



# State of the Voluntary and Community Sector in Camden

2024

Data & Insights for a sustainable future



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# Executive Summary

The London Borough of Camden is enhanced by having a diverse voluntary and community sector, including faith groups and social enterprises. This sector helps reach and develop relationships of trust with residents and communities, as well as supporting some of the most vulnerable. The diversity of the sector and its responsiveness to the pandemic and cost of living crisis has widened recognition and highlighted its importance to local society.

The sector plays an important role in mobilising community action, tackling the causes and effects of poverty, inequality, and social and economic exclusion. A strong and vibrant sector is therefore at the heart of a fairer Camden.

This research was commissioned by Camden Infrastructure Partners to help local stakeholders better understand the strengths and challenges of Camden's civil society in today's operating environment, as well as support requirement. By analysing a mix of primary and secondary data, supplemented by interviews with local stakeholders, we identified contributory factors to a challenging ten years. The sector has been hit by financial and demand pressures associated with these unprecedented times. Changes to workforce and operational practices identified by this research project will hopefully help identify opportunities to better meet the needs of the sector.

The breadth of sector activity and the number of organisations of varying sizes makes the delivery of infrastructure support complex. The interviews undertaken highlighted how varied organisational needs are. Due to the complex nature of the challenges some organisations face, personalised support will often be required.

We have been able to present the sector's support requirements against some of the biggest challenges the research identified.





## Grassroots Civil Society and Small Groups

To nurture local developments in civil society and small groups we identified the following support requirement:

- **An incubator hub accessible in-person and digitally providing a range of information, guidance and access to support services and mentoring**



## Demonstrating Impact and Understanding Need

Organisations of all sizes in Camden strategically benefit from robust evidence of need and the ability to demonstrate their value. To effectively achieve this, we identified the following support requirements:

- **Support to measure and communicate impact and social value**
- **More Community Action Research (CAR) to better understand need**
- **Creation of a multi-agency data repository increasing data access**



## People - Paid and Voluntary Workforce

Of all the themes in this report, workforce presented the most challenges and complexity. Organisational support requirements are therefore greater and may require longer term investment:

- **Support to reimagine volunteering**
- **Collaborative investment in local workforce**
- **Workforce development hubs for training**
- **Promotion of employee volunteering**
- **Sector wide Employee Assistance Programme (EAP)**
- **Access to affordable HR support**
- **Salary benchmarking survey for the sector in Camden**

## Sustainability



To ensure the strength and resilience of the local sector is maintained, we have identified the following priorities where some organisations will require support:

- **Support with strategic, financial and operational planning**
- **A programme to build fundraising skills and capacity**
- **Investment in Customer Relationship Management (CRM) systems**
- **Brokerage of strong sector partnerships for bidding**
- **Targeted fundraising support for groups most in need**

## Proactively Responding to Change



Camden's VCS needs support to effectively respond to and manage change in several areas. We have identified:

- **Accessible information resources focused on change**
- **Cultural Advocacy Programmes**
- **Consultation with equity-led organisations on their specific infrastructure support needs**
- **Build capacity of sector to engage with and address environmental and climate change priorities**
- **Programmes to improve use of technology and AI**

# Background to this Research

**This research was commissioned by the Camden Infrastructure Partners, a group of organisations providing supporting services for the voluntary, community, faith and social enterprise organisations in the borough.**

The research was undertaken by Ian Beever and Sandra Vogel of Ian Beever consultancy and training. Supported by Camden Council, the core membership of Camden Infrastructure Partners are:

**Voluntary  
Action  
Camden  
(VAC)**

**Volunteer  
Centre  
Camden  
(VCC)**

**Young  
Camden  
Foundation**

**Camden  
Community  
Centres'  
Consortium -  
C4**

The research aims to help Camden Infrastructure Partners and the wider infrastructure stakeholder group better understand the strengths and challenges of Camden's civil society in today's operating environment. Civil Society is the term used to describe the voluntary and community organisations, as well as informal groups of people who come together to make the community a better place to live.

This is a reflective piece of work, conducted in a complex environment. Insights are intended to inform discussion and action from all organisations interested in supporting a thriving, independent voluntary and community sector in Camden.



## About the VCS in Camden

For the purposes of this report, we use the term **VCS to embrace voluntary and community sector organisations, social enterprises, faith groups, formal and informal volunteering and social action.**

Camden is a borough with a strong history of nurturing social action in all its forms. The sector is an important part of the local economy, creating employment and leveraging investment into the borough. The VCS is part of the social fabric of Camden, often strongly rooted in the borough's diverse communities. The scope of the sector's activities and reach is immense ranging from arts and culture, community safety and social welfare through to tackling the most important aspects of inequality and social injustice in modern society.



There are more than **2400** **voluntary and community groups** across the borough.

We Make Camden:  
Camden state of the borough 2023

In recent years, Camden's VCS has endured a range of challenges caused by austerity, the pandemic and the cost-of-living crisis. Like the public and private sectors across the UK, the VCS has been hit by the financial and demand pressures associated

with these unprecedented times. A deeper understanding of the collective implications of these forces will help identify opportunities to better meet the needs of the sector.

The research utilised local sector data, research from a range of trusted organisations external to the borough and capture the wealth of valuable insights of local stakeholders. The process helped identify trends, issues and challenges for the sector as well as examples of good practice.

We have adopted the NCVO categories of micro-organisations (income of less than £10,000) and small organisations (income of £10,001 to £100,000) in this research. Nationally, micro-organisations make up 47% of the charity sector and small organisations 33%. At borough level, 80% of organisations are classed as being small using this categorisation.

The Mayor of London's Civic Strength Index scores Camden highly for the level of community activity and organisations across communities with protected characteristics. In comparison to other boroughs, Camden has a strong and active sector that engenders a great sense of pride. The index identifies organisations run for by and for deaf and disabled people and women as marginally less developed than the wider local sector.

## Our research methods

Following the initial briefing by Camden Infrastructure Partners, over a twelve-week period we sourced relevant data, research and insight reports.

This enabled a framework to be developed and used as a structure for engagement.



We engaged 17 people across 13 Camden stakeholder organisations to drill down into the themes generated from the data analysis. Some of this engagement was targeted in order to ensure the issues and challenges for the sector were explored with a diverse sample, especially those most affected. The quality of discussion and willingness to explore new approaches shown by those we interviewed was notable. As was a very strong commitment to Camden and its communities.

The research project generated huge volumes of data and insights, all with some value and merit. This has been subsequently edited and where possible prioritised, so this report is useful and sufficiently focused.

# Grassroots Civil Society and Small Groups

**Camden has a vibrant and active VCS. Smaller and volunteer led groups are a significant asset to Camden's social and economic fabric, many linked to, or embedded in local communities.**

As borough demographics change, the profile of formal and informal social action changes in equal measure. Most start-ups struggle when they must formalise and meet a range of new regulations.



To effectively nurture and ensure sustainability of civil society developments, we have identified the following support requirements:

- An **incubator hub model of support** for developing groups in their first year of operation. This must be accessible in-person and digitally and provide:
  - A **single point of contact or gateway**.
  - Greater clarity and transparency on the **leadership and facilitation of networks** where the majority of members are VCS groups.
  - Improved **access to information** helping groups see where they fit into local networks and the policy agenda, to improve connectivity and understanding of wider partnership arena.
  - **Mentoring, encouragement and ad-hoc problem-solving** support to increase sustainability and maximise social capital.
  - **A diverse range of support interventions**, with tailored delivery to ensure consistency and accessibility.

Recent Council investment in grassroots activity, including small grants to informal groups managed by Camden Giving is well regarded. The fact that the Council has have been willing to take risks to support social action at a micro level has been positively welcomed by the sector and funders alike.

