

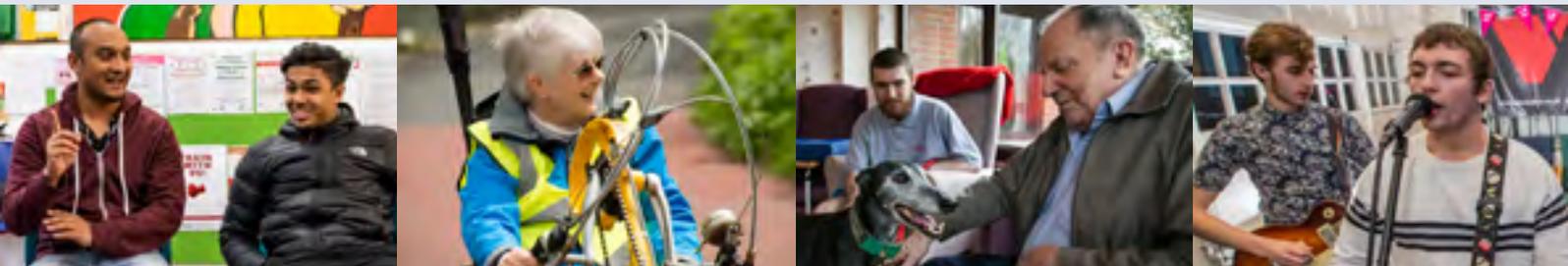


A thriving third sector:

Review of resilience support in Wales

Review of support available to third sector organisations in Wales that are building organisational and financial resilience

The Funding Centre on behalf of The National Lottery Community Fund



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Authors: Mark Beynon,
Sheona Evans, Johanna Shepherd
and Richard Tyneny



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Executive summary

With constant pressure on public funds, the landscape for the third sector is challenging. Charities, voluntary groups and social enterprises must be resilient in order to survive and thrive. The good news is that there are many organisations who provide support to help third sector organisations to build resilience, and much of this support is free or low-cost.

The Funding Centre was commissioned by The National Lottery Community Fund to create the first map of the third sector support landscape in Wales, to assess the impact and effectiveness of these services, and to inform the wider discussion about how best to support the sector in the future.

A summary of our Directory of specialist support is provided in Appendix 1. It should be viewed as a snapshot of a complex support environment, rather than an exhaustive list. There are plans to publish the Directory with more detail online later this year.



Iris Prize Outreach

What is financial and organisational resilience?

To some, 'resilience' can mean merely coping with adversity. We've used The National Lottery Community Fund's definition of resilience, which goes beyond this:

“We want civil society organisations to have the confidence, capacity and capability to determine their own path and have the right resources to achieve their mission. But to effectively seize opportunities and meet challenges head on, they also need to be able to adapt and respond to the changing environment they work in.

This means that they will have a clear understanding of their purpose, an operating model that sustainably supports their activities, and the financial flexibility and resources to achieve their goals.”

Research methodology and Directory parameters

The report used a combination of intensive desk research alongside in-depth qualitative interviews with a range of sector experts, support providers and third sector organisations.

Our search parameters for the Directory included a number of areas that are thought to have a bearing on a third sector organisation’s financial and organisational resilience:

- board development
- compliance
- evidence and impact
- fundraising and funding
- HR
- legal
- mission and vision
- business planning and strategy
- digital innovation
- finance
- governance
- leadership and management
- marketing and communications
- volunteering

The types of organisations that were included were public and third sector providers, professional bodies and membership organisations, and recruitment and matching platforms to bring charities and private sector experts together. Private sector consultancies were largely excluded unless they offered free or subsidised elements of their programme.

Findings

The Directory includes 94 providers offering support across 102 programmes that can be accessed by the third sector in Wales to build resilience. This includes the dedicated infrastructure bodies – WCVA, Wales Co-op Centre, and the 19 County Voluntary Councils – who are often the first port of call for an organisation seeking help. Beyond this there are providers offering a full programme of support covering a number of areas of need, and others who specialise in addressing specific areas of organisational development.

We were encouraged to discover how much support is available to the sector and how wide-ranging it is. There are some differences in availability between urban and rural communities, but the vast majority of support is available throughout Wales to organisations of all sizes. There is surprisingly little duplication, with the exception of online resources. Even where there is crossover, the need and, to some extent, the demand for support appears to outstrip supply.

Most assessments of individual interventions appear to suggest that they are effective. The support providers themselves are confident their work is responding to demand. One to one support with a diagnostic element emerged from the interviews as being particularly effective. Peer support was seen as highly valuable when done well, but has low uptake.

We learned that a key challenge for support providers is charities' lack of capacity to engage. This is particularly true for areas of need falling into the 'important but not urgent' category.

Funding challenges are the most urgent problem that charities wish to address, but support providers sometimes feel these are symptomatic of other organisational needs such as problems with financial management, leadership and governance, a lack of business planning, mission drift and poor use of evidence and impact measurement.

Looking to the future

All of the resilience support providers we spoke to welcomed the research and agreed that closer collaboration and coordination would benefit the sector. Organisations are keen to share evidence of good practice and positive impact, to discuss emerging and changing needs and to plan how to address future challenges.

Brexit may create uncertainty around some EU-funded programmes, but nearly all of the providers we spoke to are committed to continuing to offer their support. For programmes that are funded externally, there appear to be plans in place to secure funding for continuation.

Although charities on the whole seem to value the support they have received, it is unclear what the collective impact of this support activity is across Wales. More robust research is needed to assess the impact and effectiveness of the programmes and interventions underway. Anecdotally there is a sense that behaviours are beginning to change within charities and there is improving recognition of the factors that help create resilient organisations.

There is also scope for further research into mapping the specific offer of the county voluntary councils. Although the Third Sector Support Wales Network has a core offer, individual CVCs do vary in the size and capacity of their staff team, and this has a bearing on what regional variation there is in Wales.

1. Introduction

It is no secret that the third sector is facing a challenging economic and social climate, with public funding decreasing while demand for services increases. The resilience of third sector organisations is therefore an immediate concern to those with an interest or stake in their survival.

This research seeks to create the first map of the support landscape in Wales, to enable The National Lottery Community Fund to signpost organisations towards sources of help for building organisational and financial resilience. The report should also inform a wider discussion about how best to support the sector.

The report and accompanying directory provide a snapshot of a complex support environment, captured from December 2018 to March 2019. The research draws upon a combination of desk research and in-depth qualitative interviews with third sector experts, support providers, and non-profit organisations that have benefitted from this support.

In addition to describing the current context, the report explores the impact of these support interventions and some of the challenges of delivering them. Ultimately the report aims to contribute towards the wider debate about the sustainability of third sector organisations and how support can be targeted most effectively.



1.1 Purpose of the report

Historically there has been no single source of information about the wide range of support that is available in Wales to help build the resilience of the sector, and efforts to build an evidence base of what is out there have been limited. To that extent, this piece of research is something of a first.

The research objectives defined in the original brief are:

- to identify and document services offered to the third sector in Wales that can support them to become organisationally and financially resilient, at a Wales, UK and local level
- to provide case studies highlighting the impact of these services
- to bring together the available evidence of the impact and effectiveness of these services.

1.2 What do we mean by resilience?

There are different definitions and understandings of resilience within the third sector. To some, resilience can mean merely coping with adversity. It can even seem an unambitious goal if it means to survive rather than to thrive¹. Resilience is another term that is sometimes used interchangeably with sustainability, or it can be juxtaposed against it as a different goal, perhaps a more achievable one, to aspire to.²

One funder, the Tudor Trust, points towards an idea of resilience as an ongoing evolution in response to ups and downs, whereas sustainability has connotations of maintaining the status quo. “Resilience matters more [to us] than sustainability. We fund organisations to have the capacity to survive the future. Organisations need to be able to wax and wane so long as they are clear about their base line.”³

The concept of sustainability is perhaps more narrowly linked to an organisation’s long term financial stability⁴ and more typically used to refer to sustainable funding, whereas resilience can often be used to refer either to financial resilience or to organisational resilience.

One of the longest-established support providers told us they tend to use the term sustainability rather than resilience. This is because improving the sustainability of funding in particular is the primary goal of their support, although improving resilience overall is also a goal, and the two are related.

When thinking about a charity’s organisational resilience in particular, one definition suggests that this is ultimately about an organisation’s maturity, measured by how well developed the organisation and its management are in key areas such as governance and fundraising capacity.⁵

Therefore, given these varying interpretations, we decided to use The National Lottery Community Fund’s own definition of resilience, taken from their strategy for supporting civil society:

“We want civil society organisations to have the confidence, capacity and capability to determine their own path and have the right resources to achieve their mission. But to effectively seize opportunities and meet challenges head on, they also need to be able to adapt and respond to the changing environment they work in.

This means that they will have a clear understanding of their purpose, an operating model that sustainably supports their activities, and the financial flexibility and resources to achieve their goals.”⁶

2. Research methodology and parameters

The research consisted of an initial mapping exercise and intensive desk research review, followed by interviews with 15 support providers and sector experts and 9 third sector organisations.

In depth qualitative interviews were carried out over December 2018 and January to February 2019. The interviews with support providers explored their understanding of resilience and the barriers to it, the challenges around delivering support of this nature for both the providers and the beneficiaries, and the effectiveness of their programmes and methods of support. We asked for supporting evidence of impact and evaluations where available. We also asked for their perspectives on the existing needs and priorities for the future.

Six charities or social businesses who had received support from at least one of the key programmes took part in a roundtable discussion in January 2019, with an additional three being interviewed separately. The discussion with third sector organisations explored their experiences of accessing support, its effectiveness, and whether there are any gaps in provision.

Finally, five case studies were selected with the aim to include, where possible, variety in the support accessed, size of recipient organisation, and geographic area of Wales.



2.1 Directory of resilience support: methodology

The early stages of the research allowed us to identify and refine a list of key support categories that have a clear and meaningful bearing on an organisation's financial and organisational resilience. These categories were tested through interviews and then were used as the main headings/search parameters within the Directory:

- board development
- compliance
- evidence and impact
- fundraising and funding
- HR
- legal
- mission and vision
- business planning and strategy
- digital innovation
- finance
- governance
- leadership and management
- marketing and communications
- volunteering

In formulating the Directory, some parameters were set to determine which type of support organisation and service should be included. Our parameters included the following kinds of organisation:

- public sector providers
- third sector providers
- providers of specialist resilience-building programmes and training courses in thematic areas (all of those found were third sector organisations themselves)
- professional bodies and membership organisations
- recruitment and matching platforms to bring charities and private sector experts together; these were largely also third sector initiatives but private sector recruitment agencies offering free services to charities for trustee recruitment were included.

Private sector consultancies whose core offer is consultancy services were excluded unless the offer had free or subsidised elements.

This last parameter was designed to exclude the necessity of listing individual private suppliers of fully bespoke professional services and consultancy, of which there are simply too many to include. Had this parameter not been set, the Directory would have been tasked with trying to cover management consultancies, professional services firms, law firms, accountancies, agencies specialising in recruitment, HR and fundraising, and outsourcing services, as well as freelancers and consultants.

Our Directory is therefore weighted towards providers of free, subsidised, or pro-bono services partly to limit the scope of the research to a workable number of directory entries. The professional bodies and support providers that are included in the Directory should be well placed to signpost and refer charities to specific suppliers beyond the Directory, should this be deemed necessary. Small third sector organisations may need more support in procuring this kind of help than a directory entry could provide. On the other hand, large third sector organisations with the ability to pay a market rate should be equipped to procure commercial services themselves, tailored to their specific requirements and industry.



Where the support providers included in the Directory offer consultancy themselves, we have noted this regardless of whether it can be accessed on a free, 'low bono' or market-rate basis.

We also did not list higher education (HE) and further education (FE) colleges offering short courses and qualifications in relevant areas, because again there are simply too many to include. FE and HE should not however be overlooked as a source of professional development for third sector professionals or volunteers who require more intensive or advanced training in a particular area. Two examples from higher education are included in the Directory for illustration, in both cases offering third sector-specific training courses free of charge, but this list is not exhaustive.

We included in our research those organisations that provide grants and loans to improve resilience as part of a wider offering. However, we excluded programmes from the Directory that were grant-only or loan-only with no other form of support offered, as this would have necessitated the inclusion of the majority of grantmakers and loan providers. The Directory also excluded the provision of bursaries offered to individuals.

