of the opportunities for interaction – by coming here they are making friends, being welcomed.'*

*'We do that by offering a place for people to be social and get out of their homes. Meet new people with whom they have something in common'*

Even grant-making trusts feel that they make a contribution towards reducing isolation and increasing people sense of belonging. They tend to give financial help to vulnerable groups in Camden to enable them to participate fully and help make them feel that someone cares for them.

*'[In] one project we work with [people] come to the trust for support with people who are elderly and socially isolated. [We] help towards replacing a broken down cooker, worn out sofa. [With] victims of crime, it enables them to feel like someone cares for them and so increases their sense of belonging and well-being'.*

*'[We] give donations to the sick in Hampstead – helps to feel like someone cares'*

*'We do give some individual grants to some youngsters so they can join in on school trips and participate in things that they would not otherwise be able to'*

### **Contributing to the promotion and sustainability of social cohesion between different communities.**

Segregation and polarisation has always existed in some form and to some extent within local communities. Be it spatial segregation by social class or occupational group, or the more recent social segregation of different ethnicities and religions within multi-cultural societies. However, in the past few years it has become a prominent and pressing social issue and voluntary and community organisations are recognised as having an important role to play in promoting social cohesion amongst different sections of the community. Indeed many of the organisations in this survey felt that they were making an important contribution to social cohesion and were able to provide examples of the work they are

doing to try and build bridges and break down barriers between people from different neighbourhoods, age groups, ethnic backgrounds and with different religious beliefs.

A number of organisations said that they actually offer specific courses or initiatives aimed at increasing social cohesion and teaching tolerance and respect. These organisations are helping to improve and increase individuals' self-esteem and self-respect, their ability to work as a team, communicate with others and articulate their feelings. Although virtually impossible to measure, the hope is that this sense of inclusion, understanding and empathy will be individually sustained and shared in the future.

*'We have in the last three years raised money for 'Strengthening families – Strengthening communities'. This initiative is all about social cohesion, understanding your community, understanding people of different backgrounds, and understanding them as parents. The course is about that and then afterwards the people we have trained go out into the community as facilitators and run their own workshops. Like a giant umbrella.'*

*'We are successful in bringing different communities together, especially young people through project work with the youth centre. We do a project on racism amongst young people. They learn to respect each other and work together. Also have specific projects on diversity where the children interview each other. Have also done projects on how people celebrate national events. We know we're having an impact if people are coming to the project and achieve what they want to achieve.'*

*'We do work around bullying with young people who don't have a disability in the borough around travel and people who do have disabilities being picked on. This helps our service users feel more confident – we went into schools and youth organisations to do this.'*

*'All the training we offer to different individuals i.e. police community support officers, registered social landlords, registrars, housing officers, probation etc. contributes to social cohesion. We also work in schools to reduce LGBT related bullying – this all contributes to social cohesion. We promote social cohesion by being cohesive.'*

Organisations also discussed the opportunities they were giving people from different communities to work together on shared projects and activities. Some organisations were specifically working in partnership with other organisations to give their service users the chance to participate in activities with people from very different groups within Camden. Organisations were working across generational, ethnic, religious and socio-economic boundaries in Camden. As a result service users gain a greater sense of inclusion and a greater understanding, respect and empathy for and between people from different groups and communities in Camden.

*'We definitely contribute to social cohesion. For example, it has always been the case that 'youth' have not been allowed access to certain tenants and residents associations (TRAs) and they are often run by well-established groups of older, white people that have been running them for years. Some of these people view these TRA halls as extensions of their own living rooms and local youth groups have found accessing this space difficult. A local group of Bangladeshi boys said they wanted a space for doing some video work and because we have good links with the TRA I was able to persuade them to allow the Bangladeshi men to use the space ... About half way through the project older people on the estate were talking about how the youngsters were alright really and the youngsters also comment[ed] on the older people – "they all know our names now". This has made such a difference to the overall atmosphere on the estate. [It has] also had a knock on effect with the rest of our work with the Bangladeshi community on the estate. Last year for the first time we decided to have an Ede party in the TRA hall. We were overwhelmed with its success – 92 people turned up – lots of white kids as well. We then had an under-5s Christmas event which lots of the Bangladeshi community turned up to too – no one was offended by the others' events.*

*'We work in partnership with another youth organisation – KYP (Kilburn Youth Project) – so that the young people have less of an issue with each other. Lots of young people are wary of each other on this estate – we are trying to break down the barriers between young people. Conflict is driven by where you live – turf wars'*

*'The organisation have a lot of experience working with different groups in Camden and have always promoted social cohesion and cultural respect. [We are] always working in partnerships. The organisation take part in the Multi Faith Multi Cultural Fair that happens in Camden and is always involved in promoting harmony. For example, we organised a St. Andrews day celebration and invited both Scottish and Greek citizens as it is a saint important to both cultures'*

A number of organisations, including drop-in style centres, community centres, tennant and residents associations, nurseries, schools, and membership organisations said that they contribute to social cohesion simply by giving people from various different backgrounds a 'safe space' to meet and socialise with people they might not otherwise get the opportunity to. Their open for all policies help to break down barriers and promotes tolerance and understanding between various different sections of the community.

*'It is a place of safety where people can just come along and have a cup of tea and not be judged and meet people who are different but in the same situation'.*

*'This [social cohesion] is one of the most important aspects of being a guide because the girls meet other people from all kinds of social levels, areas and faith. Everyone is given the opportunity to join. Not about a certain faith, everyone is welcome'*

*'Anyone is welcomed and they can share whatever they want to regardless of ethnic background so I think we do promote social cohesion. For example, the kids take food with them when we go away and then everyone is allowed to taste each others, they get to taste a lot of food that they normally would not have and in that way learn about each others culture.'*

**Contributing to empowering local people to have a greater voice and influence over local decision making and the delivery of services.**

Concerns about the democratic process and a wide range of specific policy initiatives have led to a focus on ways of enhancing people's involvement in local decision making. Community participation in local decision making is the first step towards people taking responsibility for the wider politics of designing and planning services they want and of prioritising the things that make their local community better. The evidence received from the organisations in this study suggest that much could be learnt from the voluntary and community sector about empowering people and involving them in decision making. Organisations interpreted this questions in different ways and gave a variety of different reasons for involving people including, gaining information on people's views and improving service delivery; empowering people and giving them a voice; and giving people a chance to develop their skills and improve their local area

Organisations discussed a number of different mechanisms and forums they had in place to empower people to have a greater voice and influence over the delivery of the organisations own services. Users' views often have a direct influence over the services delivered by an organisations. Many organisations appear to be conscious of meeting needs and that these needs can change over time. Management committees are often made up of local people who then have a direct say in the running of an organisation.

*'We have a monthly management committee meeting, and weekly meetings with the Chair. At the meetings we receive a report about what's going on within the organisation. The management committee are all elderly Irish volunteers themselves. We do regular consultations. We send out a newsletter four times a year and we consult regularly via a questionnaire. These all define how we run the services and find out whether they are relevant and what people want'*

*'The organisation is the strongest means through which parents can exercise a group voice and can approach the school in a joint way. Have meetings where the management team is present and have no choice but to hear what we say'*

*'We have regular meetings with our members and ask them what they think and they give us their points and then we analyse it so that we know their opinion'*



Some organisations also discussed the opportunities that they give their service users to get involved in various council consultations and therefore influence the delivery of local council services. As well as the usual committee meetings and one-off consultation events, Camden Council does appear to have established forums that local people and organisations can feed into (i.e. social services users groups, Camden Elderly Person Liaison Committee etc) and the voluntary and community sector appear to have an important role in facilitating local people's access to these different fora. A number of organisations in the survey represent very specific communities of people, such as BME communities, LGBT communities, and homeless people and these organisations said that Camden Council sometimes use them to provide feedback from the various communities they represent.

*'We are always keen to join forums of any description and there is a structure for social services within the borough which has user group meetings and also partnership board meetings (part of overall governance strategy re: people with disabilities) – we make sure we contribute and also support service users to go to these. We try to make sure that it is targeted and know what is going on so can be part of it.'*

*'The LGBT forum is the only LGBT organisation that the council funds. Without us there would be no representative LGBT voice in the democratic structure. The Council and police both require feedback from the communities we represent to help in their decision making and policy making and this is what the forum provides. We gather views from the community in a number of different ways i.e. through the outreach work we do, the monthly meeting we have etc. Confident that the partners we work with generally take our views on board, without the forum it would be difficult for the communities we represent to have a voice. The organisation assesses its impact by the resolution of cases and by appropriate changes being made to policy and procedures due to our intervention.'*

Voluntary and community sector organisations are also playing an important role in facilitating dialogue between local people and other local statutory sector bodies, such as the police, the NHS, and schools. This empowers people to have a greater voice and influence over the delivery of the other statutory services these various bodies provide.