These funding programmes were a practical demonstration of the Council’s commitment to grassroots social action. They subsequently supported recovery from the pandemic, enabled a cost-of-living-crisis response at community level, and contribute to efforts addressing inequality.

Small and volunteer led organisations are the most likely to experience capacity constraints. With a primary focus looking outwards to the communities they support; they frequently lack the finance and people resource producing several negative impacts:

- Lack of capacity to receive, prioritise and digest the large quantities of information. Research participants described feeling overwhelmed by the sheer volume and breadth of subject matter in digital and paper communications. Sources include public sector organisations, regulatory bodies, funders, support providers etc.
- Attending meetings, forums and networks (in person or virtually) is a particular challenge for many small and emerging groups. Some research participants described finding the lack of clarity about first point of contact frustrating. For those new to the sector, lack of experience leads to confusion about which forums and networks to engage with. Council and NHS stakeholders outlined their work to help overcome these challenges but capacity pressures present sustainability challenges to civil society activity, as well as explaining inconsistent engagement described by many research participants. Engagement with local infrastructure providers can be the gateway to more than organisational support.

**93%** of London’s CVSs offer additional services including social prescribing programmes, community development projects, as well as specialist capacity building services e.g. community accountancy and digital support



London CVS Network

Developing a mission led organisation in a complex operating environment causes many community leaders and social entrepreneurs to have a crisis in confidence. During the formative stage of development several expressed the need for more targeted support and mentoring.

Small groups struggle more resourcing capacity building, developing their workforce and investing in technology – the very things that may help with efficiency and engagement. According to the Charity Digital Skills Report, 54% struggle to find money for devices, software and infrastructure.

<p>Since <b>2017</b> small charities have experienced year-on-year decline in income</p>	<p><b>51%</b> of income for small groups is from the general public</p>	<p>There are <b>4</b> volunteers for every member of paid staff in small groups</p>
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NCVO, Almanac 2023, London CVS Network

This research identified that following a group’s first small grant, scaling-up is the first developmental hurdle a group experiences. This presents challenges in several areas:

- Formalising structures
- Opening bank accounts
- Designating roles and responsibilities within a group
- Discussing and agreeing organisational culture, values and ambitions
- Securing funding to sustain activities and support growth

In Camden a high number of new organisations are choosing the Community Interest Company (CIC) legal entity when formalising structures. The VAC membership profile shows this is a new trend.

<p><b>61%</b> of VAC members are charitable organisations</p>	<p><b>10%</b> Community Interest Companies (CICs)</p>	<p>New Groups Network members have CIC as structure of choice</p>
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VAC Database April 2024

New groups identified many reasons for their choice, i.e. creating a CIC is quicker, cheaper, easier and less bureaucratic to set up than a charity. It also enables people to earn an income; something important for many to lift themselves out of poverty.

Camden stakeholders widely acknowledged why groups are selecting CIC as a structure but are concerned about its prevalence in the borough. The reasons for the concern were:

- Lack of transparency for funders and stakeholders when conducting due diligence
- Reduced funding opportunities after initial development phase as not all trusts and foundations accept applications from CICs
- Many new CICs in Camden remain grant reliant. In most cases they do not generate income from trading which the structure is there to enable

# Demonstrating Impact and Understanding Need

**Being able to demonstrate and understand the needs of your community, as well as social, economic and environmental value of the sector's diverse activities is given great focus.**

The sector can often provide valuable insights into the profile and issues affecting local people. Ensuring that organisational resources to meet these demands are proportionate to size and crucially not detract from the core mission of the organisation is a challenge.

Meeting this challenge has benefits other than securing funding. It supports better governance, strategic, operational and workforce planning. Equally, having organisational data identifying barriers to inclusion and participation supports prioritisation of resources when budgets are tight.



**For organisations of all sizes in Camden to evidence need and demonstrate their worth we identified a range of support requirements:**

- The sector needs support to **measure and communicate impact and social value**. Systems must make sense and be proportionate to the size, turnover and capabilities of a group.
- Extend the **Community Action Research (CAR)** pilot to support the sector to be better research and profile community need, without distracting focus away from core delivery.
- Explore the **feasibility of creating a multi-agency central data repository** for the borough to increase access to quality data for the sector. Alternatively, raising awareness of the Camden Open Data Portal and establishing how the sector can add data to the site may be a solution.
- **Ensure Camden groups are aware of and utilise other regional infrastructure providers**. They frequently offer free and specialist support services with levels of expertise that is hard to replicate at a local level. This could enable Camden Infrastructure Partners to focus on key areas and avoid becoming overwhelmed by demand.

Research participants talked about the sustained pressure on the sector being unprecedented. It goes further than having a challenging few years! Factors like the pandemic, inflated energy prices and the wider cost-of-living crisis have generated increased demand matched with more complex presenting need. Analysis of historic NCVO Almanac data highlights that dealing with increasing demand and financial pressures is nothing new for the sector. In fact, dealing with uncertainty and being agile in

responding to the needs of communities, is and has always been, one of the sector’s strengths.

**54%** experiencing increased demand due to cost-of-living crisis

Some groups having to focus on ‘critical’ rather than ‘preventative’ cases, reduce or cutback services to cope

VAC Cost-of-Living Survey 2021



What is different now is that the last few years have presented a unique set of circumstances occurring in close succession - sustained capacity pressures with no time for recovery. All Camden stakeholders celebrated the response of local organisations in the face of significant challenges. These challenging circumstances drive some organisations to innovate and move forward. At the same time, they have stimulated communities to act individually or collectively. These positive unintended consequences need to be identified and used as learning tools for the future.

**“ Many projects have been working through crisis, thinking they’d only be there for months and now finding years later, they’re still there. They’re looking at ways of becoming more sustainable, but need thinking time to consolidate their work, consider what that longer term response looks like.**

Sarah Watson, Head of UK Knowledge and Learning,  
The National Lottery Community Fund,  
London Funders Festival of Learning



Research participants and local data highlights increased demand and complexity of need currently presenting in Camden. High volume of demand matched with complex cases can easily overwhelm an organisation. These factors make groups vulnerable, severely reducing time for forward operational or strategic planning. A robust governance and management response is often required to avoid crisis, reduce safeguarding risks and ensure the welfare of the paid and voluntary workforce is protected.

A local organisation provided an example of the demand and complex challenges currently experienced. There has been a huge increase in presenting cases of domestic abuse and violence towards women and girls. The changing profile of victims and perpetrators by age, sexual orientation, gender, ethnicity and associated risk factors makes delivering prevention and support services harder. Ensuring organisational capacity to meet demand whilst ensuring the workforce have the skills, knowledge and awareness to deliver a range of quality culturally appropriate interventions is a huge balancing act.

**3-fold increase** in women presenting with needs as a result of domestic violence

**6/10** women presenting with mental health needs in London are a result of Domestic Violence



Domestic Homicides and Suspected Victim Suicides 2020-2023, Home Office March 2024

The Charity Digital Skills Report 2023 identifies that 44% of groups spent so much time firefighting that everything else had suffered. Our research interviews reinforced this finding, many groups have deprioritised strategic planning to deal with the challenges of operational delivery. Even large groups are struggling with appropriate monitoring and evaluation systems that are proportionate to turnover and capacity. This is further complicated by having a diverse income base and additional regulators such as the CQC, OFSTED and ESFA.

Data gathering needs to be planned and executed well. Research participants identified the following consequences of poor practice:

- Statistics do not record the value and impact that organisations have (over and above users)
- Costs associated with nurturing volunteers and partnerships are not evidenced due to being absorbed into core costs
- Targets shape service delivery and can limit engagement. For example, targets for number of sessions required weekly, inhibits adapting the service to address the complex needs being presented
- Stress for volunteers and trustees who knowingly deprioritise producing statistics and are thus aware they are failing to meet the expectations of external stakeholders
- The social impact of an organisation's work is not fully understood if it is measured solely, or even primarily on numerical metrics

The value of qualitative data, how to capture and share it needs to be better understood. Understanding the importance of these stories (with or without quantitative data) and the skills required to capture and share them effectively is slowly evolving.