2.2 Limitations of the research

The Directory data includes more than 100 projects from 94 support providers. For practical reasons, we have developed criteria for inclusion and exclusion to lead to a list that is useable, manageable and as directly relevant as possible. The list is not exhaustive, and arguments can be made to include projects and organisations which have been omitted. By drawing the line where we have, we hope that the support providers and sector bodies who are included on the list can provide further guidance, and can recommend firms, agencies and consultants not listed as necessary.

We have included findings from qualitative interviews in the report. Their number of interviews conducted was limited by the timescale of the project, and the availability of potential interviewees. We are very grateful to the 24 people who took part in the research. The sample is not intended to be statistically significant in any way. The interviews are instead intended to provide illustrative comments, which offer insight into the most relevant issues for resilience support providers, support recipients, infrastructure bodies, and other third sector experts.

There was a greater focus on the experience of charities over social businesses in this report, in part, as an acknowledgement that charities are thought to represent the greater area of demand. There are an estimated 1,700 social businesses in Wales,⁷ as a proportion of the entire third sector which is estimated to include 32,000⁸ organisations. Of these, more than 7,000 are general charities registered in Wales.⁹

3. Mapping service provision

What services are offered by the established third sector infrastructure in Wales to third sector organisations to assist with organisational and financial resilience? What support is offered by other organisations – third, public and private sector?

3.1 Third sector infrastructure

The established third sector infrastructure in Wales includes the 19 County Voluntary Councils (CVCs), WCVA and the Wales Co-operative Centre. The CVCs and WCVA work closely together under the banner of the Third Sector Support Wales network, with a recently refreshed shared goal and universal offer of support. They are largely seen as a one-stop shop for third sector organisations and all provide generalist support around four main pillars of activity: volunteering, governance, sustainable funding, and engagement and influencing. They state that their work is broadly focused on the common themes of:

- information and advice
- learning and development
- networking and communication
- shaping, influencing and building the social capital and resilience of the sector
- raising the profile of the sector.



The Outdoor Partnership

WCVA provides support Wales-wide, while the regional CVCs provide support to third sector organisations working in a particular local authority area. While all have this universal core offer of support, some of the CVCs and WCVA have other funded programmes providing support in specific areas.

For example, WCVA, in addition to its general support and guidance for third sector organisations, also currently has funded programmes around volunteering, safeguarding, and evidencing impact. WCVA also distributes grants from statutory sources, and offers EU-funded loans to social enterprises through the Social Investment Cymru programme. Gofod3, run by WCVA is currently the only large third sector conference in Wales and as such it is very well-attended and welcomed by all the third-sector organisations we spoke to.

The level of support that is provided can vary considerably between the regional CVCs. This seems largely due to the level of funding, and perhaps reflective of the size of community they serve relative to their income. For example, some of the larger CVCs provide several training events every month, while the smaller ones may only provide a few per year. Some of the CVCs administer grant schemes on behalf of other organisations, the local authority or health board and many now also deliver services within the community themselves e.g. community transport services. Clearly CVCs are feeling significant pressure from a lack of funding themselves and this is undoubtedly having a knock on effect on the support that some can provide.

“CVCs do have limited resources, but they provide essential support for charities in their areas. They are there for the long haul and have a unique local knowledge.”

(Sector provider)

Other third, public and private sector providers of resilience support often see the regional CVCs as a gateway organisation. They can help other providers to reach their target beneficiaries, in particular those without an established network and ability to promote themselves to the organisations they are looking to support. The CVCs can also act as a signposting service for those organisations needing advice beyond the expertise of the CVC staff.

“It’s hard for providers outside Wales to penetrate the Welsh market...We have to use the infrastructure that we have to spread the word and enable stronger provision.”

(Sector provider)

The Wales Co-operative Centre, as the infrastructure support body for social businesses, has a much narrower remit, providing support through the Social Business Wales programme. Social business is an umbrella term which includes social enterprises, co-operatives and employee-owned businesses and the most recent mapping exercise saw over 650 social businesses in Wales included in a directory¹⁰. The Social Business Wales programme provides intensive one-to-one support to those organisations which are specifically looking to expand, focussing on growth that will lead to job creation. The growth might be around increasing turnover, diversifying into new products or services, attracting new customers or changing structure. The support they offer covers almost every area including strategy and planning, finance, HR, legal issues, IT, governance and leadership, and stakeholder engagement. They don’t provide any cash support through grants or loans, although the value of their in-kind support is up to £5,000. Another project delivered by Wales Co-op Centre, is the Welsh Government-funded digital inclusion project Digital Communities Wales. This could also potentially improve resilience for organisations if it enables them to reach their beneficiaries in a new way, or more efficiently.

3.2 Other support providers

Apart from the third sector infrastructure bodies, there are a large number of third, public and private sector organisations also providing support around organisational and financial resilience.

Classifying the organisations offering support into a typology (see table below) is immediately helpful in illustrating the wide range of organisations involved, and it hints at differing motivations and contexts for this support:

Type	Examples from the Directory	Number in Directory
'Established' third sector infrastructure bodies	CVCs, WCVA, Wales Co-operative Centre, NCVO	23
Other public sector initiatives	Business Wales, Charity Commission resources, Arts Council of Wales, Sport Wales, Nesta	6
Grantmakers	Lloyds Bank Foundation, Garfield Weston (Weston Charity Awards), Coalfields Regeneration Trust	5
Membership organisations for organisations and individuals, including professional bodies and umbrella groups	Charities Finance Group, ACEVO, Institute of Fundraising, ICSA The Governance Institute, Development Trusts Association, Small Charities Coalition, BOND, Arts & Business Cymru	19
Third sector organisations specialising in strengthening the third sector	Cranfield Trust, Pilotlight, Clore Social Leadership, New Philanthropy Capital, Coalition for Efficiency	19
Peer Networks	Association of Chairs, Ella Forums	4
Recruitment and matching platforms to find trustees, volunteers, and pro-bono advisors	Do-It, LawWorks, iProbono, TPP, CharityJob	5
Online-only resources	Good Governance Code, Social Value Wales	5
Suppliers of resources and products to the third sector (typically charities themselves)	LocalGiving, Directory of Social Change, Charities Aid Foundation	5
Commercial consultants and firms supplying bespoke services only	Not included in the Directory	0

Support is being offered in a number of ways, including: providing general information and advice (face-to-face and online); traditional training events; peer-to-peer networking; coaching and mentoring; consultancy support; grants and loans.

There are a small number of programmes, known as Grant Plus, or Funding Plus, where a grant is made alongside strategic/ financial support for the beneficiary organisation. This often takes the form of consultancy and coaching, but could also include other forms, e.g. training or peer-to-peer. The Lloyds Bank Foundation has been one of the most visible providers of this type of support since the launch of its Enhance programme in 2014. Despite the relatively low number of providers in Wales with Grant Plus programmes, several providers and beneficiaries we spoke to cited Grant Plus as being a positive and holistic approach.

Some organisations are focussed on providing support in a particular area. For example, LocalGiving only provides support in the area of digital fundraising and the Media Trust only provides support around communications. However, the majority of providers offer support across multiple areas of organisational and financial resilience.

It is worth noting that for many of the organisations based outside Wales, they often only work with a handful of Welsh charities (for example Pilotlight or The Cranfield Trust). This is largely due to capacity and ability to deliver their service, rather than the demand from the third sector in Wales.

While a more detailed analysis is carried out in Section 4 of this report, it is safe to say that there are more programmes of support available than most third sector organisations realise, and a large proportion of this support is free and accessible to all.



Insight from Lloyds Bank Foundation

The Lloyds Bank Foundation has carried out some detailed research on its provision of Grant Plus support in the 4-year period between 2014-2018, which almost 800 charities¹¹ across the UK benefitted from. Because the Lloyds' support is responsive and begins with a diagnostic element, it gives a sense of the most common areas of resilience support charities need, or believe they need. According to Lloyds, the most accessed areas of strategic support are: fundraising, business planning, monitoring frameworks and marketing (see chart below).

This breakdown reflects what we have been told by beneficiary organisations about the areas they see as having the most impact on their resilience, so it is therefore not surprising that these are the areas of support most accessed. However, our interviews with support providers and sector experts suggest that it is support around leadership and governance that is most needed by third sector organisations, so it is interesting to note this is one of the less-accessed areas of support for Lloyds Bank Foundation grantees. This perhaps suggests a disconnect between what charities feel they want and what they actually need.

Enhance: scale and scope

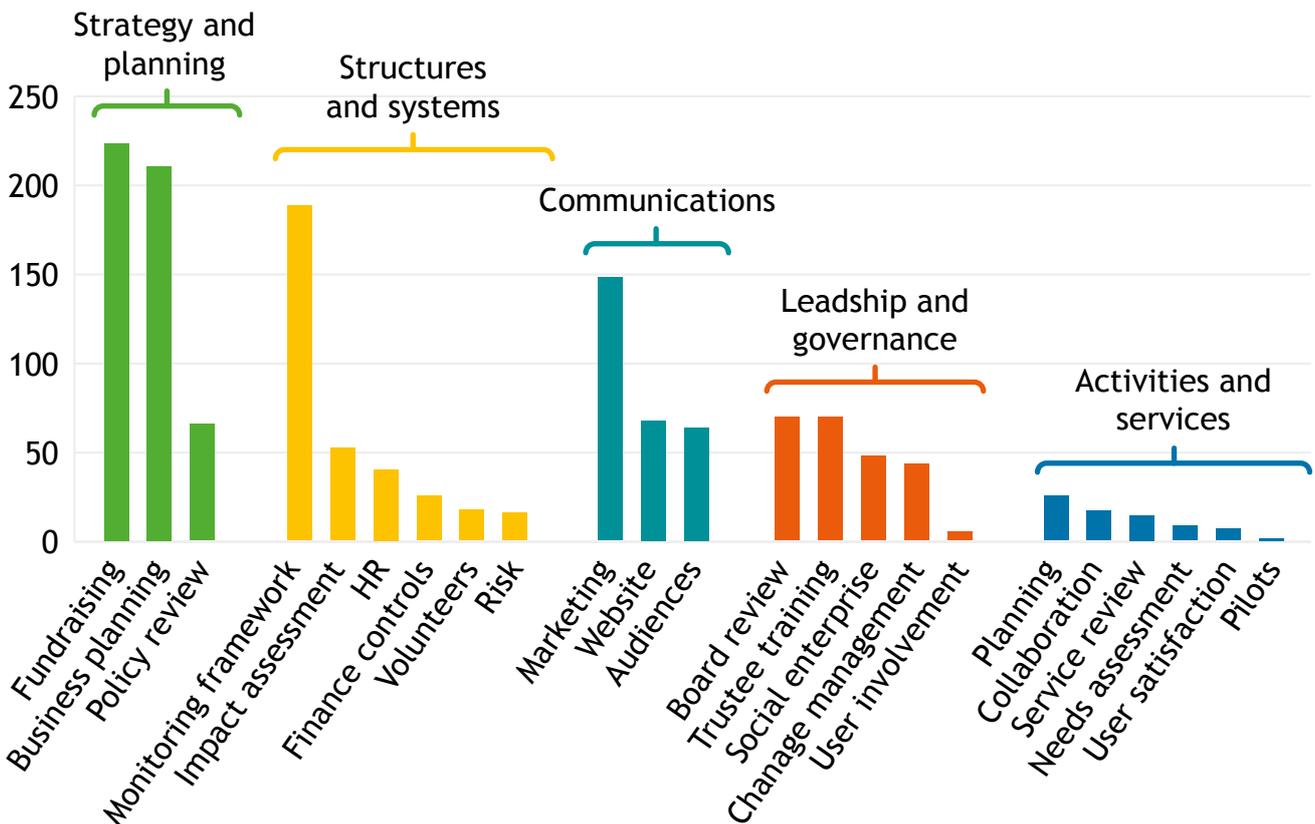


Chart source: Lloyds Bank Foundation analysis of Enhance support 2014-2018, not published