*'We particularly empower children age 13–19 and parents. For example, young people apply to the Youth Opportunity Fund for financial help with a project they would like to do. We help them and encourage them with their application. With parents we encourage them to become active in the Sure Start parents forum and influence decisions about services delivered through Sure Start'*

*'Spectrum ran a big scheme on user involvement – we have representatives who are service users so they had an opportunity to discuss and have a say on the services that are available in the area. The staff would either take their views to local groups (e.g. involving the police) or invite these groups in themselves. For example, the signing of behavioural agreements (precursors to ASBOs): the service users were unhappy that these were happening and being signed at the police station so we*

*spoke to the crime reduction initiative and they agreed that they should be signed on neutral ground. This happened at Spectrum – this became a neutral space and we could directly provide support for service users when they arrived.'*

The organisations surveyed also discussed a wealth of other decision making forums and networks that their service users have the opportunity to feed into and discuss issues and services that are important to them.

*'We have become part of the Kilburn-wide youth forum which gets young people together from all over the Kilburn ward to work towards developing strategies for improved youth provision. We ask all the young people if they are interested and we have a particular group that really want to get involved and make a difference. The project will also hopefully encourage other young people to get involved. Hear By Rights is the model we are following. If it works it will be rolled out in Camden as a whole'*

*'Someone [from here] attends Age Concern events. We have someone attending the Older Person's Liaison Forum at the Greater London Authority. We have three members involved with (one on the executive committee) the Policy Research Institute on Ageing and Ethnicity – this is a policy consultative forum that advice public bodies. Our membership is very active and we have been around a long time.'*

A number of organisations argued that by providing a range of services and support to different sections of the community they were indirectly empowering particularly marginalised groups to have a greater voice and confidence. Organisations feel that they are often empowering people to be proactive in helping themselves and improving their own community.

*'We often have community meetings on a particular topic and other times it is about hearing what the community feel that the issues are. People are free to discuss everything within reason. We sometimes take the lead if there has been a particular outcome at the meeting which requires an action of sort. In principle this is what we are looking at, how to empower people to act themselves, and we do encourage exactly that. Many organisations fail to address this and become self-sufficient and without a need of the people it was originally trying to support.'*

*'Brownies often fight their particular interests. For example, the girls felt that the area lacked a pathway for disabled people and wrote to the council. Help provide a greater awareness for the girls about what is happening in their community. Hopefully, self-confidence improves for the girls and in the future they can stand up for themselves. It is the girls who decide what they want to do and we simply support them'*

*'Our service helps local people to empower themselves – when they feel empowered they are more likely to take an active role in the community.'*



### **Contributing to economic outcomes in Camden**

As illustrated in previous sections, it is evident that the voluntary and community sector organisations in this study are having a significant economic impact in Camden in terms of: the income they are leveraging into the Borough; the number of local people they are employing, the wealth of services that are being provided 'in kind' by an army of volunteers and the training and skills they are offering staff, volunteers and service users to enhance their employment opportunities. Despite this when asked directly to what extent their organisation is contributing to economic outcomes in Camden, some organisations struggled to convey the impact their income and volunteers are having on the local economy.

Nevertheless, those who could provide examples of their economic impact generally provided more qualitative evidence of the various contributions already evidenced above. For example, a number of organisations discussed the work they are undertaking to provide their volunteers and service users with training and skills which in turn will help get them into paid employment. This has obvious benefits not only for the individual but for the local economy as a whole.

*'We help improve individuals economic position – they become trained, then employed, and can earn an income instead of being reliant on state benefits. We monitor the number of people that go into employment as a result of training for the first 3-6 months after they leave the programme. Probably half of people that go on our work-related programmes end up in employment. We work with employers as well as with individuals and we would hope that through this work we encourage them to employ local people and there is an economic benefit there as they save on recruitment costs and local people are likely to have a better retention rate. Employers provide a range of services such as job trials for learners to give them a chance to test out their skills to opportunities for users to apply early for up and coming vacancies.'*

*'We are having an impact through training and job opportunities. If you have the right training you can get a job. We are training people up so that they can go into employment. We have a workshop about how to set up your own business – so that if people have an idea – e.g. embroidery of beautiful bags – they know how to go about it'*

*'[We make an impact] through providing training, further education and job opportunities – this has a rolling impact.'*

Despite the fact that the majority of organisations have volunteers working for them, very few mentioned the significant economic value of volunteering to the individual volunteer, to the organisations themselves and to the wider community. The time given by volunteers 'in kind' allows organisations to provide services they might not otherwise be

able to provide and indeed over half (53%) of organisations surveyed said that they could not function without volunteers.

*'Volunteers bring in money and offer in kind support. Organisations can benefit from volunteers delivering a service for free (although there still are some expenses associated with volunteers). People also get experience and opportunities that are good for their CVs. [It] helps them to prepare for getting back into work.'*

Some organisations simply highlighted economic impact they are having in terms of the amount of funding they are leveraging into the borough and then circulating within the borough. Respondent organisations have an overall income of over £27million – a substantial amount of which is being kept within the local economy. As already discussed, organisations are not totally dependent on public sector funding they also generate their own income from private donations, service charges and membership fees.

*'We are pumping about £75,000 a year into the local economy – if someone gets a job as a result of a grant for a suit then there is a multiplier effect'*

*'A lot of the money that is given to us by the City of London is spent in Camden and we are a tourist attraction. We bring people into the area who then spend money in the local area.'*

Further to this and as suggested in the last quote above, a number of organisations also highlighted the fact that the services they are providing bring people into Camden, who then spend money in Camden.

*'We are bringing people into the borough and they will then be eating in the local restaurants and pubs'*

*'[We contribute] by bringing people into the area for the festival who then spend money in Camden'*

Perhaps a less tangible but no less important economic impact that some organisations are having is by either taking pressure off statutory services or indeed providing services that the statutory sector would otherwise have to do. Organisations argued that they were often providing services that represent much better value for money than those that a statutory body could provide.

*'Saving money by using 165 volunteers to deliver one-to-one service to families that could probably be costly for the council.'*

*'Our aim is to reduce youth crime and graffiti so hopefully this has an economic impact – there are less problems and police time and money can be better spent in other areas.'*

*'If we did not provide a soup kitchen somebody else would have to provide that service, maybe Camden Council.'*

*'[Concerning] the range of activities provided from morning to evening – e.g. narcotics anonymous – if Camden Council had to provide these services, they wouldn't do it for anywhere near the price we do it for.'*

*'We provide a service that the NHS cannot provide and local government does not provide. Our service enables people to live their lives and have an awareness of the choices available to them.'*

Similarly organisations also discussed the fundraising they undertake to actually raise additional funds for certain statutory services and the obvious economic benefits this provides to these organisations and the wider community.

*'[We] raised £150,000 for the Royal Free Hampstead Trust, so direct economic benefit to the NHS in effect'*

*'We give grants to the schools so that they can function more efficiently. It gives schools an economic freedom that they would normally not have had.'*

Other organisations were keen to discuss the direct economic benefits they provide to local people by providing free or affordable goods and activities to the most deprived and vulnerable groups to ensure that they are given the opportunity to participate fully in the wider community.

*'We provide cheap childcare – realistically the price would be double but we are supporting that part of the economy in Camden. Contribution is about working with families and giving them a platform to retrain (if they have applied to university and need cheap childcare), apply for jobs (childcare being safe and cheap), giving them respite if they have mental health problems.'*

*'We do provide opportunities which people would not otherwise have access to, such as drama for the children and childcare. If we did not do this others would have to provide this group with activities. Also provide a free meal at some projects'*

*'Some of the services that we run do allow people who are economically disadvantaged to have access to opportunities that they wouldn't otherwise have – for*

*example, three times a year we run an escape from London coach trip. Because we are able to run these trips at subsidised rates it gives people access to opportunities that they normally wouldn't have.'*

Another and perhaps less obvious economic contribution made by a few organisations is the help and advice they give to their service users to enable them to access all the benefits they are entitled to – especially amongst elderly communities and immigrant BME communities. This in turn brings a potentially huge amount of extra income into the borough.

