



Mapping the Needs  
of Community and  
Voluntary Groups in  
Cambridgeshire

March

2013

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# Executive Summary 2013

This year the mapping of the community and voluntary groups in Cambridgeshire resulted in 352 local groups completing a survey that included key questions to help inform the planning of relevant support by both the CVS organisations and the statutory authorities. Most groups were small (less than £10k) and delivering services to people within one district with only volunteer labour, although most of the larger groups were county-wide and employing more paid labour. The survey reached both members and non-members of CVS organisations, most of which were registered charities and/or companies limited by guarantee. Groups wanted opportunities to get together with other groups in their area to plan better ways of working together and wanted their CVS to represent them at meetings in lieu of getting involved themselves. The format of delivering training in short unaccredited courses was endorsed and the new subjects that groups wanted training in were in demonstrating social value and using social media. The training needs of help with funding applications and running the charity were, as usual, high on the agenda. Groups reported a very good working relationship with statutory authorities. Whilst the survey indicated a desire to learn about more digital forms of communication, there was repeated evidence that community and voluntary groups value the outcomes of meeting up with peers at training courses or networking events.

# Introduction

Community and voluntary action is made up of individuals, mostly unpaid individuals, coming together to lead community and voluntary groups in responding to local needs. The dedication and knowledge of these groups in providing vital services is unquestioned. In order to keep the organisation of the groups strong and sustainable they may need help to keep up to date with the changing rules and regulations necessary for running a small charity, or require the starter tools to become a new trustee or set up a new group. The CVS organisations of Cambridgeshire, called CVS5, have been providing the support services for these groups for many years and annually undertake a survey of groups to ensure that they maximise their own charitable resources to get the best package for the groups each year.

Given the enormous financial pressures on local authorities, it was timely this year to include a number of questions that would also help Cambridgeshire local authorities to plan their support for the voluntary sector this year. The local authorities that engaged on a trial basis with this process were: Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council and South Cambridgeshire District Council and Huntingdonshire District Council.

## Methodology

This year's survey built on the successful use last year of the online tool [www.surveymonkey.com](http://www.surveymonkey.com). Individuals were asked to complete the survey online and were also given the opportunity to complete a paper copy or to phone in their answers to a C CVS staff member, if this was not possible.

As well as all partners publicising a web link through various media outlets from newsletters to email signatures, extensive use was made of CVS contact lists. Emails were sent to four separate cohorts, C CVS members, VCAEC members, Hunts Forum members and non-member contacts. To ensure that people only received a single email, duplicate emails were removed where possible. The initial email was followed up with reminders over a period of three weeks to all those that had not completed the survey or opted out<sup>1</sup>. This improved use of the email facility offered opportunities to send emails to selected groups and to monitor where responses came back from. It was this process that led to the doubling of the number of returns over the previous year.

This year's survey was aimed at both CVS members and non-members in order to try to get a wider set of opinions. 82 responses came from those organisations that

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<sup>1</sup> All emails included two opt out options: One by clicking on a surveymonkey link and the other by responding directly to the email asking to be unsubscribed.

indicated they were not yet members of any of the CVS5 organisations, this represent 23.3% of the respondents. As can be seen from Figure 1, CCVS had significantly more members than the other areas; this is down to the fact that it covers three out of five districts.

55 respondents were also members of the Children and Young People infrastructure support organisation, Young Lives, five of these were not members of any other support groups, included under “other” category.

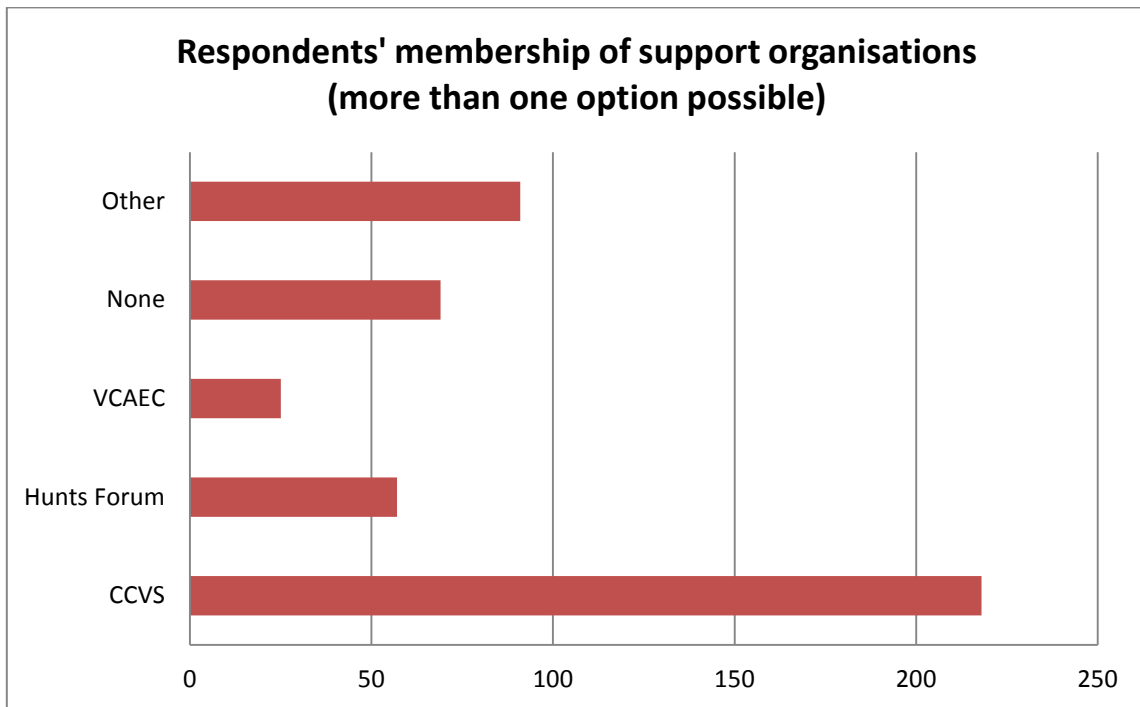


Figure 1 CVS membership of respondents (count 344)

# Results of the Mapping Survey 2013

## Profile of respondent groups

352 groups responded to the survey. These respondent groups delivered their services over a variety of geographies and were of varied sizes. This year we again asked groups to indicate their income, the number of staff and the number of volunteers. This allowed us to make some comparison to the previous year's survey.

## Size of respondent groups

Given that voluntary and community groups' needs tend to vary, dependent on their size (or turnover), each respondent was asked to indicate their usual annual turnover (Figure 2).

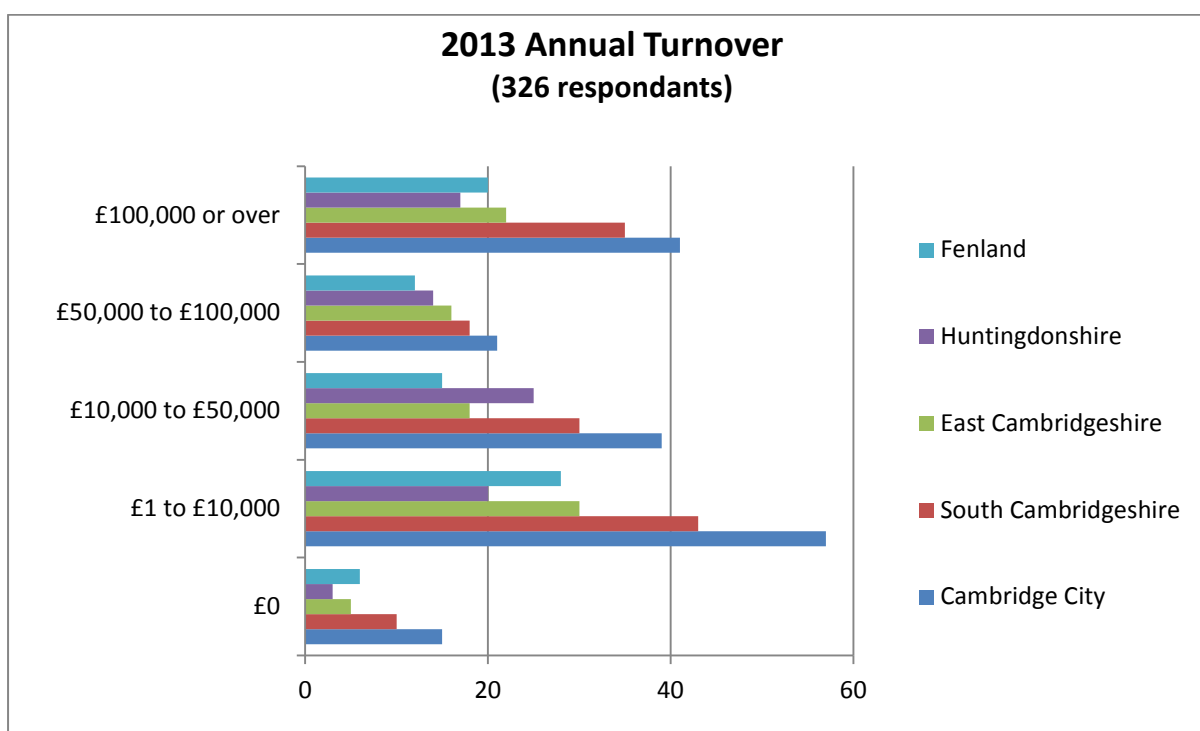


Figure 2 Annual turnover of groups (count 326)

The groups that responded to the survey were of varying sizes. Most (71%) had income below £50,000 and would be classed as small organisations; this is up from 64% from the previous year. There has been a considerable increase in the smaller organisations responding and a drop of the larger groups responding down from 25% to 17% of respondents (Figure 3).

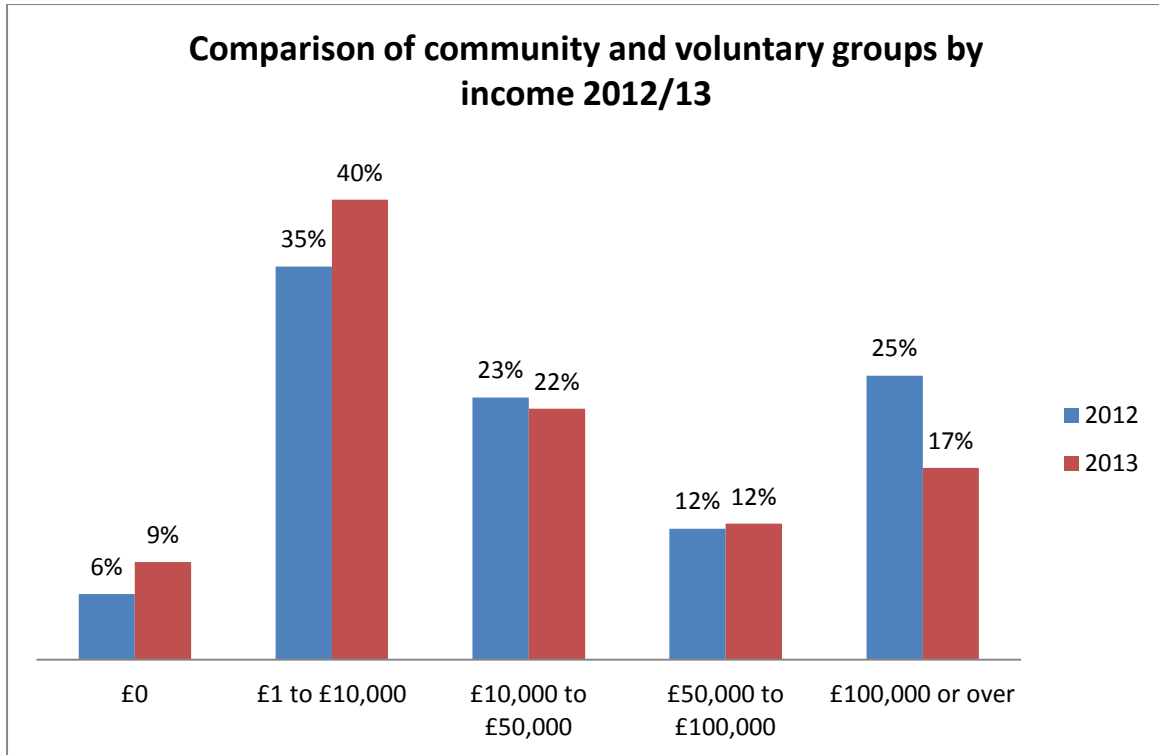


Figure 3 Comparison of community groups by income 2012/13

We continued to look at the number of staff and volunteers that organisations had. Figure 4 shows the percentage of organisations with different staff and volunteer levels.

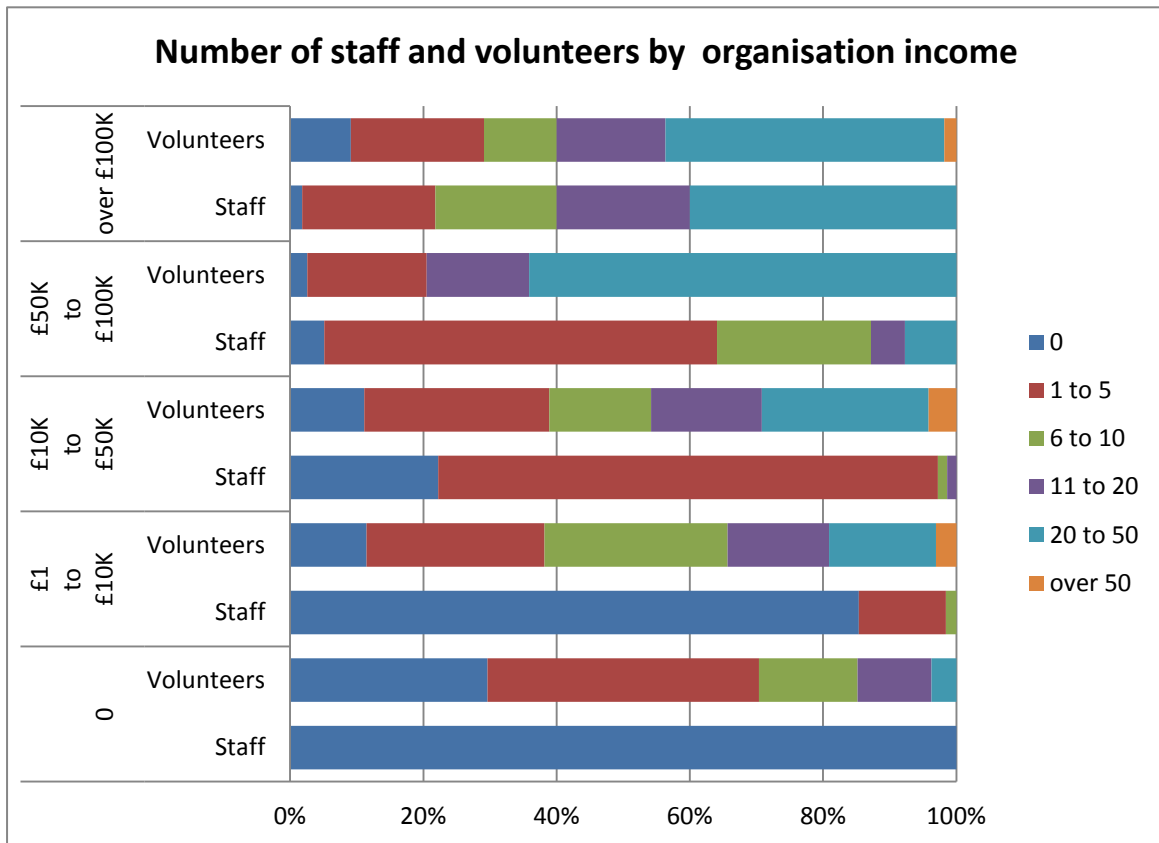


Figure 4 Numbers of Staff & volunteers by income



These inquiries show that most of the groups that come to the CVS organisations for help and advice have very few paid staff. Over four out of every five (82%) organisations have five or fewer staff, and in fact nearly half (49%) have no staff at all. Given the time constraints that face volunteers, it is important that CVS services are designed to suit those running the groups who need help, and at the same time it is important that training and advice are pitched at a level that is appropriate.

