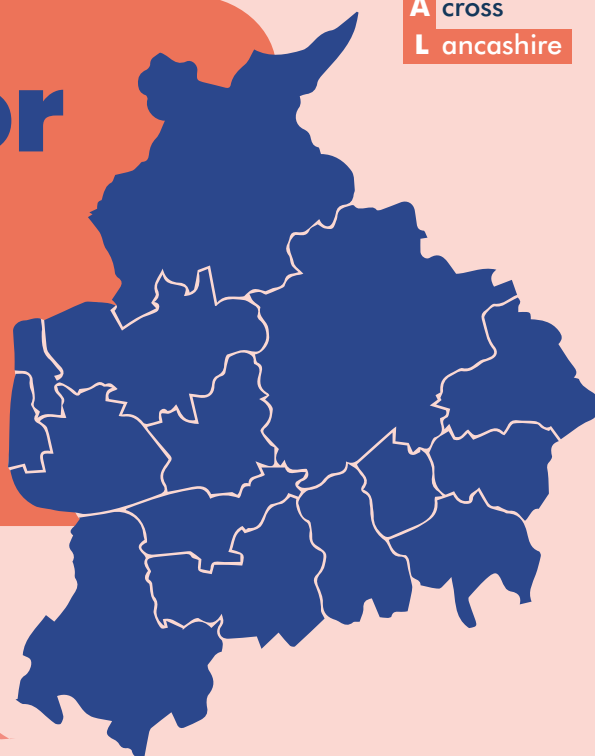


# A VCFSE sector Manifesto for Lancashire



## Introduction

Voluntary, community, faith and social enterprise (VCFSE) groups and leaders from across Lancashire (including Blackpool and Blackburn with Darwen) have come together to develop a draft manifesto.

Groups have inputted through workshops, online forums, webinars, and events. Through this process we hope we have found out what really matters to groups and their beneficiaries.

The four answers that we heard are:

- 1.** An Equal and Fair Lancashire
- 2.** Community Wellbeing
- 3.** A Thriving Local Economy, and
- 4.** Adequate Resourcing for the Sector to Achieve its Goals.

This document tries to give meaning to how we might go about beginning to achieve these goals.

However, without further collective action we know that this will remain just words and that the important challenge is about how we, as a sector, work together, keep the day-job delivering, and make a long term difference to the future of Lancashire.

## The Manifesto

- 1.** Equality and Social Justice for All: Tackling Poverty in Lancashire
- 2.** VCFSE Sector as an Equal Partner
- 3.** Economic Model That Works For Lancashire
- 4.** Community wellbeing and person & community-centred Public Service Models
- 5.** Green Communities
- 6.** Pioneer a Lancashire Social Prescribing Model
- 7.** A Safer Lancashire
- 8.** Helping People into Employment
- 9.** Adequate VCFSE Resources to play our full part in the future of Lancashire

## Context

### About the VCFSE Sector in Lancashire<sup>1</sup>

- Lancashire is home to an estimated 10,800 VCFSE groups, including around 2700 charities, 5540 unregistered/unincorporated groups and 2540 social enterprises
- As such, we estimate that unregistered/unincorporated groups such as small community groups are likely to make up around 51% of the VCFSE sector in Lancashire
- We also estimate that social enterprises most likely account for around 24% of Lancashire's VCFSE sector
- There are likely to be around 20,895 people working in the VCFSE sector in Lancashire
- There are likely to be around 208,850 people who volunteer once a month in Lancashire
- The VCFSE sector contributes over £609m each year to the Lancashire Economy. This includes over £143m from volunteering and a contribution to the Lancashire economy through employment that exceeds £465m.

## Methodology

The content laid out in this manifesto has been produced collaboratively with the VCFSE sector throughout Lancashire over 12 months from Aug 2020 - July 2021.

In Summer 2020 a [representative group](#) of Lancashire VCFSE Leaders felt there was a need for a shared VCFSE vision for Lancashire to join up working and strategic planning for the sector in the region. To also allow Lancashire to engage with issues with a shared and therefore strengthened voice.

10 suggested vision priority headers emerged to be proposed to the sector. These were drafted and clearly framed as suggestions. These deliberately lacked detail to allow the substance

of the manifesto to be defined through consultation with and by Lancashire's VCFSE sector groups.

The initial phase of the consultation took place through 2 key processes taking place over 5 months between Feb-June 2021:

1. An online comment forum
2. A busy programme of online events

This was supported by a dedicated website and communications campaign.

A first draft based on the input received thus far was then compiled.

The second phase of the consultation involved the first draft manifesto being circulated for feedback widely across the sector, with an open assembly event taking place and a final survey to feedback. The survey also asked if people would sign up to the draft as it was. 82.76% respondents to the survey said they would sign up to the manifesto. Final edits were made from the suggestions provided.

## Engagement

This draft manifesto was developed collaboratively with over 305 Lancashire VCSF sector leaders over a six-month period. Engagement consisted of:

- 147 VCFSE delegates attended formal consultation events
- 51 VCFSE delegates attended final Manifesto draft review VCFSE Assembly Event.
- 5 VCFSE organisations hosted their own events with their networks on the consultation
- 150 organisations engaged with LOCAL Lancashire on Twitter
- 38 organisations responded to the final draft manifesto feedback survey
- In addition to this, a number of other VCFSE organisations held engagement events (using the [Event Toolkit](#)) and fed back key messages, but did not track numbers of groups attending

# The Manifesto in detail

## 1. Equality and Social Justice for All: Tackling Poverty in Lancashire

We should work with partners to develop ways of tackling and addressing poverty in Lancashire. There is a clear need for an anti-poverty strategy and we should play a leading role in convening and driving this.

As a sector, we propose:

- 1.1 **Welcome Programme:** Develop an effective network and system to support Asylum seekers across Lancashire.
- 1.2 **Lancashire Commission to Address Poverty:** Identify partners, including MPs, and appoint a cross-sector Lancashire Commission to Address Poverty (Lancashire CAP) to review three fundamental areas of policy and life in Lancashire: Welfare, Work and Education. The potential role of the VCFSE sector should be a key line of enquiry throughout.
- 1.3 **Equality Panels or Partnerships:** Identify mechanisms to voice and address Lancashire equalities' challenges. We should promote Equality Partnerships or Panels (like the Independent Race Equality Panel [IREP]) as a first, essential step to understand and focus on social, economic and health inequalities lined to communities of identity, experience and geography. We know that COVID has disproportionately affected our BAME communities, learning disability communities, deprived neighbourhoods, etc.
- 1.4 **Poverty and Equalities Framework:** Agree a common framework (set of metrics) for understanding poverty and inequality across Lancashire with annual reporting on a specific day each year (eg Lancashire Day, 27th November). This should be a fundamental part of our cross sector partnership and ambition to drive change.
- 1.5 **Community-based answers to the 3 Challenges:** Look to develop mechanisms to address and build community-based answers to these three key challenges:
  - 1.5.1 Digital exclusion: explore the potential for freely accessible broadband where it is



most needed and link to new broadband roll out. This could be coupled with a young entrepreneur programme.

- 1.5.2 Fuel poverty
- 1.5.3 Food poverty

## 2. VCFSE Sector as an Equal Partner

Levelling Up in Lancashire: Recognise and build an equal partnership with the public and private sectors to build a better Lancashire. This should recognise our fundamental role in making 'levelling up' work in reality.

- 2.1 **Co-designed Economic Investment:** Joint partner in conversations about and asks of government for investment to grow and rebuild Lancashire. In order to make real changes to improve the lives of those most vulnerable in our communities, the sector should be included in conversations about investment through national funds (eg Shared Prosperity Fund), town deals, future high street etc.
- 2.2 **Implement the Accord:** