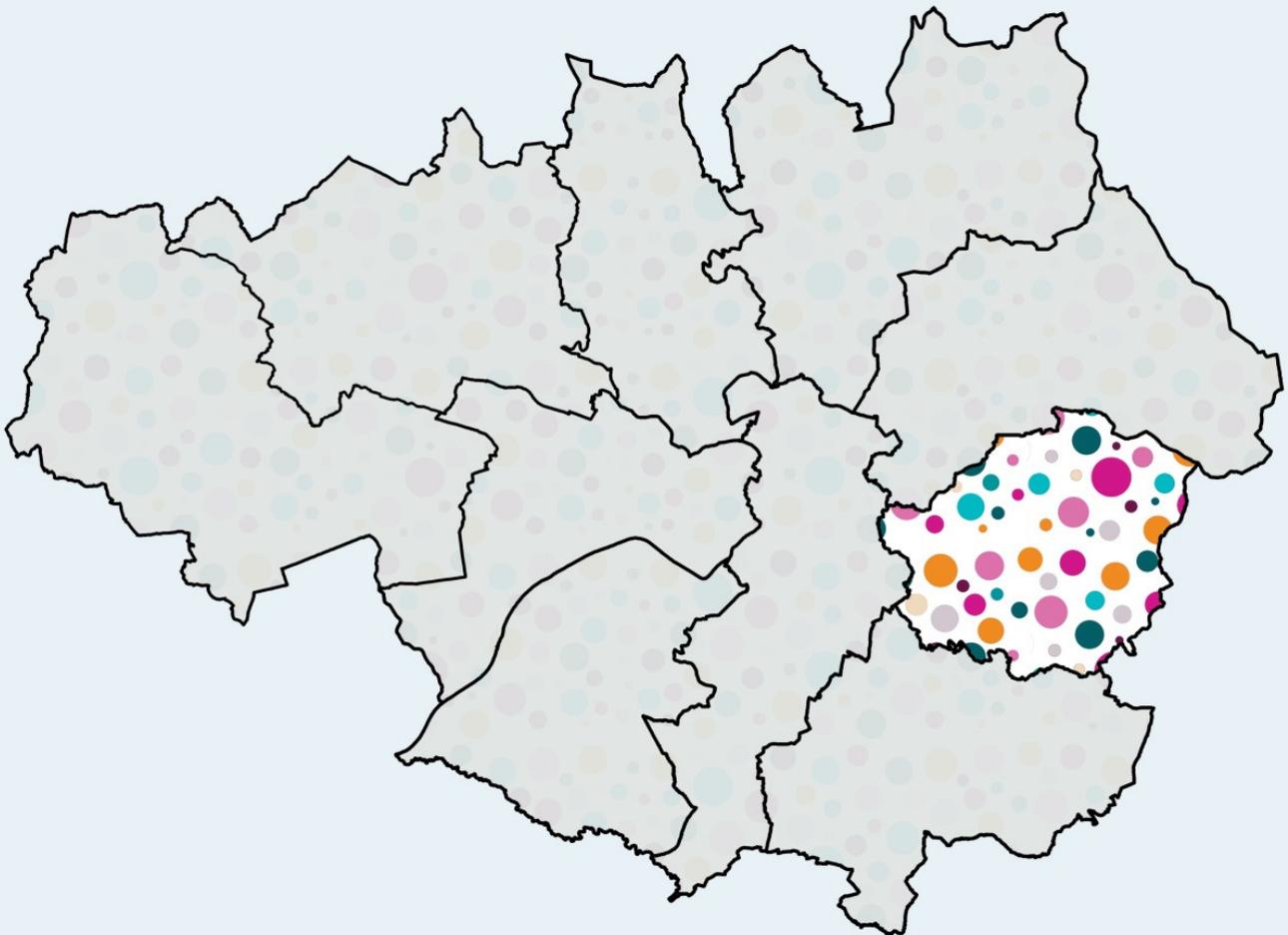


# Tameside State of the Voluntary, Community and Social Enterprise Sector 2017

*A report on social and  
economic impact*



# **Tameside State of the Voluntary, Community and Social Enterprise Sector 2017**

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# Acknowledgements

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In completing the report we are particularly grateful to members of the Research Steering Group<sup>3</sup> and the Action Together in Oldham and Tameside team for their support in developing and administering the survey and for their input into earlier drafts of the report. We are also grateful to the many employees and volunteers from across the voluntary, community and social enterprise sector who took the time to complete a questionnaire or participate in a focus group.

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<sup>1</sup> 10GM is a joint venture by the Greater Manchester Voluntary Sector Infrastructure Organisations (Action Together in Oldham and Tameside, Bolton CVS, CVS Rochdale, Macc, Salford CVS, VCAT, Wigan & Leigh CVS)

<sup>2</sup> The other areas are: Bolton, Manchester, Oldham, Rochdale, Stockport, Salford and Wigan.

<sup>3</sup> The following organisations were represented on the Research Steering Group: CRESR, Salford CVS (lead partner), Greater Manchester Centre for Voluntary Organisation (GMCVO), Bolton CVS, Macc, Action Together in Oldham and Tameside and CVS Rochdale.

# Definitions

This report is about the 'state of the voluntary, community and social enterprise sector in Tameside'. At various times the voluntary sector has been known as the 'voluntary and community sector' or the 'third sector' whilst the current Government talks a lot about 'civil society'. In this report, when we talk about the voluntary sector in Tameside, we mean **voluntary organisations**, **community groups**, the **community work of faith groups**, and **those social enterprises** where there is a wider accountability to the public via a board of trustees or a membership and all profits will be reinvested in their social purpose.

# Foreword

Action Together strives to build dynamic and strong communities in Tameside. We are in a time of immense political, system and structural change with increasing inequalities and levels of poverty. From this it is clear that the need for our work and that of the voluntary, community and social enterprise (VCSE) sector is as critical as ever. That's why we commissioned this independent research with Sheffield Hallam to gather insight into how VCSE activity in Tameside is changing and what that means for the support we need to provide and the external factors that will affect the sector's sustainability.

At Action Together we believe local people have the power to improve lives and communities particularly through collective action. It's evident from this research that Tameside has active and vibrant communities and a strong base for community action with 1,167 VCSE groups. These provide 1.5 million interventions of support to local people every year and an established culture of volunteering with 34,000 people giving their time to benefit others.

As a team, we are frequently inspired by the real-life stories that underpin the statistics in this report and the difference each and every 'intervention' makes. What is sometimes easier to miss is the direct correlation between the work that the VCSE sector does and the key strategic priorities for Tameside. 46 per cent work to improve health and wellbeing (including mental health) and 33 per cent provide practical community development help to build and strengthen communities and reduce isolation.

Of significant concern and a call to action for Action Together is the fact that sustainability for many groups and organisations continues to be a major challenge. More groups and organisations are using their reserves to ensure that services run, that people are supported and that change happens in communities.

Tameside has a long history of partnership working, so it's good to see that this report highlights the strength of these local partnerships. Action Together makes connections and brokers new relationships right across the breadth of public services and in recent years has developed new initiatives such as Tameside4Good that provides grant funding but also fosters new relationships with local businesses. So, it's particularly pleasing to see an 11 per cent increase (since 2013) in community groups reporting that local business has a positive impact on their organisations success.

Finally, we'd like to say a big thank you to everyone that completed the survey and all those involved in supporting us and the VCSE sector in Tameside. We hope you enjoy reading this report and get in touch to see what more we can do by working together.

Best wishes



Liz Windsor Welsh  
Action Together, Chief Executive



Ben Gilchrist  
Action Together, Deputy Chief Executive

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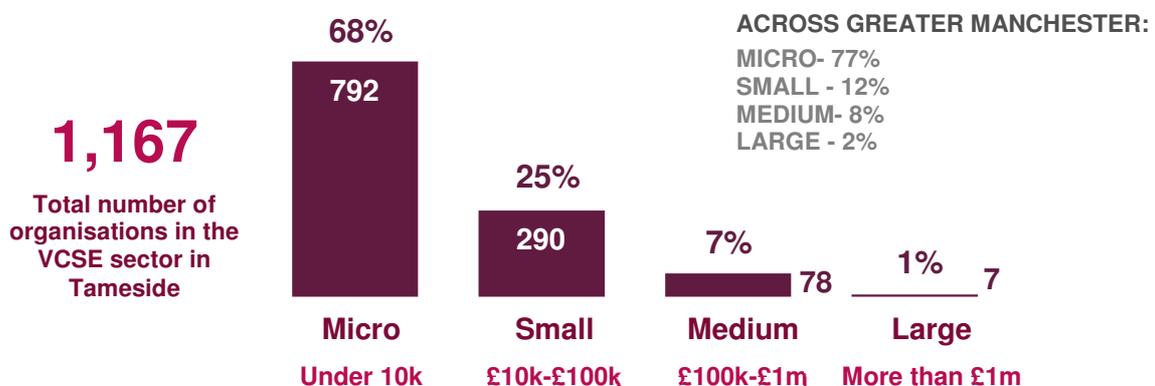
# Executive Summary

This report provides the main findings of research aimed at improving the understanding of the social and economic impact of the voluntary, community and social enterprise (VCSE) sector in Tameside. The key objective of the research was to provide a comprehensive overview of the sector in Tameside at the start of 2017.

In this summary we answer eleven key questions about the sector and its role across Tameside.

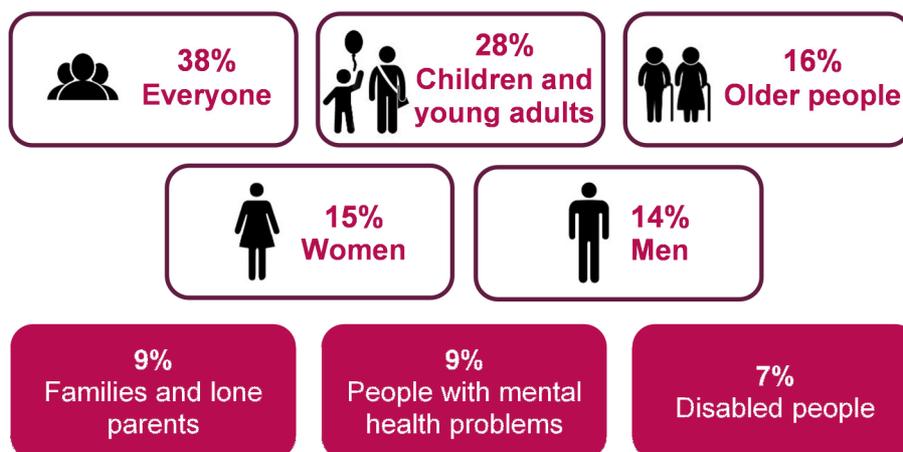
## Q1. How many organisations are there?

There are an estimated **1,167 organisations** working in the VCSE sector in Tameside and the vast majority of organisations are micro or small (93 per cent with income less than £100,000):



## Q2. Who benefits from their work?

The client groups served by the largest proportions of organisations can be broadly characterised as being demographic. Almost two-fifths of organisations surveyed identified 'everyone' as their main clients, users or beneficiaries.



### MAIN CLIENT GROUPS IN 2012/13:

WOMEN - 32%  
 EVERYONE- 31%  
 CHILDREN - 30%  
 OLDER PEOPLE - 30%  
 MEN - 28%  
 YOUNG PEOPLE - 25%

### MAIN CLIENT GROUPS ACROSS GREATER MANCHESTER:

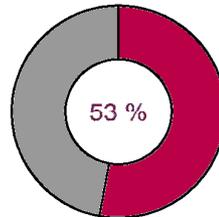
EVERYONE - 33%  
 CHILDREN & YOUNG ADULTS- 23%  
 OLDER PEOPLE - 17%  
 WOMEN - 15%  
 MEN - 12%

It is estimated that the VCSE sector in Tameside made:

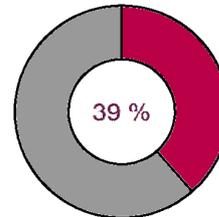
# 1.5 million interventions with clients, users or beneficiaries in the past year

The VCSE sector works at a range of different geographical levels both across and beyond Tameside. The local authority area, and specific communities and neighbourhoods within it, are the main focus for a majority of organisations:

Particular Tameside neighbourhoods and communities



Across the whole Tameside Local Authority area



## Q3. What does the VCSE sector in Tameside do?

The areas with the greatest proportion of organisations working in them are:



**MAIN AREAS IN 2012/13:**

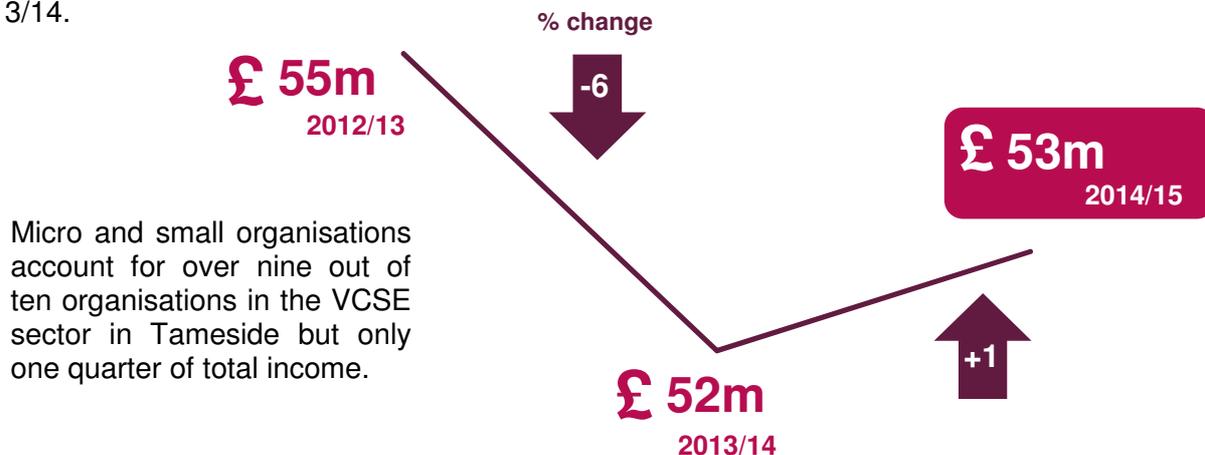
COMMUNITY DEVELOPMENT - 33%    SPORT & LEISURE - 32%  
HEALTH & WELLBEING - 32%    EDUCATION, TRAINING & RESEARCH - 26%

**MAIN AREAS ACROSS GREATER MANCHESTER:**

HEALTH & WELLBEING - 46%    EDUCATION, TRAINING & RESEARCH - 26%  
COMMUNITY DEVELOPMENT - 39%    SPORT & LEISURE - 25%

## Q4. What is the income of the VCSE sector in Tameside?

Total income in 2014/15 is estimated to be **£53m**, an increase of one per cent compared to 2013/14.



Micro and small organisations account for over nine out of ten organisations in the VCSE sector in Tameside but only one quarter of total income.

Across Greater Manchester **micro and small organisations** experienced **year on year reductions** in total income between 2012/13 and 2014/15.

By contrast medium and **large organisations** saw a reduction in total income between 2012/13 and 2013/14 but then **an increase** between 2013/14 and 2014/15. But income is still below 2012/13 levels.

## Q5. Where does the VCSE sector in Tameside receive its funding from?

**81%** have at least one source of **non-public sector funds**

63% IN 2012/13

84% ACROSS GREATER MANCHESTER

### INCLUDING:

**Fundraising** (received by 55 per cent of respondents)

**Grants from charitable trusts and foundations** (38 per cent)

**Membership fees and subscriptions** (29 per cent)

#### MAIN SOURCES OF FUNDING IN 2012/13:

FUNDRAISING - 41%

GRANTS FROM CHARITABLE TRUSTS & FOUNDATIONS - 24%

MEMBERSHIPS FEES & SUBSCRIPTIONS- 24%

**56%** have at least one source of **public sector funds**

50% IN 2012/13

68% ACROSS GREATER MANCHESTER

### INCLUDING:

**Grant funding administered by Action Together on behalf of a public sector body** (received by 22 per cent of respondents)

**Tameside Council** (22 per cent)

#### MAIN SOURCES OF FUNDING IN 2012/13:

TAMESIDE COUNCIL - 35%

FUNDING ADMINISTERED BY TS3C OR

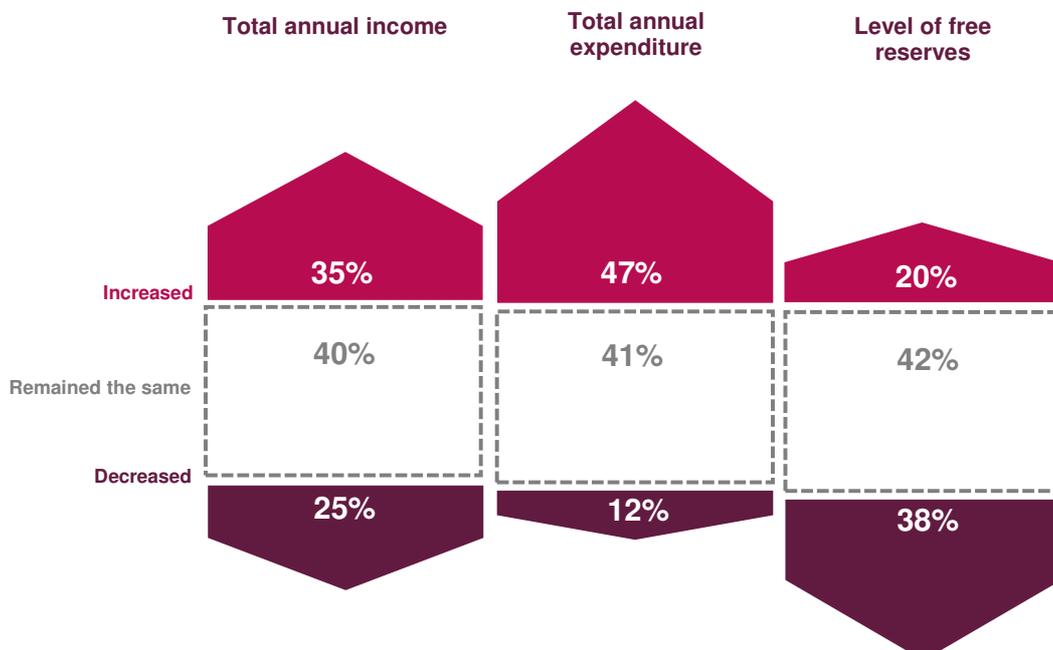
VOLUNTEER CENTRE - 24%

## Q6. How sustainable is the VCSE sector in Tameside?

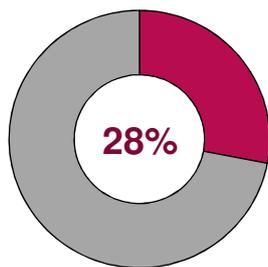
The survey highlights some areas for concern:

- **47 per cent** of respondents reported increasing their expenditure but only **35 per cent** had experienced an increase in income
- **25 per cent** of respondents reported a decrease in income but only **12 per cent** reduced their expenditure
- **38 per cent** reported a reduction in their financial reserves compared to **20 per cent** reporting an increase.

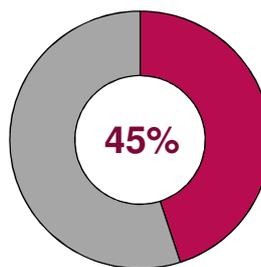
30 per cent of respondents provided an expenditure figure for 2014/15 that was greater than their income. **This means that there were a sizeable number of organisations that spent more money than they received in the past 12 months.** This was, however, lower than the 2012/13 figure of 36 per cent but greater than across Greater Manchester overall (23 per cent).



The precarious financial situation of some organisations is further emphasised by the state of their reserves:



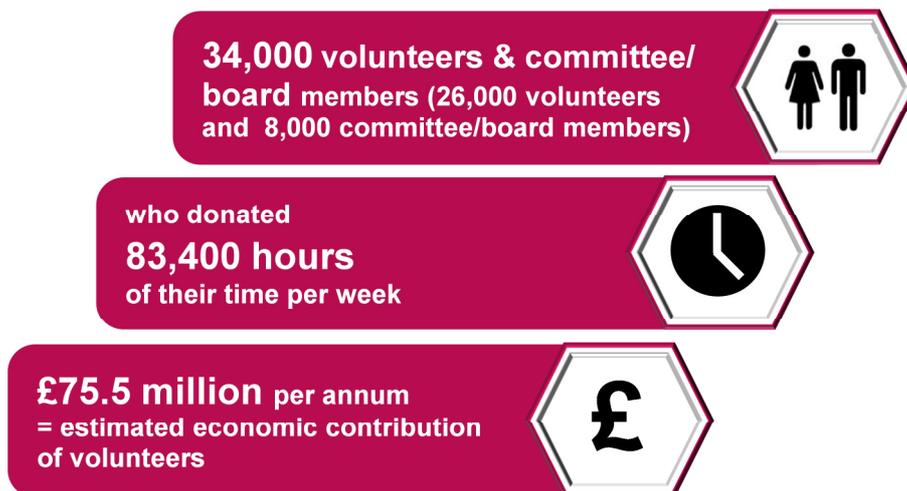
Proportion of organisations with reserves less than one month's expenditure



Proportion of organisations with reserves less than 25 per cent of annual expenditure

## Q7. Who works and volunteers in the VCSE sector?

The sector is supported by:



The VCSE sector is also a significant employer. There are an estimated:

**1,300 FTE<sup>4</sup> paid staff**  
employed in the VCSE sector in Tameside

**£ 39.9 million per annum**  
contributed to the economy by paid employees of Tameside VCSE sector organisations

<sup>4</sup> FTE = Full-time equivalent

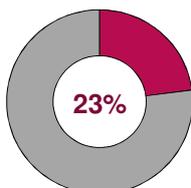
## Q8. How good are relationships with public sector bodies?