This is balanced against a much higher number of volunteers that are active within groups of all sizes. Figure 5 shows the levels of volunteer involvement (as a percentage of all organisations that indicated this and indicated an income). Only 12% show no use of volunteers and 28% had over 20 volunteers.

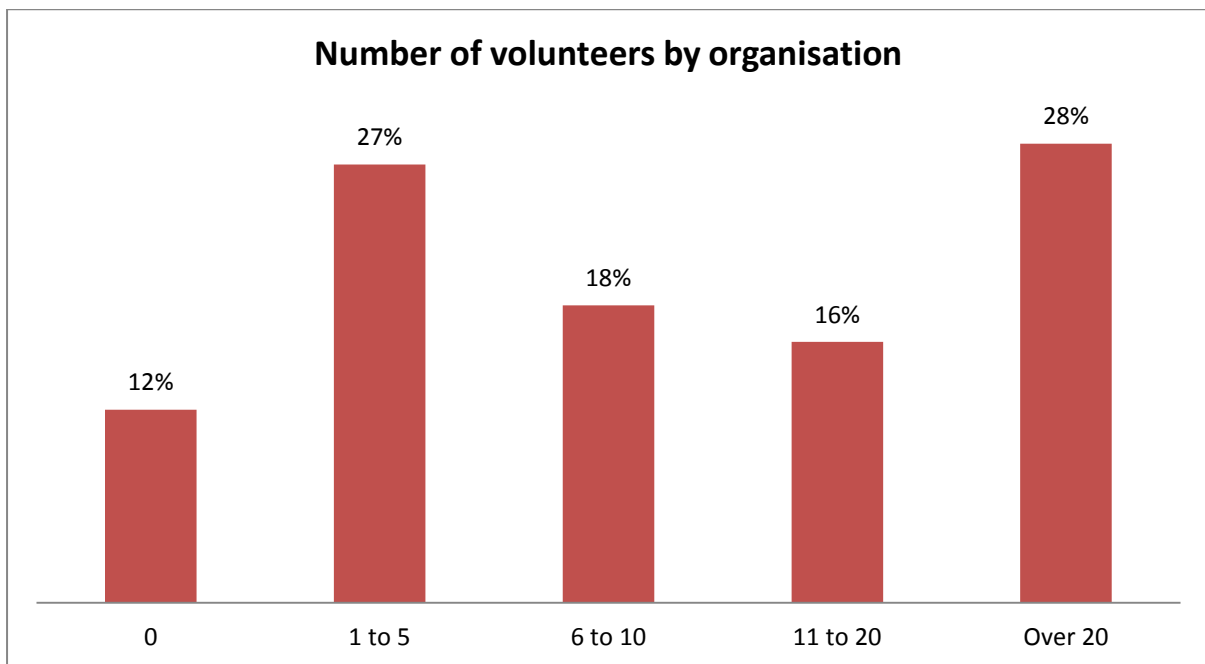


Figure 5 Number of volunteers by organisation

### Geographical coverage of respondents

The proportion of organisations working in Cambridge has remained reasonably stable at 52% (53% in 2012). Figure 6 shows that the majority of groups work in and around Cambridge. The reason for the higher levels in South Cambridgeshire compared to the other non-city districts is probably due to the fact that many Cambridge-based organisations also cover some or all of South Cambridgeshire as they do not recognise the district boundaries, and also many people from South Cambridgeshire are known to access services provided by Cambridge City.

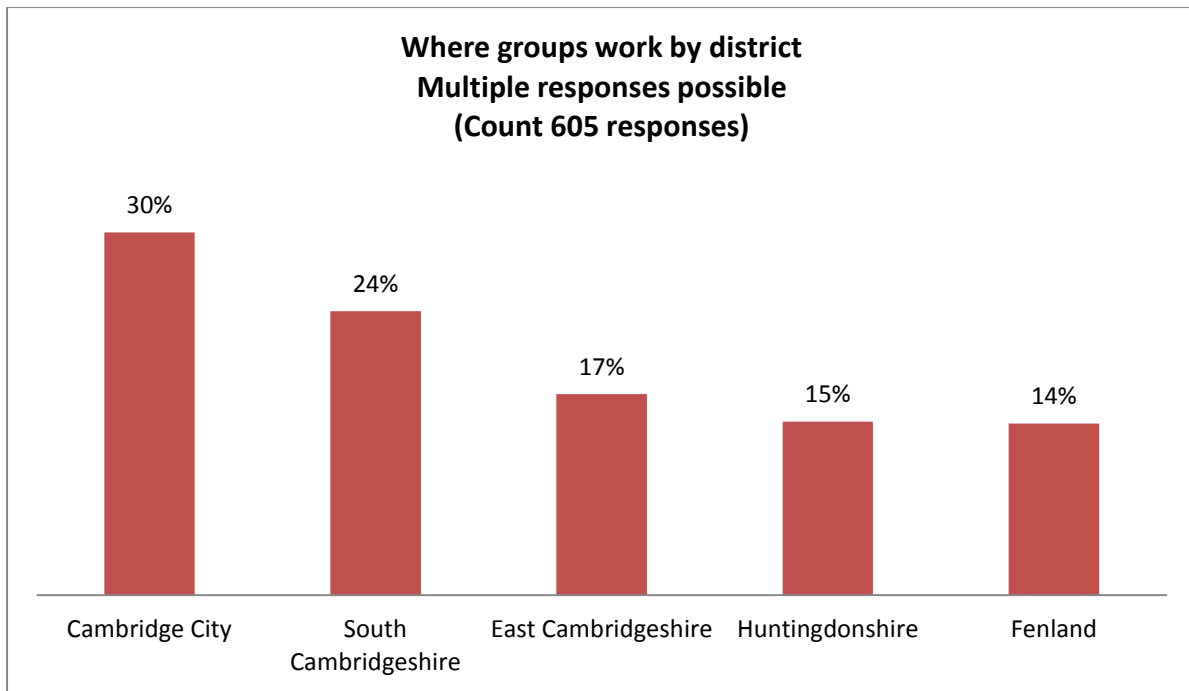


Figure 6 Where groups work by district

The concentration of services in Cambridge City is reinforced when you look at the number of groups that work in just one district (Figure 7). 27% work in Cambridge, with other districts being about half or less than this. Many groups have historically chosen to base their organisations in Cambridge City to take advantage of the central transport links.

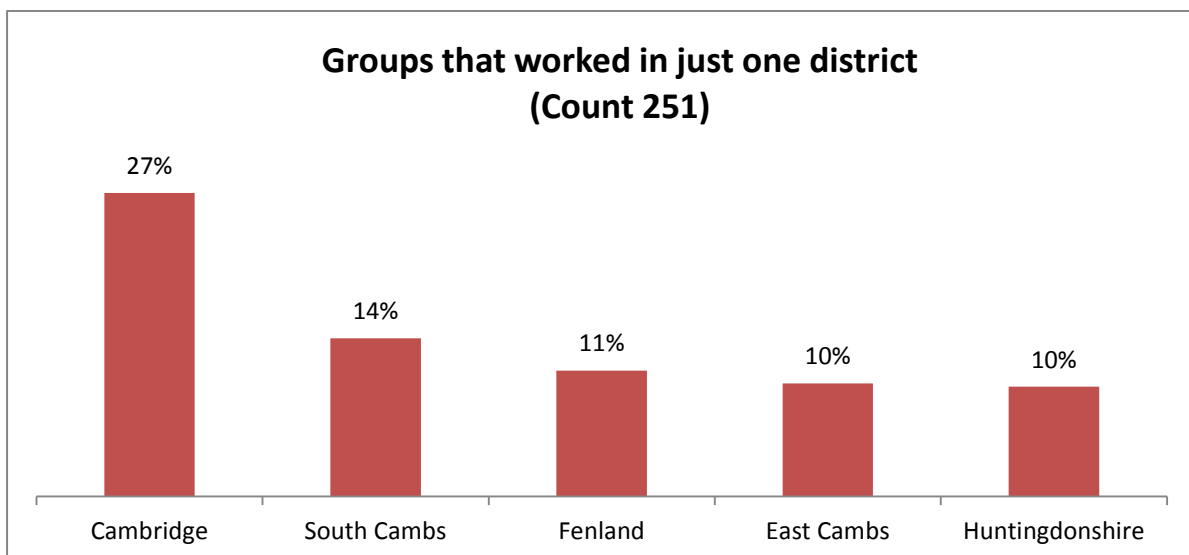


Figure 7 Groups that work in just one district

In 2013 the proportion of groups working in just one district has risen from 61% in 2012 to 71% in 2013, whilst the proportion of groups that work across the county has fallen from 17% to 10%. Whilst some of the differences will be explained by the increased response rate, the majority of organisations continue to work just at a local level.

This picture of local provision is especially true for the smaller organisations that make up the bulk of the CVS5 membership. Figure 8 shows that the smaller organisations are predominantly working at only a local level.

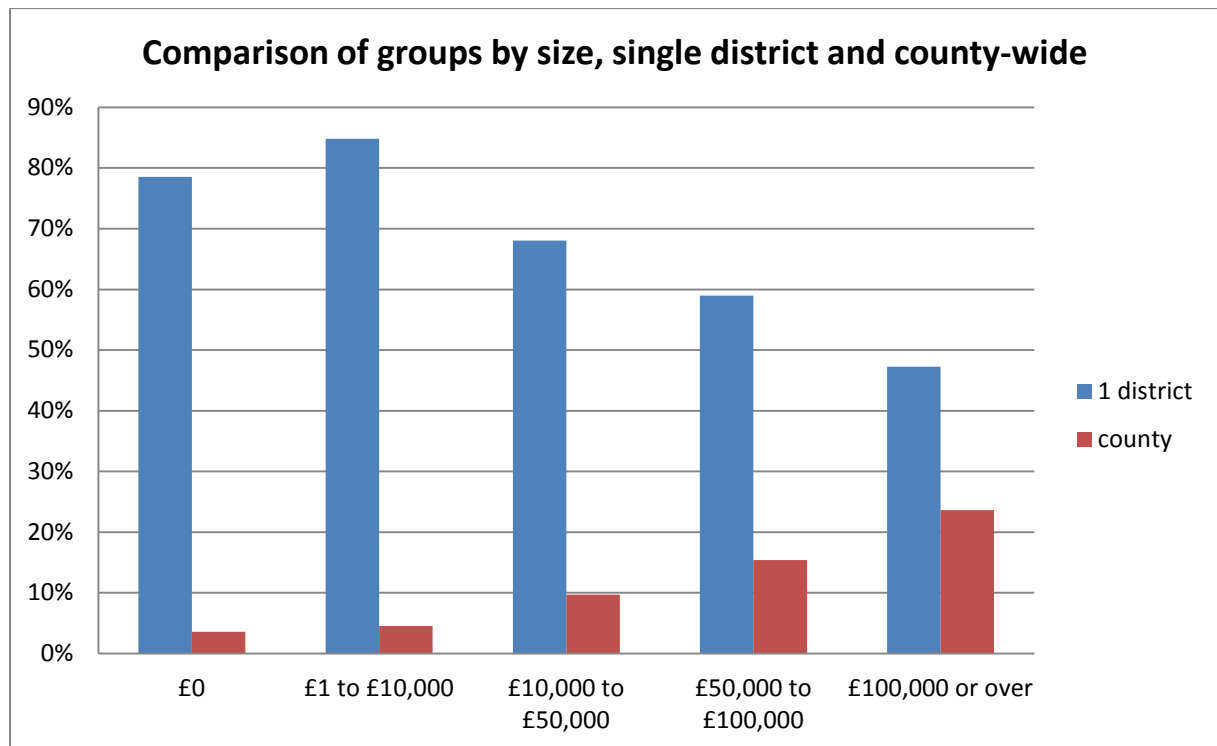


Figure 8 Comparison of groups by size, single district and county-wide

### Organisational structure

This year we asked organisations how they were constituted. Organisations were able to indicate a number of different options and multiple responses were allowed. After assigning the groups that just made comments to the categories, it was seen that most (53%) indicated they were registered charities and 16% that they were companies limited by guarantee. 15% indicated they were unregistered charitable groups and 11% a club or society organisation. Church groups accounted for 3% and community interest companies for 2%.

The results varied depending on size of organisation as can be seen from Figure 9 below.

