

ADELAIDE ALDRINGTON BEVENDEN **SUPPORT GROUPS** BRISTOL ESTATE  
 BRUNSWICK CENTRAL HOVE **LOCAL COMMUNITY GROUPS** COLDEAN  
 EAST BRIGHTON **EQUALITIES** EASTERN ROAD ELM GROVE  
 FALMER GARDSMID HANGLETON HANOVER HOLLINGBURY HOLLINGDEAN  
 HOVE PARK **GREEN SPACES** KEMP TOWN KNOLL LONDON ROAD ROUNDHILL  
 MARINA BLACK ROCK MILE OAK MEADOW NEW MONTPELIER CLIFTON HILL  
 MOULSECOOMB NORTH LAKE OIVINGDEAN **CHILDREN & YOUNG PEOPLE**  
 PATCHAM PAVILION OLD STINE POETS' CORNER **COMMUNITY VENUES**  
 PORTLAND ROAD CLARENDEN **ART** PORTSLADE NORTH PORTSLADE SOUTH  
 PRESTON PARK QUEEN'S PARK REGENCY ROEDEAN ROTTINGDEAN ST JAMES  
 ST PETER **EDUCATION** SEVEN DIALS STANMER TARNER WEST BLATCHINGTON  
 LARGE VOLUNTARY ORGANISATIONS WHITEHAWK WITHDEAN  
 WISH WESTBOURNE WEST **HEALTH & WELLBEING**  
 2003 2008 **2013** 2018 2023

## TAKING ACCOUNT 3

Third Sector Audit  
Report 2014

Capturing the social and economic impact  
of community and voluntary organisations  
in Brighton and Hove

**INVEST TO SAVE VOLUNTEERING COLLABORATION**  
**SOCIAL VALUE CHARITIES RESPONSIVE USER LED**  
**ENVIRONMENT COMMUNITY RESILIENCE NETWORK PREVENTION**  
**RESIDENTS/TENANTS IMPROVING LIVES SOCIAL ENTERPRISE**  
**JOBS HOUSING ASSOCIATION SKILLED WORKFORCE**  
**CONNECTIONS LEARNING COMMUNITY INTEREST COMPANY**  
**COMMUNITY BUILDING INFORMATION, ADVICE AND GUIDANCE**

## Welcome

Welcome to the executive summary of Taking Account 3, the economic and social audit of the third sector in Brighton and Hove. This year long research project wouldn't have been possible without the partnership formed by Community Works, Brighton and Hove City Council, Brighton and Hove Clinical Commissioning Group and the University of Brighton.



### Community Works

Much has changed since Taking Account 2 (2008) and this updated study assesses the contribution and health of the third sector in the city. The financial challenges facing funders and policy makers are significant so it is more important than ever that the reasons for investing in the sector to achieve citywide outcomes are understood.

Taking Account 3 will inform our approach to supporting the sector and the recommendations made within this report identify the steps that policy makers, funders, third sector organisations and support organisations should take to ensure that the sector continues to make a positive contribution to the lives of local residents and to the local economy.

**Laura Williams**

Community Works

### Brighton and Hove City Council

Brighton and Hove City Council employs 9,400 staff and provides around 800 services to the city's 273,400 residents, 12,650 businesses and 8.5 million annual visitors. With a growing and changing population, it is likely that more people in the city will be considered vulnerable and so we will seek, with partners, to make the collective impact of our services greater. The third sector is a key partner in the delivery of our vision for stronger, more resilient communities, so in 2012/13 we funded the third sector by more than £24 million in service commissions, grants and infrastructure support.

The council's Communities and Third Sector Policy 2014 establishes a framework for coordinated third sector commissioning that enables the authority and its partners to work more collaboratively. Our emphasis on community development, community engagement and third sector development requires the third sector to play a key role in involving communities in designing and delivering public and community services that meet locally identified need.

**Andy Staniford**

Brighton and Hove City Council

### Brighton and Hove Clinical Commissioning Group

The Brighton and Hove Clinical Commissioning Group (CCG) recognises the value of the third sector in its many differing roles; supporting individuals, providing services, ensuring service user and carer voices are heard, and supporting the statutory sector in making sure local services are effective.

This research also enables us to see how the third sector contributes to a number of the CCG's priorities. Through the case studies included in this report we want to demonstrate the value of the sector and explore how we can all learn from these great examples.

**Geraldine Hoban**

Brighton and Hove Clinical Commissioning Group

## About This Report

Taking Account 3 is the economic and social audit of the third sector in Brighton and Hove. It is conducted every five years. The research updates the core data held on the third sector, collates evidence of its impact and promotes a greater understanding of its work and development needs.

Data has been gathered through a survey of third sector organisations operating within Brighton and Hove. 224 respondents completed the survey which when scaled, presents an estimate for the city's sector as a whole. Case studies have been used to supplement this data.

We would like to thank all 224 groups and organisations who completed the audit survey, and the ten organisations who took part in the case studies.