Survey respondents had dealings with a range of local public sector bodies, the highest responses being in relation to:

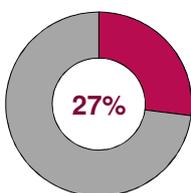
**74%** had some dealings with **Tameside Council** (69% in 2012/13)

**48%** had some dealings with **Greater Manchester Police** (44% in 2012/13)

**38%** had some dealings with **Pennine Care** (not asked in 2012/13)



...**23 per cent** of VCSE organisations are satisfied with their ability to influence Tameside Council, **identical** to the proportion in 2012/13; but more respondents (34 per cent) are satisfied with their ability to influence their most frequent other public sector contact

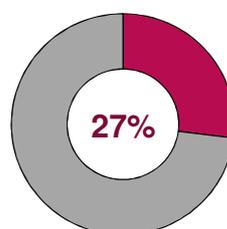


...**27 per cent** of VCSE organisations felt Tameside Council is a positive influence on their success, **similar to** the proportion in 2012/13 (29 per cent) but more respondents (56 per cent) felt their most frequent other public sector contact was a positive influence on their success

## Q9. How well does the VCSE sector work with private businesses?

**57%** had some dealings with **local private businesses** (46% in 2012/13)

... **27 per cent** of respondents felt that the private business community in Tameside was a positive influence on their organisation's success - this is **an increase of 11 percentage points since 2012/13**



Agree private businesses a positive influence

**1%** are members of a **private sector-led consortium**

## Q10. How well does the VCSE sector work together?

**53%** had a 'great' or 'fair amount' of contact with **other VCSE organisations** in Tameside (31 per cent with VCSE organisations in Greater Manchester)

**41%**

...satisfied with opportunities to network with other VCSEs

**33%**

...satisfied with opportunities to work together to deliver services

42% IN 2012/13

**35%**

...satisfied with opportunities to work together to influence decisions

40% IN 2012/13

**13%** are members of a **formal VCSE consortium**

## Q11. What are the key issues facing the VCSE sector in the future?

Respondents were asked about the strategies they are actively pursuing or planning to pursue. Almost half of respondents or more were already doing or planning to do the following:

**57%** increase earned income

**53%** work more closely with another voluntary/not-for-profit organisation

**48%** increase individual donations

Respondents were also asked to consider the factors they anticipated assisting or constraining their organisation over the next 12 months:

### Anticipate assisting the organisation in next 12 months

#### TOP FACTORS:

**Ability to employ staff with sufficient skills** (47 per cent assisting or greatly assisting)

**Engagement with other VCSE organisations** (43 per cent)

**Engagement with public sector bodies** (42 per cent)

### Anticipate constraining the organisation in next 12 months

#### TOP FACTORS:

**Ability to recruit volunteers with sufficient skills** (36 per cent constraining or seriously constraining)

**The local economy** (34 per cent)

# Introduction

This report provides the main findings of research aimed at improving the understanding of the social and economic impact of the voluntary, community and social enterprise (VCSE) sector in Tameside. The research was commissioned by Action Together as part of 10GM<sup>5</sup> with GMCVO and undertaken by the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University.

The key objective of the research was to provide a comprehensive overview of the sector in Tameside at the start of 2017.

The research involved a web-based survey of organisations supporting the people and communities of Tameside and focus groups with VCSE organisations. The research took place between September 2016 and January 2017.

Appendix 1 provides further detail on the research methodology.

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<sup>5</sup> 10GM is a joint venture by the Greater Manchester Voluntary Sector Infrastructure Organisations including Salford CVS (lead partner on this research), Action Together in Oldham and Tameside, Bolton CVS, CVS Rochdale, Macc and Wigan and Leigh CVS.

# Context for the Research

# 2

This research comes during both a period of slow economic recovery following the recent long-term economic downturn and a rapidly changing political backdrop as the UK prepares to exit the European Union and the devolution agenda gains pace.

NCVO report that between 2012/13 and 2013/14 the income and spending of the voluntary and community sector in the UK increased, the first notable net growth since the peaks of 2007/08 and 2009/10 respectively.<sup>6</sup> Total income has increased by just over £2.4bn to £43.8bn and now exceeds the 'peak income' seen in 2007/08 (£43.2bn). NCVO also report that following a decrease in income from government after 2009/10, income from government increased between 2012/13 and 2013/14 by around £0.5bn, although this remains below 2009/10 levels. The majority of this increase was in the largest charities which means the impact might not be felt as keenly at a local level. Income from individuals has also increased by just over £1bn between 2012/13 and 2013/14 and is now at its highest ever level.

While these figures provide reasons to be optimistic there is still need for caution. With the election of the Conservative Government in May 2015, austerity measures are set to continue for the foreseeable future and VCSE organisations are likely to feel the impact of these measures. In particular, the Government's commitment to a continuing programme of welfare reform is likely to result in increasing demand for some services as benefits are restricted or withdrawn. The total anticipated reduction by 2020/21, from both pre and post-2015 welfare reforms in Tameside, is predicted to be £121m per year or equivalent to £860 per working age adult per year.<sup>7,8</sup> These reforms are likely to continue to put pressure on VCSE organisations both in terms of their financial health and the need to meet greater levels of need from existing and new beneficiaries.

Locally, the reductions in public expenditure have been felt acutely in Tameside. As part of the Coalition Government's plan to reduce the deficit, it reduced funding for local government in England. Local authorities across Greater Manchester have experienced, and are continuing to experience, a decline in Government funding.

<sup>6</sup> UK Civil Society Almanac (2016) NCVO.

<sup>7</sup> Beatty and Fothergill (2016) *The Uneven Impact of Welfare Reform: The financial losses to places and people*.

<sup>8</sup> Note: These figures are based on HMRC Budgets and Autumn Statements from between 2010 and 2015. In the 2016 Autumn statement the Pay-to-stay measure was scrapped and so this has been taken account of in the figures. The estimate of cuts due to the LHA Cap in social housing was increased by a further £160m p.a. which is not taken account of in the figures. The Universal Credit Taper was also increased by 2p in the pound, an increase in funding of £570m p.a., which is not included in the figures presented here.

In 2015, Tameside was ranked the 41<sup>st</sup> most deprived area out of 326 local authorities, with eight LSOAs<sup>9</sup> in the worst five per cent nationally for deprivation. 16 of Tameside's LSOAs are among the 10 per cent most deprived for education, skills and training in the country and the borough has 27 LSOAs in the worst 10 per cent for adult skills.

Unemployment is higher than average in Tameside with 5.8 per cent of the total population being unemployed between October 2015 and September 2016 compared to 5.1 per cent in the North West and 4.9 per cent nationally.

Against this background this research provides in depth data about the 'state of the VCSE sector' in Tameside at the start of 2017. The research provides a comprehensive overview of the sector in Tameside for partners to draw upon and further strengthen and support the considerable contribution of the sector.

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<sup>9</sup> A Lower Layer Super Output Area (LSOA) is a geographic area. Lower Layer Super Output Areas are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales

# What the Voluntary Community and Social Enterprise Sector in Tameside does

This chapter develops a picture of the core features of the voluntary, community and social enterprise (VCSE) sector in Tameside. It focuses on a series of general questions in which respondents were asked about their group or organisation: what it is and what it does.

## 3.1. How many VCSE organisations are there in Tameside?

Estimating the number of organisations represents a major challenge. This is because a large proportion of organisations are small, local and **not formally constituted** as charities, limited companies or other recognised forms which require registration (e.g. industrial and provident societies). As a result they do not appear on formal central records such as those held by the Charity Commission or Companies House so are considered '**below the radar**' (BTR). Any estimate of the total number of organisations in an area therefore requires information on the numbers of registered and unregistered (i.e. BTR) organisations.

In estimating the total number of organisations in Tameside we drew on information from the following sources:

- The Register of Charities in England and Wales, which indicated **270** registered charities with postcodes in Tameside.
- The ratio of charities to non-charities provided in the 'National Survey of Charities and Social Enterprises' (NSCSE), undertaken by Ipsos MORI for the Cabinet Office in 2010. This was used to gross the estimate upwards to a total of **355** registered organisations, to take account of non-charitable social enterprises.
- Research by NCVO and the University of Southampton<sup>10</sup> which found that on average there are 3.66 BTR organisations per 1,000 population. If this figure is applied to Tameside<sup>11</sup>, it can be estimated that there are **811** BTR organisations in the borough.<sup>12</sup>

<sup>10</sup> Mohan, J et al. (2010). *Beyond 'flat-earth' maps of the third sector: enhancing our understanding of the contribution of 'below-the-radar' organisations*. Northern Rock Foundation Briefing Paper

<sup>11</sup> Based on Office for National Statistics 2015 population estimates

<sup>12</sup> It is important to note that the BTR figure is an estimate based on an average across 46 local authorities. The BTR research found significant variability, with some local authorities reaching over seven BTR organisations per 1,000 population, and in one case exceeding ten.

Summing the estimated numbers for both registered and BTR organisations produces an estimated figure of:

## **1,167 organisations in total operating in the VCSE sector in Tameside.**

This figure is in line with Action Together's estimation of the number of VCSE organisations in the sector in Tameside, which draws on their database of groups which is comprised mostly of BTR groups.

This is higher than the estimate produced for the 2013 report (1,068). Whilst this may reflect a genuine increase in the number of voluntary organisations between the two surveys this could also in part be due to unavoidable differences in the estimation methodology.

For the 2013 report, the sampling frame for the NSCSE was used to provide the estimates for the number of formally registered organisations. Unfortunately this survey was subsequently cancelled. As such, only the ratio of charities to non-charities was taken from this data source and combined with the number of charities from the charity register.

### **3.2. What size are organisations in Tameside?**

The size of organisations is traditionally measured using their annual income<sup>13</sup>. When the distribution of organisations across Tameside was explored by size category based on income for 2014/15, it showed that **the majority of organisations were either micro or small**. But the survey was under-representative of BTR organisations (only 38 per cent of survey respondents were identified as BTR), so this did not present an accurate picture of the actual distribution. The figures were therefore adjusted based on the assumption that the estimated 357 organisations not included in the survey sample were BTR and micro in size<sup>14</sup>.

Exploring the distribution by size category based on income for 2014/15 across Greater Manchester also showed some inconsistency with the distribution found in 2013. Therefore, in order to provide the most robust estimate of the distribution of organisations in the VCSE sector by size, data from both waves of the survey have been used to calculate the proportion of organisations estimated to be in each size category.

The outcome of this process is shown in figure 3.1, which demonstrates that an estimated 68 per cent of the VCSE sector (792 organisations) are micro in size, 25 per cent are small (290 organisations), seven per cent are medium (78 organisations), and one per cent are large (seven organisations).

Introducing the BTR figure produces a much higher estimate for the number and proportion of micro organisations and emphasises the finding that a large proportion of organisations in the VCSE sector in Tameside are very small (93 per cent micro or small). This is similar, but even more pronounced, to the national picture: NCVO<sup>15</sup> estimate that 83 per cent of the VCSE sector is made up of micro or small organisations, 14 per cent are medium, and three per cent are large. Results are

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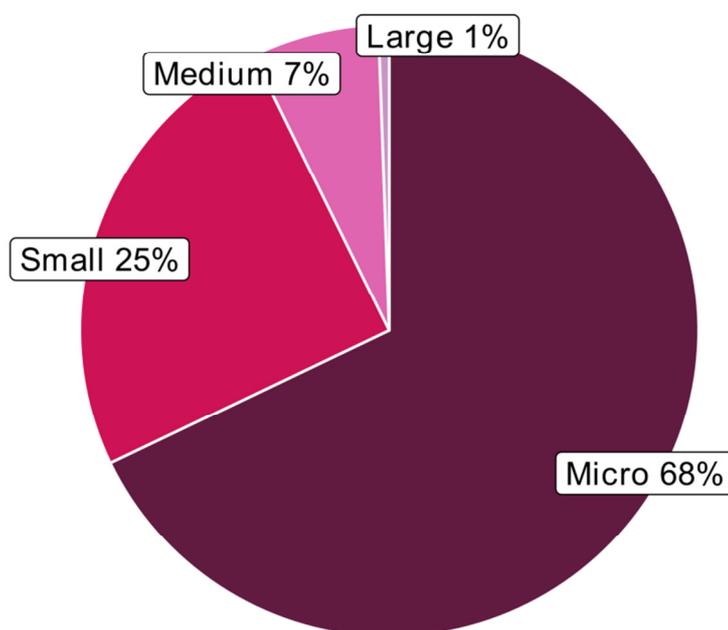
<sup>13</sup> In exploring organisation size we used the categories developed by NCVO for use in their Almanac series (see e.g. Clark, J *et al.*, 2010)

<sup>14</sup> The basis for these assumptions is discussed in more detail in the methodological annex

<sup>15</sup> UK Civil Society Almanac (2016) NCVO.

also consistent with the pattern across Greater Manchester as whole, where 90 per cent of organisations are micro or small, eight per cent are medium and two per cent are large.

**Figure 3.1: Proportion of Tameside VCSE organisations by size (estimated)**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 95

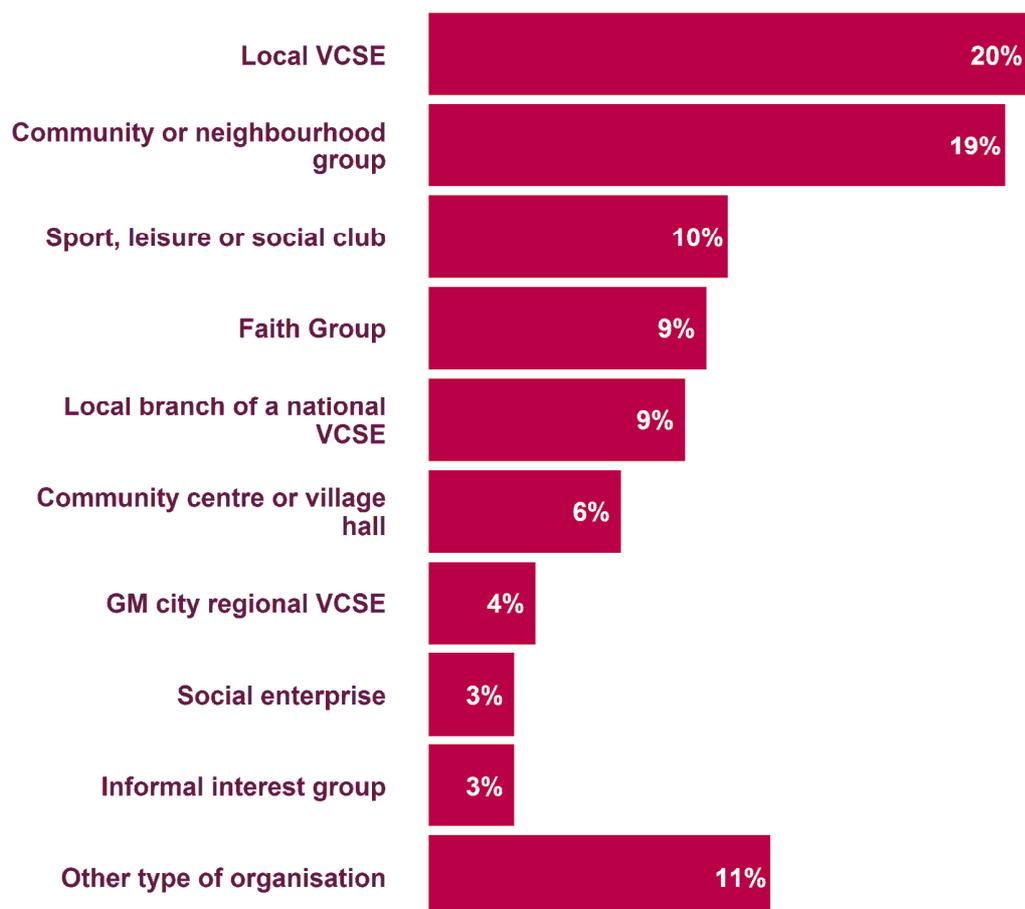
### 3.3. What types of organisations operate in the VCSE sector in Tameside?

Respondents to the questionnaire were asked to identify which category from a list of 'organisation types' best described their organisation. The results indicate that many organisations in the VCSE sector are likely to have a local focus. Figure 3.2 shows that the largest proportion, **20 per cent, identified their organisation as being a local voluntary organisation**. The second most common category was 'community or neighbourhood group', with which 19 per cent of organisations identified. Ten per cent identified as a 'sport, leisure or social club' and nine per cent as 'faith group'. Nine per cent also identified as local branches of a national organisation, noticeably lower than the proportion of local VCSEs. No respondents identified as just a 'national organisation'.

This breakdown of organisations by type followed a similar pattern to that in the 2012/13 survey. The four largest categories were the same: community or neighbourhood group (21 per cent), local voluntary organisation (17 per cent) and faith group (16 per cent) and sport, leisure or social club (13 per cent).

The analysis across Greater Manchester found a similar picture with local voluntary organisations (22 per cent) and community or neighbourhood groups (15 per cent) accounting for 38 per cent of respondents. Only 13 per cent of respondents stated they were either a national voluntary organisation (two per cent), a branch of a national voluntary organisation (six per cent) or an affiliated member of a national voluntary organisation (four per cent).

Figure 3.2: Type of organisations<sup>16</sup>



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 140

### 3.4. How long have organisations in the VCSE sector been operating?

The questionnaire asked respondents to indicate when their organisation was formed. Assessment of organisations by the year in which they were formed provides an indication of how established the VCSE sector was in Tameside.

The responses received build a picture of a VCSE sector that has a fairly well established core. However, the VCSE sector in Tameside has also seen the formation of many new organisations since 2001. Figure 3.3 shows that 56 per cent of organisations responding to the survey had been formed since 2001, including 46 per cent in the past 10 years (i.e. since 2006). Furthermore, an additional 10 per cent were formed between 1991 and 2000; this means **two-thirds (66 per cent) of organisations were formed in the last 25 years**. At the other end of the spectrum 23 per cent of organisations had been formed before 1971, including nine per cent formed in 1910 or before.

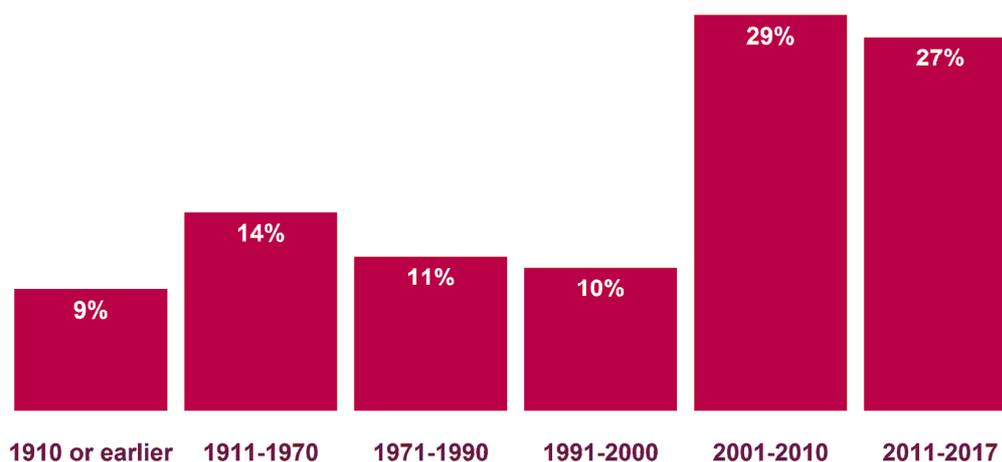
In the 2012/13 survey, 57 per cent of organisations were formed since 1991, including 38 per cent, which had been formed in the past 10 years. 15 per cent of

<sup>16</sup> A range of responses were received under 'other type of organisation'. These included: arts and cultural organisation, social rehabilitation skills centre, coaching and camera club.

organisations in 2012/13 had been formed in 1910 or before, compared with just nine per cent in the 2016/17 survey.

