Third Sector Resilience in West Yorkshire & Leeds: Survey Three

The effects of COVID-19 on third sector organisations.

"We have proved that we are resilient and can weather the storm" *- quote from a* third sector organisation taking part in this survey.

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The numerical data for this research was independently calculated by MoVE (Mobilising Volunteers Effective), a partnership of universities of Sheffield, Hull and Leeds.

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Sector Resilience Survey: West Yorkshire & Harrogate (WY&H) & Leeds

Executive Summary

- This survey has highlighted the resilience and adaptability of the third sector, this is shown in the way it has adapted services, innovated and supported communities through very challenging times.
- It has also highlighted some of the challenges the sector faces including loss of income, reduction of financial reserves, loss of volunteers and increases in demands for its services.
- This survey, when compared to the results of the previous two surveys, show there is more confidence about financial resilience, continued flexibility from funders and newly developed partnerships that remain.
- However digital exclusion for many people that organisation support continues, staff and volunteers are feeling stretched, and at a time when demanded for services are increasing.

Introduction to report

- Third Sector partners across West Yorkshire and Harrogate collected Resilience Survey data in May/June 2021 to follow up two previous Sector Resilience Surveys that were published June 2020 & December 2020.
- This report has been written by Voluntary Action Leeds (VAL) and was part funded by Forum Central and Harnessing the Power of Communities (HPoC) Leeds.

Aims and background to this report

This third on-line questionnaire was completed by third sector organisations between May and June 2021.

The survey sought to capture the impact of COVID-19 on the third sector looking at:

- Sector viability in the light of changing income and expenditure
- Pressures on communities and changes in volunteering
- The third sector's ability to adapt to changing circumstances and positive experiences.

The report team and how the data was analysed

The data for this report was gathered through an on-line survey using Smart Survey and organisations answered a series of questions that produced both qualitative and quantitative data. There are additional references to data that was collected from the previous two Sector Resilience Surveys published June & December 2020.

Voluntary Action Leeds (VAL) worked in partnership with MoVE in managing and analysing the data.

Sample size

The survey analysis was completed on 107 useable responses received from third sector organisations delivering services in West Yorkshire and Harrogate (WY&H) between May & June 2021. The number of useable surveys completed by organisations delivering services in Leeds was 50. The data in this research has been categorised and presented into four different categories:

- All organisations delivering in West Yorkshire & Harrogate (WY&H), sample size 107
- Organisations delivering in WY&H that have paid staff sample size 66
- All organisations delivering in Leeds, sample size 50
- Organisations delivering in Leeds that have paid staff, sample size 41

The Report

What organisations took part in this survey?

Type of Organisation

The areas of West Yorkshire & Harrogate that organisations delivered services in	Number of organisations delivering services in that area	% of organisations delivering services in that area
Leeds	50	32%
Harrogate	39	25%
Bradford	20	13%
Kirklees	19	12%
Wakefield	18	11%
Calderdale	11	7%
The number of organisations delivering services in areas of WY&H exceeds the sample size of 107 as some organisations deliver services in more than one area.		

Type of organisations taking part in this survey

- Registered Charity 58%
- Company limited by Guarantee 24%
- Charitable Incorporated Organisation 16%
- Group or unincorporated association 10%
- Community Interest Company (CIC) 6%
- Others 4%

Some organisations are registered in more than one way so the percentages add up to more than 100%.

Annual turnover of organisations

In terms of annual turnover there was a diverse range of organisations that took part in this survey, overall one in four organisations (25%) had a turnover of less than £10K per annum. Unsurprisingly organisations employing staff had higher turnover, where more than one in three organisations (36%) in West Yorkshire & Harrogate (WY&H) has an annual turnover of £101K to £500K. In Leeds nearly half of organisations (49%) with paid staff had this same amount of annual turnover.

Annual turnover of organisations	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds that have paid staff
Less than £10k	25%	5%	2%
£11k to £100k	34%	32%	24%
£101k to £500k	24%	36%	49%
£501k to £1m	9%	14%	12%
£1m+ to £5m	6%	9%	7%
£5m+	3%	5%	5%

Staffing

Number of staff employed by organisations "before covid" and "after covid"

Organisations were asked how many staff they employed "*pre covid*" and then asked how many staff they currently employ. In WY&H nearly one in three organisations (30%) said they now had less staff.

In the last Resilience Survey (September/October 2020) 15% of organisations told us they employed less staff then when compared to "*pre covid*", this then means in this survey twice as many organisations now employ less staff than six months ago.

For organisations in Leeds, 39% of organisations said they now employed fewer staff, in the last survey this figure was 13%, this figure shows three times as many organisations employing less staff than six months ago.

On the positive 23% of organisations in WY&H now employed more staff but overall the data shows a loss of staff.

In the previous survey 13% of organisations in WY&H and in Leeds said they were employing more staff, this survey shows an increase in this number.

