Build Back Better Together

Voluntary & Community Sector Resilience Survey Report

North Yorkshire May 2020

Community First Yorkshire

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1.0   Background

The UK *was* put into lockdown on 23 March in an unprecedented step to attempt to limit the spread of coronavirus. The voluntary and charity sector is having to work in different ways, be flexible and is, in some cases, under real financial pressure to respond to the lockdown. This pattern of work and pressure will continue for some time after the end of the lockdown as the country emerges from the largest social and economic closure, and moves into a national and world period of recession. Pressures on the voluntary and charity sector, NHS and public health will not ease.

Community First Yorkshire is keen to understand the pressures being faced by the voluntary and charity sector as a result of the coronavirus crisis. One of the sources of evidence the organisation is drawing upon is the 'VCS Resilience Survey' which is a Yorkshire and Humber-wide survey drafted by a partnership of infrastructure organisations - Forum Central, Leeds Community Foundation, Social Enterprise Yorkshire and Humberside, Third Sector Leeds and Voluntary Action Leeds. Voluntary Action Leeds has been responsible for gathering responses and sharing the data with all partners who have made use of the survey.

The results from this survey contribute to Community First Yorkshire's wider intelligence gathering aims which are:
1. To provide local and sectoral information about the impact, challenges and concerns of the sector responding to Covid-19 and its implications
2. To use the data to shape support and/or to use in messages to the sector to engage with support
3. To have data to influence and share with local, regional and national public bodies and funders including grant providers, to shape policies, investments and ways of working.
4. To plan for coming out of the crisis.

The guiding principle behind this work is to have service 'beneficiaries' central to the interpretation of data and actions to be taken.

This report will be used alongside the findings from Community Support team qualitative interviews, which is focussing on:

1. What are the top three challenges for VCS groups in your area at the moment?
2. Are there any challenges specific to CSOs or Covid 19 groups?
3. Are there any specific challenges relating to frontline organisations?
4. Is there anything else you think we should be aware of in relation to VCSE support in your area?

To assess the volume impact estimated baseline figures of voluntary organisations and charities in North Yorkshire range from 5,000 predominantly charity registrations and to 10,000 including other formerly constituted and informal groups. Percentages should be applied to these numbers to gauge the size of the impact.

Survey method and scope of this report

Fieldwork took place between the 20 April and 1 May 2020. 188 responses were received. This report details the preliminary results from surveys completed by organisations whose main location was in North Yorkshire, which includes the 7 Districts of:

1. Craven – part of Airedale Wharfedale and Craven CCG
2. Harrogate*
3. Richmondshire*
4. Hambleton*
5. Ryedale*
6. Scarborough*
7. Selby – part of Vale of York CCG

> Within this geography is the scope of the North Yorkshire Clinical Commissioning Group (CCG) comprising the 5 Districts *asterisked

All the Districts except Craven are part of the NHS Humber Coast and Vale Health Care Partnership geography. Craven is part of the West Yorkshire and Harrogate Health Care Partnership. Each of the Health Care Partnership areas are producing reports on the impact of Covid-19 across each of their footprints. This report and the wider intelligence will contribute to the wider geographical reports, as part of Community First Yorkshire's collaborative work alongside that of NHS and public health partners in those areas.

Data comparisons are made with the findings from Community First Yorkshire's Client Awareness and Engagement Survey 2019.

The report is shared with a number of stakeholders and a number of presentations about the findings and conversations about the implications are taking place with VCS colleagues and partner organisations from the local authorities, NHS and national bodies such as ACRE, NCVO and NAVCA.

Independent consultants Skyblue Research Ltd

Community First Yorkshire commissioned independent consultants Skyblue Research Ltd to analyse the findings and report on the impact and conclusions.

Disclaimer: The information in this document is presented in good faith and is thought to be accurate at time of drafting (May 2020), however, the author cannot accept responsibility for any errors or omissions. Prepared for Community First Yorkshire by Skyblue Research Ltd (alan@skyblue.org.uk).

2.0 Survey Topics

VCS organisation characteristics

Structure
- o Organisation structure (status)
- o Annual Turnover
- o % of income earned from trading, room hire etc.

Location / service delivery
- o Local authority in which the organisation is based
- o Local authorities that the organisation covers (where they are active)

Workforce
- o Total staff
- o FTEs and volume of these currently working
- o Volunteers as at January 2020 and volume of these currently working

Service characteristics and managing change
- o Shifts in demand for services
- o Whether service has been maintained with modified delivery
- o How services maintained have changed
- o Whether all or part of the service has been closed or put on hold; and
- o How these issues are being addressed
- o Whether linking with a volunteer programme (e.g. VCS, local council etc.)

Risk
- o The top 3 areas of delivery most at risk

Digital exclusion
- o Whether digital exclusion is an issue for people the organisation works with (e.g. older people, people in deprived areas, young people etc.)

Viability and Support

Financial sustainability into the future if current situation continues
- o Top 3 income streams affected / most at risk and whether these have changed as a result of Covid-19
- o Possible risks to income in the medium term
- o Top 3 challenges for expenditure / cash flow

Funder flexibility (if receiving grant / contract income)
- o Any particular challenges experienced

Furlough
- o Whether and how many employees have been furloughed
- o Any challenges with the furlough process

Support
- o Sources of support and advice being used
- o Top 3 areas of support needed

Positives and other observations
- o Positives for the organisations / service users to emerge from Covid-19
- o Any other issues.

Section 3

VCS organisation characteristics

3.0 VCS organisation characteristics

Organisation structure key points

■ 55% of respondents are from registered charities, 17% are companies limited by guarantee and 15% are charitable incorporated organisations. 13% are groups are unincorporated associations or forums whilst 6% each are from Parish or Town Councils or are from a community interest company. 2% each were from a mutual or a church.

■ 43% of respondents are from organisations with an annual turnover of less than £10k. 73% (just under three-quarters) of the sample belong to organisations with an annual turnover of less than £100k. 23%, nearly one in four, have (turnover more than £100k and less than £1 million. Six organisations (<4%) in the sample turnover more than £1million. This spread and the organisation status are in line with the profile of organisations responding to the 2019 Client Survey.

■ 42% (two in five) respondents say their organisation earns more than 50% of their income from trading.

Table 1: Organisation structure

	Percent	Count	2019 Client Survey
A Registered charity	55%	103	63%
A Company limited by guarantee	17%	31	14%
Charitable Incorporated Organisation (CIO)	15%	28	4%
Group or unincorporated association or forum	13%	25	7%
Paris Council or Town Council	6%	11	6%
Community Interest Company (CIC)	6%	11	4%
A Mutual (e.g. Co-operative or Community Benefit Society, Credit Union etc.)	2%	4	1%
Other	2%	4	-
Church	<2%	3	-
Sole trader working in the community	1%	2	-
Company limited by Share	<1%	1	-

Table 2: Annual Turnover

	Percent	Count	2019 Client Survey[1]
Less than £10K	43%	80	38%
Less than £100K	31%	58	39%
Less than £500K	17%	32	15%
Between £500K to £1 Million	6%	12	
Over £1 Million	3%	5	
Over £5 Million	<1%	1	8%
Multiple response question. N=188.			N=291

Table 3: Trading income

	Percent	Count
More than 50% of income is earned from trading	41%	77
Less than 50% of income is earned from trading	59%	111
N=184.		

Location / service delivery key points

■ The profile of responses is from organisations located in Harrogate (23%), followed by Hambleton (17%), Ryedale (15%), Scarborough (13%), Craven (12%), Selby (9%) and Richmondshire (7%). This profile is reflective of the reach of previous surveys and the profile of the North Yorkshire population, although responses from Selby and Scarborough are slightly below expectation.

■ 81% (152) of respondents are based within the geography of North Yorkshire Clinical Commissioning Group.

■ Where organisations deliver their activities is very similar to the profile of where based, Harrogate (21%), followed by Hambleton (12%), Ryedale (12%), Scarborough (11%), Craven (10%), Selby (9%) and Richmondshire (8%). The main difference is that 11% deliver services in multiple Districts and 6% deliver service North Yorkshire countywide.

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[1] The 2019 Client Survey has purposely used a different scale for capturing turnover in order to report on size of enterprise as defined by the NCVO in its Almanac: Micro (£0-£10,000); Small (> £10,000-£100,000); Medium (> £100,000-£1 million); Large (> £1 million - £10 million); Major (> £10 million)

Table 4: Local Authority Area (main location)

	Percent	Count	2019 Client Survey	Population (ONS 2016)
Craven	12%	22	9%	9.2%
Hambleton	17%	31	11%	14.9%
Harrogate	23%	43	12%	26.2%
Richmondshire	7%	14	8%	8.8%
Ryedale	15%	28	10%	8.8%
Scarborough	13%	24	11%	17.8%
Selby	9%	17	6%	14.3%
Multiple Local Authority areas in North Yorkshire	3%	6	10%	-
All 7 Local Authority areas in North Yorkshire	2%	3		100%
Multiple response question. N=188.			N=381	

6 organisations (3%) were located in Local Authority areas outside North Yorkshire.

Table 5: Local Authority Area ('active' areas of service delivery)

	Percent	Count	2019 Client Survey
Craven	10%	19	9%
Hambleton	12%	22	17%
Harrogate	21%	39	17%
Richmondshire	8%	16	13%
Ryedale	12%	23	17%
Scarborough	11%	21	16%
Selby	9%	17	11%
Multiple Local Authority areas in North Yorkshire[2]	11%	20	16%
All 7 Local Authority areas in North Yorkshire	6%	11	

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[2] 7 (4%) were active in Ryedale and Scarborough. 4 (2%) were active in Hambleton and Richmondshire; 3 (2%) were active in Harrogate and Hambleton and one each (1%) was active in: Hambleton and Ryedale; Hambleton, Ryedale and Scarborough; Harrogate and Craven; Harrogate, Craven, Hambleton and Richmondshire; Harrogate, Ryedale and Scarborough; and Harrogate, Craven, Richmondshire, Ryedale, Scarborough, Selby.

Multiple response question. N=188.	N=381[3]

28 organisations (15%) were active in Local Authority areas outside North Yorkshire.

Workforce key points

■ Workforce capacity is down by 40%, two fifths, compared to January 2020.

■ 55% (104 out of 188 respondents) said their organisation had staff. The figure is broadly the same as the proportion which had employees in our 2019 Client Survey. The majority of organisations 70% of those with staff (730) had fewer than 10 staff, which is in line with the profile in the 2019 Survey. Collectively the sample had 1,778 staff.

■ Estimates provided by 99 of these 104 organisations[4] found that 62% of their staff are currently working meaning **capacity has reduced by 38% since the Covid-19 crisis.**

■ 176 organisations said they had 7,516 volunteers in January 2020, and of these, **60% (4,374) of the volunteer workforce is still working suggesting again that 40%**, two fifths, of capacity has been reduced in light of the crisis.

■ 39 organisations with staff (38% of 104 organisations) said they had furloughed at least one member of staff. 26% of the staff in these 39 organisations were furloughed, April 2020.

■ 21 out of 31 organisations that employ more than 10 staff had furloughed at least one member of staff. Collectively they had furloughed 283 staff or 20%[5] of their 1,392 total workforce. This masks the variance in furlough levels though which ranged from 2% to 100% of the workforce.

■ There was a mixed response to how organisations had coped with the furlough process. This ranged from those who had experienced no challenges, and described how helpful HMRC had been; through to those who had relied on accountants and / or were waiting for the portal to open before being able to say whether it would work easily or not; to those who had some challenges in terms of initial clarity about the scheme and accessing a UTR number. Some said it had created a moral dilemma about who to furlough, in some instances remaining employees have to manage increased workloads and capability within a team can be impacted.

Table 6: Total staff

	Percent	Count
No staff	45%	84
1-4 staff	28%	52
5-9 staff	11%	21
10-19 staff	8%	15
20-49 staff	4%	9
50-99 staff	2%	3

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[3] Analysis for 2019 was completed slightly differently so %s do not add up to 100% in this column.
[4] 99 organisations provide data for their total staff and current number of staff working. They had 1,184 staff of which 738 (62%) were working. 5 organisations with 594 staff did not provide an estimate of how many were currently working, and this included the largest employer in the sample.
[5] A similar survey conducted in Surrey (May 2020) found that the average rate for furlough was 30% of staff for charities employing more than 10 people.

	Percent	Count
100 staff or more	2%	4
N=188		

The organisations in this sample collectively said they had 1,778 staff, an average of just over 9 staff per organisation. However, the mode was 'no staff' and the median was 1 member of staff[6]. The thirty-one organisations with 10 staff or more have 1,522 (85%) of the total workforce represented in the sample and the largest organisation has 450 staff (25%) of the total workforce.

Table 7: Full time equivalent staff

	Percent	Count
Missing	7%	13
No FTEs	56%	106
1-4 staff	20%	38
5-9 staff	9%	16
10-19 staff	4%	7
20-49 staff	3%	6
50-99 staff	1%	2
100 staff or more	0%	0
N=188		

Amongst the 178 organisations that provided an FTE estimate, they collectively deploy 578 FTEs (out of 1,189 total staff) equivalent to >3 FTEs per organisation. However, this is skewed once again by the small number of larger organisations in the sample with the mode being 'no FTEs' and the median being 1 FTE.

When asked how many staff are currently working, the respondents seemed to be a little ambiguous about answering this as FTEs or total staff. The researchers have organised the data in order to compare their responses against total staff rather than FTEs.

> **99 organisations[7] said that of their 1,184 total staff**
> **738 (62%) are currently[8] working.**
>
> **176 organisations, said that out of 7,516 volunteers they had in January 2020, currently 4,374 (60%) are volunteering[9].**

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[6] For comparison, the Community First Yorkshire 2019 Client Survey comprised a sample with 1,972 staff; a mode of 1 member of staff, mean of 16 staff and median of 4 staff.

[7] Out of a possible 104 that could have answered this question i.e. they employ staff
[8] end April / early May
[9] For comparison, the Community First Yorkshire 2019 Client Survey comprised a sample with 7,797 volunteers.

Furlough

39 organisations (20% of the whole sample) later confirmed that they had furloughed staff explaining partly why staff capacity had dropped by 38%. Between them, these 39 organisations had 1,292 staff of which 331 **(26%) had been furloughed**[10] at the time of the survey.
Open text comments suggested this was a dynamic situation with reviews taking place continuously. Many organisations said that furloughing was not applicable to them because their workforce was solely volunteers.

Excluding organisations with no paid staff, this reduces the sample to 104; and of these, 39 (38%) had furloughed at least one member of staff in April/early May 2020. 21 out of 30 organisations that employ more than 10 staff had furloughed at least one member of staff. Collectively they had furloughed 283 staff or 20%[11] of their 1,392 total workforce. This masks the variance in furlough levels though which ranged from 2% to 100% of the workforce.

Asked if there had been any challenges with the furlough process, there was a mixed response. Some said the process had been straightforward and just required management time and communication support for furloughed staff. Others were waiting for the government portal to open, or had used accountants to help them, so could not say whether it would be complicated or not to use or claim money back. One respondent said:

> *"It was quite an easy process. The proof will be if we receive payment within the 6 working days the government state will happen."*

Others said there was a lack of clarity at the beginning which caused challenges:

> *"There was a lack of information relevant to part-time, minimum wage earners."*

> *"We cannot complete the paperwork required at the moment because as a registered charity we do not have a UTR number - following discussions with HMRC this is something they are now going to try and rectify for us asap, but to date this has meant we have been unable to claim."*

Another reporting the same issue commented*:*

> *"HMRC staff were excellent and gave great customer service."*

A number talked about the imperfections of, and even moral dilemma they said was caused by the furlough process:

> *"The furlough process doesn't meet the needs of charities. We have had to furlough 4 employees as we have no funding to keep them employed (our funding is project based and we cannot deliver our projects), but this means we are unable to*

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[10] A similar survey conducted in Surrey (May 2020) found that 24% of paid staff in the voluntary, community and faith sector had been put on furlough. The average rate was 30% of staff for charities employing more than 10 people.

[11] A similar survey conducted in Surrey (May 2020) found that the average rate for furlough was 30% of staff for charities employing more than 10 people.

adequately support our service users. It also means that the remaining employees (2 permanent staff) are having to manage increased workloads and it is not always possible for the best person in the team to take on a particular task."

"Yes, we had challenges. Three staff that started before 23rd March can't be furloughed due to the cut off dates. Two started in Feb but weren't on the HMRC system until 3rd March when March wages were processed."

"It does seem a bit unfair that some staff are paid for not working, a bit of a moral dilemma who to furlough and who to not! Staff want to volunteer for the charity during furlough but can't which is frustrating - a very grey area as to what they can and can't do whilst furloughed."

Section 4

Service characteristics and managing change

4.0 Service characteristics and managing change

Service demand key points

■ 22% of organisations have experienced an increase in demand for their service, whilst 57% have experienced a decrease in demand. 1 in 5, 20% say that demand has stayed the same as prior to the Covid-19 crisis.

■ Those experiencing an increase in demand are more likely to be larger, rely on trading for less than 50% of their income and are located in Selby, Ryedale or have an operating model where they are located in multiple Districts and can deliver services across the whole of North Yorkshire[12].

■ Conversely, those experiencing the greatest decreases in demand for their service rely heavily on trading income (more than 50%) – with almost 9 in 10 of these seeing a reduction in demand; are micro-organisations with an annual turnover of less than £10,000 and are located in Hambleton or Richmondshire. 42% of organisations rely on more than 50% of their income from trading, and among this group 85% have seen a decrease in demand.

■ At least 22% have closed their venue/service completely.

■ 85%, nearly 9 in 10 organisations, have had to close (22%) or put on hold part of their service (62%). 49% of all organisations have been able to maintain their service with modified delivery.

Current Service

Table 8: How has demand for your service changed?

	Percent	Count
Increased	22%	42
Stayed the same	20%	37
Decreased	57%	108
Missing	<1%	1
N=188		

Demand for service has increased for just over one in five (22%) organisations. Looking for direct comparisons in published or emerging literature is difficult, however, consider:

- A national survey in March 2020 found that 43% of charities predicted an increase in demand for their services[13]
- Surrey's Voluntary Sector Covid-19 Impact and Resilience Survey (May 2020) found that *'an estimated two thirds of organisations have had to cut some or all of their*

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[12] It cannot be proven by this survey, but similar surveys produced in England suggest that those experiencing increased demands are more likely to be oriented towards health and care services linked to statutory sources of funding.
[13] Impact of COVID-19 on the charity sector: Briefing from the Institute of Fundraising, NCVO and Charity Finance Group. noting, however that the research sample (35%) was skewed towards larger organisations with a turnover of £1 million, whereas the sample is only 4% in this North Yorkshire Resilience Survey

services…at a time when half of them are experiencing an increase in demand for their services[14].'

Table 9: How has demand for your service changed by annual turnover

	Increased	Stayed the Same	Decreased	Total
Less than £10K	9 11%	17 21%	53 66%	80 100%
Less than £100K	17 29%	6 10%	35 60%	58 100%
Less than £500K	11 34%	7 22%	14 44%	32 100%
Between £500K to £1 Million	2 17%	4 33%	6 50%	12 100%
Over £1 Million	2 40%	3 60%	0 0%	5 100%
Over £5 Million				
Multiple response question. N=187.				

Organisations most likely to be experiencing demand for their services are either large organisations with a turnover of over £5 million (40%) or £100k-£500k (34%) seeing this shift. Organisations of between £500k and £1 million see less increase in demand for their services (17%) compared to those between £10k and £100k (29%). Micro organisations less than £10k are least likely to see an increase in demand for their services (11%).

Table 10: How has demand for your service changed by trading income

	Increased	Stayed the Same	Decreased	Total
More than 50% of income is earned from trading	6 8%	6 8%	65 84%	77 42%
Less than 50% of income is earned from trading	36 32%	31 28%	43 39%	107 58%
N=184				

Organisations that rely on more than 50% of their income from trading – such as hiring out their venue or rooms or selling goods at their shops - as opposed to statutory sources – appear unsurprisingly to have been hardest hit by the situation. 85% of these organisations have seen a decrease in demand for their services and many cannot operate at all. Conversely, nearly 1 in 3 organisations who rely on less than 50% of their income from trading have seen an increase in demand for their services.

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[14] Page 17. This report offers further clues about where demand is particularly being increased, namely, amongst 'organisations involved in health and care work' who have 'seen demand for their services rise sharply, whilst others have seen demand fall equally sharply. Pages 9 and 17.

Table 11: Service demand change by Local Authority location

	Craven	Hambleton	Harrogate	Richmondshire	Ryedale	Scarborough	Selby	Multiple Local Authority areas in North Yorkshire	North Yorkshire countywide	Total
Increased	5 23%	3 10%	10 23%	3 21%	8 29%	4 17%	**6 35%**	3 50%	0 0%	42 22%
Stayed the same	6 27%	6 19%	7 16%	2 14%	3 11%	7 29%	1 6%	2 33%	3 100%	37 20%
Decreased	11 50%	**22 71%**	25 58%	9 64%	17 61%	13 54%	10 59%	1 17%	0 0%	108 57%
Missing	-	-	1 2%	-	-	-	-	-	-	1 <1%
Total	22 100%	31 100%	43 100%	14 100%	28 100%	24 100%	17 100%	6 100%	3 100%	188 100%
N=188										

Table 12: Service demand change by Local Authority active service delivery area

	Craven	Hambleton	Harrogate	Richmondshire	Ryedale	Scarborough	Selby	Multiple Local Authority areas in North Yorkshire	North Yorkshire countywide	Total
Increased	4 21%	1 5%	9 23%	4 25%	6 26%	2 10%	**6 35%**	5 25%	**5 45%**	42 22%
Stayed the same	5 26%	3 14%	5 13%	3 19%	1 4%	7 33%	1 6%	8 40%	4 36%	37 20%
Decreased	10 53%	**18 82%**	24 62%	9 56%	**16 80%**	12 57%	10 59%	7 35%	2 18%	108 57%
Missing	-	-	1 3%	-	-	-	-	-	-	1 <1%
Total	19 100%	22 100%	39 100%	16 100%	23 100%	21 100%	17 100%	20 100%	11 100%	188 100%

Service maintenance and modification key points

■ 63%[15] of organisations which have continued to operate have been able to maintain their service with modified delivery. This included a move towards digital, telephone, video-calling and remote services in place of face to face support they are unable to deliver owing to social distancing rules. Some offer a combination of remote and direct delivery services e.g. collecting or dropping off food, shopping and medications particularly to those being shielded, vulnerable and isolated. Other more individual modifications described by respondents included:

- Taking over and / or supporting a local community asset (e.g. food bank)
- Modifying a community care outreach service
- Modifying their hospital transport and meals on wheels service
- Providing (long-term) accommodation for homeless people.
- Opening a community shop for longer hours.

■ Those with transport / vehicles had significantly changed their model in terms of hours of operation and limiting the number of passengers at any one time with advanced bookings (impacting on them in terms of higher costs having to use less efficient vehicles).

■ Most village hall / venue-based respondents – and many of those that rely on the venue for their service e.g. events, weddings, activities - said they had closed completely with no income coming in. Some village halls had instead mobilised volunteers and used whatsapp to support local community responses. One hall had used the venue innovatively so that the space could still be used safely observing government guidelines.

■ Faith organisations in the sample discussed numerous ways they had reached out in to their community using technology (live streams of services of worship) and via volunteers to support local community needs.

■ A small number reported that their delivery model had changed completely out of necessity, and for a few, very positively they had started different, new or additional services.

■ 68 (36%) linked in with a volunteer programme (e.g. Community First Yorkshire, etc.)

Modified Delivery

Respondents were asked how their service had changed, if they had been able to maintain it with modifications. 1 in 2 (49%) said they had been able to achieve this, despite 84% in the sample also confirming that they had to close or put on hold part of their service. (See table 14)

Table 13: Have you maintained your service with modified delivery?

	Percent	Count
Yes	49%	93
No	38%	71
Other	4%	7
Not applicable	5%	9
Missing	4%	8
N=188		

[15] 147 organisations have not closed their service, and of these, 93 have been able to modify their service or delivery

Of the 93 respondents saying they had maintained a service with modified delivery, 53 said they had made a change but did not specify the kind of changes made. Looking at the remaining 40 respondents there were some patterns as follows:

Replacing face to face support with telephone / video calling / remote support

12 organisations said they were now using telephone, video calling and / or other forms of remote support (e.g. sending out activity packs) in place of face to face support given the requirement for social distancing.

> *"We have moved from being a Resource Centre / Crisis Café base to telephone support."*

> *"Yes, telephone befriending instead of visiting."*

Replacing face to face support with online support

13 organisations said they were now providing online / remote support in place of face to face to face support.

> *"Worship services are being streamed live on YouTube, as well midweek family friendly video to connect with church and school families in parish, and a weekly Family Focus Worship and Activity sheets. We have also delivered hard copy worship resources for residents who are not online."*

> *"Yes, we operate youth clubs and have moved these to online."*

Modifying their service to support collections and deliveries (shopping, medications)

10 organisations had modified their service to support collections and deliveries of food, medications or any other essential items – either because they had some transport aspect to their service already, or because they had an influx of volunteers, and wanted to provide support of this nature in their local community.

> *"The day service has been modified to either 1 to 1 provision, shopping, collecting prescription or any provision the service user may need with government guidelines."*

Becoming a bespoke community support organisation / hub for local Covid-19 response

Three organisations responded to the survey that are called 'Community Support Organisations' set up specifically to provide a bespoke, co-ordinated local Covid-19 response.

> *"We are now part of the Community Support Organisation in Ryedale so have taken on an extra 117 volunteers to deliver shopping and medication to those self-isolating."*

> *"We no longer provide transport to medical appointments, weekly lunch club, coffee morning or minibus outing to places of local interest. We have modified our service to food, prescriptions and donated food parcel deliveries by our newly recruited 100 volunteers."*

"We are now a Community Support Organisation (CSO) during the current crisis. We deliver our weekly activities online via Zoom calls and send out resource packs prior to the groups to our children and families."

A combination of modified services

A number of organisations seemed to provide a combination of telephone, online and practical delivery support where they felt this best supported their community:

"We are offering welfare calls and shopping on a limited basis."

"Most staff are working from home - 4 are part of the Home from Hospital discharge support so are doing food and medication drop offs - assessments and support over the telephone."

"Yes, we are providing remote support to service users who are unable to attend, or choosing to stay at home due to Covid-19 risk. We are doing regular phone calls, supporting with shopping, collection of prescriptions etc. Our evening and teatime services are closed. But we are offering a teatime meal for collection 3 nights per week instead, though now at reduced numbers. We still have some attendees for our Flexi services providing 1 to 1 support in the community. And a couple for our Day Service. We also have some attending services on Saturday and did have some children in the school holidays. All at reduced numbers. Day service is not available for those aged 65 and over at present under instruction from NYCC. Our charity shop has had to close. And events such as our Easter Fair have been cancelled.

"The church is closed but we have established a buddy team of shoppers covering 2-3 households, back up volunteers to offer personal telephone support for those with day to day problems or a little bit of stress with the situation.. Other neighbours are working in support. Volunteers are cutting green spaces to keep the village well maintained and tidy. Centrally to the village is a story house where a lady puts pictures in her window and hangs items on the trees to tell the story of the next few days which the children, in families, go to the end of the drive to the read and chat about the story. One family have made a life size girl to sit in the bench in the garden which is also adorned with big teddies...the children love it."

"We have had to close some parts of what we offered (library, gallery, face to face business services) but have extended other channels of support (community communications, coordinating volunteers to assist vulnerable people with shopping, prescription collections and now have up to 70 new volunteers assisting with this."

Other more individual modifications described by respondents included:

- Taking over and / or supporting a local community asset (e.g. food bank)
- Modifying a community care outreach service
- Modifying their hospital transport and meals on wheels service
- Providing (long-term) accommodation for homeless people.
- Opening a community shop for longer hours

"The pub is closed but the community shop is open for far more hours and the trade has quadrupled. There is much more demand for the shop and we instituted a home delivery service and a prescription collection service."

"We set up a pop-up shop for Village residents selling fruit, vegetables and basic staple foods and household items. We also set up a Village action Group to assist old and vulnerable residents."

Four respondents did not specify exactly what, but said that their model had changed entirely and that they had developed new or different services than prior to Covid-19.

Those maintaining a service described other ways it had changed such as:

➢ Implementing social distancing e.g. limiting the number of passengers carried on a minibus at one time (which means an increase in the cost of providing the service using 'biggest, least efficient buses'); or making sure only one person is used to deliver meals on wheels instead of two.
➢ Changes to community transport hours of operation (reduced and booked in advance)
➢ Having to reduce / redistribute staff to the service that could be delivered

> *"We have set up a ring round so all our people get a regular phone call, we are working with mums from local school to send pictures from children to isolated older people, pen pal system evolving, we are trying to set up a "meals on wheels" delivery for people on their own and isolating. We have helped with request from local Abbeyfield Esk Moors Lodge and we are keeping our community bus road worthy so we are ready to help if needed."*

➢ Online platforms, email, zoom, Facebook and whatsapp have been greatly utilised e.g. social media groups being made available e.g. for Men's Sheds or knit and natter groups; more frequent interaction online with young people; library services moving from physical resources to e-books and online storytelling

> *"All services done over the phone, which is extremely challenging as we work with disabled people, often with literacy or mental health issues."*

> *"Remote Parish Council meetings are still open to the public on request of an access code."*

> *"We have moved to online provision through live streaming and some provision of hard copy via CD to those who are not on the internet."*

➢ Use of community bus and volunteers to organise shopping deliveries and collections specifically delivered to those who are shielded or most vulnerable in communities
➢ Providing gardening and dog walking services
➢ The use of a village hall by one large family group for additional study / home working space and others who have borrowed tables from the hall to create their own home offices
➢ Car scheme reduced to medical and essential travel / deliveries only
➢ Becoming a dedicated Community Support Organisation with support from NYCC
➢ Development of a home delivery service and prescription collection service
➢ Linking up with supermarkets to deliver free food parcels locally

"We are opening the doors between 10 am and 12 noon so people can leave non-perishable food items for the food bank."