The pattern for organisations responding to all of the Greater Manchester surveys was broadly similar. 43 per cent of respondents had been formed in the past 10 years and six per cent of Greater Manchester organisations had been formed before 1911.

**Figure 3.3: Year in which organisations were formed**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 126

It is important to conclude this section by drawing a significant qualification. Although the results suggest that it is likely that the VCSE sector in Tameside has experienced growth in the number of organisations established in the last 20 years or so, it may not be as dramatic as the figures suggest. By definition, the survey is of organisations still operating in Tameside in 2016/17, not those which have closed down or ceased operations. Of the organisations which have survived through to 2016/17, the results suggest that a high proportion were established in the last 20 years. But some of the organisations established before, and since, may have subsequently closed down. Because we do not know the rate of closure over time we cannot be certain that the aggregate number of organisations being established or surviving is increasing.

### 3.5. What does the VCSE sector in Tameside do?

To elicit a picture of what the VCSE sector in Tameside does, the survey asked respondents to identify up to three main areas in which their organisation operates. Figure 3.4 presents the top ten main areas selected and confirms the message that the VCSE sector in Tameside works in a diverse range of thematic service areas. However, the proportion of responding organisations working in each area varies. This is most likely dependent on need and funding opportunities.

Figure 3.4 shows:

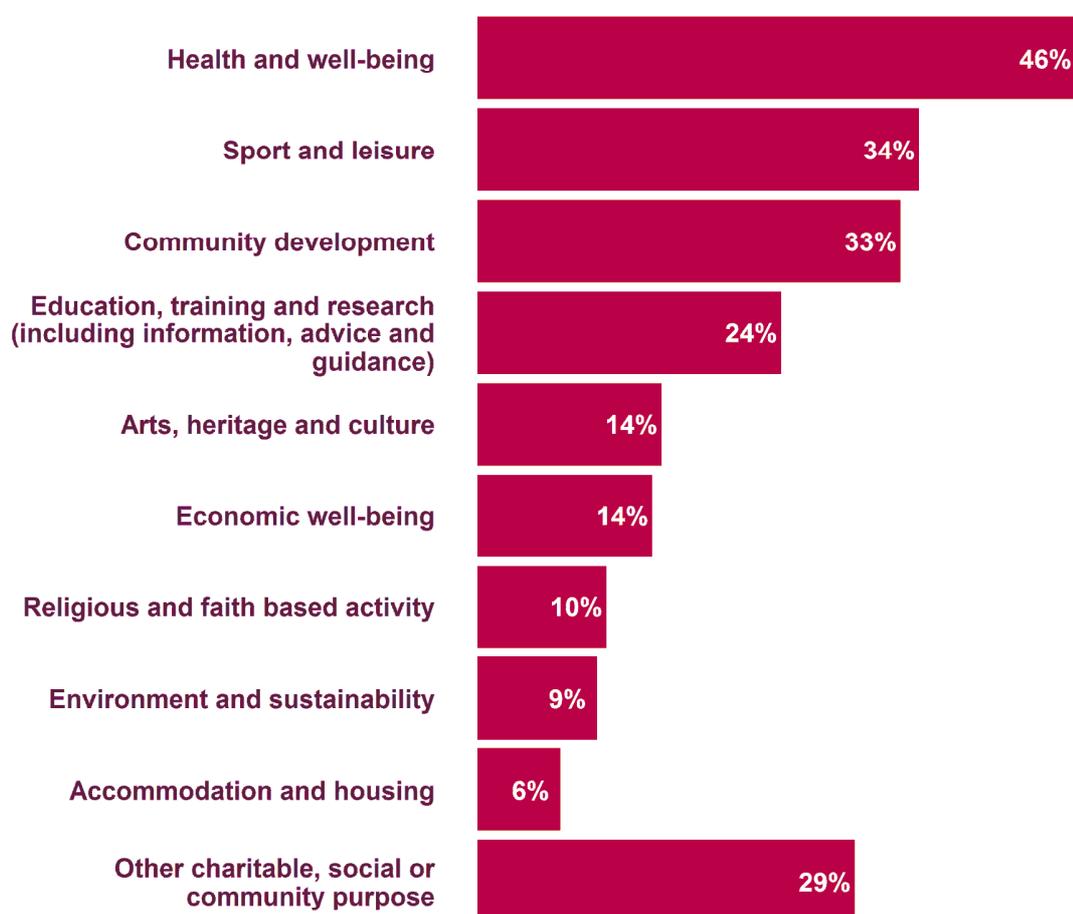
- **46 per cent of organisations worked in the area of health and well-being, the most common area;** in 2012/13 this area was the second most common main area (32 per cent)

- 34 per cent also worked in sport and leisure (32 per cent in 2012/13) and 33 per cent work in community development (33 per cent in 2012/13, the most common category)
- 24 per cent worked in education, training and research (26 per cent in 2012/13).

Across Greater Manchester as a whole the same four areas of work were reported as being the most common to work within:

- health and well-being (46 per cent)
- community development (39 per cent)
- sport and leisure (25 per cent)
- education, training and research (26 per cent).

**Figure 3.4: Top 10 main areas in which organisations work<sup>17</sup>**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 140

Respondents who indicated they worked in the area of health and well-being were asked to specify the specific areas in which they operate. The majority (82 per cent) stated they worked in health and well-being in general. **Around half (49 per cent)**

<sup>17</sup> A range of responses were received under 'other charitable, social or community purpose'. These included: food hamper scheme, digital inclusion, family and parent support and not for profit advice.

**indicated they worked in mental health.** Other common areas were healthy living (food & lifestyle, sexual health) (28 per cent), support for carers (26 per cent), and disability or sensory impairment (18 per cent). Responses were similar at the Greater Manchester level, **though the proportion working in the area of dementia is higher (24 per cent versus 13 per cent in Tameside).**

In a similar vein, respondents who identified education, training and research as a main area of work were asked to specify the areas they worked within this theme. Of the 32 respondents who answered this question, 23 (72 per cent) worked in information, advice and guidance, 18 (56 per cent) worked in the area of employability skills, and 16 (50 per cent) worked in education generally.

# Who the Voluntary Community and Social Enterprise Sector in Tameside works with

This chapter focuses on who the VCSE sector in Tameside works with and where.

## 4.1. Who are the clients, users or beneficiaries of the VCSE sector in Tameside?

The questionnaire asked respondents to provide the total number of individual clients, users or beneficiaries that their organisation had supported in the last year, both overall and within Tameside. Analysis of responses to this question by size and type of organisation revealed that in many cases organisations had provided the number of 'interventions' or 'contacts' that they had had with clients, users or beneficiaries. So, for example, an individual who visited a community centre once a week would have been counted 52 times within the year. Whilst some organisations will have provided the number of unique clients, users or beneficiaries, so as not to overestimate, in our analysis we have assumed the number provided represents the total number of interventions.

**Summing across the 115 organisations that responded gives a total of 188,000 interventions overall (i.e. with individuals both within Tameside and beyond). Doing the same for the 121 organisations who provided a figure for Tameside specifically gives a total of 184,000 interventions in Tameside.** The responses received can be extrapolated for the estimated 1,167 organisations thought to be operating in the VCSE sector in Tameside to provide an estimate of the total number of interventions by Tameside organisations. Working through the calculation it is estimated that Tameside organisations had:

**1.5 million interventions *with clients, users or beneficiaries in the past year overall***

**1.3 million interventions *with clients, users or beneficiaries in the past year in Tameside***

The 2012/13 study estimated that Tameside organisations made 1.4 million interventions with clients, users or beneficiaries overall (i.e. with individuals both within Tameside and beyond).

The questionnaire also asked respondents to identify up to three groups that make up the main clients, users or beneficiaries of their organisation.

Figure 4.1 shows that, as might be expected, the VCSE sector in Tameside serves a diverse and wide ranging population. In many cases, client groups are served by relatively small numbers of organisations: 10 per cent of organisations or fewer served 17 of the client groups listed.

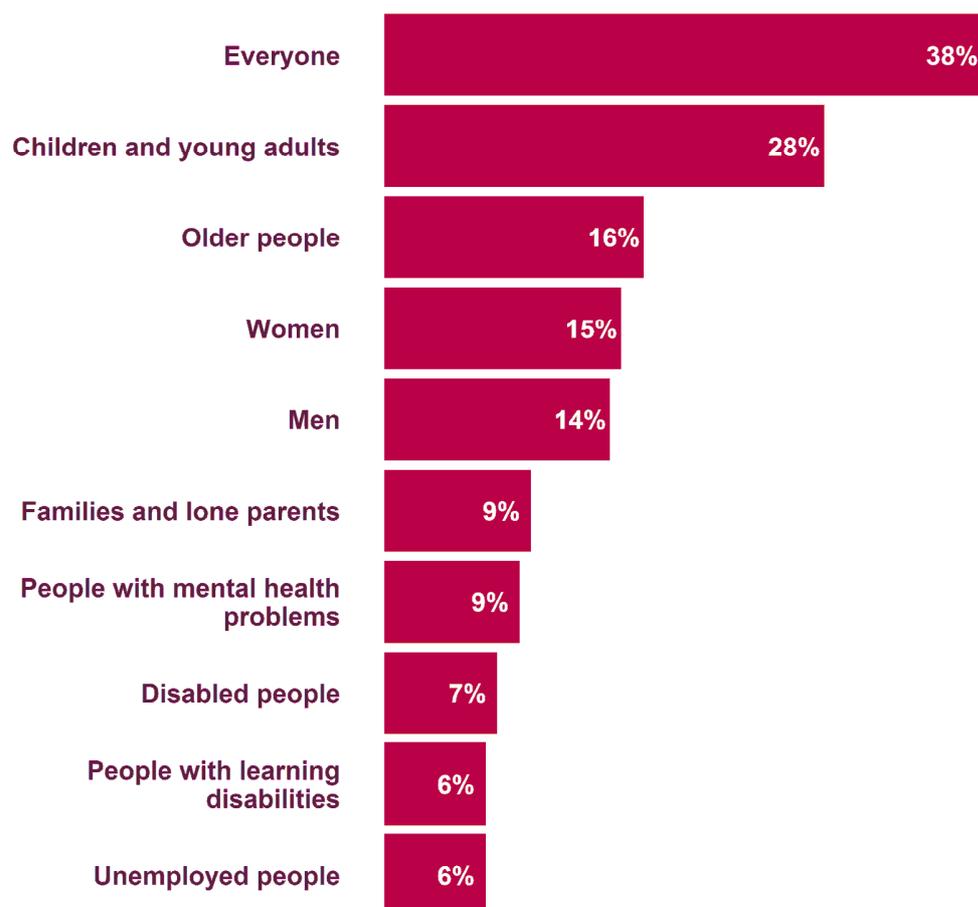
Figure 4.1 shows that the client groups served by the largest proportions of organisations can be broadly characterised as being demographic: gender - women (15 per cent) and men (14 per cent) - and age - older people (16 per cent) and children and young adults (28 per cent). Over a third (38 per cent) of organisations identify 'everyone' as their main clients, users or beneficiaries.

General and demographic client groups were also the most common groups identified in the 2012/13 survey, although the ordering was different. In 2012/13 the most common client groups were women (32 per cent), children (30 per cent), older people (30 per cent), men (28 per cent) and young people (25 per cent).

Analysis of responses to the Greater Manchester survey found a broadly similar pattern with general and demographic client groups also being the most common beneficiary groups identified:

- everyone: 33 per cent
- children and young adults: 23 per cent
- older people: 17 per cent
- women: 15 per cent
- men: 12 per cent.

**Figure 4.1: Top 10 main client groups of Tameside organisations**

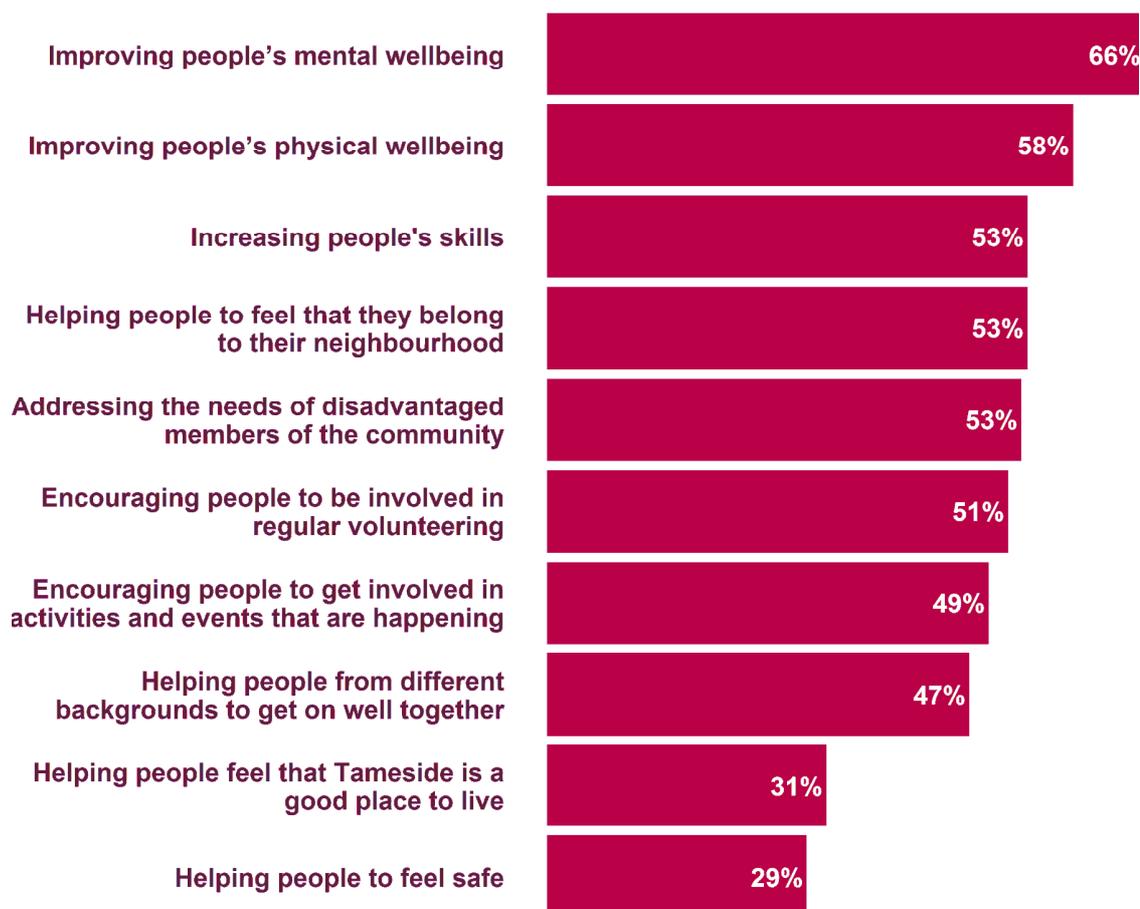


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 140

Respondents to the survey were asked to identify the ways in which their organisation makes a difference for its service users/client group(s). **This question demonstrates the key role that the VCSE sector has in fostering strong and cohesive communities within Tameside and highlights the importance of the VCSE sector as an essential part of the social fabric of the borough.**

As figure 4.2 shows, **two-thirds felt they were improving people's mental wellbeing** (66 per cent; 68 per cent across Greater Manchester) and **58 per cent claimed they were improving people's physical wellbeing** (56 per cent across Greater Manchester). An equal proportion of respondents claimed to be increasing people's skills, helping people to feel that they belong to their neighbourhood, and addressing the needs of disadvantaged members of the community (all 53 per cent).

**Figure 4.2: Top 10 ways in which organisations make a difference**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 139

#### **4.2. What geographical levels does the VCSE sector operate at?**

The survey asked respondents to identify the main geographical levels at which they operate – this ranged from the neighbourhood level, to those operating across England, the UK or overseas<sup>18</sup>. In this question respondents were asked to pick out up to three main geographic levels, the results of which are presented in figure 4.3. This shows that the **local area is a main focus for a majority of organisations:**

- over half (53 per cent) identified particular Tameside neighbourhoods or communities as a main focus; slightly lower than the proportion of organisations in the 2012/13 survey (63 per cent)
- a further 39 per cent identified the whole of the Tameside local authority area as a main focus of their work; similar to the proportion of organisations in the 2012/13 survey (36 per cent).

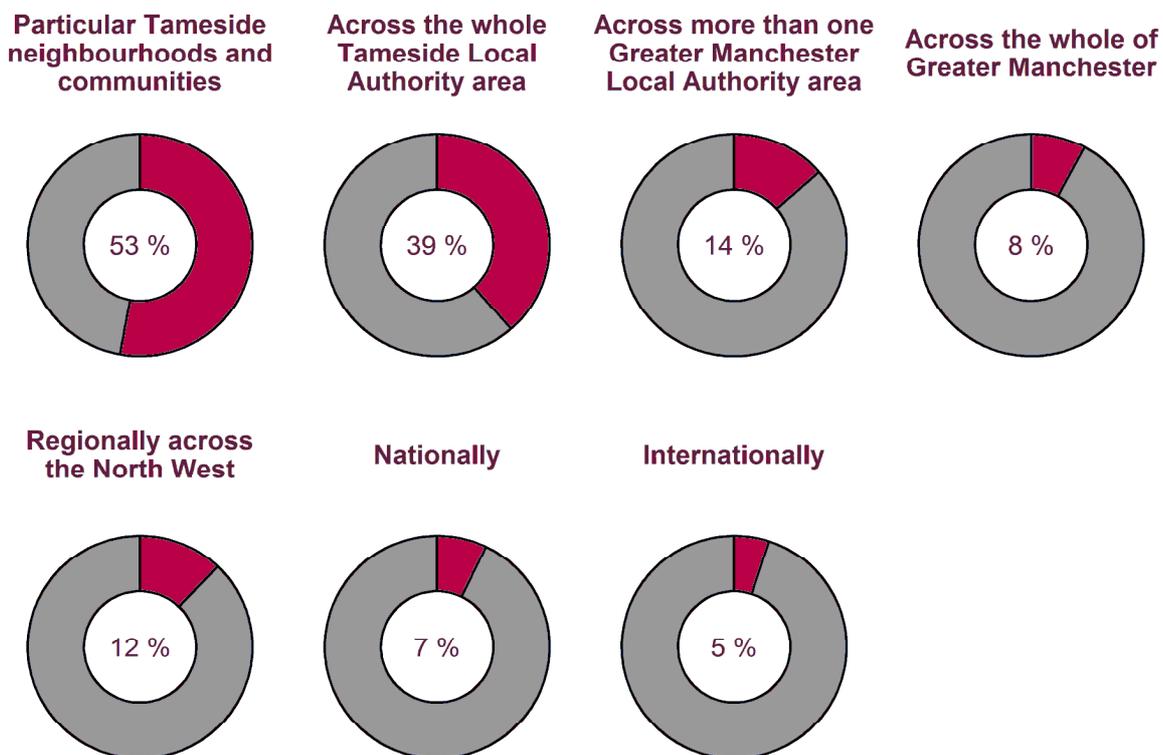
A relatively low proportion of organisations cited that a main geographic area at which they work is either national (seven per cent) or international (five per cent). In

<sup>18</sup> This question was asked slightly differently in the latest survey compared to 2012/13. Two additional options ('Across more than one Greater Manchester Local Authority area' and 'Across the whole of Greater Manchester') were included.

many cases those organisations that work internationally will reflect their main clients, users and beneficiaries.

The picture for Greater Manchester organisations shows a relatively high proportion also identified particular neighbourhoods and communities as a main geographic focus (44 per cent). The percentage of organisations who said they work nationally and internationally was similar within Tameside and Greater Manchester.

