



Compass Partnership



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# Early mapping of national infrastructure organisations

Home Office, Active Community Unit

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## 1. Summary

In order to support the development of a robust and effective infrastructure strategy for the voluntary and community sector (VCS), the Home Office's Active Community Unit (ACU) commissioned OPM and Compass Partnership to undertake an initial mapping of the range and variety of national voluntary and community organisations (VCOs), whose objective is to support, co-ordinate, represent and develop other voluntary and community organisations and influence policy. These are known as infrastructure organisations. Running over two months, the project surveyed those organisations that are managed at national level. The aim was to develop greater understanding of the numbers, types, sizes of these organisations and the services they offer.

This study identified 256 national organisations working in England, many of which are UK-wide. They comprise:

- 164 national specialist organisations
- 26 national professional associations
- 18 generic infrastructure organisations
- 13 national resource providers
- 35 other national infrastructure bodies.

The 256 organisations have a total income of £153 million and employ 3067 people. While some date back to before 1900 over half were founded since 1980. 214 of these organisations are membership based. 43 are infrastructure organisations without a membership base.

The structure of the whole field is characterised by a very skewed distribution: there are a few large organisations and many smaller ones.

Income band	Number of organisations
£100,000 and below	51 (27%)
£100,000 to £500,000	69 (37%)
£500,000 to £1million	27 (14%)
£1million to £2million	22 (12%)
£2million to £3million	7 (4%)
£3million to £4million	3 (2%)
Above £4million	9 (5%)

Missing Cases: 68

Base: 188

Source: NCVO Voluntary Agencies Directory 2003

### Analysis by areas of government priority

There is no entirely systematic way of categorising these organisations, as many work across traditional boundaries defined by the public sector. We used the categories that the organisations

themselves used for the National Council for Voluntary Organisations (NCVO) VAD (directory) and we collaborated with NCVO's staff to categorise specialist organisations into the government's five priority areas. In total there are 106 organisations:

- 42 concerned with health and social care
- 22 concerned with children and young people
- 13 concerned with social cohesion and crime
- 14 concerned with education and employment
- 14 concerned with housing and homelessness.

Their key dimensions are:

	<b>Income</b>	<b>Employees</b>
Health and social care	£25,611,406	570
Children and young people	£31,320,832	531
Crime and social cohesion	£2,898,119	112
Education and employment	£7,769,016	184
Housing and homelessness	£18,138,507	263
<b>TOTAL</b>	<b>£85,737,880</b>	<b>1660</b>

*Missing cases: 15*

*Base: 108*

*Source: NCVO Voluntary Agencies Directory, 2003*

Most of these organisations work in a wide range of partnerships with other infrastructure organisations, with front-line voluntary organisations and with government departments. Many of the larger organisations have long-term strategic alliances with other infrastructure organisations.

## **Gaps in provision**

Gaps in infrastructure raised by interviewees included:

gaps in particular fields:

- provision for young adults aged 17 to 24
- representation for drug treatment advisors
- representation for black and minority ethnic (BME) organisations

gaps in advice across the sector, including:

- access to funding
- legal advice
- social enterprise support

governance

human resources

recruitment

general management and leadership

information sharing

gaps in overarching infrastructure in particular fields:

healthcare

social care

gaps in regional infrastructure

Unlike the private sector, there are comparatively few ‘federations’ of infrastructure organisations – bodies that bring together all the infrastructure organisations in a particular field.

## **Duplication**

Although there are examples of organisations working in similar fields, these usually deliver different services, have a different role (for example representation and service delivery), or a different focus. While there is little evidence of overlaps, there may nevertheless be a case for organisations to come together to create greater critical mass and to benefit from economies of scale.

## **2. Introduction**

In order to support the development a robust and effective infrastructure strategy for the voluntary and community sector, the Home Office's Active Community Unit (ACU) commissioned OPM and Compass Partnership to undertake an initial mapping of the range and variety of voluntary and community sector organisations, whose objective is to support, co-ordinate, represent and develop other voluntary and community organisations and influence policy. Running over two months<sup>1</sup>, the project surveyed those support and development services and activities for the voluntary and community sector that are managed at national level. The aim was to develop greater understanding of the current services offered by these national bodies. This will make it easier to explore the overlaps and gaps in the sector and stimulate a debate about where there may be scope for greater collaboration and a reconfiguration of services.

Currently, the national infrastructure organisations offer little overview of their services. This can cause confusion for bodies that want to consult and work with the voluntary and community sector, as well as for partner agencies and service users. An overview will help to develop a more systematic guide of the organisations that exist and the services they offer. This could form a basis for exploring how greater collaboration may take place.

When compiling such an overview, however, it is important to recognise the diversity and complexity of the sector. For example, some organisations are relatively new while others have developed organically over a long period; some are generic and respond to the needs of the sector as a whole, while others provide specialist services and focus on specific areas. Similarly, where services are concerned, some organisations specialise in specific areas, while the activities of others cover a wide range of support, advice and advocacy services. At the same time, the effectiveness of their signposting varies, in terms of both the language used to describe services and the level of detail offered.

It would be very difficult to describe this plurality and complexity and provide an in-depth and coherent picture of all the infrastructure services offered at national level. We therefore view that this project as an initial overview, along with pointers to what selected national organisations themselves perceive to be the gaps and overlaps between them. More research is needed to develop a comprehensive map and gather more robust evidence on where the gaps and overlaps exist. The final section in this report provides suggestions for achieving this.

### **2.1. Definitions**

In the existing literature, we found a range of definitions of national infrastructure bodies. In this project we adopt the working definition in the recent literature review undertaken by Mary Cane for the ACU earlier this year. In this review, Mary Cane defines voluntary and community sector infrastructure as: 'voluntary and community organisations that play a supporting, co-ordinating, representation, policy-making and/or development role for other voluntary and community

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<sup>1</sup> December 2003 – January 2004

organisations'.<sup>2</sup> Within this definition, we identified – in collaboration with the NCVO – the following typology of the range of infrastructure bodies and organisations operating at a national level:<sup>3</sup>

1. **Generic organisations:** all national organisations working across a range of policy areas, providing services to a variety of beneficiaries. For example: National Council for Voluntary Organisations (NCVO), National Association of Councils for Voluntary Service (NACVS), British Association of Settlements and Social Action Centres (BASSAC)
2. **National specialist infrastructure organisations** providing services to VCOs within a thematic sub-sector. This includes membership organisations that work at a sub-sectoral level and have a clearly defined policy area and/or group of beneficiaries. For example: National Council for Voluntary Youth Services (NCYVS), UK Council on Deafness, Association for Medical Research
3. **National professional associations** providing services to individuals with specialist roles. This type includes national organisations that support individual members, such as chief executives and fundraisers. For example: Association of Charitable Fundraisers, Association of Chief Executives of Voluntary Organisations (ACEVO)<sup>4</sup>
4. **National resource bodies** providing a support service to the sector or part of it. These organisations have no members. For example: Directory of Social Change, Charities Evaluation Service, Centre for Voluntary Action Research (CVAR)
5. **Other national organisations** that have infrastructure as a secondary purpose, that is, where the majority of resources are devoted to non-infrastructure work.

## 2.2 The structure of the report

This report details the methodology used in the mapping work (section 3) and provides an overview of the information collected, including: A broad profile of national infrastructure organisations (section 4); a profile of organisations with a focus on the government priority areas (section 5); messages from the field (section 6); emerging findings (section 7); and issues for further exploration (section 8).

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<sup>2</sup> Voluntary and Community Sector Capacity Building and Infrastructure Strategy: Final Draft Literature Review and Scoping Study, Mary Cane, ACU, April 2003

<sup>3</sup> There is at present no one set of classification categories shared by the field, and it is therefore worth noting that this is a typology we devised for the purposes of this project and it may be necessary to test this out in time.

<sup>4</sup> Because we include national professional associations providing services to *individuals* with a specialist role (typology 3), we recognise that the definition adopted for this mapping exercise is broader than the one offered by OPM/Compass Partnership in the emerging infrastructure strategy paper. This definition specifies provision of infrastructure functions (support and development, co-ordination, representation, and promotion) to *frontline VCOs*

## **3. Methodology**

In order to begin to capture the diverse and complex nature of the services offered, we undertook a scoping exercise followed by data gathering and analysis.

### **3.1 Project scoping**

We identified three existing, but different, information sources on national infrastructure organisations:

- organisations that are part of the NCVO umbrellas forum
- organisations listed as umbrella organisations in the NCVO Voluntary Agencies Directory (VAD)
- organisations listed in the VAD that identified themselves as 'infrastructural'.

Merging the three different lists (and deleting any duplicates) provided us with a long list of approximately 280 organisations. In collaboration with the NCVO, we coded all these according to type of organisation:

- generic organisations
- national specialist infrastructure organisations
- national professional associations
- national resource bodies
- other national organisations.

From this classification we excluded approximately 25 organisations that are not operating at national level. This gave us 256 organisations providing national infrastructure services (as listed in appendix one). We then subdivided them into service areas that are currently a priority for government<sup>5</sup>:

- health and social care
- crime and social cohesion
- education and employment
- housing and homelessness
- children, young people and families.

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<sup>5</sup> As government priorities are re-visited and revised on a continuous basis, it may be necessary to re-investigate the results of this mapping exercise to identify sub-categories under each of the five broad priority areas set out in this report.

## **3.2 Data gathering and analysis**

Activities in stage two comprised quantitative data analysis and a series of qualitative interviews.

### **Quantitative analysis**

The main data source for the quantitative analysis was obtained from key profile data submitted by organisations to the NCVO Voluntary Agencies Directory (VAD), 2003. The VAD is currently the most comprehensive and up to date data source available on voluntary and community organisations in England. The directory contains the following information on a total of 2365 voluntary organisations in England:

- Organisational objectives
- Charitable status
- The number of branches and local groups
- The use of volunteers
- The total number of paid employees
- A library or information room
- An associated trading company
- Production of publications
- Total income and expenditure
- NCVO membership
- Founding date

From the full VAD data file we sampled the 256 infrastructure organisations identified in the project scoping stage. We subsequently analysed the key profile data submitted by the 256 organisations in order to map the size, objectives and range of services provided by all the national infrastructure organisations, generic infrastructure organisations and organisations that have a specific focus on each of the priority areas identified above.

