

Resilience and the Recession How is the Third Sector Managing?

**Research into how the sector in Brighton and Hove is
affected by the recession and how it is managing to
thrive and survive**

Jim Simpson and Debby Cowley: Jim Simpson Consultancy
Sally Hiscock: Brighton and Hove Community and Voluntary Sector Forum

June 2009

jimsimpsonconsultancy@ntlworld.com

Resilience and the Recession

How is the Third Sector Managing?

Preface

This report details the results of research carried out amongst 34 third sector managers in 29 voluntary organisations regarding the effects of the recession on their work, their ability to provide services and activities and their communities and clients. The results were drawn from interview questionnaires and a focus group with chief executives of third sector organisations. The research was carried out in April and May 2009. Results are useful and broadly concur with other third sector research carried out elsewhere. Results of the research provide a well informed snapshot of experience but the sample is small so not necessarily, statistically representative.

This work, alongside two conference events, has been carried out in a partnership between Brighton and Hove Community and Voluntary Sector Forum and the Working Together Project and is funded through Brighton and Hove Council and Capacitybuilders.

Jim Simpson
Jim Simpson Consultancy

Introduction

The recession, and prior to it the credit crunch, is affecting voluntary and community organisations and social enterprises - collectively the third sector. This research has been compiled in order to find out how the sector is being affected and how it is building up its resilience to the effects of the recession in Brighton and Hove. The research will inform strategies and policies for third sector organisations in order that TSOs (third sector organisations) can do everything they can to be resilient to the affects of the recession and take advantage of any opportunities for positive change. Also the research compiles suggestions and strategies from the sector for the sector. Strategies need to be beneficial to the third sector in the medium to long term and effective for the many communities that the sector serves.

The research opens up a range of major issues that affect the sector. These kinds of issues may or may not be driven by or affected by the recession – in any case they need understanding and attention.

There has been a tendency for many of us to absorb the avalanche of bad news about the recession – jobs losses, the housing market downturn and so on – and assume that these issues equally affect Brighton and Hove and its third sector. However the recession is not having an equal affect across the country nor across the third, public and private sectors.

The research report below comes from the direct experience of the third sector. It is from the third sector by the sector and for the third sector.

Methodology

The research involved data gathering in three ways:

- 1) A survey of a small sample of third sector organisations (survey questions in full are appendix three). Questions and key issues for investigation were arrived at through questionnaire piloting.
- 2) A focus group – the 'Big Breakfast' – involving CEO's of voluntary organisations
- 3) Desk research of the literature relating to recession issues (a separate literature review report is available)

Full results are located at appendix one and appendix two. The primary research included participation from 29 TSOs (third sector organisations) and 35 people from these organisations. This report analyses the research findings.

The 'Third Sector' in Brighton and Hove

The third sector in the City is flourishing. Voluntary organisations, community groups, charities and social enterprises (together comprising the 'third sector') touch the lives of the City's residents in so many ways. Looking after people, providing essential services, advising people, rehabilitating people, campaigning, providing meeting places, providing mutual support and care, leisure activities, volunteering, social businesses and training people up in key skills are just some of the ways that the third sector enriches the City. The sector has grown in scale and scope continuously in recent years.

The third sector in the City – some key facts¹:

- There are **1,600 plus voluntary and community organisations** in the City. They range from small self help groups to large, corporate organisations.
- There are **19,200 voluntary positions** and **8000 staff**
- The sector brings in enormous **inward investment** as well as creating social and economic good. Nearly half the income to third sector organisations (43%) comes from grants and nearly two-thirds of this (62%) comes from outside of the city
- The third sector generates approximately **£96 million a year to the local economy** (on prudent estimates)

General recession effects on the third sector

The third sector is having a mixed experience of the recession. Approximately half of the organisations participating in this study report that they are being badly affected by the recession. The other half mostly reported no affect one way or the other.

Negative recessionary effects:

- Increases in demands from service users - demand increases that organisations do not have the capacity to meet. This is especially regarding advice, information and support with debt, employment, training, re-possession and small business problems.
- Decreasing income from public sector organisations, charitable trusts and the lottery.
- Decreased income and activity in redevelopment and housing which significantly affects housing associations

'Positive' recessionary effects:

- Increases in the numbers and skills of people coming forward to volunteer. Also more volunteers willing to make more substantial commitments. However there are capacity issues in some organisations for recruiting, training and supporting volunteers

¹ Taking Account: a Social and Economic Audit of the Voluntary and Community Sector

- Increased business in trading secondhand goods as well as slight increases in new types of purchasers of these goods

More analysis of these issues is below.

Statistical data on social needs in Brighton and Hove

The tables below show statistical information drawn from the Citizen's Advice Bureau, Jobcentreplus and the Housing Department. They show significant increases in unemployment (as measured through job-seeker allowance claimants).

They also show large increases in the need for support, help and advice on the issues of debt, benefits, employment and housing.

The housing department data suggests that some people with housing problems are not seeking or requiring emergency accommodation in large additional numbers as yet.

| Claimants of Job Seekers Allowance and vacancy rates in Brighton and Hove² | | |
|--|------------|-------------|
| | April 2008 | April 2009 |
| Number in B&H | 4463 | 7272 |
| % of working age B&H | 2.6% | 4.3% |
| % of working age South East | - | 3% |
| % of working age UK | - | 4.1% |
| Unfilled Job Centre vacancies in B&H | 1981 | 1233 |

| Citizens advice clients contacts³ | | | | |
|---|-------------------------|----------------------------|-------------------------|----------------------------|
| | 2007/8 | | 2008/9 | |
| General Help Unit Client contacts | 4452 | | 5460 | |
| Category of issues dealt with by General Help Unit | Total New Issues | % of all new issues | Total New Issues | % of all new issues |
| Benefits | 882 | 19.68 | 2,016 | 21.2 |
| Debt | 930 | 20.75 | 2,361 | 24.9 |
| Employment | 832 | 18.56 | 1,473 | 15.5 |
| Housing | 557 | 12.43 | 1,116 | 11.7 |

² Nomis/Office for National Statistics

³ Client data from Citizens Advice Bureau, Brighton and Hove

| Housing Register Data⁴ | | |
|--|-----------------------|----------------------|
| | 9 January 2008 | 16 April 2009 |
| Total number on Housing Register | 10,277 | 10,609 |
| Band A (homeless individuals) | 421 | 382 |
| Band B (re-housing) | 2,155 | 1,799 |
| Band C (in need of new accommodation) | 6,041 | 6,514 |
| Band D (adequately housed) | 1,660 | 1,914 |

Financial Health of the Third Sector

Three-quarters of the organisations who provided financial data are experiencing a reduction in income between 2008 (April) and 2009 (April). Half of these organisations are reporting a cash downturn having had significant income reductions. The other half have experienced significant real terms reductions with their income remaining static whilst costs and expenditure have risen.