See the full report at:  
[www.bhcommunityworks.org.uk/research](http://www.bhcommunityworks.org.uk/research)

### The case studies

The third sector in Brighton and Hove is both innovative and preventative in its approach to tackling the problems people in the city are facing. We've highlighted ten case studies that show the importance of this work, alongside the value and social impact realised by these third sector groups and organisations. The case studies do not include a full social return on investment for each organisation, instead they capture and highlight the impact these organisations realise by working with and empowering citizens, and how this provides value for money and return on investment for the public sector and other funders.

Our research has identified a need for the third sector to look holistically at demonstrating value through their monitoring and evaluation processes. Creating a more structured and consistent approach to analysing costs and the return on investment achieved will create a streamlined and robust evidence base.

PRIMARY BENEFICIARIES (%)	
All people	53
Children and young people	10
Older people	5
Learning difficulties or disabilities	4
Women	4
Disabled people	3
Homeless	3
Black and minority ethnic people	2
Mental health	2
Community and voluntary organisations	2
Lesbian, gay and bisexual people	1
Parents, carers and families	1
Residents and tenants	1
Substance misuse	1
Religion or belief based	1
Gypsies and travellers	1
Carers	1
Dementia	1
HIV / AIDS	1
Students	1
Trans	<1
Bereaved	<1
Offenders/ex-offenders and families	<1
Survivors of crime and abuse	<1
Long term conditions	<1
Specific occupational/professional group	<1

**Table 1**

The primary beneficiaries of third sector organisations in Brighton and Hove

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**“The city council regards the third sector as having a major role in the city’s success: economically, environmentally, culturally and socially. We need a thriving and diverse Third Sector that helps the city to achieve its priorities as set out in city plans, such as the Brighton and Hove Sustainable Community Strategy and the city council’s Corporate Plan.”**

**Emma McDermott**

Head of Communities, Equality and Third Sector  
Brighton and Hove City Council

## Taking Account 2003, 2008 and 2014

### What’s happened since 2008?

Taking Account 2 (2008) made a series of recommendations intended to strengthen the sector. We have looked at these recommendations and provide a summary of what has happened since the last audit.

#### **1: Be a proactive sector**

A number of high profile local third sector partnerships have been created in response to changes in public sector funding, for example; Financial Inclusion; Transforming Local Infrastructure; Complex Needs and Mental Health commissions. Resourcing continues to be a challenge.

#### **2: Promote the sector**

Taking Account 2 captured the potential of the local third sector. The subsequent public sector prospectus model of commissioning is welcomed, particularly in its attempt to support social value. Capacity for promotion and marketing still remains an issue for many third sector organisations.

#### **3: Provide robust impact measures**

Impact measurement is often good on a project basis, but it is still a challenge for third sector organisations to demonstrate the broader impact of their operations. Impact measurement processes have improved but funding and capacity to implement them remains scarce.

#### **4: Act as equal partners**

There has been a decrease in national policy initiatives that champion and help orchestrate this approach, which has been further undermined by public sector cuts. The growing profile of social value measurement provides an opportunity for organisations to demonstrate their worth and value.

#### **5: Speak out for the sector**

The recent joint public sector prospectus for the third sector recognised the importance of third sector infrastructure and engagement. Engagement often works well within a needs assessment process but there continues to be concern that the sector’s independent campaigning role may lead to an organisation losing funding.

#### **6: Avoid splits in the sector and 7: Identify barriers to service delivery**

Competitive tension continues to be managed within the third sector, while partnership work practices are developing and becoming stronger. The role of the third sector in public service delivery is becoming more accepted. Areas for improvement include accessibility to funding opportunities, the relationship between large and small third sector organisations, and the need for commissioning processes to recognise new organisations and small groups.

#### **8: Resist over-regulation**

The move towards outcome-focused commissioning through the prospectus model and keeping third sector grants is welcomed.

#### **9: Support changes in status**

A diversification of funding sources has been seen since 2008. The third sector continues to move towards independence through trading and fundraising from individuals. As many third sector organisations provide services in areas of high deprivation there will continue to be a reliance on the public sector to ensure that work can continue or be developed.

#### **10: Provide training in procurement**

Community Works and Brighton and Hove City Council delivered a procurement and bidding training to the third sector. Community Works would like to be able to offer this again if resources can be found.

#### **11: Work towards full cost recovery**

Many third sector organisations still believe that the public sector is not willing to fund their operations on a full cost recovery basis. This is an area that needs addressing as organisations continue to make up the shortfall through fundraising activities.

#### **12: Efficient monitoring**

The Taking Account audits enable monitoring of the third sector. Encouragingly, the top five large organisations identified in the 2008 audit continue to operate in the city.