*'We have had a huge economic impact in the 13 years that we've been running. We have brought huge income into the borough in terms of accessing incomes for our members – over £1 million. This would be via pension credit, unclaimed pensions, and we campaigned for elderly Irish people here to be eligible to claim an Irish pension based on contributions they made before they emigrated and new legislation was brought in 2002 which has enabled this to happen. This has raised thousands of pounds.'*

*'A great bulk of the work that we do is advise people on how to maximise their income. We are able to assess our impact by seeing the outcome for each individual we have helped with a benefit application. Ultimately, this creates more money for Camden'*

## 9. Quality Management

### Quality management and measuring impact

As shown below in table 8.1, just over half of all organisations (51%) that we spoke to work to a quality management standard. Interestingly, when looked at in terms of income band, no organisations receiving less than £10,00 a year income work to a quality management standard, compared to two thirds of organisations receiving over £1 million a year income, and 86% of organisations in the £250,001 to £1 million income bracket. In terms of the type of quality management standard that organisations work towards, the most commonly mentioned standards were PQASSO and Investors in People – 32% and 24% of organisations that work to a quality management standard use these respectively.

**Table 8.1: Percentage of organisations that work to a quality management standard (by income band)**

	Overall proportion of organisations	£10,000 or less	£10,001 to £100,000	£100,001 to £250,000	£250,001 to £1million	Over £1million
	Base: 49 %	Base: 10 %	Base: 12 %	Base: 14 %	Base: 7 %	Base: 6 %
Work to quality management standard	51	0	58	57	86	67
Do not work to a quality management standard	49	100	42	43	14	33

All organisations were asked if they were able to measure their impact on beneficiaries, and almost three quarters of organisations interviewed (72%) said that they are able to measure this.

Interviewees were asked to specify the kinds of information that they regularly collect in terms of feedback about their organisation and services. As shown in table 8.2 below, a large proportion – four fifths (80%) – of organisations interviewed said that they regularly collect anecdotal feedback, and similar proportions collect information regarding actual outputs (78%), and complaints and comments received (78%).

**Table 8.2: Proportion of organisations that regularly collect the following kinds of information about their services and activities<sup>14</sup>**

	<b>% of organisation</b>
Anecdotal feedback	80
Information regarding actual outputs	78
Complaints and comments received	78
Views on quality of services	73
Information regarding actual outcomes	67
Information regarding unmet demand	59
Views on impact of services on individuals	57
Other stakeholder feedback e.g. statutory agencies	55
Case studies	49

Base: 49

Interviewees were then asked the extent to which the information that they collected informed specific areas of their work. As outlined in table 8.3, almost two thirds (63%) of organisations use this information to inform the planning process to a great extent, and a similar proportion use this information to inform a change in service or activity to meet need/demands (61%).

<sup>14</sup> Please note that percentages do not add up to 100% as interviewees could specify more than one answer

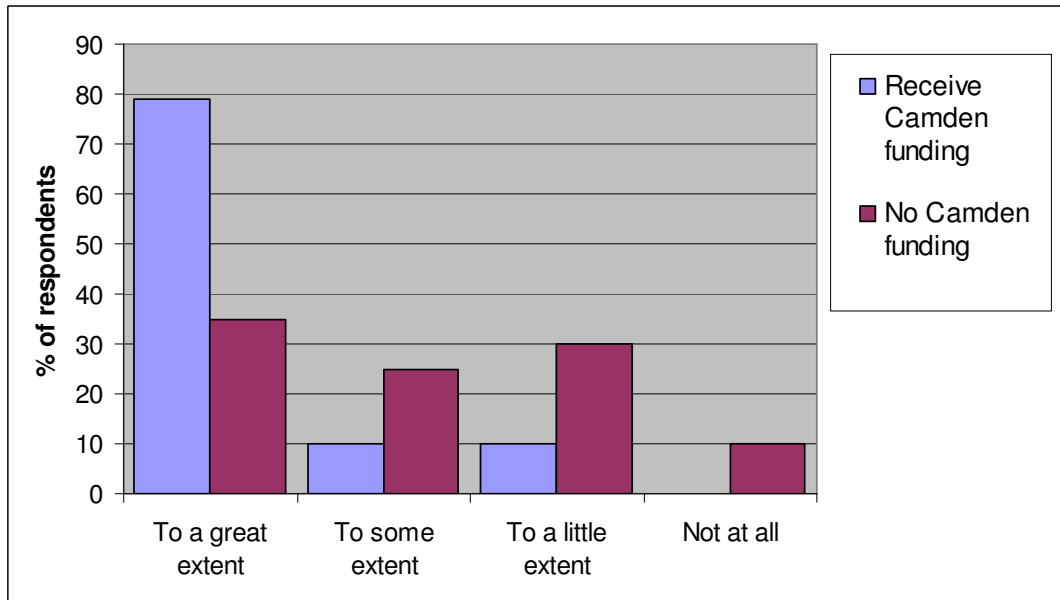
**Table 8.3: Extent to which organisations use the information collected to inform the following:**

	<b>To a great extent</b>	<b>To some extent</b>	<b>To a little extent</b>	<b>Not at all</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Planning process	63	14	0	22
Change in service/activity direction to meet demand/needs	61	20	0	18
Funding bids	53	8	4	35
Fundraising strategy	47	18	8	27
Campaigning on behalf of beneficiaries for change	27	18	20	35
Input into partnership work	20	39	14	27

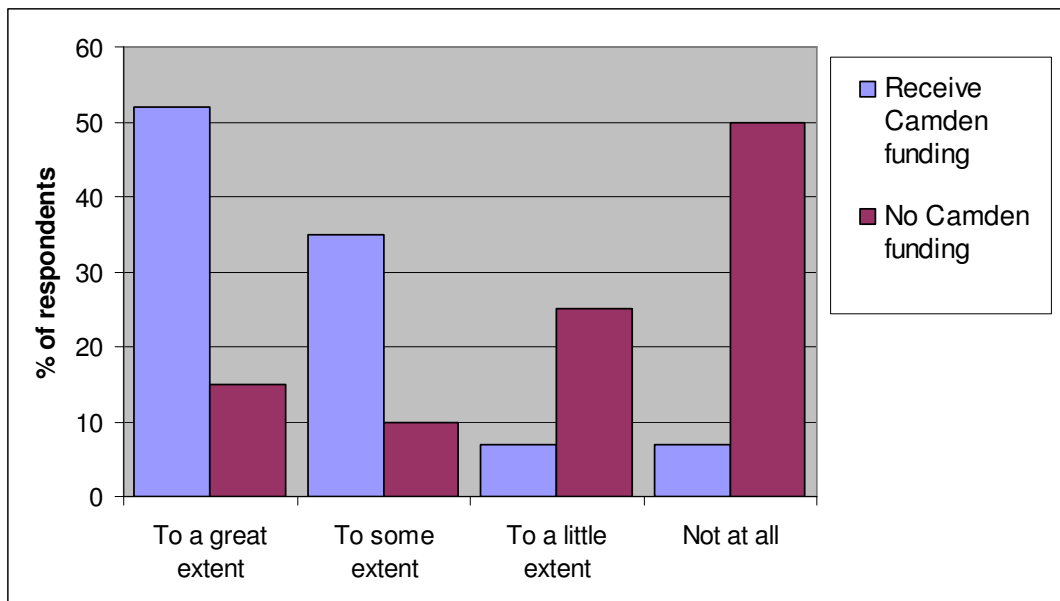
Base: 49

As illustrated in Figure 8.2 to Figure 8.5 below, those organisations who receive funding of any kind from Camden were more likely than those organisations who receive no funding from Camden to say that they are contributing to the outcomes discussed above either to a great extent or to some extent. This is interesting but nevertheless it is impossible to determine whether Camden are more likely to fund organisations who can demonstrate strong social outcomes, or whether organisations who receive funding from Camden are simply more familiar with evidencing their economic and social outcomes or indeed whether the funding organisations receive from Camden enable them to deliver better economic and social outcomes.