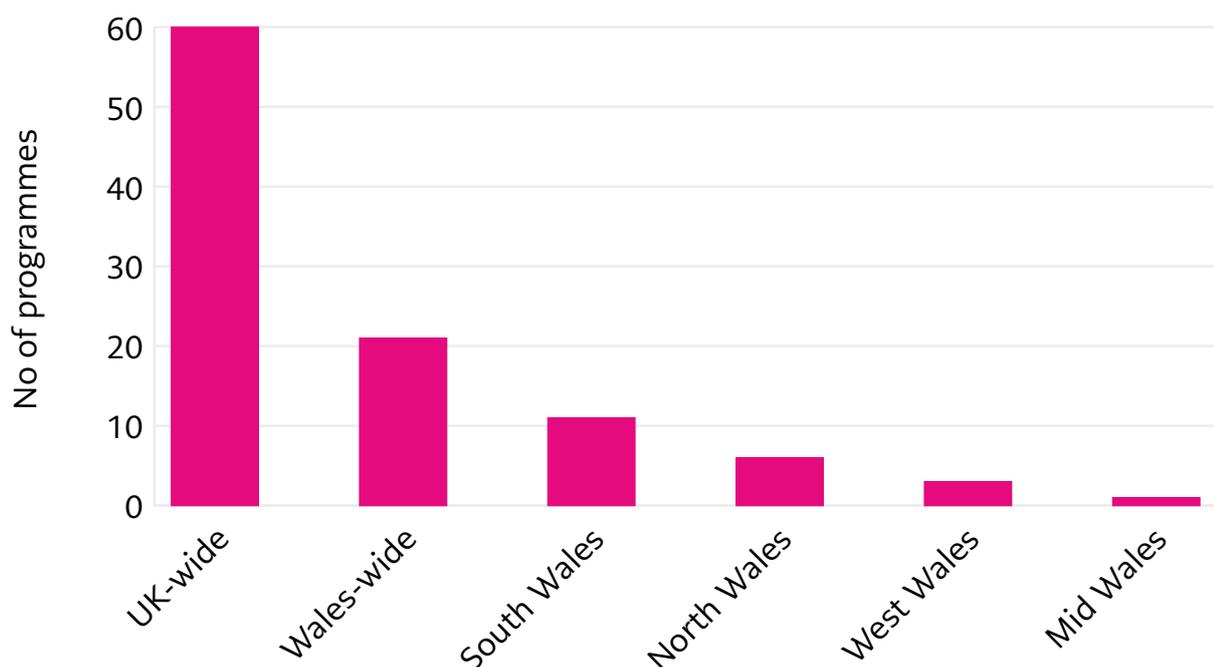
4. Directory analysis

In total, our research identified 94 organisations providing support across 102 programmes around organisational and financial resilience. This includes the third sector infrastructure bodies already mentioned. The full list of these providers and a summary of their support can be found in Appendix 1. As discussed already, we recognise that there will be more that are not included in our research, for example sector specific umbrella bodies, for profit consultancies and training providers, that could be seen as supporting resilience. However, we have focussed on those organisations that were providing their support either free of charge or at a subsidised rate, or have a specific programme or support strand for resilience. At the point of research, 97 (95%) of the programmes were open.

The Directory does not demonstrate any significant regional variation, as the majority (80%) of the programmes provided their support either across the UK or Wales-wide. The only geographical barrier for organisations to access provider support could be: the ability and resource to travel to training or networking events (in particular if these are in London); the

availability of a good internet connection for those in some parts of Wales to access online resources; and access to the support through the medium of Welsh. Of the 21 organisations that provided regional support, 19 of these were the regional CVCs that are local authority-specific. The remaining two were providers focussed on South Wales.

Geographic area of support

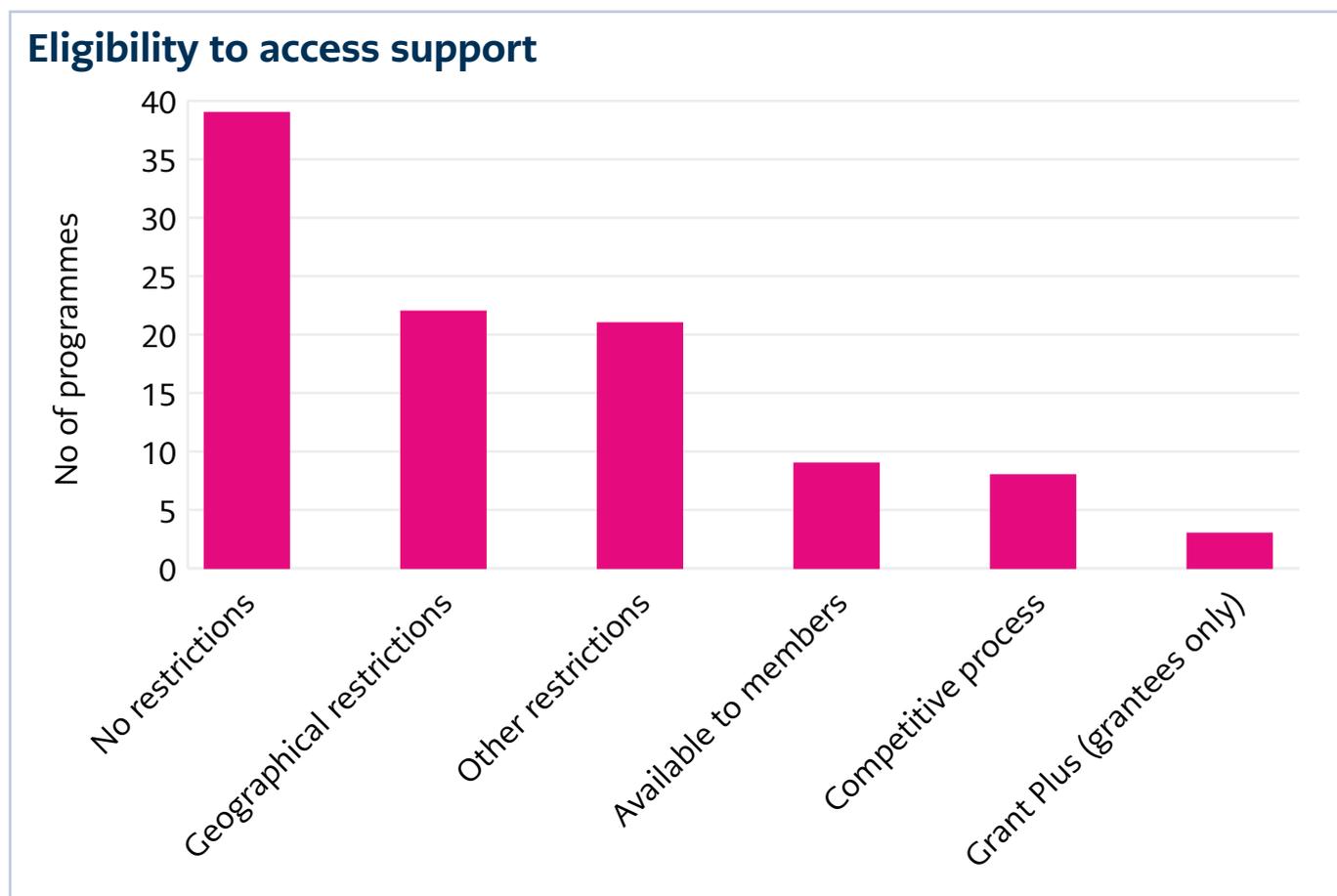


Over a third of the providers researched had no restrictions at all for third sector organisations being able to access their support. Those that did, were largely based on geographical restrictions (namely the CVCs), total income or beneficiary group being served. Even though the Grant Plus model was cited by some interviewees as being the most effective type of support, only 3 of the 91 providers researched offered this type of support and 1 of these programmes is only for social enterprises (Unltd).

Over half of the programmes researched (57%) offered support across multiple areas including: fundraising, finance, business planning and strategy, HR, legal, compliance, evidence and impact, volunteering, board development and governance, leadership and management. Even when the third sector infrastructure bodies are removed from the analysis,

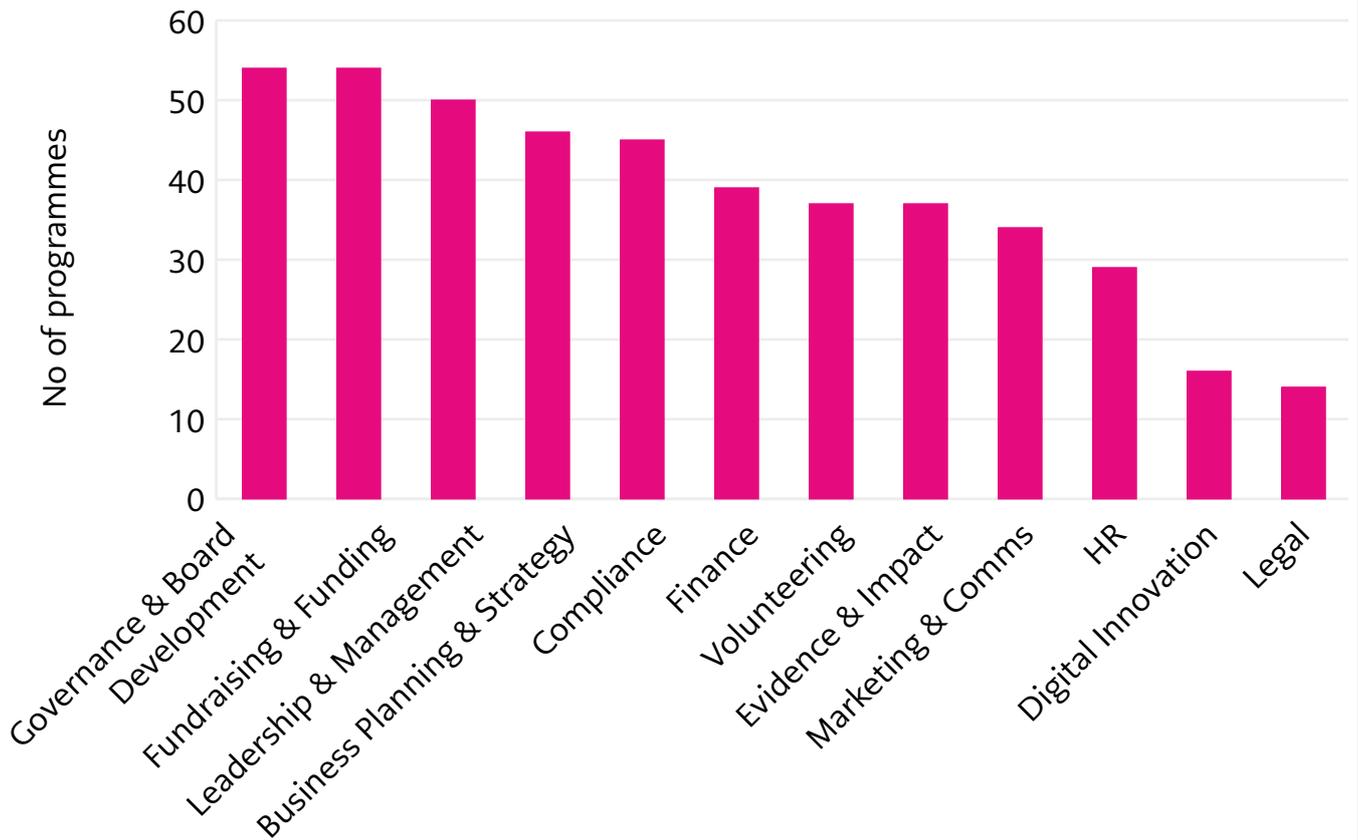
this still leaves over half of the sample providing support across multiple areas. The remainder offered specialist support in specific areas of expertise only. For example, the Institute of Fundraising only provides support around fundraising and the Charity Finance Group only provides advice around finance and financial planning.

Most programmes of support (71%) offered some kind of online resource, from downloadable advice sheets and how-to guides, to more interactive toolkits. Only two providers were offering loans as a method of support: WCVA, through the Social Investment Cymru Programme, and the Social Enterprise Assist initiative, which is currently closed.