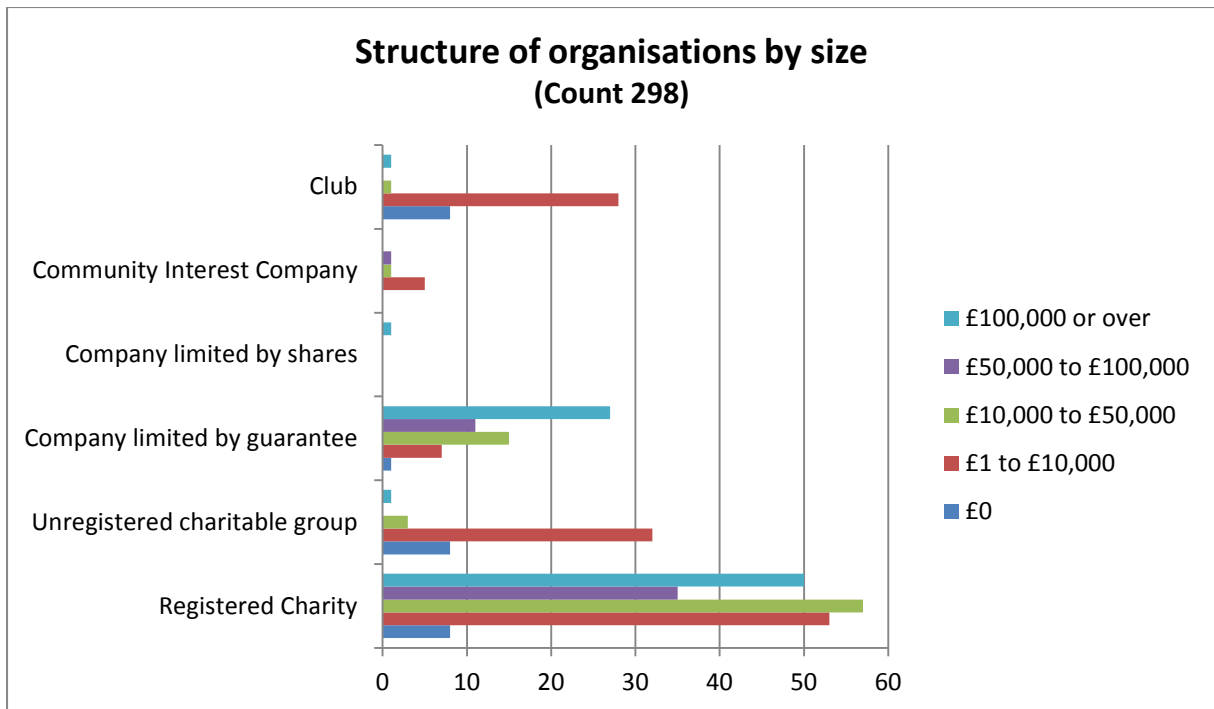


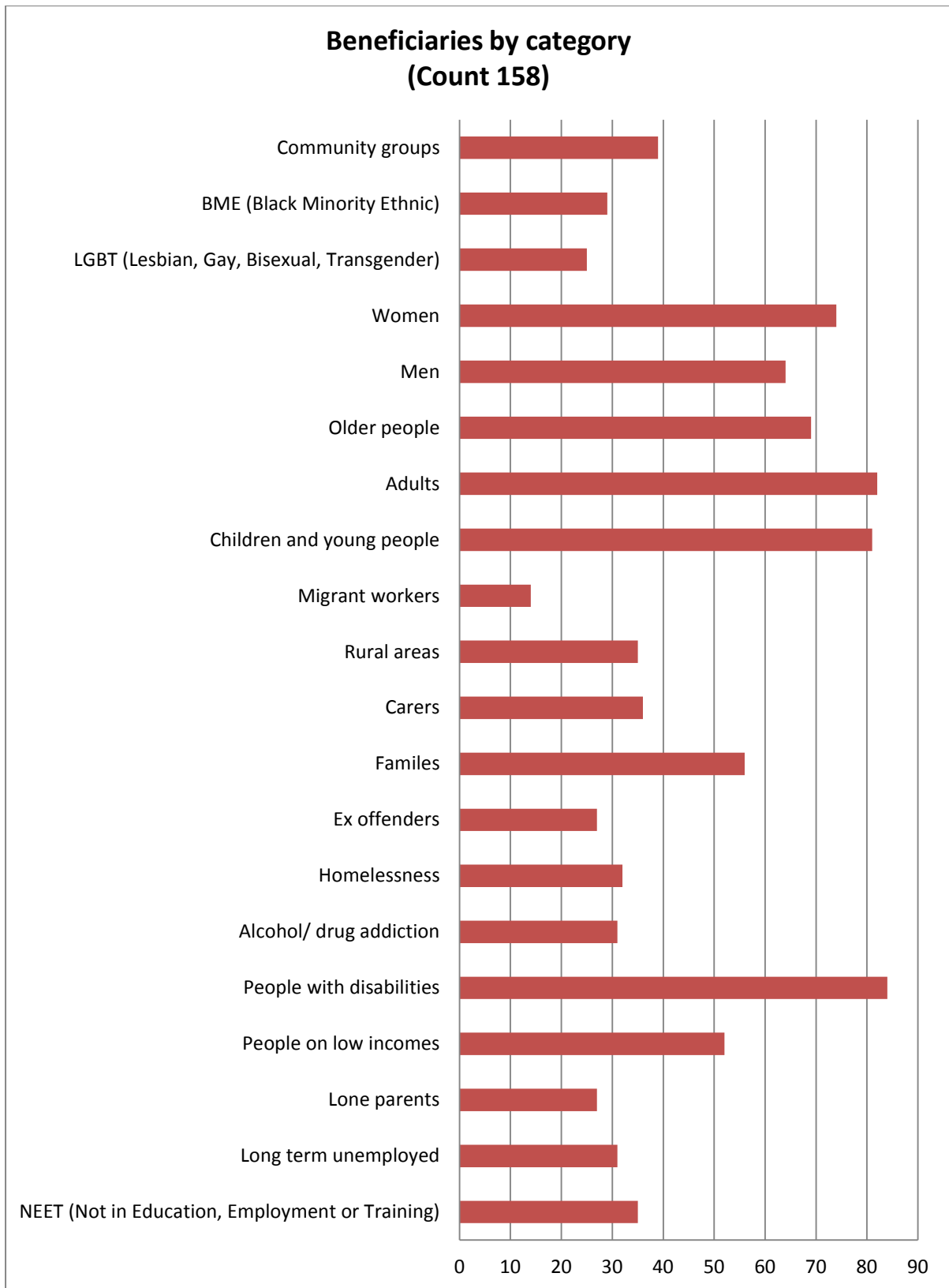
Figure 9 Structure of organisations by size

When looking at the non-CVS5 member (111) respondents, there was a similar proportion of organisations that were charities (67%), but a lower numbers of registered companies and a higher numbers of clubs.

### Beneficiaries of groups

A series of questions gave groups the opportunity to categorise the beneficiaries they provided services for.

Of the 343 people who responded to the question “Does your organisation work with specific types of beneficiaries?” 54% stated they work with anyone. Of those that indicated they work with specific beneficiaries, the highest number work with people with disabilities (Figure 10).



**Figure 10 Beneficiaries by category**

Of the 342 respondents who answered the question “Does your organisation only work with people from a specific age group?” 71% said that they worked with those of any age. Those working with specific ages are shown in Figure 11 below.

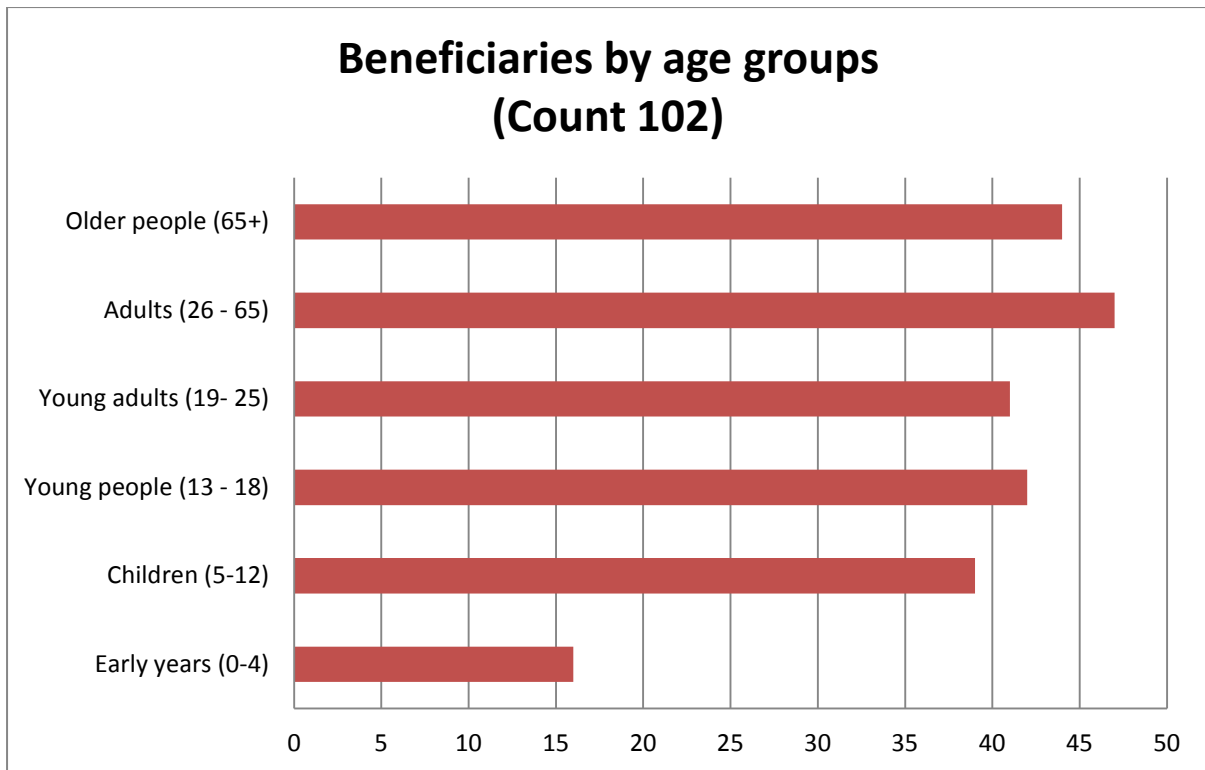


Figure 11 Beneficiaries by age group

### Training needs

The funding landscape for community and voluntary groups has changed dramatically over the last year and continues to metamorphosis into new, but reduced areas of reliable funds. Where groups may have relied upon funding from the Primary Care Trust in 2012-2013, this will not be an option when this institution ceases to exist in 2013-2014. All the local authorities have been severely affected by reductions to their budgets and increasing savings targets. Those organisations that rely heavily on donations from individuals have also seen drops in levels of income. With this as the background, all community and voluntary groups are having to ensure, more than ever before, that their organisation is “ship-shape” and ready to move quickly and adapt to the changing environment. CVS5 are committed to providing groups with appropriate training to assist them in tackling the current challenges and use the analysis of the responses from the training needs part of the survey to plan their services for the forthcoming year.

Figures 12-15 show the training needs reported by respondents. The figures for each district at Appendix 1 show the 15 highest needs.

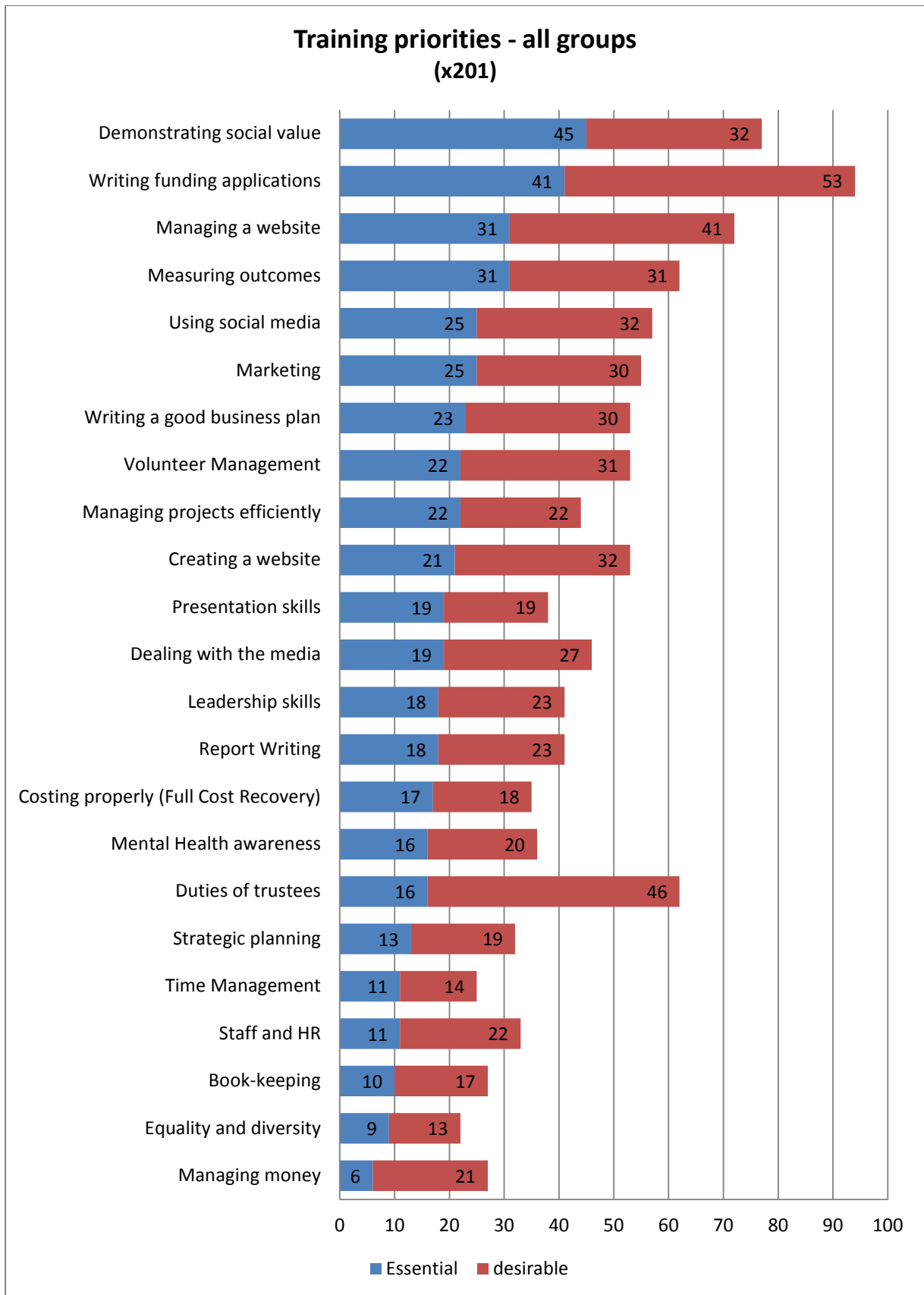


Figure 12 Training priorities – all groups

The training needs remain broadly similar to those of last year. However 'Demonstrating Social Value' is now the most essential need and this reflects the

growing importance of this both around commissioning but also around traditional fundraising. This is also linked to 'Measuring Outcomes' that is also important and shows the sector's desire to prove the value of the work it carries out, as well as the desire of funders to demonstrate the value of the work they fund.

'Writing funding applications' is the most sought after need. 'Managing a website' and 'Using Social Media' categories have moved up the list compared to last year and this reflects the growing importance of having an effective online presence. 'Duties of Trustees', although still seen as a high training need, is now seen as less essential. This could reflect the fact that budgets have been tightened and trustee training is seen as less of an essential.

The training needs for the districts are remarkably similar, as can be seen from figures below. When analysing the data, 11 topics feature in the top 15 of all districts. This supports the idea of developing more joint training across CVS5 for members and non-members.

This year's promotion of the survey saw a significant response from non-members of the 3 CVS partners that make up CVS5. When analysing their training needs, there is a very similar list to the overall needs of groups as can be seen in Figure 15 below.

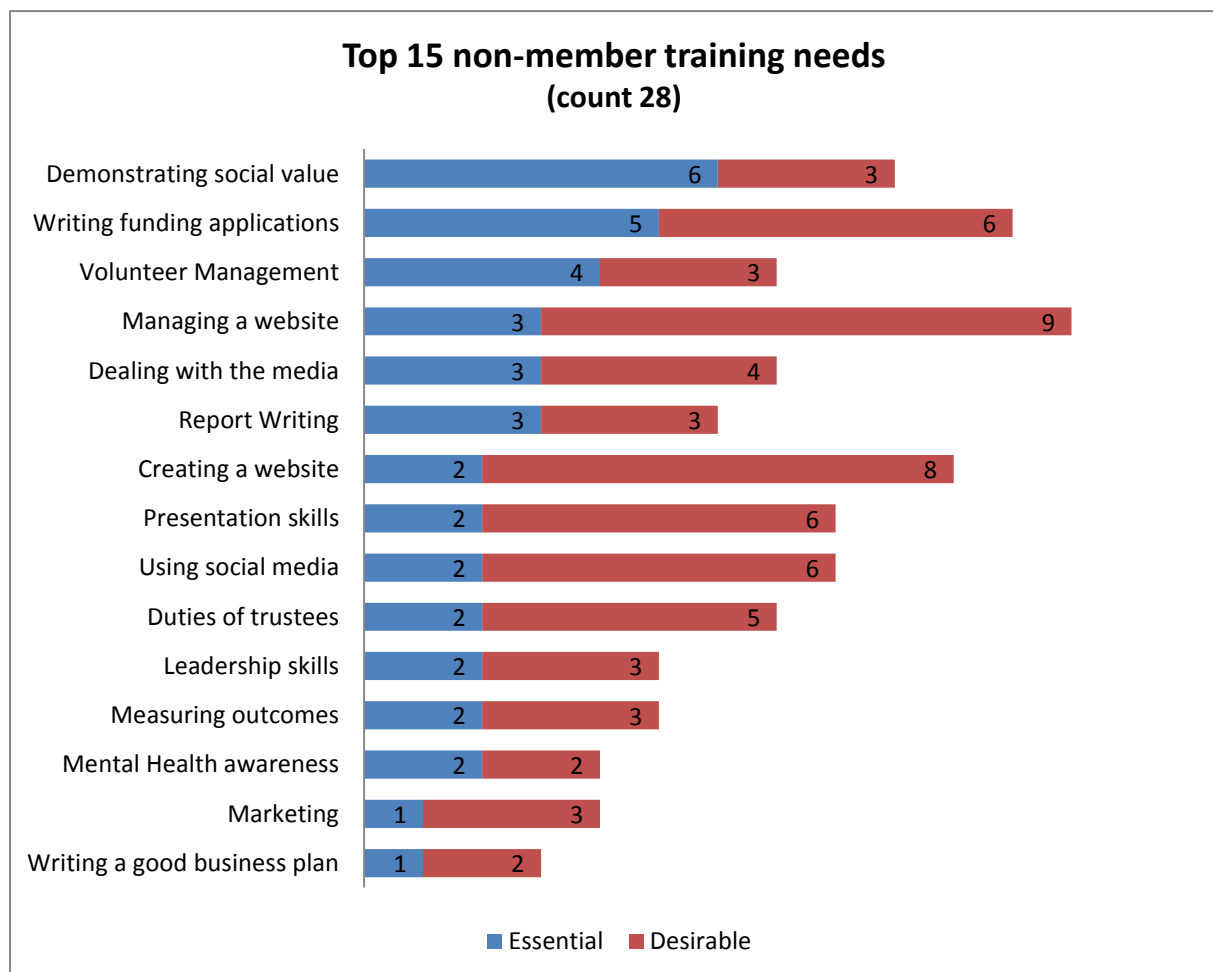


Figure 13 Top 15 non-member training needs



### Top 15 training needs by district

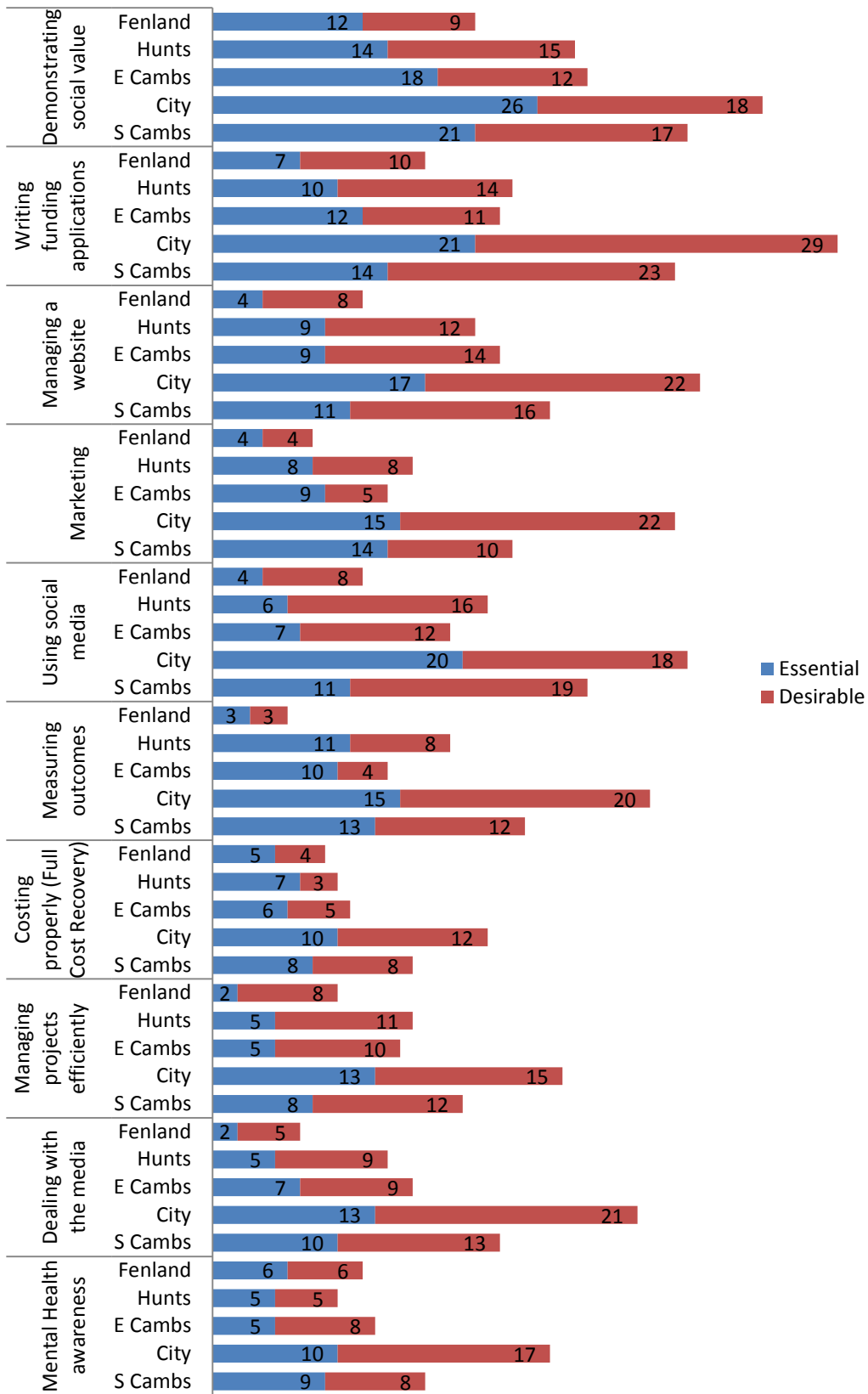


Figure 14 Top 15 Training Needs

**Figure 15: Top 15 training priorities by district**

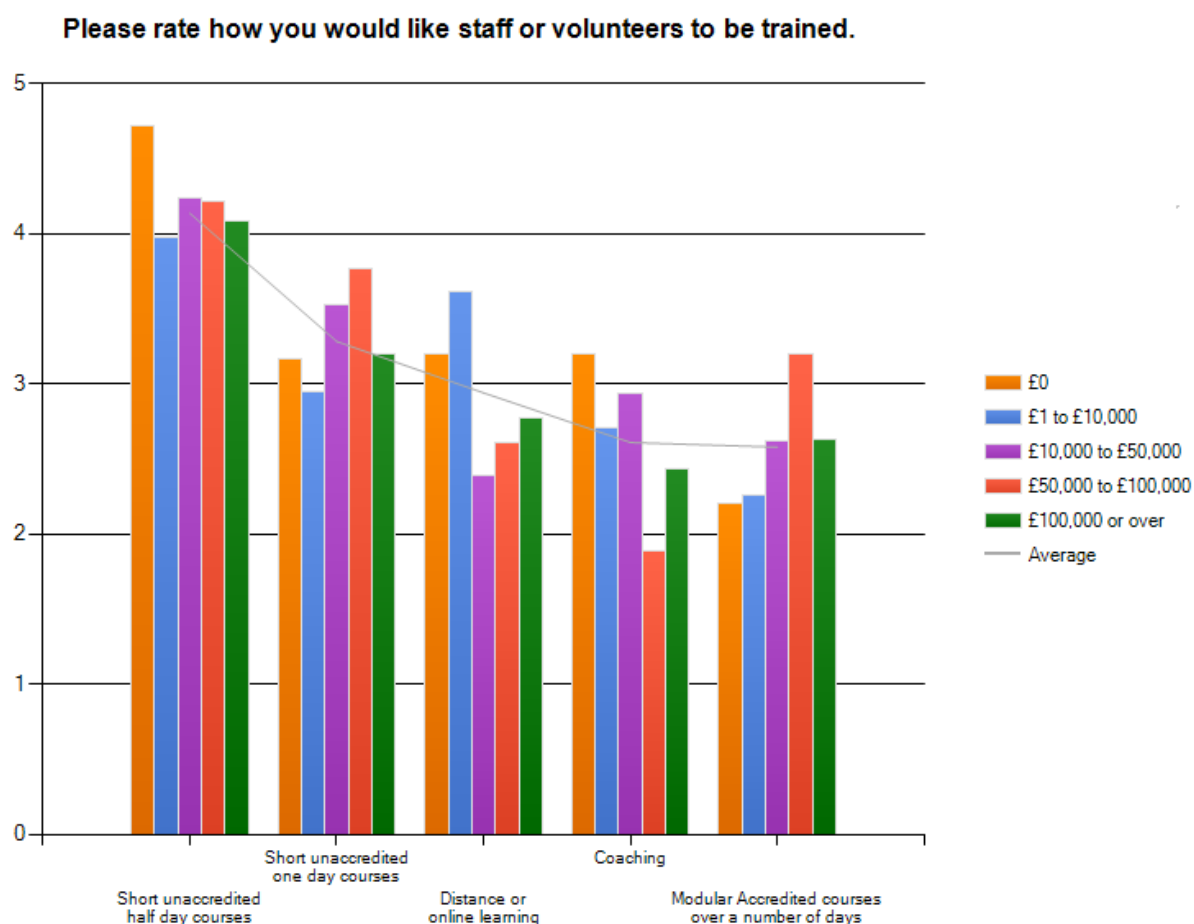
City	S Cambs	E Cambs	Hunts	Fenland		
Demonstrating social value	Demonstrating social value	Demonstrating social value	Demonstrating social value	Demonstrating social value	 <p><b>High Priority</b></p>	
Writing funding applications	Writing funding applications	Writing funding applications	Measuring outcomes	Writing funding applications		
Using social media	Marketing	Measuring outcomes	Writing funding applications	Mental Health awareness		
Managing a website	Measuring outcomes	Managing a website	Managing a website	Costing properly		
Marketing	Using social media	Marketing	Marketing	Using social media		
Measuring outcomes	Managing a website	Report Writing	Duties of trustees	Managing a website		
Dealing with the media	Dealing with the media	Using social media	Costing properly	Writing a good business plan		Identified in 5 districts
Volunteer Management	Writing a good business plan	Dealing with the media	Using social media	Marketing		Identified in 5 districts
Creating a website	Creating a website	Costing	Writing a good business plan	Report Writing		Identified in 5 districts
Managing projects efficiently	Mental Health awareness	Duties of trustees	Leadership skills	Leadership skills		Identified in 5 districts
Presentation skills	Managing projects efficiently	Volunteer Management	Presentation skills	Creating a website		Identified in 5 districts
Leadership skills	Report Writing	Managing projects efficiently	Creating a website	Measuring outcomes		
Report Writing	Costing properly	Mental Health awareness	Managing projects efficiently	Managing projects efficiently		
Mental Health awareness	Volunteer Management	Leadership skills	Dealing with the media	Dealing with the media		
Costing properly	Duties of trustees	Writing a good business plan	Mental Health awareness	Strategic planning		<b>Low priority</b>

Figure 15 Top 15 training priorities by district

## Training Delivery

Groups were asked about their preferred training delivery method. They were asked to rate their preference of five options from 5 (most preferred) to 1 (least preferred). This generated an average rating of all responses where the higher the rating the more preferred the option. Figure 16 below shows the preferences broken down by organisation size.

This showed a clear preference for short unaccredited training, which is the format currently offered by CVS5. There is a surprising preference for distance and online learning indicated by the smallest organisations; this may well be because of the small numbers of staff and high number of volunteers who are looking for a more flexible learning opportunity.



**Figure 16 How groups want to receive training**

Analysis of the non-members' preferences showed that there was little difference; however, distance or online learning showed higher levels of preference.

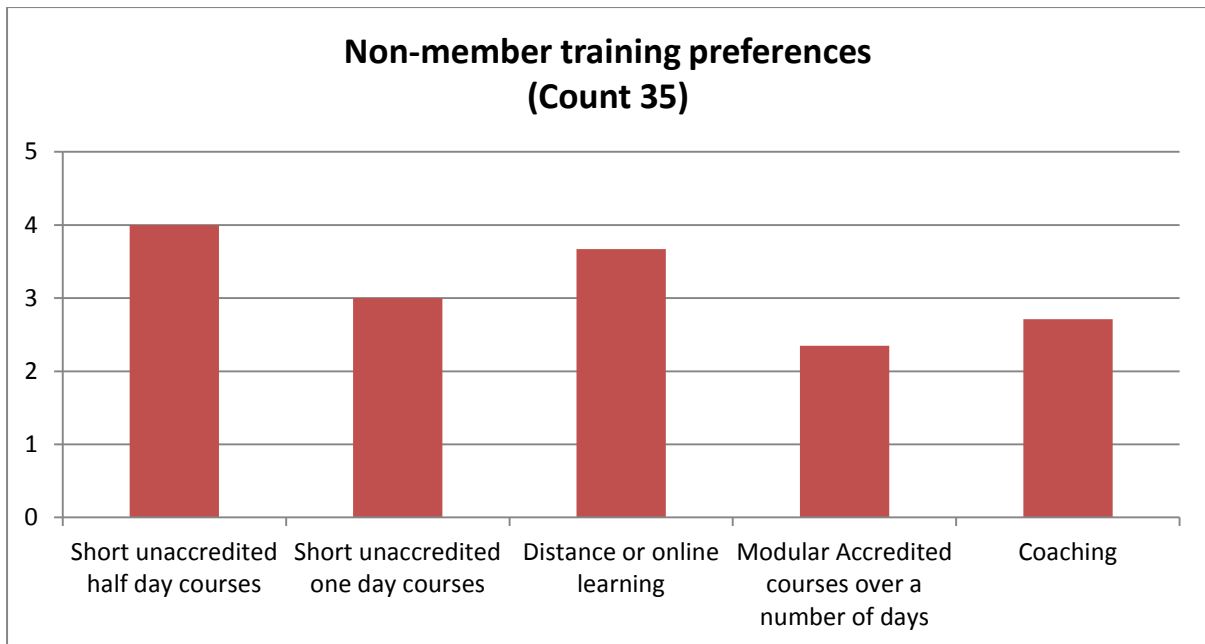


Figure 17 Non-member training preferences

### Financial management training

The survey showed very little demand for financial management assistance, with only 9% wanting a health check and 12% wanting help with financial planning or budgets. This was very similar to last year's results, and again the smaller organisations showed a slightly higher inclination for help as can be seen in Figure 18.