**Figure 8.2: Extent to which organisations contribute to a reduction in social isolation and increasing the sense of belonging of people and communities within Camden by whether or not they receive funding from Camden**

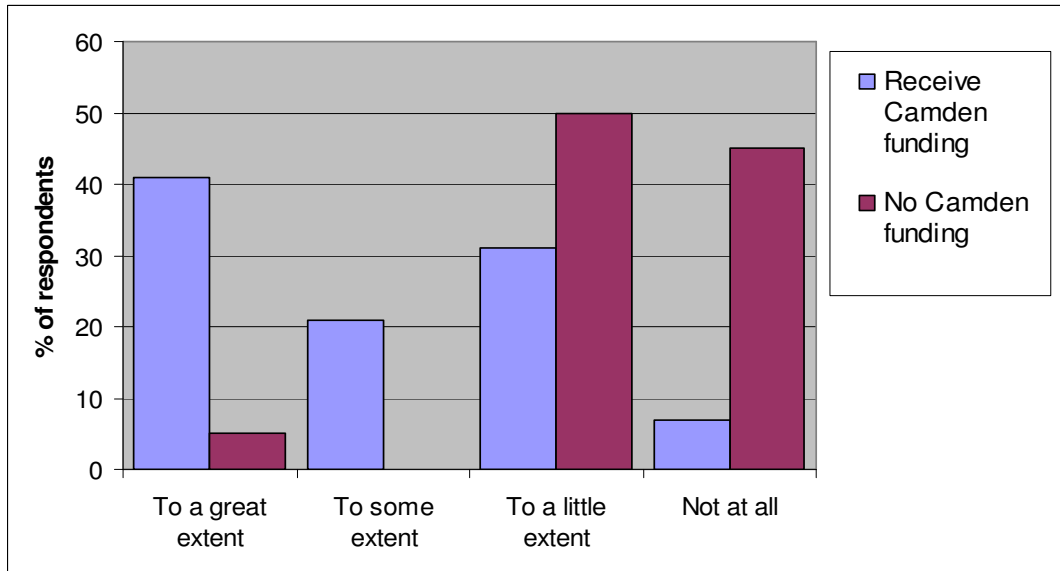


**Figure 8.3: Extent to which organisations contribute to the promotion and sustainability of social cohesion between different communities by whether or not they receive funding from Camden**

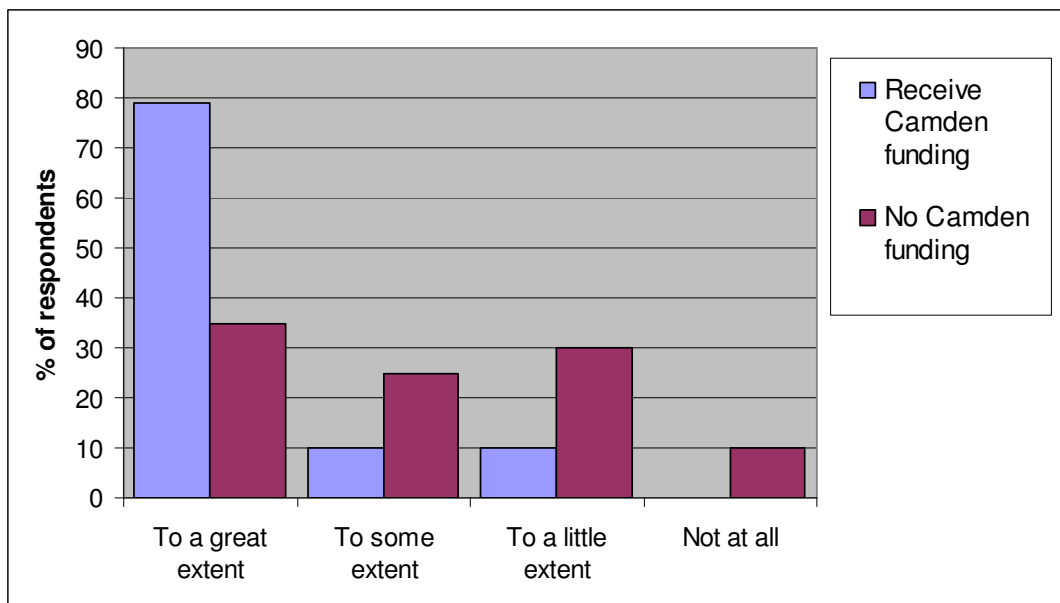




**Figure 8.4: Extent to which organisations contribute to empowering local people to have a greater voice and influence over local decision making and the delivery of services by whether or not they receive funding from Camden**



**Figure 8.5: Extent to which organisations are having an economic impact in Camden by whether or not they receive funding from Camden**



## 10. Measuring impact in the future

The evidence above provides a snapshot of the significant role Camden's voluntary and community sector are playing in supporting a variety of local agendas including social inclusion, regeneration, and sustaining local communities. We have attempted to provide evidence of the economic and social contribution being made by a sample of voluntary and community organisations to local life in Camden. This study will be an important tool in promoting the work of the voluntary and community sector and gaining a wider appreciation of the voluntary and community sector's contribution to the economic and social wellbeing of people living in Camden.

However, the purpose of this study has also been to begin to identify a framework that can be used to build on this study and continue to measure the value and impact of many more voluntary and community organisations in the future. The potential for the sector in Camden to build up a much larger evidence base is hugely exciting but the resources required to make this a success should not be underestimated.

We would recommend that the steering group's first priority should be to update and develop the overall database. An accurate profile of all VCS organisations in Camden would enable you to extrapolate the findings from future studies about economic and social impact to the sector in Camden as a whole. The ChangeUp steering group database therefore should include (as a minimum) information about income, proportion of activities that take place in Camden, and organisational structure.

Further to this, to build upon this particular study in the future, we would recommend using a similar approach and methodology. Telephone interviews appear to have been a successful method of data collection both in terms of securing a sufficient response rate and getting the depth and accuracy of data required in a study like this. However we would recommend that an incremental approach is taken. In this study, we undertook 50 telephone interviews, and we would suggest that each year an additional 100 interviews are undertaken. Anything more ambitious than this would be highly resource intensive in terms of recruiting organisations to participate, setting up and undertaking the interviews, and collating and analysing the data.

As illustrated by the findings, in general the measures used in this study were fairly successful in enabling us to evidence the economic and social impact of the organisations who participated. Below we discuss those measures we would recommend replicating in the future and those that we would change or need further development.

## Funding

The questions that organisations in this study were asked about funding are outlined below. In general the data collected under these questions was sufficient for our purposes. It enabled us to evidence organisations overall income, where this income is coming from and also how much money organisations are levering into the borough from various sources.

The only addition we would suggest to the questions about funding is asking organisations to state the estimated value of each 'in kind' contribution, which would then provide an indication of the additional financial benefits this represents to organisations.

### Question: What was the approximate annual income of your organisation during the last financial year? (Please write in actual amount)

Actual money received	
-----------------------	--

### Question: Where did your annual income come from and approximately how much did you receive from each different source?

	Please tick	Approximate amount £
European funding	<input type="checkbox"/>	
National Government Funding (e.g. SRB)	<input type="checkbox"/>	
Learning and Skills Council	<input type="checkbox"/>	
London Development Agency	<input type="checkbox"/>	
London Borough of Camden Grants	<input type="checkbox"/>	
London Borough of Camden Contracts/Service Level Agreements	<input type="checkbox"/>	
Community Legal Service Contract/Franchise	<input type="checkbox"/>	
Primary Care Trust	<input type="checkbox"/>	
Other statutory body Contract or Service Level Agreement, please specify:	<input type="checkbox"/>	
National Lottery, please state which programme:	<input type="checkbox"/>	
Grant making trust	<input type="checkbox"/>	
Arts Council	<input type="checkbox"/>	
Comic Relief	<input type="checkbox"/>	
Children in Need	<input type="checkbox"/>	
Membership Fees	<input type="checkbox"/>	
Charges for services	<input type="checkbox"/>	
Private Donations	<input type="checkbox"/>	
Legacies	<input type="checkbox"/>	
Covenants	<input type="checkbox"/>	
Local business funding programmes	<input type="checkbox"/>	
Interest on investments	<input type="checkbox"/>	
Rental Income	<input type="checkbox"/>	
Other, please specify:	<input type="checkbox"/>	

**Question: What, if any, types of 'in kind' contributions (i.e. in the form of goods or services rather than in cash) did your organisation receive during the last financial year and who provided them i.e. volunteers, the private sector, the statutory sector? (Please tick all that apply and then detail who provides the given 'in kind' contribution)**