NUMBER OF MANAGEMENT COMMITTEE MEMBERS IN RESPONDING ORGANISATIONS



NUMBER OF PAID STAFF IN RESPONDING ORGANISATIONS



TURNOVER OF RESPONDING ORGANISATIONS



ESTIMATED TOTAL NUMBER OF ORGANISATIONS



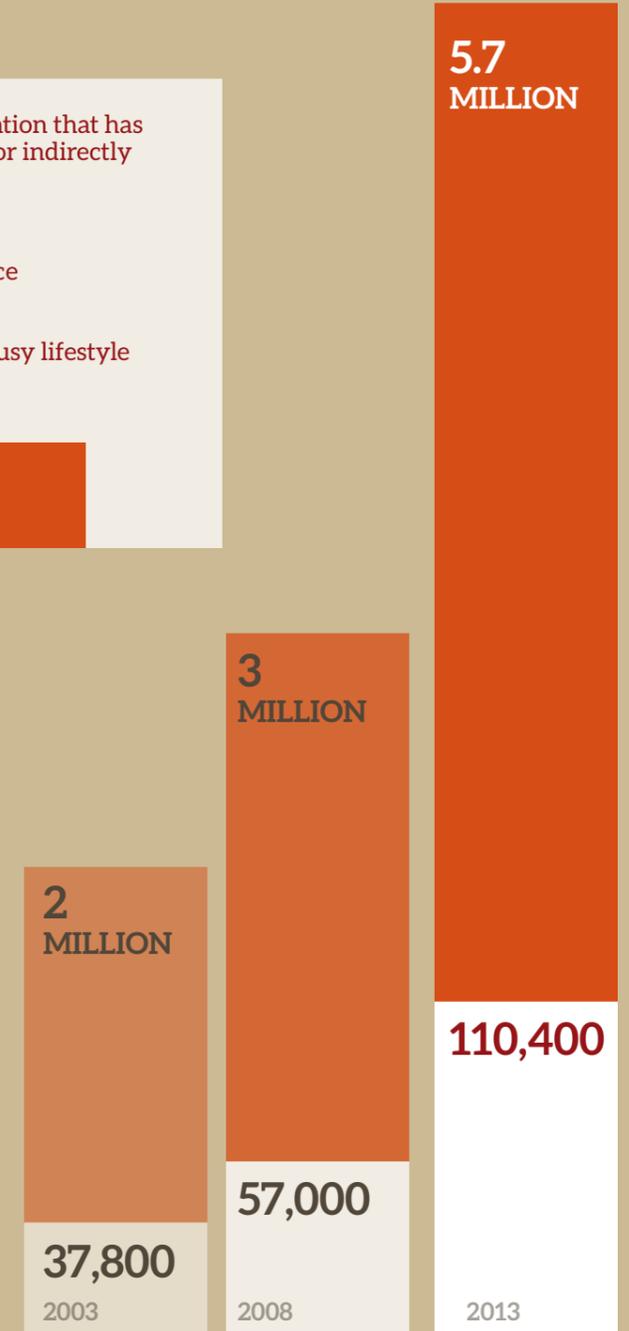
NUMBER OF RESPONDING ORGANISATIONS



- Give something back to a group or organisation that has impacted on a person's life, either directly or indirectly
- Make a difference to the lives of others
- Help the environment
- Help others less fortunate or without a voice
- Feel valued and part of a team
- Spend quality time away from work or a busy lifestyle
- Gain confidence and self-esteem

WHY DO PEOPLE VOLUNTEER?

ESTIMATED TOTAL YEARLY VOLUNTEER HOURS



ESTIMATED TOTAL WEEKLY VOLUNTEER HOURS



NUMBER OF VOLUNTEERS IN RESPONDING ORGANISATIONS

HOW THE LANDSCAPE HAS CHANGED SINCE 2003



### Age UK Brighton and Hove (AUKBH)

Empowering older people to stay independent, active and connected.

AUKBH formed in 1965. Its services are driven by the people who use them. Over 20% of the work undertaken by the organisation is funded by legacy donations and other income generation.

AUKBH's crisis service provides short term care on an emergency basis and forms part of the Clinical Commissioning Group's (CCG) Community Rapid Response service, enabling older people to access emergency care 12 hours a day 365 days a year. AUKBH's Help at Home service operates as a social enterprise matching clients with self-employed gardeners, shoppers and cleaners.

AUKBH is guided by its experience of working with older people across the city over the last 50 years. They understand what is important to older people and the importance to safeguard these things for the future.

AUKBH relies on 80 community volunteers. It encourages older people to volunteer their skills and expertise, and they have over 35 volunteers over 50, including a Tai Chi instructor who recently celebrated her 90th birthday. The support offered by the 80 volunteers totals 7,680 hours. At the £7.65 living wage rate this amounts to £58,752 of added value offered through its volunteer programmes.