In general these changes were not put down to the recession though the third sector believed that the recession will significantly affect income in the future.

At the same time most funders are expecting more outputs and outcomes for less funding which presents a real threat to stability of services provision and quality. Also most anticipate - all bar one - that the levels of income available to the sector will get considerably worse. Even if there is an upturn in the economy in the medium term the third sector believes that it will not reap the benefits of this as some of its sources of income will be reduced or, at best, remain static.

The organisations reporting income downturns have been prudent in managing reduced income - only one reported a deficit.

A small minority of organisations reported increases in income. This was due to achieving new funds for new services and can not be interpreted as the organisations concerned being any better off. These organisations are also being asked to do more for less.

One organisation reporting was an exception to the experience above as it has a stable level of trading income that it forecasts will either remain stable in real terms or will increase in a buoyant market.

The past year has seen a significant number of redundancies with a few organisations also reducing wage levels.

⁴ Brighton and Hove Council Housing Department

Funding - public sector grants and contracts

Public sector funders are reducing levels of funding whilst expecting the same increased levels of service provision. This was cited in a range of cases including local government, health and central government. So called 'efficiency' savings varied from 3% to a cumulative 50% reduction in public investment. In some cases these savings are likely to result in economies being made with lower levels of service provided.

Reductions in public funding was the most cited problem by TSOs.

Funding - donations

Members of or donors to some Third Sector organisations perceived that they would be poorer as a result of the credit crunch in late 2008. As a result many donors have delayed or reduced their giving. This drop in donor income is a real loss to TSOs as the difference is not likely to be made up once donors re-establish their giving.

Funding – charitable trusts income

Organisations have reported that income from trusts is more difficult to get hold of. Some trusts have experienced substantial falls in their income due to reduced stock market returns and major falls in income from banks and other finance based companies. At the moment this picture is hard to read. The Association of Charitable Foundations is saying that trust giving is, for the time being, cushioned by their long term investment policies and their reserves and endowments.

Demand for services

Demand for third sector services, activities and facilities has increased over the past year. Increases were reported in many different areas from debt advice, help with employment and advocacy through to community centre usage, volunteering, social care and training. 60% of organisations reported increased demand with 40% reporting demand remaining about the same. However demand increases tended to be amongst organisations dealing with larger numbers such as Citizens Advice Bureau.

Increases in demand and use are due to a number of reasons:

- Social and economic needs made worse by the credit crunch or the recession. Multiple debt, job loss, home re-possession and small business problems were highlighted as areas of particular demand increase. Also there are groups with particularly high needs such as people from EU accession countries who loose casual work and become destitute
- 'Spillover' demand where public sector or private sector services are being reduced or more targeted to fewer people. Here the third sector is picking up people who would previously have had services or support from elsewhere. For

instance this includes childcare, employment advice/training, mental health services and social activities/informal social care.

- Various local services provided by the third sector have improved. For example through better advertising, access, quality improvements, more choice or new services made available.

The capacity for some providers to be able to meet demand is very limited for different reasons. In some cases providers do not have sufficient funding or staff resources. For instance one advice agency is turning away 10 people a day as it does not have the resources to meet increased demand. In other cases ability to meet service user's needs is limited due to external limitations. For instance one agency could not place people into jobs vacancies as the vacancies available in the jobs markets to its clients had substantially reduced in number.

In the future TSOs expect demand on their services to increase much further still.

Effects of the Recession on People and Communities

TSOs were asked to evaluate the effects of the recession on their 'people' - clients, service users, members and communities. 80% of organisations reported the recession as affecting their people and services users.

Income:

- Incomes have decreased in real terms amongst many groups
- Our people are mostly on benefits so there is little affect now - though they have been adversely affected by increased food, energy, fuel and public transport prices
- Some of those with mortgages and relatively safe jobs are gaining
- Debt juggling, especially between credit cards is now impossible. In many cases, especially the most acute, this debt has been accrued for living expenses.
- Older people (and others) with savings or pensions are experiencing income reductions

Jobs:

- More employment has become insecure
- People in jobs are less likely to move further diminishing vacancies especially in 'good' jobs

Skills/training:

- Those who have lost jobs are not well equipped for jobs that are available
- Increase demand for training as employment is less available or people are opting for training in the expectation of their job prospects being poor

Housing:

- Affordable rental accommodation is harder to find for our clients

- Many people have been priced out of Brighton's housing market particularly in the years up to 2008. These people who are commuting in to the City for employment have been managing on low incomes - many can no longer sustain this due to falls in real wages, loss of employment or increased transport costs

Effects of the Recession on Volunteering

TSOs were asked to evaluate the effects of the recession on their ability to recruit and retain volunteers. 60% reported some kind of affect on volunteering.

Recruitment:

- Availability of volunteers is buoyant and the variety of skills that people come with has increased
- As many organisations have stretched resources it is difficult for them to recruit and train volunteers. This suggests that there is a latent resource and energy for the sector that is not being fully utilised.
- There is a shortage of training, orientation and mentoring activities for new volunteers

Retention:

- Organisations that have well established and substantial volunteering schemes (e.g. Citizens Advice, Age Concern, CRI) report some improvements in retaining volunteers

Future Benefits:

- From past experience the sector retains a number of people who initially volunteer and later develop into the sector's long term paid and voluntary workforce. The present availability of volunteers and 'trainees' presents an opportunity for the third sector to develop its workforce for the future.
- Previous research has shown that the third sector is a training ground for volunteers alongside service users to learn key, transferable skills. TSOs traditionally train, develop, support and rehabilitate many people who deploy their skills in the wider economy. Again the sector has an opportunity to develop training, support and learning programmes more broadly from which the whole community can benefit.

Effects of the Recession on Staffing

TSOs were asked to evaluate the effects of the recession on their ability to recruit and retain staff. 60% reported some kind of affect upon staffing.

Recruitment:

- This presented a mixed picture. In general, job enquiries and applications are higher than a year ago.
- In some skill areas this presents a better field of candidates, especially in areas of broader and more generic skills such as business services, ICT or administration.

- Some more specialist areas are experiencing difficulty in recruiting, most likely due to people in jobs not wanting to run the risk of moving.

Retention:

- Some organisations have very high retention rates which enables them to offer quality and continuity of services and activities
- Staff are generally less willing to move or able to move in the current climate
- Some organisations are having to make redundancies whilst few are recruiting to new posts. According to NCVO research 20% of TSOs anticipate having to make redundancies in the medium term.

Rewards:

- Some organisations are having to freeze or lower wage levels or put staff on shorter time
- The third sector needs to avoid driving down the wage levels in the sector as this will have a detrimental effect in the longer term. This will lead to damaging staff morale, price competition and growing differentials between public and voluntary sector jobs. Price competition will drive down quality and harm the very distinctive attributes that the voluntary sector brings to community life.