	Please tick	Provider	Estimated value
Premises			
Goods and services			
Secondments			
Pro bono			
Other			

## Staff

In our study we obtained a sufficient level of information about the number of staff organisations employ and how much funding is allocated to staffing costs each year. Therefore, we would suggest including the same questions about staff:

**Question: Does your organisation have any paid staff? (Please tick only one)**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

**Question: How many paid staff in total does your organisation employ? Please provide actual numbers in each category. (Please write in approximate number)**

Full time staff (working more than 30 hours per week)	
Part time staff (working between 20 and 30 hours per week)	
Part time staff (working between 10 and 20 hours per week)	
Part time staff (working between 2 and 10 hours per week)	
Part time staff (working less than 2 hours per week)	

**Question: How much funding is allocated to staffing costs per year? (Please write in actual amount)**

--

The information collected about the profile of paid staff was useful in terms of mapping how representative the workforce is, and the important job opportunities the voluntary and community sector is providing for local people. We would therefore keep this question as it stands:

**Question: Profile of paid staff. Please provide the number of paid staff who fall into the following categories (Please write in approximate number)**

	<b>N</b>
Camden residents	
Male	
Female	
Age 18-25	
26-45	
46-65	
Over 65	
Refugees and Asylum Seekers	
Black and minority ethnic background	
Disabled	
Lesbian, Gay, Bisexual and Transgender	
Student	

## **Volunteers**

This study captured some extremely valuable information about the economic and social impact of volunteering in the community. Below we discuss the additional detail we would recommend is collected in the future.

**Profile of volunteers**

Again, as above, the profile information we gathered was extremely useful and we recommend keeping the question the same.

**Question: Profile of volunteers. Please provide the number of volunteers who fall into the following categories. (Please write in approximate numbers)**

	N
Camden residents	
Male	
Female	
Age 0 -18	
18-25	
26-45	
46-65	
Over 65	
Economically inactive, not seeking work	
Unemployed jobseekers	
Retired	
Refugees and Asylum Seekers	
Black and minority ethnic background	
Disabled	
Lesbian, Gay, Bisexual and Transgender	

**Monetary value of volunteers**

As discussed in the main body of the report the information collected during this study only allowed for a very rough calculation of the monetary value of volunteers. In future studies it would be beneficial to get a more accurate calculation of the monetary value of

volunteers. The Institute for Volunteering Research recommends using a model called VIVA – the Volunteer Investment and Value Audit<sup>15</sup>, which is outlined below:

**VIVA – the Volunteer Investment and Value Audit**

***Total volunteer investment***

VIVA adds up all costs associated with having volunteers. Organisations need to ask themselves: ‘would we have to spend this if we didn’t have volunteers?’ If the answer is ‘no’, then organisations should include it as a volunteering cost. Organisations need to think about their expenditures for a period of one year, taking figures from their volunteer budget or the previous year’s accounts. Costs should be estimated if the actual figure is not available.

<b>Category of expenditure</b>	<b>Cost Details</b>	<b>Amount (£)</b>
Volunteer services manager/co-ordinator	Annual salary or % of annual salary	
Volunteer managers assistant/secretary	Annual salary or % of annual salary	
Other paid staff	% of annual salary corresponding to % of time spent on managing or supporting volunteers	
Advertising and recruitment	Cost of printing leaflets, posters etc	
Induction and training	Cost of materials, lunches, childcare, staff time and fees for external training	
Volunteers expenses	Travel and out of pocket expenses reimbursed	
Administration, support and recognition	Volunteer newsletters, meetings, socials, parties, awards, certificates, office expenses	
Supplies and equipment	Clothing, badges, materials, and equipment provided free to volunteers for their volunteering	

---

<sup>15</sup> VIVA – The volunteer investment and value audit. (2003) Institute for Volunteering Research – Research Bulletin

Category of expenditure	Cost Details	Amount (£)
Food and accommodation	Costs of drinks, food and accommodation provided free while volunteering	
Volunteer insurance	Cost of the volunteer insurance policy or a percentage of the organisations overall insurance policy to cover volunteers	
Volunteer related building costs and expenses	Rent and utility costs where building are maintained solely for volunteers	
<b>Total annual expenditure</b>		

**Total volunteer value**

VIVA analyses what volunteers do and for how much time, matches it to equivalent paid work and applies the market wage. This produces a notional volunteer wage bill – ‘what we would have to pay people to do the work of our volunteers’. For wage rates, you need to obtain national rates from the annual New Earnings Survey (available from the Office of National Statistics), local rates from employers and jobcentres, or you can use pay scales and rates internal to the organisation.

Organisations should include regular volunteers who volunteer week on week, and non-regular volunteers such as management committee members/ trustees, occasional/seasonal and fundraising volunteers. It may be easier to estimate hours for non-regular volunteers over a whole year rather than per week. For fundraising volunteers, organizations should use the national minimum wage. Do not add in the amount of funds raised by these volunteers, but be sure to mention this extra income as ‘value added’. Make estimates if exact figures are not available.

Volunteer or job title	Equivalent paid job	Hourly wage for job	Total weekly hours in this role	X48 or no. of weeks per year worked by volunteers	X hourly wage = value of this role in a year
Example: Volunteer driver	Taxi/ cab driver	£6.67	30	1440	£9604.80
1					
2					
3					
4					
5 etc					
<b>Total</b>					



**Adding employment overheads**

After calculating the total volunteer value, you can add an additional 20% to cover the costs of ‘employment overheads’. This is because, in addition to paying the actual wage, an employer also covers employee costs such as national insurance, holiday pay and other benefits. You can omit this additional percentage or show both Ratios, with and without the additional 20%.

**The VIVA ratio**

Divide the total volunteer value by the total volunteer investment to produce the VIVA Ratio. For example, a total value of £50,000 and expenditure of £10,000 yields a Ratio of 5. The Ratio has a simple meaning: ‘for every £1 we spend on volunteers, we get back £5 in the value of the work they do’, a five-fold return on the organisation’s investment in volunteering.

**Benefits of volunteering**

As discussed in the main body of the report, there are many benefits to volunteering – above and beyond a simple wage replacement model of value. In this study organisations were asked to tell us in their own words what they believed the benefits of volunteering are to the individual, the organisation and service users. What we have now attempted to do below is convert some of this qualitative information into measurable outcomes. We would suggest incorporating the following:

	<b>N</b>
Number of volunteers who have received some training in the last financial year	
Number of volunteers who have received in-house training in the last financial year	
Number of volunteers who have received external training in the last financial year	
Number of volunteers receiving recognised qualifications (please state which qualifications if applicable)	
Number of volunteers who have gone on to full-time employment after receiving training	

**Partnerships**

In this study we asked organisations to specify the key organisations, networks and partnerships that they work with on a regular basis, and also to explain in their own words the main benefits of working with them. The information gathered has helped inform the revised question below which will allow future studies to identify common benefits of partnership working.

We would anticipate that this table could evolve over time if organisations in future studies identify additional benefits not currently listed.

**Question: What are the key organisations, networks, or partnerships you work with on a regular basis and what are the main benefits of working with them?**

Name of partnership	Information sharing	Co-ordination of service provision.	Working towards common goals	Provide advice, support and guidance	Funding opportunities	Provide / offer premises	Networking	Referrals	Shared expertise and ideas	Provide volunteers	Training Provision	Other
e.g. VAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Social Outcomes**

In this study we asked people to describe in their own words to what extent and how their organisation is contributing to social outcomes in Camden. As discussed above, organisations were able to provide a wealth of examples and rich anecdotal evidence of the significant impact they are having on different sections of the community. However, the ways in which organisations evidence these outcomes are extremely varied, and some organisations have more established mechanisms for doing this than others.

Ideally, we would liked to have developed quantifiable measures of social impact (i.e. per centage of service users reporting a reduction in feelings of social isolation, percentage of service users that feel more involved in decision making in their local community etc). However, this would require organisations to adopt a standard approach to measuring their social and economic impact and the time and resources involved in this could prove prohibitive and would take many years to implement.

Therefore, we would recommend continuing to use the Local Area Agreement outcomes used in this study, but in future collect more accurate and detailed data around how organisations evidence their contributions to each of these areas. This is something that we anticipate will develop and evolve over time, as organisations become more accustomed to measuring and evidencing their impact. Furthermore, we believe that this evidence could be hugely beneficial in identifying common approaches, gaps, and wider support or coordination needs. We would therefore suggest the following questions:

**Empowering local people**

To what extent does your organisation contribute to empowering local people to have a greater voice and influence over local decision making and the delivery of services?