### **Qualitative analysis**

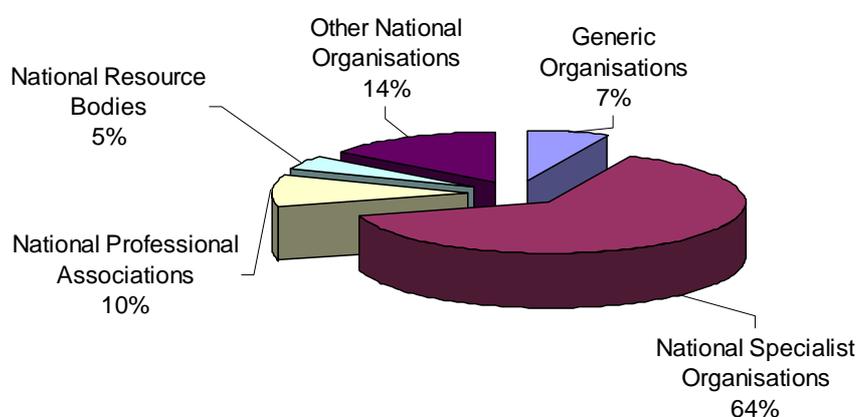
To develop a more in-depth picture of the activities of specific national infrastructure organisations and develop an understanding of the views of the sector, we conducted qualitative interviews with senior representatives of a sample of 25 national infrastructure organisations. The organisations were identified in cooperation with the ACU and comprised 10 generic organisations and 15 with a focus on a current government priority area. A list of interviewees and the interview guide can be found in appendix two. When conducting the interviews, it became apparent that there was no common way of gathering detailed information about the services provided by these organisations. For example, only a few organisations were able to provide detailed information about the proportion of income spent on core activities (such as information and advice and advocacy services) and the level of services offered in key areas (such as governance, ICT and finance). Given the complexity and specific nature of the work of each individual organisation, it is challenging to establish an overview of the range, level and type of services offered across the organisations. The findings as reported below are therefore general in nature.

To assist in our analysis, we held a workshop with members of the National Umbrella and Resource Agency Forum (Umbrella Forum) mid way into the project. In the workshop we informed participants about the aims of this project and the emerging findings from the quantitative analysis. The feedback from members was extremely helpful in establishing the parameters and scope for subsequent data analysis.

## 4. Broad profile of national infrastructure organisations

We identified a total of 256 organisations operating at national level and providing infrastructure services. As indicated in chart 1, the majority of organisations were categorised as national specialist organisations (organisations providing services to member voluntary organisations within a thematic sub-sector). A total of 164, or 64 per cent, fell into this category. While 37 (14 per cent) represent national organisations that have infrastructure as a secondary purpose only and 26 (10 per cent) represent national specialist associations who provide infrastructure services. Eighteen (7 per cent) were classified as generic organisations and the remaining 12 (5 per cent) were classified as national resource bodies.

**Chart 1: National infrastructure organisations by type**



Source: NCVO Voluntary Agencies Directory, 2003

### 4.1 Focus area

Between them, the 256 organisations address a wide range of issues, from transport and the environment to community cohesion and crime. From an initial review of the aims and objectives of the organisations, we identified 14 different areas that we believe cover the issues dealt with by the organisations. Table 1 below sets out the number and percentage of organisations within each of these areas.

**Table 1: National infrastructure organisations by focus area**

Focus area	%	N
Generic organisations	7	18
Health & social care	16	42
Leisure	13	33
Children/young people & families	9	22
Faith	8	20
International	6	15
Crime & community cohesion	5	13
Education & employment	5	14
Housing & homelessness	5	14
Environmental	3	8
Women	2	6
Transport	1	3
Cross sector and other	19	48
<b>Total</b>	<b>100</b>	<b>256</b>

Source: NCVO Voluntary Agencies Directory, 2003

Measured on number alone, health and social care are relatively well represented with 16 per cent (or 42) organisations focusing in this area. Similarly, there are 13 per cent (or 33 organisations) focusing on leisure. There are 9 per cent (22 organisations) with a primary focus on children, young people and families and 8 per cent (20 organisations) can be classified as faith organisations. There are 48 organisations (19 per cent) working on cross-cutting issues or specific issues not listed explicitly in the table above.

There is much overlap between the different focus areas. For example, organisations focusing on ‘women’ often have shared interests and tackle similar issues to those working with health and social care issues or issues related to children, young people and families. It is therefore worth noting that this classification incorporates a significant element of judgement

## 4.2 Employees

In total, the national infrastructure organisations employ 3067 people.<sup>6</sup> The average number of full-time staff employed by these organisations is 14. Table 2 below sets out the total (sum) and average (mean) number of full-time staff in organisations working within each of the focus areas described above.

<sup>6</sup> Please note that this figure is derived from all the organisations in our sample that have listed the number of employees in the VAD. A total of 38 organisations have not provided information about the number of full time paid employees.

**Table 2: Average and total number of employees by focus area**

<b>Focus area</b>	<b>Average</b>	<b>Total</b>
Generic	21	298
Health & social care	15	570
Children/young people & families	30	531
Housing & homelessness	22	263
Faith	14	218
Leisure	8	215
Education & employment	13	184
Crime & community cohesion	9	112
International	12	140
Women	11	55
Environmental	6	41
Transport	16	32
Other & cross sector	10	408
All focus areas	<b>14</b>	<b>3067</b>

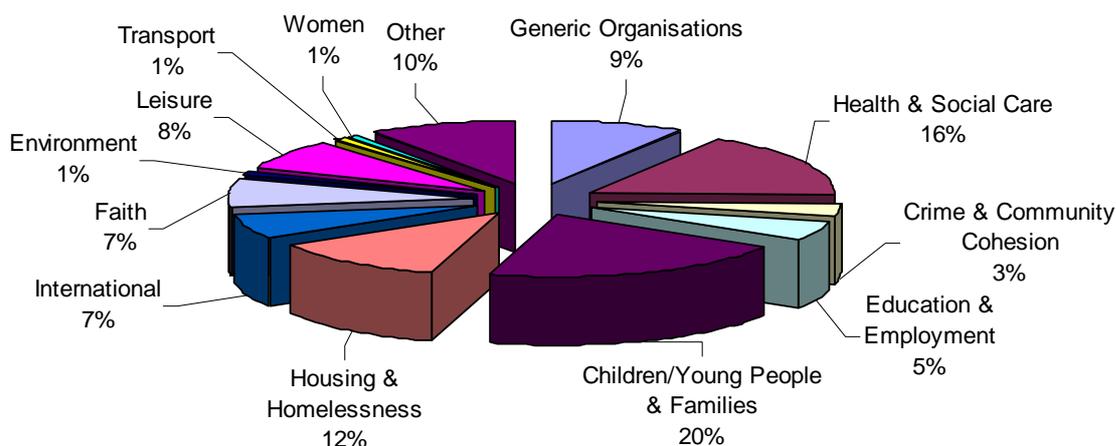
Source: *The Voluntary Agencies Directory, 2003*

Organisations working with children, young people and families are relatively well resourced with an average of 30 employees and a total of 531. Health and social care organisations also account for a relatively large proportion of the total number of employees in the sector with a total of 570 employees. However, these organisations employ on average only 15 people. Environmental groups and groups working with issues related to transport and leisure employ the least number of staff.

### 4.3 Income

National infrastructure organisations have a total income of £152,732,000 and on average each organisation has an income of £812,000.<sup>7</sup> Chart 2 below indicates the proportion of income accounted for in each of the focus areas.

**Chart 2: Proportion of income by focus area**



Source: *Voluntary Sector Agencies Directory, 2003*

Measured on income, organisations focusing on children, young people and families have the largest income, accounting for 20 per cent (£31,321,000) of the overall income. Health and social care organisations account for 16 per cent (£25,611,000) and organisations focusing on housing and homelessness account for a total of 12 per cent (£18,139,000) of the overall income. Generic organisations have 9 per cent (£13,382,000). By comparison organisations focusing on environmental issues, transport and women have the smallest income – each with one per cent (between £1,073,000 and £1,724,000) of the overall income. The table below lists in more detail the total and average income levels for each of the different focus areas.

<sup>7</sup> Please note that this figure is derived from all the organisations in our sample that have listed their income in the VAD. A total of 69 organisations have not provided information about their income.

**Table 3: Total and average income by focus area (in £1,000s)**

<b>Focus area</b>	<b>Average</b>	<b>Total</b>
Generic	£1,187	£15,431
Health & social care	£776	£25,611
Children/young people & families	£1,648	£31,321
Housing & homelessness	£1,512	£18,139
Leisure	£485	£11,648
International	£1,268	£10,146
Faith	£676	£10,808
Education & employment	£863	£7,769
Crime & community cohesion	£362	£2,898
Transport	£537	£1,073
Women	£421	£1,262
Environmental	£246	£1,724
Other & cross sector	£438	£14,902
<b>Total</b>	<b>£812</b>	<b>£152,732</b>

*Missing cases: 68*

*Base: 188*

*Source: The Voluntary Agencies Directory, 2003*

## 4.4 Expenditure

Similar figures appear when considering the levels of expenditure for organisations in each of the focus areas. Based on available data, the overall level of expenditure for the sector as a whole is £140,475,000,<sup>8</sup> Table 4 below lists the total and average expenditure levels for each of the different focus areas.

**Table 4: Total and average expenditure by focus area (in £1,000s)**

Focus area	Average	Total
Generic	£1,172	£15,234
Health & social care	£714	£21,419
Crime & community cohesion	£357	£2,860
Education & employment	£820	£7,383
Children/young people & families	£1,621	£29,187
Housing & homelessness	£1,600	£16,001
International	£1,172	£9,375
Faith	£788	£11,030
Environmental	£203	£1,418
Leisure	£489	£11,256
Transport	£526	£1,052
Women	£361	£1,084
Other & cross sector	£439	£13,176
<b>Total</b>	<b>£803</b>	<b>£140,475</b>

Missing cases: 81

Base: 175

Source: *The Voluntary Agencies Directory, 2003*

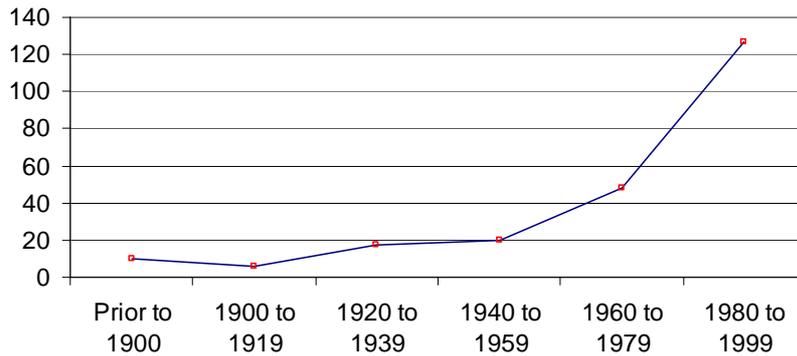
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<sup>8</sup> Please note that this figure is derived from all the organisations in our sample that have listed their expenditure in the VAD. A total of 82 organisations have not provided information about their expenditure.