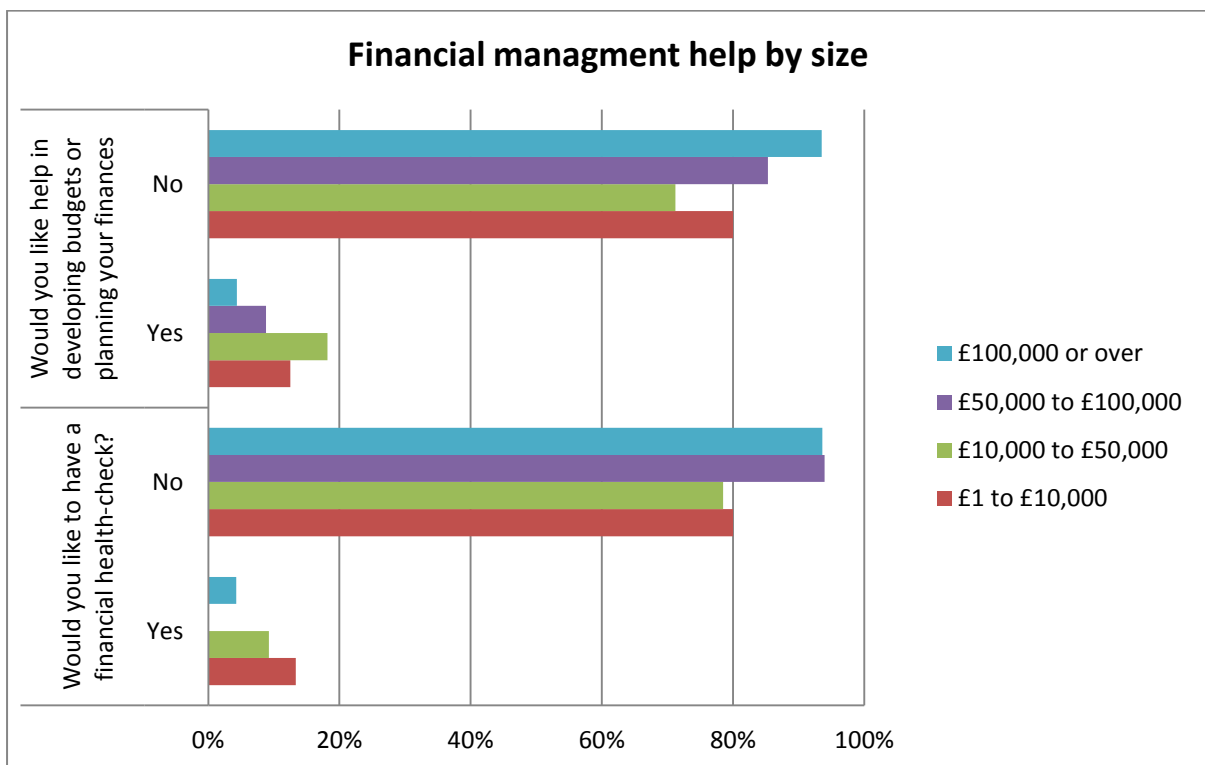


Figure 18 Financial help required by income

There was some indication that groups were looking for help with, or information on, producing annual accounts with 23 responding that some training or assistance in this area would be useful and 11 reporting having had a problem in the past year.

Our experience is that, where finances are concerned, people are often only motivated to get in touch when they have a problem. Those that do not know that they need help do not ask for it. The evidence of incidental calls to the CVS organisations every year illustrate this, which is why briefings on keeping up to date with financial compliance are put on every year. Sometimes just seeing the course advertised is enough for groups to realise that they want to make sure they are up to date. These courses are always filled.

### **Governance Training**

The ‘duties of trustees’ training continues to be highlighted as an area of need; however, it is now seen as essential by fewer organisations which reflects on the work undertaken by CVS5 to put on regular courses. This type of training is regularly oversubscribed and there is a growing need indicated through CVS development work for assistance both at entry level and at a more advanced level. There also appears to be a need for trustees to receive training in specialist areas such as how organisations use IT and finance.

Currently, 48% of organisations train their trustees this varied considerably by size of organisation, Figure 19.

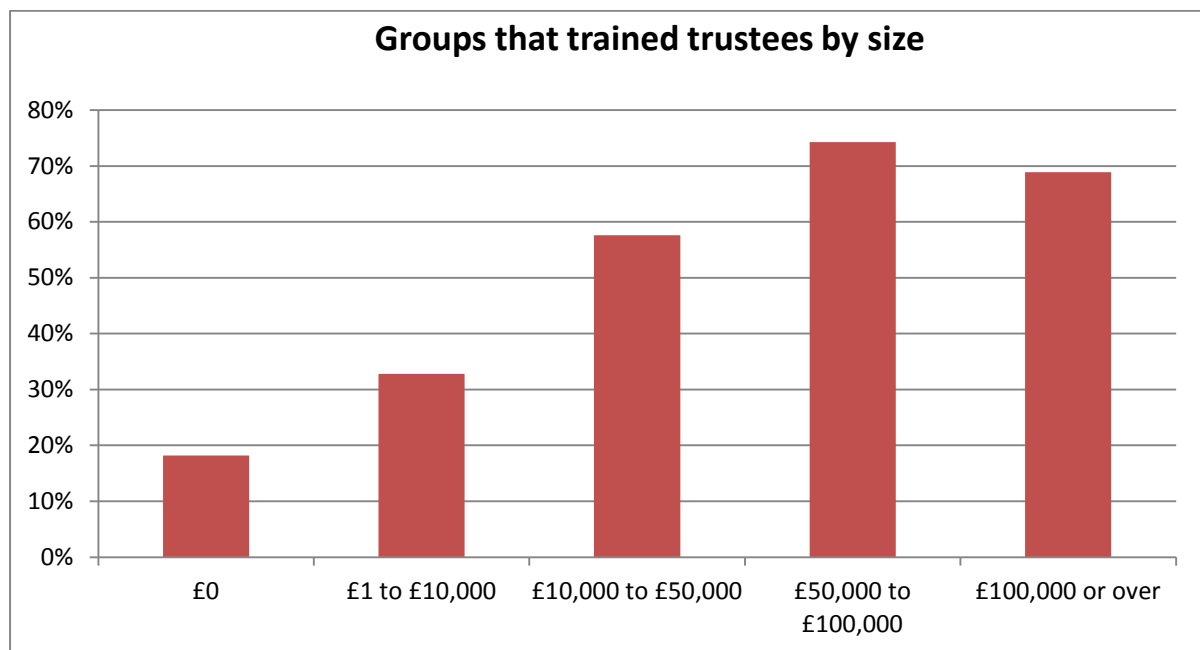


Figure 19 Groups that trained trustees by size

### **Fundraising support needs**

The training needs question indicated that help writing funding applications was a very high priority with 41 organisations seeing it as essential. This represents 46.8%

of respondents highlighting this as a training need. Linked to this ‘Costing projects properly (full cost recovery)’, ‘Measuring Outcomes’ and ‘Demonstrating Social Value’ all figured in the top 15 training needs across all districts. These are all skills that linked to successful fundraising.

Figure 20 shows the percentage of respondents who wanted help, broken down by size. The larger organisations wanted Grantfinder support, while the smaller ones saw more direct help as being most important.

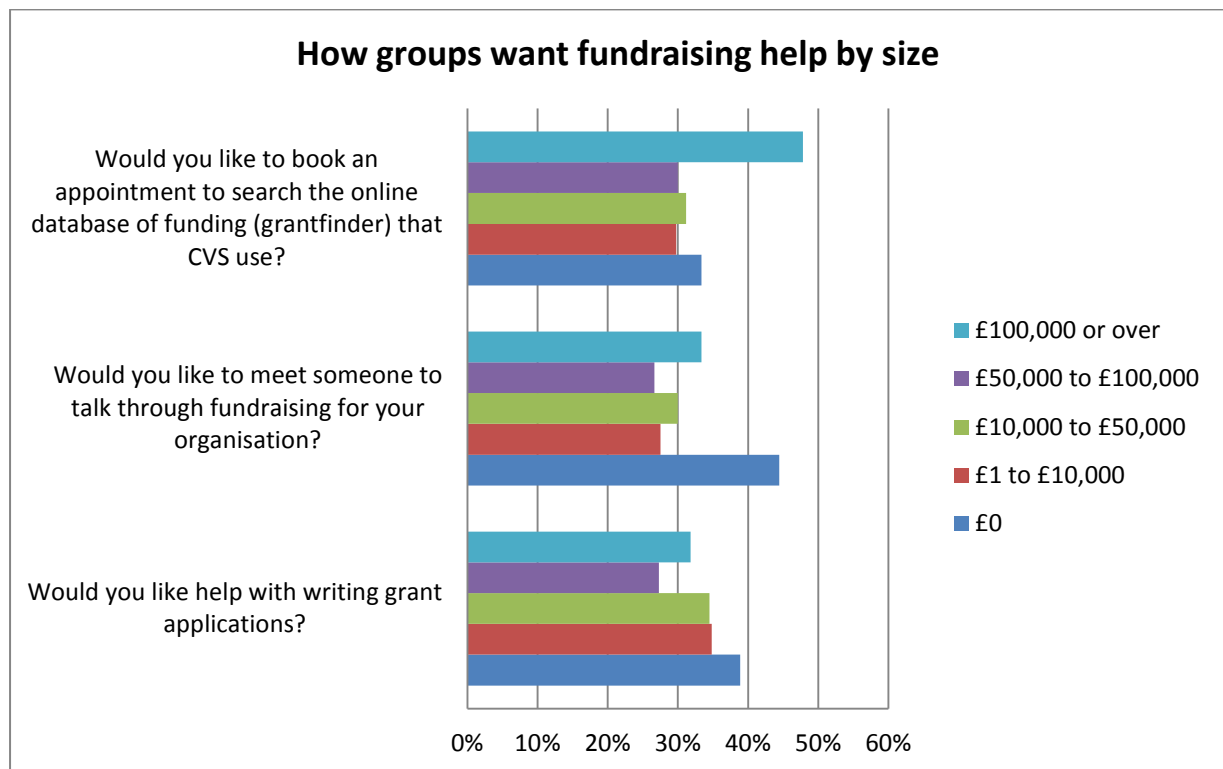


Figure 20 How groups want fundraising help by size

These results back up experience of delivering services. Funding fairs and meet-the-funder sessions are always well supported. Both *Grantfinder* sessions and funding advice sessions were popular with CCVS, but mainly with smaller organisations.

### Procurement support needs

We asked whether organisations had been involved with procurement with a number of statutory bodies. Only 65 organisations indicated that they had been; this is only 18% of respondents. There were distinct differences in responses depending on the size of the organisation. Figure 21 shows that larger organisations are more likely to be involved.

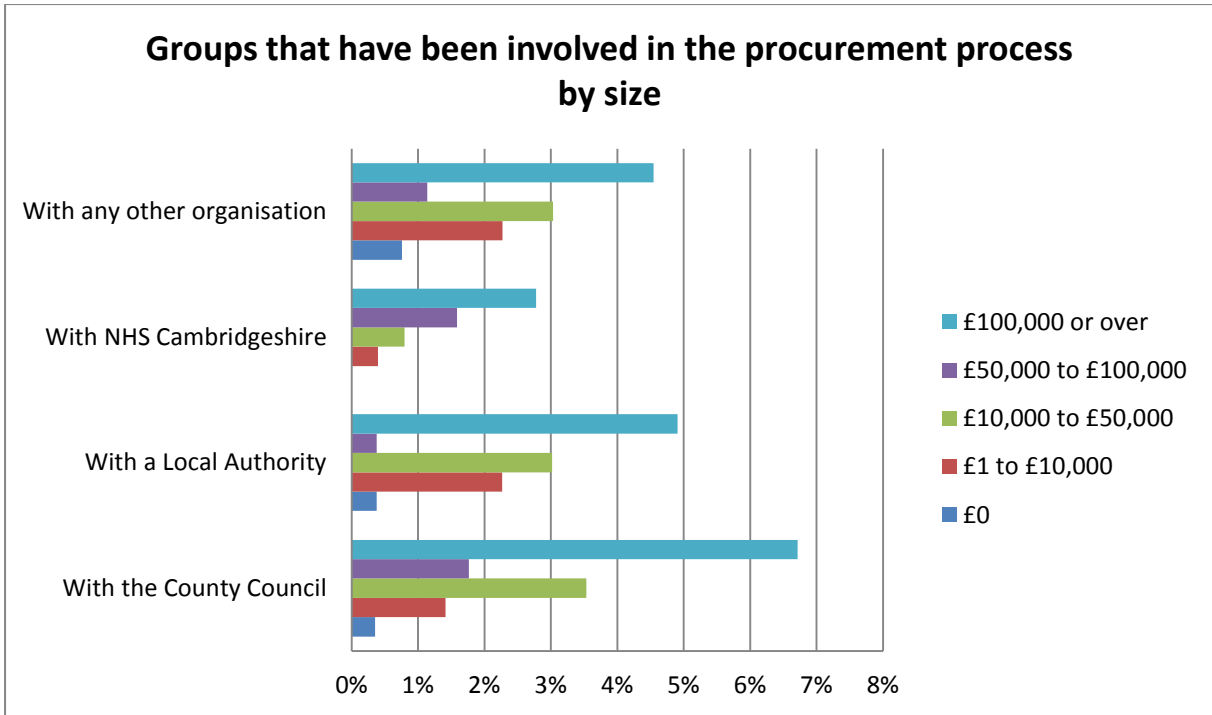


Figure 21 Groups that have been involved in the procurement process by size

Organisations were also asked where they would like to be helped around procurement and tendering. Figure 22 shows the overall responses.