Notwithstanding the issues around collecting statistics, there are equal challenges of how best to maximise the value of data once generated. There is a borough wide challenge of how best to store relevant data, regardless of where it originates (VCS, public sector or others) so it can be best used.

There are some great examples of collaborative work to support the sector to improve evaluation and impact measurement and evidence changing needs of their community. Funded by North Central London Integrated Care Board (NCL ICB), a pilot community action research project led by VAC, engaging small community-led groups with support from the council and NHS generated great insights and had very positive outcomes. A collaboration with UCL has also helped VAC engage students in supporting frontline groups with developing monitoring and evaluation capabilities.

During this research, a range of providers supporting the VCS to gather and analyse data better were identified. Tapping into existing expertise (often free) should be promoted.



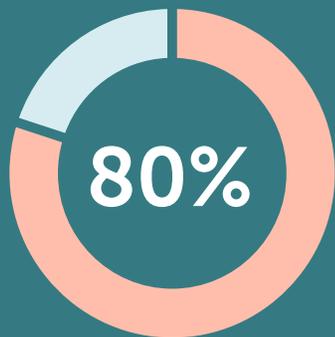
**The Data First Aid initiative from Pro Bono Economics can provide charities with pro bono support from a dedicated volunteer economist to help them with their ad hoc data needs.**

**Superhighways is a regional infrastructure provider helping small charities and community groups gain essential digital and data skills backed by the right tech to achieve their goals. Superhighways helps groups to use technology, data and digital tools to help more people, fund activities and reach more supporters.**

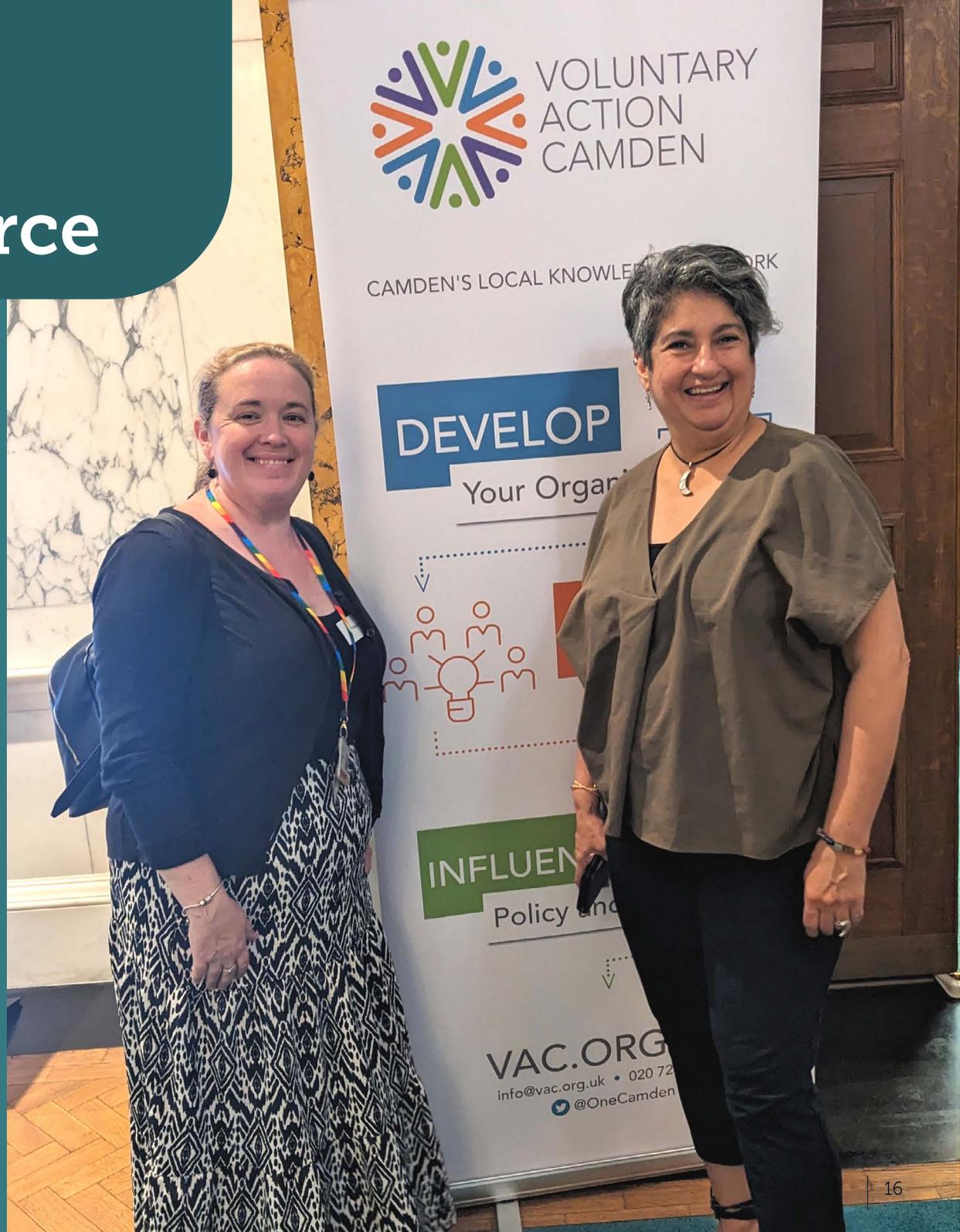


# People - Paid and Voluntary Workforce

It is the people – paid and voluntary – who run VCS organisations, who provide their services, do their administration, publicity, fundraising, networking and all the other necessary functions. It is no surprise that they feature centrally in every study of the sector.



80% of organisational expenditure is normally people related.



Volunteering makes a huge contribution to the local economy. It helps make volunteers happier, healthier, and more connected to wider society as part of the process too. From acting as trustees, mentors for young people, distributing food at foodbanks, answering helpline calls, driving delivery vans, organising cultural events, volunteers are crucial to the way charities, community groups, voluntary organisations, and other non-profit organisations that make up the social sector function. Of all the themes in this report, workforce presented the most challenges and complexity. Key themes were recruitment, retention, skills, pay, progression and not having the capacity to effectively support staff and volunteers with their wellbeing. The profile of organisational support requirements are longer than other areas and some challenges will require collaborative creativity to deliver interventions that hit the spot:

- **Support to reimagine volunteering** is required for many groups that struggle to reform the roles and commitments of people within their organisation.
- Creative collaboration to **engage, develop and retain talent in the borough**. Seeing people as assets, who with focused long-term development could provide valuable capacity for the local paid and voluntary workforce. Developing initiatives to grow the local workforce could contribute massively to the mitigating levels of exclusion and low economic activity experienced by parts of the community.
- **Creation of specialist workforce development hubs** could help provide cost effective solutions to the growing skills gaps, whilst importantly circulating investment locally. Hubs making it easier for the sector to source needed training was identified by several research participants.
- A **campaign and targeted work to promote employee volunteering schemes** and make it easier for employers to connect with local groups would add great value.
- **Increased access to expertise (private, public and charity sector) in organisational development** through events such as [Lunch and Learn](#) to widen knowledge and understanding of risk identification and strategic planning.
- Using the collective purchasing power of the sector, **explore the feasibility of negotiating an Employee Assistance Programme (EAP)** contract. This would increase access to the benefits provided, wellbeing content, confidential counselling and specialist information helpline for staff and their immediate families and loved ones. This could address inequalities in the employee package offered between large employers and the VCS. It may be worth exploring if it could be included in the membership offer for infrastructure providers such as VAC.
- **Access to affordable HR support** to deal with the burden of compliance, new working practices, matched with creating mentally and physically healthy workplaces is an important challenge for trustees and leaders.
- **Conduct a salary benchmarking survey** for voluntary and community organisations in Camden, to get better insight into the challenges faced by local organisations, give them a resource against which to peg financial rewards, and provide information they can work with when putting together funding bids.

