



Small Charities Coalition

Small Charities Coalition Consultation Response

Civil Society Strategy

Full Consultation Response

May 2018

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SMALL CHARITIES COALITION

The Small Charities Coalition exists to make life easier for small charities.

Founded in 2008, we currently have over 9,000 UK-wide members and have made it our mission to provide them with relevant support and make their voices heard.

There are 168,000 registered charities in the UK and countless micro charities that are too small to register. 97% of these have less than £1million annual income, sharing less than 20% of the money that goes to the charity sector.

These are our members.

In our communities, on our streets, up and down the country small charities are doing incredible work, often with little recognition. We won't let their work go unseen.

The Small Charities Coalition also provides a network where small charities can belong, share knowledge and support each another.

When Patrick Fox, Founder of the Small Charities Coalition, reached out to the Tudor Trust to support his vision for the organisation, he wrote "Each small charity has the ability, the skills and the knowledge to help and support each other [...] that is what charity is about, real change, by helping and supporting one another."

Join the Small Charities Coalition or donate to support our work.

Services we provide:

- Mentoring to develop expertise and improve confidence.
- Access to information and resources.
- Collaboration with other organisations to broker free or affordable training.
- An email and telephone helpline service.
- Facilitating trustee recruitment opportunities.
- Providing a voice to champion small charities at a national level.

SMALL CHARITIES COALITION RECOMMENDATIONS

In order to support small charities the Government should:

- 1.** Continue to support 'Small Charity Week', 'Local Charities Day' and other initiatives that raise the profile of small charities.
- 2.** Support the work that the Small Charity Coalition does to raise the voice and increase the skills of small charities.
- 3.** Do more to highlight the benefits and rewards that can come from volunteering.
- 4.** Help facilitate the support many small charities need, using a similar model to the National Leaders of Education programme that was developed by the Department for Education.
- 5.** Give its firm backing to the Digital Code of Practice that is being developed and promote it as a resource for charities to use.
- 6.** Use its convening powers to bring together those who understand the benefits of digital technology with those small charities that need to adapt to survive.
- 7.** Support the work that that the Small Charities Coalition does to increase the capacity of small charities to use digital technology effectively.
- 8.** Act on the recommendations of the Grants for Good campaign.
- 9.** Review its policy of putting social value work out to professional tender
- 10.** Revisit and rework local compacts, in order to give small charities a tool that genuinely empowers them as part of the commissioning process.
- 11.** Reinstate funding from local government to allow for strong relationships between government and wider society.
- 12.** Help ensure a more joined up and collaborative approach to the commissioning of services is taken to make sure that commissioning processes work for small charities and to create a level playing field between small charities and larger organisations.
- 13.** Learn from the positive funder-led response to the Grenfell Towers disaster and explore how similar infrastructures of support could be put in place to support civil society's response to events outside London.
- 14.** Promote the business benefits in partnering with small charities.
- 15.** Ensure consultations are simple, engaging and supportive of small charities; remaining mindful of limited resources.
- 16.** Reach out to small charities through umbrella bodies and ensure these bodies are given the appropriate resources in order to engage with their members appropriately.

OUR CIVIL SOCIETY

1. *The strengths of civil society*

Fast facts

- We define a charity as “small” if they have an annual turnover of less than £1million.
- Small charities account for more than 97% of the UK’s registered charities.ⁱ
- Charities with an income of £100,000 or less make up 82% of the sector in terms of the number of charities, but account for less than 5% of the total income.ⁱⁱ
- There are estimated to be over 100,000 more micro charities that are not registered with the Charity Commission.ⁱⁱⁱ

Small charities are a strength of today’s civil society

- Being small allows charities to specialise and remain focused on a particular cause.
- Many small charities have well-developed local knowledge, infrastructure and relationships.
- Small charities are often able to reach some of the most difficult and vulnerable groups in society.
- The specialism and dedicated focus of many small charities are a strength of civil society.
- Small charities are vital; 88% faced increased demand in 2017^{iv} - more people, with more complex problems, need their help.

Case study: Small charities address societal issues

A great example is Sickle Cell and Strokes Young Survivors (SCSYS), a small charity that came into existence because the mother of a child who survived a stroke discovered there was no support network for child stroke sufferers. SCSYS has grown into an organisation that now works alongside the NHS, Parliament and a variety of organisations to support victims and research cures and treatments. The mother has remained a voluntary CEO for over a decade. This is one of many stories about the heroic work of the human beings behind small charities.