Resilience and the Third Sector

Organisations were asked how they or the third sector could develop their strengths; act on their weaknesses; realise any potential opportunities or make positive changes; and protect themselves from external threats in order to withstand recessionary effects.

It was found that interviewee responses mostly fell into four categories – staff and volunteers; funds and finance; systems, management and governance; and demand and capacity.

Key points from the SWOT (strengths, weaknesses, opportunities, threats) questions are in the following tables:

Strengths

In summary skilled staff and volunteers, competitive charges, low core costs, good governance and the ability to manage risk were elements of the third sector that were cited as strengths. Good internal systems and processes are allowing some organisations to be ready to take on new contracts and services. Evaluation of core business and ensuring that it is effective and secure was cited as an important aspect of maintaining current activities and for being ready for new business.

| | Strengths |
|---|---|
| Staff and Volunteers | <ul style="list-style-type: none"> • Staff are highly skilled and adaptable • There is a pool of skilled and diverse volunteers • Staff are being retained • There is ongoing support and development for staff and volunteers |
| Funds and Finance | <ul style="list-style-type: none"> • Diverse income streams that reduce vulnerability • Some organisations are able to build reserves • A very small number of organisations have capital assets • Ability to keep fees and charges competitive • Ability to watch overheads and keep core costs low |
| Systems, Management and Governance | <ul style="list-style-type: none"> • A risk assessment enabled some organisations to take a strategic approach to managing risk • Some organisations have good internal systems and processes that enable them to be ready for new contracts or services • Some organisations are in a position to be able to take on whole systems of public provision – either independently or in consortia |

| | Strengths |
|----------------------------|---|
| | <ul style="list-style-type: none"> • Evaluation of core business to ensure it is secure and effective • Ability to outsource some core business (e.g. HR, Health & Safety, IT) to reduce core costs and keep infrastructure slim • Recruitment of highly skilled trustees (one organisation carried this out formally through advertising nationally) • Ability to provide the necessary skills and support to trustees and managers • Good governance and financial reporting |
| Demand and Capacity | <ul style="list-style-type: none"> • Focus on prioritising |

Weaknesses

In summary it was found that organisations cited the importance of overcoming weaknesses by strengthening themselves through partnerships, collaboration and joint tendering. Good business planning and risk analysis together with good governance, efficient systems and effective management were cited as necessary approaches for acting on weaknesses in order to withstand recessionary effects. Partnership and collaboration were also cited as strategies for dealing with demand and capacity.

| | Weaknesses |
|-----------------------------|--|
| Staff and Volunteers | <ul style="list-style-type: none"> • Less skilled or less motivated workforce due to pressure of delivering more for less |
| Funds and Finance | <ul style="list-style-type: none"> • A fall in income has lead to a restriction in what some organisations can do and affected their ability to respond to demand • The sector is under capitalised and needs to accumulate its assets • Value for money needs to be demonstrated • The deeper the recession bites, the greater the burden on the public purse and the less attractive the sector becomes to public funders. The strategy is to attack the consequences of the recession as well as some of the causes and demonstrate the sector's ability to do this. • Frequently review the efficiency of the organisations cost base and reduce costs by collaborative working with others in the sector • Seeking opportunities for funding (as always!) to meet |

| | Weaknesses |
|---|--|
| | <p>need</p> <ul style="list-style-type: none"> • Strengthen ourselves through joint tendering • Be bold in relation to tendering for larger contracts with partners in the sector that enable us to collectively achieve economies of scale |
| Systems, Management and Governance | <ul style="list-style-type: none"> • Have systems in place so that all workers act within the same set of rules and systems ensuring that control in direction and what we do is retained. • Think 'outside of the box' • Develop good business planning and review including risk analysis • Good governance |
| Demand and Capacity | <ul style="list-style-type: none"> • Reduced capacity for the sector to campaign due to dependence on public sector contracts. The affect is that issues that concern the public and our clients are not substantially understood or raised. Also this results in less public support for the third sector. • Look at working in partnership or alongside other organisations and analyse strengths, weaknesses and opportunities collectively in order to be a strong force |

Opportunities

Organisations recognised the opportunity for change in being able to offer services that cater for the social effects of the recession and the opportunity for positioning themselves to take on service provision. The opportunity to move towards joint working, partnerships and a cross-sector approach was recognised as a strategy for the third sector to demonstrate their unique quality in being able to cater for social need. The importance of 'selling' the sectors' uniqueness and demonstrating outcomes to commissioners was cited. The recession also provides organisations the opportunity to take a non-traditional approach to their activities and services.

| | Opportunities |
|-----------------------------|--|
| Staff and Volunteers | <ul style="list-style-type: none"> • The third sector is a much more attractive place for people to work in than in the public sector which brings with it some natural advantages |
| Funds and Finance | <ul style="list-style-type: none"> • An organisation has been able to develop a trading income by acquiring a charity shop at a knock-down rent even though the shop is in a quiet location |
| Systems, Management | <ul style="list-style-type: none"> • We need to be more outcome focused and work towards performance indicator outcomes to be ready |

| | Opportunities |
|----------------------------|--|
| and Governance | <p>for outcome-based commissioning</p> <ul style="list-style-type: none"> • We need to sell to commissioners the added value the third sector has to offer – user involvement, engagement, diversity and equality • Now is an ideal opportunity to shift away from over-professionalised public services to more citizen/user run services where people are supported in delivering solutions to social or economic problems themselves • Ongoing trust-building and joint working between the faith sector and other sectors • Agreed ‘compacts’ between organisations to ensure that the most appropriate organisations are providing services and smaller or specialist organisations are not squeezed out • Seek support when needed – i.e. investing in consultants • Good governance and management – ensuring managers and trustees have the support and skills that they need to progress changes or realise opportunities. |
| Demand and Capacity | <ul style="list-style-type: none"> • Run some pilot new services now to show our competitive advantage with the public sector e.g. day care services in new venues • The sector is well placed for specialist prevention services and specialist advice giving – this is more important in times of recession – we need commissioners to see this • Some public sector contracts have been cancelled because they are not seen as attractive enough for the private sector to deliver. Some of these are opportunities for the third sector to deliver. • The third sector is highly equipped to deal with the many needs of unemployed people • There are many empty homes in Brighton & Hove that could be retrieved by organisations to meet housing need • Develop social enterprises • To look outside our traditional areas of activities in the development of our service. • Investigate building partnerships with the private sector and non-traditional partners e.g. to deliver employment services, training and learning, or primary health services |