	Employ fewer staff	**Employ the same number of staff**	**Employ more staff**
Organisations delivering in WY&H that have paid staff	30%	47%	23%
Organisations delivering in Leeds that have paid staff	39%	42%	20%

The average number of Full Time Employees (FTE's) employed by organisations

From the data provided by organisations, calculations were done to work out the median average number of full time employees in organisations "*before covid*" and the number employed May/June 2021.

This calculation showed there had been a decrease in staff numbers, in WY&H the decrease was from 3.6 full time members of staff per organisation to 3 members of staff. In Leeds the reduction was from 4.2 members of staff to 3.5 members of staff.

	Median Number of FTE employed pre-Covid	**Median Number of FTE employed now**
Organisations delivering in WY&H that have paid staff	3.6	3
Organisations delivering in Leeds that have paid staff	4.2	3.5

The number of organisations making redundancies March 2020 to May 2021

Organisations were asked "*Have you had to make any staff redundancies from March 2020 to May 2021?*" Of all the organisations in WY&H that employ staff nearly one in four (24%) said they had made staff redundant. A similar number of organisations in Leeds had also made redundancies (22%).

In the Sector Resilience Survey from six months ago 11% of organisations in WY&H and 10% of organisations in Leeds said they had made redundancies, the figures in this survey shows these percentages have more than doubled.

	Have You had to make redundancies?		**Do you envisage having to make staff redundant between now and end of December 2021?**		
	Yes	No	Yes	No	Not sure
Organisations delivering in WY&H that have paid staff	24%	76%	7%	87%	7%
Organisations delivering in Leeds that have paid staff	22%	78%		87%	13%

The number of organisations with staff currently on Furlough

Organisations were asked "*Do you currently have staff on furlough*?", nearly one in four (24%) organisations in WY&H that employed staff said yes. This number was exactly the same for Leeds.

Do you currently have staff on Furlough?	Yes	No
Organisations delivering in WY&H that have paid staff	24%	76%
Organisations delivering in Leeds that have paid staff	24%	76%

Did organisations envisage having to make their furloughed staff redundant?

Organisations were asked if they envisaged having to make staff currently furloughed redundant, the number of organisations in WY&H that envisaged having to do this was 7%.

Do you envisage having to make any of your furloughed staff redundant?	Yes	No
Organisations delivering in WY&H that have paid staff	7%	93%
Organisations delivering in Leeds with paid staff	11%	89%

How did organisations describe the impact that the Covid-Pandemic has had on staff numbers and are there any specific skills that have been lost or gained?

The quantitative data for this survey showed that in WY&H 30% of organisations have had to reduce their staff numbers but 23% of organisations had increased them. This difference of experience was reflected in the comments from organisations:

"*We furloughed 6 staff and have made 2 redundant, changed the jobs of 2 and maintained 2. We have also outsourced our finance. Due to new funding, we have brought back some of our lost staff but have lost specific fundraising and finance key skills*."

"*Covid has increased our staff numbers, initially through the short term Covid funding and more latterly as the employing organisation for projects developed in partnership*."

Several organisations shared their experiences of having to increase their staff capacity due to the loss of volunteers:

"*We needed to increase the hours of staff because we could not use volunteers inside our building.*"

"*Staff have kindly agreed to work on non-regular days to continue with adapted services. Staff have taken up new responsibilities that volunteers were previously involved with. We have been limited as to how many volunteers we can involve. Staff have creatively responded to need and thereby gained skills and the charity has benefited*."

"*We heavily rely on volunteers who work in all areas of the charity and its activities. We lost all of our volunteers at the beginning of the pandemic which hit us really hard. Three* *members of staff were furloughed which put a heavy strain on the few remaining staff to run the foodbank and do client support over the phone*."

Interestingly a significant number of organisations commented that they had staff leave their organisation as the Covid-19 Pandemic had led to some staff "*re-appraising what they want to do" and "reassessing their lives*".

"*We have lost staff, and gained staff during covid, so although we have only jumped 0.6 in our FTE, we have actually gained 2.1 FTE and lost 1.5 FTE. We have lost staff due to people reassessing their lives in light of covid."*

"*The main impact of Covid has actually been staff re-appraising what they want to do. Five have left for very different reasons*."

Perhaps unsurprisingly lots of organisations shared experiences of how their staff had gained "*better IT skills*", "*Digital skills*" and become "*more creative*".

"*Staff have definitely developed better IT skills over the last year and also improved [their?] range of communication methods with service users. Video groups/calls make our service much more accessible to some people who were unable to access support previously due to caring responsibilities, transport issues, living in rural areas etc*."

"*The core staff team has developed their digital skills because training, events and meetings have been run online. One member of staff who has learning disabilities has become a more confident and creative trainer through delivering on Zoom and Teams. We employ 7 other people with learning disabilities, 4 of them developed new skills to carry on working from home. We used Zoom to run our sessions. 2 people had very little experience of working online before the pandemic, they learnt basic skills through the pandemic*."