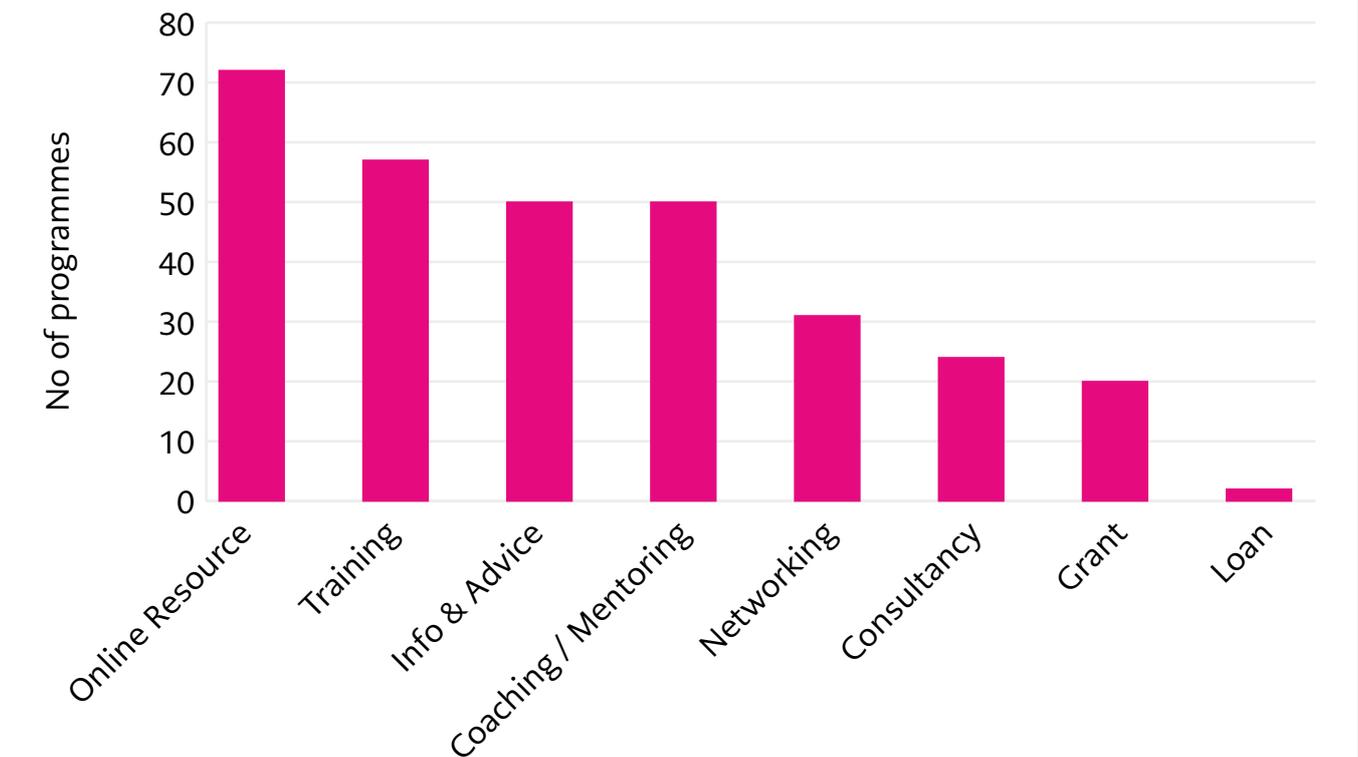


*Other restrictions included size of annual income, type of beneficiary group or sector.

Area of support



Method of support



5. Research findings

5.1. Factors impacting organisational and financial resilience of third sector organisations

“You can say what you like about resilience – at the end of the day it all comes down to money.”

(Charity respondent)

“When I am invited to work with an organisation to help improve their fundraising, I more often than not find that fundraising should be the least of their worries.”

(Support provider)

“Charity back office functions are under strain. Staff are overstretched, and there’s a perception that funders are reluctant to invest in strong internal infrastructure. Many charities are already cutting their back-office resources, weakening the core of their organisations. We need to work together to make sure that charities have a strong core: it needs funding, and skills support from external advisors and consultants. Without effective management, frontline services are at risk.”¹²

(Cranfield Trust report, March 2018)



Vic Studios

From our research it was clear that there is a very different perspective on what is impacting resilience from the view of commissioners and sector experts on the one hand, and voluntary sector organisations on the other. For charities, the immediate resource challenges tend to take overwhelming precedence over the longer term, developmental demands. In contrast, providers and commissioners appear to be more focussed on getting strong foundations in place, and working to get organisations to recognise the value of dealing with developmental factors that will ultimately strengthen the resilience and effectiveness of their cause.

Despite these different perspectives, support providers do appreciate the inevitable importance of resources in underpinning resilience:

“Charities can face a range of challenges, and these can often directly impact their ability to address resilience issues. It’s a bit of a catch-22, as those that most need to tackle these issues often have the least capacity to do so.”

There is an almost unlimited list of ingredients that are quoted in the recipe for resilience by our respondents. Those most frequently listed during our research were:

- leadership and governance (difficulties in these areas can be hard to address)
- diverse and well established income generation
- capacity (lack of capacity is a widespread problem)
- focus on mission (mission drift or a lack of focus on beneficiaries can harm resilience)
- ability to plan ahead, foresee future challenges and opportunities, and adapt
- good financial management
- risk management, attitude to risk (risk aversion come up frequently as a challenge)
- strength of board
- entrepreneurialism (vs not applying business behaviours, not being commercially minded)
- use of evidence and understanding of impact
- good use of digital was cited as becoming more important

Analysing these findings, these resiliency characteristics can be grouped into 7 headline themes.

Fundraising and income generation

Income generation features to a greater or lesser degree in most respondents' comments. A feature of the third sector in Wales has been the high levels of dependence on public funding over recent years¹³. The perception appears to be that the skills and capabilities of many organisations have become very focused on public funding due to the relative accessibility of these funds since devolution in 1999. The funding available has possibly led to a decline in organisations' willingness and capability to fundraise from more challenging methods.

The consequent reverse in availability of public money has outpaced the ability of many charities to then diversify.

Charities often respond to the loss of a large grant or contract by seeking funding from National Lottery distributors such as The National Lottery Community Fund:

“We see lots of charities grow quickly when they access a [National Lottery Community Fund] grant for 3-5 years. However, very often they work on the assumption that this funding will simply be continued at the end of the period. Unfortunately, in those cases when it doesn't, charities are left in all sorts of trouble. Helping address this mindset is key.”

(Support provider)

This raises a question for funders to consider; whether they have a responsibility either to help grantees to become stable and sustainable, or to avoid investing heavily in organisations without the ability to plan for a healthy future when the grant ends.¹⁴

Loss of income from a traditional source is not necessarily a negative thing.

“Lots of factors have a significant impact on resilience, but perhaps the most important one is the diversity of their funding base. It's interesting that some charities go on to achieve a more diverse funding base as a result of losing a major funding source.”

However, a lack of diversity in funding models remains a major issue, and the capacity and capability to diversify is still a major area of concern for many organisations.

A related theme that was raised by charities and sector experts was the on-going lack of availability of core funding. The need to constantly chase project funding and demonstrate innovation in order to receive grants is a genuine challenge for many organisations. This challenge is not unique to the sector in Wales. A 2017 report to House of Lords Select Committee noted two additional pressures on charities' core funding in recent years, over and above the fundamental, timeless challenge of covering core costs. The report cites the reduction in public funding, especially the move from grants to cost-saving contracts, and growing pressure overall from funders and public expectations to reduce overheads and back office costs.¹⁵

Leadership and governance

Comments from sector experts and support providers highlighted the importance of good leadership as a key requirement for creating resilience. Leadership in this context encompasses the role of trustees, senior management and staff. Common deficiencies highlighted included a lack of experience, expertise and capacity.

“The quality, skills and mindset of the people leading an organisation generally determine its resilience. Those that have succeeded... have been those charities that have really committed the time and energy to embrace the process. This leadership mindset is crucial to achieving and sustaining positive change.”

Trustees

Many trustees of not-for-profit organisations of all sizes tend to be willing volunteers who may have little experience of dealing with fundamental requirements of good governance and administration.

“Many organisations we see struggle to recruit anyone beyond the profile of the retired white man in his sixties who used to work at the steelworks. This is a real problem.”

This lack of strategic leadership means that some of the basic functions of trust boards are not being undertaken, such as holding staff to account, making sure policies and procedures are in place, ensuring legal compliance and setting strategic direction.

“Sometimes we have to convince people that they should expect more and better from their trustees; it can be a hard conversation for people to accept.”

Executive/staff

Senior staff in many charities have often come from a service delivery background or still have very significant responsibility for that delivery. Their knowledge and experience of the work of the organisation will often significantly exceed that of their trustees and these executives can have a tendency to control trustees views as a result.

“Operational managers often have too much sway...When you go in there it's often a small staff group that really run it and the board are taken along for the ride, not playing their role as strategic leaders, and failing to challenge their staff.”

For many charities, the founder or a single charismatic staff member can have a highly positive impact on an organisation in its initial phase but may become resistant to change as the organisation progresses.

“If a Chief Officer is convinced that their organisation is already fit for purpose, then they are not going to commit to an improvement journey, regardless of what support is on offer.”

In the most extreme circumstances, the organisation may even collapse once this person leaves or retires because no plans have been put in place for succession.

Business planning

A lack of effective and documented planning was repeatedly cited as a significant challenge to resilience. ‘Business planning’ in this context seems to encompass the whole range of processes that make up the core of a good business plan as well as creating a formal document.

This lack of planning seems often to be associated with a low awareness of the importance of planning and a lack of time and ‘head space’ to undertake the work because of limited capacity or resource.

Many organisations see the need for a business plan as a ‘distraction’ from their core work and something that has little real value. Some respondents noted the value of creating a strong business plan as a part of their bids for funding, suggesting it can be valued as a means to an end rather than as a planning tool in active use.

Monitoring, evaluation and use of evidence

Collection of data and evidence of impact in particular was cited by most interviewees as an increasingly important factor that supports resilience. Much of the sector are only beginning to wake up to the importance of collecting high quality data as a means of managing performance, persuading boards, donors and other stakeholders of organisational effectiveness, and as a tool for understanding impact.

Some organisations are practiced in collecting basic data but recognise they need support and advice in how to identify and collect the data needed to understand impact. It is felt that shortcomings in this area have at times been driven by the larger funders. For example, Welsh Government and EU Structural Fund Programmes, that have traditionally been very output focused (for example, number of training events delivered). The increasing focus on outcome measures has caught some charities a little cold and they are now having to work hard to catch up.

Understanding of purpose

For a minority of sector experts and understanding of purpose was a very significant issue. They felt that many charities have become complacent in their operations over a long period of time and have lost touch with their beneficiaries and are therefore less focused on delivering the very best for the people they should be supporting. Instead they have become more focussed on growth or scale.

For some, “mission drift during the good years as charities chased bigger and bigger grants” has undermined resilience by contributing towards a loss of clarity or focus around purpose, and the creation of bigger organisations dependent on narrow sources of funding. Those sources of funding have subsequently reduced or disappeared altogether and consequently these organisations are now struggling to adapt as they are reluctant to downsize, to merge or even to collaborate.

Other respondents felt that this ‘phase’ was now over and that they were seeing growing evidence of collaboration and major reorganisations.

“The emergence of the big boys coming from over the border to compete for contracts has had a positive effect on the sector, forcing us to up our game.”

Financial management

Poor financial management is a thread running through all of our research. This can range from the most basic lack of understanding of budgeting, how to manage cash flow, and reporting effectively to the charity commission. This is clearly linked with the familiar challenges of capability and capacity as much amongst trustees as staff.

Risk management is viewed as one of the priority strands for some. One support provider reported that they themselves have changed their approach to risk management and have been sharing their own learning with their membership. They are trying to encourage members to move away from seeing risk management as a once a year exercise, to more of an ongoing process. If done properly, it can be a mechanism for delivering quality and resilience across the work of an organisation. This encompasses opportunities as well as risk – “we are trying to equip members to be able to spot things before they happen, both good and bad – which is in essence, a big part of being resilient.”

Marketing and communication

Charities in Wales are finding they need to compete with the larger charities or branches of highly sophisticated national charities.

As some of them have become reliant on the public sector, they must now learn to address new audiences, and change their language from public sector facing to public facing. A charity’s ability to diversify its income stream depends, in part, on its ability to market its services or mission effectively - especially if the goal is to generate meaningful income from trading or fundraising.

Under-use of digital communication platforms, and a general lack of skills and knowledge around digital communications, was also a common theme.

5.2 What challenges do resilience support providers face?

Lack of capacity of beneficiary organisations and limited resources to engage

“Some even struggle to fill in the application form [to get support from us].”

The low capacity and capabilities of many organisations was the most common challenge quoted by experts, providers and the charities themselves.

“Charities need time, capacity and commitment to properly engage with support offered. (We) only work with charities that are on a stable footing, however some still find it hard to meet the requirements. We try to mitigate this through having a Project Manager to work with both the Charity and the mentors to maintain momentum and deal with any issues that arise.”

This issue of capacity is closely linked to the level of willingness and understanding of trustees and staff to engage in long-term change because of the pressures of short term, often financial based demands.