Threats

It is recognised that there are reductions in funding (some still to happen) and that funders are moving towards competitive tendering. Organisations see the need for the sector to be equipped for these changes and to have good support, expertise and business skills in place. It is important for there to be shared support particularly for smaller organisations that may be more adversely affected by reduced funds. The sector can develop robust services that strengthen the sector to build capacity, meet demand/needs/wants and create resources. It can do this through 'co-evolution' and 'co-production' of solutions to social, economic, environmental or health problems. This involves partners and service users being 'makers and shapers' of services rather than being 'users and choosers'.

| | Threats |
|---|--|
| Staff and Volunteers | <ul style="list-style-type: none"> • We need to avoid driving down the wage levels in the sector as long-term this will have a very negative impact of lower staff morale and impossible and unrealistic margins. |
| Funds and Finance | <ul style="list-style-type: none"> • Substantial reduction in public funds is a known fact but we don't know where these reductions will be until the next public spending review. • Increase charges for services, in one case from £1 to £1.50 per session • Busier services can create more surpluses • We need to push for longer term contracts • Ask – what can we do and get paid for doing? • Where possible this is an ideal time for acquiring a property e.g. a £700k property has fallen in value to £420k over a period of delay in planning and permissions. Furthermore some public sector funders are under spending on capital as well as being about to benefit from capital spending brought forward. • Any falls in income to community groups will adversely affect community where these groups are housed. |
| Systems, Management and Governance | <ul style="list-style-type: none"> • We need to demonstrate the essential role of the third sector to decision-makers and the dire consequences of it not providing all the social support, service, facilities, economic good and social capital that it generates in good times and bad times • The third sector can be and needs to be a loud voice when it comes to things that are not agreeable or transparent • Smaller organisation may well go to the wall – they need some of the support and expertise or their larger colleagues • We need a system of peer support to help the sector move forward |

| | Threats |
|----------------------------|--|
| | <ul style="list-style-type: none"> • Seek new partners to develop more robust services and service systems • Due to funders moving towards competitive tendering and best value, the sector is now required to be much more business like and needs to equip itself with more business skills or have access to support for this |
| Demand and Capacity | <ul style="list-style-type: none"> • It is essential for the sector to create resources, capability and capacity rather than waste resources on unnecessary competition. Co-evolution and co-production of services will reap better long term rewards |

Conclusion

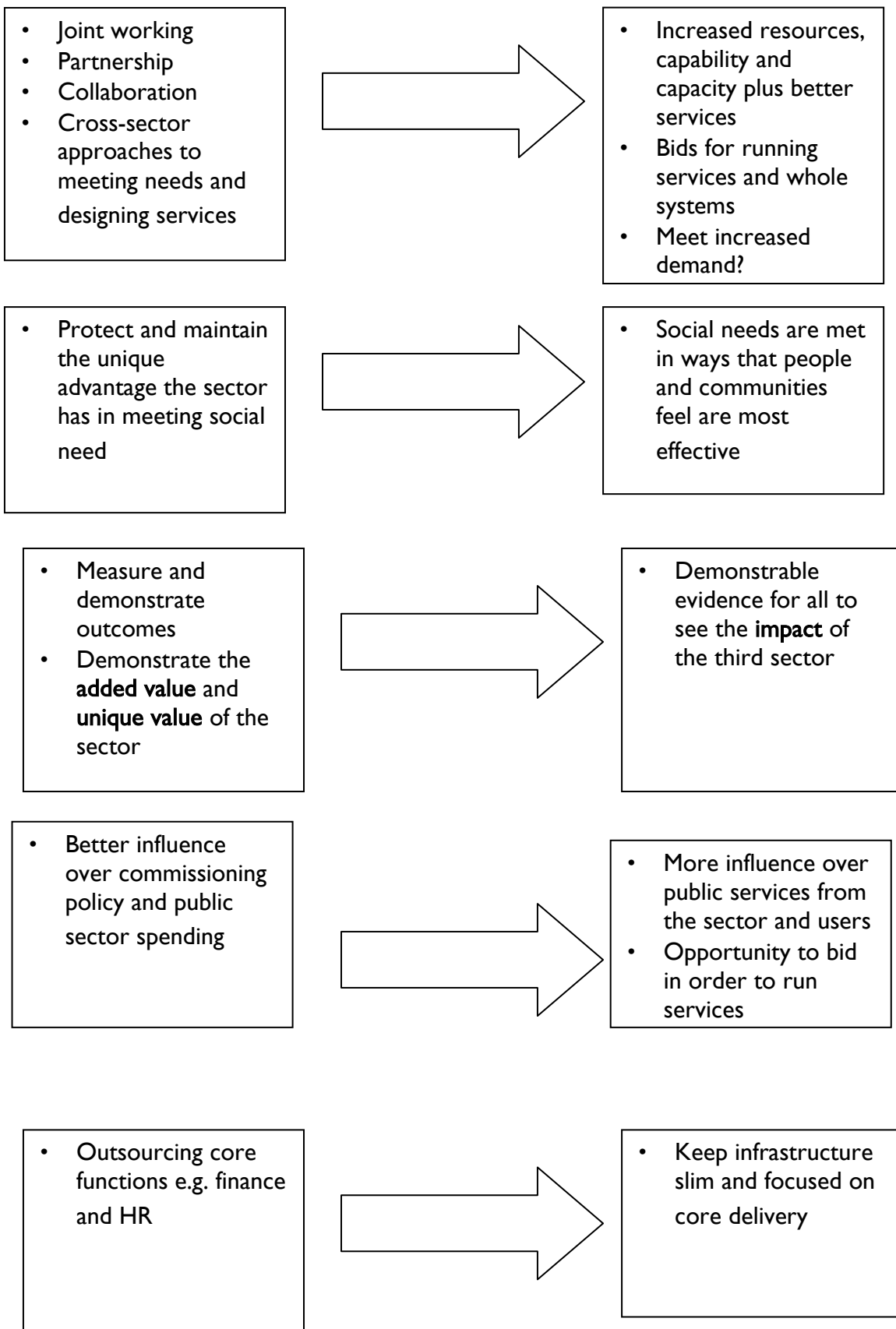
The third sector is managing to continue to provide services to the City in spite of many challenges.

The sector is couple with multiple pressures: increased demand in several areas of its work; decreasing or static income. Further more the sector is often the first port of call because it is located more deeply in communities and it is holding and responding to the many needs and wants amongst disadvantaged people and communities.

Third sector organisations and partnerships that are the most flexible and creative will flourish in the future. If the last recession is anything to go by the third sector continued to prosper in that downturn – the local third sector is positioning itself to be resilient to the current recession. Various organisations have identified the need to work to their strengths, collaborate where there are benefits, influence commissioners and funders and prioritise services and activities that have the best impact.

In order to thrive third sector organisations have suggested a number of ways forward which are illustrated overleaf.