**“My home help not only helps me with domestic chores but has pointed me to other services. It’s changed my life.”**

Service User

#### 2012/13 key facts

370 clients accessed Help at Home (42% of these were over 85, and 38% between 75 and 84)

53 service users received 482 hours of counselling support

4,230 information and advice enquiries

1,886 passengers used the minibus service

550 people accessed the nail cutting service

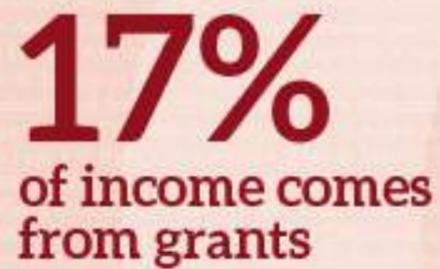
110 people attended talks on community engagement

3,808 people visited the IT drop in centre

489 people used the crisis service

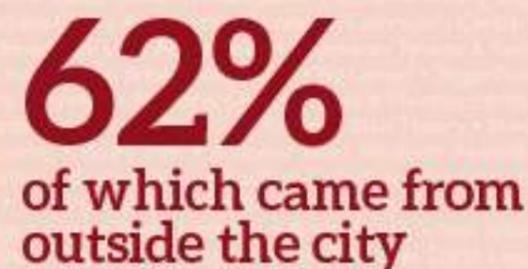
Last year AUKBH's trading activities generated a total of £39,091, the net profits of which are used to fund local charitable activities. Coupled with the value of volunteer's time this equates to an added value of £97,843 per year. Through their work AUKBH helps lift a significant burden from statutory services in a city where 14,000 people are over the age of 65.

[www.ageuk.org.uk/brightonandhove](http://www.ageuk.org.uk/brightonandhove)



There has been a decrease in the number of grants coming from inside the city - down 9% from 2008

#### GRANTS



There has been a decrease in the number of service contracts coming from inside the city - down 14% from 2008

#### CONTRACTS



## Brighton and Hove Food Partnership

A whole community approach that helps people to cook, eat a healthy diet, grow their own food and waste less

The Brighton and Hove Food Partnership (BHFP) is a citywide hub that addresses food-related strategic challenges at a community level. They believe the current food system is unsustainable and that many of the current challenges we face as a city, such as health inequalities, poverty, climate change or waste, are impacted by people's diets. Since 2008 BHFP has been commissioned by Public Health Brighton and Hove to deliver a citywide weight management and nutrition service.

In 2012/13 281 people took part in Shape Up Brighton and Hove, a healthy lifestyle long-term weight loss programme, and as a result:

- 148 people (53%) reported an increase in their physical activity levels
- 224 people (80%) said the information helped them to lead a healthy lifestyle
- 179 people (64%) increased their confidence and changed their lifestyle as a result

GPs used to account for 75% of all referrals, but now as a result of increased awareness more than 50% of people come through community referrals or self-referrals. Since a GP's time costs £122 per hour, this is a significant cost saving for the NHS.

BHFP promotes volunteering opportunities across the city's 75 community growing projects and supports volunteers involved in community food projects. During 2013, 4,000 people volunteered in community gardening providing around 15,000 hours of time equivalent to £114,750 in paid hours at the living wage rate.

The BHFP also manages a wider project programme. In 2013 the organisation secured over £31,000 of funding to deliver 26 healthy eating projects. Through this activity some 1,500 people engaged in healthy eating and cooking projects, more than 1,100 of whom were children and young people. As a result of projects such as these 2,000 school children now eat healthy meals and snacks every day because of specialist menu planning support from BHFP trained staff.

The costs per participant of BHFP programmes are benchmarked nationally and are comparable to similar interventions at an average of £220 per participant for a six month intervention.

<http://bhfood.org.uk>

### Community based solutions

Of the 762 adults referred to the healthy weight referral service in 2013, 564 (74%) went on to attend a BHFP Shape Up group or one-to-one clinic. A key barrier to eating healthily for many people is a lack of skills and confidence in cooking so BHFP runs community-based cookery courses. These include specialist sessions for baby weaning, cookery for adults with learning disabilities, as well as projects like Harvest Brighton and Hove, which aims to get people growing their own food at home, in schools and within communities.

**“Brighton and Hove Clinical Commissioning Group is committed to working with third sector organisations in the best possible way, including smaller community and neighbourhood schemes, and welcomes the chance to learn from this as a way of helping inform our future commissioning.”**

**Geraldine Hoban**  
Chief Operating Officer  
Brighton and Hove Clinical Commissioning Group

**10%**  
of respondent organisations are signed up to the living wage and another 22% would consider signing up

**39% of organisations do not employ staff so cannot sign up**

### LIVING WAGE

The estimated annual income of the third sector in Brighton and Hove is approximately

**£73 million**

Much of this is spent in Brighton and Hove on local projects, which creates further economic benefits so that the third sector contributes approximately

**£127 million**

to the Brighton and Hove economy each year  
**= 2.2% of the total economy**

### ECONOMIC CONTRIBUTION TO THE CITY

Approximately

**6,900 people**

work in the third sector in Brighton and Hove

**= 6%** of the total jobs in the city

**CONTRIBUTION TO EMPLOYMENT**

There is an estimated ratio of

**4:1**  
volunteers  
to paid staff



**RATIO OF PAID EMPLOYEES TO VOLUNTEERS**

Inspire

Delivering services that wraparound the whole family, helping everyone to stay on track and supported



Inspire is a women's community project created to support women involved in the criminal justice system, and reduce offending behaviour. The partnership is led by Brighton Women's Centre along with RISE, Brighton Housing Trust's Threshold, Brighton Oasis Project and the Survivor's Network. Inspire's clients are vulnerable women with multiple complex needs.

National statistics confirm:

- more than half of women in UK prisons have suffered domestic violence
- one in three has experienced sexual abuse
- they have less than half the academic qualifications of the general population
- almost half have not worked in the past five years
- 74% left school at 16 or before
- one in four spent time in care as a child
- 80% have diagnosable mental health issues
- 73% have used non-prescription drugs

Local statistics mirror these national figures with the exception of domestic abuse. Domestic abuse is seen amongst nearly 80% of the women which Inspire supports.

**Invest to save**

Inspire work with women who have led traumatic lives, and while they have been convicted of a crime they are often victims of crime themselves. The project focuses on helping people break the cycles of crime, substance misuse, domestic violence and homelessness – often sending people to prison only compounds their problems.

Imprisoning mothers for non-violent offences can lead to further drains on the public purse, including loss of tax revenue, and increased levels of benefits, to say nothing of the negative impact on the lives of the children involved.

Inspire calculates that interventions costing between £1,152 and £2,302 can save between £47,000 and £264,000 in public funding per woman over a five year period. In this respect Inspire's service is three to 14 times more cost effective.

[http://www.womenscentre.org.uk/index.php?What\\_We\\_Do:Inspire\\_Project](http://www.womenscentre.org.uk/index.php?What_We_Do:Inspire_Project)

**Creative Future**

Creative Future helps marginalised and socially excluded individuals gain meaningful self-employment through creative expression. The organisation offers them a positive experience by enabling service users to exhibit or publish their own creative work. This enables service users to relate to their productive sides helping to realise a faster recovery and social reintegration. Through high-profile exhibitions and showcase events, publications, readings, online and standard gallery installations they challenge public perceptions around the potential of socially excluded people.

It's estimated that to move an 18-24 year old not in education, employment or training (NEET) into positive destinations is £4,528. It cost Creative Future just £101,965 to support 453 people in 2012/13, of whom 118 (26%) moved onto positive destinations, representing a saving of more than £530,000. The cost of moving people out of long-term unemployment, and into education or training using the Creative Future programme is £864 per person per year – over five times more cost effective per person. Using these figures Creative Future help turn every £1 invested into a social return on investment worth £5.24.

[www.creativefuture.org.uk](http://www.creativefuture.org.uk)

Volunteers donate

**110,400**  
hours per week

to third sector organisations in Brighton and Hove  
= 5,740,800 hours per year

**NUMBER OF VOLUNTEER HOURS**

There are

**27,600**

volunteer positions in  
the third sector in  
Brighton and Hove

**+ 13,800**

positions on  
management  
committees and boards  
of third sector organisations  
- almost all of these positions  
are filled by volunteers

**NUMBERS OF VOLUNTEERS**

Mad Hatters Lunch Club

Reaching out and connecting older people, preventing them from being alone and feeling lonely

Mad Hatters offer a lunch club and events for people aged over 55 years. Their oldest member is 101. Mad Hatters cater for 30-60 people at their weekly events offering a subsidised two course meal for just £3.50.

Mad Hatters is run by a team of 16 volunteers headed by Pauline Rowland who has been volunteering for over 40 years. In recognition of her contribution she was named 'Volunteer of the Year' at the 2013 Older People's Awards.

Pauline volunteers 22 hours every week, 48 weeks of the year, which amounts to a saving of £8,078 per year if compared with the living wage. Pauline has been volunteering with Mad Hatters for 10 years and has saved the organisation more than £80,000 over this time.

**Reducing social isolation**

People aged 60 make up about 20% of the population, and will increase to 24% by 2030. Older people can be vulnerable to social isolation or loneliness owing to loss of friends and family, mobility or income. Mad Hatters helps to address this isolation by bringing older people together at its lunch club.

Lack of transport is often a problem so Mad Hatters offers transport to and from the lunch club for just £2. For many of those attending this may be their only interaction all week underlining Mad Hatter's crucial role in breaking down older people's isolation, and allowing them to enjoy some fun.

Statistics show that the average gross weekly cost of day care or day services for older people in England is £106 per week, with a daily cost of £15.14. In 2013 Mad Hatters spent £15,000 providing a weekly social interaction for 60 people at a cost of £250 per person per year. Over a 48 week year, this is a daily cost of just £5.20 per person – almost three times more cost effective than day care services.

This creates an approximate social return on investment of 3:1, and demonstrates the added value that the public sector can realise by investing and supporting organisations like Mad Hatters.

Whitehawk Inn

Whitehawk Inn is an award winning community-led organisation providing information advice and guidance to adults from disadvantaged backgrounds who are looking to go back to work. Its services and activities are designed to draw in those who are socially excluded and who lack skills and confidence.

In 2012 Whitehawk Inn was supported by 3,500 volunteer hours which amounts to an added value offered by volunteers of £26,775 per year based on a £7.65 living wage.