“What charities want is additional capacity, money, solutions to immediate problems but what they need is to improve the fundamentals, interventions that help in the long term and give them a chance of sustainability.”

Many of our providers talked about the constant challenge of charities expecting much of the support to be ‘done for them’ rather than helping them to do it for themselves. For some this pressure is an accepted part of their approach.

“Just giving advice is not really enough for some organisations – often you need to really hold their hand and just do it for them.”

Local knowledge – understanding the local context

Our sector experts and charities both felt that local knowledge was often a crucial factor in the effectiveness of the support provided. As many of the support providers are ‘national’ in their coverage, it can often mean that the support providers are coming from a distance and do not necessarily have that detailed local knowledge of the challenges facing charities.

“We accept that it can be hard for London-based providers to achieve the right level of reach and visibility in the regions. If you are not on the ground, it is hard to develop strong relationships and keep abreast of the pertinent issues.”

Many agreed that CVCs are perhaps best placed to work with charities over the long term and support them holistically. Largely this is because they have good relationships with charities, and they possess a strong local knowledge. However, they lack the resource to do everything, the support they offer is variable from one area to the next, and they are ‘quite stretched’. There remains a big role for other funders and providers to offer more specialist support to underpin the development and resilience of the sector.

When working with smaller charities, providers need to be very aware of the language used. They are very often dealing with people who are generalists and have to wear many hats, so the language needs to be clear and not overly technical.

“Need to break issues down and ensure support is appropriate.”

Marketing and signposting

There are still some third sector organisations who are unaware that support is available, and many are not aware of the full range of what is out there. The infrastructure bodies are currently considering their own impact, and have recently carried out surveys that suggest that whilst those accessing the service are satisfied with the help they receive, that more could be done to ensure that third sector organisations, other support providers and funders are more fully aware of what can be done through them.

A few support providers from the third sector (rather than the public sector) reported finding it a struggle at time to get the message out to the right organisations. They highlighted the power funders have to amplify their messages, and also expressed some concern that some CVCs view other support providers as being in competition with their own offer or not as targeted in some ways, therefore do not signpost other services on effectively.

Lack of engagement and buy in from across beneficiary organisations

The challenges of getting trustees or the wider staff team to engage was mentioned by both providers and beneficiaries as a real challenge. This manifests itself in a number of ways: people attending a training course but finding it hard to convey the messages to the rest of the team; trustees failing to attend meetings with support providers; a collective failure to implement recommendations and so on.

The reasons for this lack of engagement pointed to the familiar logic of lack of resources but also to the need for positive will to tackle difficult issues.

“The best organisations demonstrate strong buy-in at SMT and Board level and have clearly thought about how schemes like (ours) can drive improvements in resilience. Organisations that aren’t quite there will always find a reason not to tackle these fundamental issues (don’t have the time, we are too busy delivering services, etc.). This tends to come back to the attitude and ability of the trustees.”

Another element quoted in this regard, is the resistance by some charities to accept honest criticism. Whilst most providers see their role as offering positive criticism that is aimed at improving performance and overall resilience; this can be very hard for some organisations to accept.

“Some charities need a bit of tough love – someone to tell them the honest truth about their organisation. A lot of them just don’t like to listen!”

Getting an accurate diagnosis

Many of the interventions provided are based on self-diagnosis by the organisations requesting support. This can range from charities sending people on training courses to asking for support in writing a business plan. However, some providers remarked that this method exposed the fact that you don’t know what you don’t know.

Some of the key providers have a robust and active account management system in place, and several of these involve a diagnostic element, most notably Lloyds Bank Foundation’s Enhance scheme and Pilotlight.

5.3 Impact and effectiveness

Literature review: impact and effectiveness of resilience support and recommendations for the future

There is a modest body of evidence from around the UK that informs our understanding of the effectiveness of various forms of support more generally. The existing evidence mostly focusses on the approaches favoured by trusts and foundations rather than the work of the third sector infrastructure bodies, and it uses the language of building capacity, capability or organisational development rather than resilience. We have cited studies where relevant alongside the findings of our primary research, but we will briefly summarise the headline findings of five key reports here.

Third Sector Research Centre (2014)¹⁶. Building Capabilities in the Voluntary Sector: What the evidence tells us. This study, funded by The National Lottery Community Fund, reviews the evidence available to assess capacity building support, particularly as described in the Building Capabilities agenda (2011-2013). The study found there are some factors which are critical to successful capability building, namely: a systematic approach agreed by all stakeholders, a thorough diagnosis process, and a tailored blend of relevant interventions. Although it found that diagnosis is valuable, how it is done, and the skill of who is doing the diagnosis, appears to be a determining factor.

The authors concluded that capability building is a highly complex process, difficult to evaluate. There was not enough evidence to evaluate whether charities were ultimately improving the delivery of their work for beneficiaries as a result. Evidence was also lacking about what works, including about what form of diagnosis works, and a need for further research was emphasised.

New Philanthropy Capital (2017).¹⁷ More than grants: How funders can support grantee effectiveness. This research into building organisational development could not determine what kinds of approach are more effective, but found that it varied case by case, depending on how effectively the support was carried out, and what context the funder was operating in. The study also suggested that the ad-hoc nature of much support can make it more difficult to establish what is available, and whether it is working.

IVAR (2011). Beyond Money: A study of funding plus in the UK.¹⁸ IVAR carried out 101 interviews with grant makers, grantees, and third parties who were engaged in delivering 'Grant Plus' support. The support reviewed was primarily designed to build capacity or enhance influence. The report provides interesting perspectives from all three groups but could draw few conclusions about the support's effectiveness. IVAR found that few funders had an explicit theory of change to enable them to assess progress and success, and there was a lack of systematic evaluation or a culture of strategic learning. All parties observed how time and resource-intensive this way of working is.

Lloyds Bank Foundation (2019).¹⁹ Five Years of Funder Plus. This summarises the findings from the external evaluations of two programmes: the Enhance programme, and the Grow pilot scheme, a placed-based project in Neath Port Talbot and Redcar and Cleveland. Two headline findings are that the quality and strength of the relationship between the grantee and funder are important, and that a diagnostic process is critical for success. Identifying the right support is an iterative process, with regular reviews over time needed. On the grantee side there should be empowerment, control, choice and internal consensus about the process.

Lloyds also identified the following challenges for the sector to address in the future:

- the need to improve evaluation
- more joined up funding and support, with increased collaboration between funders, and also with social investment and venture philanthropy models
- building a strong market for support across specialisms and geographical areas; some ostensibly national providers cannot always provide coverage across all parts of England and Wales.

Finally, the following recommendations emerged from a 2018 Cranfield roundtable discussion and survey of charities receiving Grant Plus support:²⁰

- Charities already rely on funders to signpost them to sources of support, but funders should be using their broad view of the sector to highlight skills gaps or problems in charities, and focus support in these areas.
- We need to work together to make sure that charities have a strong core: this needs funding, and skills support from external advisors and consultants.
- Bringing together groups of organisations and sharing skills and knowledge is also something that funders have a great opportunity to do through their networks.

- This body of evidence looking at the UK as a whole is useful but does not answer the question about what is happening in Wales. What is available to us within the context of work in Wales is largely from our own research. Some conclusions can be drawn from information made available by support providers, but the published body of evidence is lacking evaluations of some of the key programmes, and there is no overarching review to date. Encouragingly, evaluations are currently underway for several programmes, and the sector appears to be improving in this area. The evaluation for PQASSO Wales has recently been completed, with headline findings publicised in March 2019.

A list of evaluation reports and impact reports either currently available or expected in the next two years is included in Appendix 4.

Findings from primary research: what works?

Our interviewees largely agreed that support works best when there is an effective diagnostic element (for example: Lloyds Bank Foundation, WCVA Better Bids and Pilotlight). Often there is a disconnect between what organisations want (often to solve immediate problems in the short-term) and what they really need (interventions that will help them in the long term). One provider noted how many charities ask for support with a fundraising strategy when they don't even have a business plan in place. This demonstrates why a diagnostic element can be so important. The consensus about the value of diagnosis amongst our respondents is consistent with the findings by the Third Sector Research centre,²¹ Lloyds Bank Foundation, and others.

Bespoke, one-to-one and especially face-to-face support was seen to be more effective than generic support or large training events, for example, as it allows for more tailored interventions. The best support is attuned to an organisation's specific context and needs. This finding is also consistent with the wider literature available. For example, IVAR's 2012 research, which considered how grant recipients should be supported through the after-shocks of the recession, emphasises the value of bespoke, face to face support, ideally long-term, although they acknowledged that charities do not necessarily have the capacity to engage with it.²²

Our research found there were conflicting views around networking, with one provider reporting this was the most helpful element of their support.

“This is when charities seem to have that light bulb moment and hearing the stories of others seems to really help. Whilst they appreciate hearing from corporate experts, what they really want is to hear it from someone who looks and sounds like them.”

(Support provider)

However, other providers noted that charities don't always value this kind of event and tend not to prioritise attendance; there is a tendency for networking to be seen as optional.

Many of the sector experts and support providers we spoke to suggested that helping organisations to think about the way they are led and allowing them to have difficult conversations about leadership can be hugely beneficial. This also forces them into thinking more long-term and strategically.

Support addressing longer-term issues appears to be under accessed. In contrast, providers all felt that support around compliance issues was always over subscribed (for example, most recently webinars and events around GDPR), as these are issues that affect them in the short-term.

While the Grant Plus model of support was seen by both some providers and beneficiary organisations as the most holistic approach, it does have its pitfalls. More than one provider suggested this approach often concentrated on the short-term at the expense of addressing longer-term issues.

Building capacity was another area that was highlighted as being particularly effective as it leaves more of a legacy for the beneficiary organisation. This means doing more hand holding and coaching rather than simply telling them what to do (or doing it for them).

All interviewees agreed that in order for any support to be effective there has to be genuine buy-in from across the organisation, with senior officers and trustees all willing to engage with the process while the support is being offered. This willingness to commit the time, capacity, and resources to implementing the changes required is essential otherwise it simply won't work. Some providers noted there are some beneficiary organisations who appear to be serial participants of certain free or subsidised support. This clearly indicates that they haven't yet had full organisational buy-in, or the capacity to implement any recommendations or support received.

The way that support is accessed can also have a bearing on its effectiveness. For example, support providers with a competitive application process increased the perceived value of the intervention and therefore received more buy-in from an organisation. Another provider noted a similar experience of support that wasn't free. For example, training events that were paid for tend to have a much lower drop-out rate than those that are free.

Some charities felt that the PQASSO (Trusted Charity) quality mark was particularly helpful and worked well. However, often it was hard to justify investing in the process. One interviewee noted that if funders made this type of quality mark compulsory, it would be easier to get organisational buy-in.

Findings from primary research: what doesn't work?

Some providers felt that there is a tendency for the sector to use too much jargon around the support being offered and many charities simply don't understand what is meant by, for example, financial management or business planning. This has been particularly noted with reference to inadequately described support programmes or training courses where the participants are expecting something other than what is being offered.

Much of the feedback about what doesn't work revolved around training courses. From there simply being too many similar training events, to comments around the traditional "chalk and talk" training just not being effective as it can't be sufficiently tailored to the audience. Training courses often suffered from low attendance, which some providers believe is due to a lack of marketing. In fact, this latter point about marketing was further described by some providers as being a real issue: support programmes are being designed without a marketing budget or promotional strategy. This has led to programmes with little or, in some cases, no take-up. One provider particularly felt this was the case with take-up around social loans. There is a real lack of understanding from charities about how they can benefit from social loans and loan finance in general.

Often where providers have tried to be innovative in their approach, they have found that the beneficiary organisations are simply not ready. One provider noted how they tried to move towards a more interactive, 'discussion based' approach but encountered a reluctance to engage.

“If you want to deliver a more interactive type of support, you need to be patient and actively support members to work in that way. It doesn’t necessarily work unaided.”

Finally, where support programmes haven’t worked, it was noted that this can be as a result of poor commissioning and funding practice. Too often, opportunities are published at short notice, and potential providers are given little time to respond. “It is little wonder that ineffective projects and services are funded under these circumstances.” This short termism has a detrimental effect on the sector.

Findings from primary research: are there any gaps?

We asked all our respondents whether they thought there were any gaps in the provision of support available around organisational and financial resilience, or whether there was support that the sector needs more of. There were some common responses to this but often what they mentioned wasn’t actually a gap – it’s just they weren’t aware of the particular programme or organisation providing this type of support.