## 4.5 History

The volume of national infrastructure services and the number of organisations providing those services have grown rapidly over the past century. The chart below gives an overview of the founding dates of the organisations that currently provide infrastructure services.

**Chart 3: Number of organisations founded in the twentieth century**



Source: *Voluntary Agencies Directory, 2003*

Only 11 of the national infrastructure organisations in our sample were established prior to 1900. Over the next 60 years, this number grew by between five and ten per decade. During 1960-1979 and additional 49 organisations were founded. More recently, however, there has been a significant increase in the number of organisations founded with nearly 130 new organisations being established between 1980-1999.

## 4.6 Other key data

There is much variety across the 256 organisations in the sample: Seventy-eight per cent are registered charities and only 13 per cent have an associated trading company. The majority of the organisations do have volunteers (62 per cent) and members (82 per cent), but only 38 per cent have branches and two fifths (41 per cent) have a library. Eighty-eight per cent produce publications and just over three fifths (62 per cent) are members of the NCVO.

**Table 5: Other key data**

	<b>%</b>	<b>N</b>	<b>Base</b>
Is a registered charity	78	186	240
Has a trading company	13	29	230
Has volunteers	62	149	241
Has members	83	200	242
Has branches	38	86	229
Has a library	41	93	229
Produces publications	88	201	229
Is a member of the NCVO	62	144	234

Source: *The Voluntary Agencies Directory, 2003*

## 5. Profile of organisations with a focus on the government priority areas

The sections below set out in more detail information about generic national infrastructure organisations and those with a specific focus on each of the five current priority areas of government.

### 5.1 Generic organisations

A total of 18 organisations can be classified as generic. Together, they cover a wide range of objectives and have a variety of beneficiaries. The table below lists the main objectives for the top ten of these organisations.

**Table 6: Objectives**

Name	Objectives
BASSAC	To pioneer innovative projects to meet social needs; to provide resources and help for self-help community initiatives; to act as a focus for channelling ideas into practical action
Charities Information Bureau	To enhance the fundraising skills of voluntary and community groups while also promoting greater equality in the voluntary sector
Civic Trust	To revive and foster civic values, civic pride and community co-operation and improve people's living environment in towns, cities and villages
Community Foundation Network	To be a resource organisation for community foundations or those interested in establishing them
Community Matters	To develop and support community organisations and to ensure that their interests are effectively represented locally and nationally
Development Education Association	To support and promote greater awareness and understanding of global and international development issues in the UK.
National Association of Councils for Voluntary Service	To help to promote voluntary and community action by supporting member CVSs and by acting as a national voice for the local voluntary and community sector.
National Centre for Volunteering	To promote, develop and support volunteering in the statutory, voluntary and private sectors.
National Council for Voluntary Organisations	To champion the cause of the voluntary sector in England.
ACRE (Action with Communities in Rural England)	To promote any charitable purpose to improve the conditions of life of people and communities in rural areas in England.

## Scale and size

Overall, the generic organisations have a total of 298 employees. On average each organisation employs 21 full-time staff.<sup>9</sup> There is, however, wide variation in the number of staff employed by the organisations, with the National Council for Voluntary Organisations (NCVO) employing most staff (80) and The Community Sector Coalition employing the least (1). Income levels vary greatly too, with the average income of each organisation being £1,187,000.<sup>10</sup> Again, the NCVO have the highest income (£4,399,000). Expenditure levels follow similar, although slightly lower, patterns.<sup>11</sup> The table below indicates the key data for the generic organisations.

**Table 7: Key data for generic organisations**

	Total	Mean	Upper quartile	Lower quartile
Employees	298	21	36.50	6
Income (in 1,000's)	£15,431	£1,187	£1,929	£311
Expenditure (in 1,000's)	£15,431	£1,172	£1,916	£311

Note: four organisations have not submitted information on the number of employees, five have not submitted information about income and five have not submitted information about expenditure.

Source: *The Voluntary Agencies Directory, 2003*

## Activities

We interviewed nine generic organisations whose objectives are wide ranging and include the following:

Providing a national network for the community sector, promoting community development and influencing national policy

Developing and supporting community organisations

Ensuring there is a network of thriving community foundations

Increasing the quality, quantity, accessibility and contribution of volunteering

Pioneering innovative projects to meet social needs and resources and to act as a focus for channelling ideas into practical action

Providing integrated funding information, training and advice

Capacity building local infrastructure organisations

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<sup>9</sup> Please note that this figure is derived from all the generic organisations in our sample that have listed the number of employees in the VAD. Four organisations did not provided information about the number of full-time paid employees

<sup>10</sup> Please note that this figure is derived from all the generic organisations in our sample that have listed the their income in the VAD Five organisations did provided information about their income.

<sup>11</sup> Please note that this figure is derived from all the organisations in our sample that have listed the their expenditure in the VAD. Five organisations did not provided information about their expenditure.

Giving a shared voice to voluntary organisations.

We asked the interviewees to give an estimate of the proportion of their expenditure that is spent on information and advice, advocacy and representation, partnership building and policy and research. Many of the generic organisations stated that information and advice account for a large proportion of their expenditure, with Community Matters, the Charities Information Bureau, Action with Communities in Rural England (ACRE) and the National Centre for Volunteering quoting figures above 50 per cent. Policy and research is also a large service area. The Community Sector Coalition stated that this is their largest area of expenditure while the National Centre for Volunteering said that this area takes up one third of their expenditure. A much smaller proportion of all of the generic organisations' expenditure is spent on advocacy and representation, with eight organisations quoting a figure of 10 per cent or under and ACRE quoting a figure of 20 per cent. Similarly, a relatively small proportion of expenditure is allocated to partnership building activities, with the exception of the Community Sector Coalition, which stated that partnership building is their second largest area of expenditure.

When asked in more depth what type of support the generic organisations offer, the most frequently mentioned services included support in governance, public policy, ICT, human resources, legal and financial management. The NCVO and the NACVS offer the widest range of services in these areas covering areas of governance, public policy, human resources, fundraising, ICT, general management, financial management, social enterprise/business skills and diversity.

## **Users and signposting of services**

The direct users for all the generic organisations are their member organisations and indirectly a wider group of stakeholders (including non-members from the voluntary sector, policy makers at central and local levels and individuals). The majority of the users are referred to the organisations by other voluntary organisations. However, some also find out about the services offered by attending events and visiting websites.

It was noted that sometimes there is a lack of knowledge of an organisation's services, or even of its existence. Interviewees suggested that the signposting of services could be improved by working more directly with smaller organisations or by creating a central information bank that is continuously updated. Others suggested that there should be a national effort to raise awareness, which would require the help of government.

## **Partnership working**

All the generic organisations are working extensively with other organisations and each mentioned a different set of organisations that they consider to be partners. Some examples of partnership working are provided below.

For example the Community Foundation Network have worked in partnership with NCVO and the Association of Charitable Foundations, and The National Centre for Volunteering has worked in

partnership with The England Volunteering Forum which they set up and who they service. They also run the National Strategy Partnership on Volunteering in Health and Social Care and the Employees in the Community Network and chair the NCVO's regional umbrella and resource organisation's forum. Bassac stated that their key partners are the Development Trust Association, Community Matters, The Scarman Trust, BTEG and NACVS. ACRE work in partnership with the Community Sector Coalition as well as bassac. In addition, they work with Community Matters and much of their work is linked together (for example they have worked on the Licensing Bill and carried out joint training). The NACVS works in partnership with the NCVO, ACRE, VDE and the Community Sector Coalition. The NCVO's partners are: NACVS – they jointly bid for projects and have meetings at all levels; the National Centre for Volunteering – they share a building and have developed standards for working with volunteers; and ACEVO, who they have worked with on leadership.

### **Examples of practice in partnership working**

Interviewees from generic organisations gave us examples of good practice some of which are provided below.

The Community Sector Coalition set up a symposium in March 2003. This comprised members of the coalition, other community-sector organisations and government departments who met at a one-day event to promote dialogue between the grassroots and officials. Community Matters has been the national development agent for the Millennium Volunteers programme, which has resulted in 400 young people passing through 11 local schemes. The programme has been highly commended by the DfES. The National Centre for Volunteering gave a number of examples of good practice:

- production of the definitive guide in volunteer management
- governance work with the rambler's association
- information briefings on the legal aspects of volunteering
- the creation of a diversity challenge website which helps volunteer organisations diversify their voluntary base.

The Community Foundation Network gave an ICT example where a project involved working with member organisations to assess their IT capacity and address the problems and improve systems. This work has resulted in the introduction of customised Community Foundation software (DIGITS). Bassac gave a governance example named *Lessons from the Field*, which involved working in partnership with NCVO, NACVS, ACRE, Community Matters, BTEG, CTN and four local development agencies funded by the Active Community Unit. The project's aim was to pilot governance support for small community groups and develop four models that could be applied to a range of organisations to see what works at a local level. ACRE gave the example of consulting with members to provide the view from a rural perspective to influence policy.

## 5.2 Health and social care

42 organisations that were classified as focusing on health and social care. Listed below, along with their objectives, are the top ten organisations within this sector.

**Table 8: Objectives**

Name	Objectives
Contact a family	To promote mutual support between families caring for children with any type of disability or special need within the same neighbourhood. To encourage parent support groups at local, regional and national level.
Carers UK	To help anyone who is caring for a sick, disabled or frail friend or relative at home.
Crossroads Caring for Carers/ Crossroads Association	The world's biggest provider of quality break services to carers; giving carers time to be themselves. Trained carer support workers provide care in the carer's or person with care needs' home to allow the carer a short break.
British Association for Counselling and Psychotherapy	To promote education and training for those involved in counselling and psychotherapy, full- or part-time, in either professional or voluntary contexts, with a view to raising standards. To promote the understanding of counselling and psychotherapy.
Drugscope	To inform drug policy and reduce drug related risk.
Alcohol Concern	To work with government, statutory and other voluntary bodies to develop more and better treatment services nationally. To increase public and professional awareness of alcohol misuse and to bring about a reduction in alcohol-related problems.
Help the Hospices	To further hospice care. To support independent hospices by being a servant centre for them. To raise awareness of the hospice movement.
YoungMinds	A national charity committed to improving the mental health of all babies, children and young people.
Association for Residential Care (ARC)	ARC is the UK umbrella for any agency providing any service for people with a learning disability. ARC has nine regional groups in England and a UK-wide training consortium specialising in training staff in this sector. ARC is a member of the European umbrella EASPD.
Deafax	Use ICT as a teaching and training tool for deaf children and adults. Promote deaf education, lifelong learning and provide employment training. Encourage communication and integration between deaf and hearing people. Research deaf education and employment issues.