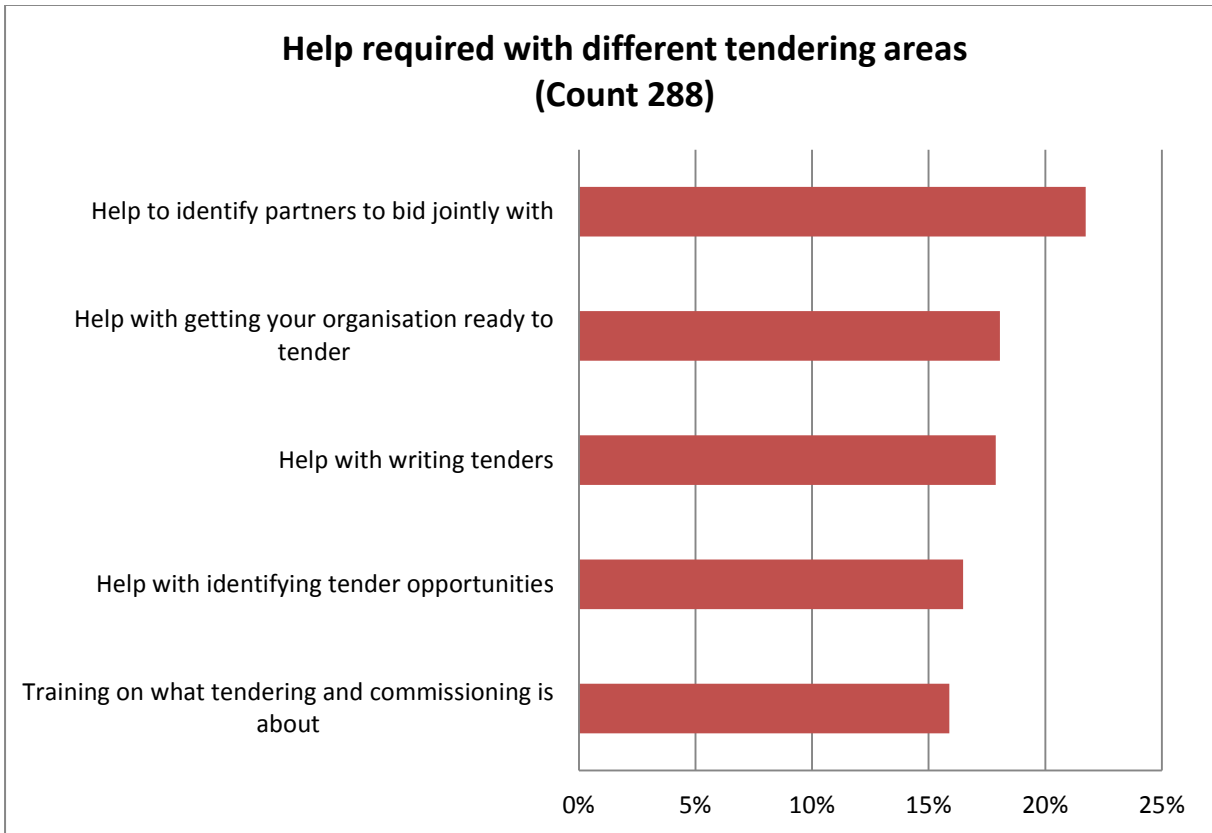


Figure 22 Help required with different tendering areas

Once again there was a marked difference in the responses based on the size of organisation (figure 23). The very small organisations were not interested in

tendering and the larger organisations were more interested in help with identifying opportunities and possible partners.

The numbers interested at all were small and this shows that this type of funding is not something that most of the sector is interested in or feels they should be pursuing.

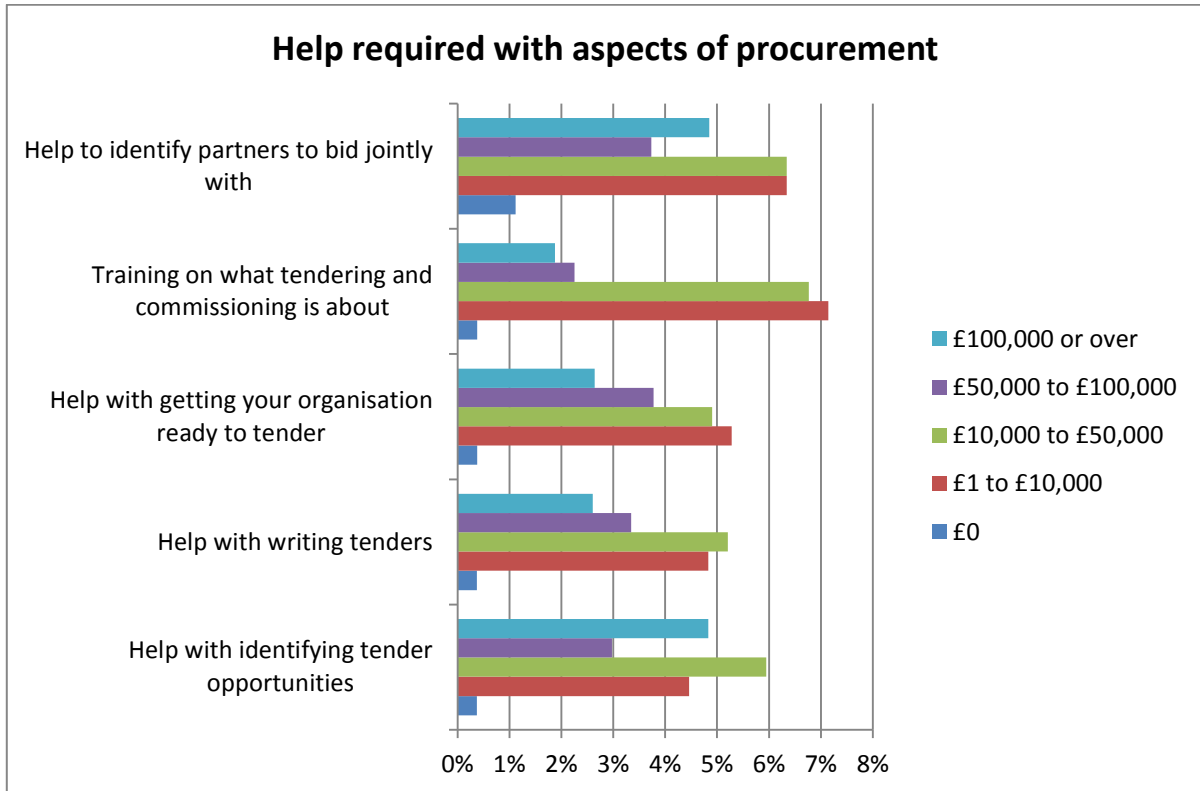


Figure 23 Help required with aspects of procurement

### Personalisation of adult care budgets

We asked organisations what their involvement with the personalisation of budgets was. Figure 24 shows the responses from all responders and also for those who indicated they worked specifically with those with a disability. The results show that very few organisations currently engage with this and that, surprisingly, 21% of those working with disabled clients do not know what this is. There is clearly a need to ensure that more organisations are made aware of what this is and how they might become involved.



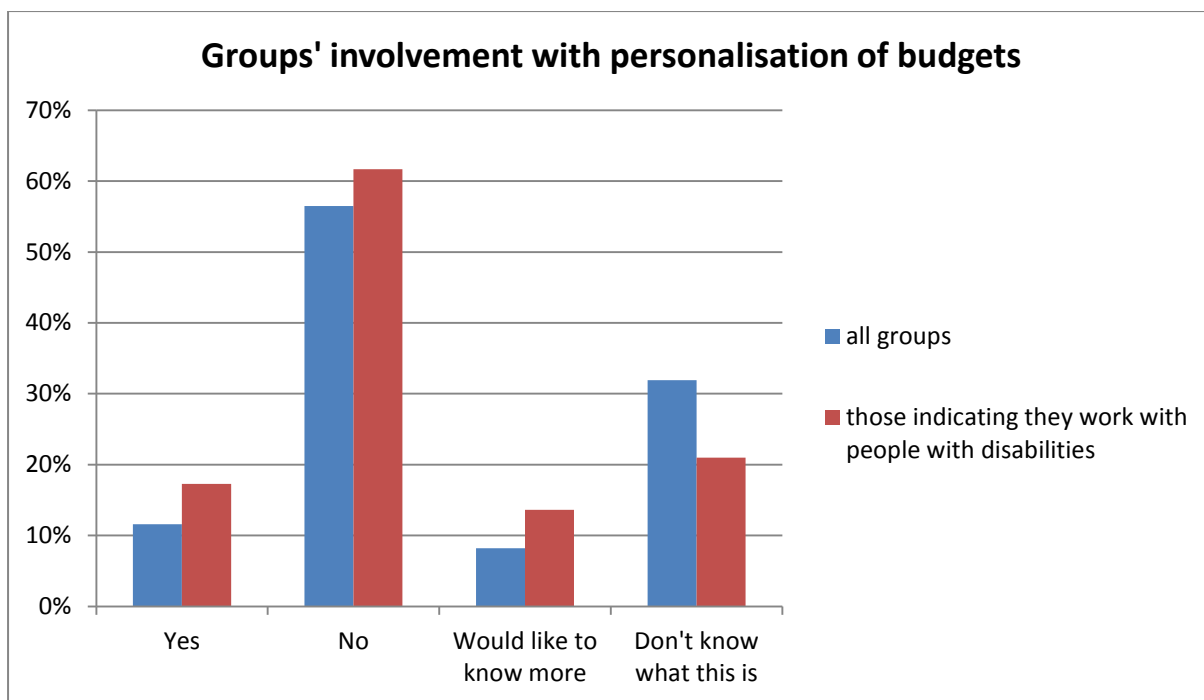


Figure 24 Groups' involvement with personalisation of budgets

## Skills for Care

Adult Care Services team asked a question about the currency of the Skills for Care offer amongst the voluntary sector in the survey. Cambridgeshire Care Training Network (run by the County Council) handles the distribution of Skills for Care's Workforce Development Fund. This funding stream can be claimed as a contribution towards the cost of any social care training listed on the Skills for Care website. Only 2 of the respondents had used it, 43 had heard of it, but most (231) did not know what it was.

## Representation

Over the last two years the opportunities for the community and voluntary sector groups to take part in regular meetings with statutory partners has changed beyond all measure. There are no longer District-wide partnership meetings where it is possible to meet representatives from the local authority, health, fire, police and other sectors. Where relationships with officers have developed well, of course communication and representation continue well. Most people who responded said that they had a very satisfactory or satisfactory relationship with the statutory partners that they had dealings with (Appendix 2). It has become much harder to find ways into the discussion of the development of policy and practice that affect the users of voluntary sector groups. CVS staff realise that it is not always possible for individual groups to spare the time to attend meetings when they do occur, which is why they provide representation as part of their charitable objectives. Figure 25 shows that 92% of respondents felt that it was very important or important that their

CVS represent the sector at meetings with the councils and others. When asked whether they would like to find out more about having their say at meeting, a huge 66% say that they did not want this.

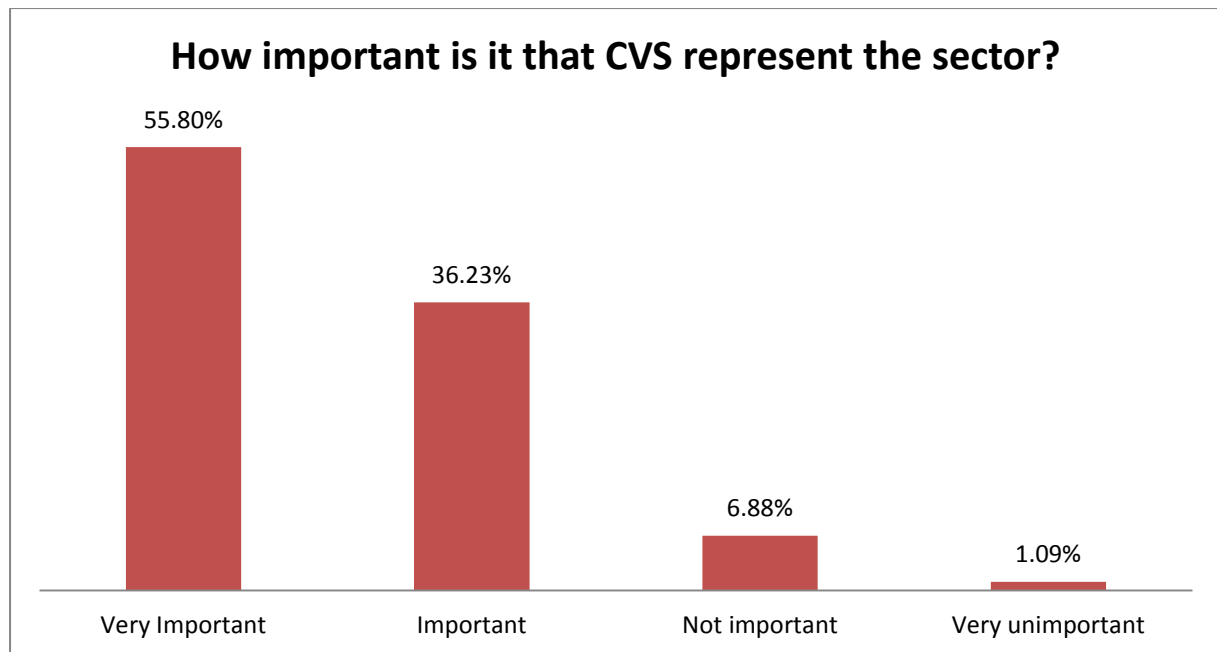


Figure 25 How important is it that CVS represent the sector

## Networks & Communications

A key role of CVS5 organisations is to help organisations to come together to discuss and plan on shared issues or subjects. On the matter of getting in touch with other community and voluntary sector organisations to discuss how they might work better together for the mutual benefit of their user groups, 59% showed an interest. More, 71% of respondents were interested in meeting up with other groups in their areas. All the CVS organisations organise regular area meetings to respond to this need which increases all the time; each meeting has a theme which tends to be a topical one, in order to keep the meetings current and relevant.

## Internet and Website communications

At the request of statutory partners, we asked what websites groups were using regularly. We asked groups which of the websites that exist in the county they were linked to. Figure 26 shows the results for all respondents and for those organisations not a member of any of the CVSs. There is a consistently lower “sign-up” to websites amongst non-member respondents. This disparity could be accounted for by the fact that the three CVS organisations have had a year-long campaign to promote [cambridgeshire.net](http://cambridgeshire.net), [shapeyourplace.org](http://shapeyourplace.org) and [localgiving.com](http://localgiving.com). The campaign to encourage VCS older people groups to sign up to Your Life Your Choice is reflected under the [www.cambridgesire.net](http://www.cambridgesire.net) statistic, as this site feeds the data into Your Life Your Choice, a fact that not all groups have yet grasped.