One common theme was around the lack of support available related to board development, including trustee recruitment and upskilling trustees. Where training was aimed at trustees, it was often on at inappropriate times, unsuitable for working trustees. Also related to this was the consensus that there is lack of good independent facilitators for board away days.

Several of the providers who used volunteers to deliver their service (for example, Cranfield Trust and Pilotlight) talked about the scarcity of volunteers and how they could do so much more to meet demand if more resources were available to them.

More general comments about what there should be more of included support around writing grant applications, with digital marketing and digital fundraising, business planning and demonstrating impact with data.

One gap that almost every interviewee mentioned was the lack of specialist advice through the medium of Welsh.

Finally, several providers and beneficiary organisations said that they would really benefit from a comprehensive directory of all the support that is currently available – a gap addressed by this research.

Findings from published evaluations of programmes in Wales

As noted, published evidence of impact is somewhat limited, despite the wealth of interventions underway. The findings from four programme evaluation reports are summarised here.

Catalyst Cymru evaluation report

Catalyst Cymru, a training programme designed to improve fundraising skills and capacity within the heritage sector, trained 1,551 individuals from 946 heritage and environmental organisations. (These numbers do not identify ‘unique’ individuals and organisations, i.e. including repeat engagement.)

The evaluation²³ found that effective training can be delivered to heritage organisations to support their adaptation to the challenging fundraising environment in Wales but the project faced a disproportionately large challenge – that of changing culture and addressing the fundraising challenges facing the whole heritage sector in Wales. Much of the success of Catalyst can only be calculated in time.

Other key findings from Catalyst

Organisations taking part lacked the knowledge or capacity to identify their own training and development needs, and also lacked the capacity to engage in fundraising activities.

Bespoke training and support delivered to organisations directly appeared to be both more effective and more popular than generally available ‘chalk and talk’ training sessions and workshops.

Peer-to-peer learning was included in the project design through the coordination of Action Learning Sets, but only one Action Learning set was successfully created and interest in peer-to-peer learning was low. The baseline knowledge and awareness of fundraising was also thought to be too low for group learning or mutual support to be effective.

Events in North Wales were frequently cancelled or rescheduled due to lack of numbers. A move to webinars later in the project helped to address this.

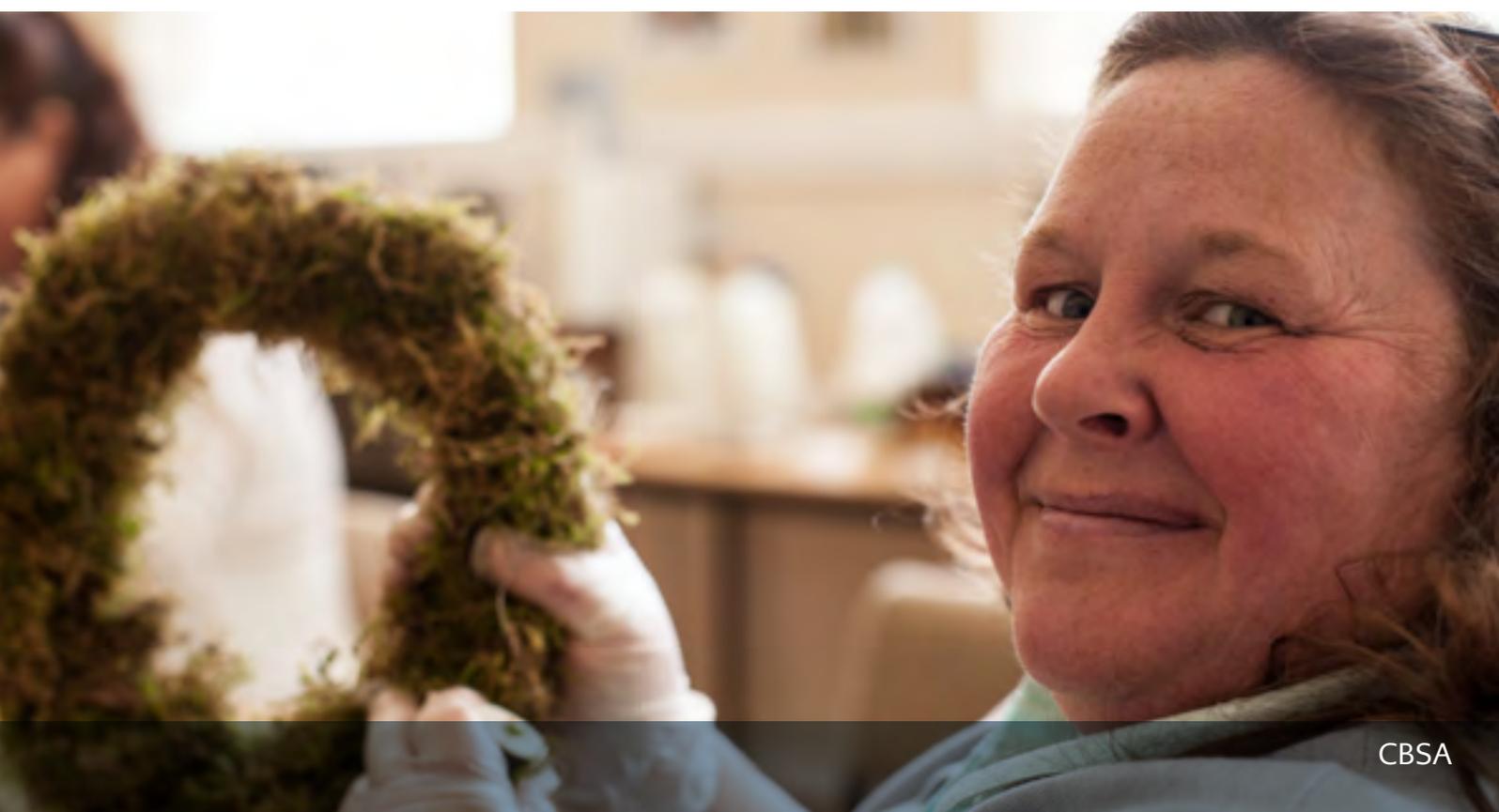
Organisations working with Catalyst Cymru secured £1.456 million which they reported would not have been secured without the programme. The charities benefiting from increased income were a mixture of Executive Coaching recipients and training course attendees.

Wales Co-operative Centre report: evaluation of social business Wales

The evaluation²⁴ conducted by Hardisty Jones Associates found “clear indications of impact outcomes being achieved as evidenced by [a survey of businesses taking part]. This includes job creation, turnover increase, improved financial stability of social businesses and increased volunteer opportunities.” There are also positive reports of management stability, increased growth aspiration and openness to change across the cohort of supported businesses.

A survey of the businesses taking part found 30% reported to have high levels of financial sustainability before support from Social Business Wales, and this increased to 70% of businesses reporting high levels of financial sustainability after receiving support from Social Business Wales.

The evaluation also found good coordination and strong working relationships between Social Business Wales (Wales Co-op Centre) and the Social Business Growth Fund (WCVA).



Pilotlight programme: 2018 impact results

Pilotlight reports annually against the outcomes in its Theory of Change. The 2018 Impact Report notes:

- At the end of the programme, 98% of charity partners say their confidence in their role has increased, and 93% feel their leadership skills have increased.
- One year on from Pilotlight support, 89% of charities feel the programme has increased the effectiveness of their senior management team and board.
- Two years on, charities had seen an average increase in their income of 36%
- 94% of charity leaders feel their experience on the programme has increased the effectiveness of the services they deliver.

Cranfield Trust report: investing in the sector, investing in ourselves: external support for the voluntary sector.²⁵

In spring 2018, Cranfield Trust conducted a survey of charities receiving Grant Plus support and also convened a roundtable discussion. The report incorporated feedback from 152 charities across the UK and the headline findings around what works were:

- success factors for external support came down to four 'E's : External, Expertise, Empathy and Enthusiasm
- when asked about the most positive things about external support, the top response was 'Access to expertise' (29%) followed by 'A fresh pair of eyes/external viewpoint.' (17%)
- questions of paid vs pro bono, advice vs hands-on support, raised different views.
- The key factor in a successful working relationship with an external support provider was the match between the client charity and the advisor – personally and in terms of expertise.

- In response to the online survey question, "What would prevent you from taking up external support," 75% of charities cited cost as the main barrier, followed by 27% who cited time. In the subsequent roundtable discussion, it emerged that a lack of clarity about what the charity needs help with was a real barrier, as well as the time and capacity to engage.

Of the three programmes reporting against specific outcomes (Social Business Wales, Pilotlight and Catalyst Cymru), all should be considered to be effective. Pilotlight and Social Business Wales both demonstrated that their interventions resulted in third sector organisations generating more income and becoming more resilient and appear to be highly effective. Pilotlight's selectivity in choosing its charity partners could be considered to be one factor in its success, of many (the strong account management and continual monitoring and evaluation are also clear strengths). Social Business Wales is similarly selective in that only social businesses who are looking to grow and develop can take part. Stabilising a failing organisation is outside of the programme's remit.

Catalyst Cymru used a variety of methods with varying success and showed some of the pitfalls around traditional training methods – but also around more innovative methods (for example, Action Learning Sets). Catalyst also highlighted the benefits of tailored or bespoke training, one-to-one coaching and hands-on support. Of those charities who secured additional funds through the programme, some attributed it to a training course on a specific topic, and others to the one-to-one support received.

6. Conclusions and recommendations

6.1 Conclusions

Everyone interviewed during this research welcomed the exercise and fully supported the objectives of better understanding the scope and range of support that is available to the sector. There is a strong desire evident amongst support providers and funders to work more closely together to better coordinate support for the sector. Organisations appear to want to share evidence of good practice and positive impact, to discuss emerging and changing needs and to plan as to how to address these challenges in future.

The operating conditions for the third sector in Wales are more challenging now than they have ever been. The organisations that we have spoken to are extremely appreciative of the support they have received and fully recognise the importance of these interventions in helping them to deliver their work in a more effective and sustainable way.

There is a significant amount of support available to the sector and it covers a remarkably wide range of disciplines. Whilst there are some minor regional discrepancies in terms of availability of this support, the clear differences in availability were between urban and rural communities, a feature that is true of many other services delivered in

Wales. Otherwise, the vast majority of support is available throughout Wales to organisations of all sizes. With a few exceptions these support programmes are largely free of charge at point of delivery.

The sector infrastructure organisations that are providing a large proportion of this support are also under enormous financial strain. It is clear that this pressure has led to changes in the provision of support to the sector in recent years, but there is not real consistency to how these changes are feeding through to the level of support they are able to provide.

However, the Grant Plus organisations, third sector bodies and government funded programmes are providing a very important additional resource and a significant amount of the most focused, or specialist support.

Most assessment of individual interventions appears to suggest that they are effective. The providers of these support activities were confident that their work was responding to demand and has been effective. More evidence is becoming available as some providers are beginning to publish the headline findings from programme evaluations, if not the full reports, and this will improve our knowledge of the effectiveness of different approaches.

We are unable to say what the collective impact of this wide range of support is having on the sector across Wales. There is very little available research from which to create a baseline of performance or sector resilience. Anecdotally there is a sense that behaviours are beginning to change within charities and there is improving recognition of the factors that create resilient organisations.

Brexit may create uncertainty around some EU-funded programmes, but nearly all of the providers we spoke to are committed to continuing to offer their support. For programmes that are funded externally there appear to be clear plans in place to secure funding for continuation.

There is surprisingly little duplication of support provision, given the number of organisations working in this space, with the exception of online resources. Even where there is some crossover, the need, and to some extent, the demand for support still appears to outstrip supply. However, this lack of duplication appears to be more by luck than design.

6.2 Recommendations

1. This report identifies a clear opportunity for one organisation to take the lead in coordinating closer and more strategic collaboration between support providers. This work could reduce confusion for charities, maximise the impact of interventions on the sector, explore different ways of working, and ensure the approach is as joined up as possible.
2. There is an opportunity for funders to provide a clearer, more consistent message to encourage third sector organisations to invest in their organisational development. Funders have an interest in third sector organisations becoming more credible, investment-ready grant recipients, and charities should therefore be encouraged in whatever way possible to address these underlying issues.
3. There is often a tension between funders' stated aims and behaviours, when they prioritise the funding of direct project costs over core costs. The provision of some element of core costs may provide a more effective means of promoting organisational and financial resilience. Ultimately those funders who do not fund core

There could be potential for an open source, wiki" approach where support providers are able to update their own records. If this open source publishing is not possible, the question of whether The National Lottery Community Fund is best placed to host and update the directory alone

costs or do not allow for true cost recovery must accept responsibility for their role in perpetuating the "non-profit starvation cycle."²⁶

4. Funders aiming to help charities to implement or engage with resilience building should consider offering resource to help back-fill the relevant positions, thus freeing up staff to tackle tasks relating to organisational resilience. One of the case studies in this report highlights how additional back-fill support freed a charity chief executive to engage with a leadership programme (Amelia Trust Farm).
5. Our research suggests that there is a need for UK-wide support programmes either to be adapted to a Welsh context, or to have a Welsh interface. By ensuring that support providers have access to detailed local or regional knowledge, the take up and implementation of support is likely to be improved. Therefore, there is scope for those funders and support providers with a presence in Wales to explore further how programmes originating in London and elsewhere can be more effectively coordinated in Wales. The National Lottery Community Fund, Welsh Government, WCVA, CVC Cymru and Third Sector Support Wales are examples of organisations who could play a role in this.
6. The Directory should be made publicly available and hosted online to maximise its impact on the third sector. Like any Directory, there will be a need to update and maintain the resource, so that it remains current. should be considered. The Directory itself could be an opportunity for partnership working and better coordination amongst third sector infrastructure bodies and funders.
7. Developing an open directory of freelancers, professional firms, and

commercial consultancies may also be valuable. Some consideration should be given as to how these could be quality-controlled. Professional accreditation or references could be required for freelancers and consultants, for example. This could even take the shape of a reviewing platform (rate my consultant).

8. It is now well-established that evaluating the impact of this kind of work is difficult and complex. However, funders and support providers should ensure they learn from and build on what has been attempted so far. They should ensure their own theory of change for these interventions is sufficiently developed, and that they are collecting the right evidence to evaluate the outcomes of resilience-building support. When evaluations are completed, they should be shared with other support providers and funders if at all possible.
9. Discussions around resilience should be framed in a positive way, to emphasise the value of strengthening the way charities work and building for the future, instead of framing the discussion in a way that suggests shortcomings or failings. There may even be suspicion that building resilience is a way of propping up an austerity agenda. Resilience is not always seen as a positive word, and it may be helpful to acknowledge that its connotations may be different for different audiences.
10. More robust research is needed to assess the impact and effectiveness of the programmes and interventions underway in Wales. Some progress is being made, but full evaluations have not been published for most of the work. This piece of research should be revisited in the future in light of new evidence that emerges.
11. A comparative study contrasting Wales with other parts of the UK has not been completed to date, as far as we are aware, but this would add considerable insight for funders, support providers and policy makers in Wales. It is generally assumed that the third sector in Wales is behind much of the UK in terms of organisational and financial resilience, which would be a logical consequence of its well-documented reliance on funding from an overstretched public sector,²⁷ but the research to assess this remains to be done.
12. The scope of this study was relatively limited, especially in terms of the number of charities and other third sector organisations interviewed. There was not enough data to conclude how third sector organisations of different sizes vary in terms of their resilience support needs and the different challenges in supporting them. The providers we spoke to generally told us that size is not an important factor and each organisation must be taken on a case by case basis. However, some data suggested that there may be differences, and there is scope for further research to be done selecting a representative sample of completely voluntary, micro-, small, medium, and large organisations.
13. There is also scope for further research into mapping the specific offer of the county voluntary councils. Although the Third Sector Support Wales Network has a core offer, individual CVCs do vary in the size and capacity of their staff team, and this has a bearing on what regional variation there is in Wales.

Appendix 1: The Directory

North Wales

Provider name	Website	Method of support						Area of support													
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management	Volunteering
Association of voluntary organisations in Wrexham	avow.org	•				•	•	•	•	•				•		•	•				•
Community and voluntary support Conwy	cvsc.org.uk	•				•	•	•	•	•				•		•	•	•			•
Denbighshire Voluntary Services Council	dvsc.co.uk	•				•	•	•	•	•				•		•	•	•			•
Flintshire Local Voluntary Council	flvc.org.uk					•	•	•	•	•				•		•	•	•			•
Mantell Gwynedd	mantellgwynedd.com					•	•	•	•	•				•		•	•	•			•
Medrwn Môn	medrwnmon.org					•	•	•	•	•				•		•	•	•			•

Mid and West Wales

Provider name	Website	Method of support							Area of support											
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management
Carmarthenshire Association of Voluntary Services	cavs.org.uk					•	•	•	•	•	•	•		•	•	•	•		•	•
Ceredigion Association of Voluntary Organisations	cavo.org.uk					•	•	•	•	•		•		•	•	•			•	•
Pembrokeshire Association of Voluntary Services	pavs.org.uk					•	•	•	•	•		•		•	•	•				•
Powys Association of Voluntary Organisations	pavo.org.uk	•				•	•	•	•	•		•		•	•	•				•

South Wales

Provider Name	Website	Method of support							Area of support												
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management	Volunteering
Bridgend Association of Voluntary Organisations	bavo.org.uk	•				•	•	•	•	•					•	•	•	•	•	•	•
Cardiff Third Sector Council	c3sc.org.uk	•				•	•	•	•	•					•	•	•	•			•
CriSeren Foundation	criserenfoundation.co	•		•						•		•				•	•			•	
Ella Forums	ella-foundation.org						•													•	
Glamorgan Voluntary Services	gvs.wales	•				•	•	•	•	•					•	•	•				•
Gwent Association of Voluntary Organisations	gavo.org.uk	•				•	•	•	•	•					•	•	•				•
Interlink Rhondda Cynon Taff	interlinkrct.org.uk					•	•	•	•	•				•	•	•	•				•
Neath Port Talbot Council for Voluntary Service	nptcvs.wales	•				•	•	•	•	•					•	•	•				•
Swansea Council for Voluntary Service	scvs.org.uk			•		•	•	•	•	•					•	•	•				•
Torfaen Voluntary Alliance	tvawales.org.uk					•	•	•	•	•					•	•	•				•
Voluntary Action Merthyr Tydfil	vamt.net	•				•	•	•	•	•				•	•	•	•				•

Wales-wide

Provider name	Website	Method of support							Area of support											
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management
Arts and Business Cymru	aandbcymru.org.uk			•		•	•		•	•	•					•	•	•	•	
Arts Council of Wales	arts.wales	•			•															
Business Wales	businesswales.gov.wales			•		•		•	•		•	•			•	•				•
Coalfields Regeneration Trust	coalfields-regen.org.uk	•		•		•	•		•		•			•		•				
Data Cymru	data.cymru							•						•						
Development Trusts Association Wales	dtawales.org.uk			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Ethnic Minorities and Youth Support Team Wales	eyst.org.uk			•						•	•	•	•	•	•	•	•	•	•	•
Garfield Weston Foundation	westoncharityawards.org	•		•			•		•	•	•	•		•	•	•			•	
Institute of Fundraising Cymru	institute-of-fundraising.org.uk/groups/national-cymruwales			•												•				
Renew Wales	renewwales.org.uk			•			•				•				•					
SE-Assist Wales	se-assist.co.uk/wales		•	•																
Social Firms Wales	socialfirmswales.co.uk				•	•			•	•	•	•			•		•		•	
Sport Wales	clubsolutions.wales							•	•	•	•				•	•			•	•
Wales Co-operative Centre	wales.coop				•	•		•	•	•	•	•			•	•	•		•	
Wales Council for Voluntary Action (WCVA)	wcva.org.uk	•	•	•		•	•	•	•	•	•	•	•	•	•	•	•		•	•
Welsh Sports Association	wsa.wales			•	•	•		•	•		•	•			•	•	•	•	•	•

England and Wales

Provider name	Website	Method of support							Area of support												
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board Development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management	Volunteering
ACEVO	acevo.org.uk			•	•	•	•	•	•		•	•								•	
Arts Marketing Association	a-m-a.co.uk			•			•	•			•										
Association of Chairs	associationofchairs.org.uk						•			•		•								•	
Association of Independent Museums	aim-museums.co.uk	•				•	•	•	•	•	•	•	•	•	•	•				•	•
BOND	bond.org.uk					•	•	•	•		•	•	•	•	•	•				•	
CAST	wearecast.org.uk			•					•				•								
Centre for Charity Effectiveness at Cass Business School	cass.city.ac.uk			•			•	•	•	•		•		•	•					•	
Charities Aid Foundation	cafonline.org	•		•	•					•		•								•	
Charity Commission	charitycommission.gov.uk						•	•	•												
Charity Finance Group	cfg.org.uk					•	•	•	•			•			•						
Charity Governance Code	charitygovernancecode.org						•			•											
Charity Groundbreakers	charitygroundbreakers.org.uk						•													•	
CharityJob	charityjob.co.uk							•													•
Chartered Institute of Marketing	cim.co.uk			•		•	•	•		•		•									
Chartered Institute of Personnel & Development	cipd.co.uk					•		•	•								•				

England and Wales

Provider name	Website	Method of support						Area of support													
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board Development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management	Volunteering
LawWorks	lawworks.org.uk				•	•		•				•							•		
Lloyds Bank Foundation	lloydsbankfoundation.org.uk				•					•	•	•	•	•	•	•	•			•	•
Localgiving	localgiving.org					•	•	•	•				•			•					
Media Trust	mediatrust.org			•		•	•	•	•		•										
NCVO	ncvo.org.uk				•					•		•		•						•	•
NESTA	nesta.org.uk							•					•								
New Philanthropy Capital	thinknpc.org				•		•	•	•	•	•	•	•	•	•	•				•	
Open University - Centre for Voluntary Sector Leadership	open.ac.uk							•												•	
Pilotlight	pilotlight.org.uk			•	•					•	•	•	•	•	•	•				•	
Probono Economics	probonoeconomics.com			•	•	•		•	•					•							
Project Oracle	project-oracle.com							•	•					•							
PwC Social Entrepreneurs Club	pwc.co.uk/who-we-are/social-enterprise.html			•		•	•	•	•		•	•	•		•		•			•	
Reach Volunteering	reachvolunteering.org.uk							•													•
Small Charities Coalition	smallcharities.org.uk			•		•	•	•	•	•		•	•	•	•	•				•	
Smarter Not Harder	snh.training/charities							•												•	
Social Value UK	socialvalueuk.org							•					•								

England and Wales

Provider name	Website	Method of support							Area of support												
		Grant	Loan	Coaching / mentoring	Consultancy	Info and advice	Networking	Online resource	Training	Governance and board Development	Marketing and comms	Business planning and strategy	Compliance	Digital innovation	Evidence and impact	Finance	Fundraising and funding	HR	Legal	Leadership and management	Volunteering
Social Value Wales	socialvaluewales.co.uk																				
Sported Foundation	sported.org.uk			•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Spring Impact	springimpact.org							•			•		•								
Tech Trust	marketplace.tech-trust.org							•					•								
The Fore	thefore.org/charities	•		•	•		•	•			•	•			•	•				•	
The FSI	thefsi.org				•	•	•	•	•	•			•	•	•					•	
Thomson Reuters Foundation	trust.org/trustlaw				•							•							•		
TPP	tpp.co.uk			•				•		•											•
Unltd	unltd.org.uk	•		•		•	•	•		•	•	•		•	•	•	•	•	•	•	
Worshipful Company of Management Consultants	wcomc.org			•	•						•	•		•		•			•		

Appendix 2: Case studies

Charity / Social business	Support accessed	Page
Amelia Trust Farm	Lloyds Bank Foundation	43
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Carmarthenshire Youth and Children's Association	Ella Forums, Lloyds Bank Foundation	45
Citizens Advice Flintshire	Institute of Fundraising Cymru	46
Lee Gardens Pool Committee	Cranfield Trust	47

Amelia Trust Farm

Structure: Registered Charity and Company Limited by Guarantee

Turnover: £623,000 (2017/18)

Employees: 14 (2017/18)

Location: Walterston, Vale of Glamorgan

Support accessed: Lloyds Bank Foundation – Enhance

Based in the Vale of Glamorgan, the Amelia Trust Farm is a countryside sanctuary for all to enjoy. Amelia Trust has a long and proud history of providing therapeutic support to disadvantaged and vulnerable people in a care farm setting. During term time they run a programme for young people who are struggling in mainstream education perhaps because they have suffered abuse or neglect or have statements of special educational needs for developmental disorders such as ADHD or autism. The charity extends this caring and nurturing environment to adults

“We had fantastic support from the Lloyds Bank Foundation. This included a block of six days of support from a fundraising consultant, advice via the Income Diversification Programme provided by a London-based consultancy, and a nine-day programme provided to me by the School of Social Entrepreneurship. Back-fill support was provided to free my time to enable me to participate.