## Scale and size

The health and social care organisations have the highest numbers of employees within our sample. The total number of employees amongst all the organisations in this sector is 570 and the average number is 15 per organisation. Contact a Family has the largest number of employees (65), while the Association of Therapeutic Communities has only one. There is also much variation in income and expenditure, with the total income being £25,611,000 and the average being £776,000. The total expenditure is £21,419,000 with an average of £714,000. Help the Hospices has both the largest income (£4,318,545) and expenditure (£3,608,129) and the Voluntary Organisations Disability Group has the least income (£8,500) and expenditure (£8,500).

**Table 9: Key data for health and social care**

	Total	Mean	Upper quartile	Lower quartile
Employees	570	15	19	4
Income (in 1,000's)	£25,611	£776	£1,125	£156
Expenditure (in 1,000's)	£21,419	£714	£980	£142

Note: 4 organisations have not submitted information on number of employees, 9 organisations have not submitted information about income and 12 organisations have not submitted information about their expenditure.

Source: *The Voluntary Agencies Directory, 2003*

## Activities and users

We interviewed three organisations that work within the health and social care sector. We asked them to give an estimate of the proportion of their expenditure that is spent on information, advice and assistance, advocacy, partnership building/brokerage and policy and research. The area that accounts for the most expenditure is information, advice and assistance, followed by advocacy and representation. Smaller proportions of expenditure are allocated to policy, research and partnership building and brokerage.

We also asked to what extent they offer certain services. All the organisations we interviewed offer support and advice on changes in public policy and diversity issues. Some support is offered in human resources, governance, legal and general or financial management. Social enterprise and business skills are present, but less well covered by those organisations we interviewed.

Services tend to be promoted through publications such as magazines, events, the media (one organisation has a press office and with regard to drugs they get the most press mentions), campaigning, marketing and also word of mouth.

Improvements that were suggested include increased funding, working across the whole of the UK rather than just in England, or boosting their current services.

## Partnership working

Two of the three health and social care organisations we spoke to state that they do work in partnership with other national infrastructure organisations, although the extent varies. The organisations named as partners include the following:

The Local Government Association: working in partnership looking at the impact of a national drugs strategy

The National Treatment Agency: sit on their providers' forum and deliver services.

The Health Development Agency

The Royal College of GPs: conduct a joint training programme

ACEVO: work around voluntary organisations

Drugscope: Share a building with and often carry out joint projects.

## Illustrative examples of practice

We asked the organisations to provide examples of good practice within their different service areas:

**Governance:** QUAD standards for the drug and alcohol field.

**Public Policy:** *Using Women* campaign, which is about the over-representation of women in prison for drug offences and model strategy for alcohol abuse.

**HR:** Occupational standards development, best practice procedures in staff management.

**Legal:** Briefs on the issue of reclassification of cannabis.

**Fundraising:** Running of a programme to assist self-help groups to develop fund-raising capacity and a series of workshops on succession funding.

**ICT:** Drugs network programme which is funded by the community fund

**General Management:** Quality in alcohol and drugs service manual and training

**Volunteering:** Volunteering alcohol councillor training scheme

**Diversity:** Resource packs on the BME sector

**Other:** setting up of UK disabled people's parliament; disability equality training and translation services. Drugscope have the largest library of resources about drugs in the world.

### 5.3 Community cohesion and crime

We identified 13 organisations that focus on community cohesion and crime, the top ten largest of which are listed below. We have also added organisations that focus on regeneration to this category.

**Table 10: Objectives**

Name	Objectives
Development Trusts Association	To support the development of new development trusts; to help existing trusts operate well; to persuade others to support development trusts; to run the Association effectively.
Federation of Rural Community Councils	To support organisations for a number of rural community councils, all of which are rural specialists with strong community links in their own areas. The member rural community councils tend to have a wide range of interest and influence in many aspects of rural community development and regeneration
Mediation UK	To help to establish conflict management schemes in a variety of contexts, such as schools, neighbour disputes, between victims and offenders, between community groups, etc
Ruralnet/UK	To promote ideas, inspiration and information for a creative, connected countryside. It is particularly interested in how information and communications technologies can help rural community and business enterprise.
British Urban Regeneration Association	To identify examples of best practice in regeneration in towns, cities and regions, both in the UK and abroad. To provide a platform for the exchange of successful initiatives. To create an effective networking for all those with a responsibility for improving the quality of life in urban areas.
Urban Forum	To promote understanding, develop policy, foster co-operation and increase the effectiveness of the voluntary and community sector in urban and regional policy, particularly regeneration.
Action for Market Towns	To become the acknowledged champion for small towns by providing a national network dedicated to giving advice, support and assistance to help them thrive.
CLINKS (Prisons Community Linkks)	To promote the rehabilitation of offenders by improving the links between voluntary and community-based agencies and prisons in England and Wales.
Action for Prisoner's Families	To encourage and promote the development of a nationwide network of support groups and services for prisoners' families. To act as a voice for prisoners' families and represent their views and concerns to the prison service and other agencies. To publicise issues affecting prisoners' families. To promote the just treatment of prisoners' families by the prison system and society.
Association of Visitors to Immigration Detainees	Supporting groups throughout the United Kingdom who visit immigration detainees in removal centres, holding centres and prison. Membership is open to anyone

## Scale and size

The total number of employees is 112 across all 13 organisations. Each employs on average of nine full-time staff. The organisation with the largest number of employees is The Development Trusts Association (24), while Children Law UK has the least (1). The total income is £2,898,000 with an average of £362,000 per organisation, and again The Development Trusts Association has the largest income (£821,271), while the Association of Visitors to Immigration Detainees has the smallest (£13,275). The total expenditure of all the organisations is slightly less than the income at £2,859,000. The Development Trusts Association has the greatest expenditure (£2,049,000) while the Association of Visitors to Immigration Detainees has the least (£13,275).

**Table 11: Key data for community cohesion and crime**

	Total	Mean	Upper quartile	Lower quartile
Employees	112	9	15.25	2.75
Income (in 1,000's)	£2,898	£362	£576	£81
Expenditure (in 1,000's)	£2,859	£357	£608	£74

Note: 1 organisation has not submitted information on the number of employees, 5 organisations have not submitted information about income. 5 organisations have not submitted information about their expenditure.

## Activities and beneficiaries

Two organisations working within the area of community cohesion and crime were interviewed and when asked what proportion of their expenditure is spent on information, advice and assistance, advocacy and representation, partnership building/brokerage and policy and research, only one organisation, CLINKS felt able to group their expenditure this way. CLINKS spends half of their expenditure on partnership building/brokerage, 25 per cent on information, advice and assistance and a further 25 per cent on policy and research and nothing on advocacy and representation.

The Development Trusts Association could not divide their expenditure in this way as many of their activities overlap, for example they provide advocacy and representation through partnership building. The vast majority of their budget is allocated directly to service delivery with less than 5 per cent devoted to management, representation and publicity.

## Partnership working

Both the organisations we interviewed work in partnership with others, although the extent varies from organisation to organisation.

The Development Trusts Association works in partnership under a three-year European Equal Funding programme to improve quality systems and training to community enterprises, which involves working with Cooperatives UK, New Economic Foundation, Social Enterprise London and Social Firms UK. They also work with the Scarman Trust and the New Economic Foundation on a venture capital trust and they are a founder member of the Social Enterprise Coalition. The organisation is also an elected member of the Community Sector Coalition.

CLINKS work with the Alliance to Reduce Offending .The NCVO was also mentioned as a key partner.

### **Examples of practice**

The examples of good practice which were given include:

CLINKS' good practice guide between the voluntary sector and prison establishments and a human resources pack.

The Development Trusts Association arranges visits between established organisations and mentoring programmes and provides good practice guides on approaches to community diversity.

## 5.4 Education and employment

Within the area of education and employment we identified 14 organisations that cover a variety of subjects such as adult education, professional support for governors and teachers and employment. The top ten largest organisations are listed below, together with their objectives.

**Table 12: Objectives**

Name	Objectives
National Institute of Adult Continuing Education	To promote the study and general advancement of adult continuing education.
The Guidance Council	To promote and advise on the provision of good quality guidance for learning and work, accessible to all individuals throughout their lives.
National Association of Governors and Managers	To improve school government; develop school-community links; widen membership of governing bodies and improve their powers; training for governors; representation of the views of governors locally and nationally.
UK Skills	To promote excellence in vocational skills and training through competitions and major awards.
Black Training and Enterprise Group (BTEG)	To ensure fair access and outcomes for black communities in employment, training and enterprise.
National Association of Adult Placement Services Ltd.	To promote adult placement as a resource within the community.
Association of Learning Providers	To promote high standards of vocational training. To represent the interests of training providers at regional and national level. To provide a forum for training providers to exchange good practice and to share interests.
Social Firms UK	To combat social exclusion. To create employment for people with disabilities
Association of Governing Bodies of Independent Schools	The promotion of good governance in independent schools.
Association for the Teaching of the Social Sciences	To provide opportunities for those teaching and researching in the social sciences to meet so that they may develop and share ideas and strategies for the promotion and delivery of the teaching of social sciences.

### Scale and size

Although there are only 14 organisations with a focus on education and employment, they are relatively large, measured by the number of employees, income and expenditure. There are a total of 184 employees across the 14 organisations (on average just over 13 employees). The National Institute of Adult Continuing Education accounts for 120 of the 184 employees, and there are four organisations that have only one full-time member of staff. The total income of the organisations is £7,769,000 with an average of £863,000. Again the National Institute of Adult Continuing Education accounts for a large proportion of the total with an income of £5,765,518.

The Confederation of Group Training Schemes has the least income (£22,000). The expenditure of the organisations follows a similar pattern with a total of £7,383,000 and an average of £820,000 per organisation with the National Institute of Adult Continuing Education again accounting for the vast majority of the expenditure (£5,667,166).