Many of the services help individuals experience an improved quality of life. In the last year, 180 people were supported to join a social network such as a book club, dance group or tenants association. Through these simple activities, service users have become healthier, more active, more confident and happier.

In the last 12 months, Whitehawk Inn supported 867 people, 444 of whom achieved their personal learning goals. Over the same period, they helped 72 people to gain employment.

[www.whinn.org.uk](http://www.whinn.org.uk)

**55%** of responding organisations say that the number of people they support has increased in the last year

The majority of respondents stated that their main activities are:

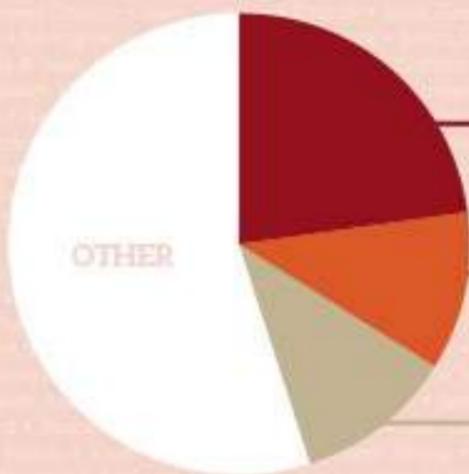
Empowering people to improve the quality of their life

42%

Bringing people together

23%

Organisations report their main provision to be:



Running activities (23%)

Providing support (11%)

Providing information, advice and guidance (11%)

OTHER: Advocacy • Campaigning • Capacity Building • Community Development • Community Enterprise • Consultancy • Counselling • Facilities Management • Mediation • Representation • Research, Information and Development • Training and Education

**MAIN PROVISION**

**Lunch Positive**

Contributing to volunteers and service users' physical health and emotional wellbeing



Lunch Positive provides a weekly lunch club and community space for people with HIV, their carers and others affected by HIV. The organisation's main aims are to build community and peer support, to reduce isolation and to offer advice and information. Last year Lunch Positive helped 144 people maintain a healthy diet, which is so critical in helping those with HIV to strengthen weakened immune systems and absorb medication.

Lunch Positive provides a vital lifeline for its members helping them to tackle depression, unemployment, mental illness or disability. Social isolation and lack of support from friends and family means that individuals are often unable to rely on normal networks for daily support. This can increase isolation and result in mental health issues. The Lunch Club relies heavily on charitable funding and is run entirely by volunteers, many of whom are also service users. As a result service users only need to make a contribution of £1.50 per meal.

The support offered by volunteers over the past 12 months totalled 3,328 hours, which amounts to an added volunteer value of £25,459 at the living wage of £7.65.

**Volunteering survey (2013)**

- Over 60% of respondents experienced positive improvements in mental health and ability to cope
- 86.7% felt an increased sense of value to their community
- 66.6% felt their range of friendships had improved
- Over 60% felt their understanding of different cultures had improved
- Over 60% of the volunteers had volunteered for over one year
- 50% of the volunteers regularly volunteer for three weeks of every month

**Key facts**

Lunch Positive provides support at £203 per person per year. The average cost of service provision for adults suffering from depression or anxiety disorders can be as high as £956 per person per year.

From the volunteering survey, nine out of 16 volunteers (56%) experienced positive improvements in mental health and ability to cope. This represents a potential saving of £8,604.

Lunch Positive almost doubles its worth with volunteer support, bringing in an additional 86% (£25,459) of the total project running costs in volunteer support.

[www.lunchpositive.org](http://www.lunchpositive.org)

**The Clock Tower Sanctuary**

The Clock Tower Sanctuary (CTS) provides information, advice and support to young people between the ages of 16 and 25 who are homeless or insecurely housed. These young people have usually experienced extremely challenging early lives due to broken or dysfunctional homes. The organisation receives much pro-bono support from agencies across the city.

CTS has two and a half full time equivalent members of staff and 30 volunteers. Between them they run the front line services providing 6,000 hours of support per year. This is a value of £45,900 based on £7.65 living wage – some 36% of the total cost of running the project.

In 2012/13 it cost £126,040 to help 450 homeless people. These were supported through an additional value of £45,900 of volunteer hours. It's calculated that for each person helped into employment the public sector saved £9,800.

[www.thects.org.uk](http://www.thects.org.uk)

**If volunteers were paid the living wage for their work in the third sector then their donated time would be worth £44 million annually**

**LIVING WAGE**

## Stay Up Late

A cost effective project that improves the lives of volunteers and service users through the love of fun and music



Stay Up Late promote full and active social lives for people with learning disabilities.

Gig Buddies is a volunteering project that enables people with learning disabilities to go to gigs and cultural events by matching them with a volunteer who shares their passions or interests. Gig Buddies is a befriending scheme that matches people with the intention of developing positive relationships with both buddies receiving support to take ownership of the friendship. Volunteers receive training in inclusion, safeguarding and supporting people with learning disabilities.

Schemes like Gig Buddies are both fun and life changing for the participants. At the core of this work is the profound purpose of reducing social isolation, addressing the stigmas associated with learning disabilities and autism, and promoting an active role in local communities.

### Volunteer contribution

Volunteers contributed 4,374 hours to Stay Up Late in the past year, which, at the living wage of £7.65 per hour, works out at an additional value of £33,461 to the service.

67% of Gig Buddies' volunteers had not previously volunteered in Sussex. There are now 35 participants and volunteers attending monthly gigs.

85% of Gig Buddies' volunteers stated that they do not have any friends who have a learning disability.

### Added value

An active social life is important in promoting good physical and mental health. Gig Buddies work with individuals who may not receive a high level of funded support hours because, for example, they may have a milder learning disability. People in this situation still face isolation and need support to develop friendships.

The Gig Buddies project currently supports 35 people with learning disabilities in East Sussex and Brighton and Hove. Day care costs up to £300 per day for someone with a learning disability, which over a standard 7.5 hour day would equate to a cost of up to £40 per hour. It costs Stay Up Late £820 per person per year to provide 4,374 hours of support. This translates to an hourly cost of just £6.56 making it an effective alternative to day care for people with learning disabilities. It also provides an out-of-hours service at a considerably reduced cost.

<http://stayuplate.org>

## Synergy

Synergy is a not-for-profit community organisation offering a creative approach to mental health and wellbeing. Synergy's user-led programme, managed through volunteers as they have no paid staff, has led to a reduction in hospitalisations amongst service users.

Every activity undertaken promotes involvement and wellbeing amongst service users and volunteers. This informal and very human approach reduces isolation, promotes confidence, breaks down barriers and encourages re-introduction into society. This preventative approach to mental health issues is facilitated through poetry and creative writing, music jam sessions, performance and improvisation, arts and crafts, monthly showcases and short films.

The average cost of service provision for people suffering from mental health disorders is £1,866 per person per year. It costs Synergy the equivalent of £11,891 to reach 900 individuals each year. If this project modestly reduces hospitalisations by one visit per year per person the potential saving is £126,000.

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## The Third Sector Landscape

The third sector finds itself in challenging times. Changes in the social, economic and political landscape, the consequent reduced resources, shifting political priorities and changing expectations of the sector requires careful navigation towards a resilient future.

In Brighton and Hove we estimate the sector to consist of 2,300 groups and organisations. This includes small community groups led entirely by volunteers and large voluntary organisations, for example delivering comprehensive social care services. Social enterprises, housing associations and campaigning organisations are all part of the third sector. Although its diversity means it is challenging to define the third sector under a single

common set of goals, values and ways of working, we know that it reaches most people in the city in some way. It provides vitally needed services which enable social participation and engaged citizenship, and give voice to those who need it most.

The third sector is a strong and invaluable part of the local community in Brighton and Hove, and plays a pivotal role in shaping and delivering the city's social, economic, educational, environmental, wellbeing and cultural priorities. It is crucial that the sector looks forward with a clear understanding of the challenges it faces, its priorities for the future and the opportunities these changes bring.

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### Social: Role and culture of the sector

As the move towards delivering larger public service contracts gathers momentum, tensions can grow; so while partnership working is being encouraged, the available contracts are fewer and competition is high.

Increasing fundraising from individual donors is often complex and can require different approaches to that of trusts, foundations, public sector grants or contract income generation. Raising money from the business sector is an alternative. To maximise this support third sector organisations need to be strategic about their support needs.

The increased competition for funding is likely to see a widening of the gap between larger organisations with greater resources and smaller groups. The dynamic nature of the sector does present an opportunity to respond quickly to user needs and new markets.

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### Technological: Digital horizons

New technologies present opportunities through which the third sector can innovate, explore new areas of work and creatively tackle the challenges that lie ahead. Groups are starting to see an imperative to use these tools in innovative ways as both the current and next generation of donors, funders and supporters migrate to these new platforms.

Online platforms are also particularly helpful in engaging young people: in a recent survey of people aged 18-24, 34% said they only make charity donations because they can do so digitally.

The future is increasingly digital. There is work to be done around digital inclusion and ensuring those who lack access or the skills to engage online are not excluded from the benefits of online participation.

**“The third sector is an incredibly strong force for good in the city and it is also a strong contributor to the local economy delivering hard cash and jobs on a scale that equals the digital industries in the private sector. It also provides opportunities for over 27,000 volunteers whose monetary contribution to the economy has been estimated at £44m per annum but whose overall contribution to the fabric of our society is invaluable.”**

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**Tony Mernagh**

Executive Director, Brighton and Hove Economic Partnership

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### Economic: The question of funding

The risks of reduced public finances, shifts in commissioning and new delivery models need careful navigation. With less public funding available, groups and organisations have to find other ways to resource their work and remain sustainable. Demonstrating impact and the effectiveness of their work will be increasingly important.

We are seeing an increase in social enterprises and new legal structures that allow for trading such as Community Interest Companies (CICs), and the emergence of hybrid relationships with organisations from the private sector. Some parts of the third sector are moving more fully into the realm of delivering public sector contracts.