Providing information services in new or useful ways

"We've developed advice, training and support for local self-organising groups (Mutual Aid groups, local village and parish council groups, etc.)"

Some, said they had changed their model significantly for example from being a venue hire to direct service deliverer. Here are some further examples:

"We've moved from connecting people to community assets and strengthening community groups to providing shopping, dog walking, friendly phone call, administering hardship grants, supplies for hobbies."

Despite this inventiveness, it should not mask the fact that nearly 9 in 10 organisations have had to close or put on hold part of their service, and from open comments we estimate that at least 42 (22%) have closed their venue / service completely owing to government guidance.

By way of contrast, a similar survey in Surrey with exactly the same number of sector respondents found that two-thirds have had to cut some or all of their services, with a further 14% unsure whether they may have to cut services imminently. In addition, 4% of organisations have closed or will do so very soon. The figures in North Yorkshire for service reduction and closure are significantly higher. This may be partly explained by the high proportion of 'venue' based respondents to the survey.

Table 14: Have you had to close / put on hold all or part of your service?

	Percent	Count
Yes	85%	160
No	15%	28
N=188		

Organisations that rely on service income such as community buildings shared similar experiences as the illustrative quotes below:

"No, we have shut the hall as all classes have been cancelled as not able to fulfil social distancing requirements same applies to fundraising via films etc. Also many who run the hall are in the 'at risk' category as elderly or with health issues and the same applies to those who use the facility".

"The premises is sheltered accommodation which has been in isolation since early March – we can no longer provide our lunch club for the elderly."

"The venue has had to completely close, with all events and performances re-arranged for autumn 2020 (as it currently stands)"

"We are a library and are closed following NYCC policy."

As well as the organisation hiring out the space there is of course a similar negative impact on those who rely on the community building to deliver their services:

"We cannot operate without the village hall building. We are working to transfer some bookings to 2021 (weddings)."

Other organisations unable to operate work in contexts also covered by guidance:

"Not possible to deliver services as I work in schools and run group clubs."

"Our aim is to encourage as many people to enjoy access to the woodlands we Lease. We cannot encourage this activity at the moment.

"Our community café cannot be opened. This will be unable to open until the government agree to this."

Transport providers have been affected too:

"Changed our service completely as we can no longer carry passengers."

As has previously been exemplified, even those closing down their business to be able to earn income continue to innovate and support local effort out of a moral and social duty:

"Our main function is as a community meeting space (coffee mornings, quizzes) so these have had to stop. Instead we have created a WhatsApp group in addition to our normal newsletters so that anyone requiring/offering help and advice can do so quickly. Our fundraising 100 Club has moved online for the duration, using a random number generator to pick the winners."

"Our hall is closed to meet government guidance. We have created a Dale Covid response group that has brought together not only the village hall volunteers but drawn in other residents who are keen to support the most vulnerable in our area."

"Volunteers are helping in other ways in our community through our shared network."

"Yes we have moved from income from the hire of rooms to act as a community hub a central resource for the local voluntary community effort."

"No we have had to close our Town Hall so we are not securing any revenue at all as we rely solely on room hire. We are opening the doors between 10 am and 12 noon so people can leave non-perishable food items for the food bank."

Please see the conclusions section of this report which presents a typology (framework) of how organisations are responding to these challenges. This typology presents different mind-sets that funders, grant giving bodies and local authorities might take into consideration along with hard data about financial sustainability when thinking about how best to mobilise and deploy support for the wider sector in North Yorkshire.

Services at risk and the consequences for clients and beneficiaries key points

■ 63% (over 3 in 5) organisations identified at least one area of delivery that was currently at risk owing to Covid-19. 56 different types of services were mentioned. The four services most at risk are: The hire of premises (19% of all mentions); community social activities / events (11% of all mentions); services for people feeling lonely or isolated (6% of all mentions); and other (formalised) group work e.g. classes (6% of all mentions).

■ The long list of services at risk punctuates just how diverse the voluntary and community sector is in North Yorkshire and the people they seek to support. Within the list are services that would affect vulnerable people (as defined in the government's recently published Covid-19 Recovery Strategy[16]. Please see appendices for the guidance)

■ Services at risk are across a spectrum of activities relating to health, care, mental health, transport, culture, education and the environment affecting children, young people, older people, people with physical and / or learning disabilities, victims of crime and people with different limiting conditions, memory loss or dealing with a significant life transition or event e.g. bereavement.

■ 44% of organisations said they were finding digital exclusion an issue, primarily but by no means exclusively for older people (46% of mentions). This insight can usefully be shared with those responsible for the North Yorkshire Digital Strategy and to determine if and how solutions can be shaped with the sector.

Risks to services

Respondents were asked what the top three areas of delivery most at risk were. 118 organisations out of 188 (63%) mentioned at least one risk, and collectively, they mentioned 205 areas of service or delivery at risk.

Table 15 Areas of delivery or service most at risk

Service description	No. of mentions
Hire of premises (various services)	38
Community social activities / events	22
Group work (formalised)	12
Services for people feeling lonely or isolated	12
Fundraising services	8
One to one support (various)	8
Cultural services (performance)	7
Community transport services	6
Lunch clubs / food related social activities	6
Training services	6
Mental health services	5
Educational services	4
Food / medicine delivery services	4
Library services	4
Volunteer services	4

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[16] 11th May 2020; https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy

Commercial services	3
Information / communication services	3
Sport and physical activity services	3
Children's' services	2
Community support services (unspecified)	2
Day care services	2
Family support services	2
Home visits	2
Housing / accommodation support services	2
Services for people with memory loss	2
Social integration services	2
Training services	2
Befriending service	2
Civic participation services	2
Maintenance of assets	2
Adult day services	1
Advocacy services	1
Community asset transfer	1
Community connecting services	1
Countryside activities	1
Customer services	1
Debt services	1
Face to Face bereavement support	1
Face to face health services	1
Funeral services	1
Personal hygiene and wellbeing services	1
Pre-school services	1
Services for learning disabled users	1
Services for victims of crime, including domestic abuse and sexual abuse.	1
Services in schools	1
Sexual health services	1
Holiday activities for vulnerable children and young people	1
Mobility equipment hire scheme	1
Neighbourhood Watch	1
New build projects	1
Outreach services (community care)	1
Rural services	1
Services for older carers	1
Services in care homes	1
Environmental services and activities	1
Social development services	1

56 different types of services were mentioned at least once as being at risk with the most prevalent services relating to the hire and use of premises, community engagement activities, group work and services for people feeling lonely or isolated. The detailed open comments that underpins table 15 finds that much of the one to one personal support has had to change owing to social distancing measures. Whilst many organisations have sought to use remote or virtual means of support, the lack of 'real' human connection is often much less effective for some types of client.

We always offered 1:1 face to face client support at our office in Skipton and at various locations between Skipton and Bradford but now face to face support is unable to take place support is offered by telephone and digital platform. Some bereaved people only want face to face support and have declined the alternative so we have to place them on a waiting list. With the increase in the national death rate due to Covid-19 we expect to feel the impact very soon. Our Central office is working on special projects to roll out locally and regionally as soon as possible to cope with the increased demand."

The long list of services at risk finds that almost all forms of service are at risk for at least one organisation, meaning that it is going to be a challenge for the sector, funders and government to identify appropriately customised packages of support for the VCS infrastructure in North Yorkshire. The government's primacy is to support those deemed vulnerable, and it is not yet clear what proportion of North Yorkshire's sector currently fulfil this criterion.

Services at risk cover a wide spectrum from health and care to culture and education to learning and the environment. Commercial and trading services are also at risk for some organisations, who may have worked hard for many years to diversify their income streams away from statutory or public sector sources only to find that their ability to trade at all is extremely limited during lockdown. With funders' focus understandably on the Covid-19 response at this moment, can a strategy be devised that will at the same time seek to protect and prevent wider sectoral disruption within 6-12 months from now, when reserves are feeling much more depleted, and income levels still unlikely to bounce back with the looming recession? How can or should services be organised and prioritised in the County?

Digital exclusion

Table 16: Are you finding digital exclusion an issue for people you work with?

	Percent	Count
Yes	31%	59
Yes, a bit	13%	24
Not really	9%	16
No	30%	57
Not sure	1%	2
No answer	16%	30
N=188		

Table 177: The nature of the digital exclusion issues (what / who is affected)

Digital exclusion issue	No of mentions
Older / elderly people	34
People with no digital access	9
Structural issue (broadband, problems with Wi-Fi) often linked to rurality	9
People in deprived areas / can't afford provision	4
Transactional issues (paying for food, online vouchers / online banking limitations)	3
Lack of digital kit	2
Younger people (limited / no digital access)	2
Volunteers	2
Learning disabled workers	1
All ages (benefits clients)	1
Councillor (no IT)	1
People with disabilities	1
People who are 'off the grid'	1
People with children/caring responsibilities	1
Children and young people *(Interaction has stopped as this was through schools)*	1
People with children/caring responsibilities	1
Children and young people - interaction has stopped as this was through schools	1

By far the largest group affected are older or elderly people because they variably:

- **lack the equipment or digital access;**

    "Some 10% of our congregation do not have internet so cannot link with our visual or audio services."

    "Some of the young people we work with do not have access to suitable digital devices and so may struggle to access any online provision we can offer."

    "Approximately half of our known beneficiaries are not connected and we have sent out CDs of recorded sessions/songs and songbooks to plug the gap. Our audience is mainly older people. Many are women who live alone independently and have multiple health issues."

- **lack confidence /skills / disposition or experience to use IT / digital tools;**

    "Yes, we need to show our older people how to use a computer, I think a lot are wishing they had learned about using them now this virus had isolated them from family and friends."

    "The vast majority of older clients have no desire whatsoever to become more digitally active."

    "We cannot send email updates and information to most of the older people we support and the majority do not have access to online banking."

"It is a huge issue. The majority of our service users and members are older, disabled people and do not use the internet or in many cases email. This impacts on our capacity for online fundraising and our ability to keep service users informed."

Respondents mentioned that often older people could face multiple challenges linked to the above, but additionally if they had disabilities or limited cognitive ability, were living remotely where there were structural issues to access the internet, or lived with even more elderly parents and had caring responsibilities – making them even more socially isolated and excluded.

"Mixture of minimal and different digital technology across existing volunteers is a challenge and sometimes an energy drain in itself."

As table 17 illustrates, however, digital exclusion is not limited to older or elderly people, and the issues can affect people of many different ages and abilities depending on the quality of the digital infrastructure, and highly individualised context within which digital can be used to support individuals. Reaching children and young people can be challenging; using digital to immediately support people with disabilities presents some difficulties too.

A number of respondents commented that there were people they support who could not afford telephones, computers or regular monthly / contractual broadband charges and so were excluded by dint of them not having equipment to enable digital engagement.

"There are some issues related to people in deprived areas however given they will be unable to fund and maintain ongoing costs of having broadband, there doesn't appear to be a sustainable solution."

"Not really affecting us at this time because all referrals we are receiving via other organisations are from people who have access either to the internet or to the telephone; the concern is those people who are "off-grid" and may need support but are not in contact with any charity or local government."

However, some organisations, recognising this as an issue either long before Covid-19, or as a response to it, have been inventive in making sure that they reach the people they support whether by digital or more old-fashioned means reducing it as an issue in their community.

"We hand deliver all communication for the very few who are not online."

"There are ways round it...telephones are still key for the majority of our clientele, who are elderly."

"We have provided Kindle Fires for those that can access internet but do not have IT equipment - so they are able to interact with Zoom. We also do paper based support and telephone support - e.g. book review club some have Kindles, laptops for those that don't we have paper books."

"Surprisingly not an issue. We have got all our regular visitors and volunteers (including my 89 year old dad) using zoom to connect with us and with others like churches, U3A and exercise classes. We got a small grant through NYCC Stronger Communities to support people joining zoom by mobile phone data or landline voice

call to pay for their additional costs. We have been amazed how readily they have embraced the technology and are enjoying connection with people this way and many have said they find the online groups more convenient and want us to continue with them even after we reopen."

"To some extent yes this is an issue, with some of the older folks in our community. However with phone support, hard copy worship packs, and now also publicising the Church of England's new national free phone line initiative "Daily Hope", we are hoping to mitigate to some extent the worst impacts of lack of digital access."

A number of organisations have felt inspired to make changes during and after lockdown:

"There is a reluctance to engage digitally because "this will all be over soon". We carried out our own survey and only 45% said initially they wanted to engage online, but as the crisis goes on and they realise lockdown won't be lifted any time soon, families are starting to come round to the idea."

"Yes approximately 80% of our elderly people have no access to Wi-Fi / 4G which impacts on loneliness and the transfer of information. After lockdown we aim to run a pilot programme to encourage a small number of elderly people to use digital support."

Section 5

Viability and support

5.0 Viability and support

Financial sustainability key points

■ 14% of organisations, approximately 1 in 7, can only sustain themselves financially for up to 3 months – to the end of July 2020 – if the current situation continues. These could be described as at significant risk.

■ 27%, (or 3 in 10) can sustain themselves for 6 months. Whilst stable for now, these become at risk in the medium term depending on how long the lockdown continues and related measures continue.

■ **Taken together this means that nearly 4 in 10 (41%) of organisations can at best sustain themselves financially for a period up to 6 months, by end October 2020.**

■ Encouragingly, 59% (106) say they can sustain themselves for at least 12 months. This comprises 32% (58) able to sustain themselves for a year and 27% (48) or 1 in 4 say they can sustain themselves indefinitely.

■ Compared to the Community First Yorkshire 2019 VCS Survey, the levels of stability are much lower, around 80% of organisations indicated strong sustainability for 6-18 months in the 2019.

■ 9 (28%) of organisations with an annual turnover of more than £100k but less than £500k were the most likely to say they would be 'at risk' i.e. financially sustainable for 3 months. A further 12 (38%) of these organisations said they would be viable for only 6 months meaning that only 34% of organisations in this sizeband feel they are financially sustainable beyond October 2020 should the current situation continue.

■ Most sustainable are those organisations with a turnover of more than £1 million with 80% able to sustain themselves indefinitely, and some micro organisations with 40% saying they can self-sustain indefinitely as well. Risk in the medium term seems punctuated around organisations with annual turnover of more than £10k and up to £1 million in this sample.