"*No change in staff numbers. Up skilled staff in various aspects of IT, remote working, resilience*."

"*Our staff have become more creative when faced with the challenges of supporting vulnerable people in the pandemic. We have gained a great skill base here just by staff being empowered*."

Volunteering

In both the previous Resilience Surveys, organisations said they had fewer volunteers now than they did before the Covid-19 Pandemic (January 2020). In the last Resilience Survey 62% of organisations in WY&H said their volunteer numbers had decreased March – August 2020 when compared to January 2020. In this survey 51% of organisations said their volunteer numbers had decreased March – May 2021 when compared to January 2021. This may imply an improvement in volunteer numbers but the majority of organisations are saying they have fewer volunteers now than when compared to before Covid.

In the last Resilience Survey in Leeds 71% of organisations said their volunteering numbers March – August 2020 had reduced when compared to January 2020. In this survey the number of organisations saying there has been a reduction March – May 2021 when compared to January 2020 is a nearly identical 70%. This suggests there is an on-going challenge for organisations to return their volunteering numbers to "pre-Covid" levels.

	Decreased	Stayed about the same	Increased
All organisations delivering in WY & H	51%	29%	20%
All organisations delivering in Leeds	70%	16%	14%

The impact of Covid on volunteer numbers in general

From responses from the two previous two Resilience Surveys, a list was developed to quantify reasons that volunteer numbers had decreased or increased. Perhaps unsurprisingly many organisations identified volunteer numbers decreasing as a result of services being halted or reduced. Nearly one in three organisations (31%) in WY&H said they had lost volunteers due to shielding, this implies that many organisations have volunteers that may be defined as being "*vulnerable*."

Just over one in five (21%) of organisations in WY&H said their volunteer numbers had increased due to the Covid volunteering response.

What has been the impact of Covid upon your volunteer numbers and volunteers in general? (Please tick all that apply)	All organisations delivering in WY & H	All organisations delivering in Leeds
Volunteers lost due to service reduced or halted	35%	45%
Volunteers lost due to shielding	31%	34%
Volunteers lost due to technology barrier	8%	14%
Volunteers lost due to restrictions	30%	34%
Volunteers gained due to Covid response	21%	20%

How confident are organisations in their volunteers returning?

All the organisations that said they had a reduction in volunteers since Covid were asked how confident they were in these volunteers returning to their organisation. Across WY&H only 16% of organisations said they were "*confident*" in their volunteers returning. More than half of organisations (53%) across WY&H were "*Not confident at all*" (23%) or "*Unsure*" (30%) if their volunteers would return.

If you said there was a reduction in Volunteer numbers how confident are you that previous volunteers will return?		
	All organisations delivering in WY & H	All organisations delivering in Leeds
Confident	16%	16%
Slightly Confident	31%	42%
Unsure	30%	21%
Not confident at all	23%	21%

What are the key skills that organisations that have lost volunteers have lost?

Organisations that told us they now had fewer volunteers than they did before the Covid-pandemic were asked "*what are the key skills that your organisation has lost*?"

The "lost" key skills that organisations identified demonstrates the diversity and importance of skills that volunteers bring to the Voluntary Sector. The skills that organisations identified had been lost due to losing volunteers included:

"*Monitoring and evaluation*", "*Maintenance*", "*Children's work/youth work*", "*engineering and construction*", "*fundraising", "secretarial", "minibus driving*", "*British Sign Language*", "Safeguarding", "*Project Management*", "Governance", "*Befrienders*", "*Soft listening skills*", "*Display skills*", "*Event planning*", "*building skills*", "*Coaches and managers"* and "*Marketing*."

This research shows that 53% of organisations in WY&H are either "*unsure"* or "*not confident at all*" about their volunteers returning to their organisations. This concern was raised by different organisations:

"*Some of the volunteers who helped with the face-to-face sessions have gone, taking key musical skills with them. We had students who moved back home so will not return now. We had admin volunteers who didn't have the technology or skills to continue from home. We didn't lose many of the volunteers, they are on hold waiting to come back after June 21st but they are now lacking confidence, feeling anxious and many have mental health problems which have got worse due to Covid. This will mean we are back at the start training our volunteers in basic admin and building their confidence levels*."

"We have a volunteer- led literacy programme in inner city primary schools [-] many volunteers have been reading to children in the same school for years. Once schools start allowing volunteers back in we will be able to assess what we have lost in terms of numbers and their skills. We are worried that many will not return as they are business people giving up an hour of their time once a week, we linked schools to volunteers working near by to reduce time out of the office in travel time. Many are working from home and this may continue so even if they wish to continue volunteering they will probably not be able to remain at their previous school. We will however recruit new volunteers and train them up so all is not lost!"

"We have lost trained advisers, and possibly some admin vols too, but we currently don't know the extent of that loss and won't know until we know what our service looks like going forward."

What were the main delivery areas of organisations?

Organisations were asked to identify just **one area**, or the **main area**, of delivery, the responses below show the diversity of delivery of the third sector across WY&H.