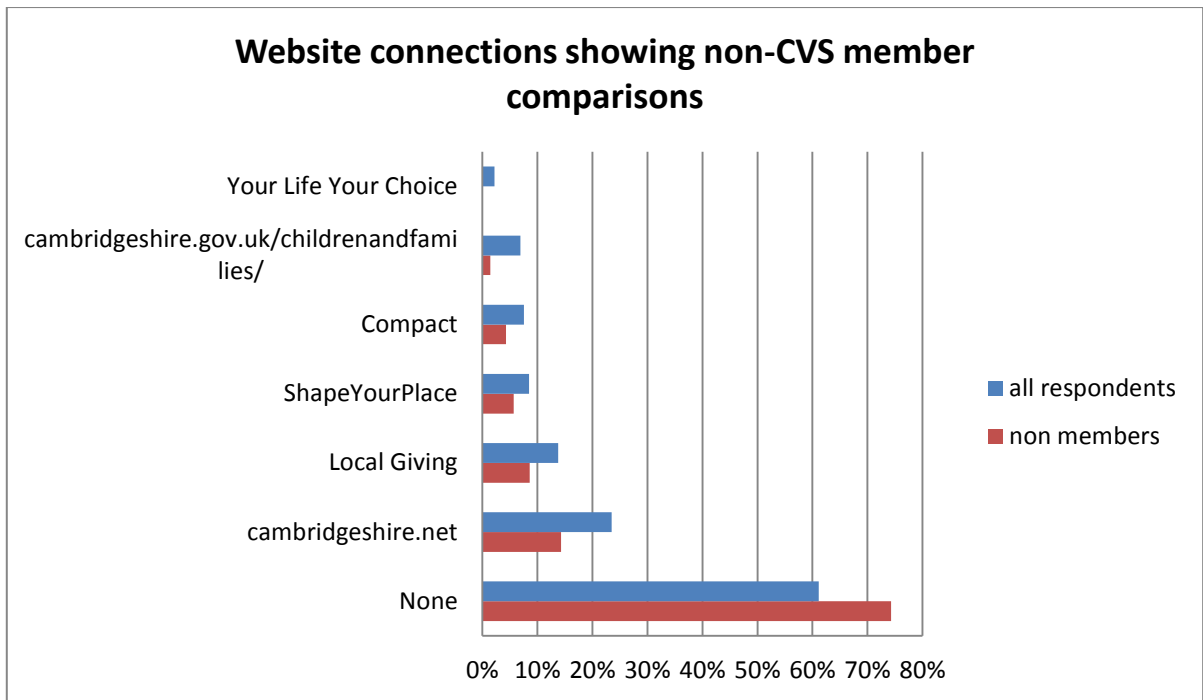


Figure 26 Website connections showing non-CVS member comparisons

When looking at respondents, broken down by income, it is clear that the larger groups are more likely to be linked to a website. Web-based expertise in staff and volunteers is key to increasing these statistics (Figure 27).

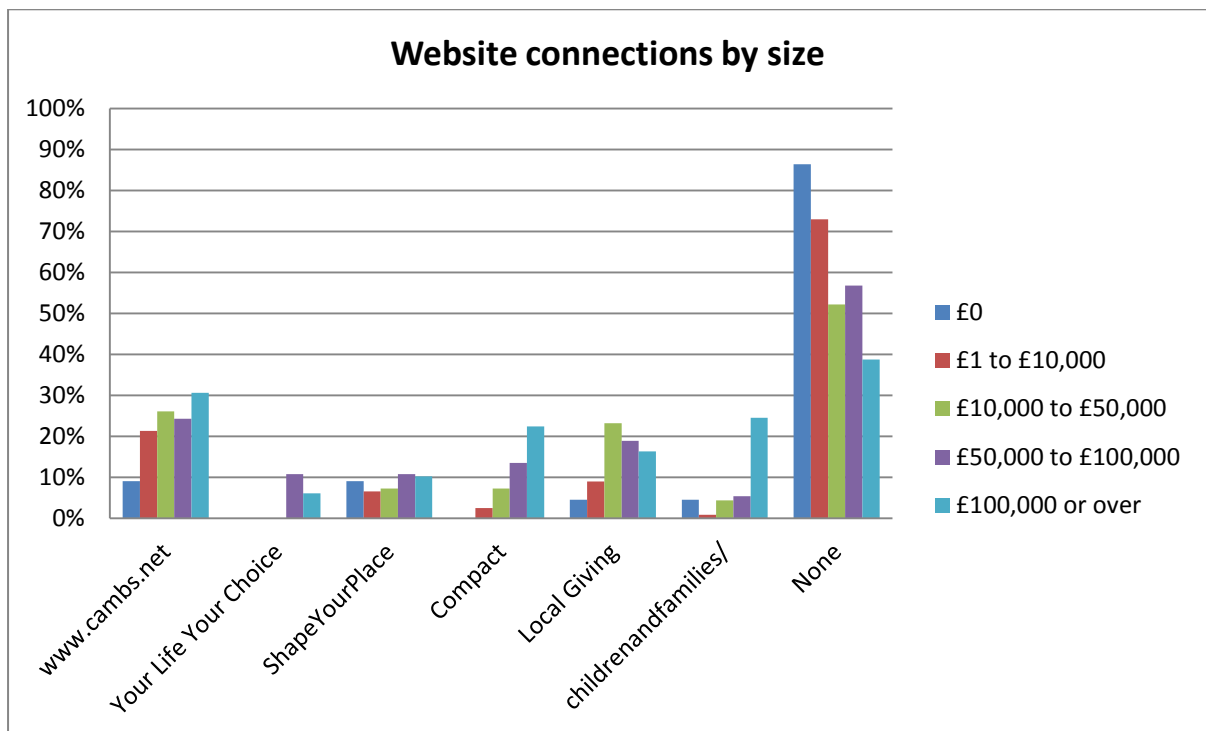


Figure 27 Website connections by size

Online forums are a newer way of groups keeping in touch with issues, but only 50% of those who completed the survey said that this was something that they were prepared to take part in. Despite increased use of digital communication methods,

evidenced by the increased digital response to this survey, there is still a strong need for networking meetings around themes and by locality which the CVS organisations are expected to organise.

## Conclusions

This year the balance of respondents was, as we would expect from previous experience, from small groups – those turning over less than £10,000 per year. A large proportion of groups are based in Cambridge itself and, whilst not all groups have chosen to join one of the CVS organisations, a third of respondents have demonstrated that they are prepared to take part in relevant surveys that may affect their organisation or their beneficiaries. Again, the statistics show that the smaller the organisation the less likely they are to have paid employees, but provide services exclusively with volunteer labour. There was an increase this year in groups that just worked in one district only, underlining the need to have district-specific communication methods and the ability to provide support services, particularly short unaccredited training course, as close to the addresses of the small groups as possible. This was emphasised by the fact that nearly three-quarters of respondents wanted to attend meetings in their own areas where they could meet up with other community and voluntary groups. Most groups reported good or very good working relationships with the local authorities. Right at the top of requests for training is the demonstrating of social value, followed by help with funding applications and measuring outcomes. On the way up were the topics of dealing with the media, using social media and managing websites, reflecting the trends for increased use of digital communications.