**Figure 4.3: Main geographic focus**

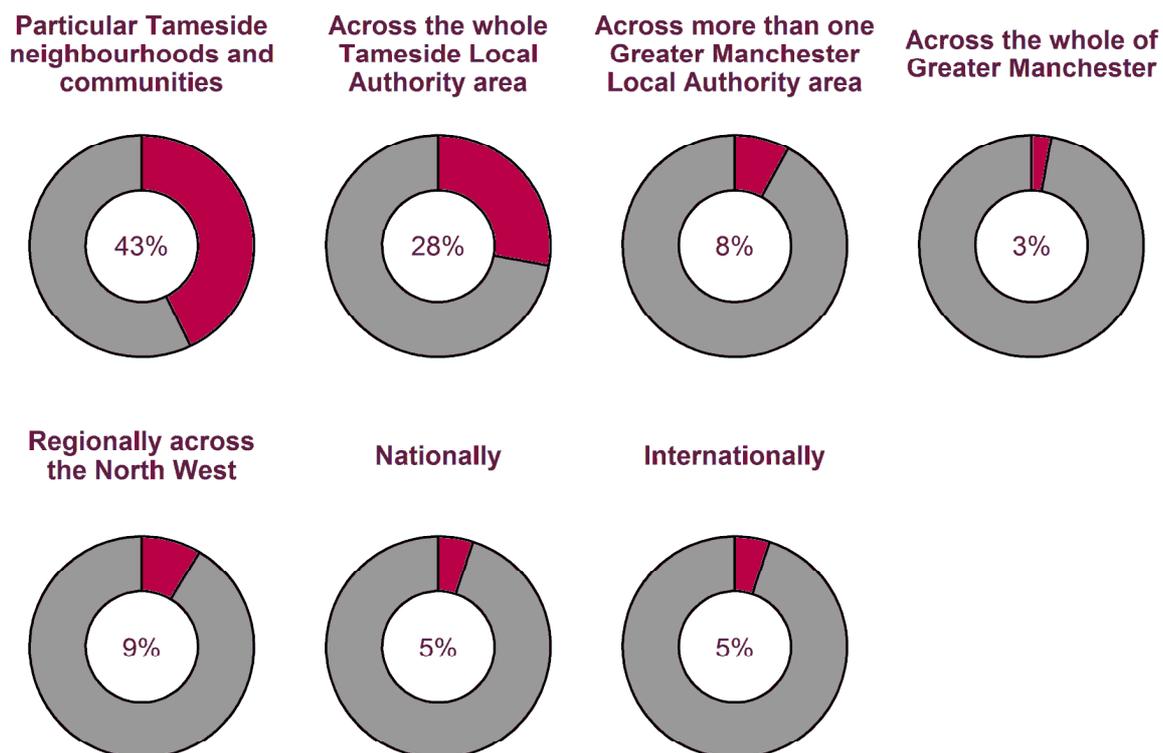


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 140

Using the responses to this question it is also possible to identify the highest main geographic area that an organisation carries out its activities (see figure 4.4 below). The highest geographic area that could be identified was internationally.

This analysis finds that for over two-fifths (43 per cent) their highest main geographic focus was particular Tameside neighbourhoods or communities; similar to the proportion in 2012/13 (48 per cent). **This is higher than Greater Manchester as a whole where 34 per cent of organisations indicated their highest main geographic focus was particular neighbourhoods and communities.**

**Figure 4.4: Highest geographic focus**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 140

Respondents who reported that the whole Tameside local authority area or particular Tameside neighbourhoods or communities were the main geographic focus of their organisation, were asked to identify in which wards their work focused on. Map 4.1 shows the percentage of all organisations that identified each of Tameside's wards as a main focus of their work.

35 per cent identified Ashton St Peter's as a main focus of their work. The next two most common wards were Ashton St. Michael's (28 per cent) and Ashton Hurst (25 per cent).

The four wards which were a main focus for the lowest proportions of Tameside organisations were:

- Denton West (ten per cent)
- Stalybridge South (ten per cent)
- Hyde Godley (eight per cent)
- Longdendale (seven per cent).



## Finances and Income

This chapter provides an overview of the finances and income of the VCSE sector in Tameside. It includes estimates of the overall income received by the sector between 2012/13 and 2014/15, analysis of the different sources of income received (public sector and non-public sector) and their relative contribution, and an assessment of the financial sustainability of the VCSE sector.

Where possible this chapter compares results from the latest survey and the 2012/13 study. Revisions to the questionnaire and methodology between these studies, however, mean that comparisons are not always possible or appropriate and that caution should be applied when comparing across the two waves (see Appendix 1 for more detail).

### 5.1. Income

Based on the average (mean) income of respondents to the survey across Greater Manchester, and drawing on the assumptions used to estimate the total number of organisations in Tameside, the following is estimated -<sup>19</sup>

**£53 million** *the total income of the VCSE sector in Tameside in 2014/15*

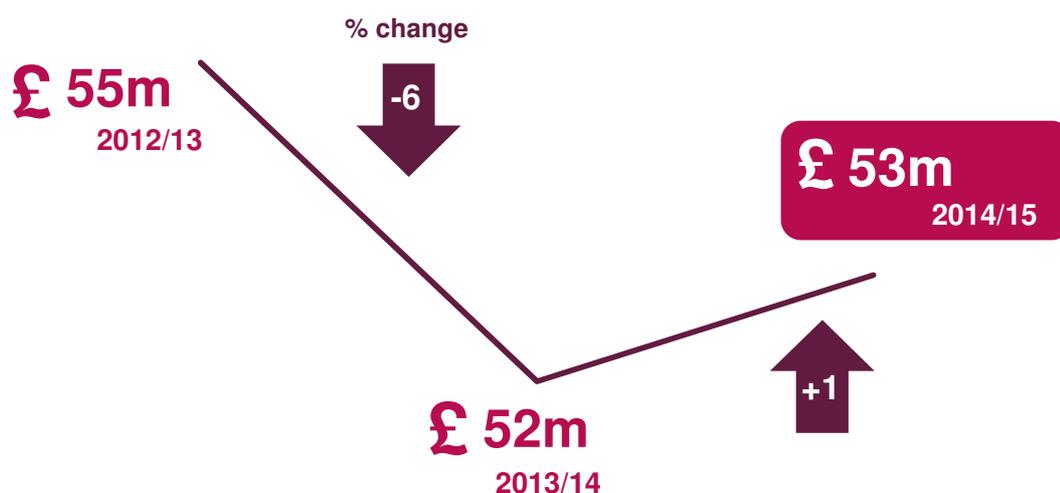
This total income estimate is higher than the figure of £47 million estimated for the sector in 2011/12 from the 2012/13 survey. It also represents an increase of one per cent compared to 2013/14 when the total income of the VCSE sector was an estimated £52 million. This follows a reduction between 2012/13 and 2013/14 of an estimated six per cent in the total income of the sector.

This data is outlined in more detail in figure 5.1.

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<sup>19</sup> This figure is based on a weighted average (mean) for each size category for respondents from across Greater Manchester. The methodology is explained in more detail in the methodological appendix.

**Figure 5.1: Estimated annual income of the VCSE sector in Tameside (2012/13-2014/15)**



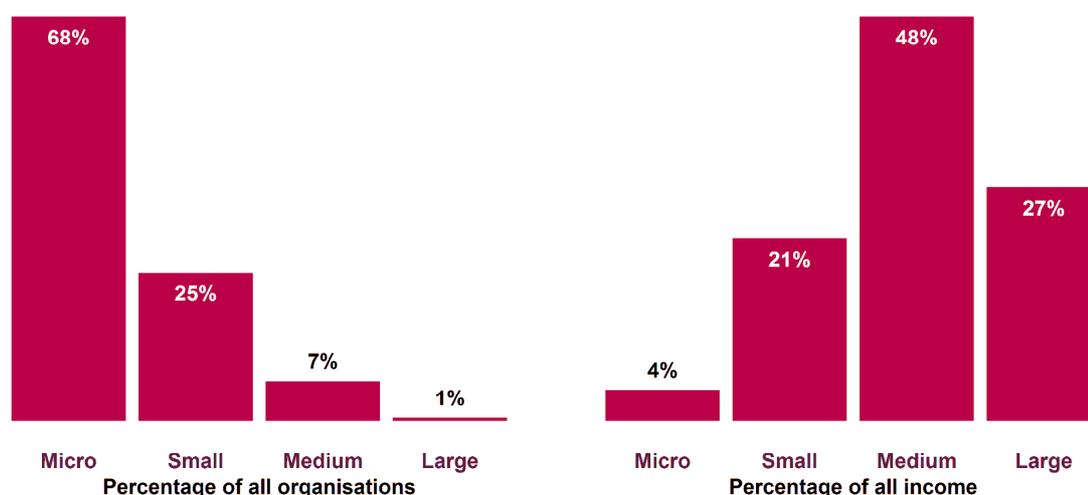
Source: Tameside State of the VCSE sector survey 2016/17  
Base: 95 All figures are in 2014/15 prices

This change in income should be viewed in the wider national context discussed in Chapter two. The picture is somewhat more positive than in the previous 2012/13 study. Between 2012/13 and 2013/14 the income and spending of the VCSE sector in the UK increased, representing the first notable net growth since the peaks of 2007/08 and 2009/10 respectively. While the data above shows a decrease in Tameside between these two years, results indicate a more recent upturn in the local area. However, with austerity measures set to continue for the foreseeable future and public sector funding for the sector continuing to be squeezed, there is still need for caution.

When the VCSE sector's income is explored in more detail it shows notable variations according to organisation size<sup>20</sup>. In 2014/15, the majority of income was concentrated in large and medium sized organisations even though the majority of organisations were micro or small. This is outlined in more detail in figure 5.2.

<sup>20</sup> In exploring organisation size we used the categories developed by NCVO for use in their Almanac series (see e.g. Clark *et al.*, 2010)

**Figure 5.2: Proportion of organisations and proportion of income by organisation size (2014/15)**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 95

This shows that **micro and small organisations account for over nine out of ten organisations in the VCSE sector but only a quarter of total income** in Tameside. By contrast medium and large organisations account for just seven per cent of the VCSE sector's organisations but receive 75 per cent of its income.

Analysis of income data from survey respondents across Greater Manchester<sup>21</sup> identified further variations according to organisation size when we explored how income levels had changed between 2012/13 and 2014/15. These are summarised in table 5.1.

**Table 5.1: Estimated change in annual income by organisation size (all Greater Manchester organisations: 2012/13-2014/15)**

|         | Micro<br>(under £10k) |          | Small<br>(£10k-£100k) |          | Medium<br>(£100k-£1m) |          | Large<br>(more than £1m) |          |
|---------|-----------------------|----------|-----------------------|----------|-----------------------|----------|--------------------------|----------|
|         | Income                | % change | Income                | % change | Income                | % change | Income                   | % change |
| 2012/13 | £32.3m                |          | £84.9m                |          | £413.9m               |          | £829.2m                  |          |
| 2013/14 | £31.0m                | -4       | £82.4m                | -3       | £382.8m               | -8       | £785.1m                  | -5       |
| 2014/15 | £30.0m                | -3       | £77.0m                | -7       | £391.5m               | 2        | £822.6m                  | 5        |

Source: Greater Manchester State of the VCSE sector survey 2016/17  
Base: 720 All figures are in 2014/15 prices

This shows that across Greater Manchester the micro and small organisation categories experienced year on year reductions in total income between 2012/13 and 2014/15. For micro organisations this is a continuation of a trend identified in the 2012/13 survey where these organisations experienced a reduction of more than 10 per cent between 2010/11 and 2011/12. In contrast the 2012/13 survey identified a small increase in income between 2010/11 and 2011/12 for small organisations.

<sup>21</sup> It was not possible to undertake sufficiently robust analysis of these trends at a local authority level

By contrast medium and large organisations saw a reduction in total income between 2012/13 and 2013/14 but then an increase between 2013/14 and 2014/15. For medium organisations this could indicate the start of a reversal in a trend identified in both the 2010 and 2012/13 surveys where year-on-year reductions in income were identified. This income volatility is a significant challenge in the operating context for medium and large organisations.

## 5.2. Sources of Income

### 5.2.1. Public sector income

Survey respondents were asked to identify the public sector bodies from which they received funding in their most recent financial year. Overall, **56 per cent of respondents reported having at least one source of public sector funds**. This is similar to the 50 per cent who reported having public sector funds in the 2012/13 survey **but lower than the figure for Greater Manchester as a whole (68 per cent)**.

**Grant funding administered by Action Together on behalf of a public sector body, and funding from Tameside Council**, were the joint most common sources of public sector funding (22 per cent for both). The former was a new category for the 2016/17 survey, but a similar category referring to grant funding administered by TS3C or Volunteer Centre Tameside was recorded by 24 per cent in 2012/13. Tameside Council was reported as a funder more frequently in 2012/13 (35 per cent).

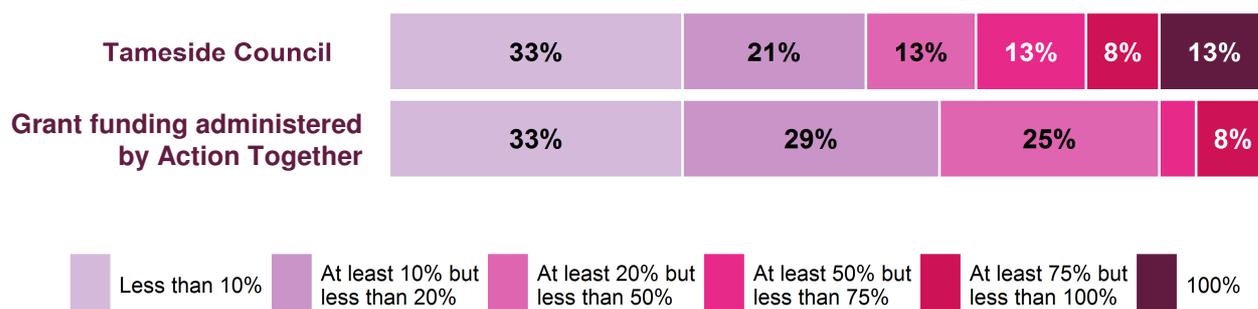
The other potential sources of funding were identified much less frequently. The next most common was Tameside and Glossop Clinical Commissioning Group, identified by only three respondents (three per cent).

Respondents were also asked to estimate the proportion of their group or organisation's total income that each source of public sector income represented. Figure 5.3 shows the two most common sources of public sector funding received and the estimated proportion of total income this represents.

This shows that of those receiving funding from Tameside Council, 67 per cent reported it accounted for less than half their income. For grant funding administered by Action Together the comparable figure was considerably higher at 88 per cent.

The survey also asked respondents with public sector income whether they had received a formal funding agreement for each source. Of the two most frequently identified sources, 92 per cent of funding from Tameside Council and 94 per cent of grant funding administered by Action Together was made with a formal agreement.

**Figure 5.3: Public sector funds received by Tameside respondents (2014/15)**

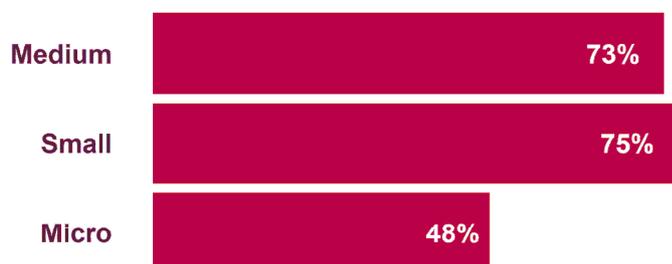


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 24

The survey also revealed notable variations in public sector income received by organisations of different sizes. Micro organisations were less likely than small or medium organisations to have at least one source of public sector income (no large organisations responded to this question). This is outlined in more detail in figure 5.4.

This shows that only 48 per cent of micro organisations that responded to the survey received public sector funding (the same as in 2012/13) compared to 75 per cent of small organisations (up from 64 per cent in 2012/13) and 73 per cent of medium organisations.

**Figure 5.4: Proportion of Tameside organisations in receipt of public sector funds by organisation size (2014/15)**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 91

### 5.2.2. Other sources of income

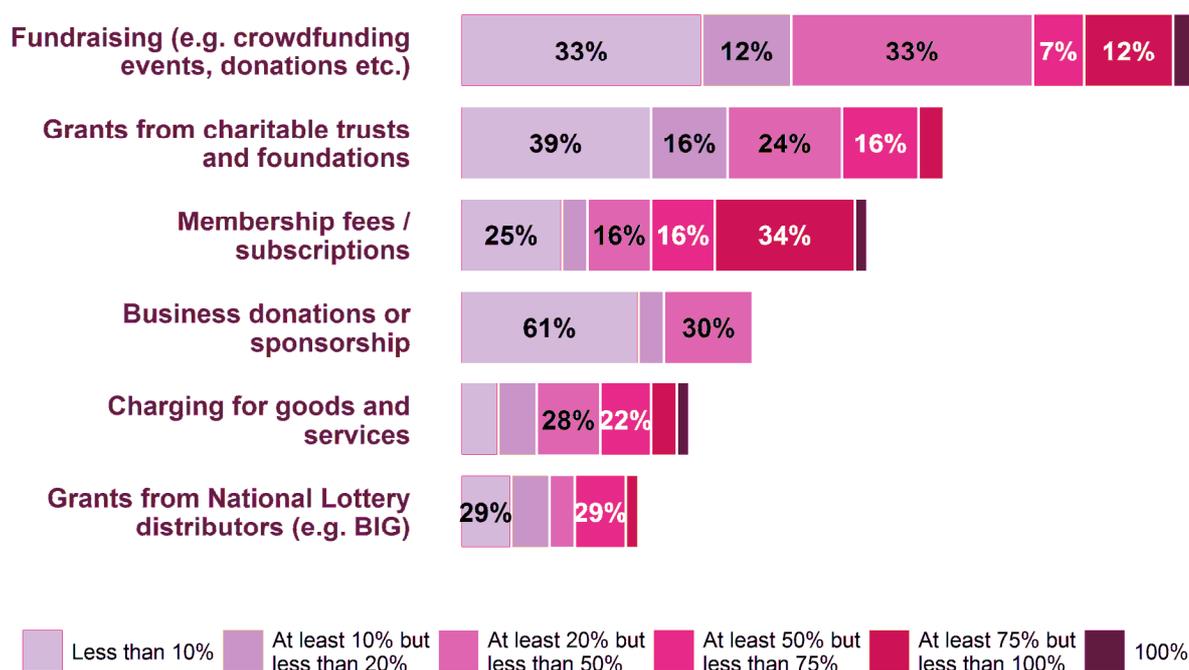
Survey respondents were also asked to identify any other sources of income (i.e. non-public sector) they received in 2014/15. Overall, **81 per cent of respondents received funds from at least one non-public sector source**. This is a noticeable increase from the figure of 63 per cent in 2012/13. Across Greater Manchester 84 per cent of respondents received non-public sector income.

**Fundraising** was the most frequently identified source of other funds (55 per cent of respondents) followed by grants from charitable trusts and foundations (38 per cent) and membership fees and subscriptions (29 per cent). Fundraising was also the most common type of other funding received across Greater Manchester as a whole, (50 per cent), as well as in 2012/13 (41 per cent).

Respondents were also asked to estimate the proportion of their group or organisation's total income received from each of the non-public sector funding sources. Figure 5.5 shows the most prominent sources of non-public sector funding received and the estimated proportion of total income this represents.

Figure 5.5 shows that for a third (33 per cent) of those receiving income from fundraising, this funding represented less than 10 per cent of their total income. At the other end of the spectrum, for 22 per cent of organisations this represented at least 50 per cent of their total income. The figures are similar for the second most common source, grants from charitable trusts and foundations. 39 per cent relied on this funding for less than 10 per cent of their income and 21 per cent for 50 or more per cent.

**Figure 5.5: Other funds received by Tameside respondents (2014/15)**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 14-58

Micro organisations were less likely than small, and medium organisations to have income from non-public sector sources (77 per cent, up from 61 per cent in 2012/13) (again there were no responses from large organisations). This is demonstrated by figure 5.6. A majority (around three-quarters or more) of each size of organisation had income from non-public sector sources.

Across Greater Manchester the pattern was similar. Three-quarters (75 per cent) of micro organisations were in receipt of non-public sector funds, lower than the proportion of small organisations (92 per cent) and medium organisations (95 per cent).

**Figure 5.6: Proportion of organisations in receipt of non-public sector funds by organisation size (2014/15)**

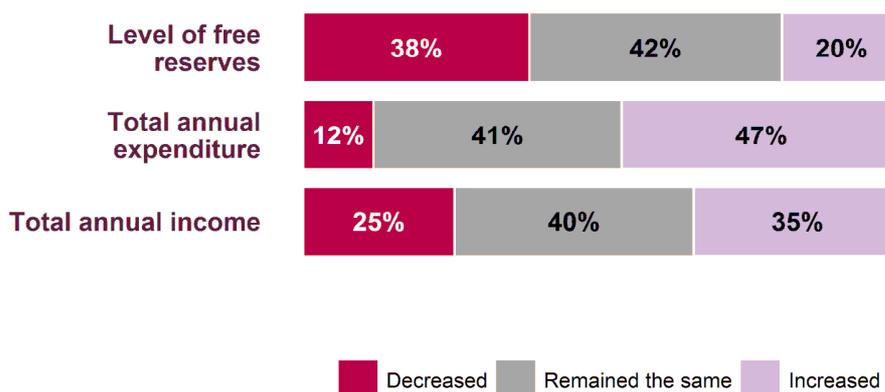


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 92

### 5.3. Financial Sustainability

The survey asked respondents about how their organisation's financial situation had changed in the past 12 months (i.e. during the current financial year). The results are outlined in figure 5.7.