**Table 13: Key data for education and employment**

	<b>Total</b>	<b>Mean</b>	<b>Upper quartile</b>	<b>Lower quartile</b>
Employees	184	13.14	11	1
Income (in 1,000's)	£7,769	£863	£825	£50
Expenditure (in 1,000's)	£7,383	£820	£706	£40

Note: 5 organisations have not submitted information about their income or their expenditure.

Source: *The Voluntary Agencies Directory, 2003*

## **Activities and beneficiaries**

Within education and employment most expenditure is allocated to providing information, advice and assistance. Other activity areas are policy and research, partnership building/brokerage. Little is spent on advocacy and representation.

When asked in more detail about the specific services offered, services are largely based around information although they also deliver courses on training, planning, finance management and partnership working. The beneficiaries are member organisations as well as central and local government.

Services are promoted through mailing, advertising, a website and also through some referrals. It was noted that they would like to have more resources to participate in events and establish networks.

## **Partnership working**

One organisation stated that it works in partnership with other CVSs and regional bodies. This organisation, however, expressed concern that they do not engage in as much in partnership working as they felt they ought to.

## **Illustrative examples of practice**

The Black Training and Enterprise Group gave one example of good practice: to build the capacity of the sector they are working on with the Institute of Fundraising to train 75 individuals in fundraising who will then gain an accredited qualification. The project, commissioned by the London Development Agency, is running for two years.

## **5.5 Families, children and young people**

There are 22 organisations within the database that work in the area of families, children and young people. The top ten largest organisations are listed below along with their objectives.

**Table 14: Objectives**

Name	Objectives
National Children's Bureau	Promotes the interests and well-being of all children and young people across every aspect of their lives. Advocates the participation of children and young people in all matters affecting them. Challenges disadvantage in childhood.
British Association for Adoption and Fostering	To promote the interests of children separated from their families by taking the lead in the field of adoption and fostering, working within an anti-discriminatory framework.
The National Youth Agency	To act as a resource centre for youth work policy-makers and practitioners in England. Its major concerns include: informal personal and social education, employment, education and training initiatives; community involvement and participation by young people; counselling, information and advice for young people; work with young people at risk or in trouble.
Kids' Clubs Network	To increase childcare and out-of-school activities in every neighbourhood, urban and rural. To support children's learning and development and parents' employment.
Fostering Network	The national watchdog for standards in foster care, NFCA works to define high standards and best practice for foster care; assist local authorities, agencies and individuals to work effectively in the best interest of fostered children; inform, influence and persuade policy-makers on foster care issues; improve public understanding of foster care.
UK Youth	To develop and promote non-formal education programmes for and with young people
National Family and Parenting Institute	The NFPI is an independent charity working to support parents in bringing up their children, to promote the well-being of families, and to make society more family-friendly.
National Council for Voluntary Youth Services	To help and educate young persons to develop their physical, mental and spiritual capacities that they may grow to full maturity as individuals and members of society.
National Confederation of Parent Teacher Associations	To encourage good relationships and co-operation between home and school.
Youth Access	To promote and encourage the growth of young people's counselling and advisory services; to promote good practice in these services; to provide a forum for individuals and agencies; to promote public recognition of the importance of these services.

### Scale and size

There is great variation between the organisations that focus on families, children and young people, with a number of the organisations being relatively large. The total number of employees

amongst the 22 organisations is 531, an average of over 29 employees per organisation. The organisation with the largest number of employees is the National Children’s Bureau with 140 members of staff – 58 more than the next largest organisation. At the other end of the scale the National Council of Voluntary Child Care Organisations only employ one full-time member of staff. The total income of the organisations is £31,321,000 with an average of £1,648,000 and the total expenditure is £29,187,000 with an average of £1,621,000. The National Children’s Bureau has the largest income of £5,848,179 and expenditure of £5,245,237, while Mankind has the least income (£5,000) and expenditure (£5,000).

**Table 15: Key data for families, children and young people**

	<b>Total</b>	<b>Mean</b>	<b>Upper quartile</b>	<b>Lower quartile</b>
Employees	531	29.50	52.50	5.50
Income (in 1,000’s)	£31,321	£1,648	£3,713	£238
Expenditure (in 1,000’s)	£29,187	£1,621	£368	£220

Note: 4 organisations have not submitted information on number of employees, 3 organisations have not submitted information about income and 4 organisations have not submitted information about their expenditure.

Source: *Voluntary Agencies Directory, 2003*

## **Activities and beneficiaries**

We interviewed five organisations that work within the remit of families, children and young people. When asked what proportion of their expenditure is allocated to certain activities, two of the organisations said that they do not divide their expenditure up in this way; *“we don’t carve it up like that... they are all intertwined, for instance policy and research feeds into information which then goes into advocacy.”*

For those that did account for their expenditure in this way the majority is allocated to information, advice and assistance. The next largest area of expenditure is policy and research. This is followed by advocacy and representation and partnership building and brokerage. At present the services are promoted through magazines and monthly policy papers and websites. One organisation has a telephone enquiry service and runs an accredited professional training course, which helps promoting the organisation. It was noted that government ought to remove the technical differences it has created between the voluntary and community sectors.

## **Partnership working**

All five organisations we interviewed confirm that they engage in partnership working with many working with the same organisations. Partnerships include those with CafCass, RELATE, Mediation UK, NCVYS, National Children’s Bureau, NCVO, NACVS, National Association of Children’s Information Services, British Youth Council, Community Matters and Youth Access.

## **Illustrative examples of practice**

All five organisations gave a range of examples of good practice, which are summarised below.

National Family Mediation produces a governance booklet that they distribute to all their members. They also have a rigorous recruitment process to ensure that they recruit diverse staff which reflects the community

The National Children's Bureau has brought young people onto their board of management. In ICT they have created 'The Child Policy Network' which gives advice online. They also have a special section that works with agencies involved with black minority ethnic children and hold a council for disabled children.

The National Council for Voluntary Youth Services pointed to their work on standard setting where they developed good practice guides and set standards in child protection in conjunction with their members. The publication received accreditation from the government.

The National Youth Agency runs a neighbourhood support programme which sets out to re-engage young people in the 44 neighbourhood renewal areas. So far, this has had a 66 per cent success rate. In addition, the organisation has worked with the DfES to set standards in local youth services, and they run management development programmes. They also produce a voluntary action booklet every year and are a consulting service on voluntary action, while in the area of diversity they conduct seminars on community cohesion and local provision.

NCVCCO: Have carried out research into Best Value and better results for children commissioning services and have also been commended for their email newsletter.

## 5.6 Housing and homelessness

We identified 14 organisations in the category of housing and homelessness. In the table below we list the top ten largest organisations according to the number of employees, their income and expenditure.

**Table 16: Objectives**

<b>Name</b>	<b>Objectives</b>
National Housing Federation	To promote independent social landlords, represent them to government, local authorities and other bodies; to promote good practice and disseminate information.
Tenant Participation Advisory Service for England	To develop the involvement of tenants in housing management.
Rural Housing Trust (The)	To provide affordable housing for local people in villages throughout England.
Emmaus UK	Provision of self-supporting communities by working with homeless people.
Homeless Link	To promote quality provision for homeless people, based on partnership working, innovation and good information on policy and practice.
People for Action (PFA)	National network of housing and regeneration organisations committed to sharing knowledge and practice to build strong communities.
Nightstop UK Ltd	Nightstop UK advises and supports schemes providing accommodation in the homes of volunteer hosts and responds to the challenge of youth homelessness by shaping public policy on, and public perception of, youth homelessness.
VHG	To promote the provision of hostel accommodation and other supported housing to people in need of this and the provision of advice and support to people moving towards independence.
Federation of Black Housing Organisations Ltd	To campaign to have the unmet housing needs of black people put on the political agenda. To represent members' interests at all levels. To promote local, regional and national housing initiatives to benefit black people.
Reuse (The Furniture Re-use Network)	To provide information, services, training and support for furniture recycling projects. Promote re-use of unwanted furniture. Promote national identity of FRN. To promote good practice and high quality standards of service.

### Scale and size

By comparison with the other organisations in this survey, the organisations working in this area are very large. The total number of employees amongst just 14 organisations is 263 with an average of 22 per organisation. The organisation with the most employees is the National Housing Federation which has a total of 150 members of staff, while the Federation of Private

Residents' Associations Ltd and the National Right to Fuel Campaign only have one full-time member of staff each. The total income of all 14 organisations is £18,139,000 – an average of £1,512,000 per organisation. The total expenditure is £16,001,000 (average of £1,600,000). The National Housing Federation has the highest income and expenditure (£10,015,000 and £10,013,000 respectively) and The Furniture Reuse Network has the lowest (£24,445 for both income and expenditure).

**Table 17: Key data for housing and homelessness**

	<b>Total</b>	<b>Mean</b>	<b>Upper quartile</b>	<b>Lower quartile</b>
Employees	263	21.92	21.50	3.25
Income (in 1,000's)	£18,139	£1,512	£1,547	£79
Expenditure (in 1,000's)	£16,001	£1,600	£1,730	£54

Note: 2 organisations have not submitted information on the number of employees, 2 organisations have not submitted information about income and 4 organisations have not submitted information about their expenditure.

Source: *The Voluntary Agencies Directory, 2003*

## **Activities and beneficiaries**

We interviewed the Tenant Participatory Advisory Service (TPAS) and Nightstop. We asked both organisations to give an estimate expenditure spent on information, advice and assistance, advocacy and representation, partnership building/brokerage and policy and research. Partnership building/brokerage is the highest area of expenditure followed by advice and assistance. The least expenditure is allocated to advocacy and representation activities.

Many support activities are focused on general and financial management and volunteering. Some are focused on governance, public policy, fundraising and ICT. By comparison, the two organisations we interviewed provide relatively little support for human resources and legal issues.

Services are promoted to members and other partners on websites and through networking, word of mouth and reports and briefing papers.

## **Partnership working**

The organisations we interviewed both work with different infrastructure partners. TPAS's partners include The Housing Corporation, with whom they manage their housing association conference, and the National Housing Federation, with whom they exchange speakers at conferences. Nightstop is a member of both Homeless Link and the NCVO and work in partnership with Barnado's, who run Nightstop schemes in four locations, and with the YMCA (responding to emergency accommodation).

## **Illustrative examples of practice**

Both organisations highlighted many examples of good practice, which we summarise below.

**Governance:** TPAS said that they provide training on governance which is aimed at tenants or members and Nightstop pointed to the range of national training events which they run

**Legal:** Nightstop stated that they provide voluntary support for schemes that have legal problems

**Fundraising:** Within this area TPAS stated that they give advice on fundraising and run a training programme, while Nightstop have a national fundraiser who also provides advice to them

## **6. Messages from the field**

In the qualitative interviews and the workshop with umbrella forum members, we asked about issues of collaboration, gaps and overlaps. In addition to this, we reviewed responses from national infrastructure bodies to the consultation on the wider infrastructure strategy and identified messages, which relate to collaboration, gaps and overlaps. The findings are reported below.

### **6.1 Collaboration**

#### **Existing strategic alliances**

We asked all 25 organisations we interviewed if they consider any of their partnerships strategic alliances. All but three of the national specialist organisations, we interviewed, have strategic alliances with some of the organisations that they work in partnership with. Some have considered the possibility of entering into a strategic alliance, but decided against it. Three organisations interviewed mentioned that they do not have strategic alliances.

The NCVO umbrellas forum is seen to be particularly important as a forum for high-level collaboration and partnership working in the sector. This view was shared by the interviewees and by those, who responded to the consultation. As the Charities Trustee Networks pointed out: *“at a national level, [the forum] is an extremely valuable opportunity... for infrastructure organisations to communicate and share information to ensure that duplication of activity is minimised”*. The organisation felt that the Forum could be further developed, for example through an annual full day meeting or conference.

#### **Potential for further strategic alliances**

We subsequently asked the organisations if there is any area where a further strategic alliance would make sense. Many felt that they had fully explored this option already and that there are no other opportunities at the moment.

A couple of organisations stated that they are either merging this year or considering merging in the future which will open up more opportunities for joint working.

### **Potential for further collaboration**

Both the generic and the national specialist organisations we interviewed mentioned that there is strong foundation for partnership working, when all organisations share the same aims and when they work on very specific projects. They also thought it '*works well when partnerships are not funding driven*'; when the relationships are regional and when the partnerships are not too large ensuring flexibility to respond rapidly to changing needs.

The opportunities for further collaborative working include:

- Sharing buildings, facilities and ITC

- Running shared events, or running a programme of events on similar topics but from different perspectives

- Instilling a less 'competitive bidding culture' and establishing long-term funding streams are geared towards partnership working, which would enable more organisations to pool resources

- Further development of the Umbrellas Forum, with input and buy-in from all key national infrastructure bodies. This would help build a shared agenda amongst different organisations

- More effort to building relationships between groups that have a similar focus area

- Improving systems and processes for sharing information and communicating effectively.

The latter point about communication was mentioned as particularly important by many of the infrastructure organisations that responded to the consultation. They felt that information sharing and communication could be improved through:

- Resources such as an expanded version of the on-line directory of umbrella organisations

- Referral protocols between agencies

- Ensure that generic agencies engage with and utilise the expertise of specialist agencies, rather than developing expertise themselves

- Setting up of a specialist government unit that provides support and expertise for partnership working either instead of, or as well as, mergers

Much of this work requires national infrastructure organisations to clearly define their remit and share this information with other national infrastructure organisations, as well as their members. Agreeing and developing similar ways of signposting services is particularly important to achieve an overview of the sector and the services offered by the individual organisations. This relates to communication of overall aims and focus areas as well as specific services offered and issues addressed.

The majority of organisations both generic and national specialists are in favour of seeing good practice procedures and protocols being developed. Many felt that protocols and procedures would be useful for individual networks, the running of joint events, outlining the way that national infrastructure works with regional and local infrastructure and setting quality standards – for example for good communication and ways of reporting. Many, however, felt that there is already too much similar material in existence; *‘I doubt they [protocols] would get used. A lot of written material exists and it wouldn’t add much value to develop protocols.’*

Whilst some organisations recognise the scope for potential efficiency gains, many organisations pointed out that further collaboration requires investment of resources, both in terms of time and money. This is particularly important for smaller, less well-resourced, organisations where staff resources are often too scarce to engage in networks, attend meetings and workshops.

## **6.2 Gaps and Overlaps**

We analysed findings from the interviews and the responses to the consultation process in order to identify views on gaps and overlaps in the sector. The results are reported below.

### **Gaps**

Overall, the organisations we interviewed felt that gaps in the provision of infrastructure services is mainly due to lack of capacity to deliver and, in particular, the lack of sufficient levels of funding of infrastructure bodies. Two organisations mentioned that the dependence of the sector on short-term government funding constrains the ability of the sector to focus resources and plan strategically. They advocated for *“flexible pots of funding, the ability to invest long term and commitment [from government] to help tackling the difficult issues.”*

The specific gaps identified are set out below.

#### **Gaps in overarching infrastructure**

The NCVO umbrellas forum was seen by many interviewees to be particularly helpful in bringing together national infrastructure organisations, and ensuring that organisations with different focus areas learn from each other. However, some pointed out that there is a particular gap in health and social care *“there isn’t an overarching umbrella body for issues around health.”* They advocated a need for a larger, overarching national infrastructure organisation in this area. Our mapping though found that there are 42 organisations that focus on this area accounting for 16 per cent of all national infrastructure organisations and a total annual income of £25,611,000.

#### **Gaps in local/regional infrastructure**

A number of those interviewed felt that there is a significant lack of local or regional infrastructure services. They advocated that there is sufficient focus at a national level but that many regions and local areas are without infrastructure support: *“There is a gap at the regional level, there are plenty of organisations which are concerned with the national level but not so many at a regional*

level". It was suggested that these problems could to an extent be overcome through the creation of more development officers who work regionally, to deliver economies of scale and avoid replication of the web of national infrastructure bodies at a local level.

### **Gaps in particular fields**

A number of those interviewed pointed to gaps in service delivery within their particular fields:

**Provision for young adults aged 17 to 24.** Whilst this group benefits ultimately from services offered by a number of organisations working in many of the areas mentioned in this report, it was felt that this group has very particular needs that should be addressed in a focused way. *"There are a lot of bodies concerned with children but there are not that many who are concerned with young adults from the age of 17 to 24."* The transition to adulthood, it was argued, requires a specific focus and is an area of service delivery that is particularly important in tackling many of the government priority areas.

**Representation for drug treatment providers**, which involves the field in a genuine way. In particular it was felt that closer working between VCOs and relevant government departments is needed to ensure that this group is supported and represented.

**Representation for black and minority ethnic (BME) organisations and greater focus on equality and diversity issues amongst all national infrastructure organisations.**

Mainstreaming of diversity issues in the service delivery of all VCOs is perceived to be particularly important. Naturally BME infrastructure bodies have a particular role in working with the sector to achieve this. Yet, it was argued by one interviewee, the existing national infrastructure bodies in this area do not at present have the capacity to work with the sector as much as needed.

The latter point was covered in more detail in responses to the consultation. Some organisations suggested that there should be greater collaboration across and between generic organisations, both BME-led and generic infrastructure, as part of a much broader approach to ensuring equality of access to service provision. These organisations advocated a need to have a *"positive approach to diversity, which should include BME issues, but also explore the intersections between race, ethnicity, gender, disability, sexual orientation and faith issues"*.

### **Gaps in generic advice and support services**

As suggested in a recent report, many infrastructure bodies are *'driven by the concerns of funders, donors and staff to ensure that the highest possible percentage of funding is spent on end users'*<sup>12</sup>. This drive has led the sector and its funders to put insufficient resources into developing the capacity of the skills of the workforce and volunteers. In this mapping exercise, a

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<sup>12</sup> Capacity Building and Infrastructure Framework – working towards an investment framework: OPM/Compass Partnership, 2004.

number of organisations interviewed pointed to gaps in capacity and skills required to provide advice and support in relation to a number of particular issues and challenges experienced across the sector. These are set out below.

**How to access funding and funding practices.** For most VCOs, only a relatively small proportion of income derives from members. Skills and support on how to access funding are therefore critical. This was mentioned by a number of interviewees: *“funding advice and information needs to be more readily available.”* In addition more detailed and clear information about funding streams and funding practices is required.

**Supporting and strengthening social enterprises.** Support to social enterprises were also perceived to be a need which is not fully met at present *“There are gaps in supporting social enterprise coalitions, although organisations - in some cases - are working to resolve these e.g. through the formation of the social enterprise coalition.”*

**Understanding legal issues.** Support on legal matters was identified as another key gap. As one interviewee pointed out: *“legal and advocacy services at local level are not readily available.”*

**Governance.** Some interviewees advocated a need for stronger and more effective infrastructure support in the area of governance. More good practice guides, examples of different governance structures, development programmes and general support and advice were perceived to be needed.

**Human resources.** Most people work in the voluntary and the community sector because they care passionately about delivering outcomes for communities. Whilst this is the key strength of the sector, this does not reduce the need for performance management and strong human resource practices. Many of those interviewed pointed out that there are *“lots of gaps around the provision of specialist services like HR”* and that national infrastructure providers are not sufficiently resourced to support the sector in this area. They felt that more should be done to build HR skills in individual organisations at all levels and share good practice across the sector.

**Broad recruitment.** The voluntary and community sector in the UK employs more than 560,000 people and over 22m volunteers<sup>13</sup>. Strong recruitment practices across the board are therefore essential. Some interviewees argued for more advice and support in this area – in particular in relation to recruiting volunteers as *“...the voluntary base isn't there and the backing isn't there for those who support this.”*

**General leadership and management practices** were also identified as an area where more infrastructure services are required. This includes support to improve performance and efficiency, strategic planning activities and leadership development.

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<sup>13</sup> Capacity Building and Infrastructure Framework – working towards an investment framework: OPM/Compass Partnership, 2004.

**Information sharing.** It was felt by many that more could be done to share information across the sector at national, regional and local levels – and between them. Use of information and communication technologies was perceived to be critical and more could be done to utilise ICT. As one interviewee pointed out *“the main gap is that there is no... information sharing – there is no collective identity.”*

## Overlaps

In general, many organisations do not believe that there is excessive duplication. On the contrary, many national infrastructure bodies expressed a view that their users place great value on being able to choose between different providers of infrastructure services. This view was supported by some local voluntary sector organisations, who responded to the ACU Consultation Document, believing that the existence of choice means that the support is more likely to actually meet the needs of different types of beneficiaries. In addition, national infrastructure organisations felt that standards of service are driven up by competition. The Charities finance Directors Group made this point specifically in their response to the consultation: *“There is value in choice. For example the CFDG, ACEVO and NCVO may cover similar topics such as governance or financial management but reach very different audiences and tackle issues in very different ways”.*

Others stated that they would like more information about what each organisation offer so they felt that they could not comment on whether there are any overlaps or not; *“it would be useful to get a stronger clarity of what some of the infrastructure agencies do.”*

Although some interviewees in this project argue that there are few overlaps in the sector, recent relevant literature argues that ‘provision has grown up piecemeal and there are some concerns about overlaps as well as gaps’<sup>14</sup>. There may therefore be potential for more organisations to come together to explore possibilities for collaboration - to focus resources, create a greater critical mass and benefit from economies of scale.