External changes to the operating environment have required roles, functions and time commitments of both paid and voluntary people to be fundamentally restructured in many organisations. There is concern that these changes in organisational culture are having a negative impact on staff and volunteer satisfaction. This in turn can lead to recruitment and retention challenges.

**63%** of volunteer roles have changed

**32%** of volunteers changed roles because organisation had changed activities

**32%** have split volunteer roles/ operate a rota system with shorter volunteer hours



Camden Volunteer Intelligence Report, 2023

Many organisations stated they have struggled to increase pay to match cost-of-living pressures. As sector pay falls behind other parts of the economy, many groups are reporting people leaving to secure better pay elsewhere. The evidence to explore if Camden's sector pay is falling behind other areas of London and the wider economy is not available.

**46%** of London VCS jobs advertised are paying below London Living Wage

**50%** increase in candidate demand for VCS jobs in 2023 despite decline in listings

**Smaller charities more likely to advertise hybrid roles than larger ones**

CharityJob Salary Report, CharityJob 2024

The recruitment challenges experienced by most organisations are giving rise to creative approaches. Some examples given were rolling shortlisting and interviews as opposed to fixed recruitment periods, utilising networks and searching for suitable candidates to approach on digital media platforms. Several organisations interviewed shared how they are trialling ways to grow and develop local people to meet their capacity and skills shortfalls. In many cases this is a long-term investment that currently lacks the funding to make it a viable scheme across the wider sector.

The rapid move to hybrid working practices requires adjustment for organisations and their people. Some groups experience 60% less physical contact time with their paid and voluntary workforce than before the pandemic. Effective performance management, and the creating a harmonious workplace needs to be reimagined for our new hybrid working context, then translated into policies.



**54%** of groups now have hybrid working arrangements

**12%** return to office/usual workplace

Charity Digital Skills Report 2023

Hybrid working, dealing with more complex frontline case work, low pay and recognition can result in many negative organisational consequences. Low job satisfaction, reduced productivity and high turnover rates can impede the sector’s ability to fulfil their potential. Addressing an unhealthy work environment requires a multi-faceted approach, areas the sector has little experience of dealing with and lacks the resources to deal with them well.

We identified ways local organisations do well to support the wellbeing of their paid and voluntary workforce. Where pay rises cannot be offered due to budgetary pressures, measures to retain the existing workforce, better manage stress, improve productivity, look after everyone’s mental and physical health and nurture happy, supportive teams included:

- Free access to counselling and psychotherapy (sometimes provided pro bono by corporate partners)
- Gifts and celebrations at special times
- Access to individual or group fitness videos, mindfulness meditations, sleep stories
- Free perks and discounts – which can potentially be tied in to supporting the local economy
- Personal development opportunities that enhance career prospects and opportunities for promotion
- Flexible working arrangements

Local data demonstrates both the challenges and considerable effort organisations face when it comes to volunteering. The latest ONS Community Life Survey found the proportion of the UK population engaged in formal volunteering in 2022 was 16%, down from 27% in 2014.

Less regular informal volunteering has also dropped to 46% in 2021/22, the lowest rate recorded so far. 35% of mixed ethnic background groups engaged volunteered at least once in the last year (informal), compared to 27% of those who identified as white.

The May 2024 VCSE Sector Barometer by Pro Bono Economics found that small charities, which make up 80% of the charity sector are hardest hit by this decline in volunteering.

The volunteer recruitment challenge is worsening for smaller groups. 65% of charities reported recruitment difficulties in 2024, compared with 58% the previous year.

This broadly mirrors the Camden data.

**77%** of organisations in Camden are having some difficulty recruiting enough volunteers

**56%** of organisations need more volunteers than they currently have

**42%** having problems retaining volunteers



Camden Volunteer Intelligence Report, Volunteer Centre Camden, 2024

Levels of formal volunteering have reduced across England, and we see this pattern replicated in Camden. A range of factors are at play, and these include:

- Cost-of-living issues mean households have more pressure to work more hours, reducing time for leisure and community-based activities.
- There is a general societal behavioural shift in relation to volunteering which started before the pandemic but has since accelerated. People seek volunteering opportunities that are less formal, are available on demand, require less ongoing commitment, link to personal or career development and are not potentially impactful on mental wellbeing. Many sector groups are moving in the opposite direction, wanting more formal volunteering arrangements.
- There are fewer older volunteers. Contributory factors include fears of Covid infection risk coming through face-to-face engagement, and family childcare commitments related to supporting the wider family through cost-of-living challenges.
- Young people frequently chop and change voluntary roles to gain a diverse portfolio of experience and training.

Research by Nottingham Trent University Voluntary and Community Sector Enterprise Observatory, identifies another contributory factor for weaker volunteer recruitment, and it is one that has always existed. A quarter of charities lack organisational capacity which prevents effective volunteer recruitment. Slow onboarding is an issue for Camden groups who identify DBS checks, as a contributory factor. There is confusion about when these checks are required. Often groups believe enhanced checks are required when in reality a role may not require a DBS check at all. In some organisations there can be a twelve-week

gap between first approach and an individual starting training/ induction for a voluntary role. This can be a large enough gap for volunteers to decide that they'd rather do something else with their time.

As demands on the sector have changed and the requirements to meet delivery targets grown, volunteers with support needs have gradually been pushed out. Capacity pressures mean organisations simply do not have the ability to engage, provide meaningful activity and support volunteers with additional needs. Reforms to health and social care services means support historically provided by intermediary agencies for volunteers who need extra support has been lost.

Corporate volunteers can add real value but frequently do not know the sector and its cultures. Camden benefits from a strong profile of private sector businesses, higher education institutions, as well as large public sector organisations. There is potential to increase the volume of corporate volunteering within the local sector.

With all employers struggling to find solutions to address the wellbeing challenges of their workforce and increase productivity, corporate volunteering could be a tool used to increase activity. Pro Bono Economics believe workplace volunteering offers a potential triple dividend that could help to tackle this challenge: it can help employee wellbeing; support higher productivity for employers; and help charities to tackle some of the biggest challenges facing society. Evidence has shown that volunteering leads to an increase in wellbeing that is roughly the same as the difference in quality of life experienced by moving out of an area with sewage odour problems and into one without.

**Workplace volunteering is likely to provide employers with around £1.50 - £3.60 of benefits for every £1 spent**

**Improvement in wellbeing has an economic value of between £800 and £1,300 per additional volunteer**

**Triple dividend: How workplace volunteering can make us happier, healthier and more productive**

Pro Bono Economics April 2024

Research participants identified a mixture of factors such as the pandemic, cost-of-living crisis, complex caseloads, managing change and the presentation support needs that the sector is often powerless to address that are impacting the morale of frontline staff – both paid and voluntary. Burnout and compassion fatigue are major contributory factors, exacerbated by low pay and poor progression pathways.

Without an adequately skilled paid and voluntary workforce, the sector risks being less competitive when tendering for contracts. All data points to the challenges faced by local organisations keeping abreast of the rapidly changing skills requirements, resourcing training and development and finally offering sufficient benefits and employment packages to retain talent.

There is a lack of awareness across the sector about the opportunities apprenticeships offer. Yet organisations participating in apprenticeship programmes report very positive experiences. Learning goes both ways, with an apprentice new to the sector able to think differently and bring a fresh perspective. There is a

need to dispel outdated perceptions about the cost and support requirements of apprenticeships. The Camden Apprenticeship Support Service was noted as an important success in our research.