**Figure 5.7: Change in financial circumstances in the last 12 months**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 95 (income), 94 (expenditure), 90 (free reserves)  
Note: 'cannot say' response has been excluded from the analysis

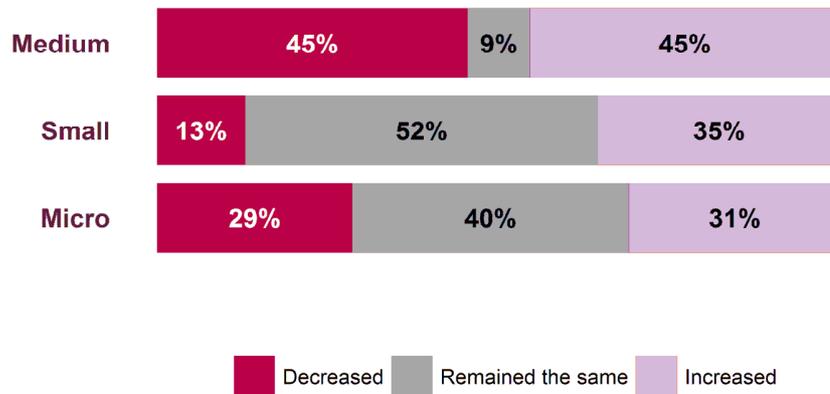
This raises some concerns: 47 per cent of respondents reported increasing their expenditure but only 35 per cent had experienced an increase in income and only 20 per cent reported an increase in reserves. In addition, 25 per cent of respondents reported a decrease in income but only 12 per cent reduced their expenditure.

30 per cent of respondents provided an expenditure figure for 2014/15 that was greater than their income. **This means that there were a notable number of organisations that spent more money than they received in the past 12 months.** This is slightly down from 36 per cent in 2012/2013, but nevertheless it still appears that the sustainability of a significant number of organisations could be under threat.

Explored by organisation size, collectively, the data indicates that the sustainability of medium sized organisations is of particular concern: 45 per cent of medium organisations reported increasing their income in the past 12 months but 73 per cent

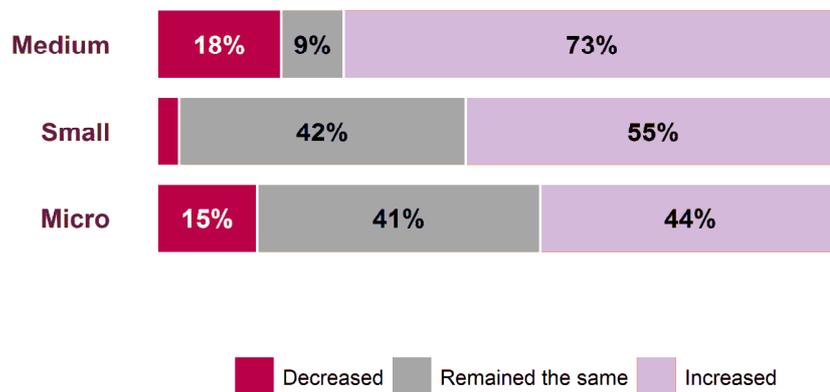
increased their expenditure. For small organisations 35 per cent increased their income compared to 55 per cent that increased their expenditure. For micro organisations the figures are 31 per cent for income and 44 per cent for expenditure. This is outlined in more detail for all sizes of responding organisations in figures 5.8a and 5.8b below.

**Figure 5.8a: Change in income in the last 12 months by organisation size**



Source: Tameside State of the VCSE sector survey 2016/17  
 Base: 84  
 Note: 'cannot say' response has been excluded from the analysis

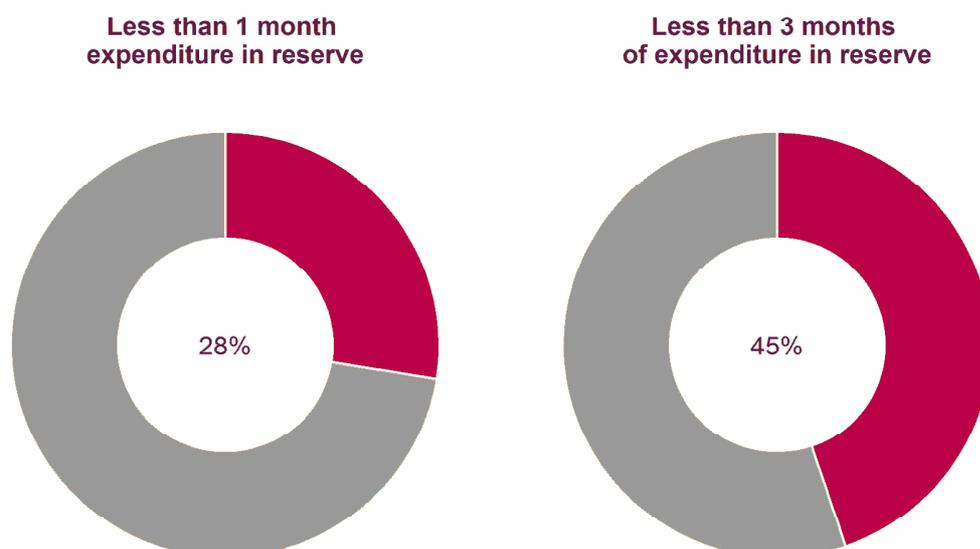
**Figure 5.8b: Change in expenditure in the last 12 months by organisation size**



Source: Tameside State of the VCSE sector survey 2016/17  
 Base: 83  
 Note: 'cannot say' response has been excluded from the analysis

Further analysis of the financial reserve levels reported by respondent organisations provides an additional insight in to the financial health of the VCSE sector. Reserves are important as they provide organisations with funds to fall back on in the short term should other sources of funding reduce or be withdrawn. They also provide organisations with the flexibility to develop new and innovative activity that might not have attracted external funding from the outset. Organisations with low reserves relative to expenditure are therefore more likely to be restricted in their ability to adapt if key external funding is lost. In order to explore this issue in more detail reserves (2014/15) were calculated as a proportion of expenditure (2014/15) for each respondent. The results are shown in figure 5.9.

**Figure 5.9: Financial vulnerability of organisations in Tameside**

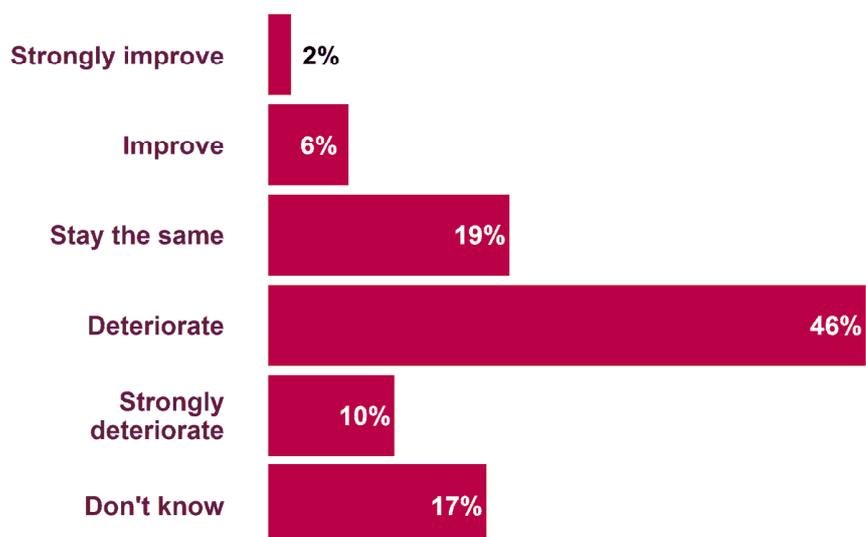


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 87

This shows that **28 per cent had reserve levels of less than one month's expenditure**, and a further 17 per cent had reserves that covered less than three month's expenditure. **This suggests that over two-fifths of all organisations in the VCSE sector could be vulnerable should their funds be severely reduced or withdrawn.** In the 2012/13 survey a similar proportion reported less than three months of reserves (42 per cent), but the number reporting less than one was much lower (just 13 per cent). The figures for the Greater Manchester as a whole are similar to those for Tameside.

Survey respondents were also asked how they thought the environment for funding/income for the VCSE sector will change over the next year. Figure 5.10 shows the responses received to this question. This shows that over half (56 per cent) of organisations in Tameside thought the environment will deteriorate compared to just eight per cent who felt the environment is set to improve. One fifth saw the environment for funding/income staying the same. These results were similar across Greater Manchester as a whole where 56 per cent thought the environment will deteriorate and just seven per cent saw the environment improving.

**Figure 5.10: Change in the environment for funding/income in the next year**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 112

## Paid Employees

This chapter looks at the paid workforce of the VCSE sector in Tameside.

### 6.1. How many FTE (Full-time equivalent) paid staff are employed in the VCSE sector in Tameside?

Based on the average number of FTE paid staff employed by organisations responding to the survey across Greater Manchester, and drawing on the assumptions used to estimate the total number of organisations in Tameside, it is estimated that:

**1,300 FTE paid staff** *were employed in the VCSE sector in Tameside in 2016/17*

This represents **2,000 employees**.

This was four per cent of the estimated total number of FTE paid staff working within the VCSE sector in Greater Manchester. This is a higher figure than the 1,200 FTE paid staff estimated to work in the sector in the 2013 study.

Gross Value Added (GVA), the value of goods and services produced, is a key measure of the economic contribution of organisations or sectors. It can be estimated for paid employees working in Tameside organisations by multiplying the number of FTE paid staff by the estimated gross value added (GVA) per FTE employee<sup>22</sup>. From this calculation it is estimated:

**£39.9m** *contributed to the economy per annum by paid employees of Tameside VCSE sector organisations*

Medium size organisations employed the largest proportion of FTE staff (43 per cent) in Tameside. Small and micro organisations employed 35 per cent of FTE between them, and large organisations, of which there are relatively few in Tameside, accounted for 22 per cent. Staff appear to be generally less concentrated in medium and large organisations in Tameside compared to other areas in Greater Manchester. This also contrasts to the 2012/13 study, when 43 per cent of employees came from large organisations.

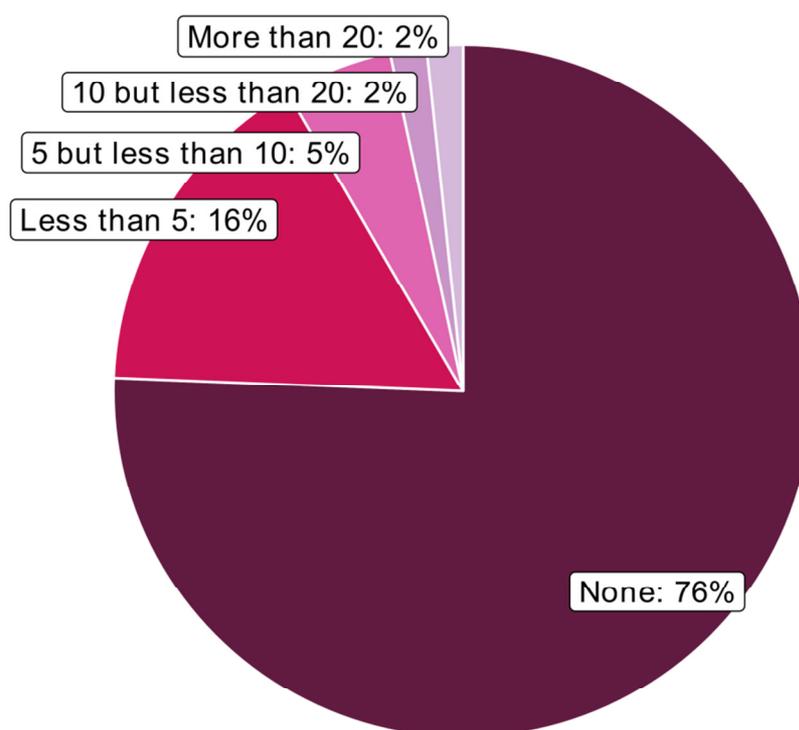
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<sup>22</sup> This study used Greater Manchester GVA per employee averaged across the following two VCSE sectors: education and human health and social work activities.

Figure 6.1 presents a breakdown of responding organisations by the number of FTE paid staff they employed. Just over nine out of ten (92 per cent) organisations employed less than five FTE paid staff members. Included in this figure were 76 per cent of organisations that did not employ any paid staff. Further analysis reveals that the majority of these were micro organisations with income of less than £10,000. At the other end of the spectrum two per cent of organisations employed 20 or more FTE paid members of staff, and two per cent employed 10 to 20. This pattern is broadly equivalent to that identified in the 2012/13 survey, though the proportion with between five and ten staff was previously lower (one per cent), and the proportion with no FTE staff slightly higher (81 per cent).

Compared with the Greater Manchester sample as a whole, a lower proportion of organisations within Tameside appeared to have FTE paid staff: 24 per cent in Tameside compared with 49 per cent in Greater Manchester.

**Figure 6.1: Organisations by numbers of FTE paid staff**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 119

## 6.2. How has the VCSE sector's workforce changed in the last 12 months?

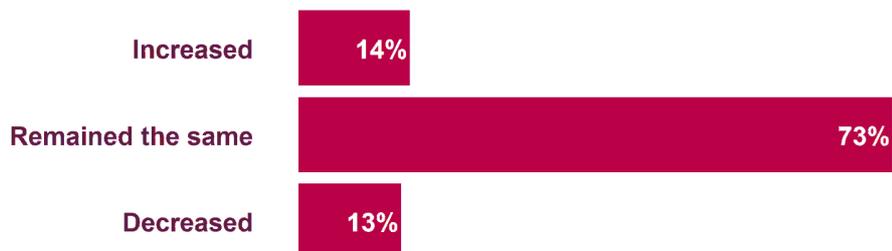
The survey asked respondents whether the number of staff in their organisation's workforce had 'increased', 'remained the same' or 'decreased' this year compared to the previous year. Figure 6.2 presents the results to this question, the key findings of which are:

### *Paid employees:*

- 73 per cent of organisations employed a similar number of paid employees to a year ago
- 14 per cent of organisations reported an increase in paid staff, a similar percentage to the percentage that reported a decrease (13 per cent)

- very similar percentages reported an increase or decrease in paid employees in 2012/13 (13 per cent for both categories)
- across Greater Manchester there was slightly more of a discrepancy; 22 per cent of organisations reported an increase in their number of paid employees; while 16 per cent reported a decrease.

**Figure 6.2: Change in aspects of the workforce (paid staff) in the last 12 months**



Source: Tameside State of the VCSE sector survey 2016/17

Base: 93

Note: 'cannot say' response has been excluded from the analysis

# Volunteers

This chapter looks at the volunteers within the VCSE sector in Tameside.

## 7.1. How many volunteers are part of the VCSE sector workforce in Tameside and what is their economic contribution?

Based on responses to the survey across Greater Manchester on questions exploring the numbers of volunteers and committee/board members and the hours which they contribute, and drawing on the assumptions used to estimate the total number of organisations in Tameside, it is estimated there are:

**34,000 volunteers or committee/board members** *in the VCSE sector's workforce in Tameside in 2016/17*<sup>23</sup>

This includes:

**26,000 volunteers** *in the VCSE sector's workforce in Tameside in 2016/17*

**8,000 committee/board members** *in the VCSE sector's workforce in Tameside in 2016/17*

This figure for volunteers represents 12 per cent of Tameside's total population (221,700) and seven per cent of the estimated total for all Greater Manchester organisations.

It is also estimated that:

**83,400 hours** *of their time provided by these volunteers and committee/board members per week*

This represents eight per cent of the estimated number of volunteer and committee/board member hours for all Greater Manchester organisations.

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<sup>23</sup> It is possible in cases where a person is volunteering for more than one organisation they could have been counted more than once; additionally, there will be residents from outside of Tameside volunteering within Tameside; and conversely there will be Tameside residents volunteering for organisations outside of Tameside

The 2012/13 study estimated there were 26,200 volunteers in Tameside who provided 73,900 hours per week. The previous study did not ask for volunteers and committee/board members to be recorded separately so caution should be applied when making comparisons.

There are two broad approaches to valuing the contribution of volunteers. One method, and this study's preferred approach, is to value the output that they produce. In effect this is the value to society of the goods and services that volunteers produce. This can be estimated by multiplying the number of FTE volunteers by the estimated gross value added (GVA) per FTE employee.<sup>24</sup> From this calculation:

## **£75.5 million per annum *estimated as the economic contribution of volunteers and committee/board members in Tameside organisations***

The use of estimated GVA per FTE employee to measure the value of the output produced by volunteers assumes that paid employees would not be used in the absence of volunteers to produce the same level of goods and services. In such a situation the value of output is the value of the labour input (wages and benefits) plus the value of the capital input (for example office space and computers). If paid employees were to be used to produce the same level of goods and services then the value of capital input would be borne whether or not volunteers were used. Therefore the value of the output from volunteers would be just the value of the labour input. This value would be roughly equivalent to the value estimated from the input method of valuation which is outlined in the next paragraph.

In the second method, the value of the input of volunteers is used to value the contribution of volunteers<sup>25</sup>. This is the amount that it would cost to pay employees to do the work carried out by volunteers. As such, this can be considered to be the benefit to organisations<sup>26</sup>. However, this benefit might also be passed onto society via lower prices for goods and services due to lower costs of production. The input value of volunteers can be calculated by multiplying the number of hours that volunteers give per week by an estimate of how much it would cost to employ someone to do that work. There are a number of widely accepted hourly rates that could be used to estimate this value; these include: the national minimum wage or national living wage, the local median wage, the local mean wage and the reservation wage. The preference in this study has been to provide a range using the national living wage (low estimate) and the local median wage (high estimate). In reality the true value of the input provided by volunteers will lie between the two estimates. It is estimated that:

- assuming the national living wage for adults<sup>27</sup> it would cost **£31.2 million annually to employ staff to do the work provided by volunteers in Tameside organisations**
- assuming the median gross hourly wage for full time employees in Greater Manchester<sup>28</sup> it would cost **£55.8 million annually to employ staff to do the work provided by volunteers in Tameside organisations.**

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<sup>24</sup> This study used Greater Manchester GVA per employee averaged across the following two VCSE sectors: education and human health and social work activities.

<sup>25</sup> This is the approach recommended by Volunteering England

<sup>26</sup> This assumes that there are no additional costs faced by organisations in using volunteers: for example extra management costs

<sup>27</sup> £7.20 for 25 years and older in 2016

<sup>28</sup> £12.86 for 2016

Figure 7.1 presents a breakdown of responding organisations by the number of volunteers that they use. Just two per cent of respondents indicated they had no volunteers, while 17 per cent had 50 or more. This pattern was largely representative of the picture for organisations across Greater Manchester as a whole. In the previous 2012/13 survey a slightly lower proportion of respondents had 50 or more volunteers (14 per cent), and no respondents had zero volunteers.

**Figure 7.1: Organisations by numbers of volunteers**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 132

## 7.2. How has the VCSE sector's workforce changed in the last 12 months?

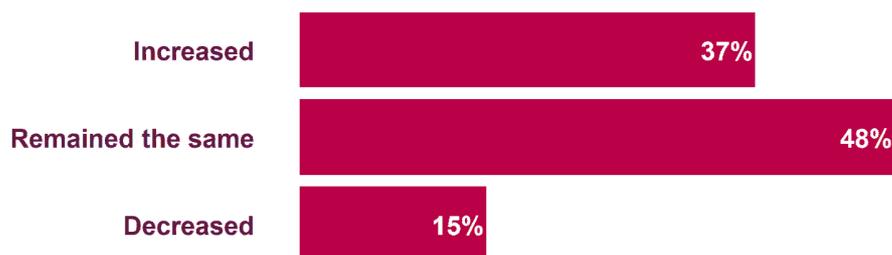
The survey asked respondents whether the number of volunteers in their organisation's workforce had 'increased', 'remained the same' or 'decreased' this year compared to the previous year. Figure 7.2 presents the results to this question, the key findings of which are:

- 37 per cent of respondents reported increased numbers of volunteers now compared to a year ago
- in comparison 15 per cent of organisations reported a decrease in volunteer numbers
- just over two fifths (42 per cent) of Greater Manchester organisations reported an increase in their number of volunteers over the previous year, compared with 13 per cent who reported a decrease, a reasonably similar picture to Tameside.

The 2012/13 survey found similar results, but with a larger proportion reporting no change:

- 32 per cent of respondents reported increased volunteer numbers
- three-fifths (61 per cent) reported that volunteer numbers remained the same
- seven per cent reported that numbers of volunteers decreased.

**Figure 7.2: Change in aspects of the workforce (volunteers) in the last 12 months**



Source: Tameside State of the VCSE sector survey 2016/17

Base: 125

Note: 'cannot say' response has been excluded from the analysis

### 7.3. Qualitative responses on volunteering

Focus group participants from registered charities and small VCSE organisations were asked to discuss changes and challenges associated with volunteering in recent years. Participants argued that volunteering is essential for what they do and in general were very positive with regards to volunteering.

*"We rely heavily on volunteers. Our output is around 15 hours a week. The vast majority of our volunteering comes from internal recruiting, from people in the church. Our faith encourages putting back into the community... There has been a slight increase in that pot in the last 2 years, although it still remains quite small."*

**However, participants did identify one recent development which was affecting the way they worked with volunteers. This was when volunteers are referred to the organisation from other voluntary groups or public bodies as part of an employment programme or as a condition of benefits.** Participants argued that sometimes these potential volunteers got involved in activities without really wanting to, which could undermine VCSE organisations' ability to function effectively.

*"When you have volunteers referred here, there can be an ethical thing for us, where you have to volunteer to keep your benefits, but our organisation wants to make sure that you are not being forced to volunteer. Another scenario, is that sometimes referrals come to volunteer as a route back to work, and then you need a really competent volunteer to manage the less competent volunteer, which in turn makes it harder to function as an organisation."*

**Linked to this was the ongoing challenge of recruiting and retaining skilled and committed volunteers for the long term, which was something most participants said their organisation struggled with.**

# Partnership Working: the Public Sector

This chapter considers the relationship between the VCSE sector and the public sector, exploring organisations experiences of partnership working with Tameside Council and other public sector bodies.

## 8.1. Dealings with local public sector bodies

Survey respondents were asked about the extent of their dealings with each of the main public sector bodies covering the borough of Tameside. An overview of their responses is provided in figure 8.1, along with the local authority figure for Greater Manchester combined.

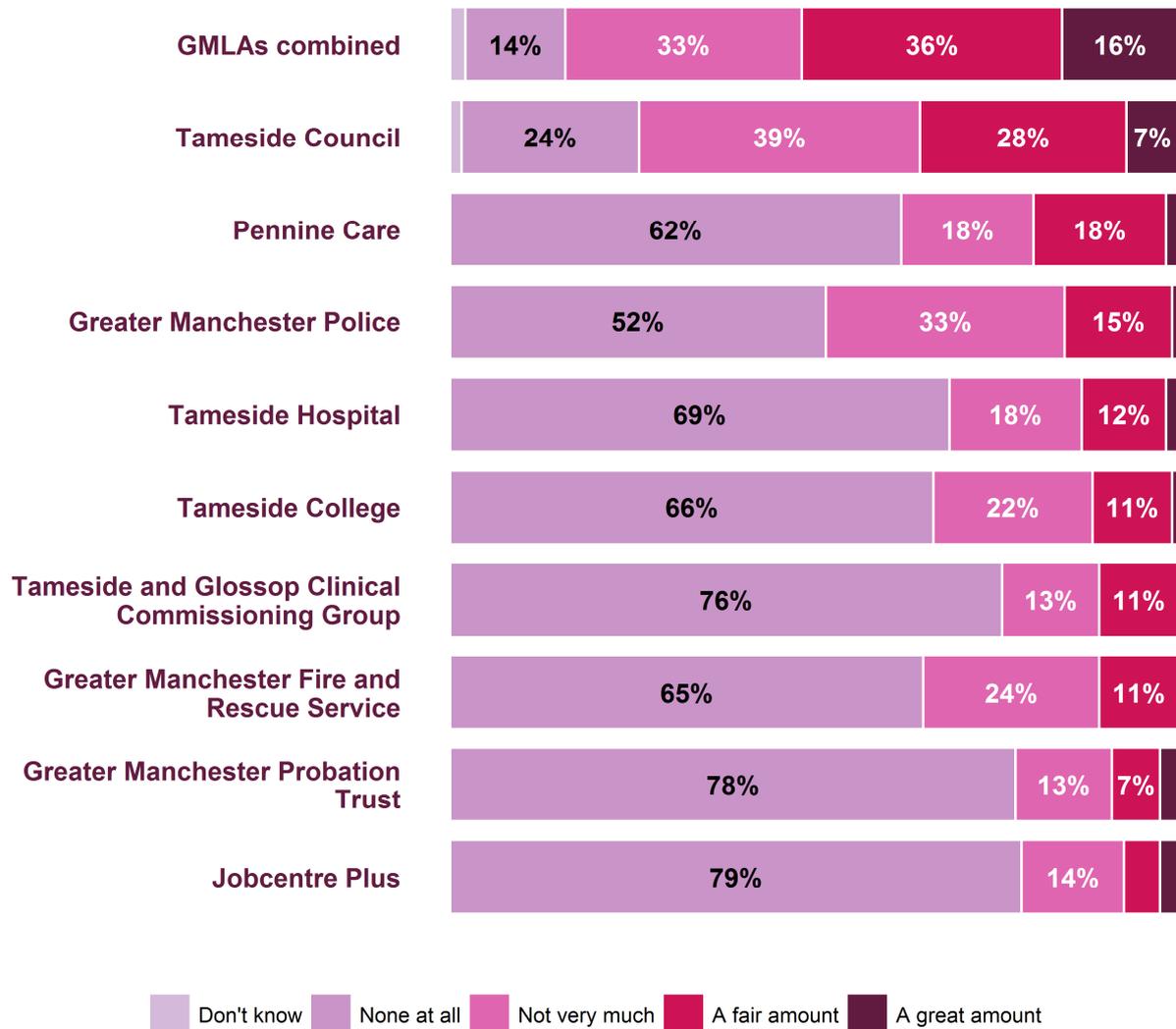
This shows that survey respondents had dealings with a range of local public sector bodies. The three most prominent were Tameside Council, Pennine Care and Greater Manchester Police:

- **Tameside Council:** 74 per cent had some dealings with the Council; including seven per cent who had a 'great amount' of dealings and 28 per cent who had a 'fair amount' of dealings
- **Greater Manchester Police:** 48 per cent had some dealings with Greater Manchester Police; including one per cent who had a 'great amount' of dealings and 15 per cent who had a 'fair amount' of dealings
- **Pennine Care:** 38 per cent had some dealings with Pennine Care; including two per cent who had a 'great amount' of dealings and 18 per cent who had a 'fair amount' of dealings.

Tameside Council was also the organisation respondents had the most dealings with in the 2012/13 survey (69 per cent had some dealings). Greater Manchester Police was also commonly identified in the previous survey (44 per cent).

Local authorities consistently emerged as the most prominent public sector contact for respondents to this study across Greater Manchester. Overall, 16 per cent of respondents said they had a 'great amount' of dealings with their local authority and 36 per cent said they had a 'fair amount'.

**Figure 8.1: Dealings with local public sector bodies<sup>29</sup>**

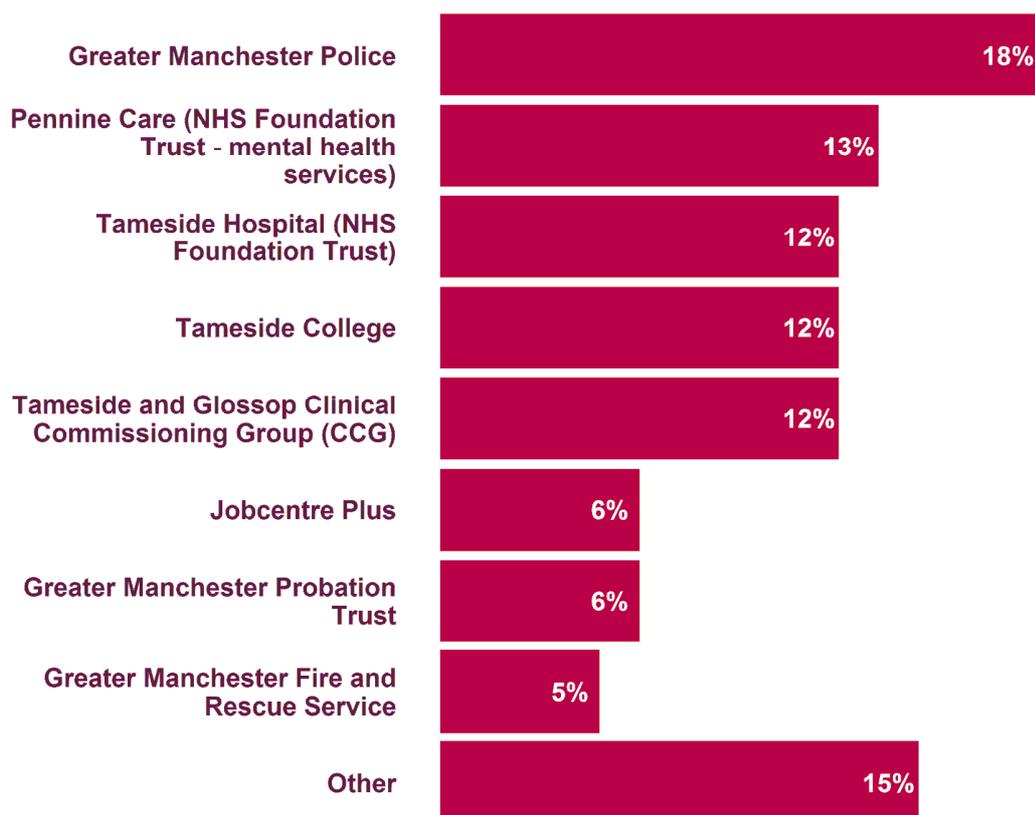


Source: Tameside / Greater Manchester State of the VCSE sector survey 2016/17  
 Base: 119-127 (Tameside), 1,080 (Greater Manchester)

Survey respondents were asked to indicate their most frequent public sector contact other than their local authority. Figure 8.2 shows the responses received to this question with Greater Manchester Police the most commonly cited (18 per cent) followed by, Pennine Care (13 per cent), reflecting the picture from figure 8.1.

<sup>29</sup> GMLAs combined = Greater Manchester local authorities' combined.

Figure 8.2: Most frequent public sector contact other than local authority

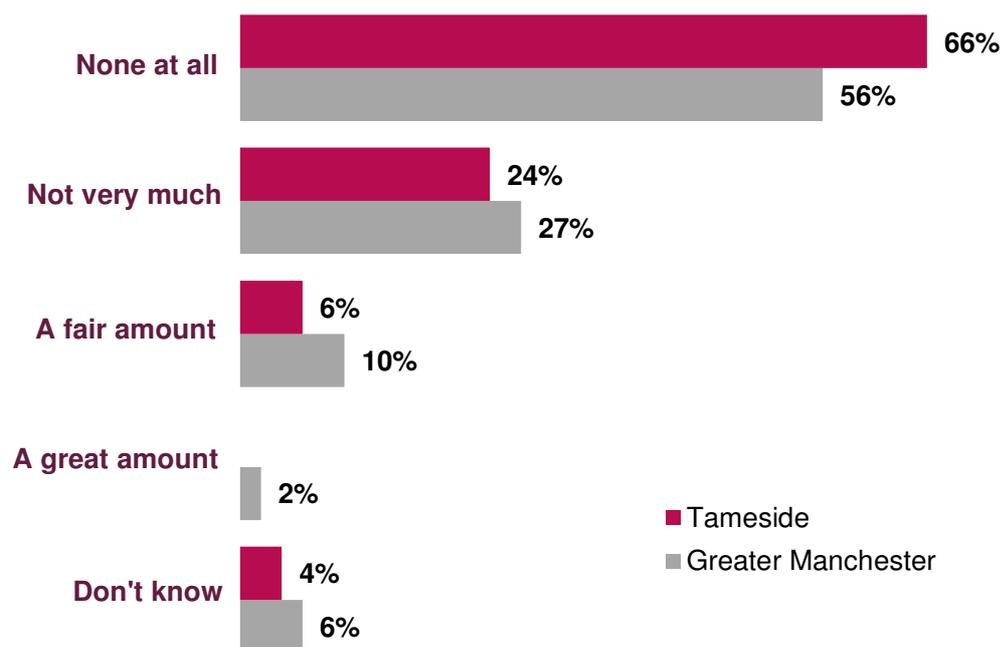


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 82

Respondents were also asked to consider the extent to which their organisation has direct dealings with any emerging Greater Manchester structures (e.g. Greater Manchester Combined Authority, The Office of the Police and Crime Commissioner, The Health and Social Care Devolution Team etc.). Figure 8.3 presents the results to this question.

No respondents reported a 'great amount' of dealings with these structures, though six per cent reported 'a fair amount' and a further 24 per cent reported 'not very much'. **The results were higher across Greater Manchester where 38 per cent had some dealings, including two per cent who had a 'great amount' of dealings and 10 per cent who had a 'fair amount' of dealings.**

**Figure 8.3: Dealings with emerging Greater Manchester structures**



Source: Greater Manchester / Tameside State of the VCSE sector survey 2016/17  
 Base: 124 (Tameside); 977 (Greater Manchester)

## 8.2. Relationships with local public sector bodies

Survey respondents were also asked two further questions about the extent to which their organisations were satisfied with their ability to influence public sector decisions of relevance to their organisation and the extent to which they thought local statutory bodies influenced their success<sup>30</sup>. The results of these questions are summarised in figure 8.4. A comparison with the Greater Manchester average is also provided.

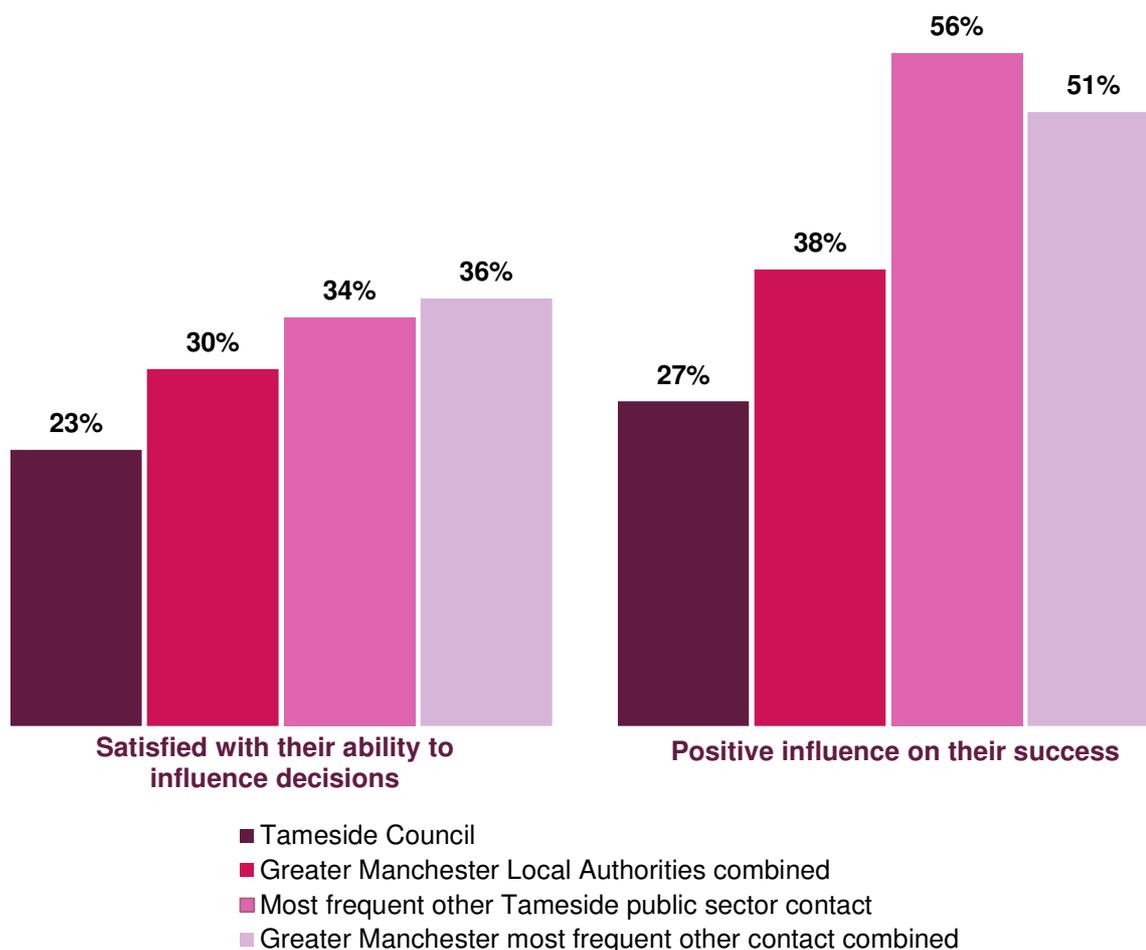
Figure 8.4 shows that 23 per cent of respondents were satisfied with their ability to influence Tameside Council decisions of relevance to their organisation and 27 per cent said that the council had a positive influence on their organisation's success. Results are similar to the Greater Manchester combined figures (30 per cent were satisfied with ability to influence their local authority and 38 per cent agreed their local authority has a positive influence on their success).

Results are very similar to 2012/13, when 23 per cent of respondents were satisfied with their ability to influence Tameside Council decisions of relevance to their organisation and 29 per cent said that the council had a positive influence on their organisation's success.

In addition, 34 per cent of respondents said they were satisfied with their ability to influence the key decisions of their most frequent other public sector contact and 56 per cent said this contact had a positive influence on their success. These are similar to the Greater Manchester combined figures (36 per cent and 51 per cent respectively).

<sup>30</sup> This latter measure was used in 2008 and 2010 to provide evidence of local authority performance against 'National indicator 7: the environment for a thriving third sector'.

**Figure 8.4: Proportion of organisations who said they were satisfied with their ability to influence public sector decisions of relevance to their organisation and who said local public sector bodies influence their organisation's success**



Source: Tameside / Greater Manchester State of the VCSE sector survey 2016/17  
 Base: Tameside: 98/59 (ability to influence), 100/63 (positive influence); Greater Manchester: 897/570 (ability to influence), 889/605 (positive influence)

### 8.3. Funding from local public sector bodies

Respondents were also asked to reflect on their experiences of public sector funding in terms of how successful they had been, how satisfied they were with bidding arrangements, and how satisfied they were with the level of opportunity to bid for long-term funding.

Figure 8.5 shows responses to the question which asked organisations to consider how successful they had been in applying for funding or bidding for contracts. Results are split between perceptions of Tameside Council and of other public sector bodies. A comparison with the Greater Manchester average is also provided.

This shows that 37 per cent of respondents were successful in bidding for funding or contracts with Tameside Council compared to a 36 per cent success-rate with other public sector bodies. At the Greater Manchester level, a slightly higher proportion (45 per cent) had been successful in bidding for funding or contracts from their local authority and from other public sector bodies (40 per cent).

In 2012/13 a higher proportion indicated they had been successful in bidding for funding or contracts from Tameside Council (48 per cent) but the figure for other public sector bodies was lower (32 per cent).

**Figure 8.5: Success bidding for funding and contracts**



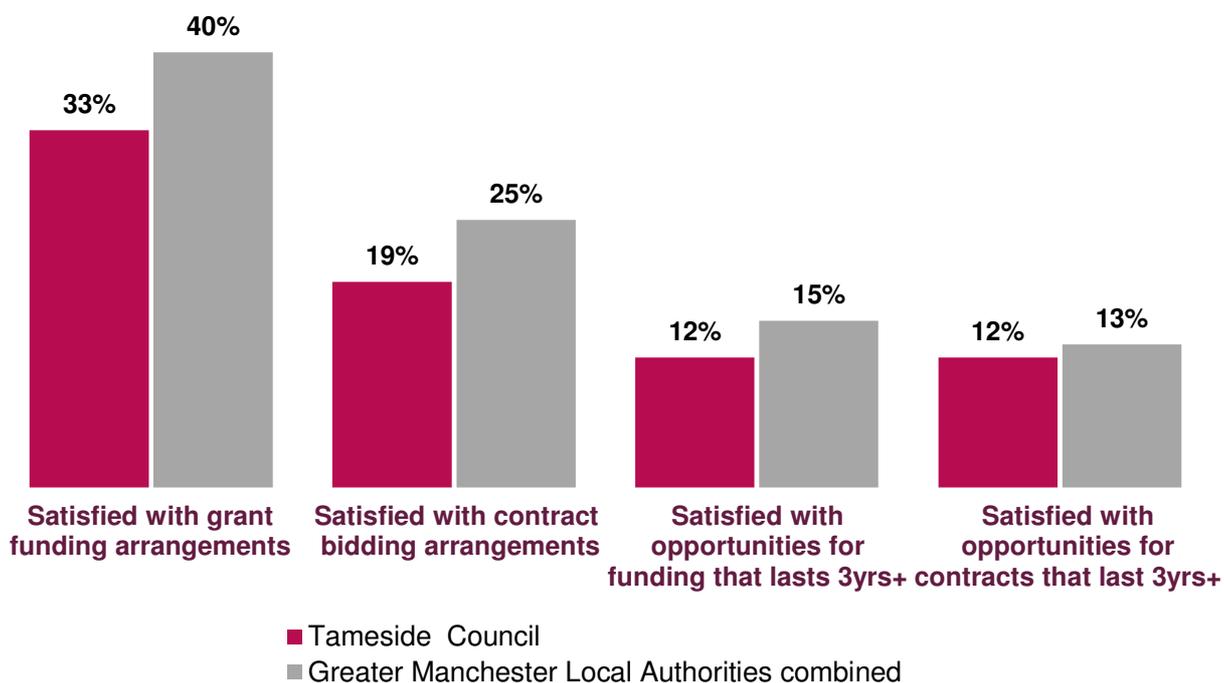
Source: Tameside / Greater Manchester State of the VCSE sector survey 2016/17  
 Base: Tameside: 126/124; Greater Manchester: 1,060/1,036

Respondents were asked specifically about Tameside Council and how satisfied they were with their grant funding and contract bidding arrangements and opportunities for funding and contracts lasting three years or longer. The responses are illustrated in figure 8.6. A comparison with the Greater Manchester local authority average is also provided.