## 7. Next steps

The voluntary and community sector is very diverse with a plethora of national infrastructure organisations offering a wide variety of services. At present, there is no clear, commonly understood and applied definition of infrastructure. Signposting is often inadequate and the language used to describe the services offered and the level of detail varies greatly. Because of this it is challenging to establish an overview of the range level and type of services offered by each organisation. It also makes it difficult for people working in front line organisations and

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<sup>14</sup> Ibid

others to know where to access services. Finally, the lack of overview of the sector may hinder greater collaboration between infrastructure bodies.

It would therefore be beneficial to build a better understanding of services provided by the national infrastructure organisations. The NCVO voluntary agencies directory is a useful resource for the sector and some of the data in the directory has been a major part of this mapping exercise. However, there are a number of activities that could help to achieve a better overview:

**Definition of infrastructure:** Working with the sector to identify a clear definition of infrastructure services that all organisations in the sector could sign up to and apply.

**Clarify remit and objectives:** Many infrastructure organisations could benefit from re-visiting the description of the remit and core objectives. In order to enable effective signposting, the remit and objectives of each organisation should relate to the different dimensions of infrastructure.

**Signposting:** Finally, the sector and its users could benefit from developing a common framework for signposting services, with specification of the level and range of services offered. A database with all details should be made available on line, enabling quick information searches and more in-depth analysis.

## Appendix one: National infrastructure bodies

### Generic Organisations

Organisation Name	Staff	Income	Expenditure	Founded
1990 Trust (The)	7	£300,000	£300,000	1990
Action with Communities in Rural England	37	£2,049,000	£2,049,000	1987
BASSAC	10	£900,000	£900,000	1920
CEDAG				1989
Charities Information Bureau	16	£322,000	£322,000	1981
Civic Trust	35	£2,196,000	£2,256,000	1957
Community Foundation Network	14	£535,929	£496,292	1991
Community Matters	17	£975,069	£1,018,020	1945
Community Sector Coalition (CSC)	1			
Development Education Association	10	£640,724	£566,538	1993
Euro Citizen Action Service				1990
National Association of Councils for Voluntary Service	23	£1,114,700	£970,500	1991
National Centre for Volunteering	43	£1,809,000	£1,783,000	1973
National Council for Voluntary Organisations	80	£4,399,000	£4,404,000	1919
Platform of European Social NGOs				1995
Standing Conference for Community Development (SCCD)				
Vision 2020 UK	2	£92,000	£71,000	2002
Volonteuropé	3	£98,000	£98,000	1981
<b>Total</b>	<b>298</b>	<b>£15,431,422</b>	<b>£15,234,350</b>	

## Health and Social Care Organisations

Organisation Name	Staff	Income	Expenditure	Founded
ACT	4	£201,352	£157,656	1989
Alcohol Concern	31	£1,500,000	£1,500,000	1984
Allergy Alliance				1991
Arthritis & Musculoskeletal Alliance (ARMA)	3			
Association for Residential Care (ARC)	22			
Association of Community Health Councils for England and Wales	9	£510,000		1977
Association of Medical Research Charities	9	£288,251	£437,414	1987
Association of Therapeutic Communities	1	£97,600	£96,800	1972
British Acupuncture Council	9	£718,524	£709,632	1995
British Association for Counselling and Psychotherapy	49	£1,100,000	£1,100,000	1977
British Council of Disabled People	10	£757,000	£806,000	1981
British Dental Hygienists Association	4			1949
British Holistic Medical Association	5	£21,000	£21,000	1984
Carers UK	56	£2,332,000	£2,726,000	1988
Children's Fire and Burn Trust	4	£53,000	£35,000	2000
Confederation of Healing Organisations				
Contact a Family	65	£2,508,482	£2,507,312	1979
CROSSROADS Caring for Carers/CROSSROADS Association	56			
Deafax	18	£756,358	£806,718	1985
DrugScope	45	£3,000,000		2000
Genetic Interest Group	4			1989
Help the Hospices	30	£4,318,545	£3,608,129	1984
Incontact	6	£250,000	£250,000	1989
Long-Term Medical Conditions Alliance	7	£459,858	£429,322	1989
Men's Health Forum (The)	7	£324,537	£441,669	1994
Metamorphic Association (The)		£28,297	£23,589	1979
Multiple Sclerosis International Federation	8	£1,438,770	£1,232,790	1967
Multiple Sclerosis National Therapy Centres	2	£17,585	£18,151	1992
National Association of Hospital and Community Friends	5	£1,200,000	£940,000	1949
National Development Team	10			1992
National Heart Forum	6	£400,000	£400,000	1987
Rape Crisis Federation	7	£115,762	£134,001	1996
Rural Stress Information Network	16	£691,161	£676,651	1996
Sex Education Forum	4	£175,000		1988
Shared Care Network	6	£328,272	£325,211	1989
Shiatsu Society (UK)	6			1981

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**Home Office, Active Community Unit: Early mapping of national infrastructure organisations**

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Skin Care Campaign	2	£162,000	£158,000	1992
Through the Roof	6	£150,000	£145,000	1996
UK Council on Deafness	3	£198,838	£215,787	1994
United Kingdom Homecare Association	10	£350,000	£350,000	1989
Voluntary Organisations Disability Group		£8,500	£8,500	1992
YoungMinds	25	£1,150,714	£1,158,810	1989
<b>Total</b>	<b>570</b>	<b>£25,611,406</b>	<b>£21,419,142</b>	

## Community Cohesion and Crime

Organisation Name	Staff	Income	Expenditure	Founded
Action for Market Towns	7			1997
Action for Prisoners' Families	5	£500,000	£500,000	1990
Association of Visitors to Immigration Detainees	2	£13,275	£13,275	1997
Black Neighbourhood Renewal & Regeneration Network (BNRRN)	2			2001
British Urban Regeneration Association	11	£550,000	£550,000	1990
Children Law UK	1	£73,139	£83,541	1973
CLINKS	6	£105,720	£70,677	1998
Development Trusts Association	24	£821,271	£765,009	1993
Federation of Rural Community Councils	18			
Mediation UK	16	£584,714	£627,261	1984
ruralnet/uk	13			
Urban Forum	7	£250,000	£250,000	1994
Village Halls Forum				1981
<b>Total</b>	<b>112</b>	<b>£2,898,119</b>	<b>£2,859,763</b>	

## Education and employment

Organisation Name	Staff	Income	Expenditure	Founded
Association for the Teaching of the Social Sciences	2	£65,000	£35,000	1965
Association of Governing Bodies of Independent Schools	2	£57,548	£53,139	1941
Association of Learning Providers	4			1990
Association for Supported Employment	1	£50,200	£44,300	1991
Black Training and Enterprise Group	5	£350,000	£320,000	1991
Confederation of Group Training Schemes	1	£22,000	£22,000	1990
Guidance Council (The)	14	£1,299,025	£1,091,261	1993
National Adult School Organisation	1	£49,725.34	£49,725.34	1899
National Association of Adult Placement Services Ltd	5			1992
National Association of Governors and Managers	14			1970
National Institute of Adult Continuing Education	120	£5,765,518	£5,667,166	1921
Social Firms UK	4			1997
Society For Effective Affective Learning	1	£110,000	£100,000	1983
UK Skills	10			1990
<b>Total</b>	<b>184</b>	<b>£7,769,016</b>	<b>£7,382,591</b>	

## Families, Children and Young People

Organisation Name	Staff	Income	Expenditure	Founded
British Association for Adoption and Fostering	82	£3,503,597	£3,390,388	1980
British Youth Council	6	£192,782	£220,845	1948
Catholic Child Welfare Council	2			
Children's Play Council	4	£99,176	£84,457	1988
Fathers Direct		£420,000	£420,000	1999
Fostering Network	50	£3,920,969	£3,833,624	1974
Kids' Clubs Network	60	£4,500,000	£4,500,000	1981
Mankind		£5,000	£5,000	1995
National Children's Bureau	140	£5,848,179	£5,245,237	1963
National Confederation of Parent Teacher Associations	10	£750,000	£750,000	1956
National Council for Voluntary Youth Services	15	£655,973	£705,000	1936
National Council of Voluntary Child Care Organisations	1	£703,446	£651,229	1942
National Early Years Network	9			
National Family and Parenting Institute	19	£1,100,000		1999
National Family Mediation		£450,000	£450,000	1981
National Playbus Association	8	£452,349	£441,184	1973
National Playing Fields Association				1925
National Youth Agency (The)	67	£3,713,389	£3,631,475	1991
RESPECT	2	£22,939	£10,727	2000
UK Youth	41	£4,295,317	£4,230,395	1911
Youth Access	8	£450,000	£400,000	1975
Youth Action Network	7	£237,716	£217,181	1995
<b>Total</b>	<b>531</b>	<b>£31,320,832</b>	<b>£29,186,742</b>	

## Housing and Homelessness

Organisation Name	Staff	Income	Expenditure	Founded
Almshouse Association		£479,414	£379,134	1946
Emmaus UK	20	£1,562,000	£1,336,000	1991
Federation of Black Housing Organisations Ltd	4	£250,000		1983
Federation of Private Residents' Associations Ltd	1	£32,546	£36,301	1971/72
Furniture Re-use Network (The)	3	£24,445	£24,445	1989
Homeless Link	20			
National Energy Action		£2,877,531	£2,912,602	1981
National Housing Federation	150	£10,015,000	£10,013,000	1935
National Right to Fuel Campaign	1	£60,000	£60,000	1975
Nightstop UK Ltd	6	£292,261	£200,255	1999
People for Action (PFA)	9			
Rural Housing Trust (The)	22	£911,143	£897,714	1976
Tenant Participation Advisory Service for England	23	£1,500,000		1988
VHG	4	£134,167	£141,175	1983
<b>Total</b>	<b>263</b>	<b>£18,138,507</b>	<b>£16,000,626</b>	