**41%** of organisations need to digitally upskill staff or volunteers

Charity Digital Skills Report 2023

We found there to be an emerging and significant skills gap between older and younger people in the sector. Many younger people embrace technology to a higher degree, they often want to use acquired skills in their place of work or while volunteering. While many older people are also very adept at using technology in a wide variety of ways, and want to expand this use at work or while volunteering, significant numbers lack experience with some, or many technologies and risk being left behind.

# Sustainability

One outstanding observation arising from this research is that the sector has been fighting attacks on its sustainability for an extended period. Factors such as austerity measures, the pandemic, cost-of-living crisis, digital transformation and workforce impacts resulting from Brexit, have meant ten years of firefighting. For a few established local community organisations, the challenge has been too great, and they have ceased operations.



**To ensure the strength and resilience of the local sector is maintained, we have identified the following priorities where some organisations will require support:**

- Many organisations **need support with strategic, financial and operational planning**. The development of robust plans is more essential now than ever before, some may also require support when managing change or transforming service models. Securing pro bono corporate expertise to assist would add value. With improved needs and impact data, the development of **forecasting skills of sector leaders** would increase organisational resilience and improve strategic planning processes.
- In Camden a concerted **programme to build skills, capacity and fundraising innovation** is required. Increasing donations from individuals in all forms will help build back reserves and generate unrestricted funds to invest in change and transformation.
- **Investment in CRM systems** to improve stakeholder relationship management is a necessity for many organisations. Having appropriate digital infrastructure is key for improving all aspects of operational delivery, fundraising, engagement and communication.
- **Brokerage of strong sector partnerships** that recognise the value of smaller and grassroots groups for successful tendering and bidding to trusts and foundations.

- Targeted **fundraising support for groups** engaging some of the borough's most vulnerable and disadvantaged residents.
- **Supporting larger organisations to measure and demonstrate value across a wider field of activity**, such as community development, employability and support for wider civil society would enable greater demonstration of their impact.

### Sustainability in Camden: a statistical snapshot

Data from the 56 Camden organisations applying for the 2023 Resilience Fund highlights the instability of recent years is far from bottoming out. The fragility of many local groups is also evident.

**9%** increase in groups predicting a deficit between 2023 and 2024

The value of that deficit increased by **12%** between 2023 and 2024

**11%** had no reserves left by the end of 2023/24, a 9% increase on the previous year

One sign that things were improving for some, was that unrestricted reserves grew by 6% in 2024.

**In 2023**

**48%** of organisations predicted a deficit to the value of **£2,473,172**

The total value of unrestricted reserves was £9,861,715

**2%** of organisations had zero reserves remaining

Anonymised data from 56 Resilience Fund applications 2023  
Camden Council

**In 2024**

**57%** of organisations predicted a deficit to the value of **£2,822,994**

The total value of unrestricted reserves was £10,539,903

**11%** of organisations had zero reserves remaining

Anonymised data from 56 Resilience Fund applications 2023  
Camden Council

Rising costs across all areas of operations has hit groups very hard, even after remedial action to reduce expenditure they have reached the limits of efficiency savings. There is evidence of small charity costs increasing faster than income. Smaller groups with little to no reserves have reached their crisis point.

**Charities with income under £500,000 (93% of those registered) saw a 3.24% increase in income in 2022 but costs rose by 11.6%. The smallest are being hit hardest by the funding deficit.**

The Charity Commission annual return data 2022

Individual giving is heavily influenced by the state of the economy. Analysis by Charity Excellence highlights that unrestricted income raised through fundraising is now lower than it was at the peak of the cost-of-living crisis and fundraising then was worse than it was at the peak of Covid. Crisis funding saved many groups both during and after the pandemic. This was reinforced by interviews conducted in Camden.

For those organisations reliant on income from renting or hiring out space to organisations and residents, business has simply not returned post pandemic. A move to remote working, along with pressure to increase rental fees to cover the inflation busting utility price rises has undermined the business model for many community centres and organisations with physical assets.

Community centres highlighted a significant drop in cultural events and celebrations since the pandemic. These events play a big role in supporting community cohesion and engagement, as well as generating income.

In responding to the cost-of-living crisis and the needs of residents, many community centres have demonstrated significant agility. Hosting foodbanks, advice services and providing storage facilities is critical but comes at an unquantified cost. At this point in time the community centres have not had the time or capacity to measure the lost income from supporting these initiatives, nor their impact on individuals and groups from enabling these services at a local level.

92% of groups put better access to multi-year funding as a priority for change and 92% believe multi-year funding is really important for organisational stability according to 2024 research report 'Time to end the dominance of short-term grants' by IVAR.

The benefits of longer-term funding agreements can be observed through the community centres story in Camden.

Eight years ago, Camden Council adapted its funding model and awarded the borough's Strategic Community Partners – including many community centres a seven year funding agreement and invested in Camden Community Centre' Consortium - C4.

The agreement provided security and a foundation for individual centres to strategically plan their future and invest in the fabric of their buildings. C4 enabled:

- Services and activities to be delivered for all communities together, based on their needs and learning from best practice
- Efficiencies through working together and sharing resources
- 19 organisations delivering from 29 venues to make a difference to Camden's communities
- Joint bidding to lever in more funding and expand services



and Leases Policy will see many of the repairing responsibilities remain with the council, alongside a programme of investment in buildings. This programme has only just started, so its true impact is yet to be measured.

Camden organisations identified several factors that hinder fundraising potential:

- **Gift Aid is not maximised.** These tax reliefs represent a huge potential source of income for charities but the sector nationally failed to claim £500m per annum in Gift Aid in 2022.
- **Relationship management.** Camden organisations identified a range of weaknesses in capability to identify and engage potential funders as well as sustain positive relationships with existing supporters. Having effective and utilised digital systems can improve fundraising effectiveness.
- **Digital fundraising.** The digital fundraising capability of the local sector could benefit from considerable support. Groups can see the benefit, but are not ready, or don't feel able, to take advantage. Interview contributions mirrored results from the national Charity Digital Skills Report 2023:

**75%** say they don't feel prepared to respond to the opportunities and challenges it brings

**55%** say they are poor at digital fundraising

**59%** want to improve their online fundraising

The impact of this approach is buildings that are modernised, well maintained, fire and security compliant and in some cases more efficient to run. All centres operate on full repair and maintaining leases, generating the income to ensure the buildings and organisations are fit for purpose and able to respond to changing community needs. However, Camden Council's new VCS Rents

The importance of local Infrastructure providers was identified through the engagement of local organisations in Camden. Many stakeholders see a role for VAC and others in convening events that help build collaborative bidding arrangements.

**In 2022-23 London CVSs (such as VAC) helped the sector leverage £946m per borough and £24.6m London wide**

Impact of London’s Local Infrastructure LondonPlus 2023

We identified four key factors which were having a significant effect on sector business models since the pandemic:

Factors with significant impact on business models post-pandemic			
Drop in income (sales of goods and services)	Problems generating income or charging for digital delivery	Lack of experience raising unrestricted funds	Recovery needed to rebuild reserves and cover loan payments

# Proactively Responding to Change

So much energy is currently devoted to recovery from the pandemic and dealing with a challenging operating environment; leaders interviewed reported being time poor for any work beyond this.

In reality, all participants referred to feeling overwhelmed by the speed and level of change in recent years. Plus, the personal and organisational capacity required to keep ahead of the curve when reserves are severely depleted, is hard to find.



**Camden’s VCS needs support to effectively respond to and manage change in several areas. We have identified:**

- Provision of **quality accessible information resources on policy, structural and legislative changes** with a local focus where possible, empowering the sector to strategically respond in a timely manner
- Expansion of **Cultural Advocacy Programmes** to improve access to and quality of culturally appropriate provision across the sector
- **Consult equity-led organisations** on their specific infrastructure support needs, prevent duplication and ensure local engagement opportunities are not missed
- **Build capacity, capability and networking of sector organisations** to address environmental and climate change priorities
- Design and deliver programmes to **tackle strategic and operational barriers preventing best use of technology.**

**Technology and A.I.**

Research studies consistently show that the voluntary and community sector are not keeping up with developments in technology. In the wider economy, digital transformation is fundamental to how organisations function, embedded in every aspect of work. The rapid acceleration of digital capabilities, including the advent and normalisation of Artificial Intelligence (AI) is widening the gap between the different segments of the economy, further reinforcing inequalities at an organisational, personnel and end user level.

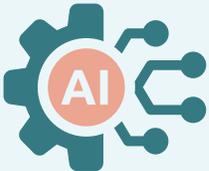
The experience of Camden organisations engaged in this research reflect and reinforce the findings outlined above. Despite a heroic utilisation of technology during the pandemic, only 27% of Camden Resilience Fund applications in 2023 identified digital transformation as an element in their organisational development. It was also ranked as the second to last priority in the Future Grant Programme Survey 2023. Considering the changes to working practices locally, there is more scope to increase understanding of how technology can enhance organisational resilience.

**77%** of organisations involve remote volunteers

**59%** involved remote volunteers for more than a year

Camden Volunteer Intelligence Report, Volunteer Centre Camden, 2024

All Camden sector leaders interviewed described concerns about their ability to ensure technology was maximised. Most evident were worries about levels of understanding, skills and confidence to utilise AI. These finding match the 2023 Charity Digital Skills Report whereby 73% of leaders stated they don’t feel prepared to respond to the opportunities and challenges AI brings.



**78%** agree that AI is relevant to their charity and could transform it

Charity Digital Skills Report 2023

Feelings of being ill prepared for the recent rapid acceleration of digital capabilities, was described alongside historic poor experiences of technology projects that failed to deliver. These factors contribute to the difficulties fully embracing technology when strategic planning and ensuring all operational areas utilise technology to its fullest.

**30%** of charities have less than half of finance functions digitised

**65%** of charity professionals stated they were unable to access the data they need in critical periods

Charity Digital Finance Report, Xledger, 2023



Research participants frequently described the ad hoc, unregulated and often unidentified use of AI across their organisations. A lack of policy and procedural frameworks was evident. One participating funder outlined the increase in AI generated funding applications being submitted. However, the quality of the AI bids is patchy, as organisations fail to review the AI generated draft before submitting. The impact is their fundraising capability falls from excellent to poor in a short space of time.

Finance is a large barrier to the sector fully embracing technology. Raising funds to cover hardware, software, ongoing maintenance and licensing, as well as investing in skills development was a common challenge described. Many funders willingly support these costs now. However, better development of digital strategies and financial forecasting to fully capture these costs are needed by many organisations.

Finding funding and upskilling staff or volunteers were the biggest barriers to engaging with digital technology

**49%** urgently need funds for devices, software, and infrastructure

**27%** say cost-of-living is a significant challenge to them taking a digital approach

**17%** are spending less on digitally upskilling staff and volunteers

Charity Digital Skills Report 2023

[Plinth](#) provides digital solutions on a range of fundraising and data challenges for the sector. Many VCS organisations in Camden use it. By encouraging local organisations to sign up, the hope is Plinth could be transformational through its connectivity and integrated functionality. However, the capacity and capability constraints outlined in this report, alongside differing digital renewal timeframes potentially hinder widespread adoption.

### Environment and Climate Crisis

Camden has a vibrant and active civil society focused on the environment. Whether it be active citizens or voluntary and community organisations with an environmental purpose, the work to address the impact of climate change is evident locally.

Camden Council have an extensive policy, funding and resident engagement framework focused on the environment and climate crisis. Much of this work is outlined in their Climate Action Plan and Climate Adaptation and Resilience Plan with a vision to achieve a net zero carbon Camden by 2030.

The Council recognises its enabling role, supporting people and organisations to take climate action. Most funded voluntary and community organisations have an environmental policy, as it is often a requirement of grant aid. However, the climate action in these policies is frequently about reducing your carbon emissions and waste management.

In the 2023 consultation by Camden Council on the Future Grant Programme 2024-2031, the Climate Emergency was the lowest rated priority for those groups taking part. The interviews conducted for this project identified a number of reasons for lower engagement rates in this agenda:

- The perceived additional cost pressures it presents for organisations to develop active policy and activity profiles
- The focus of Boards and leaders is elsewhere addressing issues outlined earlier in this report
- Little awareness or understanding of the benefits addressing this issue could offer
- Challenges connecting the social sector and wider environmental issues

In 2022, the UK Health Security Agency reported almost 3,000 excess deaths in England due to the heat. The highest number in any given year. This evidences that the impact of climate change means the operating environment for all sector organisations is changing. Future strategies will have to embrace the challenges this presents. Action will require more than simply reducing the carbon footprint of organisations.

Those sector organisations with buildings face immense challenges. Recent research highlights that many of the buildings are leased by the sector from local councils or the NHS. They

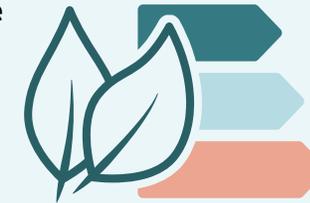
have some of the worst energy efficiency credentials presenting barriers to achieving environmental commitments adding inequitable financial burden to organisations.

**57%** of community buildings do not meet a basic energy efficiency standard of EPC rating C, suggested minimum required for sale or let

**0.14%** of buildings have achieved the top-tier EPC rating of A+, meaning that they are ready for Net Zero

**6.1%** of buildings languish at the G rating, the lowest band available

Energy efficiency of community buildings across England, SoCIP Investment Business 2024



In 2024, Camden Council is launching a programme of support and investment for sector organisations in properties they own to address these negative environmental implications.

### Equality, diversity and inclusion (EDI)

The VCS has long been recognised for its commitment to social justice and tackling injustice and inequality. The sector is as diverse as our communities and reflective of all our varied identities.

Organisations in Camden have a huge role to play in supporting the population to respect and celebrate difference, striving to create a place where everyone feels safe. Alongside this, the

sector frequently has an enabling role, supporting engagement and participation. Striving to create a more equitable society in the face of power imbalance and differences.

The pandemic shone a light on the scale of systemic and historic inequality in society. Much focus has since been placed on enabling communities who have traditionally struggled to access funding to explore, develop and lead collaborative approaches that tackle some of London's biggest issues.

Equity-led organisations have been the focus of new funding streams, engagement programmes and capacity building initiatives to try and redress imbalance and inequality. These are organisations led by and for marginalised communities, in particular:

- Deaf and Disabled communities
- Lesbian, Gay, Bisexual and Transgender (LGBT+) communities
- Racially minoritised communities
- Women and girls

**Current inequalities exacerbated by covid may deepen in the year ahead. Growing evidence is showing how the cost-of-living crisis will disproportionately impact Black and minority ethnic people, women and disabled people.**

The Road Ahead 2023: The ongoing impact of the cost of living, NCVO, 2023

Meeting commitments to EDI principles is time and resource intensive. Internal, regulatory and external stakeholder pressure alongside self-imposed expectations to meet EDI standards

impact organisations at all levels - governance, employment, volunteer, beneficiary, suppliers and partners. Considerations can include:

- Different lived experiences
- Diverse identities and heritage
- Skills, competencies and qualifications
- Place of residence
- Level of deprivation experienced

Board members with lived experience often require extra support to ensure they are fully included and benefit from their investment of time. One sector leader equated that investment as 2-3 hours extra time per month.