One third (33 per cent) were satisfied with grant funding arrangements. Satisfaction with contract bidding arrangements was lower at 19 per cent. Satisfaction with opportunities for both funding and contracts lasting three years or longer was lower still (both 12 per cent). The pattern was similar among the Greater Manchester combined figures, though in all cases a slightly higher proportion were satisfied.

In 2012/13 respondents were not asked separately about grant funding and contracts. Just over one third (35 per cent) of respondents were satisfied with Tameside Council's funding/bidding arrangements in 2012/13 and 15 per cent were satisfied with their opportunities for funding/contracts which lasted three years or longer.

**Figure 8.6: Experiences of bidding for funding and contracts with local authorities**



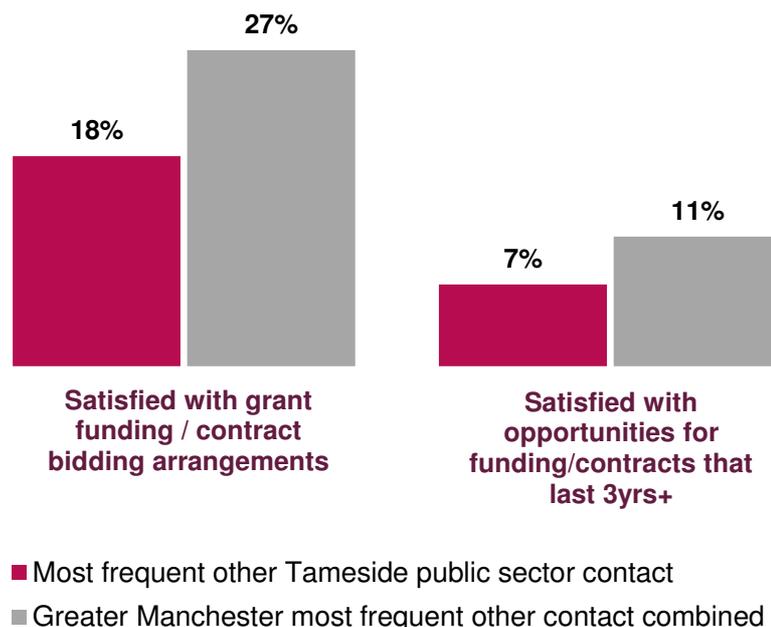
Source: Tameside / Greater Manchester State of the VCSE sector survey 2016/17

Base: Tameside: 88 (grant funding arrangements), 52 (contract bidding arrangements), 73 (opportunities for funding), 50 (opportunities for contracts); Greater Manchester: 808 (grant funding arrangements), 631 (contract bidding arrangements), 703 (opportunities for funding), 605 (opportunities for contracts)

Survey respondents were asked to consider how satisfied they were with the grant funding and contract bidding arrangements of their most frequent other public sector contact. As figure 8.7 shows, 18 per cent indicated they were satisfied, lower than across Greater Manchester as a whole (27 per cent).

They were also asked about their satisfaction with opportunities for funding and contracts longer than three years. Just seven per cent were satisfied, lower again than the Greater Manchester combined figure (11 per cent).

**Figure 8.7: Experiences of bidding for funding and contracts with other public sector bodies**



Source: Tameside / Greater Manchester State of the VCSE sector survey 2016/17  
 Base: Tameside: 77 (funding/bidding arrangements), 76 (opportunities for funding/contracts); Greater Manchester: 705 (funding/bidding arrangements), 687 (opportunities for funding/contracts)

#### 8.4. Qualitative responses on relationships between the VCSE sector and local public sector bodies

The focus groups discussed participants' views about and experiences of working with public sector bodies in Tameside. Two key issues dominated these discussions: the prospects of devolution for VCSE organisations, and issues associated with developing effective relationships with the local public sector.

**There was a general feeling amongst participants that they didn't really know what to make of devolution, but also a tendency to be sceptical about it, in particular its implications for smaller voluntary organisations.** Most VCSE organisations reported good links with certain parts of the public sector, although there was an overriding sense of frustration about not getting enough support and information from the key public bodies.

*"The voluntary sector in Tameside is doing a great job, because there are so many gaps in health for example. But they have taken all the money from social services and they expect us to fill the gap without support; without information or consistent liaising and liaising with the community which are the people who need the services. How will this work?"*

**Participants recognised the challenges facing the public sector as a result of enforced spending cuts, but felt that it was vitally important for the two sectors to have a dialogue so that they could be more efficient in coordinating efforts to deal with problems in the area.**

*"I think everybody is working very hard in worse conditions; both the voluntary sector and public bodies feel so stretched and so stressed. Everybody at grassroots level knows that the overall figure of investment is now less and so the output is less and people get angry and frustrated with agencies."*

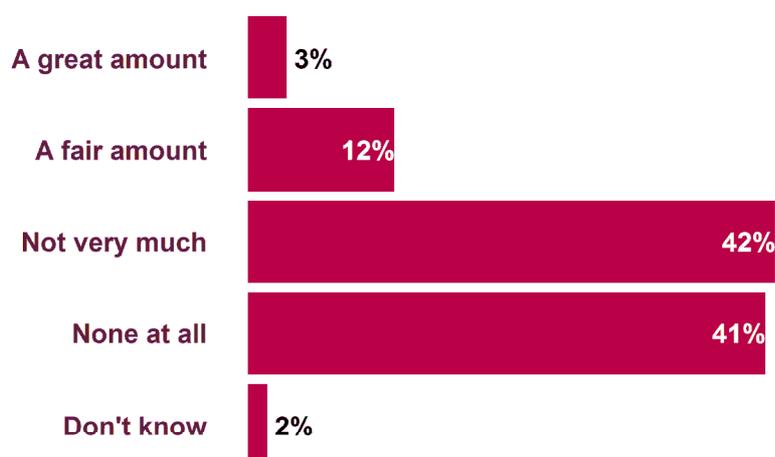
## Partnership Working: the Private Sector

The previous chapter explored respondents' experiences of partnership working with public sector bodies. This chapter moves on to explore their experiences of working with private sector organisations. Only 21 per cent of survey respondents received any income through business donations. While this is an increase since the 2012/13 survey when just 17 per cent received this type of income, this area still appears to be new territory for many VCSE organisations. Survey respondents were asked about their direct dealings and experiences of working with private businesses in Tameside.

### 9.1. Working with private businesses

Survey respondents were asked to indicate the extent to which they had direct dealings with private businesses in Tameside. 57 per cent reported that they had some direct dealings, with 15 per cent having a 'great' or 'fair' amount of contact (figure 9.1). This is slightly lower than the average for Greater Manchester as a whole (21 per cent 'great' or 'fair' amount of contact). The picture has changed from the 2012/13 survey where a lower 46 per cent of respondents reported some direct dealings, including 13 per cent having a 'great' or 'fair' amount of contact.

**Figure 9.1: Extent of direct dealings with private businesses**

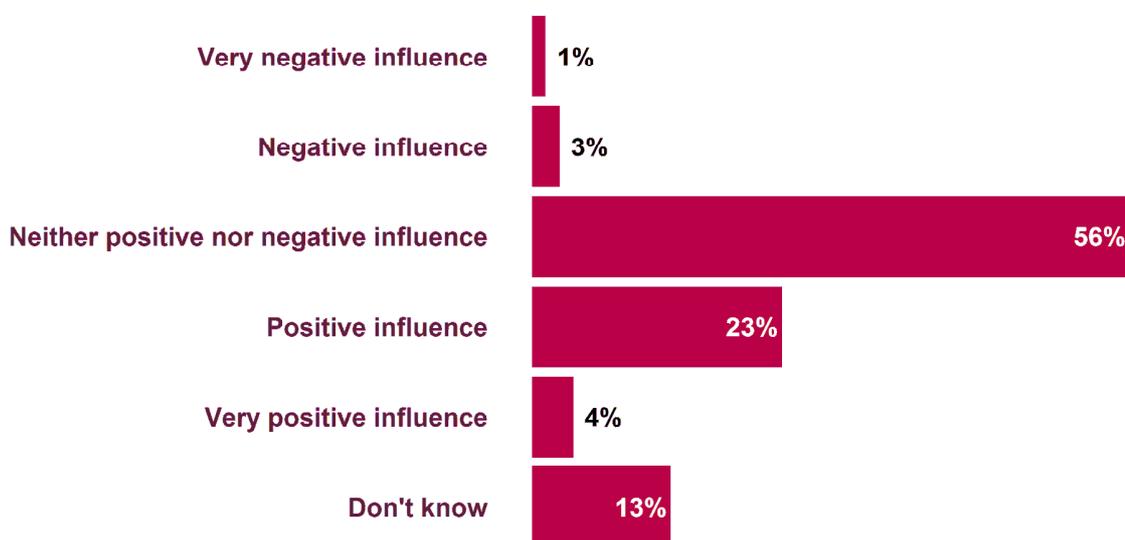


Source: Tameside State of the VCSE sector survey 2016/17  
Base: 128

Just one respondent indicated they are members of a formal private sector-led consortium out of a total of 21 across Greater Manchester. Five per cent (six respondents) of respondents said their organisation is in formal partnership with private sector organisation(s), slightly lower than the seven per cent of organisations across Greater Manchester.

Respondents were asked to comment on the influence private businesses have on their organisation's success. As figure 9.2 shows, taking all things into account, 27 per cent of survey respondents felt that the private business community in Tameside was a positive influence on their organisation's success. This is similar to the proportion for Greater Manchester as a whole (31 per cent) and **an increase since the 2012/13 survey when just 16 per cent of survey respondents felt that the private business community in Tameside was a positive influence on their organisation's success.**

**Figure 9.2: Private business community's influence on VCSE sector organisations' success**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 77

## 9.2. Qualitative responses on working with private sector businesses

Focus group participants discussed their views about and experiences of working with private businesses. Overall, their experiences of and relationships with private businesses was mixed. A number of participants reported long-standing relationships with local business while others received only occasional donations and not any sort of formal partnership.

A key advantage of working with the private sector was that they could move things more efficiently, in either one-off or longer collaborations, compared to working with the public sector. However, concerns were expressed about the different aims and culture of private business, which centre on the generation of profit, and that this is not always a natural fit with the social aims of most VCSEs. **However, participants argued that when businesses are truly motivated by philanthropy and a genuine intent to do some good in the community, working with the private sector can be mutually beneficial.**

*"A business is designed to make money and what we've found, is that sometimes businesses want to be real generous... It all sounds really generous and it does benefit us for what we are doing, but, invariably there would be a photographer there. Also, I know that they would pay money to have these things removed so we are basically removing their waste and they are getting the publicity of being generous. We always take it because we need it of course, but you know it's not so ethical. On other occasions, we find a genuine philanthropic attitude; so I've had a mixed bag with businesses so far."*

*"You have to be very pragmatic with these people. If you do find a business which is genuinely generous, then they are very pragmatic, they eschew the paperwork when they trust you and they can be very efficient, and we can be more efficient in what we do."*

*"We work with businesses for fundraisers and they are really matter of fact in their attitude. We also have an arrangement with a business to receive building materials, not money really."*

# Partnership Working: Voluntary Community and Social Enterprise Organisations

The previous two chapters have explored respondents' experiences of working with organisations from the public and private sectors. This chapter discusses survey respondents' views on their work with other VCSE sector organisations.

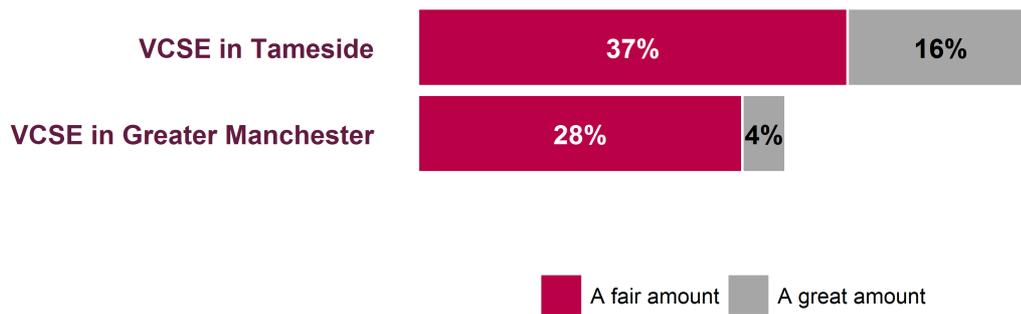
## 10.1. Working with other VCSE organisations

Survey respondents were asked about the extent to which they had direct dealings with other VCSE sector organisations in both Tameside and Greater Manchester.

The vast majority (91 per cent) had some direct dealings with other VCSE sector organisations in Tameside, and as figure 10.1 illustrates, 53 per cent had a 'great' or 'fair amount' of contact. A very similar proportion of organisations across Greater Manchester had some direct dealings with other VCSE sector organisations in their local area (90 per cent), **but a slightly higher proportion had a 'great' or 'fair amount' of contact (67 per cent). A lower proportion had direct dealings in the 2012/13 survey (78 per cent) and a lower proportion had a 'great' or 'fair amount' of contact (51 per cent).**

The proportion of respondents reporting they had direct dealings with other VCSE sector organisations in Greater Manchester was lower (65 per cent), along with the proportion who had a 'great' or 'fair amount' of contact (31 per cent). Results were similar at the Greater Manchester level (70 per cent direct dealings and 37 per cent with a 'great' or 'fair amount' of contact). Survey respondents were only asked about their dealings with other VCSE organisations across Greater Manchester in 2016/17.

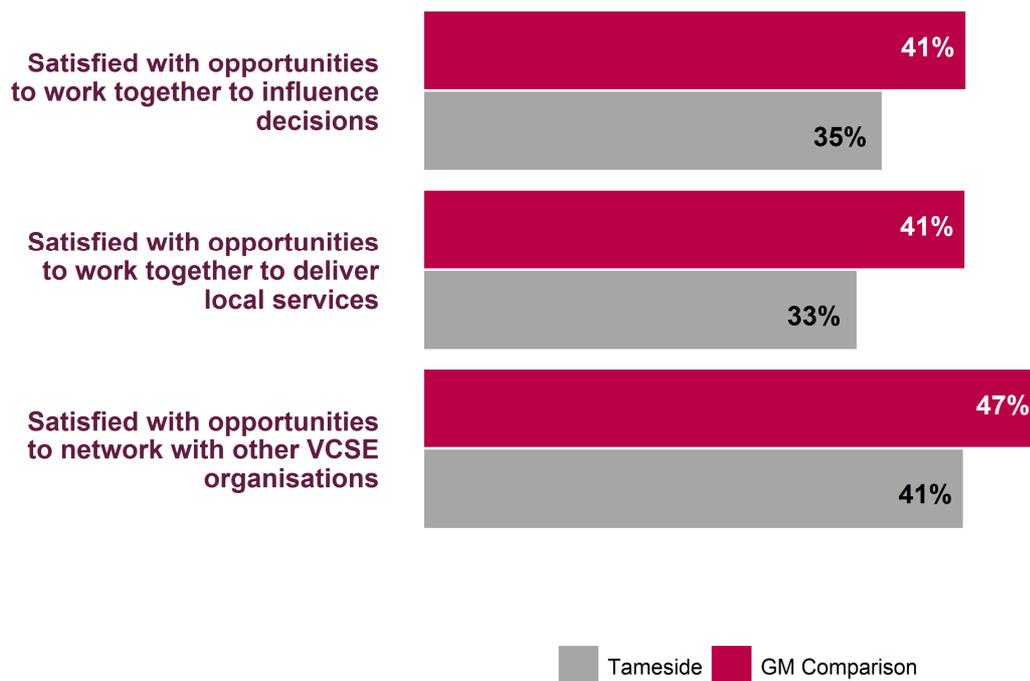
**Figure 10.1: Extent of direct dealings with VCSE organisations**



Source: Tameside State of the VCSE sector survey 2016/17  
 Base: 125 (Tameside) / 108 (Greater Manchester)

Respondents were asked to reflect on the opportunities they had to work with other VCSE sector organisations in terms of influencing local decisions, delivering local services and networking. Figure 10.2 summarises the responses.

**Figure 10.2: Satisfaction with opportunities to work with VCSE organisations**



Source: Tameside State of the VCSE sector survey 2016/17  
 Base: 123 (influence decisions) / 121 (delivering services) / 124 (networking)

**This shows that 35 per cent of respondents were satisfied with the availability of opportunities to influence local decisions (40 per cent in 2012/13) and that 33 per cent were satisfied with the availability of opportunities to work together to deliver local services (42 per cent in 2012/13). A higher proportion of organisations across Greater Manchester were satisfied with opportunities to influence local decisions (41 per cent), and with opportunities to work together to deliver local services (also 41 per cent). 41 per cent of respondents were also satisfied with opportunities to network with other VCSE organisations (47 per cent across Greater Manchester as a whole).**

**13 per cent of respondents said their organisation is a member of a formal VCSE sector consortium, lower than the 22 per cent of organisations across Greater Manchester.**

Only five per cent indicated their organisation is in another type of formal partnership with other VCSE organisations to deliver specific services (13 per cent across Greater Manchester). A wide range of responses were received when organisations were asked to specify which partnership they were members of, with a range of services covered by partnerships.

## **10.2. Qualitative reflections on working with other VCSE organisations**

The focus groups discussed participants' views about and experiences of working in partnership with other VCSE organisations in Tameside and more widely. All participants reported good relationships with other VCSEs but were rarely involved in formal partnerships.

*"We do work with other VCSEs, it's been very helpful; we have our ties in the sector and try to use them."*

*"We have a lot of small connections, nothing which is really regular, or big, or contractual. Basically just organising events in Christmas, day-trips with youth groups, things like that."*

Most contact with other VCSEs took place informally at a local level through in the form of mutual help and support, for example working together to co-organise events, and the occasional sharing of resources.

# The Future

This chapter details the responses received to questions about the future in the survey of organisations.

## 11.1. Factors assisting or constraining delivery

Respondents were asked to consider the factors they anticipated assisting or constraining their organisation over the next 12 months. Figure 11.1 illustrates that over two-fifths of respondents thought the following factors would assist their organisation over the next year:

- **ability to employ staff with sufficient skills:** 47 per cent anticipated this factor assisting their organisation; including 19 per cent who saw this as 'greatly assisting' and 28 per cent 'assisting'
- **engagement with other VCSE organisations:** 43 per cent anticipated this factor assisting their organisation; including six per cent who saw this as 'greatly assisting' and 37 per cent 'assisting'
- **engagement with public sector bodies:** 42 per cent anticipated this factor assisting their organisation; including six per cent who saw this as 'greatly assisting' and 36 per cent 'assisting'.