Just over one in four organisations (27%) across WY&H without paid staff say their main area of delivery is a Community or Village Hall, this reduces to less than one in twelve (8%) of organisations with paid staff saying the same.

Organisations were asked to identify their main area of delivery by identifying just ONE category	All organisations delivering in WY & H	Organisations delivering in WY&H without paid staff.	Organisations delivering in WY&H that have paid staff
Community Hall/Village Hall	15%	27%	8%
Volunteering	7%	10%	6%
Children/Young People	7%	7%	6%
Disability	7%	2%	9%
Older People	7%	7%	6%
Community Development	6%	2%	8%
Community Groups	6%	10%	3%
Education and Training	5%	2%	6%
Mental Health	4%	0%	6%
Social Activities	4%	7%	2%
Sport and Leisure	4%	7%	2%
Arts, Culture and Heritage	3%	2%	3%
Environmental/Conservation	3%	0%	5%
Health	4%	0%	5%
Homelessness	3%	0%	5%

Main areas of delivery by organisations

Many third sector organisations have diverse areas of service delivery and work with different client groups, to try and quantify this each organisation was asked to identify up to three main categories of delivery. For some it might be surprising that 17% of organisations that were volunteer- run and without paid staff identified volunteering as one of their main areas while 45% of organisations with paid staff identified volunteering as one of their main activities. It needs to be considered though that volunteers need resources to be supported and often this support has to come through paid staff.

Organisations were asked to identify their main areas of delivery by identifying up to three categories.	All organisations delivering in WY & H	Organisations delivering in WY&H without paid staff.	Organisations delivering in WY&H that have paid staff	All organisations delivering in Leeds
Community Hall/Village Hall	22%	34%	15%	16%
Volunteering	35%	17%	45%	44%
Education & Training	32%	15%	42%	42%
Mental Health	25%	15%	36%	36%
Health	31%	15%	41%	36%
Older People	42%	34%	47%	40%
Social Activities	39%	32%	44%	38%
Children/Young People	36%	22%	45%	40%
Community Groups	36%	25%	44%	42%
Disability	25%	12%	33%	32%
Community Development	22%	10%	29%	24%
Befriending	24%	12%	32%	28%
Carers Support	19%	7%	26%	22%
Poverty	18%	5%	26%	28%
Advocacy	17%	12%	20%	20%
Sport and Leisure	17%	19%	15%	18%
Social and Community Care	16%	2%	24%	22%
Arts, Culture and Heritage	15%	15%	15%	18%
Dementia	14%	5%	20%	18%
Women	14%	5%	20%	26%
Black and other Minority Support/Services	12%	10%	14%	20%
Telephone Helplines	11%	2%	17%	14%
Refugees/Asylum Seekers	10%	5%	14%	18%

Has demand for services changed?

When organisations from WY&H were asked in the last Resilience Survey (September – October 2020) how demand for their services have changed, 40% of organisations said demand for their services had "*Increased*". In this survey there has been a rise in this figure with 46% of organisations from WY&H now saying demand for their services has "increased". When organisation across WY&H with paid staff are looked at, this figure is even larger with 62% of organisations saying demand for their services has increased.

How has demand for your service changed?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	All organisations delivering in Leeds	Organisations delivering in Leeds that have paid staff
We are closed for delivery	8%	0%	6%	0%
Decreased	25%	19%	15%	18%
Stayed about the same	21%	19%	27%	23%
Increased	46%	62%	52%	59%

How have organisations changed the way they deliver?

Organisations were asked "*If you are maintaining a service how has it changed?"* Unsurprisingly organisations talked about how they had "reinvented", had moved to "online delivery" and were "using Zoom".

"*We reinvented during lockdown and are relaunching now*."

"*We delivered sessions online via Zoom, social media platforms & YouTube. We also took groups outside on walks and at allotments*."

"*We're delivering training online. We are providing drop in's by zoom. We've changed our information and signposting service to share online activities as well as face to face services. Most [of] our work is done from home. Big events and our AGM have all been done using Z oom. Meetings have been done online*."

While organisations showed their resilience and inventiveness in adapting the way they deliver services it hasn't come without challenges and not everyone can be engaged through this "*move to digital*".

"*Our adult learning courses have been really badly affected. We trained staff ready for online delivery and have delivered some but we work in the most deprived wards with many of our learners not having English as their first language or having access to IT. We have got devices and laptops to loan out with Wi-Fi which helps but it still doesn't get over the fact that many learners struggle with IT and trying to participate in a Google Classroom course with low IT skills is not easy! We would normally deliver 100 courses per year and this year we will be lucky to deliver 30, most of which will have been delivered since April 21 when we restarted our face to face delivery*."