Respondents were asked how many months they expected they could continue to be financially sustainable if the current situation continues.

Table 18: Financial sustainability if the current situation continues

	Percent	Count	2019 Client Survey[17]
1 month	<1%	1	
3 months	13%	22	13% ('weak')
6 months	27%	48	
12 months	32%	58	61% ('stable')
Indefinitely	27%	48	23% ('very strong')
N=177			

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[17] The categories for stability in the 2019 survey were based on the Yorkshire and the Humber 2016 Third Sector Trends Study

This data suggests that 23 organisations (14%), approximately 1 in 7, can only sustain themselves financially for up to 3 months – to the end of July 2020 – if the current situation continues. Three in ten can sustain themselves for 6 months, just over 3 in 10 for a year and just over 1 in 4 indefinitely. This is a very mixed picture so further analysis is warranted to better understand what size and location of organisations are potentially at greatest risk.

Table 19: Financial sustainability by annual turnover

	Less than £10k	Less than £100k	Less than £500k	Between £500k and £1 million	Over £1 million	Over £5 million	Total
1 month	-	-	-	1 9%	-	-	1 <1%
3 months	4 5%	7 12%	9 30%	2 18%	0 0%	0 0%	22 13%
6 months	12 16%	18 32%	12 40%	4 36%	1 20%	1 100%	48 27%
Sustainable up to 6 months	*21%*	*44%*	*70%*	*63%*	*20%*	*100%*	*40%*
12 months	25 34%	25 44%	4 13%	4 36%	0 0%	0 0%	58 32%
Indefinitely	32 43%	7 12%	5 17%	0 0%	4 80%	0 0%	48 27%
Total	73 100%	57 100%	30 100%	11 100%	5 100%	1 100%	177 100%

N=188. **Bold text highlights organisations at greatest financial risk at 6 months.** May not add up to 100% due to rounding
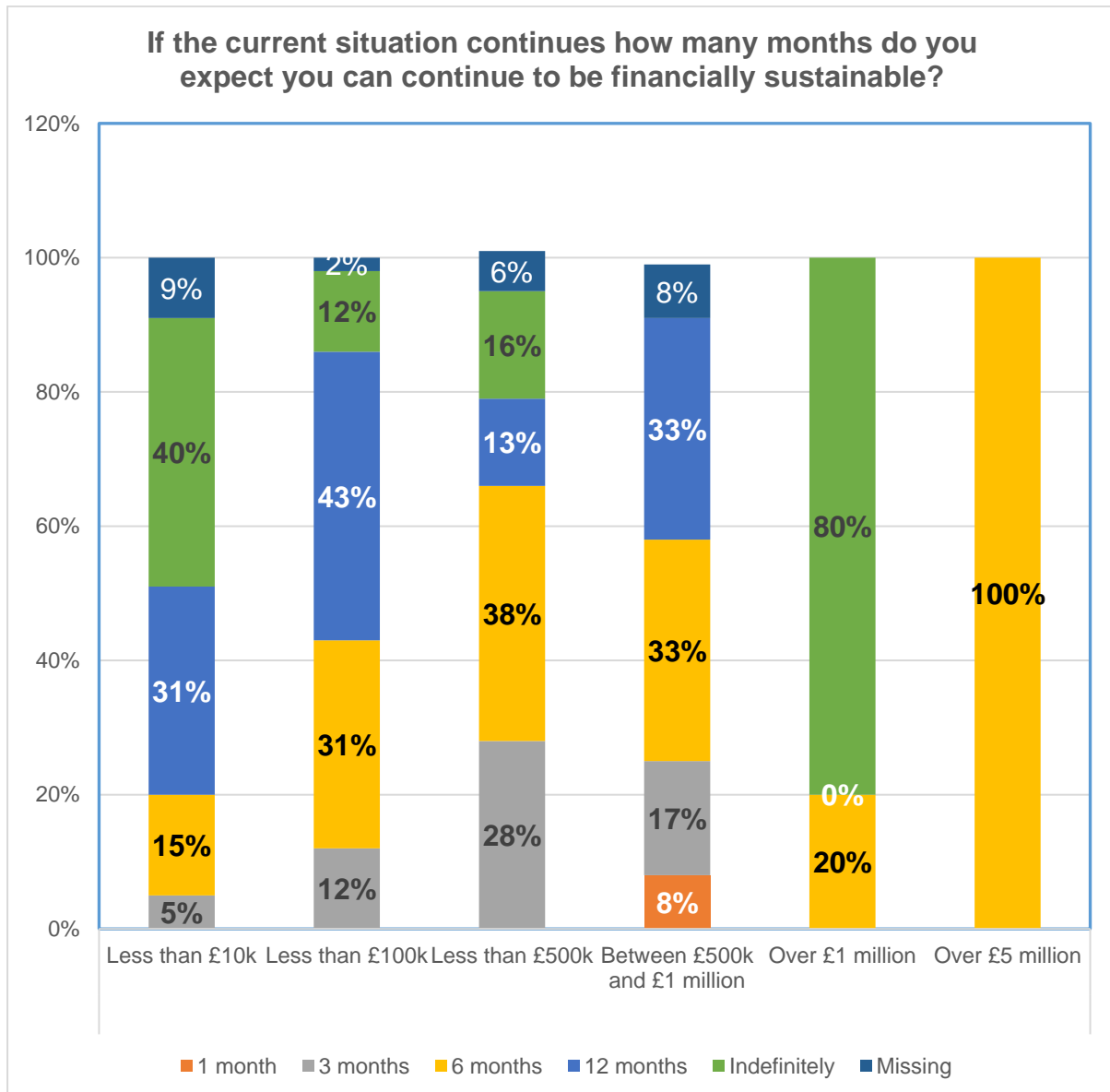
If the current situation continues how many months do you expect you can continue to be financially sustainable?

| | 1 month | 3 months | 6 months | 12 months | Indefinitely | Missing |

9 (28%) of organisations with an annual turnover of more than £100k but less than £500k were the most likely to say they would be 'at risk' i.e. would be financially sustainable for 3 months. A further 12 (38%) of these organisations said they would be viable for 6 months meaning that two thirds of this organisation size would be viable until end October 2020 if the current situation continues.

One organisation with a turnover of £500k-1 million said they were only financially sustainable for 1 month (end May 2020). In fact this size of organisation does appear to be at risk to some degree as 7 out of the 12 in the sample (58%) said they could sustain for up to 6 months

Amongst the sample of 12 organisations with an annual turnover of between £500k and 1 million; but three of these would be at risk within 3 months and given their size this may have consequences for their slightly larger workforces if they cannot continue services or generate a sufficient income.

Although the sample was small, 4 of the 5 (80%) organisations with a turnover of over £1 million appear to show greatest financial resilience reporting that they could sustain themselves indefinitely.

There was mixed picture amongst micro organisations with an annual turnover of less than £10k with 16 (20%) saying they would be sustainable for up to 6 months, 25 (31%) being able to sustain themselves for 12 months and 32 (40%) being able to continue indefinitely.

Of the 58 organisations with an annual turnover of more than £10k but less than £100k, 25 (43%) could sustain up to 6 months but 7 (12%) of these would struggle beyond 3 months (end of July 2020). Just over half, 32 (55%), could sustain themselves 12 months or longer/ indefinitely.

Table 19: Financial sustainability by Local Authority (main location)

	Craven	Hambleton	Harrogate	Richmondshire	Ryedale	Scarborough	Selby	Multiple Local Authority areas in North Yorkshire	North Yorkshire countywide	Total
1 month	**0** **0%**	**1** **3%**	**0** **0%**	**0** **0%**	**0** **0%**	**0** **0%**	**0** **0%**	**0** **0%**	**0** **0%**	**1** **<1%**
3 months	**0** **0%**	**1** **3%**	**6** **14%**	**2** **14%**	**4** **14%**	**6** **25%**	**2** **12%**	**1** **17%**	**0** **0%**	**22** **12%**
6 months	8 36%	4 13%	9 29%	3 21%	8 29%	8 33%	6 35%	1 17%	1 33%	48 25%
↓ ↓ ↓ More resilient ↓ ↓ ↓										
12 months	9 41%	10 32%	16 37%	5 36%	6 21%	4 17%	6 35%	2 33%	0 0%	58 31%
Indefinitely	5 23%	14 45%	7 16%	3 21%	8 29%	6 25%	3 18%	1 17%	1 33%	48 25%
Sub-Total 12 months +	*64%*	*77%*	*53%*	*57%*	*50%*	*42%*	*53%*	*50%*	*33%*	*56%*
Missing	0 0%	1 3%	5 12%	1 7%	2 7%	0 0%	0 0%	1 17%	1 33%	11 6%
Total	22 100%	31 100%	43 100%	14 100%	28 100%	24 100%	17 100%	6 100%	3 100%	188 100%

N=188 **Bold text highlights organisations at greatest financial risk.** This table has purposely included the missing / 5 responses.

IF THE CURRENT SITUATION CONTINUES HOW MANY MONTHS DO YOU EXPECT YOU CAN CONTINUE TO BE FINANCIALLY SUSTAINABLE? (BY LOCAL AUTHORITY LOCATION)
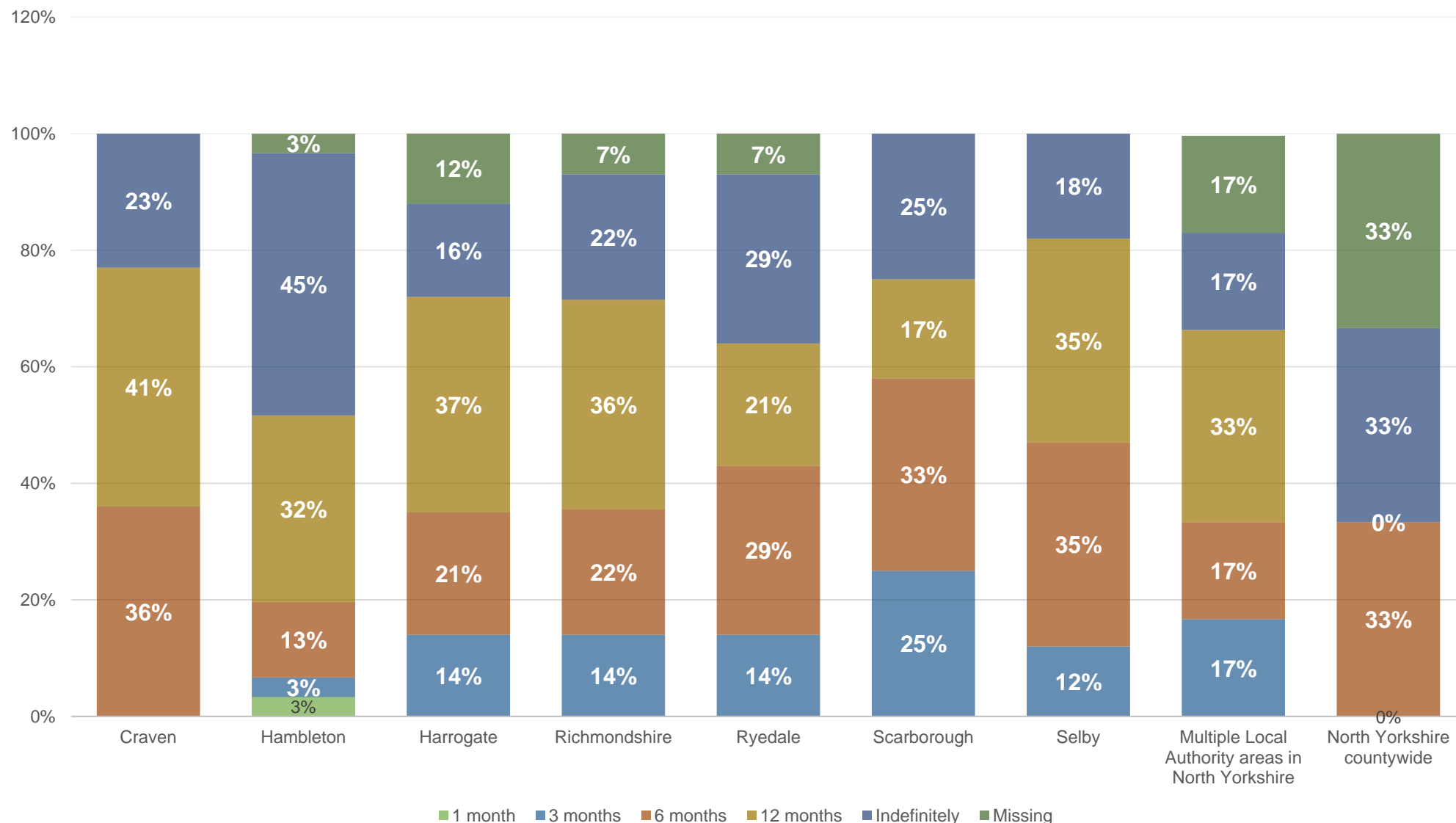
One organisation in Hambleton might be regarded as the most at risk given that they feel they could only sustain themselves financially for one month (to the end of May) should the current situation persist. This is an aberration in the District as, overall, organisations show good levels of financial resilience here with 24 (77%) out of 31 saying they could sustain themselves for 12 months or more (indefinitely).

Proportional to their main location, organisations in Scarborough appear to be at greatest risk, with 6 out of 24 (25%) saying they could sustain themselves financially for up to 3 months. Conversely, 10 (42%) of organisations located in this District could sustain themselves for 12 months or longer.

Looking at organisations able to sustain themselves for no longer than 6 months, again Scarborough based respondents were at most risk (58%), followed by Selby (47%), Ryedale (43%), Craven (36%), Richmondshire (36%), Harrogate (35%) and finally Hambleton (19%). 34% of organisations located in multiple Districts and 33% of organisations located in all Districts expect to sustain themselves for no longer than 6 months.

In terms of being most resilient, defined for the purpose of this analysis as being financially sustainable for 12 months or longer ('indefinitely') the organisations located in Hambleton appear to be most sustainable (77%), followed by Craven (64%) and Richmondshire (57%). These are all above the 56% benchmark across the whole sample. Just underneath that benchmark are organisations mainly located in Selby (53%), Harrogate (53%) and Ryedale (50%), then Scarborough (33%).

Table 20: Financial sustainability by trading income level

	More than 50% of income is earned from trading	Less than 50% of income is earned from trading
1 month	**1** **1%**	**0** **0%**
3 months	**9** **12%**	**13** **12%**
6 months	21 27%	27 24%
12 months	33 43%	25 23%
Indefinitely	11 14%	37 33%
Missing	2 3%	9 8%
Total	77 41%	111 59%
N=188 **Bold text highlights organisations at greatest financial risk**		

Those that rely on less than 50% of their income from trading, unsurprisingly are more likely to be able to sustain themselves indefinitely. Regardless of income trading levels almost the same proportion are able to sustain themselves only for about 6 months.