Tendering also brings with it the imperative for organisations to be competitive market players; a potentially unfamiliar position that requires new ways of operating.

There have been positive developments, such as the passing of the Social Value Act 2012 which aims to ensure quality and other social value being considered alongside price in determining worth.

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### Political: Planning and managing change

The political climate is shifting in a way that is drastically reshaping the relationship between the third sector and the state. Organisations and groups need to become increasingly strategic, exploring new ways of delivery, such as through closer partnerships, seeking out different methods of generating income, and rethinking their relationship with funders and the state.

How an organisation, and the third sector as whole, grapples with external and internal changes has implications for their own ability to survive.

New skills will be needed and existing ones strengthened in order to navigate these changes and work toward resilience. Skills such as impact measurement, which requires research expertise, will also become increasingly important as funding criteria become more stringent.

It is a time when the sector must promote its worth and the distinctive role it can play.

## Taking Account 3 Recommendations For Action

The data and case studies within this audit demonstrate the positive economic and social contribution of the third sector in Brighton and Hove. They also highlight the challenges facing the sector, particularly in terms of changes to funding streams. The recommendations we have included identify steps that policy makers, funders, third sector organisations, and third sector support organisations should take to continue making a positive contribution across the city.

### Policy makers and the public sector

We propose that in order for the sector to continue to thrive in the city policy makers should:

1. Recognise and value the skills and expertise of the third sector beyond the potential it brings through volunteering.
2. Champion the living wage in all contracting and partnership arrangements.
3. Analyse and consider the economic and social implications of a reduced third sector in the city.
4. Facilitate and champion both public sector and business sector financial support and in-kind contribution to the third sector.
5. Work to develop a common cross-sector partnership approach to equalities monitoring.
6. Develop a joined up public sector approach to the development and sustainability of the third sector.
7. Plan with and partner the third sector to establish a responsive service to residents in light of public sector cuts.
8. Work to develop commissioning processes that support collaboration between third sector organisations.
9. Avoid overly competitive processes which may negatively impact on third sector provision in the city.
10. Work to maintain and further develop effective partnership working which respects the independent voice and values that exist within the third sector.

### Funders and commissioners

We propose that in order for the sector to continue to thrive in the city funders and commissioners should:

1. Work together to develop consistent monitoring, evaluation and impact processes. This will allow third sector organisations to develop streamlined manageable reporting systems and allow resources to focus upon user groups.
2. Recognise the time required for monitoring and evaluation within funding arrangements.
3. Advocate for the living wage in relationships with third sector organisations and be prepared to meet the costs of it.
4. Maintain a mixed economy of funding options (including grants) that enable different sized organisations to deliver to local residents, recognising the focused response that small groups and organisations can make to user needs.
5. Invest in services and organisations to develop the third sector in a structured and consistent way to further develop strong, viable partners that meet the city's needs.
6. Champion and celebrate the role of the third sector in helping to deliver your aims.
7. In order to benefit from the use of a consortia and partnerships approach to service delivery, commit to resourcing the approach and the time it takes.
8. Recognise the value of locally based organisations above nationals and implement the Social Value Act to build a sustainable legacy of delivery beyond the life of one contract.
9. Award contracts on the basis of quality of service and organising around local needs as well as price and economies of scale.

### The third sector

We propose that in order for the sector to continue to thrive in the city those working within the sector should:

1. Commit to effective monitoring, evaluation and measuring of impact in a realistic and robust way.
2. Recruit diverse volunteers, staff and management committee members.
3. Commit to good practice in equalities monitoring.
4. Sign up to the living wage campaign and understand the impacts.
5. Do not recruit volunteers to take the place of paid staff.
6. Ensure unrestricted funding by maximising the diversity of funding sources, such as trading and fundraising from individuals.
7. Invest funds wisely.
8. Recognise the need to work in partnership in order to provide greater value and better meet the needs of residents.
9. Recognise where there is a need to respond more effectively to changing social and economic pressures.

### For sector support organisations

We propose that in order for the sector to continue to thrive in the city sector support organisations should:

1. Offer a range of skills and development opportunities to front line organisations that improve business and management development and support organisations to demonstrate impact.
2. Understand and support organisations' development needs to help them diversify their funding by, for example, trading, fundraising from individuals and businesses.
3. Promote equality and diversity in recruiting volunteers, paid staff and management committee members.
4. Facilitate and champion both public sector and business sector financial support and in-kind contribution to the third sector.
5. Raise awareness of social value and the strengths of locally based organisations particularly in relation to strengthening bids for services and grants.
6. Facilitate space for partnership approaches within and across sectors.
7. Prioritise services around volunteer brokerage, organisational advice and support, providing policy information and continue to influence and support the development of a sustainable third sector.
8. Work with the third sector to facilitate its role in the development and influence of policy.
9. Raise the profile of the local third sector with local people to facilitate volunteering and income generation.
10. Improve knowledge and intelligence around the third sector's capacity, impact and needs.
11. Maintain the Taking Account 3 data and learn from the approach taken to inform Taking Account 4 to be conducted in 2018.

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