**37%** struggle increasing diversity of their volunteer pool

**24%** don't have resources for volunteers who need extra support

Camden Volunteer Intelligence Report, Volunteer Centre Camden, 2024

One research participant described the anxiety sector leaders often experience if they feel they are failing in the EDI field. This frequently leads to a lack of openness and transparency, for fear it will impact funding and/or public perception.

There is growing recognition of intersectionality theory, where multiple forms of inequality need to be considered

simultaneously. Being able to identify, engage and support people with presenting needs across several fields is complex and for some groups a new challenge.

Addressing increasing demand, complexity of need and tackling inequality, requires organisations to ensure culturally appropriate services. Providing this, is a challenge facing many local organisations participating in this research. To overcome this challenge, research participants believe organisations need support to explore the accessibility and cultural sensitivity of their provision. Examples of how training can quickly and easily improve practice if an issue is identified were provided. A culturally appropriate service would ensure:

- Awareness of our own and other peoples' perspectives and biases
- Knowledge of differences and similarities between and within cultures, and of how culture affects psychological, relational, social and academic functioning
- Skill, such as culturally appropriate assessment and intervention techniques
- The delivery of appropriate experience including multicultural training as well as professional and personal experience

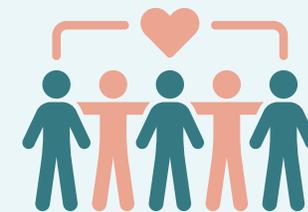
The Cultural Advocacy Project (CAP) is a good local example of work to address this challenge. Delivered by Mind in Camden, CAP works with different organisations delivering culturally specific training in mental health to create mental health champions and workers to promote and deliver wellbeing projects.

The sector is often seen to be a more inclusive workplace. Data highlights the need to consider the impact of changing working practices on segments of the paid and voluntary workforce. Recent research by The Work Foundation in 2022 highlighted that although Disabled People welcomed hybrid working, 63% of survey respondents with multiple impairments said that their pay and career progression may be negatively affected, compared with 47% of respondents with a single impairment. Despite the shift to remote working being well-established, some were still missing essential support to do their job at home and faced real challenges as a result of a poorly managed transition to remote or hybrid work.

This research identified local equity-led organisations access infrastructure support from specialist providers at a regional or national level. This is reflected by Lloyds Foundation embarking on a piece of research in 2024 to explore infrastructure provision for equity-led organisations. Its vital organisations secure the support required, delivered appropriately to their context. It must be equally important they engage with local providers, so information, funding and collaboration opportunities are not overlooked.

**94%** of organisations built new relationships or strengthened existing ones with other LGBT+ organisations as a result of targeted infrastructure support

The impact of the Equity Fund on LGBT+ organisations and intersectional communities they serve, LGBT+ Consortium, 2023



## Legislative and policy changes

Our new Government with a large programme of planned reform is likely to result in major policy, legislation and structural reform of the economy, public spending and priority public services. A commitment to recognise the importance of the voluntary and community sector has been clearly communicated by the Prime Minister. Matched with the continued recognition and support for the local sector by Camden Council (both financial and in-kind), the next few years could see increased levels of respect and trust developing.

Changes to health and social care structures and the development of North Central London Integrated Care System was causing anxiety for some local organisations before the election. Processes to keep the sector abreast of developments and new commissioning arrangements have been in place. With a programme of investment and reform planned by the new Government to tackle NHS pressure, more change could be on the agenda.

# Annex 1 – List of groups interviewed

**The goal was to engage a diverse sample of local organisations in the research that could bring insights and experience to the work.**

**Where specific issues came to light as a result of data analysis, engagement of specific groups was targeted to explore issues in more depth.**

1. Further Than The Edge
2. Camden Supplementary Schools Network
3. Social Cooperative 25+
4. Food for Homeless People in Camden
5. Families 4 Peace
6. Highgate Black Women Wellness' Group
7. WRN \_ Women Fitness and Wellbeing Hub
8. London Borough of Camden
9. Voluntary Acton Camden
10. Volunteer Centre Camden
11. London Funders
12. Camden Carers
13. Camden Disability Action
14. Camden Giving
15. Hopscotch
16. Young Camden Foundation
17. Camden Community Centre Consortium – C4

# Annex 2 – Desk based research

Before carrying out our primary research we read reports and other materials.

We used these to help us identify the key themes we needed to explore.

The core documents we read are as follows:

## Camden specific

**Camden Profile**, Camden Council December 2023

[opendata.camden.gov.uk/People-Places/Camden-Profile-latest-/9m7e-5qyt/about\\_data](https://opendata.camden.gov.uk/People-Places/Camden-Profile-latest-/9m7e-5qyt/about_data)

**Camden Community Partner fund 2024-2031 Update**, Camden Council February 2024

[news.camden.gov.uk/voluntary-organisations-in-camden-get-135m-investment-over-7-years/](https://news.camden.gov.uk/voluntary-organisations-in-camden-get-135m-investment-over-7-years/)

**Future Grant Programme 2024-2031 Survey Results**, Camden Council 2023

**Camden Volunteer Intelligence Report**, Volunteer Centre Camden March 2024

**Camden VCS Cost of Living Crisis Survey Analysis**, VAC 2021

We Make Camden: State of the Borough 2023

[www.wemakecamden.org.uk/state-of-the-borough-report/](https://www.wemakecamden.org.uk/state-of-the-borough-report/)

Camden Council Resilience Fund Application Data

Anonymised data taken from grant application forms

## Others

**Artificial intelligence for public good**, Joseph Rowntree

Foundation February 2024

[www.jrf.org.uk/ai-for-public-good](http://www.jrf.org.uk/ai-for-public-good)

**Building blocks of growth Civil society's role in tackling regional inequalities**, New Philanthropy Capital, 2023

[www.thinknpc.org/resource-hub/building-blocks-of-growth/](http://www.thinknpc.org/resource-hub/building-blocks-of-growth/)

**Centring Lived Experience: A strategic approach for leaders**,

NPC December 2023

[www.thinknpc.org/resource-hub/centring-lived-experience/](http://www.thinknpc.org/resource-hub/centring-lived-experience/)

**Charity Annual Returns Data 2022**, Charity Commission 2022

[www.gov.uk/government/publications/charity-commission-annual-return-data/annual-return-data-january-to-december-2022](http://www.gov.uk/government/publications/charity-commission-annual-return-data/annual-return-data-january-to-december-2022)

**Charity sector bodies urged to provide more leadership on AI**,

Civil Society February 2024

[www.civilsociety.co.uk/news/charity-sector-bodies-need-to-provide-more-leadership-on-ai-event-hears.html#sthash.OOzo7Tc7.dpuf](http://www.civilsociety.co.uk/news/charity-sector-bodies-need-to-provide-more-leadership-on-ai-event-hears.html#sthash.OOzo7Tc7.dpuf)

**Charity Digital Finance Report**, Xledger, 2023

[xledger.com/uk/download-our-report-charity-finance-2023/](http://xledger.com/uk/download-our-report-charity-finance-2023/)

**Charity Digital Skills Report**, Zoe Amar 2023

[zoeamar.com/2023/07/12/the-2023-charity-digital-skills-report-is-live/](http://zoeamar.com/2023/07/12/the-2023-charity-digital-skills-report-is-live/)

**CharityJob Salary Report 2024**, CharityJob 2024

[www.charityjob.co.uk/careeradvice/resource/charityjob-salary-report-2024/](http://www.charityjob.co.uk/careeradvice/resource/charityjob-salary-report-2024/)

**Disability inclusion: A charity sector success story?** Civil Society 2024

[www.civilsociety.co.uk/governance/disability-inclusion-a-sector-success-story.html](http://www.civilsociety.co.uk/governance/disability-inclusion-a-sector-success-story.html)