"*Some services have been closed, others remained open and are re-opening now. Foodbank continued to run, as did our Debt Service, but social distancing and Covid safety measures had to be introduced. The Debt Service was carried out online and on the phone, it is now returning to in- person. All children's and older people's groups were shut down, and some are restarting now, but numbers are a lot less due to capacity. Demand however is high.*"

Several organisations shared their challenges of delivering services with a loss in volunteer numbers:

"*Having to make many changes to bend to Covid restrictions. It has cost more to deliver services. Practical work has had to be picked up by staffing as [there is a] lack of volunteers*."

"*All of our services are online and we are receiving more referrals but don't have the capacity to support owing to the reduction in volunteers*."

As Covid restrictions are easing, organisations talked about "*resuming face to face working.*"

"*We are now at the point of resuming face to face working but for the last year have been using Zoom to deliver sessions remotely. We have invested heavily in buying tablets and data to give to people so they can stay involved. We have installed new projectors and tech in our arts studio so it's now possible to access sessions in person or remotely*."

"*Move towards hybrid training going forward so carers can join in person or via Zoom; there is also a return this month to face to face counselling, welfare rights, befriending and hands-on therapies such as massage and aromatherapy*."

Digital Inclusion & Exclusion

Three quarters of organisations (75%) in WY&H didn't think digital exclusion was an issue for staff, with 17% of organisations thinking it was. When this figure is looked at in terms of organisations with paid staff in WY&H 80% of organisations didn't see digital exclusion as an issue for staff.

Are you finding digital exclusion an issue for your staff?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	All organisations delivering in Leeds
Yes	17%	15%	21%
No	75%	80%	69%
Unsure	7%	5%	10%

Issues encountered by staff when accessing digital technology

In the last Resilience Survey (September – October 2020) 26% of organisations across WY&H thought that lack of training for staff was one of the main issues that staff were encountering when accessing digital technology. In this survey this figure has only slightly decreased with 23% seeing lack of staff training as a barrier. Similarly, in the last Resilience Survey 35% of organisations across WY&H thought "*Staff are feeling isolated by relying on digital technology*", in this survey this figure has only slightly decreased to 32%.

In the previous survey one in four (25%) organisations from WY&H said "*We don't have resources to invest in digital technology*", in this survey this figure has reduced to 18%, this may imply that since the last survey more organisations have invested resources in their digital technology.

What do you think are some of the main issues that staff are encountering when accessing digital technology (tick up to 3 boxes)	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
Lack of training for staff	23%	27%
Staff are feeling isolated by relying on digital technology	32%	32%
We don't have resources to invest in digital technology	18%	17%
Staff don't have access to home wi-fi connectivity	11%	7%
Digital Exclusion: Staff (Other)	20%	22%

Digital exclusion for people that organisations work with

The number of organisations in WY&H seeing digital exclusion as an issue for people they work with has decreased from 70% (September-October 2020) to 58% in this survey. However the number of organisations saying it wasn't an issue has remained similar with 23% of organisations saying "No" (September – October 2020) compared to 26% saying "*No*" in this survey.

A similar pattern is seen in the Leeds data with 74% of organisations in the last survey saying they thought digital exclusion was an issue for people they worked with, in this survey this figure is still 69%. The number of organisations in Leeds saying digital exclusion is not an issue for people they work with has hardly changed, those saying "*No*" was 16% in the last survey with 14% saying "*No*" in this survey.

Are you finding digital exclusion an issue for people who use your service?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	All organisations delivering in Leeds
Yes	58%	67%	69%
No	26%	17%	14%
Unsure	16%	16%	16%

What did organisations think are some of the main reasons for digital inclusion of service users?

Seven months after the last Resilience Survey organisations across WY&H see similar reasons for digital exclusion amongst the people that access their services. However, there may be some small positives in there are some reductions in the amount of organisations identifying some of the different barriers. Examples are in the last survey 62% of organisations across WY&H said *"People we work with are not confident using digital technology"* in this survey this has reduced to 51%. In the previous survey 59% of organisations said "*People we work with don't have access to digital technology*": in this survey this had been reduced to 48% of organisations saying this.

There may also be a positive in that in the last survey 23% of organisations in WY&H said "*We don't have resources to invest in digital technology*", this compares to 15% of organisations saying the same thing in this survey. However there has been an increase in the number of organisations saying, "*It doesn't work well for the services we deliver*", in the last survey 21% of organisations from WY&H said this, in this survey this has increased to 26% of organisations saying the same.

When the data for organisations delivering services in Leeds is compared to the whole of WY&H organisations in Leeds identify more barriers. Examples are that 41% of organisations in WY&H say "*People we work with don't have access to wi fi connectivity*", in Leeds 54% of organisations say this.

Another example is that in WY&H 51% of organisations said "*People we work with are not confident using digital technology*", in Leeds 64% of organisations said this. In the previous survey 19% of organisations in Leeds said on digital technology "*It doesn't work well for the services we deliver*", in this survey this had significantly increased to 32% of organisations saying this.

What do you think are some of the main issues that people who use your services are encountering when accessing digital technology (tick up to 3 boxes	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	All organisations delivering in Leeds

Lack of training for staff	12%	14%	10%
We don't have resources to invest in digital technology	15%	17%	22%
People we work with don't have access to digital technology	48%	55%	58%
People we work with don't have access to wi fi connectivity	41%	47%	54%
People we work with are not confident using digital technology	51%	62%	64%
It doesn't work well for the services we deliver	26%	30%	32%
Other	12%	12%	14%

How long do organisations expect to be financially sustainable?

In the first Resilience Survey (June 2020) 23% of organisations from WY&H expected to be financially resilient for a maximum of three months, by the second survey (September – October 2020) this had reduced to 10% and in this survey this percentage has reduced even further and is now only 1%. This seems to show clear evidence that organisations now believe they are more financially sustainable than they were near the start of the Covid-Pandemic. This is further evidenced by examination of the number of organisations saying they were financially sustainable for at least twelve months. In the first survey 45% expected to be sustainable for twelve months or more, by the second survey this had increased to 65% and in this survey 86% of organisations expected to be financially sustainable for a year or more.

It is possible that many of the organisations who said they were not financially sustainable near the beginning of the pandemic were proved right and as a consequence folded and did not take part in the recent surveys. While it is undoubtedly true that some organisations did fold, anecdotal evidence seems to show this has not been on the scale that was initially predicted.

When comparing organisations in Leeds with paid staff with similar organisations across WY&H less organisations in Leeds expect to be indefinitely financially sustainable, 26% of organisations in Leeds expected this compared to 36% of organisations in WY&H. However, when you look at organisations that expect to be financially for a year or more the story is similar, in WY&H it is 88% and in Leeds 84%.

Thinking ahead how many months do you expect you can continue to be financially sustainable?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
3 Months	1%	2%	3%
6 Months	13%	10%	13%
1 Year	45%	52%	58%
Indefinitely	41%	36%	26%

How has Covid affected organisations' earned income?

In the last survey (September – October 2020) the percentage of organisations from WY&H that reported that their earned income had dropped by more than half was 59%, in this survey there has been a small improvement but 50% of organisations are still saying the same.

The number of organisations that are saying their earned income levels are the same as "*pre-Covid*" has increased, in the last survey 8% of organisations in WY&H said their earned income levels was the same as pre-covid, and in this survey 17% of organisations have said their earned income levels are now the same or more.

When organisations in WY&H with paid staff are analysed, this shows that 23% of these organisations now have earned income levels at least the same as before Covid.

However, while there may be some encouraging signs of earned income levels increasing, 50% of organisations across WY&H have seen their earned income levels drop by at least 51%.

If you generated earned income in "pre-Covid" times, approximately how much has your earned income dropped since Covid-19?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
It has increased	3%	4%	0%
It's about the same	14%	19%	25%
It has decreased by 0 - 25%	19%	21%	19%
It has decreased by 26% - 50%	10%	15%	16%
It has decreased 51% - 75%	15%	12%	13%
It has decreased 76% - 100%	35%	27%	25%
Not sure	4%	2%	3%

How many organisations have had to use their financial reserves?

In the previous survey 36% of organisations from WY&H and with reserves had used these reserves during the Covid-19 Pandemic. In this survey a lower 31% of organisations told us they have been using their reserves. However, when organisations in WY&H with paid staff are analysed it showed that 46% of organisations had used their reserves and an additional 32% of organisations thought they might have to use their reserves by the end of 2021.

Over the last 12 months have you had to use your organisation's financial reserves?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
No	48%	22%	41%
Not yet but we might have to by the end of 2021	20%	32%	22%
Yes	31%	46%	38%
Only organisations that said they had financial reserves have been used in this calculation			

How much of their financial reserves have organisations used?

When organisations in WY&H that has started using their reserves were asked in the last survey how much of their reserves they had used, 35% of organisations said they had used 10% or less. In this survey a reduced 25% of organisations have used 10% or less of their reserves. This suggests that organisations may now have used more of their reserves than they had in September/October 2020.

If you have had to use reserves over the last 12 months, approximately how much of your reserves have you had to use?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
10% or less	25%	29%	36%
11% to 25%	29%	18%	7%
26% to 50%	21%	24%	29%
51% to 75%	7%	6%	7%
76% to 100%	7%	12%	14%
Don't know	11%	12%	7%

What did organisations see as the main risks to their income?

Based on qualitative data from the last survey, organisations were given a list of potential risks to their income and asked which they thought posed the most risks. Interestingly there wasn't one risk identified that was significantly higher than others. Instead a multitude of risks were identified by organisations across WY&H with four different risks identified by more than a third of all organisations taking part in this survey.