Case study: Small charities can be quick to respond

The strengths of civil society and the importance of small charities was evident in its response to the Grenfell Tower disaster. Small charities and voluntary groups were the first responders to the tragedy and were able to organise themselves quickly and efficiently; providing much needed to support to Grenfell residents and the local community. The important role of small charities was recognised by the Government last year, when £1million of funding was provided to support the charitable response to the disaster.^v This highlights the important role of small charities in responding to the needs of communities and that they can be best placed to do so.

Case study: Small charities can improve wellbeing

Small charities also play a vital role in improving the wellbeing and happiness of communities. An example of this is the work of Theodora Children’s Charity. The charity provides professional entertainers, known as “Giggle Doctors” – who bring laughter, music, magic and storytelling to around 33,000 children in hospitals and hospices every year. They aim to reduce stress, increase opportunities for play and improve the wellbeing of children who often have no other reason to smile.

What our members say

Small charities are united by their commitment to delivering public benefit. At a recent workshop with small charity leaders, we asked attendees why they run these organisations. Their answers very much reflect the dedication of the people who run small charities and why they are so well-placed to support their local communities they said “I want to make a difference”, “I want to

address inequality and injustice”, “it’s got to be done”, “I believe it’s the right thing to do” and “I care and want to do something about it”.

2. Increasing the impact of civil society

Digital: Doing more with less

Some small charities are struggling to adapt to the digital world their beneficiaries live in. Helping small charities to navigate the digital landscape could increase their impact.

At a time when we are all being asked to do more with less, it is important that small charities are empowered and prepared to take advantage of the digital revolution and the benefits it brings. The digital revolution provides a number of opportunities, not least for raising awareness but also to enable charities to identify time savings through efficiency-enhancing tools.

Digital: Navigating today’s world

When people are refused bank accounts, or struggle to access services, they turn to small charities for help. The bank manager used to be ultimately responsible for these decisions. Small charities had relationships with these decision-makers that they could lean on to make sure that justice was achieved. These decisions are increasingly being made by algorithms. The shift from human interaction to technology has meant that the small charities that people turn to for help no longer understand how to navigate the system, resulting in people being locked out of services they need. It is important that more support is given to the small charities that help people in the UK rely on for help, support, information and advice.

We would welcome the government’s support for the work that that the Small Charities Coalition does, through our mentoring, training and member communications, to increase the capacity of small charities to use digital technology effectively.

Digital Code of Practice

The Small Charities Coalition is involved (alongside others including NCVO, ACEVO, the Office for Civil Society and the Charity Commission) in producing a Digital Code of Practice. Its purpose is to support charities in building better digital infrastructures, developing digital skills, creating better opportunities for funder engagement and encouraging collaboration across the sector.

To support the adoption of the Digital Code of Practice, we would also welcome the government’s support in convening digitally-savvy businesses to offer training, mentoring and support to small charities.

Government contracts

Statistics from 2016 show that there has been a trend towards giving more of the available income from contracts to larger charities at the expense of small ones.^{vi} We believe this reflects the ability of large organisations to lodge successful tender bids when the key criteria should be identifying the organisations best placed to deliver the terms of contracts.

Small charities have well-developed local knowledge, infrastructure and relationships and are able to reach some of the most difficult and vulnerable groups in society. Yet they are losing out in tendering processes to bigger organisations that have no knowledge of local culture. Quite simply they are unable to compete on a level playing field. This does not support the needs of communities and it increases the risk of letting down those the contracts are designed to support.

Recommendations

- The government should give its firm backing to the Digital Code of Practice that is being developed and promote it as a resource for charities to use.
- The government should use its convening powers to bring together those who understand the benefits of digital technology with those small charities that need to adapt to survive.
- The government should review its policy of putting social value work out to professional tender.
- We would welcome the government's support for the work that that the Small Charities Coalition does, through our mentoring, training and member communications, to increase the capacity of small charities to use digital technology effectively.

3. Public trust in civil society**Public trust**

Research undertaken by nfpSynergy following the Oxfam scandal found that 54% of respondents trusted charities 'a great deal' or 'quite a lot', down from 60% the previous year.^{vii}

A 2016 Populus poll found that 62% of the public trust charities more if they are providing a locally.^{viii} However, only 13% of the population can name at least two charities in their local area^{ix}. If the government wants to rebuild the public's trust in civil society then more must be done to highlight and celebrate the work of small, local charities. We would welcome the government's support for the work that the Small Charity Coalition does to raise the voice of small charities.