## International

Organisation Name	Staff	Income	Expenditure	Founded
Action Water	3	£80,772	£76,707	1985
Ashoka (UK) Trust		£273,301	£298,347	1989
Association of Commonwealth Universities	47	£7,486,409	£7,112,964	1913
Atlantic Pacific Project Group	25	£100,000	£90,000	2002
BEARR Trust	3			1991
Black European Community Development Federation	9			1975
British Overseas NGOs for Development	17	£593,460	£543,903	1993
COFACE				1958
Duke of Edinburgh's Award International Association (The)	14	£1,298,000	£939,000	1988
European Anti Poverty Network	7			1990
European Forum for Child Welfare	3			1992
European Youth Forum				
FEANTSA (European Federation of National Organisations Working with the Homeless)	5			1989
Global Connections	6	£311,291	£313,728	1958
UK Network for Civil Society Link with UN General Assembly	1	£2,395	£1,005	1998
<b>Total</b>	<b>140</b>	<b>£10,145,628</b>	<b>£9,375,654</b>	

## Religion

Organisation Name	Staff	Income	Expenditure	Founded
Baptist Union of Great Britain	41	£4,873,519	£4,942,120	1812
Board of Deputies of British Jews	15	£848,000	£888,000	1760
CARITAS - Social Action	7	£310,000	£300,000	2002
Catholic Scout Advisory Council		£2,143	£3,498	1925
Central Council of Church Bell Ringers		£36,515	£45,131	1891
Christian Camping International UK Limited (CCI)	2			
Churches' National Housing Coalition	3	£159,690	£126,146	1995
Churches Together in Britain and Ireland	30	£1,900,000	£1,900,000	1990
Council of Voluntary Welfare Work	4	£47,190	£40,270	1938
Evangelical Alliance	62			1846
Free Church Women's Forum	1	£3,500		1907
Free Churches Group	11	£286,000	£368,000	1940
General Assembly of Unitarian and Free Christian Churches	9	£626,852	£688,512	1928
Industrial Christian Fellowship	1	£7,488	£7,370	1877
Inter Faith Network for the United Kingdom	4	£199,000	£172,000	1987
League of British Muslims UK	1			
Methodist Youth and Community Section				1945
Retreat Association	3	£64,000		1989
Royal School of Church Music	24	£1,399,216	£1,504,071	1927
Union of Muslim Organisations of UK and Eire		£45,000	£45,000	1970
<b>Total</b>	<b>218</b>	<b>£10,808,113</b>	<b>£11,030,118</b>	

## Environmental

Organisation Name	Staff	Income	Expenditure	Founded
Aviation Environment Federation	3	£90,000	£90,000	1975
Council for Environmental Education	11	£457,135	£394,690	1968
Council for National Parks	9	£405,000	£404,000	1936
Farm Animal Welfare Network	2			1992
International Good Gardeners' Association	1	£14,051	£8,513	1966
National Caving Association		£45,476	£38,642	1969
Sustain: The Alliance for Better Food and Farming	12	£614,059	£372,802	1985
Wildlife and Countryside Link	3	£98,200	£109,100	1979
<b>Total</b>	<b>41</b>	<b>£1,723,921</b>	<b>£1,417,747</b>	

## Leisure

Organisation Name	Staff	Income	Expenditure	Founded
Alliance of Literary Societies		£1,123	£951	1973
Black Arts Alliance	2	£60,182	£72,327	1985
British Activity Holiday Association	4	£18,000	£17,500	1986
British Association of Friends of Museums	1			1972
British Association of Numismatic Societies				1953
British Federation of Festivals	5	£126,359	£117,705	1921
British Surfing Association	6	£150,000	£150,000	1966
British Wheelchair Sports Foundation	4	£591,997	£476,534	1972
Central Council for Amateur Theatre		£2,000		1976
Central Council of Physical Recreation	23			1935
Central Organisation Maritime Pastimes And Sport Services	1	£1,371	£1,000	1990
Countrywide Holidays Association	4	£100,000	£75,000	1893
Dance UK	6	£265,985	£226,837	1982
English Federation of Disability Sport	23	£3,000,000	£3,000,000	1998
English Folk Dance and Song Society	16	£462,000	£488,000	1932
European Piano Teachers Association (UK) Ltd	3	£31,354	£26,753	1978
Federation of Astronomical Societies				1974
Federation of British Artists	11	£759,810	£719,209	1961
Federation of Children's Book Groups				1968
Federation of Family History Societies	3			1974
Federation of Recorded Music Societies				1936
Lace Guild (The)	5	£204,717	£190,117	1976
Library Campaign (The)	1	£11,000	£10,000	1984
Making Music	20	£1,300,000	£1,000,000	1935
Museums Association	26	£1,900,000	£1,900,000	1889
National Association of Decorative and Fine Arts Societies	14	£1,107,358	£1,090,139	1968
National Association of Swimming Clubs for the Handicapped	2	£32,728	£39,806	1965
National Operatic and Dramatic Association	8	£500,000	£500,000	1899
Nautical Archaeology Society	4			1981
RYA Sailability		£319,608	£441,983	
Sonic Arts Network	3	£202,395	£211,837	1979
United Kingdom Sports Association for People with Learning Disability	2			1980
Voluntary Arts Network	18	£500,000	£500,000	1991
<b>Total</b>	<b>215</b>	<b>£11,647,987</b>	<b>£11,255,698</b>	

## Transport

Organisation Name	Staff	Income	Expenditure	Founded
Community Transport Association	22			1982
Heritage Railway Association		£66,410	£41,870	1959
Inland Waterways Association	10	£1,006,788	£1,010,344	1946
<b>Total</b>	<b>32</b>	<b>£1,073,198.00</b>	<b>£1,052,214.00</b>	

## Women

Organisation Name	Staff	Income	Expenditure	Founded
National Alliance of Women's Organisations	3			1989
National Association of Women's Clubs	3			1935
National Federation of Women's Institutes				1915
Women's Aid Federation of England	25	£635,121.00	£506,636.00	1986
Women's Environmental Network	15	£276,573.00	£247,458.00	1988
Women's Resource Centre	9	£350,000.00	£330,000.00	1982
<b>Total</b>	<b>49</b>	<b>£1,261,694.00</b>	<b>£1,084,094.00</b>	

**Across sectors and other**

<b>Organisation Name</b>	<b>Staff</b>	<b>Income</b>	<b>Expenditure</b>	<b>Founded</b>
Advice Services Alliance	14	£850,000	£850,000	1980
Alexandra Rose Day	3			1912
ARVAC Association for Research in the Voluntary and Community Sector	6	£180,000	£180,000	1978
Association of British Credit Unions Ltd	25	£1,387,788	£1,384,194	
Association of Charitable Foundations	5	£535,661	£530,161	1989
Association of Charity Officers	7	£85,000	£85,000	1946
Association of Charity Shops	4	£210,000	£210,000	1999
Association of Chief Executives of Voluntary Organisations	12	£800,000	£800,000	1987
Befrienders International	6			1974
Black and Ethnic Minority Community Care Forum	4	£194,566	£177,666	1991
Centre for Voluntary Action Research	3			2000
Charities' Tax Reform Group				1981
Charity Finance Directors' Group	11	£285,000	£308,000	1988
Charity Logistics	5	£300,000	£300,000	1996
Charity Trustee Networks	1	£50,505	£49,929	1998
Chinese in Britain Forum (The)	1	£111,322	£74,240	1997
Citizen Advocacy Information and Training	7	£324,469	£359,120	1994
Citizen Organising Foundation (The)	7	£439,041	£438,673	1990
Confederation of Indian Organisations (UK)	15			1975
Confederation of Transcribed Information Services	2			1986
Consortium of Lesbian Gay and Bisexual Voluntary and Community Organisations	5	£208,233	£197,692	1998
Council of Ethnic Minority Voluntary Sector Organisations	47	£1,500,000	£1,000,000	1998
Cranfield Trust (The)	6	£113,656	£102,610	1988
Directory of Social Change	35	£1,910,858	£1,862,691	1975
Federation of Charity Advice Services				
Federation of City Farms and Community Gardens	20	£333,000	£317,000	1980
Federation of Information and Advice Centres (FIAC) Ltd	38			
Federation of Irish Societies	2			1971
Federation of Spanish Organisations				
FunderFinder	4	£183,746	£167,587	1991
Gypsy Council (The)	1			1966
Inclusive Quality Project (IQP)	18			
Institute of Fundraising	14	£1,510,080	£1,430,268	1984
Institute of Transactional Analysis	2	£206,891	£192,415	1977

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**Home Office, Active Community Unit: Early mapping of national infrastructure organisations**

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Josephine Butler Society		£1,000		1869
Law Centres Federation	5	£360,000		1978
Merchant Navy Welfare Board	6			1948
Money Advice Association	2	£100,000	£100,000	1984
National Association of Local Councils		£500,000		1947
National Information Forum	3	£195,402	£165,014	1981
National Pensioners Convention	3	£150,000		1980
Pre-Retirement Association	7	£210,900	£210,600	1965
Race On the Agenda	4	£258,518	£245,105	1996
Telephone Helplines Association	17			1995
UKCOSA: The Council for International Education	16	£862,000	£887,000	1968
Voluntary Sector Parliamentary Workers Group		£1,900	£1,900	1991
Volunteer Development England	10	£468,691	£472,417	1986
West Indian Standing Conference	5	£73,804	£76,499	1958
<b>Total</b>	<b>408</b>	<b>£14,902,031</b>	<b>£13,175,781</b>	

## Appendix two: Organisations interviewed

### Generic

Organisation Name	Classification
Action for Communities in Rural England	Generic
BASSAC	Generic
Community Foundation Network	Generic
Community Matters	Generic
Community Sector Coalition	Generic
NACVS	Generic
National Centre for Volunteering	Generic
NCVO	Generic
The Charities Information Bureau	Generic

### Community cohesion and crime

Organisation Name	Classification
CLINKS	National specialist
Development Trusts Association	National specialist

### Education and employment

Organisation Name	Classification
Black Training and Enterprise Group	National specialist
UK Skills	Other national organisation

### Families, children and young people

Organisation Name	Classification
National Council for Voluntary Youth Services	National specialist
National Council of Voluntary Child Care Organisations (NCVCCO)	National specialist
National Youth Agency	National specialist
The National Children's Bureau	National specialist
National Family Mediation	Other national organisation

### Health and social care

Organisation Name	Classification
Alcohol Concern	National specialist
British Council of Disabled People	National specialist
Drugscope	National specialist

### **Housing and homelessness**

<b>Organisation Name</b>	<b>Classification</b>
Tenant Participation Advisory Service (TPAS)	National resource body
Nightstop	Other national organisation

### **Other organisations**

<b>Organisation Name</b>	<b>Classification</b>
Council for Ethnic Minority Voluntary Organisations (CEMVO)	National specialist
Volunteer Development England	National specialist