Income streams affected or at risk key points
■ 131 (70%) of respondents identified at least one income stream that had been affected by Covid-19. The income that has been affected most owing to the lockdown has been rental income (affecting 1 in 4 organisations) due to buildings being closed; and the ability to raise funds from activities, events, donations (affecting 1 in 5 organisations) and trading income from paying customers, clients or user groups (also affecting 1 in 5 organisations).
■ Risks to these income streams brings concomitant risk to services for health, care, respite, transport, emotional support and other services in North Yorkshire.
■ Looking at immediate challenges for cash flow and expenditure 69% of respondents said they faced at least one challenge, the most significant being the inability to generate any income at all – or at much reduced levels – owing to closure and / or observing government guidance for Covid-19. This issue affects 1 in 5 (20%) of organisations 'now'. The other cash-flow challenges are paying for utilities (10%), salaries (9%), maintenance costs (7%) and insurance costs (5%).
■ Medium term challenges (6-12 months from now) relate to the behaviours of funders, grant giving bodies, local authorities and customers / users in addition to the prolonged social distancing measures expected to continue for some time. Managing expenditure on no or reduced income is possible for some, but others fear that reserves will be depleted and redundancies and closures are a possibility. Depleting reserves will have a knock-on impact on services which are continuing and capacity of the sector, as reserves are often used to cross sub-subsidise services and that resource will be lost.

Top 3 income streams affected / most at risk now

131 (70%) of respondents identified at least one income stream that had been affected by Covid-19. This means that 30% felt relatively unaffected in terms of critical cash flow now though this may change as time elapses and reserves are used.

Table 21: Income streams affected / most at risk

	No of mentions	%
Rental income e.g. hall, venue, room, office, lettings, outdoor space (field), equipment hire	60	23%
Income from fundraising activities, events, donations	50	19%
All or unspecified income streams affected	29	11%
Trading income e.g. travel/fares, group travel, ticket sales, bar sales, café sales, equipment hire (other non-specified)	25	10%
Income from community events / private parties / conferences / community gatherings / regular user group income	21	8%
Grants (NCLF, Children in Need, Local Authorities, Trusts)	20	8%
Contract income / core funding for services (various sources e.g. NHS, CCG, Care Act funding, local authorities)	18	7%
Commercial income / investment e.g. product sales, consultancy, training	13	5%
Trading income for services e.g. counselling, shopping, car driver, burials, library services	11	4%
Income from membership fees / subscriptions	5	2%
Advertising / sponsorship revenue	4	2%

Precept	2	1%
Capital funding for equipment / new build / refurbishment	2	1%
Personal budgets / direct payments	2	1%
Income from Medical Appointment Passenger Transport	1	0%
N=130, open response led to 263 qualitative comments coded above		

The income that has been affected most owing to the lockdown has been rental income due to buildings being closed and the ability to raise funds from activities, events, donations and trading income from paying customers, clients or user groups. Although not described in detail, some respondents alluded to the kind of services being affected including but not limited to:

- Accessible vehicle service
- Carer service
- Counselling service
- Shopping service
- Hospital transport service
- Care services e.g. day care centre closures
- Journey schemes / volunteer car schemes
- Library services
- Mobility equipment hire service
- SEN home to school service
- Respite sitting service
- Wheels2Work moped scheme
- Services for people with memory loss.

There appear to be different levels of impact and financial severity amongst the sample from total loss of all income, to reduced income to positive income flows:

"No income at all, we only had fares which never covered the cost of running a community bus. Doubt if we will be able to run as we were for the rest of this year but would really like to help in other ways if funding can be found, we have such a good group of volunteers waiting to help."

"Because the centre is closed we have no income, with no income our reserves are running low. We can't apply for many of the government grants as we don't fit any of the criteria."

"This volunteer group runs a railway station and aims to fund raise the annual income to support this. If there is no income (no trains, no passengers) and cannot continue to operate then there will be no reason for this group. This is very high risk and all due to Covid-19."

"Pre-school is a major rent payer (c40%) - they have now had to stop service due to Covid-19 and have requested a reduction in rent payable whilst not in operation, so if their long term financial position is affected, we would also be affected heavily for funding. Another rent payer (c.20%) work with the vulnerable so their workload will increase, but currently they are working from home, so would like a rent reduction whilst not operating as was on the premises. Other user groups (c40%) – we have

had to stop services due to Covid 19 so are no longer generating income for hall hire."

"Fares from passengers (not contract work) is down 90% since lockdown. Income from room hire is down 100% since lockdown. Income from SEN home to school is currently still being paid at 100% of contract price by NYCC until end of June 20 but we have to retain all staff at full pay who work on those school runs to be able to receive the money."

"We are experiencing a significant loss of income as a result of the current crisis. Our community fundraising activities e.g. tombolas at events had to stop; donation boxes in pubs and shops can't continue and sponsorship from firms has been put on hold as they cease trading. All of this adds up to average £2000 p.c.m. Regards ongoing applications to charities and trusts many have contacted us to pause applications / processes. Even when the lockdown is lifted, there will be a backlog to process these. Volunteers are unable to travel to the Hub to help staff. We still have to pay for ongoing costs such as rent, website hosting, insurance etc."

"Our Day Centre for people living with Dementia is closed hence income completely stopped as our clients pay for the service. Our volunteer car scheme - car journeys are now almost stopped. Our respite sitting service-contract with NYCC..….. no visits taking place to give the carer a break, although telephone support is being given."

"Funding through personal budgets held by other providers such as local authority is down 80%. We also had 8-10 people lined up to start who are now unable to and this reduces our income by a further £20k though our other costs have all gone up. Our commercial income has been impacted down 15% and charity grants income 5%."

"Office rentals may drop as charities adjust to working at home and meeting room bookings may not return. Our voluntary car driver service is affected - we get paid an amount per trip made which contributes to admin (about £20k a year) and so this source of income has stopped completely. However staff have been redeployed to the Covid-19 support service for which we are receiving a small grant each month £5k."

"Our only income is for room rental, we are a four story building and heating and lighting insurance quarterly lift maintenance etc. etc. - our outgoings are substantial, we are still having to pay the bills but we have minimal income."

"Mobility Equipment Hire Scheme - rental of Scooters and wheelchairs which would normally bring was stopped immediately the lock-down began. As the people hiring them are disabled visitors to Whitby, it is likely that the impact of Covd-19 on the service will last long after the lock-down restrictions are lifted. Local Fundraising - We would normally hold raffles, tombolas, book sales, cake sales etc. All of this local fundraising activity has stopped, Online fundraising is difficult as most of our members and service users do not use the internet. Trips and outings all cancelled. Estimated loss, c£26,000 if this continues for the year."

"No income at all currently apart from the rent from the Town Council for their office - this will inevitably mean that in the future we will be unable to pay bills, salaries etc. - we are lucky in that as part of the Trust arrangements the Manorial Lands can assist by transferring funds but again this will inevitably run out."

"Library income from fines, reservations and subscriptions; sale of second hand books; income from events. All the above income has ceased while the library is shut. The Covid-19 measures have directly affected our income."

"No Hall bookings. No local events: annual dog show, Easter egg hunt, summer event, VE Day celebrations nor monthly quiz nights."

"We have no income from regular congregational giving, baptisms, weddings and funerals -fees and donations and other external users of church and community hall."

Some recognise the challenge but feel relatively able to cope owing to low overheads, savings / reserves or they have sourced a short-term solution to tide themselves over:

"This is the first time we have ever in 10 years applied for funding - and that is for a few hundred pounds. We are a self-funded volunteer led group and will always because of our low overheads be able to find a way to continue."

"The Parish Council is financially sound and is in any case backed by higher tiers of local government."

"All income streams have gone, but so has majority of expenditure."

"Film night stopped. Dance club stopped. Letting for parties stopped. No income at present however we have received a £10,000 grant. We have savings so can keep going for a couple of years."

A small minority of organisations have found some positive effects on their income streams despite the adverse situation:

"Rental income is lost but we have increased income from the shop."

"Car scheme income as it is volume-affected; short term this is covered by our Covid-19 Community Support Organisation from NYCC."

"All income from trusts/funders is affected - we are able to access more funding than before - all ring-fenced for Covid-19 support. There will be an increased need for our support of families and we welcome varied sources of funding to enable us to deliver this. We will have capacity to deliver once lockdown is over."

"Our income has increased as we have been receiving more donations."

Some are concerned that funders and grant giving bodies will be so focused on Covid-19 response that their own organisation, or others like them, will not be able to fund support. Many already comment no how much more competitive it is to get grants at this time. A number of respondents also said that some applications that were part-way complete before the lockdown have stalled and expected new application processes put on hold limiting their ability to source income to plug gaps and maintain a core service:

"CCG funding being diverted elsewhere - a risk funds will be used for other crises as a result of Covid-19?" and "Grant funding is harder to source, as trusts move towards (understandably) supporting frontline Covid services."

"Not able to continue with lottery grant application."

"Big Lottery - not sure if we can reapply."

"Our 3 year Project was at stage 2 of Reaching Communities Grant and was due to go to panel in May. This has understandably, been put to one side and in the last 6 weeks in addition to the services we have set up and offered we have applied for 5 grants from £500 to £15,000."

"Covid-19 has delayed decision making for some grant funders."

"Fund raising opportunities have been cancelled and as staff furloughed not easy to source new ventures."

"Unsure if grant making bodies will have the same level of income - this may affect their ability to support our organisation."

Looking at immediate challenges for cash flow and expenditure 130 respondents said they faced at least one challenge, the most significant being the inability to generate any income at all – or at much reduced levels – owing to closure and / or observing government guidance for Covid-19. This issue affects 1 in 5 (20%) of organisations 'now'. The other cash-flow challenges are paying for utilities (10%), salaries (9%), maintenance costs (7%) and insurance costs (5%).

Table 22: Income streams affected / most at risk

	No of mentions	%
Inability to generate income at all or at much reduced levels (trying to maintain donations / memberships / fees)	37	20%
Utility costs	18	10%
Salary related costs / reduced pay / redundancy (e.g. to maintain core service or cover increased demand)	17	9%
Building / ground or vehicle maintenance and repair costs (actual or unexpected)	14	7%
Other (various responses mentioned by no more than 1 respondent)	13	7%
Insurance costs (various[18]) or waiting for insurance payment	11	5%
Finding grants / funding to keep going or maintaining cash flow when current grants run out (more competitive market)	10	5%
Need to reduce costs / defer expenditure without affecting service quality or availability for clients	9	5%
Waiting for payments (grants / furlough money / other)	8	4%
Ongoing overheads / upkeep / lack of working capital (unspecified)	7	4%
Rent costs / Rates	7	4%
Website / IT / telecom costs or needing funding to enable IT / digital working (equipment and training)	6	3%
Use of reserves to cover short term	4	2%
Late payments puts pressure on cash flow	2	1%

[18] Including: Volunteer public liability insurance, building/liability insurance.

Pre-paying suppliers means cash flow challenge now	1	<1%
Securing funding for new / planned projects / new build / refurb	2	1%
No challenges at present	23	12%
Not applicable	16	9%
Missing / no answer given	42	22%
N=188 of which 58 gave either no response or said the question did not apply to them. Of the remaining 130, a total of 247 qualitative comments are coded above		

Salary pressures

"We will have to limit our hours and get less monthly salary to ensure the money does not run out."

"Keeping paid staff to enable core structure to remain intact and basic provision to be delivered. We have no access to funding for central costs whilst project work is halted."

This will be dependent on how quickly claims for furloughed staff come through to our account as we will have already paid them."

"Meeting increased salary costs/ staff working extended hours on (40%) goodwill."

Insurance pressures

"Insurance - uncertainty as to whether costs will rise excessively (renewal in August), and understanding any risks/costs associated with complying with maintenance of premises during unoccupied phase, then what may be required to re-open."

"Waiting for payment of insurance claim covering us for pandemics."

Utilities and maintenance cost challenges

"Lack of income to pay for unavoidable building maintenance and utilities."

"The main expense is utility bills for which we have recently assumed responsibility. Other expenses are largely stopped while the building is closed."

Finding grants and funding challenge

'In essence not a great deal of support funding to go around hundreds if not thousands of charities."

"Maintaining cash flow when grants run-out will be a challenge."

"Impact on levels of unrestricted funding due to lack of grant funding to support current activities. Suspension of events which would have increased unrestricted funding. Reduction in donations due to economic climate, reducing unrestricted funding."

"Lack of marketing ability and recognition from either voluntary sector or business as we fall between the two as a social enterprise and no support."

"Not being able to access any of the business grants is very frustrating (we've been told our property rateable value is too high)."

Reserves

"Reserves being used to pay for overheads, that is our biggest challenge as our reserves were low to begin with."

"We don't have these challenges as we have adequate reserves."

Other responses included:

- Pre-paying suppliers means cash flow challenge now
- Accounting costs
- Currency fluctuations affecting value of overseas invoices
- Direct payments
- Getting enough funds to support families who are in financial hardship for the longer term.
- Having to justify small amounts of expenditure to people in poverty who don't meet statutory sector defined criteria of needing support.
- Obtaining sufficient food / supply / purchase of food
- Phone and photocopier contract costs
- Planning for the year ahead and key investments cannot be done until we know more about the medium term disruption me
- Refunding cancelled events and holiday money
- Reserves invested in stock market
- Travel costs.

Medium term risks

Although not defined, for the purpose of this narrative the medium term is interpreted as being around 6-12 months after the survey i.e. from November 2020 to end April 2021. From earlier analysis we learned that 71 (38%) of organisations felt they could sustain themselves financially for up to 6 months meaning that their mind-set will necessarily be focused very much on addressing short-term cash flow and expenditure challenges, whilst also hoping to survive and come through into the medium term at the end of the year. Seven respondents specifically said they might have to close in the medium term if the situation does not change soon, but in addition there are clearly some risks for at least 22 (13%) of respondent organisations to even reach the 'medium term' in a resilient fashion as they can only sustain for 3 months. These organisations are currently in a survival or 'respond and react' mode.