Whilst we recognise the benefits of 'Small Charity Week' and 'Local Charities Day' in improving public awareness of the role played by small and local charities, more should be done by government to support awareness. As Julie Wharton, Director at the Hideaway Youth Project said at one of our recent workshops, "We're doing it all – from cleaning the toilet to finding the funding. Where's the support for small charities?"

Building trust through digital platforms

At a time when we are all being asked to do more with less, it is important that small charities are empowered and prepared to take advantage of the digital revolution and the benefits it brings. Digital platforms provide affordable ways for small charities to raise awareness amongst the public of the excellent work so many of small charities are doing.

We would welcome the government's support for the work that we do through our mentoring, training and communications to increase the capacity of small charities to use digital technology effectively.

The Small Charities Coalition is also involved (alongside others including NCVO, ACEVO, the Office for Civil Society and the Charity Commission) in producing a Digital Code of Practice. Its purpose is to support charities in building better digital infrastructures, developing digital skills, creating better opportunities for funder engagement and encouraging collaboration across the sector.

To support the adoption of the Digital Code of Practice, we would also welcome the government's support in convening digitally-savvy businesses to offer training, mentoring and support to small charities.

Recommendations

- We would welcome the government's support for the work that the Small Charity Coalition does to raise the voice of small charities and increase the skills of small charities
- The government should continue to support 'Small Charity Week', 'Local Charities Day' and other initiatives that raise the profile of small charities.
- The government should give its firm backing to the Digital Code of Practice that is being developed and promote it as a resource for charities to use.
- The government should use its convening powers to bring together those who understand the benefits of digital technology with those small charities that need to adapt to survive.

4. Civil Society shaping Government policy

Given the increased role that small charities are playing in the delivery of many public services, in large part as a result of the Government's own austerity programme, it is important they are able to contribute to debates shaping Government policy, now and in the future. The way this is done must remain simple, engaging and supportive.

Whilst small charities have a significant contribution to make to the shaping of government policy, this is not their primary purpose or responsibility. As such, their limited resources are rightly being directed towards delivering their key functions, including supporting the communities they operate within. Resultantly, government must ensure that, when engaging small charities on policy issues, it is mindful of this.

Recommendations

- Consultations are simple, engaging and supportive of small charities; remaining mindful of limited resources.
- Making more of an effort to reach out to small charities through umbrella bodies.
- Ensuring that umbrella bodies are given the appropriate resources in order to engage with their members appropriately.

PEOPLE

1. Improving communities

Enabling more people to play an active role in society

Small charities have always played an important role in improving things for local communities. They can build social cohesion and integration in local communities and bring together diverse groups of people from different backgrounds.

Cuts in funding to public services have been a key feature of the government's austerity programme. These cuts have directly and indirectly led to the closure or reduction in many community services, including social value projects, community centres and other specialised groups, such as Sure Start centres. This, alongside continued financial instability and inflation rises, has led to an upsurge in demand across the UK for services provided by community groups and small charities. A recent survey found that 82% of charities saw an increase in demand for their services throughout 2016 and an even greater number expected to see demand grow moving forward.^x

Case study: improving things in Christchurch, Dorset

An excellent example of where people have successfully taken action to improve things for themselves and community is Christchurch Activities for Young People. This small charity was set up in 2013 response to the increased need of the community due to ongoing cuts in public services. The charity helps young people, and their families, to lead more positive and productive lives.

Many families who seek the support of Christchurch Activities for Young People are from deprived backgrounds, have additional needs, and may be in a crisis situation. This often causes them to face barriers and challenges to fulfilling a positive future which are not addressed by other agencies or support services.

Christchurch Activities for Young People have picked up services previously delivered by local government. The charity has taken on the running and management of the local youth club which was being closed down by the Local Authority as a result of funding cuts. It offers a range of services aimed at increasing the emotional wellbeing and the future opportunities of young people. Through their specialist support, they are able to help improve the lives of families across the Christchurch area.

2. Taking action on issues that matter

Fast facts

- 21.9 million people in the UK volunteer at least once a year.
- 14.2 million people volunteering each month.^{xi}
- 91% of registered charities in the UK have no paid members of staff and rely solely on the goodwill and commitment of their volunteers.^{xii}

Whilst the number of volunteers does not appear to be increasing year on year, these figures highlight the role of volunteering in citizenship and civic engagement.