Building resilience into the third sector's future - Ways Forward



Resilience and the Recession
Brighton and Hove Third Sector Research Project

Appendix One – Results of Interviews

1) Overall how would you say that your organisation is being affected by the recession? (tick one box)

| | |
|-----------------------------------|--|
| Very badly affected | |
| Badly affected | |
| Not affected one way or the other | |
| Positively affected | |

Please say below what is affecting your organisation:

- Negative financial impact due to less income from members (1)
- More service users are coming through the door e.g. parents groups and lunch clubs (1)
- We are slightly affected due to falling returns on our investment capital. (2)
- Increase in our membership and the funding they bring with them. (4)
- Right now the affect on our finances is minimal but we anticipate significant falls in income in the future. (5)
- Significant job losses and reduction in income (6)
- Reduced funds from trusts who rely on investment interest (7)
- Client group who are generally unemployed are finding it even harder to get work (7)
- Slight increase in businesses buying products (8)
- Advertising and promotion have lead to a slight increase in customers (8)
- Downturn in housing market and housing investment affected housing associations very badly – fewer schemes going ahead, less income per unit less section 106 funding (to meet infrastructure and support costs). (10)
- Some funding fallen away; reduced income from charitable trusts. (11)
- Supporting people in to work more difficult with fewer vacancies. (14)
- Increase enquiries/advice requirement especially in relation to employment, debt, repossession. (15)
- Significantly reduced interest income. (15)
- Received contingency funding for debt advice – 7 hours a week. (15)
- We have seen slow take up of places on our day support programme but the overall level is remaining stable. In one of our contracts with the PCT we have seen a decrease of approximately 3% of its value with out consultation. (16)
- Overall the organisation has seen an increase in its budget this year due to two large ESF interreg bids being approved. Additionally to this we have also had a second round of Leonardo Mobility funding agreed. (16)
- Reduction in legacy values. (18)
- Fewer sales on tickets for funding events. (18)

2) **Finances:**

a) **Has your income and expenditure for all of your organisation's activities changed in the past year?**

| Financial year: | 2007/2008 | 2008/2009 |
|--|-------------|-------------|
| Overall income/turnover (insert figures in pounds) | £660k | £613k |
| Overall expenditure (insert figures in pounds) | £634k | £647k |
| Overall income/turnover (insert figures in pounds) | £1.2m | £1.2m |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £8m | £8m |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £ na | £ |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £33m | £42m |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £ 1m | £ 1m |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £769k | £914k |
| Overall expenditure (insert figures in pounds) | £752k | £868k |
| Overall income/turnover (insert figures in pounds) | £348k | £403k |
| Overall expenditure (insert figures in pounds) | £112k | £110k |
| Overall income/turnover (insert figures in pounds) | £500k | £500k |
| Overall expenditure (insert figures in pounds) | £500k | £500k |
| Overall income/turnover (insert figures in pounds) | £43m | £43m |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £ 2,553,073 | £ 2,234,557 |
| Overall expenditure (insert figures in pounds) | £ 2,869,702 | £ 2,487,307 |
| Overall income/turnover (insert figures in pounds) | £ 1.7m | £1.3m |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £ 20,000 | £20,000 |
| Overall expenditure (insert figures in pounds) | £ | £ |
| Overall income/turnover (insert figures in pounds) | £ na | £ reduced |

3) Demand for your organisation's services or activities:

a) Has demand for your organisation's services increased, decreased or remained about the same over the past year?

| Financial year: | 2007/2008 | 2008/2009 |
|--|-----------|--|
| Approximate number of service users (insert figure): | 430 | 570 |
| Approximate number of service users (insert figure): | 1200 | 1900 |
| Approximate number of service users (insert figure): | | 1000+ |
| Approximate number of service users (insert figure): | na | |
| Approximate number of service users (insert figure): | na | |
| Approximate number of service users (insert figure): | na | 390 |
| Approximate number of service users (insert figure): | | 98 |
| Approximate number of service users (insert figure): | na | |
| Approximate number of service users (insert figure): | na | |
| Approximate number of service users (insert figure): | 12,000 | 12,000 |
| Approximate number of service users (insert figure): | na | |
| Approximate number of service users (insert figure): | | 30 groups |
| Approximate number of service users (insert figure): | | 21,000 (episodes) |
| Approximate number of service users (insert figure): | na | |
| Approximate number of service users (insert figure): | 9,592 | 10,259 |
| | | + have to turn away a further 10 per session |
| Approximate number of service users (insert figure): | 506 | 440 |

In past year numbers have either:

increased | | | | | | | | | | decreased | remained about the same | | | | | | | |

Please comment on why you think demand/usage has changed:

- Our services are cheap to the user and we are therefore attracting more people (1)
- Where the public sector is targeting services, reducing services or closing them, there is a knock-on effect for us. We are picking up people who are getting less of a service from elsewhere. (1)
- People like our services and our approach therefore numbers have gone up due to recruiting by word of mouth. (1)
- We have established a central database of information and advice making our services more accessible. (2)
- Volunteers are increasingly more capable and therefore give a better quality service. (2)
- Housing advice seen steady increase in the first 6 months of 2009 due to: increased debt levels and little movement in the housing market. (3)
- Some increases in housing tenancies which advantages lower and middle income households. (3)
- There is a pressure on lenders not to repossess. (3)
- As redundancies take effect and people have use up available debt and family support, housing and homelessness may increase. (3)
- Increase in credit union membership due to credit crunch. (4)
- 145% increase in redundancy enquiries. (4)

- Withdrawal of legal aid board funding has had a double-whammy effect of less income whilst demand has increased. (4)
- Number increased due to the support system being much improved (drugs treatment). (5)
- There is a significant increase amongst the complete destitute and they tend to be rough sleeping – particularly people from EU accession countries. (5)
- Organisation has been promoted through newspaper articles, referrals, schools, and training (9)
- Growing more partners (9)
- Doubling of referrals to 'New Directions' employment and training support in part because it includes new and better services. Similarly referrals for financial inclusion services (10)
- Some areas of housing far worse off than Brighton and Hove with sub-prime unwanted properties (10)
- Anticipate increases in demand as those already with health issues may have these issues made worse through unemployment; higher numbers will be seeking health benefits. (13)
- Access and our organisation improved so we can reach more people. (15)

4) Effects upon your people, service users, communities:

a) Are your organisation's people, service users or communities being affected by the recession? Yes | | | | | | | | | | | | | No | | |

Please specify how your service users or communities are being affected by the recession:

- People's disposable income is reduced in both a real and a perceived way. (1)
- It is less easy for us to build capacity. Though we have the space we do not have the small scale funds to improve our premises. (1)
- Older people have less money in their pocket due to: falling savings income; use of capital for housing or care costs. (2)
- Older people have had some compensatory benefits at the poorer end of the scale. This includes winter fuel payments and free buses. Food and fuel prices are beginning to come down. (2)
- Peoples' ability to juggle debts between credit cards has all but dried up. (4)
- People have to survive and to pay housing costs whilst at the same time more employment has become marginal and unsafe. (4)
- Reduced possibilities for older workers who in the employment market are now 40+. (4)
- Amongst lower waged, access to jobs in Brighton are less of an option due to increased motoring costs and cost of public transport. These workers live outside of Brighton due to being priced out of housing. This kind of work was until recently marginal and is now impossible. (4)
- Most of our service users are unwaged and the recession is not presently having an effect upon them. (5)
- People are opting for training as less employment is available and there is more competition for it. This is a recession effect that is increasing demand. (6)
- Employees are feeling vulnerable and anxious (7)
- Clients are finding rental accommodation much harder to find (7)
- Clients are being more marginalised and are being hit hard (9)
- Seeing more cases and more clients needing benefits advice (9)
- Indications that crime and anti-social behaviour are starting to worsen affecting local communities. (10)
- More competition for jobs. (13)
- Need for people to upskill. (13)
- Demand for advice and help especially employment, redundancy, debt, repossession and small businesses. (15)
- We are seeing a grater demand for our services along with an increase in funding to meet this demand. (16)
- Frozen salary levels

b) In the past year has your organisation experienced any change in the recruitment, retention or involvement of volunteers in your work?

Yes | | | | | | | | No | | | | | | | | na |

(Please specify below)

- We already have a large pool of volunteers. Retention is very good and has improved considerably (1,3)
- Better skilled and more able volunteers. Better able to sustain projects.(2) plus 3
- Some older people are looking at permanent volunteering sooner as they are giving up on the idea of getting a job. (2)
- Volunteers and peer mentors increased enormously in numbers and their preparedness to make commitments. A great opportunity for training and creating a new cohort of peer mentors/supporters/befrienders. (5,4)
- Have a very stable core of volunteers and continue to offer training (7,9)
- We have a small band of volunteers and find volunteers on a need basis (8)
- Volunteers running whole projects e.g. family gardens and orphan area improvement. (10)
- Opportunity to develop different ways of delivery activities and services with members/service users, volunteers and trustees. (12)

5) Other recession effects and what you anticipate will happen in the future:

Please say how either your organisation or the third sector in general can prepare for and withstand the negative effects of the recession, build resilience, and develop any positive change or opportunities:

a) How do you think your organisation or the sector can develop its **strengths** in order to withstand recessionary effects?

- Pool of skilled and diverse volunteers. (1)
- Good reputation. (1)
- High skills of staff and high adaptability. (2)
- Good internal systems and processes enable us to be ready for new contracts or services. (2)
- Systems well advanced enabling us to consider selling services e.g. training, IT, finance. (3)
- Business case for investment in services. For example a £500 investment in housing placement could save £6000 in monthly cost of a void property. The cost of non-intervention is very relevant. (4)
- We are big enough and established enough to flexibly vary how much we provided, how much we provide and who we provide for. (5)
- We are able to compete with local authorities, the NHS and with public providers in general. There is the opportunity to take on whole systems of public provision. (5)
- Larger organisation so we are more able to diversify what we do. Though some large organisations are less able to diversify and are not prepared for or preparing for change whether it be positive or negative. (6)
- We carried out a robust formal trustee recruitment process through advertising nationally and attracted highly skilled trustees (7)
- We went through a risk assessment and adopted a strategic approach to managing risk including building reserves and watching overhead costs (7)
- Made a conscious decision to keep infrastructure slim and outsourced HR and H&S to our national organisation to keep core costs low (7)
- Work with other providers and see commissioning as an opportunity to form partnerships and influence commissioning (7)
- Have evaluated what our core business is and then made sure it is effective and secure (8)
- Focussed on prioritising (8)
- We have been prudent ahead of difficult times ahead and have lowered cost base and re-structured. We have the capacity to develop new and alternative ways of meeting needs (10,3)
- We have diverse income streams so less vulnerable to a single policy change. (11)
- We have some assets on the balance sheet. (11)
- By keeping fees and charges competitive. (13)
- Retention of staff. (13)
- Constantly reviewing services to respond to changes in demand and ensuring services are relevant
- Seeking user feedback and involvement
- Ongoing development and support for staff and volunteers
- Good governance – especially in relation to financial reporting
- Ensuring Trustees and managers have the necessary skills and support. (15)

- The development of greater co-operation between third sector organisations in the sharing of key core functions and resources will have an impact on our cost base. To an extent this is happening generally and more specifically within the change up process. The apportioning of a more business oriented approach to tendering, contacting and procurement arrangements for the provision of our services. This could see greater development of income generating activities that could be offered to the general mainstream public. Additionally by working collectively it would be possible to submit large tenders to government and local statutory agencies that compete with large corporate organisations that often do not have local links. (17)
- Getting better value from external suppliers. (18)
- Looking after staff and investing in their development and training (18)
- Improve markets and goods on offer in our charity shops and warehouses (18)

b) How do you think your organisation or the sector can act on its own **weaknesses** in order to withstand recessionary effects?

- We have had some financial reserves to see us through a fall in income. Due to this fall in income we are now more restricted in what we can do to respond to demand. (1)
- Many organisations have poor financial systems and little ability to business plan or scenario plan. (2)
- Third sector is not well protected against likely public sector funding cuts. (2)
- Less skilled or less motivated workforce due to commissioner's drive to get more for less and drive down unit costs. (3)
- Risk of reinventing the third sector being the apprentice training ground for the public sector as was the case in the 1980s. (3)
- The sector is substantially under capitalised and needs to accumulate its assets. (4)
- Reduced capacity for the sector to campaign due to dependence on public sector contracts. The effect is that issues that concern the public and our clients are not substantially understood or raised. Also this results in less public support for the third sector. (4)
- Crime patterns usually alter in a recession with increases in acquisitive crime. This may present a strain on some communities and an extra burden of third sector services. (5)
- Some larger super charities would have to localise and regionalise as politicians don't want big super charities at the same time as every political party requiring better localism and local accountability. (5)
- The deeper the recession bites the greater the burden on the public purse and the less attractive to public funders the sector becomes. The strategy is to attach the consequences of the recession as well as some of the cases and demonstrate the sector's ability to do this. (5)
- Third sector seen by many as amateur and parochial or is simply over-looked altogether. (6)
- Evaluate options and consider the best route taking a shared approach (7)
- Know what others are positioning to do (7)

- As a sector we need to demonstrate impact and evidence it. (7)
- We need to demonstrate value for money (7)
- Make evidence based decisions and demonstrate our expertise (7)
- Small and vulnerable organisations need to be pro-active and position themselves so that they can win contracts (7)
- Look at working in partnership or alongside other organisations and analyse strengths, weaknesses and opportunities in order to be a strong force (7,9)
- Have put systems in place so that all workers act within the rules and systems ensuring that control in direction and what we do is retained (8)
- Think outside of the box (9)
- Explore 'enemies' and turn into potential partners (9)
- Strengthen selves through joint tendering (9)
- We need to develop new partnerships. (11)
- Good business planning and review inc. risk analysis
- Being aware of the wider environment and any possible threats and opportunities
- To frequently review the efficiency of the organisations cost base and reduce costs by collaborative working with others in the sector.
- Seeking opportunities for funding (as always!) to meet need
- Exploring partnership opportunities
- Good governance (15)

c) How do you think your organisation or the sector can realise any potential opportunities or make positive changes?

- Developing a trading income. We have acquired a charity shop at a knock down rent and we are still able to generate a good income even though the shop is in a quiet location. (1)
- Ongoing trust-building and joint working between the faith sector and other sectors. (1)
- Where possible we need to invest any surplus resources in more able staff and tighter systems in order to be contract ready. (2)
- Can we run some pilot new services now to show our competitive advantage with the public sector – e.g. day care services in new venues? (2)
- Agreed 'compacts' between organisations to ensure that the most appropriate organisations are providing services and smaller or specialist organisations are not squeezed out. (2)
- Sector well paced for specialist prevention services and specialist advice giving – this is more important in times of recession. Will commissioners buy this? (3)
- Undoubtedly some public sector contracts have been cancelled because they are not seen as attractive enough for the private sector to deliver. Some of these are opportunities for the third sector to deliver. (4)
- Third sector is a much more attractive place for people to work in than the public sector which brings with it some natural advantages. (5)

- Third sector is highly equipped to deal with the many needs of unemployed people. (6)
- Need to be more outcome focused and work towards performance indicator outcomes to be ready for outcome based commissioning (7)
- We look all the time to develop partnerships with other projects and organisations (8)
- We have an ethos of solidarity and assist smaller charities through supplying products and support. (8)
- Have increased recycling business and reduced waste and cost (8)
- We need to sell to commissioners the added value the third sector has to offer - user involvement, engagement, diversity and equality (9)
- We are seen as the way through some challenges such as empty homes. These can be retrieved to meet housing need far more cheaply and there are many of these in Brighton and Hove. (10)
- Increase the diversity of what we can do. (11)
- Ideal opportunity to shift away from over-professionalised public services to more citizen/user run services where people are supported in delivering solutions to social or economic problems themselves. (12)
- Developing social enterprise. (13)
- To explore and act on the opportunities that is arising from the increase demand in our services due to the effects of recession
- To be bold in relation to tendering for larger contracts with partners in the sector that enables us to collectively achieve economies of scale.
- To look out side our traditional area's of activities in the development of our service.
- Being involved in relevant national and local networks and forums
- Seek support when needed – i.e. investing in consultants
- Good governance and management – ensuring managers and trustees have the support and skills that they need to progress changes or realise opportunities. (15)

d)) How do you think your organisation or the sector can **protect itself from external threats** in order to withstand recessionary effects?

- Partnership working . (13 plus 7)
- Full cost recovery let alone 'full value' payment was variably recognised by funders. Tactic is for this to be recognised and specified collectively and for the sector to hold ranks. (11)
- Increase charges for services – in our case £1 to £1.50 per session. Busier services can create more surpluses. (1)
- We need to avoid driving down the wage levels in the sector as long-term this will have a very negative impact of lower staff morale and impossible and unrealistic margins. (2)
- Substantial reduction in public funds is a known fact but we don't know where these reductions will be until the next public spending review. (3 plus 5)
- Demonstrate the essential role of the third sector to decision-makers in good times and bad and the dire consequences of it not providing all the social

support, service, facilities, economic good and social capital that it generates. (4)

- Regionalising and localising of bigger charities where they have professional and financial advantages. (5)
- Third sector can be and needs to be a loud voice when it comes to things that are not agreeable, transparent. (6)
- Smaller organisation may well go to the wall – they need some of the support and expertise of their larger colleagues. (6)
- Push for longer term contracts (7)
- Have a system of peer support to help sector move forward (7)
- Ask – what can we do and get paid for doing? (8)
- Find out who the players are and look for opportunities for joint working or look at what needs to be done to compete (9)
- Devote resources to fund-seeking and longer term sources of income; involve staff, trustees and volunteers in diversification. (11)
- Seek new partners to develop more robust services and service systems. (11)
- Essential for the sector to create resources, capability and capacity rather than waste resources on un-necessary competition. Co-evolution and co-production will reap better long term rewards. (11)
- Where possible this is an ideal time for acquiring a property. An example is a £700k property falling in value to £420k over the period of planning and permissions delay. Furthermore some public sector funders are underspending on capital as well as about to benefit from capital spending brought forward. (12)
- Any falls in income to smaller. Community groups will adversely affect community centres where they are housed. (13)
- Focus on providing excellent services. (13)

- Due to funders increasing moving towards competitive tendering and best value the sector is now required to be much more business like and needs to equip itself with more business skills or have access to support for this.
- Create a diverse funding base – realise that funders are experiencing recessionary effects too! (15)
- Most important of all to actively listen to what our service users are say they want us to do and provide regular feedback to them and other stake holders on way that we are acting on what they want to see us doing. (16)
- Maintain good relationships with the general public and our communities. (18)

Appendix Two – Results of Focus Group

**Note of CVSF 21st May Breakfast Meeting: the recession and commissioning
Jury's Inn Hotel, Brighton**

1) Impact of the recession in Brighton and Hove

Volunteering

- B&H Volunteer Centre is reporting 50% increase in brokerage requests
- Higher levels need support and resources, individually and organisationally
- The volunteer market has changed with different volunteer groups, ages, motivations coming into organisations, e.g. as a result of widespread redundancies in the city and with more ex-service users (who are no longer eligible to access services) becoming volunteers
- Organisations need support around managing volunteers and re-configuring funding to cover volunteer support costs (the Volunteer Centre can support)
- These changes will be reflected in work underway around the city's Volunteering Strategy.