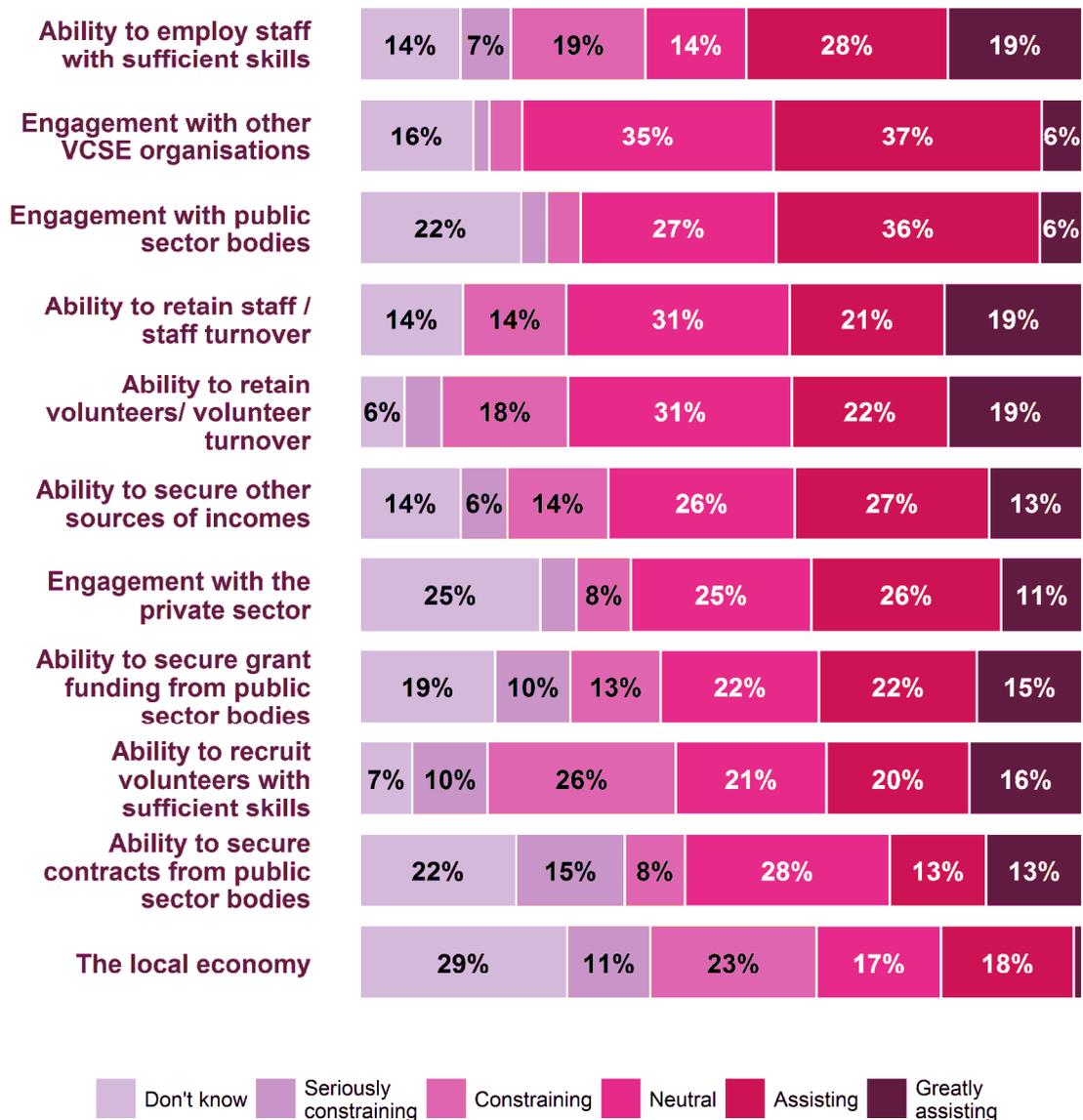
Engagement with other VCSE organisations was the most common factor selected across Greater Manchester, with 50 per cent of organisations envisaging this factor assisting their organisation over the next 12 months.

In contrast over one third saw the following factors as constraining their organisation over the next 12 months:

- **ability to recruit volunteers with sufficient skills:** 36 per cent anticipated this factor constraining their organisation; including 10 per cent who saw this as 'seriously constraining' and 26% per cent 'constraining'
- **the local economy:** 34 per cent anticipated this factor constraining their organisation; including 11 per cent who saw this as 'seriously constraining' and 23 per cent 'constraining'.

The local economy was the most common factor selected across Greater Manchester as a whole, with 38 per cent anticipating this factor constraining their organisation over the following year.

**Figure 11.1: Factors anticipated as assisting or constraining organisations over the next 12 months**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 42-97

Following on from quantitative questions regarding the factors that organisations anticipated assisting or constraining their organisation over the next year, respondents were also asked to provide further qualitative (i.e. written) information about these factors.

Unsurprisingly some organisations were concerned with accessing public sector funding or resources:

*"There is little or no money available for which we can apply, since we cannot specify that we are assisting one particular sector of the community"*

*"Lack of funding and inability to pay for a team of staff is a constant worry"*

**The most common concern, however, was with volunteer recruitment and retention:**

*"Ongoing difficulties with recruiting new and retaining existing volunteers"*

*"Experienced and dedicated volunteers are hard to recruit"*

*"We have difficulty in finding volunteers with the necessary skills"*

*"We really struggle to get any volunteers to come and stay long enough to be trained and effective"*

Some also stressed the importance of local economic conditions to their future success:

*"We are dependent financially on our social enterprise which is affected by the local economy"*

*"Local and national economics impacts the most on voluntary sector ability to deliver services"*

Not all comments on these issues were negative, however. There was some optimism from organisations on their future prospects:

*"We are increasingly confident that we will be able to secure funding from public sector bodies that will enable us to deliver services"*

*"We have sufficient dedicated volunteers to carry out the aims of the Charity"*

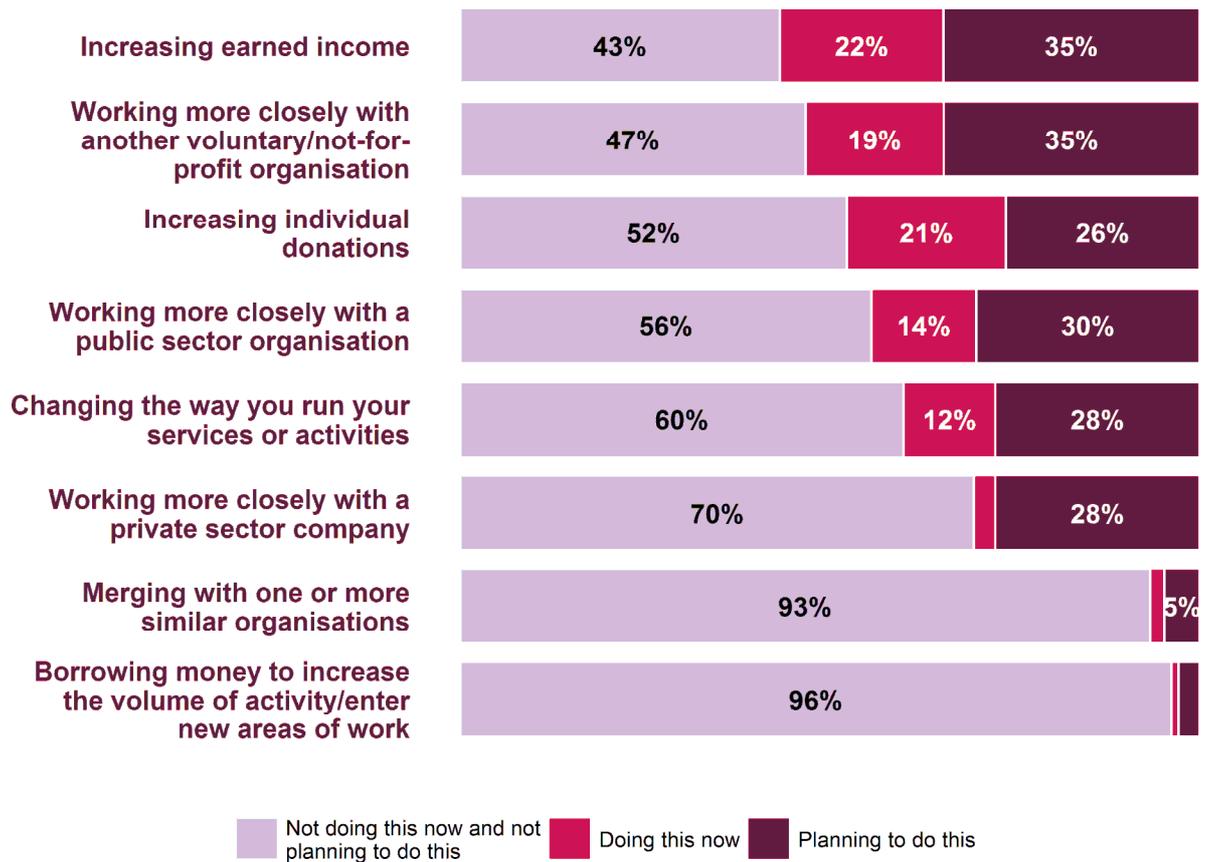
## **11.2. Current and future strategies**

Survey respondents were asked what strategies they are actively pursuing or planning to pursue. Figure 11.2 summarises the responses received and shows that almost half or more of respondents were already doing or planning to do the following:

- **increasing earned income:** 57 per cent were already pursuing or planning to pursue this strategy; including 22 per cent who are doing this now and 35 per cent who are planning to do this
- **working more closely with another voluntary/not-for-profit organisation:** 53 per cent were already pursuing or planning to work more closely with other VCSE organisations; including 19 per cent who are doing this now and 35 per cent who are planning to do this in the future
- **increasing individual donations:** 48 per cent were already pursuing or planning to increase individual donations; including 21 per cent who are doing this now and 26 per cent who are planning to do so.

Results across Greater Manchester followed a broadly similar pattern, but organisations were in general more likely to be currently pursuing each of the listed strategies or planning to do so.

**Figure 11.2: Strategies being planned or pursued**



Source: Tameside State of the VCSE sector survey 2016/17  
 Base: 104-107

## Conclusions

### ***1. The VCSE sector in Tameside continues to occupy an important strategic position between policy development, service provision and everyday life.***

There are an estimated 1,167 organisations working in the VCSE sector in Tameside who are involved in many areas of activity.

As in the 2013 study, the local area is a main focus for the majority of organisations; 43 per cent identified particular neighbourhoods or communities in Tameside as their highest main geographic focus, and a further 28 per cent identified the whole of the Tameside local authority area as their highest main geographic focus.

The thematic areas with the greatest proportion of organisations working in them are: health and wellbeing; sport and leisure; community development; and education, training and research (which includes information, advice and guidance); the same four areas selected most frequently in 2012/13.

The VCSE sector plays a key role in fostering strong and cohesive communities within Tameside and is an essential part of the social fabric of the borough. Two-thirds of respondents felt they were improving people's mental wellbeing (66 per cent) and 58 per cent claimed they were improving people's physical wellbeing.

### ***2. The sector in Tameside remains an important economic player, contributing significantly to GVA<sup>31</sup>, but patterns in income, expenditure and the level of reserves suggest that, as in 2013, the sustainability of many organisations may be under threat.***

Valuing the contribution of both paid employees and volunteers and committee/board members to Tameside organisations by the expected value of the output that they produced gives an estimated contribution overall of £115.4 million.

Total income of the VCSE sector in 2014/15 is estimated to be £53 million. This represents an increase of one per cent compared to 2013/14 when the total income of the VCSE sector was an estimated £52 million. The majority of organisations are micro or small although the majority of income is concentrated in large and medium-sized organisations.

The picture is more positive overall than in the previous 2013 study which identified year-on-year reductions in income. However analysis of income data across Greater

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<sup>31</sup> Gross Value Added (GVA), the value of goods and services produced, is a key measure of the economic contribution of organisations or sectors.

Manchester by organisation size revealed micro and small organisations experienced year on year reductions in total income between 2012/13 and 2014/15. By contrast medium and large organisations saw a reduction in total income between 2012/13 and 2013/14 but then an increase between 2013/14 and 2014/15.

Almost half (47 per cent) of respondents reported increasing their expenditure but only 35 per cent had experienced an increase in income and only 20 per cent report an increase in reserves.

In addition, 25 per cent of respondents reported a decrease in income but only 12 per cent reduced their expenditure.

30 per cent of respondents provided an expenditure figure for 2014/15 that was greater than their income. These results indicate a sizeable number of organisations spent more money than they received in the last 12 months and that a considerable number of organisations are using their reserves to supplement their income, potentially leaving them in a fragile financial position.

### ***3. The VCSE sector in Tameside continues to provide significant social value.***

It is estimated that the VCSE sector in Tameside made 1.5 million interventions with clients, users or beneficiaries in the previous year.

VCSE organisations work with a range of different people, especially children and young people and older people, but also people from vulnerable groups (for example those with health problems).

### ***4. The VCSE sector continues to be a significant employer.***

In 2016/17 there were an estimated 1,300 FTE paid staff. In addition the sector was supported by 26,000 volunteers and 8,000 committee/board members who combined donated 83,400 hours per week.

Valuing the contribution of paid employees to Tameside organisations by the expected value of the output that they produced gives an estimated annual contribution of £39.9 million. Doing the same for volunteers and committee/board members gives an estimated contribution of £75.5 million.

### ***5. Volunteering is essential to what VCSE organisations do however there are challenges associated with volunteering across the borough.***

Almost two-fifths (37 per cent) of organisations responding to the survey reported increased numbers of volunteers compared to the previous year, while just 15 per cent of organisations reported a decrease in volunteer numbers.

Focus group participants argued that volunteering is essential for what they do and in general were very positive with regards to volunteering. However, participants did identify one recent development which was affecting the way they worked with volunteers. This was when volunteers are referred to the organisation from other voluntary groups or public bodies as part of an employment programme or as a condition of benefits. Participants argued that sometimes these potential volunteers got involved in activities without really wanting to, which could undermine VCSE organisations' ability to function effectively.

Linked to this was the ongoing challenge of recruiting and retaining skilled and committed volunteers for the long term, which was something most participants said their organisation struggled with.

## ***6. There is a mixed picture in Tameside regarding relationships between the VCSE sector and public sector bodies.***

Overall, 74 per cent of respondents in Tameside had some dealings with Tameside Council (69 per cent in 2012/13): seven per cent had a great amount of dealings with the Council and 28 per cent had a fair amount of dealings.

Around one quarter (23 per cent) of respondents were satisfied with their ability to influence Tameside Council decisions of relevance to their organisation while 27 per cent said Tameside Council had a positive influence on their organisation's success. Results are very similar to those in 2012/13.

Most focus group participants reported good links with certain parts of the public sector, but there was an overriding sense of frustration about not getting enough support and information from the key public bodies.

There was also a general feeling amongst participants that they didn't really know what to make of devolution, but also a tendency to be sceptical about it, in particular its implications for smaller voluntary organisations.

## ***7. Engagement with private businesses remains relatively low but perceptions of the private business sector appear to have improved.***

57 per cent of organisations had some direct dealings with private businesses, with 15 per cent having a 'great' or 'fair' amount of contact. This is a change from 2012/13 when 46 per cent reported some direct dealings and 13 per cent had a 'great' or 'fair' amount of contact.

Over one quarter (27 per cent) felt that the private business community in Tameside was a positive influence on their organisation's success. This is an increase since 2012/13 when just 16 per cent agreed private businesses were a positive influence.

Overall, focus group participants had mixed experiences of and relationships with private businesses. A number of participants reported long-standing relationships with local business while others received only the occasional donation and no formal partnership.

## ***8. The VCSE sector in Tameside continues to be well connected internally although most contact appears to be informal.***

As in the 2013 study, the majority of organisations had some direct dealings with other VCSE sector organisations in their local area, including 53 per cent who had a 'great' or 'fair amount' of contact.

Just 13 per cent of respondents said their organisation is a member of a formal VCSE sector consortium.

All focus group participants reported good relationships with other VCSEs but were rarely involved in formal partnerships.

## ***9. The sector still faces an uncertain future.***

With austerity measures set to continue for the foreseeable future and public sector funding for the sector continuing to be squeezed, there are still reasons for caution within the sector.

Respondents appear to recognise this uncertainty and are pursuing a range of strategies to ensure their sustainability, in particular, generating earned income from other sources, partnership working and organisational change.

# Appendix 1



## Methodology

### *Survey of organisations*

At least partial responses were received from 65 of the 735 organisations that were sent a survey questionnaire: this represents a response rate of nine per cent. Another web-based version of the survey was also distributed by Action Together in Oldham and Tameside, reaching organisations also included in the original sample and beyond. Action Together played a key role in boosting the response rate to the survey by utilising their relationships with the sector to encourage organisations to complete a questionnaire. In addition GMCVO distributed a version of the survey via their networks. A further 75 responses were collected via these methods, meaning a total of **140 responses were collected overall** during September 2016 - January 2017, giving a higher overall response rate.

The survey was undertaken as part of a wider study in six other Greater Manchester boroughs: Bolton, the City of Manchester, Oldham, Rochdale, Stockport and Salford.

The questionnaire was based on the one originally developed for the 'State of the Voluntary Sector Survey' undertaken in Salford in 2010. The questionnaire was revised for the 'Greater Manchester State of the Voluntary Sector' research undertaken in 2012/13 and again for this wave of the survey following input from the Research Steering Group. The Greater Manchester Chief Officers Group also provided additional oversight regarding the survey design and implementation.

The questionnaire provided data on various aspects of the VCSE sector including:

- **the scale and scope of its activity**, including the roles organisations undertake, the people they support, and the areas they benefit
- **the economic impact of its work**, including income and expenditure, sources of funding, the role of paid staff and volunteers, and financial sustainability
- **relationships with the public sector**, including Tameside Council, public sector health bodies, and a range of other local statutory bodies
- **relationships with other local organisations**, including VCSE organisations and private businesses.

Where possible the report compares results from the latest survey and the 2012/13 study. Revisions to the questionnaire mean that comparisons are not always possible or appropriate. It is also worth noting that in 2012/13 a large postal survey was the main method of data collection which was supplemented with a web based survey. This is different to the latest study when a web based survey was the primary method of data collection.

When reading the report it is important to acknowledge two key points. First, the results reported are based on the survey responses received. Therefore it is possible that if a different sample of organisations had taken part in the survey different results may have emerged. It is estimated that the results reported are within +/- 7.8 percentage points of the true value.

Secondly, on a number of occasions the analysis in this report has used extrapolations from the survey responses to provide estimates of totals for all organisations that work in the VCSE sector including:

- the number of clients, users and beneficiaries of the sector
- the total income of the sector
- and the number of FTE paid staff and the number of volunteers and committee/board members that are part of the sector's workforce; including the hours per week that volunteers contribute.

In each case the same three stage method has been used for calculating the sector wide totals:

- **stage one:** calculate the Greater Manchester averages for each of the four size bands of organisations: 'micro', 'small', 'medium' and 'large': column (a) in table A1
- **stage two:** multiply the average for each size band (column (a) in table A1) by the estimated number of organisations within that size band (column (b) in table A1) to give the total for each size band of organisations (column (c) in table A1)
- **stage three:** sum the estimates from stage two (column (c) in table A1) to give a sector wide total estimate (cell (d) in table A1).

This was necessary to take account of noticeable differences in the response rates by organisation size. A failure to do this would lead to upwardly biased estimates: a small number of mainly 'large' organisations create a high mean value that is not representative of the majority of organisations. This is an important point given that we estimate that a large proportion of the sector is made up of 'micro' organisations which tend to have far lower values and not taking into account difference by size of organisations would produce estimates that are much higher.

**Table A1: Extrapolations: a worked example (total annual income)**

|                       | Average income by size<br>(a) | Estimated number of organisations<br>(b) | Total income (thousands)<br>(c) |
|-----------------------|-------------------------------|--|---------------------------------|
| Micro (under £10k)    | £2,438                        | 792                                      | £1,930,426                      |
| Small (£10k to £100k) | £38,844                       | 290                                      | £11,271,991                     |
| Medium (£100k to £1m) | £320,581                      | 78                                       | £25,010,280                     |
| Large (over £1m)      | £2,201,023                    | 7  | £14,436,849                     |
| <b>Total</b>          |                               |  | <b>(b) £52,649,546</b>          |

Please note it has been assumed here that the estimated averages for Greater Manchester organisations are representative for organisations within Tameside. So, for example, it has been assumed that the estimated average income of approximately £320,600 for medium sized organisations across Greater Manchester is representative of the income for medium sized organisations within Tameside.

Using the Greater Manchester averages improves the reliability of the estimates.

### **Focus groups**

A focus group was conducted to provide a further depth of understanding to some of the themes covered in the State of the Sector Survey. The group was held midway through the survey administration and undertaken by Action Together who recruited local organisations to participate in the groups.

A topic guide was devised to help guide discussions and ensure a standardised approach across all local authority areas conducting focus groups. The topic guide was created in partnership between CRESR and the Research Steering Group with CRESR providing advice and guidance on best practice in undertaking this type of research.

The focus group lasted approximately 1 hour - 1 hour 30 minutes and was digitally recorded with consent obtained from all participants. The recording was then provided to CRESR who analysed the discussion. Analysis of the discussion is included in the relevant chapters of this report.

The topics discussed in the focus group concentrated on four key themes: volunteering, working with the public sector, working with other VCSE organisations and working with the private business sector.

The focus group took place with small VCSE groups/registered charities.

### **Legal status of responding organisations**

Respondents to the questionnaire were asked to identify the legal status of their organisation. For this question it was possible for organisations to select registered charity in addition to identifying their legal form. Figure A1 below shows that 34 per cent were a group with a constitution, but not registered charities and 18 per cent of organisations were a company limited by guarantee and that separate to identifying their legal status half of respondents, 49 per cent, identified that their organisation was a registered charity.

These results are slightly different to those in the 2012/13 survey when:

- 45 per cent of organisations were a group with a constitution, but not registered charities (noticeably higher than the latest survey)
- 13 per cent were companies limited by guarantee
- four per cent of organisations had no legally constituted form
- 43 per cent of respondents identified that their organisation was a registered charity.

In the latest survey, however, six per cent of respondents indicated their organisation was a Community Interest Company; double the proportion in 2012/13 (three per cent).

Across Greater Manchester:

- 30 per cent of organisations were a group with a constitution - but not a registered charity
- 28 per cent were a company limited by guarantee
- four per cent of organisations had no legally constituted form
- 49 per cent of organisations were registered charities.

**Figure A1: The legal status of responding organisations**



Source: Tameside State of the VCSE sector survey 2016/17  
Base: 138

# Sheffield Hallam University

*Tameside state of the voluntary, community and social enterprise sector 2017 : A report on social and economic impact*

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