Lack of awareness for local volunteering

The lack of awareness amongst members of the public about the work being done by local charities in their area means that people are missing out on volunteering opportunities. A 2016

survey found that a third of people in the UK are not aware of their local charities or the work they do in their communities. While 52% of people felt local charities play an important role in their community, only 13% could name at least two charities in their local area.^{ix}

Unrecognised contributions

This problem is compounded by a feeling among small charities that both local and national government are not proactive enough in recognising the contribution that they make to the welfare of local communities and the hard work of volunteers. As Julie Wharton, Director at the Hideaway Youth Project said at one of our recent workshops, "We're doing it all – from cleaning the toilet to finding the funding. Where's the support for small charities?"

Highlighting the benefits of volunteering

This is particularly concerning, given the role charities now play in plugging gaps left by the loss of community services that have closed as a result of government policy. The government could do more to highlight the benefits and rewards that can come from volunteering. These include developing new skills, being part of a community and making a real difference. More people could be encouraged to seek out opportunities to volunteer.

Using digital to create action

At a time when we are all being asked to do more with less, it is important that small charities are empowered and prepared to take advantage of the digital revolution and the benefits it brings. Helping small charities to navigate the digital landscape could increase awareness of the volunteering opportunities enable them to identify local volunteers who could share their skills, join their Boards, and encourage more people to contribute to civil society.

We would welcome the government's support for the work that we do through our mentoring, training and communications to increase the capacity of small charities to use digital technology effectively.

Tender processes excluding specialists

Small charities are often well placed to deliver highly efficient and cost-effective local public services:

- They are established in, and trusted by, the communities that they serve.
- They have well-developed, local knowledge.
- They can provide specialist expertise to provide tailored support to people who need it.

However, the demise in grants and a rise in professionalised tenders have resulted in a shift in government funding from small, local charities to larger businesses and organisations. Systems and processes are inadvertently undermining the ability of small charities to compete for local government contracts, for example:

- Tender processes can be time-consuming and hard to navigate
- Smaller contracts are often short-term, providing a lack of stability for the charity to plan long-term
- Processes often do not reflect the need and nature of the service in question.
- Contracts are becoming increasingly large and broad in scope; covering a number of different services at once, rather than focusing on the specialisms that small charities can provide.

This has led to small and medium-sized charities losing up to 44% of their income from public bodies as well as denying communities access to the tailored support they need.^{xiii} As Secretary

of State for Culture Media and Sport, Matt Hancock said in a recent speech, we “don’t spend nearly enough on the small or local organisations which are often the best people to deliver a local service.”

Tender processes preventing collaboration

In addition to this, the commissioning structure, which is based on competition between charities and companies bidding to deliver services, has damaged and frayed the collaboration between these groups. This is, in part, a result of more fierce competition between charities and profit-making companies, which can undercut charities in the bidding process. This is having an impact on the collaboration needed for communities and services to function well.

Encouraging collaboration

The government should help ensure a more joined up and collaborative approach to the commissioning of services is taken to make sure that commissioning processes work for small charities and to create a level playing field between small charities and larger organisations. By doing so, small charities would have access to additional funding, as well as allowing them to demonstrate further the important work they do to deliver positive outcomes for the local community. This would not only increase awareness of their work, but also the volunteering opportunities available to the public.

Whilst there are examples of local Compacts working well, such as in Cambridge, some small charities feel they do not have the powers to be able to place small charities on a level playing field with other larger organisations. The tender process should therefore be re-visited and reworked, in order to give small charities a tool that genuinely empowers them as part of the commissioning process.

Recommendations

- The government should do more to highlight the benefits and rewards that can come from volunteering.
- The government should give its firm backing to the Digital Code of Practice that is being developed and promote it as a resource for charities to use.
- The government should use its convening powers to bring together those who understand the benefits of digital technology with those small charities that need to adapt to survive.
- The government should review its policy of putting social value work out to professional tender.
- Local Compacts should be revisited and reworked in order to give small charities a tool that genuinely empowers them as part of the commissioning process.

PARTNERSHIP

1. Improving outcomes and realising new potential

Skill-sharing partnerships

The Small Charities Coalition has several long-term partnerships with companies who want to share their skills with our small charity members. Our partners recognise that volunteering helps to increase staff engagement, and help develop a diverse range of skills.

We recently matched IBM volunteers with The Pepper Pot Centre – a small charity that offers a meeting place for over 50's, from the African, Caribbean and BME community in the Royal Borough of Kensington. When staff at The Pepper Pot Centre went to the IBM Charity Skills Masterclass they commented:

“This was a grand opportunity not to only learn from IBM experts about the essence of project management and impact measurement and its value for charities but we also learnt from other charities and indeed the masterclass proved to be a very useful forum for future networking.”