The most common four risks listed in order were:

- Lost Income from Restrictions (37%)
- Lost Income from fewer Donations (36%)
- Lost Income from Lack of Trading (35%)
- Lost Income from Future Lock-Downs (34%)

Thinking about the period to until December 2021 what are the main risks to your income?	All organisations delivering in WY & H	Organisations delivering in Leeds with paid staff
Lost Income from Lack of Trading	35%	34%
Lost Income from Future Lock-Downs	34%	34%
Lost Income from Restrictions	37%	34%
Lost Income from Public Sector Cuts	27%	34%
Lost Income from No New Funding	28%	36%
Lost Income from Fewer Donations	36%	38%
Increased Operational Costs	22%	30%
Other Loss of Income	7%	10%

How flexible have funders been through the Covid-Pandemic?

In the last survey (September/October 2020) organisations were asked how flexible had funders been during the Covid-Pandemic, 54% of organisations said "*All* been flexible". In this survey 70% or organisations across WY&H said all funders had been flexible which is a significant and positive increase.

In the last survey 48% of organisations in Leeds said all funders had been flexible, in this survey this has significantly increased to 67% of organisations.

If you receive grant/contract income, have funders offered flexibility?	All organisations delivering in WY & H	Organisations delivering in	Organisations delivering in

		WY&H that have paid staff	Leeds with paid staff
No – None have been flexible	1%		
Some flexibility	29%	29%	33%
Yes - All been flexible	70%	71%	67%

In what ways have funders been flexible?

Organisations were given a list of reasons that funders may have been flexible, this list was developed from what organisations had told us in the last survey. Nearly three quarters (73%) of organisations with paid staff in WY&H told us that funders had been flexible by allowing them to "*Vary service delivery and activities from plan.*" Also nearly half of organisations with paid staff said funders had allowed them to "*Vary service towards Covid 19 response*" (55%) and "*Extended timeline for delivery/activities*" (54%).

If you said funders have been "flexible", in what ways have funders offered flexibility?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
Vary service delivery and activities from plan	65%	73%	78%
Vary service towards Covid 19 response	49%	55%	64%
Extended timeline for delivery/activities	47%	54%	61%
Provided additional/advanced funding	31%	34%	39%
No conditions attached to grant	29%	21%	25%
Other funder flexibility	6%	7%	6%

Where have organisations gone to for support during the Pandemic?

Organisations were asked where they have been going for support during the pandemic and the top two responses in West Yorkshire were Local Authorities (50%) and Local networks (45%). This survey showed similar responses to the last survey although there was a significant difference in the number of organisations seeking support from *National Infrastructure (e.g. NCVO) organisations*. In the last survey 33% of organisations said they had sought support from *National Infrastructure*, in this survey this has reduced to 19% of organisations saying this.

In Leeds the reduction in the number of organisations seeking support from *National Infrastructure* organisations is even more significant than in WY&H, in the last survey it was 36%, in this survey it has halved to 18%.

Where have you gone for support and advice?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
Sector Support	35%	45%	46%
National Infrastructure (e.g. NCVO)	19%	24%	18%
Council for Voluntary Service (e.g. Voluntary or Community Action	23%	29%	28%
Other Infrastructure (e.g Forum Central/SEYH, Community First	38%	44%	44%
Community Accounting Services	8%	14%	10%
National media	9%	14%	14%
National third sector networks	17%	26%	20%
NHS and related Health Services	*20%*	*30%*	*30%*
Local Authorities	50%	65%	54%
Local networks	45%	62%	58%
Partners	29%	42%	42%
Local contacts/other support	5%	5%	4%

What were the top areas of support that organisations wanted?

Organisations were asked "*what are the top 2 areas in which you feel you need more support?".* There were lots of different suggestions including "*Capacity to deal with the aftermath of complexity and demand Covid has created*."

One of the main support requests was around financial support, for example "finding financial support", "*managing reduced income*" and "*funding – not training …to enable us to meet the need.*" Several organisations were specific about the financial support they wanted and requests included "*funding for core service!", "cheaper rent*" and "*grant funding for development projects*."

"*We need the national funders to understand that the CVS family need support not just frontline organisations*".

"*We need help with some finances so we can continue as a club as we will not be able to pay our insurance in 2022*."

"*Preparing for [the] future, including a future with less grants available, and staff (and volunteer) burnout – we continued our service throughout Covid and have been much busier than normal but this has taken its toll*."

Another area where there were lots of support requests was around "*volunteers*", this included help with "*volunteer recruitment*", "*training to volunteers*" and "*maintaining volunteers support*."

"*We are currently actively seeking to recruit to vacant positions on the trustee committee*."

"*Volunteers. Numbers have fallen during lockdown as they die, age, go into care, leave the area, struggle to get out, become unwell, struggle to cope with technology. Very few potential volunteers want to communicate by e-mail or Zoom or have the equipment or digital connections*."

As highlighted previously in this report, organisations have been adapting at "*going digital*" and using "*new IT systems*", however many organisations asked for support around "*Digital and IT", "Training in digital technology*" and "*wi-fi provision."*

"Good clear training in the use of digital technology rather than training delivered by those with IT skills but no idea at all of how to convey these, and no teaching experience."

Other organisations asked for "*Digital inclusion and systems for staff*", "*Income generation using online platforms*" and "*Increased admin hours to deal with the burden of digital technology."*

Have organisations introduced additional support arrangements for paid staff during the pandemic?

When organisations from WY&H were asked if they had introduced additional support for staff during the pandemic, 48% said "*Yes*". In this survey the number of organisations from WY&H saying "Yes" is a nearly identical 49%.

Have you introduced any additional support arrangements for staff during the pandemic?	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
Yes	49%	50%
No	51%	50%

How did organisations describe the additional support they had introduced?

Organisations that had introduced additional support to staff during the Covid-Pandemic were asked to describe this additional support. Organisations talked of introducing "*wellbeing sessions*", "*on line training*", "*online catch ups*" and "*wellbeing drop ins*." One organisation had introduced a "*Calm App*", another organisation provided staff with "*Compassion Fatigue training*", and several organisations had increased "*one to one time with manager*."

"*Our Coronavirus Policy has a whole section on Mental and Wellbeing, this includes tips and also links to all sorts of support services including the Samaritans*."

"*We have introduced the Calm App which as a charity we have paid for, and which provides a great range of support for the whole family*."

"*Weekly "Meetings" on Zoom, usually more informal than staff meetings but has kept everyone in touch and updated. From the beginning encouragement to use Zoom for the usual "informal chat" over the kettle not just business*."

"*Regular Zoom meetings, birthday gifts for all staff, Easter Eggs, take a break (allow staff to finish work early, take two hours out for a walk, yoga or just relax, regular contact around ways to improve mental health, reduce stress etc."*

What support do organisations have in place for the well-being of staff and volunteers?

In the last survey 56% of organisations in WY&H said they provide Line Management and in this survey this has slightly increased to 59% of organisations. However, when organisations in WY&H that have paid staff are analysed the amount of organisations providing Line Management significantly increases to 83% of organisations.

The number of organisations providing Peer Support has also increased, previously for WY&H it was 56%, this has now increased to 62%. With organisation with paid staff in WY&H the number providing Peer Support increases to 70%.

What support do you have in place for staff and volunteers in your organisation to support their health and well-being?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
Line management	59%	83%	85%
Peer Support	62%	70%	73%
Online resources	29%	42%	44%
Access to specialist support services	29%	44%	49%
Other	4%		

Did organisations think there had been any positives to emerge from Covid-19?

Across WY&H more than half (58%) of all organisations thought some positives had emerged through the Covid-19 Pandemic. When organisations with paid staff are looked at in WY&H the number of organisations thinking positives had emerged increased to 70%

In Leeds more than three quarters (76%) of organisations with paid staff thought positives had emerged.

Are there any positives for your organisation/your service users to emerge from Covid-19?	All organisations delivering in WY & H	Organisations delivering in WY&H that have paid staff	Organisations delivering in Leeds with paid staff
Yes	58%	70%	76%
No	42%	30%	24%

What were the positives that emerged during the Covid-19 Pandemic that were identified by organisations?

Organisations talked about how the Pandemic had led to "*flexibility in our work*", a "*flexible approach to what & how we deliver*" and "*new ways of working.*"

"*Flexibility in our work - most staff are choosing to continue to work from home some or all of the time, and it's clear that we can do that successfully. For our service users similarly, we now offer 'blended' sessions which can be accessed in person or online and that means we have reduced some barriers to taking part (e.g. not having to travel).*"

"*We've learnt that we can work from home. We are flexible and can do things in different ways. We are more connected to our members than we were before. We've been able to do pieces of work with people far away without any cost issues*."

"*We have found new ways of working such as blended delivery, online courses and shorter sessions. A little of this will be carried forward but we more-or-less plan to return to our 'old' model of working. It works and is what people want*."

Several organisations identified positives around volunteering for their organisation, this included "*recruited a lot more volunteers*", "*New volunteers bring diversity*" and "*an increased desire to volunteer in the community*."

"*We have recruited a lot more volunteers to help with vaccinations and hope to retain many of them to deliver the services we were delivering pre-COVID to augment our coverage throughout our whole geographical area.*"

"*Funding opportunities for Covid response were generous. New volunteers bring diversity to our volunteering group*."

"*Our volunteer teams are more solid and we have put in place better systems, boundaries and support. We have responded quickly and flexibly for more than a year to our communities' needs and have been a life- saving service for many in terms of food but also in terms of caring for people and helping them with other issues they face (rather than just food poverty as was our aim before Covid). We have proven ourselves and grown immensely as an organisation as well as having raised our profile massively in the community*."

"*We have benefitted from an increased desire to volunteer in the community, it has given people time to reflect and change their priorities in life. This may not continue but we have taken the view."*

Another area where organisations said positive had emerged was around "*community spirit*", "*more community awareness*" and "*The support of the community*."

"*Overwhelming community spirit*"

"*Confidence in adaptability. More need has generated numbers to increase more community awareness of the services and local support and donors*."

"*The support of the community – understanding the need to change, adapt, evolve.*

ENDS