Increase in service demand

- Organisations are reporting a treble increase in service demand for employment services and increased demand for advice around Disability Living Allowance, welfare and housing benefits
- This increased demand is not matched by equivalent levels of increased resources (where resources have increased, they are not enough to cover demand)

Income

- Some organisations are reporting increased income in 09/10 (e.g. 2.5% inflationary increase on grants, plus new income) but it's short-term growth which is likely to then be followed by retraction
- Income on capital is decreasing, due to the drop in interest rates
- Supporting people 11% cuts over 3 years, and then further cuts anticipated after that

Staffing

- Staff salary increases likely to be less in 09/10 (are staff expecting this?)
- Staff retention improved: people not moving on
- Recruitment: higher volume of applicants for some roles, drops elsewhere (Mixed picture with some posts having higher volumes of better quality applicants; some posts have poorer fields due to people with specialist skills not moving)

Opportunities to explore

- Jobs Fund – BHCC advertising opportunities for sector to get involved in providing employment opportunities (contact Dan Shelley)
- Sector needs to invest in activity that has future benefits
- Secondments across sectors might be possible, in readiness for redundancies (sector could draw up agreements now to enable this)
- Potential new accommodation available for the sector (contact Impetus)

2) Commissioning and procurement issues

Variable practice

- Local commissioners tend to be under-professionalised in comparison with central government where more experienced and skilled commissioners are managing contracting processes
 - Some continue to ask why third sector includes overhead costs in its contracts
 - Some fail to recognise or understand why the third sector needs to generate surpluses on contracts to cover risk of taking on contracts
 - Some overly focus on targets and will not develop their understanding of the local environment / conditions or consider concepts around added value
 - Most disbar small groups from being involved as they either lack resources to engage or have to low an income to meet commissioners conditions of application
 - Most have no concept of measuring or capturing “full value”; measurement of and agreement to meet full cost is hugely variable
- Changing goal posts: contractual changes continue to come out of the blue
- Contracts are reported as being 50 weeks late in some instances
- Commissioners tend not to have their heads around partnership, e.g. commissioners encourage competition and funders mitigate against mergers, e.g. discretionary grants capping
- Short-termism of contracting: there is little horizon scanning around commissioning opportunities needed and there needs to be pro-active promotion of tendering opportunities from commissioners to the sector
- Commissioners need to take responsibility for disseminating information (regular, concise, accessible info) in addition they need to advertising tenders on a centralised website
- Training and awareness raising is needed amongst procurers around market information available, increasing transparency (issues of evidence base and developing a level playing field), pricing and value for money and developing innovation
- Increasing contestability of contracts and providing opportunities for the sector to take on more public service delivery is a desirable trend, however:
 - groups are challenged by the prospects of TUPE
 - groups may struggle to respond to the shift away from block to spot contracts
 - the cost of being involved in the process and the delivery may be too prohibitive for small organisations
 - the public sector is increasingly demonstrating protective behaviours (to safeguard jobs and services it provides directly).

Influencing strategy

- The third sector needs to debate at the right level, to ensure we can effectively influence
- Individual organisations’ capacity to influence is limited: depends on establishing relationships, but greater input is needed at all partnership levels
- The sector needs to strengthen its marketing and promotion and make use of tools for lobbying: Compact and guidelines such as Full Cost Recovery principles
- The LSP provides a mechanism for working with a wider pool of commissioners.

Sector response

- The impact of the external environment is creating a greater sense of competition within the sector
- Organisations need to work together and differently across key strands, e.g. equalities
- The sector needs to develop quality bids / services and work to demonstrate cost effectiveness
- Larger third sector organisations could / should engage smaller ones in delivering partnerships

- Partnership / consortia: could share back office functions and develop local agreements in principle
- Participants agreed in principle that better value would be achieved in bidding and in service delivery if broader, deeper and more frequent consortia and partnerships bids were made
- The Federation of the Disabled will host a personalisation conference on 19th June to explore opportunities for the sector to develop new brokerage services.

Appendix three – interview questions

Overall how would you say that your organisation is being affected by the recession? (tick one box)

Very badly affected Badly affected Not affected one way or the other
positively affected

If yes please say below what is affecting your organisation:

Finances:

a) Has your income and expenditure for all of your organisation's activities changed in the past year?

| Financial year: | 2007/2008 | 2008/2009 |
|--|-----------|-----------|
| Overall income/turnover (insert figures in pounds) | £ | £ |
| Overall expenditure (insert figures in pounds) | £ | £ |

b) If there has been a change in either income or expenditure has this been due to the recession in your opinion? Yes No

Please specify reasons for changes in income/expenditure (e.g. funder policy, increased demand from service users)

Demand for your organisation's services or activities:

a) Has demand for your organisation's services increased, decreased or remained about the same over the past year?

| Financial year: | 2007/2008 | 2008/2009 |
|--|-----------|-----------|
| Approximate number of service users (insert figure): | | |

In past year numbers have either: increased decreased
Remained about the same

Please comment on why you think demand/usage has changed:

Effects upon your people, service users, communities:

a) Are your organisation's people, service users or communities being affected by the recession? Yes No

Please specify how your service users or communities are being affected by the recession:

b) In the past year has your organisation experienced any change in the recruitment, retention or involvement of volunteers in your work? (if yes please specify below) Yes No

c) In the past year has your organisation experienced any change in the recruitment or retention of paid staff? (if yes please specify below) Yes No

Other recession effects and what you anticipate will happen in the future:

Please say how either your organisation or the third sector in general can prepare for and withstand the negative effects of the recession, build resilience, and develop any positive change or opportunities:

- a) How do you think your organisation or the sector can develop its **strengths** in order to withstand recessionary effects?
- b) How do you think your organisation or the sector can act on its own **weaknesses** in order to withstand recessionary effects?
- c) How do you think your organisation or the sector can realise any potential **opportunities or make positive changes?**
- d)) How do you think your organisation or the sector can **protect itself from external threats** in order to withstand recessionary effects?

Thank you ever so much for participating in this research. You will be sent the results when they are published.

Appendix Three - Research Participants

Research participants (interviews and group-session)

| | |
|-----------------------|--|
| Adam Chugg | Eastbourne Association of Voluntary Services |
| Adrian Davies | Credit Union, Advice and Consultancy |
| Andy Sears | Impetus |
| Andy Winter | Brighton Housing Trust |
| Bill Lucas | Hyde Housing Association |
| Caroline Lower | Martletts Hospice |
| Charlie Jordan | Emmaus UK |
| Chris Lau | Carers Centre |
| Claire Wills | RBLI Employment Solutions |
| David Higgins | Carers Centre |
| Dawn Imms | NACRO |
| Eva Jarvis | Grace Eyre Foundation |
| Gail Gray | RISE |
| Geraldine Des Moulins | Federation of Disabled People |
| Graham Gordon | Creating Futures |
| Heather Leach | Impact Initiatives |
| Jim Baker | Age Concern |
| Jim Simpson | ChangeUp |
| Joel Lewis | Sussex Emmaus |
| John Holmstrom | Brighton Housing Trust |
| Louise Stone | Working Together Project |
| Mike Pattinson | Crime Reduction Initiatives |
| Neil Homes | Care Co-ops |
| Philip Carpenter | Working 50 Plus |
| Rachel Travers | Amaze |
| Sally Hiscock | CVSF |
| Sarah Danily | MIND |
| Shana Layzell | Phoenix Community Centre |
| Simon Lewis | City Coast Church |
| Steve Lawless | Impetus |
| Tania Clark | Impact Initiatives |
| Thea Allison | BCP |
| Vicky Watson | Citizens Advice |
| Vikki Hayward-Cripps | Southdown Housing |