Targeted volunteer support can make all the difference. For The Pepper Pot Centre, the lessons learned from the training helped with the day-to-day running as a result of changes in their project management and impact measurement systems which meant that:

“When we applied for future funding we were able to explain our outcomes and our impact in ...project management language which helped us to obtain further funds.”

Which is all the more important to allow them to fulfil their mission to provide high quality, safe, person-centred, culturally specific care services, empowering The Pepper Pot users to play a more effective role in their health and wellbeing.

Volunteering partnerships: Government leading by example

Local government could lead by example by encouraging all civil servants to take up opportunities for volunteering with small charities. A similar initiative is currently underway in Huntingdonshire, where the Huntsforum, who support voluntary and community organisations to develop and group, are encouraging senior council employees to volunteer with local groups in order to increase capacity within small, voluntary groups. Following its success, this has now been rolled out to all staff. Government could demonstrate leadership on this and support for by facilitating this process to small charities.

Large and small charities: Working together

As part of our role in making life easier for small charities, the Small Charities Coalition has previously matched members of staff from larger charities with small charities looking to develop their skills. An example of this is a partnership we formed between the Girls Friendly Society (GFS) and Unicef UK.

Girls Friendly Society and Unicef UK

GFS is one of the oldest UK-registered charities working to support girls and young women. The charity was concerned that their approach to communications and engaging with stakeholders was outdated, as well as having anxieties about how to introduce a digital approach. We matched them with the digital team at Unicef UK, who were looking for an opportunity to help develop their consultancy skills; something that is integral to their internal roles. The partnership was a huge success; helping for both sides in achieving their goals. Both are exploring new

opportunities to link up through introductions made to colleagues in other Unicef UK departments, with the hope of working in partnership again in the future.

Recommendations

- The government has a role to play in the promotion of the business benefits in partnering with small charities. This could take the form of a small charities support website, similar to the Government's 'Business is Great' website, which supports Small or medium-sized enterprises (SME) to access services and products aimed at helping grown businesses.
- The Department for Culture Media and Sport could help facilitate the support many small charities need. This could be approached using a similar model to the National Leaders of Education programme that was developed by the Department for Education. The programme matches strong school leaders to provide high quality support to those schools that need it most.

2. More impactful partnerships across the sector

More needs to be done for other sectors to appreciate the unique value that small charities can bring to partnerships. Small charities are often more in touch with what is happening in local communities than any other part of society. They know what people on the streets of Britain are thinking, feeling and experiencing. We would welcome the government's support in exploring how this specialist expertise could be better recognised, utilised and celebrated.

3. Effective funding and financing

Fast facts

- 88% of small charities faced increased demand in 2017.^{xiv}
- 48% of charities have been forced to draw on their reserves in the last 12 months.^{xv}
- 28% of charities with an income less than £1million fear their organisation is struggling to survive.
- 57% of charities say achieving financial sustainability is their biggest challenge

Funding from government grants has fallen 64% since 2008/2009, and simultaneously contracts to small charities have decreased by up to 37%.^{xvi} Therefore, funding from local government should be re-instated to allow for strong relationships between government and wider society.

Small charities being penalised

Local authorities have moved away from involving small charities in the grants and contracting process. The use of more commercial contracting processes – and even examples of local authorities penalising small charities who question contract conditions – shows that the engagement of small charities needs to be addressed through the creation of effective systems.

Grants for good

The Small Charities Coalition supports the Grants for Good campaign, which aims to reverse the trend of disappearing government grants. Grants are a simple, proportional means of funding and supporting small charities. They provide crucial core funding and allow for greater innovation and development of a small charity.

Funding models that don't discriminate

Funding distributed by Big Lottery Good Causes also forms an important funding stream for many small charities. Since 1994, it has raised £37billion for good causes, finding over 525,000

projects.^{xvii} Its approach, as well as that of other trusts and foundations such as the Lloyds Bank Foundation, who ensure their funding models do not discriminate, has been particularly welcome for small charities.

Recommendations

- Funding from local government should be re-instated to allow for strong relationships between government and wider society.
- The government should act on the recommendations of the Grants for Good campaign.