A further 58 (31%) of respondents said they could financially sustain for 12 months which means whilst mindful of the short-term challenges, they will very much be focusing on trying to ensure they are as prepared as possible to 'recover and rebuild', but responses illustrate that so many of the factors they fear may damage them are out of their control, for example:

Some fear that medium term income will be reduced diminished owing to:

- Funders facing cuts and therefore unable to support services supplied by the voluntary and community sector as before – grant funding discontinued
- Funders being refocused on Covid-19 for a prolonged period meaning that medium term funding opportunities are more limited
- Funders pausing or cancelling opportunities that were available or just about to be launched before the lockdown, that would otherwise have contributed medium to longer term income (and an inertia in any new projects or planned development)

- People or businesses not returning to use their buildings because their own economic situation has been affected i.e. lost job, ceased trading, no longer able to afford or need to rent rooms, offices or equipment
- Bookings not being remade and social distancing protocols meaning customers / clients cannot or choose not to engage / purchase / do what they used to
- Bills associated with buildings in winter (fuel, keeping halls aired and damp free) would become problematic if not opened and used by then
- Users, previously loyal, through circumstance or need find other venues to use
- Members choose not to renew for a short while or at all (longer-term impacts)
- Fear that fundraising may not build momentum quickly enough like before, or that local support has been diminished through changed 'giving' behaviours
- A reduced demand for their service and / or discontinuation of funding for contracts leading to the need for redundancies (although the recent announcement of extension to the furlough scheme may mitigate this to some extent)
- The depletion of reserves all used up if lockdown continues in to the medium term
- Funding gaps when current grants for projects finish in the medium term
- Cash flow challenges arising from the specific arrival of payments that support medium term resilience
- A reduction in the value of direct payments because it is based on set hours which could continue to be severely reduced
- With little or no income managing the pressure of still having to pay for staff, rates, utilities, insurance and other commodities
- Possible banking collapse making reserves temporarily inaccessible.

Potential closures in the medium term if the situation prolongs

> *"We have lost £30k in cancelled summer events; medium term I am sure some groups will close."*

> *"After 12 months the charity ceases."*

> *"We will have to stop paying people and we will no longer be able to run our operation."*

> *"Job losses mean less income to the church and also some community groups who hire our hall may have folded."*

> *Players won't pay subs if they can't use the facilities. Bar takings enable us to pay our bills. No income could mean we may cease to exist.*

> *"Membership fee income may we'll decline. This will inevitably mean the cessation of the organisation.*

> *"The longer current restrictions are in place, the less income we can generate. We estimate a loss of £12500 over the next three months alone. The income we generate over the summer months helps sustain the organisation so the current situation poses a great risk."*

Reserves are depleted in the medium term

> *"Our income is decreasing month on month, the risks will accelerate the longer the situation continues. To date we have not been eligible for any government funding*

initiative and yet we are providing a community solution to the COVID - 19 situation. As time goes on our reserves will deplete making recovery and sustainability harder."

Managing expenditure with reduced income in the medium term

"The biggest concern is once things start up again will there be the money in the local economy to put us back to where we were quickly or will the longer term impact continue to be felt."

"We envisage that the current 90% reduction from fare paying passengers to continue until lockdown ends and even then, we envisage possible 18-24 months to return to the same levels of passenger use before the outbreak. If the contract income from NYCC ends then we would have to furlough all but 2 members of staff. If the furlough scheme does not continue, we would have to look at redundancies / reduced hours for all staff."

"Staff wages, as we do not have a buffer."

Inability to raise income from user groups until the long-term

"Most users comprise older people who may not be able to return to normal life for many months

"That local organisations will go elsewhere once we return to the "new normal" or may decide that it's not worth meeting either at all, or perhaps reducing to quarterly so example rather than monthly."

Managing funding gaps in the medium term

"We have large grants coming to an end in December and were in the process of reapplying. Due to diversion of funding to COVID-19 frontline services this process is delayed and we face a potential funding gap. We have also had to divert time to making grant applications to funding for short-term services to be provided during the pandemic, which could lead to lack of funding when we are able to resume our regular services."

Making time for tomorrow

"No time to apply for funding as busy dealing with immediate emergency."

"Significantly reduced turnover once the business reopens, a prolonged period of cost-cutting/zero investment."

Funder flexibility key points

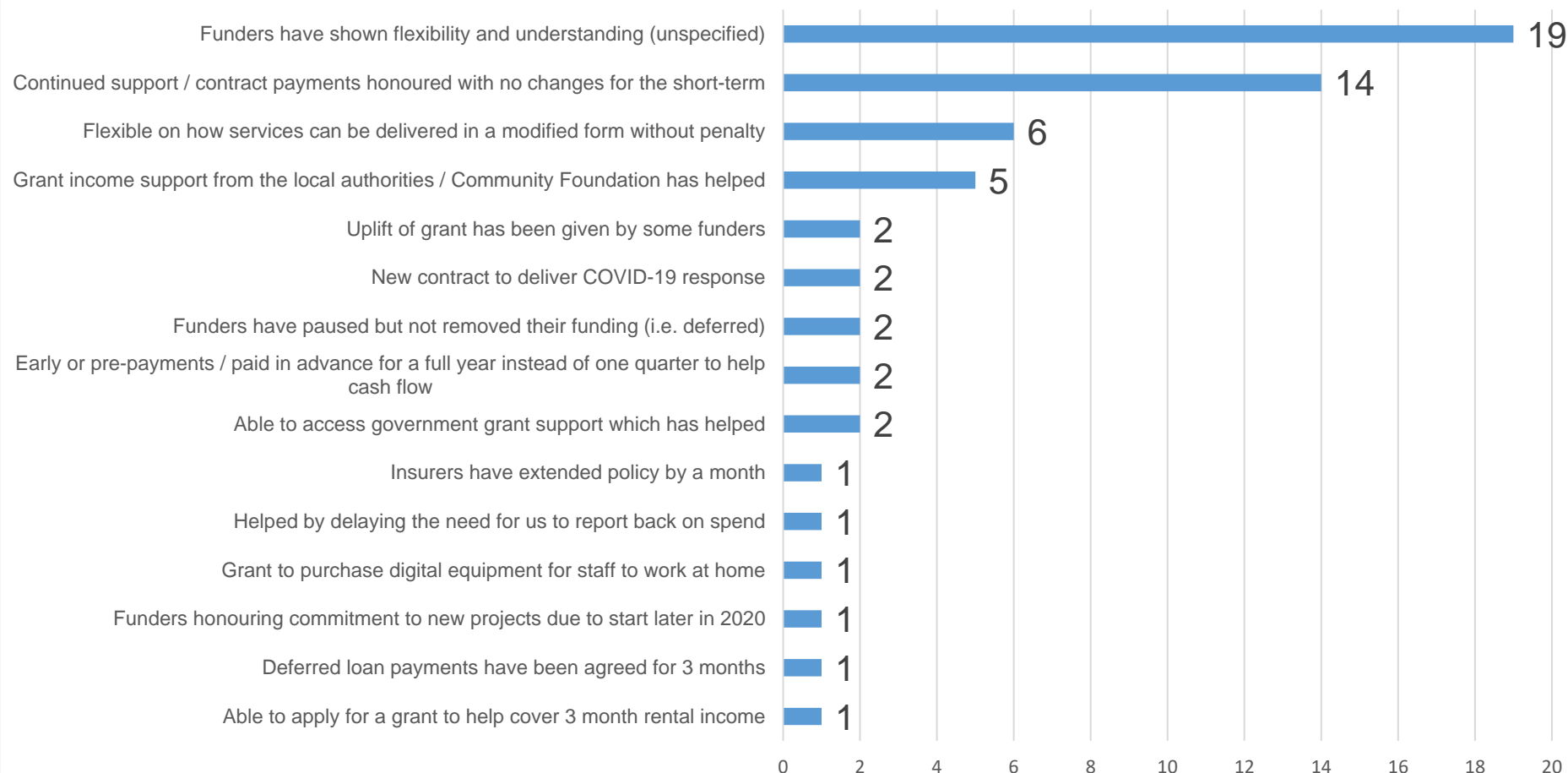■ 50%of 108 respondents said that they had found funders, grant giving bodies and local authorities to be flexible and supportive in at least 15 different, practical way regarding grant and contract income[19].

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[19] This question was not applicable to 80 (43%) of the respondent organisations as their model for income generation did not rely as heavily on grant or contract income rather traded services.

■ Support has come particularly in the form of continuing to honour payments for contract services, and enabling services to be modified without penalty.

■ Support is forthcoming particularly when there is trust in the relationship and this is achieved by the voluntary or community sector organisation being transparent about their situation, their plans for modifying services and keeping their funder(s) informed.

■ By comparison, 22%[20] said they had experienced some challenges with funders around grant / contract income. These concerns related to uncertainty about how long funders and local authorities would continue to support service delivery beyond the short term (1-3 months) period, delays and deferral of project decisions and lack of resources to fully deliver service modifications to meet increased demands.

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[20] 43% of 55 able to comment on this dynamic

Funder flexibility to support organisations with grants / contract income (n=50 respondents, multi-response)

Category	Value
Funders have shown flexibility and understanding (unspecified)	19
Continued support / contract payments honoured with no changes for the short-term	14
Flexible on how services can be delivered in a modified form without penalty	6
Grant income support from the local authorities / Community Foundation has helped	5
Uplift of grant has been given by some funders	2
New contract to deliver COVID-19 response	2
Funders have paused but not removed their funding (i.e. deferred)	2
Early or pre-payments / paid in advance for a full year instead of one quarter to help cash flow	2
Able to access government grant support which has helped	2
Insurers have extended policy by a month	1
Helped by delaying the need for us to report back on spend	1
Grant to purchase digital equipment for staff to work at home	1
Funders honouring commitment to new projects due to start later in 2020	1
Deferred loan payments have been agreed for 3 months	1
Able to apply for a grant to help cover 3 month rental income	1

North Yorkshire Voluntary Organisations and Charities Sector Resilience Survey May 2020

24 respondents out of 55 that felt able to comment on their experience of working with funders in the current crisis said they had experienced some challenges in their dealings. These related to:

- Awaiting confirmation of funding or success of a grant application
- Contracts being withdrawn with no opportunity for discussion
- Disappointing dealings with large funders
- Uncertainty whether the funder will agree to move the start date of a June 2020 project owing to lockdown measures
- Lack of sufficient funding for COVID-19 response service to cover increase in salaries – staff were said to be working extended hours in a voluntary capacity to respond to the demand.
- Delays in discussions and decisions owing to ongoing service performance review
- Having a pause in funding, whilst helpful in the long-term, did not support more pressing short-term cash-flow requirements
- The uncertainty around whether the government support for the charity sector is available yet and whether organisations in North Yorkshire can apply yet
- Not being able to go ahead with a 3 year project that was due to start in April 2020, and needing to defer this decision for 6 months
- Uncertainties about the length of time local authorities and funders are likely to continue support beyond the short-term (April to June period)
- A lack of communication by some funders about their funding

"Uncertainty for how long contract payments will continue."

"We lack funding to have staff developing suitable alternatives to deliver services that funders say they are flexible about."

"No update from CCG re Better Care Funding."

Sources of support and advice being used key points

■ 143 (76%) of respondents said they were currently using at least one form of support of advice, the most popular being from Local Authorities (47% of the whole sample or 61% of just those that are using support and advice). Local contacts, local networks and partners (37%) are also a prevalent source of support and advice for just over a third of all organisations, as is support from Community First Yorkshire (31%).

■ Organisations in Craven and Richmondshire appear to have been using support and advice from local authorities in particular whilst organisations located in Scarborough have been more likely than others to access support from 'infrastructure' such as Community First Yorkshire. Followed by organisations in Harrogate and Hambleton.

■ Organisations in Ryedale and Scarborough are the most likely to have sought support from national third sector networks whilst organisations in Selby are most likely to have used local contacts and partners for support and advice.

■ 45 (24%) respondents are not using any support or advice at present. Organisations located in Hambleton (36%), Ryedale (29%), Richmondshire (29%) and Harrogate (26%) are slightly more likely not to have been using support and advice compared to organisations in other Districts.

■ 38 of 45 organisations not using support gave data about their likely financial sustainability. Perhaps of some concern is that 3 (out of 22 in total) that can only sustain themselves until June are not reaching out; similarly, 8 (out of 48) able to sustain themselves only for 6 months are not accessing support. This means that 11 (out of 70), 15% or just under 1 in 6 organisations facing short term financial challenges are, for whatever reason not seeking or receiving support and advice that could potentially assist them. The others not taking advice are more confident they can sustain for 12 months or indefinitely.

Three quarters of the sample have been using support and advice to help them manage the current situation. 435 support and advice mentions were provided by 143 organisations suggesting that on average each respondent is using approximately 3 different sources to assist them although this masks the fact that some access only one source whilst others access up to 6 sources of support or advice.

Table 25 highlights the different behaviours by organisations in the 7 Districts of North Yorkshire, and further analyses should they ever be needed can be completed by active service location or other variables included in the survey.

Analysis of organisations not using support is important, as it has found a small number of 'at risk' organisations not accessing advice which could help them. A few open comments suggest that they either don't know how to get support or believe there is no relevant support for them, or feel misunderstood,

> *"Not receiving any support - having to do it myself."*

> *"None suit us as we are a social enterprise and no one seems to understand that at all in our area!"*

Table 24: Sources of support and advice being used by Local Authority area (main location)

`	Craven	Hambleton	Harrogate	Richmondshire	Ryedale	Scarborough	Selby	Multiple areas	All North Yorkshire	Total
National infrastructure e.g. NCVO	7 32%	4 13%	10 23%	2 14%	2 7%	4 16%	4 24%	2 33%	1 33%	36 19%
Council for Voluntary Service	1 5%	0 0%	9 21%	1 7%	2 7%	1 4%	1 6%	0 0%	0 0%	15 8%
Other infrastructure	7 32%	10 32%	14 33%	4 29%	8 29%	12 50%	4 24%	0 0%	0 0%	59 31%
Community accounting services	0 0%	0 0%	0 0%	0 0%	0 0%	1 4%	1 6%	0 0%	0 0%	2 1%
National media	6 3%	6 19%	9 21%	1 7%	4 14%	7 29%	2 1%	1 17%	1 33%	37 20%
National third sector networks	3 14%	1 3%	7 16%	0 0%	6 21%	5 21%	1 6%	2 33%	1 33%	26 14%
Local authorities	13 59%	13 42%	22 51%	8 57%	11 39%	12 50%	5 29%	2 33%	2 67%	88 47%
Local networks / partners	9 41%	10 32%	17 40%	1 17%	4 29%	9 32%	10 42%	5 83%	1 33%	68 36%
Local contacts	8 36%	14 45%	18 42%	5 36%	6 21%	11 46%	7 41%	1 17%	0 0%	70 37%
Other	6 27%	3 10%	6 14%	2 14%	7 25%	6 25%	2 12%	2 33%	0 0%	34 18%
Total in each location	22 100%	31 100%	43 100%	14 100%	28 100%	24 100%	17 100%	6 100%	3 100%	188 100%
N=188. Multi-response. 435 support and advice mentions were provided by 143 organisations.										