In what ways do you do this?

What evidence do you have to support this? (e.g. user surveys, record of outputs etc)

**Social cohesion**

To what extent does your organisation contribute to the promotion and sustainability of social cohesion between different communities?

In what ways do you do this?

What evidence do you have to support this? (e.g. user surveys, record of outputs etc)

**Social isolation**

To what extent does your organisation contribute to a reduction in social isolation and increasing the sense of belonging of people and communities within Camden?

In what ways do you do this?

What evidence do you have to support this? (e.g. user surveys, record of outputs etc)

**Economic impact**

To what extent does your organisation have an economic impact in Camden?

In what ways do you do this?

What evidence do you have to support this? (e.g. user surveys, record of outputs etc)

## Appendix 1: Initial contact letter

Dear .....

### **Re: The Social and Economic Contribution of the Voluntary Sector**

As discussed in our earlier telephone conversation, the Office for Public Management (OPM) has been commissioned by the Camden Change-Up Steering Group to conduct research into the economic and social contribution made by the voluntary and community sector (VCS) to local life in Camden. Capturing this information will be an important tool in promoting the work of the VCS, and will help build a strategy for future infrastructure support. It will also help gain a wider appreciation of the voluntary and community sectors contribution to the economic and social wellbeing of people living in Camden.

Thank you very much for agreeing to take part in a telephone interview as part of this research – your contribution to this research is invaluable.

We would like to confirm that a telephone interview between yourself and an OPM researcher has been scheduled for:

**Date:**

**Time:**

**Name of interviewer:**

### **IMPORTANT INFORMATION**

The enclosed document outlines the questions that we would like to discuss with you during the interview. As you can see, we have included a range of questions that are designed to capture the more tangible social and economic measures such as income, the number of volunteers, and staffing levels, as well as some of the softer outcome areas such as the impact of your organisation's work in the wider community and in relation to quality of life issues.

We have sent the questionnaire in advance of the interview because we are aware that you may have to gather some of the information from different sources and people within

your organisation, particularly financial information, information on the numbers and profiles of staff and volunteers and information on any quality management systems you have in place.

**We do not expect you to complete the questionnaire.** The interviewer will complete the questionnaire, in collaboration with you, during your interview. This will give the interviewer the chance to explain and explore questions and issues in more depth with you. However, please ensure that you have all the necessary information to hand before the interview commences.

Your contribution to this research project is invaluable. A more comprehensive picture of your organisation and other VCS organisations in Camden will help gain a wider appreciation of your contribution to the economic and social wellbeing of people living in Camden.

If you have any queries about the questionnaire before your interview then please contact Marie Tolboll at OPM on 0207 239 7870 or Simone Hensby at Voluntary Action Camden on 0207 284 6555.

Thank you in advance for your co-operation and we look forward to discussing the questions with you soon.

Kind Regards

Leigh Johnston  
Research Manager

## Appendix 2: Interview questionnaire

# Assessing the Economic and Social Contribution of the Voluntary and Community Sector in Camden

Interview Questionnaire

On behalf of the Camden Change-Up Steering Group

**November 2006**

## Introduction

Camden's large and diverse voluntary and community sector plays an important role in supporting a variety of agendas including social inclusion, regeneration, and sustaining local communities. The Camden Change-Up Steering Group feel it is extremely important to capture the work that the Camden VCS do, in order to obtain an accurate picture of the economic and social contribution made by the VCS to local life in Camden.

The Office for Public Management (OPM) have been commissioned by the Camden Change-Up Steering Group to capture the work that you are undertaking, which will help to provide a more comprehensive picture of the economic and social contribution that you and other local VCS organisations are making in Camden. Capturing this information will be an important tool in promoting the work of the VCS, and will help build a strategy for future infrastructure support. It will also help gain a wider appreciation of the voluntary and community sectors contribution to the economic and social wellbeing of people living in Camden.

Your contribution to this research project is therefore invaluable, and we would appreciate your assistance in helping us to answer a few questions about your organisation through a telephone interview. The enclosed document outlines the questions that we would like to discuss with you during the interview. As you can see, we have included a range of questions that are designed to capture the more tangible social and economic measures such as income, the number of volunteers, and staffing levels, as well as some of the softer outcome measures such as the impact of your organisation in the wider community and in relation to quality of life issues

We have sent the questionnaire in advance of the interview because we are aware that you may have to gather some of the information from different sources and people within your organisation.

**We do not expect you to complete the questionnaire.** The interviewer will complete the questionnaire, in collaboration with you, during your interview. This will give the interviewer the chance to explain and explore questions and issues in more depth with you. However, please ensure that you have all the necessary information to hand before the interview commences.

If you have any queries about the questionnaire before your interview then please contact Marie Tolboll at OPM on 0207 239 7870 or Simone Hensby at Camden Voluntary Action on 0207 284 6555.

Thank you in advance for your co-operation and we look forward to discussing the questions with you soon.

## About your organisation

### Question 1.1: Organisation details

<b>Name of Organisation</b>	
<b>Your name</b>	
<b>Position</b>	
<b>Address</b>	
<b>Phone</b>	
<b>Email address</b>	

**Just to give us some background, please can you tell us a bit about your organisation and the kind of work that you do?**

### Question 1.2: Which of the following most closely matches your organisation's structure? (Please tick one only)

Community organisation	
Registered charity (unincorporated association / trust)	
Registered charity company limited by guarantee	
Social enterprise	
Charitable incorporated company	
Self-help group	
Other, please specify:	

### Question 1.3: What proportion of your activities take place in Camden and what proportion take place outside of Camden? (Please provide your best estimate)

	Proportion (i.e. 25%)
Proportion of activities taking place in Camden	
Proportion of activities taking place outside Camden	



## Funding

**Question 2.1** What was the approximate annual income of your organisation during the last financial year? (Please write in actual amount)

Actual money received	
-----------------------	--

**Question 2.2** Where did your annual income come from and approximately how much did you receive from each different source? (Please tick all that apply and then detail the actual amount of funding you received from each different source)

	Please tick	Approximate amount £
European funding		
National Government Funding (e.g. SRB)		
Learning and Skills Council		
London Development Agency		
London Borough of Camden Grants		
London Borough of Camden Contracts/Service Level Agreements		
Community Legal Service Contract/Franchise		
Primary Care Trust		
Other statutory body Contract or Service Level Agreement, please specify:		
National Lottery, please state which programme e.g. Charities Board, Heritage Fund:		
Grant making trust		
Comic Relief		
Children in Need		
Membership Fees		
Charges for services		
Private Donations		
Legacies		
Covenants		
Local business funding programmes		
Other, please specify		

**Question 2.3** What, if any, types of ‘in kind’ contributions (i.e. in the form of goods or services rather than in cash) did your organisation receive during the last financial year and who provided them i.e. volunteers, the private sector, the statutory sector? (Please tick all that apply and then detail who provides the given ‘in kind’ contribution)

	Please tick	Provider
Premises		
Goods and services		
Secondments		
Pro bono		
Other		

**Question 2.4:** How much funding is allocated to staffing costs per year? (Please write in actual amount)

--

## Who do you work with?

**Question 3.1: To what extent does your organisation work with or support the following, in Camden? (Please tick all that apply).**

	To a great extent	To some extent	To a little extent	Not at all
All residents in Camden				
Residents in specific neighbourhoods				
Residents in regeneration areas				
Children aged under 5				
Children aged 5-16				
Young People aged 17- 25				
Older people (over 65)				
Women				
Black and minority ethnic communities				
Lesbian, gay, bisexual and transgender people				
Refugees/Asylum Seekers				
People of a particular faith				
People with learning disabilities				
People with physical disabilities				
People with mental health problems				
People with specific health problem				
People in housing need or homeless				
People not in employment, education and training				
People misusing alcohol and/or drugs				
Ex offenders				
Others, please specify:				

**Question 3.2: Please indicate the extent to which you offer the following services to residents and organisations in Camden? This includes both formal and informal services. (Please tick all that apply).**

	To a great extent	To some extent	To a little extent	Not at all
Advocacy and representation				
Advice and information				
Education and training				
Outreach support				
Partnership building and brokerage				
Policy and research				
Provision of buildings and facilities				
Accommodation and housing				
Health				
Social care and development				
Regeneration				
Religious activities				
Capacity building and community development				
Leisure, arts, sports and play				
Other, please specify:				

## About your volunteers

The questions below refer to your organisation's volunteers including Trustees.

**Question 4.1: How many of the following types of volunteers did your organisation have in 2005/06? (Please write in approximate numbers)**

Full time volunteers (working more than 30 hours per week)	
Part time volunteers (working between 20 and 30 hours per week)	
Part time volunteers (working between 10 and 20 hours per week)	
Part time volunteers (working between 2 and 10 hours per week)	
Part time volunteers (working less than 2 hours per week)	
Regular (but cannot be defined as full time or part time)	
Session volunteers	

**Question 4.2: Profile of volunteers. Please provide the number of volunteers who fall into the following categories. (Please write in approximate numbers)**

Camden residents	
Male	
Female	
Age 0 -18	
18-25	
26-45	
46-65	
Over 65	
Economically inactive, not seeking work	
Unemployed jobseekers	
Retired	
Refugees and Asylum Seekers	
Black and minority ethnic background	
Disabled	
Lesbian, Gay, Bisexual and Transgender	

**Question 4.3: Activity of volunteers. To what extent do your volunteers undertake the following activities?**

	To a great extent	To some extent	To a little extent	Not at all
Strategic leadership				
Management				
Governance				
Administration				
Fundraising				
Marketing				
Research and policy				
IT support				
Direct service provision				
Information/ advice provision				
Building maintenance				
Other, please specify:				

**Question 4.4: Do you offer any training to your volunteers? (Please tick only one)**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

**Question 4.5: Please provide a brief description of the training that you offer.**

**Question 4.6: What are the main benefits of volunteering to the individual volunteer, your organisations and your service users?**


## About your staff

**Question 5.1: Does your organisation have any paid staff? (Please tick only one)**

Yes	<input type="checkbox"/>	Go to Q5.2 below
No	<input type="checkbox"/>	Go to section 6 below

**Question 5.2: How many paid staff in total does your organisation employ? Please provide actual numbers in each category. (Please write in approximate number)**

Full time staff (working more than 30 hours per week)	
Part time staff (working between 20 and 30 hours per week)	
Part time staff (working between 10 and 20 hours per week)	
Part time staff (working between 2 and 10 hours per week)	
Part time staff (working less than 2 hours per week)	

**Question 5.3: Profile of paid staff. Please provide the number of paid staff who fall into the following categories (Please write in approximate number)**

Camden residents	
Male	
Female	
Age 18-25	
26-45	
46-65	
Over 65	
Refugees and Asylum Seekers	
Black and minority ethnic background	
Disabled	
Lesbian, Gay, Bisexual and Transgender	
Student	



**Question 5.4: Please indicate the extent to which your paid staff undertake the following activities.**

	<b>To a great extent</b>	<b>To some extent</b>	<b>To a little extent</b>	<b>Not at all</b>
Strategic leadership				
Management				
Governance				
Administration				
Fundraising				
Marketing				
Research and policy				
IT support				
Direct service provision				
Information/ advice provision				
Building maintenance				
Other, please specify:				

## Networks and partnerships

**Question 6.1: What are the key organisations, networks, or partnerships you work with on a regular basis and what are the main benefits of working with them?**

Name of organisation, network or partnership	Main benefits of working with them

## Social Outcomes

Outlined below are some of the questions and issues that we would like to explore with you during the interview we have arranged with you.

**Question 7.1: To what extent does your organisation contribute to empowering local people to have a greater voice and influence over local decision making and the delivery of services?**

- Is it targeted in any way?
- To whom?
- Examples?
- How do you assess your impact?

**Question 7.2: To what extent does your organisation contribute to the promotion and sustainability of social cohesion between different communities?**

- Is it targeted in any way?
- To whom?
- Examples?
- How do you assess your impact?

**Question 7.3: To what extent does your organisation contribute to reduce social isolation and increasing the sense of belonging of people and communities within Camden?**

- Is it targeted in any way?
- To whom?
- Examples?
- How do you assess your impact?

**Question 7.4: To what extent does your organisation have an economic impact in Camden?**

- Is it targeted in any way?
- To whom?
- Examples?
- How do you assess your impact?

## Quality Management

**Question 8.1: Does your organisation work to a quality management standard? (Please tick only one)**

Yes	<input type="checkbox"/>	Go to Q8.2 below
No	<input type="checkbox"/>	Go to Q8.3 below

**Question 8.2: If 'Yes', which standard? (Please tick all that apply)**

IIP	
PQASSO	
ISO 9000	
British Quality Foundation Excellence Model	
Quality First	
Community Legal Service Quality Mark (please describe which level):	
Total Quality Management	
Matrix	
Other, please describe	

**Question 8.3: Does your organisation regularly collect any of the following information about your services and activities? (Please tick all that apply)**

Information regarding actual outputs	
Information regarding unmet demand	
Information regarding actual outcomes	
Views on quality of services	
Complaints and comments received	
Anecdotal feedback	
Case studies	
Other stakeholder feedback e.g. statutory agencies	
Views on impact of services on individuals	
Other, please specify	

**Question 8.4: Is your organisation able to measure the impact of its services on beneficiaries? (Please tick only one)**

Yes	<input type="checkbox"/>	Go to Q8.5 below
No	<input type="checkbox"/>	Go to Q8.6 below

**Question 8.5: Please explain how your organisation measures the impact of its services on beneficiaries?**

**Question 8.6: To what extent does the information you collect inform the following?**

	To a great extent	To some extent	To a little extent	Not at all
Planning process				
Fundraising strategy				
Funding bids				
Change in service/activity direction to meet demand/needs				
Input into partnership work				
Campaigning on behalf of beneficiaries for change				
Other, please specify				

## Appendix 3: Definitions of organisational structures

### **Community organisation**

An unregistered body which is formally constituted as an autonomous, democratic organisation independent of national and/or local government. An organisation with benevolent or philanthropic purposes which has the essential attributes of charity: a spirit of altruism, and a dedication to purposes which are worthy of public support.

### **Registered charities**

A registered charity is an organisation that is established exclusively for charitable purposes (i.e. set up for the benefit of the public) and is registered under the Charities Act 1993. An organisation's charitable purpose is outlined in its objectives and aims section in the constitution. An unincorporated and incorporated organisation can register for charitable status.

### **Unincorporated associations**

An unincorporated association is not required by law to register with any regulatory body. The association has a governing body that comprises of individuals and is governed by a constitution or rules. An unincorporated association has no separate legal existence and remains for most purposes a collection of individuals.

### **Charitable trusts**

A charitable trust is an organisation that has a simple management structure which allows a small number of people to manage money or property for a charitable purpose. Trusts are governed by a trust deed or declaration of trust and have to register with the Charity Commission.

### **Incorporated associations**

An incorporated association has a separate legal existence and can operate and own property in its own right. Legal proceedings can be taken by the organisation in its own name and not by individual members representing the organisation. Many incorporated associations are company limited by guarantee/ industrial and provident societies and registered charities.

### **Companies limited by guarantee**

A company limited by guarantee is an organisation that has an aim to pursue some social or political cause. There are no shareholders and any profits are reinvested in the company. All members must guarantee to pay a nominal sum (usually £1) if the company becomes insolvent. A company limited is an incorporated organisation and is governed by a board of directors or management committee. The constitution comprises of two documents: memorandum of association (which contains the company's aims, the powers it has to pursue them and the extent of members' liability) and the articles of association (company's rules and procedures).

**Social enterprise**

Social enterprises are businesses that trade in order to pursue a social aim. They: produce goods or provide services to achieve their goals and financial self-sufficiency; have social aims such as employment and training - or provision of services - particularly for disadvantaged groups; often have a democratic management style with different stakeholders taking part in decision making, e.g. employees, users of the social enterprise or specially appointed trustees; and principally reinvest profits in the business or in the community to further their social aims.

**Self-help group**

Group of individuals with similar problems that meet for the purpose of providing support and information to each other and for mutual problem solving.