## Appendix 1 Training priorities by District

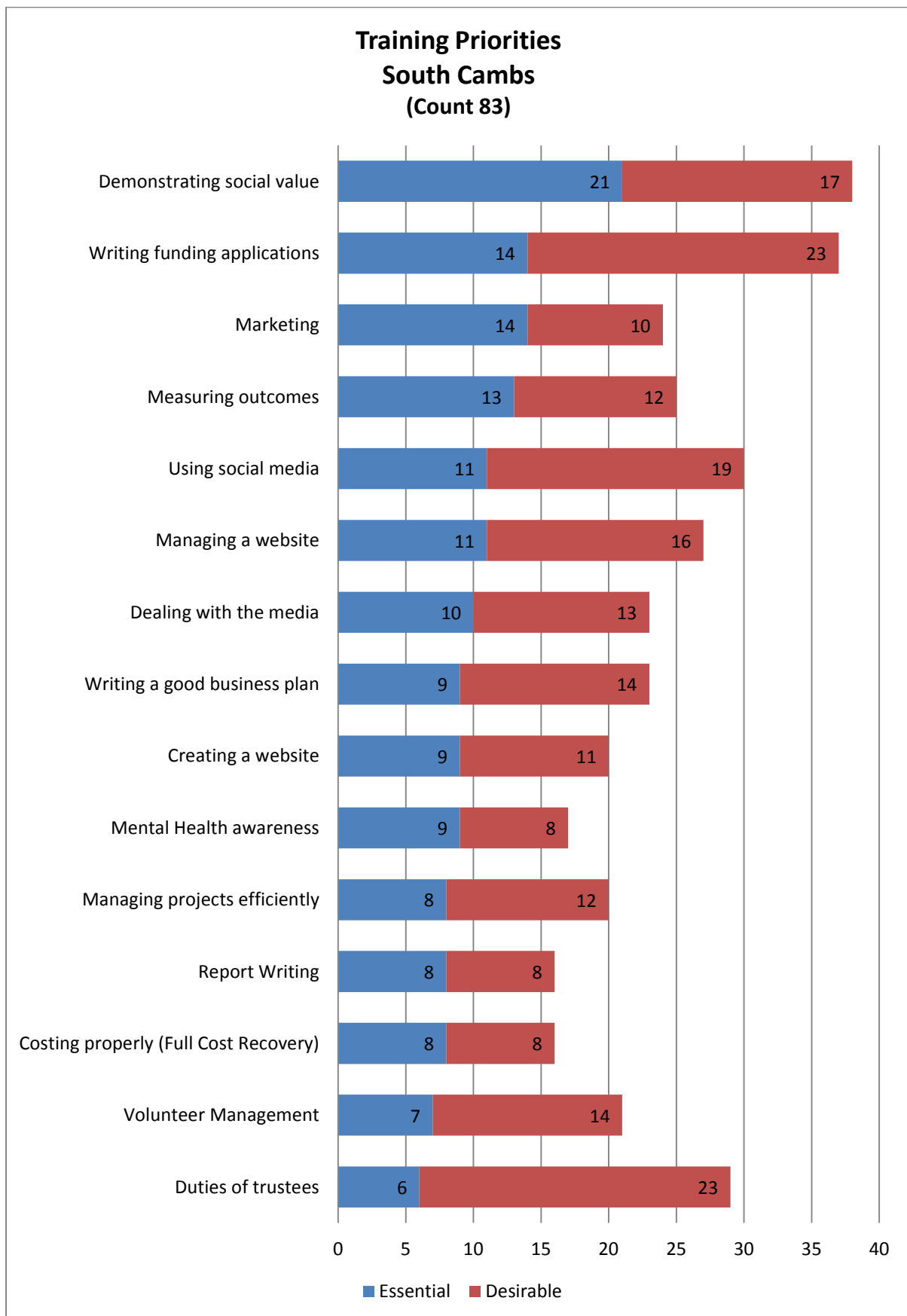


Figure 28 Training Needs South Cambridgeshire

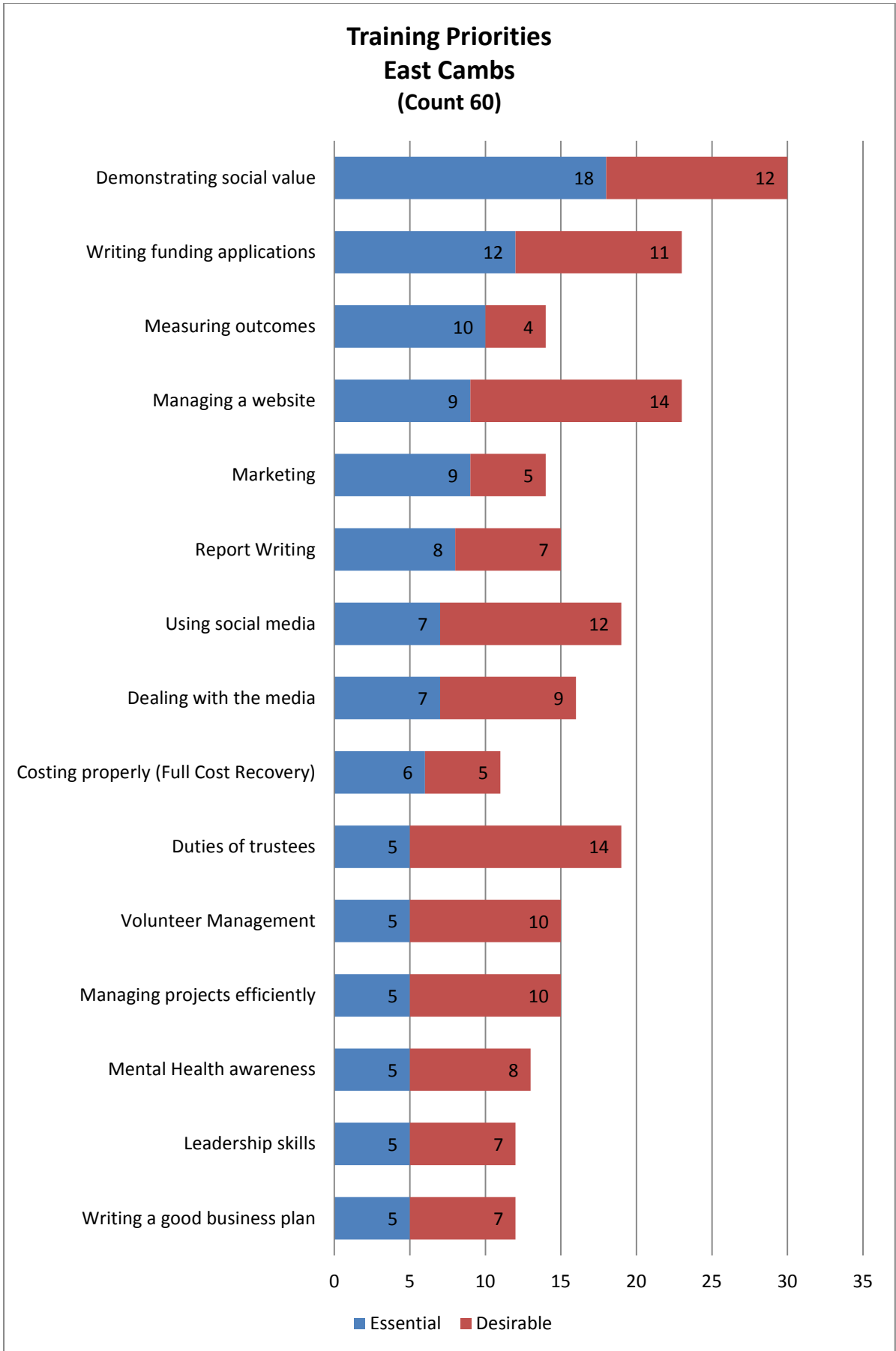


Figure 29 Training needs East Cambridgeshire

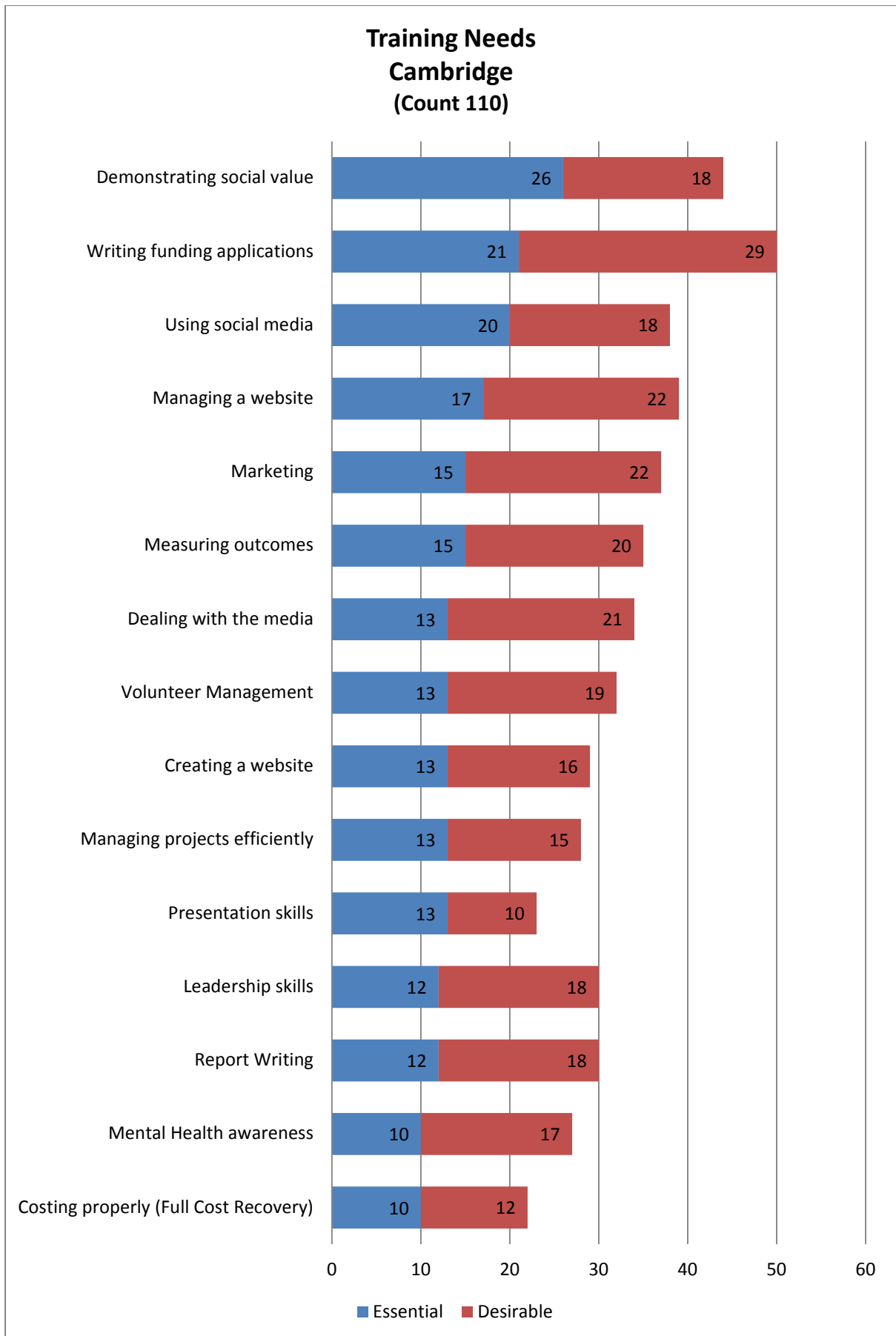


Figure 30 Training needs Cambridge

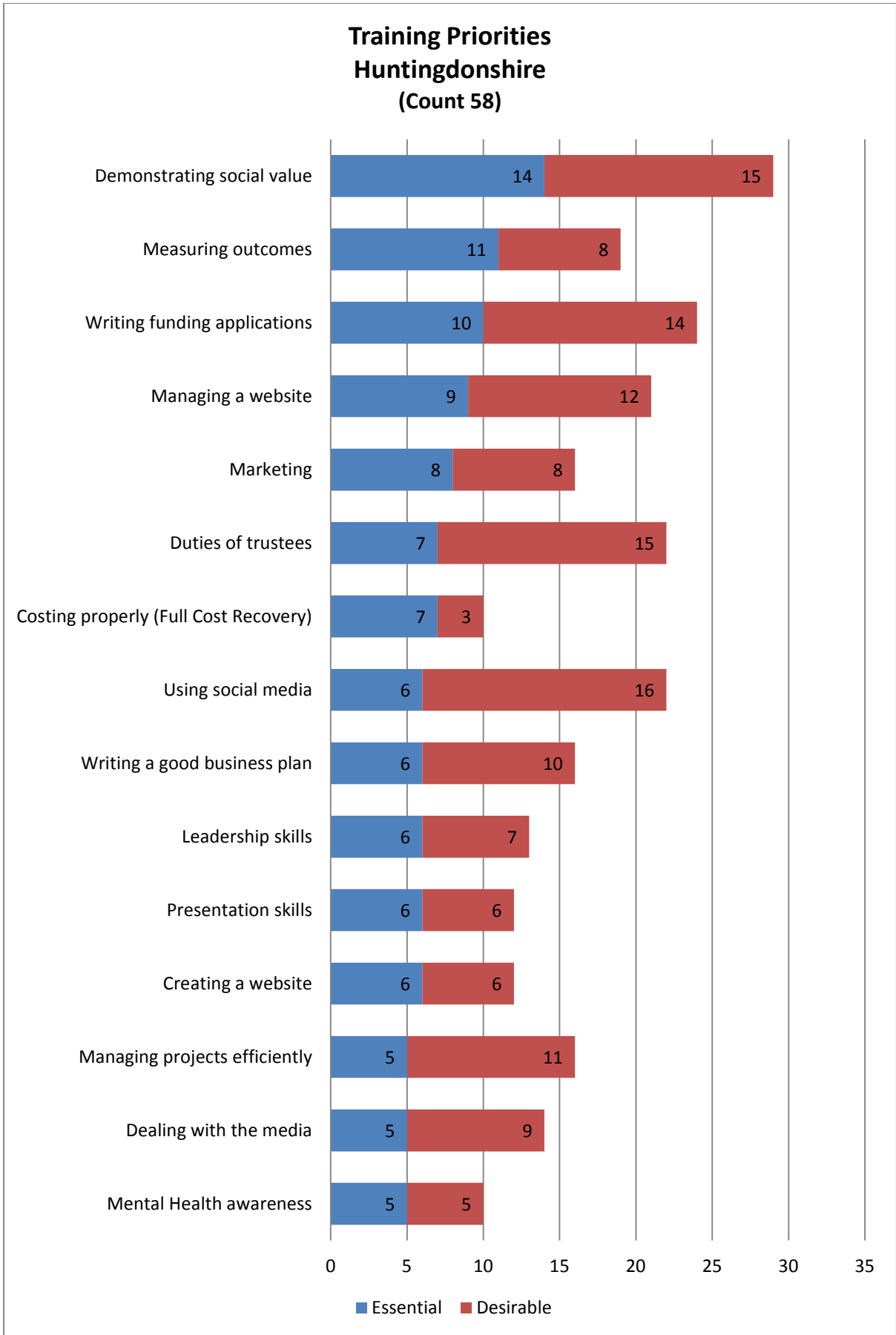


Figure 31 Training needs Huntingdonshire



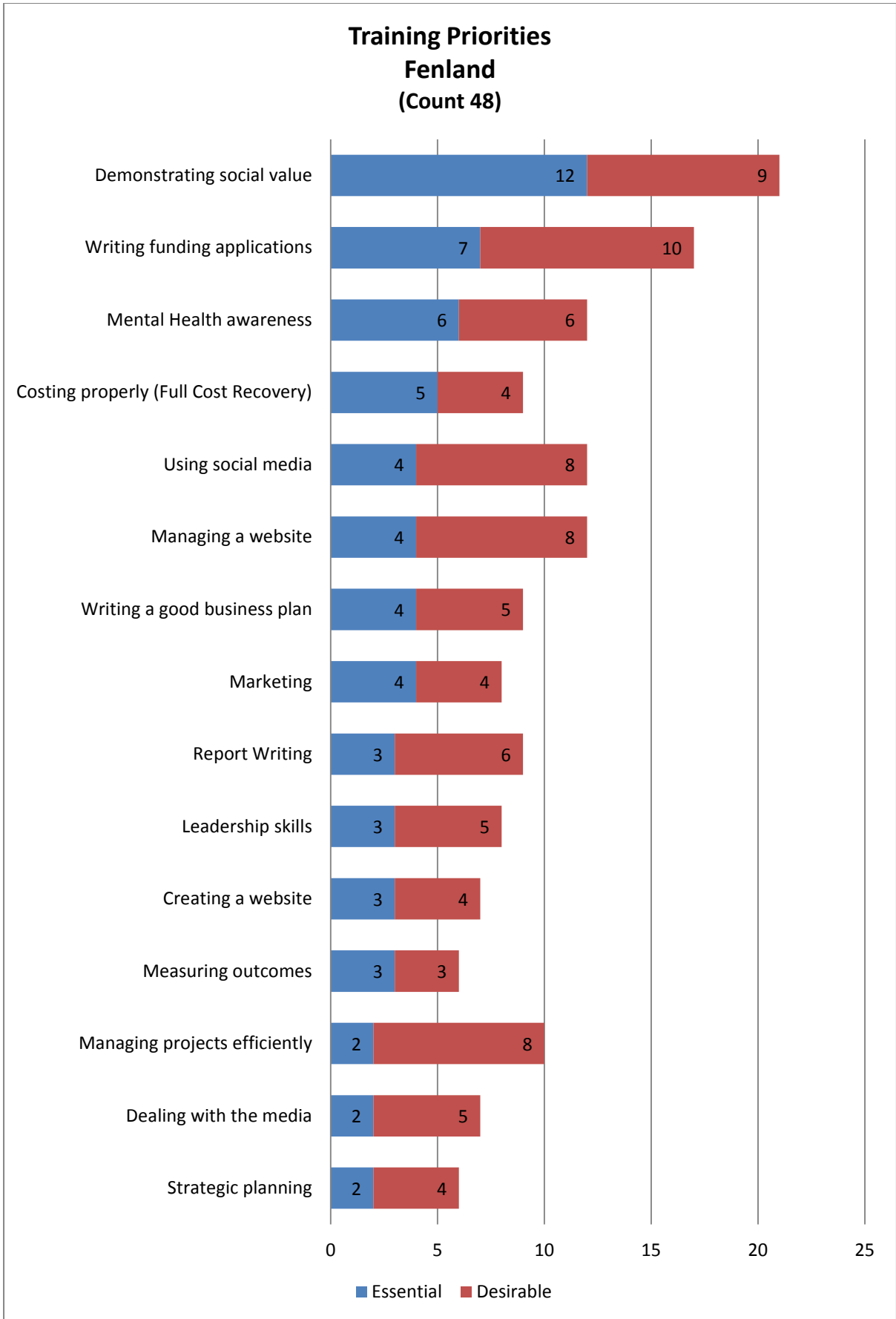


Figure 32 Training needs Fenland

## Appendix 2 satisfaction with statutory partners

We asked groups to indicate how satisfied they were with their relationship with different partners. Figure 33 shows the satisfaction levels for all those groups who indicated there was a relationship.

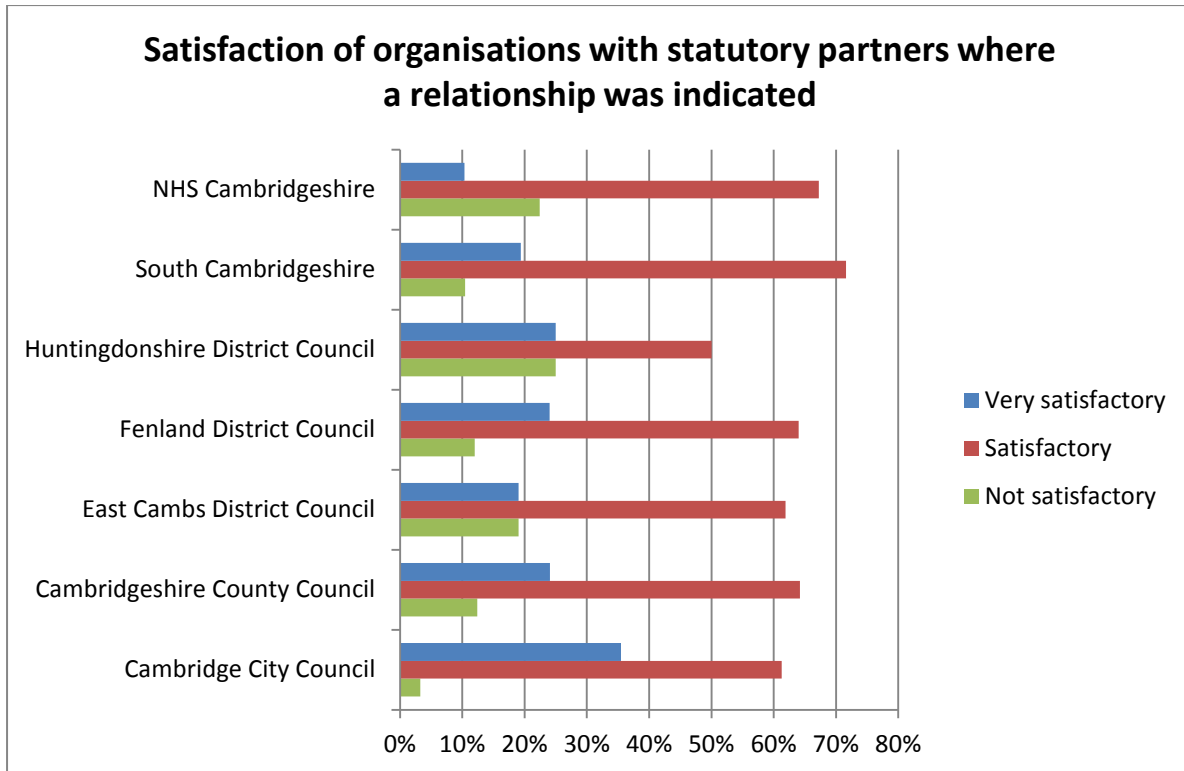


Figure 33 Satisfaction with statutory partners

This results in the following numbers of respondents rating their relationship with satisfactory or very satisfactory.

Cambridge City Council	96.8%
Cambridgeshire County Council	88.3%
East Cambs District Council	81.0%
Fenland District Council	88.0%
Huntingdonshire District Council	75.0%
South Cambridgeshire	91.0%
NHS Cambridgeshire	77.6%