4. Supporting the work of the voluntary and community sector

Grants vs Contracts

Small charities are often well placed to deliver highly efficient and cost-effective local public services:

- They are established in, and trusted by, the communities that they serve.
- They have well-developed, local knowledge.
- They can provide specialist expertise to provide tailored support to people who need it.

However, the demise in grants and a rise in professionalised tenders have resulted in a shift in government funding from small, local charities to larger businesses and organisations. Systems and processes are inadvertently undermining the ability of small charities to compete for local government contracts, for example:

- Tender processes can be time-consuming and hard to navigate
- Smaller contracts are often short-term, providing a lack of stability for the charity to plan long-term
- Processes often do not reflect the need and nature of the service in question
- Contracts are becoming increasingly large and broad in scope; covering a number of different services at once, rather than focusing on the specialisms that small charities can provide.

Communities denied tailored support

This has led to small and medium-sized charities losing up to 44% of their income from public bodies as well as denying communities access to the tailored support they need.^{xviii} As Secretary of State for Culture Media and Sport, Matt Hancock said in a recent speech, we “don’t spend nearly enough on the small or local organisations which are often the best people to deliver a local service.”

Subsidised government contracts

Some charities are using money from public donations to support health and social care services they are contracted to deliver. It is argued that austerity has led to many councils and the NHS to get contracts at the cheapest possible price and this is leaving some charities that rely on public service contracts in an unsustainable position. This sequence of events led to the collapse of the Lifeline Project - a £60million charity that provided drug and alcohol treatment services to 80,000 people a year.

Longer term thinking

In short, the current commissioning process might deliver some short-term savings, but is likely to have long-term costs. Whilst there are examples of local Compacts working well, such as in Cambridge, many small charities feel they do not have the powers to place small charities on a level playing field with other larger organisations. It should therefore be re-visited and

reworked, in order to give small charities a tool that genuinely empowers them as part of the commissioning process.

Recommendations

- Local Compacts should be revisited and reworked, in order to give small charities a tool that genuinely empowers them as part of the commissioning process.
- The government should help ensure a more joined up and collaborative approach to the commissioning of services is taken to make sure that commissioning processes work for small charities and to create a level playing field between small charities and larger organisations.
- The government should give its firm backing to the Digital Code of Practice that is being developed and promote it as a resource for charities to use.
- The government should use its convening powers to bring together those who understand the benefits of digital technology with those small charities that need to adapt to survive.

PLACE

1. *Working together to break down barriers*

Case study: The Maya project

The Maya Project is a partnership between eight organisations in Manchester. They are working together to deliver 32 services a week to black, Asian, minority ethnic and refugee (BAMER) women and girls across the city. The project provides a range of holistic services which help, support and empower women to make positive changes in their lives. Weekly services range from various workshops, drop-ins, training and one to one support. Services range from health and wellbeing workshops, dance, ESOL classes, local events and much more.

Following the Manchester arena attack last year, many Maya project service users became fearful of being targeted and in some cases were subject to hate crime in the communities they lived in. They felt increasingly isolated and did not know where to turn to report hate crimes and felt that, even when it was reported, no one appeared to be addressing them. They were searching for answers but no one appeared to have them and they felt isolated and did not know where to turn.

In response to this, the Maya Project organised special confidence-building sessions for service users, offered advice on how to report hate crime and delivered self-defence classes. The charity also ran a workshop on community cohesion to share learnings from the wider impact of the attack.

Following the Grenfell Tower disaster, we saw funders from across London supporting the short and longer-term needs of the small charities that supported those in need. Sadly, the small charities in Manchester did not receive the same response. Despite increased demand for their services, no additional funding was provided for the Maya Project and other small charities who were responding to the wider impact of the attack. This left many to feel unvalued and unrecognised, despite their crucial role in supporting the communities they work within.

Recommendations

- The government should learn from the positive funder-led response to the Grenfell Towers disaster and explore how similar infrastructures of support could be put in place to support civil society's response to events outside London.

REFERENCES

ⁱ <https://data.ncvo.org.uk/a/almanac18/size-and-scope-2015-16/>

ⁱⁱ <https://data.ncvo.org.uk/a/almanac18/size-and-scope-2015-16/>

ⁱⁱⁱ https://www.nao.org.uk/wp-content/uploads/2012/07/Regulating_charities.pdf

^{iv} <https://www.lloydsbankfoundation.org.uk/Championing%20small%20charities%20-%20pg%20handout%20digital.pdf>

^v <https://www.gov.uk/government/news/1-million-for-local-charities-responding-to-grenfell-tower-disaster>

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