## Appendix 4: Organisations who participated in study

### Names of organisations, by proportion of activities that take place in Camden

#### 100% of activities

Hampstead Home School Association  
Hampstead Parochial Charities  
Haverstock School Association Limited  
Hampstead Chamber Choir  
St. Pancras Welfare Trust  
Camden Peoples Theatre  
Holborn Community Development Project  
Primrose Hill Community Centre  
Scene and Heard  
Sudan Women's Association  
Hampstead Counselling Service  
St Michael's Community Renewal Project  
South Hampstead and Kilburn Community Partnership  
Home-Start Camden  
Friends of the Royal Free Hospital  
Collingham Gardens Nursery  
Auden Place Nursery  
St. Pancras Almshouses  
Doorstep Homeless Families Project  
Camden Community Empowerment Network  
Hampstead Community Centre  
Dragon Hall  
Spectrum Centre  
Camden Training Network  
Corams Fields and the Harmsworth Memorial Playground  
The Cavendish School Charitable Trust Limited

#### 75-99% of activities

Festival of Life  
Camden Elderly Irish Network  
Shortlife Community Housing Limited  
Guide Association (Division wishes to remain anonymous)  
Fitzrovia Neighbourhood Centre  
Mind in Camden  
Hampstead Scientific Society  
Camden Federation of Private Tenants  
Three Acres Community Play Project



Camden LGBT Forum  
Diorama Arts  
The Hall School Charitable Trust  
Camden Arts Centre  
Camden Cypriot Women's Organisation  
Volunteer Centre Camden

**50-74% of activities**

West Hampstead Events Association for Residents and Tenants  
no.w.here  
Keats House  
Coram Family  
Camden Society  
Camden ITEC

**25-49% of activities**

African Families Association

**1-24% of activities**

St. Giles-in-the-Fields and William Shelton Educational Foundation

**Names of organisations, by income bands**

**£10,000 or less**

African Families Association  
West Hampstead Events Association for Residents and Tenants  
Festival of Life  
Shortlife Community Housing Limited  
Guide Association (Division wishes to remain anonymous)  
Hampstead Scientific Society  
Hampstead Home School Association  
Hampstead Parochial Charities  
Haverstock School Association Limited  
Hampstead Chamber Choir

**£10,001 to £100,000**

no.w.here  
Camden Elderly Irish Network  
Camden Federation of Private Tenants  
Camden Cypriot Women's Organisation  
St. Pancras Welfare Trust  
Camden Peoples Theatre

Holborn Community Development Project  
Primrose Hill Community Centre  
Scene and Heard  
Sudan Women's Association  
Hampstead Counselling Service  
St Michael's Community Renewal Project

**£100,001 to £250,000**

St. Giles-in-the-Fields and William Shelton Educational Foundation  
Fitzrovia Neighbourhood Centre  
Three Acres Community Play Project  
Camden LGBT Forum  
Volunteer Centre Camden  
South Hampstead and Kilburn Community Partnership  
Home-Start Camden  
Friends of the Royal Free Hospital  
Collingham Gardens Nursery  
Auden Place Nursery  
St. Pancras Almshouses  
Doorstep Homeless Families Project  
Camden Community Empowerment Network  
Hampstead Community Centre

**£250,001 to £1million**

Keats House  
Camden ITEC  
Diorama Arts  
Dragon Hall  
Spectrum Centre  
Camden Training Network  
Corams Fields and the Harmsworth Memorial Playground

**Over £1 million**

Coram Family  
Camden Society  
Mind in Camden  
The Hall School Charitable Trust  
Camden Arts Centre  
The Cavendish School Charitable Trust Limited

## Appendix 5: Additional data tables

**Table 10.1 Extent to which organisations work with or support the following groups (excluding those organisations that do not work with individuals)**

	<b>To a great extent</b>	<b>To some extent</b>	<b>To a little extent</b>	<b>Not at all</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Women	44	28	11	17
Children aged 5-16	37	20	17	26
Black and minority ethnic communities	35	35	11	20
Older people (over 65)	33	26	9	33
All residents in Camden	26	26	22	26
Children aged under 5	30	7	17	46
Young People aged 17- 25	28	37	13	22
Residents in specific neighbourhoods	37	20	15	28
People not in employment, education and training	26	33	20	22
Residents in regeneration areas	24	22	26	28
People in housing need or homeless	24	28	20	28
People with mental health problems	22	37	13	28
Refugees/Asylum Seekers	18	25	29	27
People with learning disabilities	17	28	28	26
People misusing alcohol and/or drugs	15	20	26	39
People with physical disabilities	13	41	26	20
People with specific health problem	13	28	26	33
Ex offenders	11	16	30	43
Lesbian, gay, bisexual and transgender people	9	26	30	35
People of a particular faith	7	26	22	46

Base: 46, N/R for ex-offenders=2

**Table 10.2 Extent to which organisations offer the following services to residents or organisations in Camden**

	<b>To a great extent</b> %	<b>To some extent</b> %	<b>To a little extent</b> %	<b>Not at all</b> %
Leisure, arts, sports and play	53	18	6	22
Advice and information	45	29	4	22
Education and training	41	31	14	14
Partnership building and brokerage	27	22	12	39
Capacity building and community development	25	29	18	29
Outreach support	22	25	16	37
Provision of buildings and facilities	20	29	2	49
Health	20	16	12	51
Advocacy and representation	18	32	12	37
Social care and development	18	27	16	39
Regeneration	12	20	18	49
Accommodation and housing	10	2	4	83
Policy and research	8	20	33	39
Religious activities	2	4	12	82

Base: 49

**Table 10.3: Full profile of volunteers**

	<b>Total Number</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Proportion of volunteers %</b>	<b>Base</b>
Camden residents	800	20.0	1	155	65	41
Male	350	8.8	1	45	31	41
Female	787	19.2	1	155	69	41
Gender variant	2	/	2	2		41
Age 0 -18	15	1.7	0	5	1	41
18-25	229	12.1	0	100	18	41
26-45	695	19.9	0	165	56	41
46-65	197	7.0	1	21	16	41
Over 65	113	5.4	0	27	9	41
Economically inactive, not seeking work	157	8.7	0	40	14	39
Unemployed jobseekers	44	2.9	0	10	4	39
Retired	104	4.7	1	33	10	39
Refugees and Asylum Seekers	42	3.8	2	13	3	39
Black and minority ethnic background	320	11.4	1	80	25	39
Disabled	34	3.4	0	12	2	39
Lesbian, Gay, Bisexual and Transgender	34	3.8	1	12	2	39

**Table 10.4: Full profile of paid staff for each organisation**

	<b>Total Number</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Proportion of staff %</b>	<b>Base</b>
Camden residents	121	4.5	1	12	40	36
Male	175	6.4	1	43	33	38
Female	350	9.8	1	89	66	38
Age 18-25	38	2.7	0	7	13	36
26-45	156	5.2	1	23	51	36
46-65	95	3.5	1	13	32	36
Over 65	6	2.0	1	3	2	36
Refugees and Asylum Seekers	4	2.0	1	3	1	36
Black and minority ethnic background	138	5.1	1	45	32	37
Disabled	18	1.8	1	7	4	37
Lesbian, Gay, Bisexual and Transgender	16	1.6	1	3	5	36
Student	16	2.0	1	6	5	36

## Appendix 6: Calculating leverage

**For every £1 that Camden Council invests in these 49 organisations, a further £5 is brought in from elsewhere**

(Overall funding minus money received from London Borough of Camden contracts, service level agreements and grants) (divided by money received from London Borough of Camden contracts, service level agreements and grants)

$$£27,223,510 - £4,869,587 = £22,353,923$$

$$£22,353,923 \div £4,869,587 = £4.59$$

**For every £1 in grant money that Camden Council contributes to these 49 organisations, another £20 is brought in from elsewhere.**

(Overall funding minus money received from London Borough of Camden grants) (divided by money received from London Borough of Camden grants)

$$£27,223,510 - £1,300,638 = £25,922,872$$

$$£25,922,872 \div £1,300,638 = £19.93$$

**For every £1 in grant money that Camden provides to these organisations a further £6 is brought in from other statutory bodies.**

(Funding received from other statutory bodies<sup>16</sup> divided by money received from London Borough of Camden grants)

$$£7,746,403 \div £1,300,638 = £5.96$$

All figures used in the calculations above can be found in Table 2.2.

---

<sup>16</sup> This includes funding from national government, Learning and Skills Council, London Development Agency, Primary Care trust, Arts Council and Other statutory body contracts and services level agreements e.g. other councils, Connexions and the probation service. This does **not** include London Borough of Camden contracts and service level agreements.