There were a number of elements that were really effective for me. The more specific and tailored the support, the better. For example, the course provided by the School of Social Entrepreneurship was attended by other charity CEOs and there was lots of time for discussion amongst

with learning disabilities and is open to the general public throughout the year. With woodland walks, animals to see, play areas and a cafe there is plenty to do and enjoy.

The Trust appointed a new Chief Executive to lead the organisation in 2015. Karen Turnbull's objectives included delivering a more diverse and reliable funding base. Karen had considerable experience in the education sector and private sector, but this was her first charity appointment. She was able to access a wide range of support via the Enhance programme, which is funded by the Lloyds Bank Foundation for its grant recipients.

Changes implemented following Lloyds' package of support included undertaking more active fundraising and charging the public for admission. In 2018 Amelia Trust Farm had its most successful financial performance to date (nearly a 50% increase in income). This is largely attributable to several significant capital grants; the impact of the other changes should be assessed over a longer term.

ourselves. This gave me an instant network of like-minded people as well as a clear set of benchmarks by which I could measure my organisation's performance. This was invaluable for me as a first timer in the third sector. The speakers were also excellent and provided lots of interaction and practical advice. Most of all, the course gave me the confidence and tools to follow my convictions and work with the trustees and staff to implement significant changes.

Not every element was as helpful as this. The London-based consultants lacked local knowledge, and their advice was not as relevant to our context as a result.”

Karen Turnbull, Chief Executive

Autism Life Centres

Structure: Community Interest Company

Turnover: £140,000 (2016/17)

Employees: 14 (2016/17)

Location: Trealaw, RCT

Support accessed: Social Business Wales

Autism Life Centres (ALC) in Rhondda Cynon Taf (RCT) was set up in 2016 to support young people and adults with autism after they have left school. They provide a day service that is motivating, challenging and meaningful. The focus is on life skills and encouraging access to services within the community. They construct a highly individualised programme for each young adult and provide activities that build healthy social and emotional growth and self-esteem.

ALC had rented space in other community centres but they soon realised they needed their own building to cater for the specialised support of their beneficiaries. After their first year of service provision, their user numbers had grown from 3 to 13. RCT County Borough Council helped identify a building in Trealaw and that's when ALC accessed the support of Social Business Wales to assist with the process of asset transfer. On top of the asset transfer, Social Business Wales has also helped them with grant applications, eventually raising enough funds to get the building prepared for use.

Demand has been so high for this provision in the area, that they already have enough young people to fill it. ALC's vision is to continue to provide a high-quality service. Their growth journey hasn't stopped here.

“We have received a great deal of invaluable support from Social Business Wales in many areas while developing the business and securing a community asset property. This has included advice and consultative support in writing our business plan, company policies, job contracts, grant applications and VAT. Social Business Wales also provided training for the Board of Directors. The advice and support from Social Business Wales has been essential in the development of Autism Life Centres.”

Executive Director, Amanda Evans

Carmarthenshire Youth & Children's Association (CYCA)

Structure: Registered Charity (unincorporated)

Turnover: £364,000 (2017/18)

Employees: 27 (2017/18)

Location: Llanelli

Support accessed: Ella Forums

CYCA is one of the key support organisations within Carmarthenshire for vulnerable children, young people and families. It receives referrals from a wide range of local agencies and is now filling a major gap in local support services for vulnerable families. This includes support services from children and families that have suffered severe trauma or loss; play and after school provision for younger children, and training for professionals working with young people and families.

CYCA has been challenged by the ongoing decline in public funding over recent years. It has relied heavily on a narrow range of funding sources dominated by the local authority and The National Lottery Community Fund. Revenues have been supplemented by some modest fundraising from charitable trusts. The charity has had to undertake some significant reorganisation in recent years to cope with the ebb and flow of funding and this has been particularly challenging for the Chief Executive.

Tracy Pike has been Chief Executive of the charity for more than 20 years. This role has been made even more difficult over the last three years as the organisation has battled to respond to an increase in local needs and a decrease in available funding. Recognising the pressure that Tracy was under, she was introduced to Ella Forums in September 2017 by the Lloyds Bank Foundation.

Ella Forums bring together Chief Executives to undertake a leadership development programme over several months. The tried and tested methods that worked for leaders in the commercial sector have been adapted to inspire leaders in charities and social enterprises. A small group of Chief Executives meets throughout the year, with a paid, expert facilitator to provide the structure and direction for the group.

Tracy celebrated 21 years at CYCA last year and was awarded an MBE in the New Year's Honours List in 2019.

“Being a Chief Executive is obviously a hard job, but it can also be very lonely. Having to work with trustees, staff and our beneficiaries means that I have to keep a professional distance from the people I interact with every day. Having a group of peers to share problems with and to relate to has been incredibly valuable to me on a professional and a personal level. In some ways it has created a community outside work, that I can trust, but who have a profound understanding of the issues I am dealing with. I would highly recommend Ella forums to any Chief Executive in our sector.”

Tracy Pike, Chief Executive

Citizens Advice Flintshire

Structure: Registered charity and private company limited by guarantee

Turnover: £775,000 (2017/18)

Employees: 33 (2017/18)

Location: Mold, Flintshire

Support accessed: Institute of Fundraising Cymru – fundraising health check

Citizens Advice Flintshire is an independent charity linked to a national network of CABs. Citizens Advice help thousands of people to resolve their legal, money and a huge variety of other issues by providing free, independent and confidential advice. They do this through a mixture of direct advice from highly trained volunteers and staff a network of partner organisations. Citizens Advice Flintshire has a team of 33 staff and more than 70 volunteers who helped address 28,000 problems affecting people in their community last year alone.

Like many charities across the UK, Citizens Advice Flintshire has seen declining income from public sector grants whilst also experiencing additional pressure on their service. The introduction of Universal Credit has added further to the pressure on their service in recent months as more and more people are seeking help to navigate complex changes to the benefit system.

Mandy Plant, Marketing Communications and Fundraising Manager says:

“We are not really seen by the public as a charity. People assume that we are a government agency. We are not. Whilst we do receive some public funding, we rely heavily on dedicated and highly skilled volunteers as well as on charitable donations to supplement reducing levels of grants coming from the public sector.”

Mandy sought support to address this challenge and to strengthen their fundraising. The Institute of Fundraising (IoF) Cymru gave direct support to Mandy by providing an experienced consultant to help validate and improve their fundraising strategy. The support comprised six days of support and was provided free as part of IoF Cymru’s Fundraising Health Check project. This support has led to a wider discussion within the organisation, amongst staff, trustees and volunteers about how to create a stronger culture of philanthropy where fundraising is better understood and delivered.

“We still have a long way to go,” Mandy reports, “but it was great to get an objective view of our organisation from a fundraiser who is really experienced and understands the challenges of fundraising in this part of Wales. His advice was very practical, and it has given us confidence to know that we are doing the right things. The work on the fundraising strategy has also given us an opportunity to focus on the behaviours that will create cultural change in the long term.”

Lee Gardens Pool Committee

Structure: Registered Charity (CIO)

Turnover: £54,000 (2017/18)

Employees: 0 (2017/18)

Location: Penrhiwceiber, RCT

Support accessed: Cranfield Trust

Lee Gardens Pool was closed by the council in 2013 due to austerity cuts, but it was sorely missed by the local community. In 2016 Lee Gardens Volunteers, with help from many community partners, re-opened this outdoor swimming pool for the benefit of Penrhiwceiber and the surrounding villages and towns. The pool is only open in the summer months but a group of over 100 volunteers work all year round, and at Christmas turn it into a Winter Wonderland. The group originally planned to turn it into a splash pad but after consultation with the community and seeing how much fun the children have using it, they decided to keep it as a pool. This means they can offer swimming lessons, rookie lifeguard lessons for children, the NPLQ lifeguard qualification and Pool Emergency Responder certificate for volunteers. However, they do have plans to upgrade the pool with a tuck-shop and disabled toilet.

Following an unsuccessful grant application to The National Lottery Community Fund, their Funding Officer gave valuable feedback – they needed to demonstrate the organisation is sustainable in the long-term. The Funding Officer suggested they get in touch with the Cranfield Trust to help them with business planning. An advisor was assigned by the Cranfield Trust who was able to provide help immediately. The advisor worked with the charity to help them address the feedback they had received from The National Lottery Community Fund. The end result was a robust business plan for the next five years to support their re-submission.

“When we started three years ago, none of us on the committee knew anything about running a children’s pool. But we found there was lots of support out there.

Our advisor from the Cranfield Trust was amazing. He helped us massively with our business planning, which we hope will make all the difference to our re-submission to The National Lottery Community Fund, and it will also show other funders and partners that we can be a sustainable organisation. Since we opened the charity has grown a lot and we now do a lot more than just operate the pool. We’re looking to get help from Social Business Wales next to help us grow even more.”

Diane Locke, trustee and secretary

Appendix 3: Interview list

Sector experts and support providers

Name	Role	Organisation	
Dawn McNish	Director of Business Development and Events	Charity Finance Group	*
Richard Williams	Chief Executive	Community Foundation in Wales	
Jayne Kendall	Wales Project Manager	Cranfield Trust	*
Alison Pritchard	Project Coordinator, IoF Wales / Cymru	Institute of Fundraising (IoF)	*
Mike Lewis	Head of Wales	Lloyds Bank Foundation	*
Lauren Swain	Wales Development Manager	Local Giving	*
Heledd Kirkbride	PQASSO Wales Officer	NCVO	*
Tony Potts	Deputy Director	Neath Port Talbot CVS	*
Carys Miles	Senior Development Officer	Neath Port Talbot CVS	
Charlie Medcalf	Head of Programmes	Pilotlight	*
Carl Cooper	Chief Executive Officer	Powys Association of Voluntary Organisations (PAVO)	*
Glen Bowen	Enterprise Programme Director	Wales Co-operative Centre	*
Anna Nicholl	Director of Strategy and Sector Development	WCVA	*
Judith Stone	Assistant Director of Sector Development	WCVA	*
Shelley Davies	Third Sector Unit	Welsh Government	

* organisation providing third sector support

Support Beneficiaries

Beneficiaries have received support from at least one of the following support providers: Lloyds Bank Foundation, WCVA Better Bids grant holder support, IoF Cymru, Catalyst Cymru

Name	Role	Charity
James Lewis	Chief Executive	Action for Elders
Karen Turnbull	Director	Amelia Trust Farm
Sheleagh Llewellyn	Fundraising Officer	Care & Repair Cymru
Mandy Plant	Marketing, Communications & Fundraising Manager	Citizens Advice Flintshire
Fowzia Ali	Director	Hayaat Women Trust
Johnny Dawson	Fundraising and Development Officer	Hijinx Theatre (2017-18), Awen Cultural Trust (2018-present)
Richard Phipps	Regional Manager, Central East	Keep Wales Tidy
Diana Locke	Trustee and Secretary	Lee Gardens Pool Committee
Marco Giglio	Director of Resources	Welsh Refugee Council

Appendix 4: List of evaluations and impact reports

List of Evaluation Reports / Impact Summaries

Programme	Report By	Availability
Arts Council of Wales Resilience Programme Evaluation	Arad Research	Currently underway (tender awarded December 2018)
Catalyst Cymru Heritage Fundraising Project	Wavehill on behalf of HLF	Completed April 2018. Not published.
Cranfield Trust. “Investing the Sector, investing in ourselves”	(internal)	cranfieldtrust.org/pages/28-strive-programme
Lloyds Bank Foundation. Enhance programme; also Grow (place-based pilot scheme)	Report summarises results from 2 external evaluations	“Five years of Funder Plus” Report released 28 March 2019 bit.ly/5YearsofFunderPlus
Pilotlight. “Creating change for charities” annual impact summary	(internal)	pilotlight.org.uk/static/assets/misc/Creating-Change-Impact-Summary-2018.pdf
PQASSO Wales	Old Bell 3	Headline findings released on 21 March 2019, report to be available soon
Resilient Heritage programme evaluation and evaluation of the Resilient Heritage Strength Checker	DC Research	Final report due in early 2020
Social Business Wales	Hardisty Jones on behalf of Wales Co-op Centre	Completed in December 2017. Not published.
Third Sector Support Wales	Richard Newton Consulting	Focus groups and interviews completed in January 2019

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Endnotes

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