**Domestic Homicides and Suspected Victim Suicides 2020-2023**  
Home Office March 2024

[www.vkpp.org.uk/vkpp-work/domestic-homicide-project/](http://www.vkpp.org.uk/vkpp-work/domestic-homicide-project/)

**Energy efficiency of community buildings across England: A descriptive analysis**, Social Investment Business.

[www.sibgroup.org.uk/wp-content/uploads/2024/04/Energy-Efficiency-of-Community-Buildings.pdf](http://www.sibgroup.org.uk/wp-content/uploads/2024/04/Energy-Efficiency-of-Community-Buildings.pdf)

**Funding in London LGBT+ Funding Fair**, London Funders, 2024

[www.consortium.lgbt/wp-content/uploads/2019/07/London-funders-2024.02.01-.pdf](http://www.consortium.lgbt/wp-content/uploads/2019/07/London-funders-2024.02.01-.pdf)

**Impact of London's Local Infrastructure**, LondonPlus 2023

[londonplus.org/news/london-cvs-network-2022-23-impact-report](http://londonplus.org/news/london-cvs-network-2022-23-impact-report)

**Investing in infrastructure - How to build movements, missions and muscle in civil society**, Common Vision May 2022

[commonvision.uk/projects/the-future-of-civil-society-infrastructure/](http://commonvision.uk/projects/the-future-of-civil-society-infrastructure/)

**Legacy Trends Report 2024**, Smee & Ford, 2024

[smeeandford.com/reports-whitepapers/2024-smee-ford-legacy-trends-report-download/](https://smeeandford.com/reports-whitepapers/2024-smee-ford-legacy-trends-report-download/)

**Lessons for Funder Practice**, Lloyds Bank Foundation, 2022

[www.lloydsbankfoundation.org.uk/influencing/research/lessons-for-funder-practice](https://www.lloydsbankfoundation.org.uk/influencing/research/lessons-for-funder-practice)

**London Civic Strength Index**, GLA November 2021

[www.london.gov.uk/city-hall-blog/london-civic-strength-index](https://www.london.gov.uk/city-hall-blog/london-civic-strength-index)

**Navigating the Road Ahead: Opportunities and Challenges for Women's Organisations**, Women' Resource Centre, blog post, undated

[www.wrc.org.uk/blog/navigating-the-road-ahead-opportunities-and-challenges-for-womens-organisations](https://www.wrc.org.uk/blog/navigating-the-road-ahead-opportunities-and-challenges-for-womens-organisations)

**Payroll Giving Policy Briefing**, CAF, 2024

[www.cafonline.org/docs/default-source/about-us-policy-and-campaigns/caf-payroll-giving-policy-report-2024.pdf](https://www.cafonline.org/docs/default-source/about-us-policy-and-campaigns/caf-payroll-giving-policy-report-2024.pdf)

**Reflecting on our festival of learning**, London Funders 2023

[londonfunders.org.uk/resources-publications/publications/reflecting-our-festival-learning-2023](https://londonfunders.org.uk/resources-publications/publications/reflecting-our-festival-learning-2023)

**Shifting out of reverse**, Pro Bono Economics 2023

[www.probonoeconomics.com/shifting-out-of-reverse](https://www.probonoeconomics.com/shifting-out-of-reverse)

**State of the Sector 2024 Ready for a Reset**, New Philanthropy Capital, 2024

[npproduction.wpenginepowered.com/wp-content/uploads/2024/02/NPC-State-of-the-Sector-2024-Ready-for-a-reset.pdf](https://npproduction.wpenginepowered.com/wp-content/uploads/2024/02/NPC-State-of-the-Sector-2024-Ready-for-a-reset.pdf)

**Tethered fortunes: The threat to charities from trouble in local government**, ProBono Economics & Nottingham University VCSE Data and Insights National Observatory, 2024

[www.probonoeconomics.com/Handlers/Download.ashx?IDMF=f2f80e21-e5aa-49ad-91d6-8c68ae2a1f02](https://www.probonoeconomics.com/Handlers/Download.ashx?IDMF=f2f80e21-e5aa-49ad-91d6-8c68ae2a1f02)

**The changing workplace: enabling disability inclusive hybrid working**, The Work Foundation, 2022

[www.lancaster.ac.uk/work-foundation/publications/the-changing-workplace](https://www.lancaster.ac.uk/work-foundation/publications/the-changing-workplace)

**The future of civil society infrastructure What support does civil society need to be impactful, resilient and adaptive in the future?** Common Vision 2022

[commonvision.uk/projects/the-future-of-civil-society-infrastructure/](https://commonvision.uk/projects/the-future-of-civil-society-infrastructure/)

**The Impact of the COVID-19 Crisis on the UK's Sector for Black and Minoritised Women**, Women' Resource Centre, 2020

[www.wrc.org.uk/the-impact-of-the-covid-19-crisis-on-the-uk-womens-sector](https://www.wrc.org.uk/the-impact-of-the-covid-19-crisis-on-the-uk-womens-sector)

**The Impact of the COVID-19 Crisis on the UK Women's Sector**, WRC June 2020

[www.wrc.org.uk/the-impact-of-the-covid-19-crisis-on-the-uk-womens-sector](https://www.wrc.org.uk/the-impact-of-the-covid-19-crisis-on-the-uk-womens-sector)

**The impact of the Equity Fund on LGBT+ organisations and intersectional communities they serve**, Civil Society Consulting CIC, Nov 2023 (for The National Lottery Community Fund)

[www.tnlcommunityfund.org.uk/media/insights/documents/LGBT-Futures-Equity-Fund-Independent-Evaluation.pdf](http://www.tnlcommunityfund.org.uk/media/insights/documents/LGBT-Futures-Equity-Fund-Independent-Evaluation.pdf)

**The Road Ahead 2023: The ongoing impact of the cost of living**, NCVO, 2023

[www.ncvo.org.uk/news-and-insights/news-index/road-ahead-2023-cost-of-living/](http://www.ncvo.org.uk/news-and-insights/news-index/road-ahead-2023-cost-of-living/)

**Time to end the dominance of short-term grants**, Institute for Voluntary Action Research (IVAR) February 2024

[www.ivar.org.uk/publication/time-to-end-the-dominance-of-short-term-grants/](http://www.ivar.org.uk/publication/time-to-end-the-dominance-of-short-term-grants/)

**Time Well Spent**, NCVO, 2023

[www.ncvo.org.uk/news-and-insights/news-index/key-findings-from-time-well-spent-2023/](http://www.ncvo.org.uk/news-and-insights/news-index/key-findings-from-time-well-spent-2023/)

**Triple dividend: How workplace volunteering can make us happier, healthier and more productive**, Pro Bono Economics, 2024

[www.probonoeconomics.com/Handlers/Download.ashx?IDMF=5ab77848-1d21-4bfd-8425-f5f768b8b425](http://www.probonoeconomics.com/Handlers/Download.ashx?IDMF=5ab77848-1d21-4bfd-8425-f5f768b8b425)

**UK Civil Society Almanac**, NCVO 2023

[www.ncvo.org.uk/news-and-insights/news-index/uk-civil-society-almanac-2023/](http://www.ncvo.org.uk/news-and-insights/news-index/uk-civil-society-almanac-2023/)

**UK Employee Volunteering 2022-23 Report**, Works4U, 2024

[www.works-4u.com/\\_files/ugd/8b6c8c\\_38c5f4032fe7418183cc38103a6cb53b.pdf](http://www.works-4u.com/_files/ugd/8b6c8c_38c5f4032fe7418183cc38103a6cb53b.pdf)

**Unleashing the Power of Civil Society**, Law Family Commission on Civil Society January 2023

[civilsocietycommission.org/](http://civilsocietycommission.org/)

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