Other forms of support and advice mentioned by respondents that weren't included in the survey included:

- Accountant
- Action with Communities in Rural England (ACRE)
- The British Holiday & Home Parks Association (BH&HPA)
- Business Improvement District team
- Communicating with local stores; gaining new and younger volunteers
- Community Transport Association
- Cormac Russell's twitter feed.
- County Councillor (who was trying to help)
- Federation of Small Businesses
- Gov.uk website
- Insurance company website
- HR consultants
- Association of Independent Professionals and the Self-Employed (IPSE)
- ITC
- Local Media
- National and Synod United Reformed Church (URC) advice
- National Walking for Health/ Ramblers
- National Operatic and Dramatic Association (NODA)
- Open University
- Own HR external support
- Power to Change
- Professional bodies / associations - British Association for Counselling and Psychotherapy (BACP) and Eye Movement Desensitisation and Reprocessing (EMDR)
- School for Social Entrepreneurs
- The Scout Association nationally
- Third Age Trust
- Two Ridings Community Foundation (TRCF)
- Trussell Trust
- York Diocese and National Church of England support and guidance

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Areas of support needed key points

■ 70 (37%) of respondents described at least one area of support they needed whilst 56 (30%) said they did not need any support or felt the question not applicable to them.

■ The 70 respondents needing support mentioned 116 different things that have been coded up to key areas of support the most prevalent being **financial support mentioned by nearly 3 in 5 organisations (57%) who welcomed support.** This was a mixture of the need for direct cash support from any and all sources available, to getting help locating sources of funding including grants. Proportional to support used in North Yorkshire in the 2018/19 period, responses to this 2020 survey, though not directly comparable, suggest a greater and more urgent need for financial and volunteer management support; along with new needs not examined before i.e. advocacy and sector representation (albeit in order to achieve further financial assistance primarily). IT and digital support needs may also be another area that require specific attention as a result of Covid-19 – the topic of a new, bespoke survey currently being distributed in the county until 21st of May 2020.

Table 23: Top areas of support needed

	Support needs 2020	% of needs 2020	Support used 2018/19
Financial support / funding and grant applications	40	57%	41%
Volunteering support (recruitment, management)	12	17%	12%
IT and digital expertise and support	8	11%	16%
Community engagement, planning and support – interpreted as meaning help to work through the impact of social distancing on the organisation's service	8	11%	21%
Employment / HR advice (and technical training)	7	10%	22%
Marketing and communications	5	7%	17%
Financial planning and management	4	6%	18%
Strategic and Business Planning (for future delivery)	4	6%	16%
Community buildings / Village hall management	3	4%	29%
Safeguarding	3	4%	22%
Improving / modifying your group's services	3	4%	16%
Governance and legal structures	2	3%	38%
Other support needs mentioned by respondents not included in the 2019 Community First Yorkshire Client Survey			
Advocacy and lobbying for sector support and funding (from central and local government)	7	10%	
Co-ordination of requests / Help to stay up to date with latest COVID-19 advice	3	4%	
Sourcing PPE - front line third worker support (as per the NHS front line workers dealing with risk)	2	3%	
Collaboration	2	3%	
Accessing food supplies	1	1%	
Equipment (unspecified)	1	1%	
Reduce bureaucracy	1	1%	
	N = 70 organisations 116 needs multi-response		N=302

Not mentioned directly in the comments, but that have featured in prior sector surveys exploring support needs: - finding a volunteer opportunity, setting up a new group, DBS checking and processing, volunteer / general job advert vacancy support, community housing development, leadership support, tendering / procurement for contracts.

Section 6

Positives and other observations

6.0 Positives and other observations

Positives, challenges and changes

60%, 113 of 188 respondents, were able to think of at least one positive that has, or could emerge from the current situation. There were 10 types of positives grouped into a number of themes:

Community action
- Greater unity and kindness
- Greater awareness of/and desire to help the most vulnerable and reaching new people
- Staff and volunteer commitment in face of adversity
- New volunteers and more social action

Direct quotes focus on collaboration within local communities:
"A greater connection being forged with local people and other local volunteer bodies: togetherness! creativity in how we engage in our mission! e.g. livestreaming services and midweek children focussed online provision"
"An Increase in the desire for the community to come together."
"More community engagement"
"Growth of mutual aid groups/community action/neighbourliness - to be harnessed, sustained long term."

Community organisations
- Creativity, adaptation, agility, self-help and new skills
- New ways of working (IT, at home with others)
- Higher organisational profile; with more and better, supportive relationships
- Time for reflection, taking stock, planning

Direct quotes reflect the positives of collaboration:
"Links with network of similar organisations via our national association have been invaluable."
"Increased relationships with local organisations."
The positives included better communication with the public sector:
"A greater communication with the unitary authority."
"Better relationships with statutory sector - they finally pick up the telephone and talk to us."
"Support from NYCC and RDC has been excellent it shows that Charities such as ours are valued and valuable to the community."
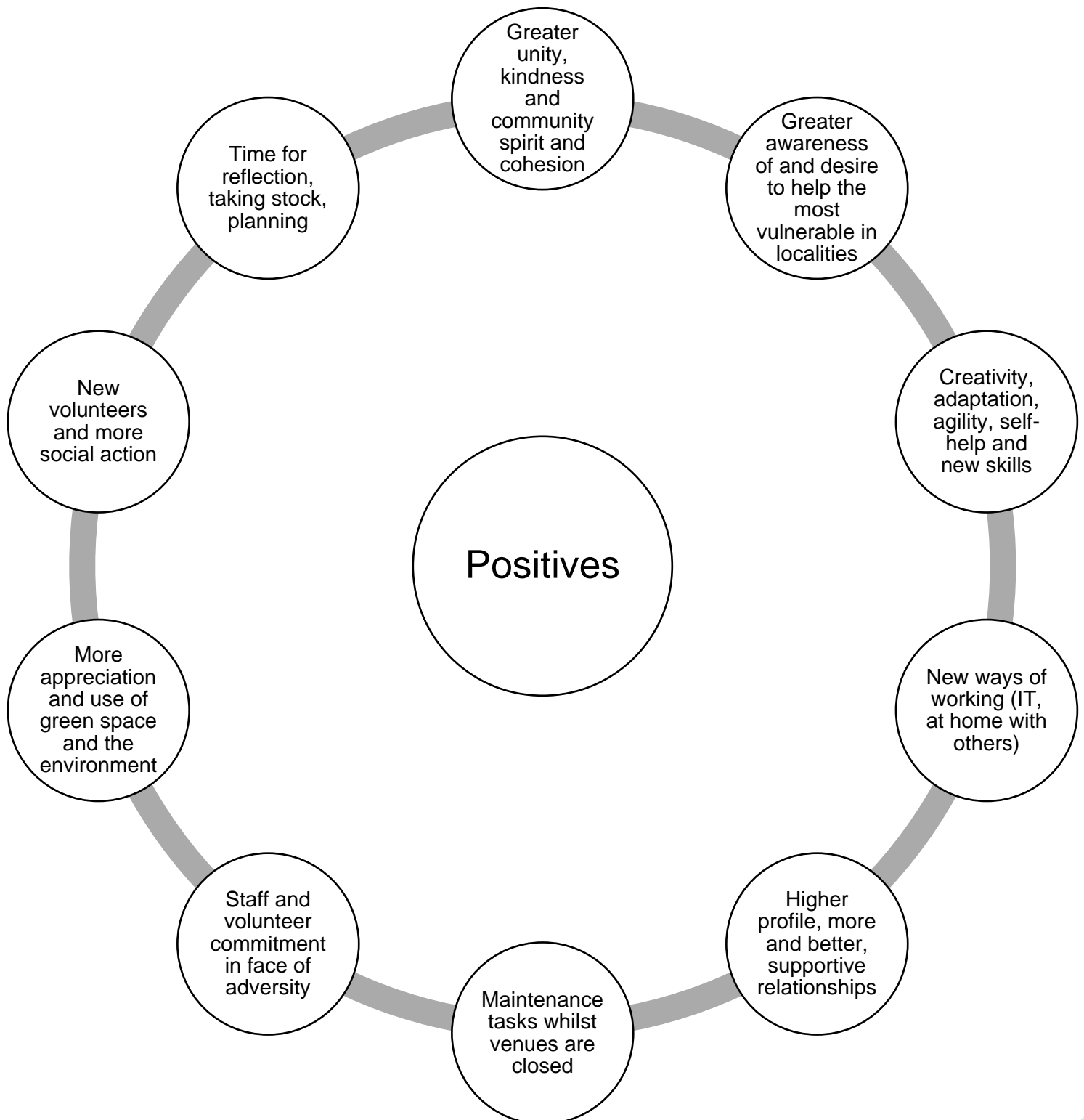*"Strong links with our LA partners (less so with health directly but LA has links)"*
"People, organisations and funders are realising the need for our organisation more than ever."

Practical actions being taken
- Maintenance tasks possible whilst venues are closed
- More appreciation and use of green space and the environment

Three in five respondents were able to find positives from the situation, illustrated in the following graphic.

Positives

- Greater unity, kindness and community spirit and cohesion
- Greater awareness of and desire to help the most vulnerable in localities
- Creativity, adaptation, agility, self-help and new skills
- New ways of working (IT, at home with others)
- Higher profile, more and better, supportive relationships
- Maintenance tasks whilst venues are closed
- Staff and volunteer commitment in face of adversity
- More appreciation and use of green space and the environment
- New volunteers and more social action
- Time for reflection, taking stock, planning

"How resilient we are, how supportive we are, how quick we have responded, our pragmatic and positive approach. We have and continue to make a positive impact with kindness and love at every level in our organisation."

There were many uplifting comments a small selection of which are presented here;

Unity and kindness

"A general feeling of appreciation for what their local community can do for each other within their own environment."

"We have always had good contact with local community, hopefully we can show how we care for all generations."

"Within the locality an even stronger appreciation for our own community and the support within it from local organisations and neighbours."

"Community self-help and cohesion."

"A greater appreciation for the importance of human connection and community."

Supporting the most vulnerable and reaching new people

"They are really appreciating the regular phone contact, this is as frequently as needed depending on the amount of support provided, some are requiring more emotional support, and calls every other day. All are extremely grateful which is nice feedback for staff. They are also appreciating other aspects of remote support such as shopping etc."

"Increased media publicity through our support of the homeless. Greater awareness via social media."

"More online engagement especially from and with older local people and organisations like churches and U3A."

Skills and coping with change

"Adaptability; new process implementation; daily staff check-in has been good for team-working."

"It's been good to get a bit more to grips with Zoom and other conferencing platforms."

"Learning about opportunities to use IT in novel ways."

"Team has been fantastically flexible and adaptable - remote working, new roles, new volunteers, new/adapted policies and procedures. Able to demonstrate that being locally based with local knowledge, networks and connections is enabling things to happen very quickly and safely."

"We are taking time to work on our business and increase or skills. We have time to learn how to make the most of social media."

New ways of working

"The needs for our service will have increased as people need support. Perhaps this may even speed up the processes for referral so we can support people faster."

"Innovative ways to do scouting with young people on line. Virtual sleepovers, St George's day parade etc."

"New ways of communicating and delivering our service. Inspiring our staff and service users to be more flexible/embrace change/take on new challenges
Great teamwork. Undertaking new projects and generating creative ways of working."

"New ways of working - staff have been fantastic and have come up with new and innovative ways to support clients - great ideas, activities and support on offer. This has shown how resilient the staff team are in the face of all the changes. Now all able and competent with IT and different social media formats. This will definitely be part of the way forward in the way we work from now on. Quite exciting all the changes we have learnt and adapted to."

"Most of our staff meetings and Board meetings are all now electronic and this is something that we will continue in the future in order to reduce costs and unnecessary expense."

Profile, reach and relationships

"A greater connection being forged with local people and other local volunteer bodies: togetherness!"

"Amazing community support which I hope we will be able to build on once lockdown has finished. We have developed lots of contacts with new volunteers and this can only be a positive for us."

"It has definitely helped with our image and promoting who we are and what we do for the community because many either didn't know who we were or thought we were part of the council before Covid-19. We've had a lot of support and thanks from the community and from service users that have benefited from getting in touch with us for help."

"Better relationships with statutory sector - they finally pick up the telephone and talk to us."

"Support from NYCC and RDC has been excellent it shows that Charities such as ours are valued and valuable to the community."

"We have had a wider reach as virtual. We can actually deliver our service to more users as no longer Harrogate focused."

Maintenance tasks

"Closedown means floor can be revarnished without affecting bookings."

"We can have some work done on the property whilst it is out of use."

Staff and volunteer commitment

"It has shown how committed the staff are to support disabled people."

"Showing excellent flexibility and responding quickly to the new challenges. Positive attitude by staff."

"Staff although isolated from each other, pulling together to ensure service delivery level is maintained as far as possible."

More appreciation and use of green space

"An allotment scheme (ample size for social distancing) has been developed by one land owner who had created allotments to allow a number of residents to grow their produce, gain exercise and learn."

"As our objective is to bring about environmental change in Ryedale, it is ironic that Covid-19 has reduced our carbon footprint to a level beyond our dreams..."

"Lots of good conversations while out exercising. Gratitude that we are in the country with fresh air and places to exercise."

"People using the woodland as a green space."

Social action in communities

"Our model of community development / social action is clearly needed - the response in Whitby from the community is overwhelming and has developed very much from the work we do in the area enabling local people to take action on issues of importance to them."

"An increase in people volunteering now may help us in the future as people see it as a positive thing to do."

"Number of people willing to volunteer, particularly younger volunteers.

"Community has set up a support group to assist those affected by Covid-19 and restrictions. Not run as part of Village Hall, or Parish Meeting, but by the same people."

"Quadrupled the number of volunteers. Increased engagement by 350%. More understanding of the population we serve. More data and insight to support ongoing work."

"We would be happy for the building to be used as a testing centre and we have been pleased that it can be used as a central hub for food donations."

Taking stock and improving business planning

"Greater focus on those aspects of communication that matters most for our service users. Increased emphasis on the elements of our operations and services that are valued most by our partners and our business customers. Increased drive to build-on those elements of operations that produce products with the potential to generate the most financial surplus."

"Time to think and plan for the future; also to redo our leaflet."

> *"I hope that we will all have a more positive outlook on life and be thankful for the small things. I also hope that priorities will change for the better."*

Section 7

Conclusions

7.0 Conclusions

Challenges

Responses suggest that organisations are broadly responding in at least one, if not a combination, of these ways to the current situation:

1. Reframing, repurposing or modifying their services and delivery methods to retain income and meet local community needs
2. Reducing overheads (e.g. reducing staff costs/hours and using the furlough scheme where eligible; turning off heating) to maintain some form of core / partial service
3. Delaying / deferring and or altering pre-existing project, service, contract schedules in agreement with a flexible funder and meantime keep the organisation running with existing reserves and contract income
4. 'Plugging the gap'
   a. Short-term mind-set - looking at the immediate crisis of shortfalls in income by using reserves (where available) and /or seeking grants and funding from other government / foundation sources (as well as self-initiated Crowdfunding and Easy Fundraising activities); and /or trying insurance claims
   b. Medium –term mind-set – for those able to sustain for at least 6 months they expect a loss of income and are looking for solutions that support current cash-flow but especially help aid recovery around 6 months from now; framed in the form of a 'business recovery plan' or equivalent
5. Re-scheduling bookings for room hire to later in the year where customers agree
6. Marketing – by maintaining contact with members / constituents to continue a sense of community and thus and encourage them to 'come back' once lock down measures are eased i.e. to mitigate any longer term loss of trade, participation or patronage
7. Supporting the local community in other (non-financially oriented) ways
8. Linking in with a volunteer programme (68 / 36% are doing this)
9. Not addressing the challenge at all due to government guidelines / ability to operate.

Funders and statutory services could use these insights as a basis for considering how best to support the different mind-sets and situations in the sector currently whether it be around response, hardship, recovery, development and innovation.

Impacts of Covid-19 on the sector

Table 24: Summary of the impacts of Covid-19 on VCSEs in North Yorkshire

Workforce capacity	↓ by 40% since January 2020
Demand for services	↑ for 22% of organisations[21] → for 20% of organisations ↓ for 57% of organisations[22]
Closed venue or service completely	22%
Closed or put on hold part of service	84%
Maintained service with modified delivery	49%
At least one area of delivery at risk[23]	63%
Digital exclusion found to be an issue	44% (of which 46% say affects older people)
Linked in with a volunteer programme	36%
May struggle to sustain beyond 6 months	40%
At least one income stream affected	70%
Facing at least one cash flow challenge	69%[24]
Funders found to be flexible and supportive	50% (grant / contract income only)
Challenges with funders	22% (grant / contract income only)
Using at least 1 form of support or advice	76%
Describe at least 1 form of support needed Said no support was needed Did not answer whether needed or not	37% (70 organisations) 30% 33%
Financial support needed	57% (of 70 organisations)
Could identify at least 1 positive	60%

The survey has revealed different impacts on organisations depending on their:

- Level of financial stability / their ability to financially sustain in to the future
- Location partly owing to the way in which they can access local support and funding
- Active delivery area because of the populations they serve and their needs
- Business operating model[25] i.e. services, workforce, revenue channels, processes
- Mind-set (see previous point about their response to modifying service delivery)
- Key assets to generate income e.g. buildings, venue hire, people (experts and / or generalists to support the most vulnerable people in communities)
- Agility i.e. ability to turn the crisis into an opportunity and / or support emergency response activity in their localities
- Customers' and supporters' behaviours i.e. increasing demand and donations, requiring the same demand and or reducing demand and fundraising opportunities.

Particularly affected organisations, those that may struggle to financially sustain themselves beyond 3-6 months appear to have an annual turnover of >£100k but less than £500k (3 in 10 are struggling by July). Only a third of all organisations in this size band say they can sustain beyond end October 2020 and given their size, staff and likely service delivery scale, any losses in this category will have multiplier impact effects on the wider infrastructure.

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[21] Particularly amongst organisations (1 in 3) who do not rely on more than 50% of income from trading
[22] Particularly affecting those who rely on more than 50% of their income from trading (85%)
[23] 56 different services described in the survey
[24] The NCVO March 2020 survey found 44% of organisations to be experiencing cash flow issues
[25] The extent to which their organisation organises itself around the balanced scorecard themes of 1) finance 2) customer 3) learning, growth and innovation and 4) internal business processes.

Risk in the medium term seems punctuated around organisations with annual turnover of more than £10k and up to £1 million in this sample, and within this wide size band will be nuanced and specific risks and challenges linked particularly to their income generation model (i.e. whether more dependent on trading as opposed to contracted services for >50% of their income) and / or their level of reserves.

Whilst 40% of micro-organisations (<£10k) can sustain indefinitely there are a greater proportion who clearly could not. Their trading income is reliant on the ability to fund-raise, use their venues (where appropriate) and have community engagement activities and events which are currently locked down.

Whilst some say that their overheads are minimal they do nevertheless face a range of cash flow challenges that could perhaps be supported either directly through grant support and / or collective bargaining e.g. support / negotiations with utility and insurance providers to encourage them to defer or offer short-term support. The one thing that will mitigate most, but not all of the impacts of Covid-19 for micro-organisations is the ability for them to open up again and undertake community engagement, fund raising activity to bring in cash, albeit to an expected much reduced level.

Expenditure is being reduced particularly any items of variable cost. 26%, one in four, paid staff have been furloughed, and retained staff appear to be working reduced hours by agreement where this is possible. For those seeing an increased demand for services, costs have risen and expenditure needs carefully managing but they are grateful to be fully occupied. Organisations relying on contracted services appear more stable than those relying on trading for >50% of their income but even they fear for medium and longer term prospects should the lockdown and social distancing measures be prolonged.

Concerns and timeline

The survey reveals short-term, medium-term and longer-term concerns, again, depending on the variables previously described.

Table 27: Summary of short-, medium- and longer term concerns

Short-term concerns (next 3 months) **Urgent - Survive**	■ **Survival and cash-flow** challenges particularly amongst those unable to operate, those reliant on more than 50% of their income through trading, those seeing a decrease in demand for their services[26] and / or have been unable to modify their service delivery ■ **Seeking reassurance from local authorities**, CCG and others to honour payments for contracted services / agree to modifying service delivery without penalty for those with this model ■ **Being able to reach the (often vulnerable or isolated) people** that they serve and support so that they don't suffer unnecessarily ■ **Managing staff and volunteers in response to changes in demand for services (increases, reduction, redeployment**) – this means managing not only the volumes and hours but their wellbeing
Medium-term concerns (3-12 months) **Innovation - Revive**	■ **Funder and grant giving body intentions to help support response and recovery during 2020/2021** – some are concerned that if all focus solely on Covid-19 there is much less to go around the wider sector and this may threaten 'prevention' or upstream activities and therefore some parts of the wider VCS infrastructure ■ **Customer / client / user group behaviours** as lockdown measures are eased, and whether they will continue to attend and make purchases, **donate and contribute as they did before** ■ **Maintaining services that are already at risk**; 56 were identified in the survey including many that are aimed at vulnerable people[27] ■ Being able to generate income once again without having to rely on **depleting reserves** ■ Winter bills for those responsible for venues and their upkeep without the ability to earn income at sufficient levels for upkeep ■ **Funding gaps when current grants for projects finish** in the medium term
Longer-term concerns (1 year and beyond) **Thrive – Build Back Better**	■ **Risks to funders themselves, who facing cuts**, may be unable to provide support needed or previously available ■ Funding not being available for longer term, developmental projects that had been conceived before the current crisis, and which would have affected cash-flow (and therefore stability) from 2021 onwards ■ A reduced demand for services and / or discontinuation of funding for contracts leading to the need for redundancies. ■ **Wider macro effects – people having less money** (reluctance to spend on community leisure activities or donating), businesses ceasing trading (less need for room / office rental or sponsorship) and even a fear of bank collapse

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[26] Punctuated especially amongst organisations delivering services in Hambleton and Ryedale in this survey

[27] Services at risk are variably health-, care-, children-, mental health-, transport-, culturally-, education- and environment-related affecting children, young people, older people, people with physical and / or learning disabilities, victims of crime and people with different limiting conditions, memory loss or dealing with a significant life transition or event e.g. bereavement.

Section 8

What Next

8.0 What Next

Build Back Better Together

This data suggests that up to 14% (700-1,400) organisations[28] might be unable to financially sustain themselves beyond July 2020; and a further 27% (1,300-2,600) may struggle beyond October.

Partners will need to work together to consider how best to retain and rebuild the current infrastructure of voluntary organisations and charities providing public services and working in communities. Retaining the current network of organisations, in particular those in the medium size bands (£100k-£500k) will be a focus whilst, rebuilding will require collaboration and collective working.

Knowing what the strategic intent of funders, grant giving bodies and local authorities collectively 'now' and how their behaviours are likely change over the short, medium and longer terms, is an important part of sustaining and building back the sector. Clear communication from these bodies contribute to confidence in the sector in North Yorkshire, a 'roadmap' to 2022 for their investment intentions, expressed collectively so that it is clear what emphasis they will take to supporting Covid-19 response, recovery, hardship, development and innovation[29].

The opportunity is for the sector to work together with one another, funders and local / government to achieve an adequate balance of direct financial, business support, and advocacy where needed, to 'build back better - together'.

The short and medium terms are about laying the foundations for a 2022 horizon.

Any future survey work should explore the nature of services provided by each organisation, predicted loss of income over different time periods and likely impact on services for which kinds of people in their communities. Comparative responses to Covid-19 in different parts of the country may also inspire[30].

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[28] Assumes there are 5,000 VCSE organisations in North Yorkshire. Very conservative based on registered charities not friendship group and estimates also put the sector at a total of 10,000.

[29] in much the same way that the NCLF has publicly stated its focus on Covid-19 organisations best able to reach vulnerable people in communities for the next 6 months

[30] Community Action Norfolk has a survey with useful questions aimed at obtaining information about organisations working with vulnerable groups particularly given likely flow of government money to protect the NHS and reach vulnerable groups to respond to Covid-19. Other surveys for inspiration include this one from VHS Scotland with a qualitative approach focused on understanding the impacts on vulnerable people https://vhscotland.org.uk/event/impact-of-Covid-19-on-voluntary-health-organisations-members-zoom-meeting/. Voluntary Impact Northamptonshire: http://www.voluntaryimpact.org.uk/ (https://esurv.org/online-survey.php?surveyID=MCIMNI_e2f30813. Community Action Suffolk: https://www.surveymonkey.co.uk/r/CAS-VCSE-survey Berkshire Community Foundation: https://www.surveymonkey.co.uk/r/BQFLNKB

What does it mean for voluntary groups and charities, and beneficiaries?
- Keep in touch with support services and the public sector, as part of a network of public services.
- Use the help that is available and web-based resources for information and learning (Community First Yorkshire, NYCC, NCVO etc), and be part of local networks for sharing learning and generating ideas.
- Retain, adapt and celebrate the positives – working in the spirit of unity and kindness, retain the commitment of staff and volunteers, building on the benefits of the new ways of working, creativity, adaptability and agility.

What does it mean for Community First Yorkshire?
- Develop a local plan responding to the findings, taking forward tracking survey/s
- Feed into and shape partners' plans, co-ordinating partnership working within and across sectors
- Raise awareness and provide support and resources to reach groups farthest from accessing help. Focus on support to manage change, cash flow and collaboration
- Facilitate local structures for groups to network, learn from one another
- Build on the community ownership and maintain engagement of volunteers
- Act as a broker of packaged of support

What does it mean for funders and commissioners?
- The flexibility of funders has been acknowledged and the closer relationship is wanted to be built on. Investing in core costs has emerged as necessary for the future, especially as reserves will have been depleted. Allow time for partnership working to develop, time for planning and developing the workforce.
- Jointly plan investment for short, medium and longer terms – with a 2022 horizon beyond response, through recovery and into rebuild phases of Covid-19 investment and support. Enable 'adaptive' planning and funding to encourage and sustain responsive and innovative services and activities.
- Grant funders and public funders to join up investment frameworks, to provide support for services which help people live healthy lives in strong and caring communities.

What does it mean for planning?
- Voluntary groups, charities and social enterprises and the public sector working together in public service.
- Jointly plan service development and new services
- Make use of shared intelligence
- Share ambitions and work collaboratively to make change for the better
- Engaging together in system change, structures and workforce development.
- Working with the sector towards a common purpose and growing civil society.

Build Back Better Together

Group	Explanation	Current and continuing guidance	Government support
Clinically extremely vulnerable people (all people in this cohort will have received communication from the NHS)	People defined on medical grounds a clinically extremely vulnerable, meaning they are at the greatest risk of severe illness. This group includes solid organ transplant recipients, people receiving chemotherapy, renal dialysis patients and others.	Follow shielding guidance by staying at home at all times and avoiding all non-essential face-to-face contact. This guidance is in place until end June.	Support available from the National Shielding Programme, which includes food supplies (through food boxes and priority supermarket deliveries), pharmacy deliveries and care. Support is available via the NHS Volunteer Responders app.
Clinically vulnerable people	People considered to be at higher risk of severe illness from Covid-19.\n\nClinically vulnerable people include the following: people aged 70 or older, people with liver disease, people with diabetes, pregnant women and others.	Stay at home as much as possible. If you do go out, take particular care to minimise contact with others outside your household.	Range of support available while measures in place, including by local authorities and through voluntary and community groups. Support is available via the NHS Volunteer Responders app.
Vulnerable people (non-clinical)	There are a range of people who can be classified as 'vulnerable' due to non-clinical factors, such as children at risk of violence or with special education needs, victims of domestic abuse, rough sleepers and others.	People in this group will need to follow general guidance except where they are also clinically vulnerable or clinically extremely vulnerable, where they should follow guidance as set out above.	For those who need it, a range of support and guidance across public services and the benefits system, including by central and local government and the voluntary and community sector
https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-Covid-19-recovery-strategy/our-plan-to-rebuild-the-uk-governments-Covid-19-recovery-strategy			

Appendix 2: Community Resilience Development Framework

Community Resilience Development Framework: A reference tool for the delivery of strategic approaches to community resilience development, at the Local Resilience Forum level in collaboration with non-statutory partners. June 2019[31]. Community First Yorkshire is part of the local Framework planning and delivery for North Yorkshire.

The following diagram summarises the aims, objectives, actions, outcomes and benefits that local emergency responders' strategies to support community resilience should consider.

Aims	A. Individuals, businesses, community networks and voluntary organisations are empowered to prepare, respond and recover from emergencies and disasters. B. Emergency responders & government understand, enable and integrate the voluntary capabilities of the public into emergency planning, response and recovery activity.

	1. Enabling resilient behaviours	**2. Enabling community led social action**	**3. Partnering with voluntary capabilities**
Objectives	Informing and listening to the public about risk, appropriate preparedness and response actions, motivations and blockers to action. • Response communications and alerting • Education and awareness materials, programmes and campaigns	Supporting community networks to understand their capabilities, access resources, tools and responder partners and take collective resilience action with benefits for people and places. • Facilitating and advising community networks • Supporting community led emergency planning • Facilitating access to training and physical emergency resources	Working with individuals, businesses, community networks, Community Emergency Volunteer Teams, spontaneous volunteers and voluntary organisations to co-produce, design and deliver support to the public. • Convening and consulting on plans • Agreeing roles and activation models dependent on need and appropriate to capabilities • Involving voluntary capabilities in exercises
Benefits	Individuals behave in a resilient and prosocial way.	Community networks take action to support their members to be resilient.	Voluntary capabilities are integrated into emergency management.

Outcomes	Increased: • understanding of needs and ability to target support those in acutest need • public confidence and motivation to act • collective capability to manage emergencies • trust and legitimacy of official emergency management activity • speed of recovery	Reduced: • social, financial and health impacts from emergencies • demand on emergency management resources • cost of response and recovery

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[31] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/828813/20190902-Community_Resilience_Development_Framework_Final.pdf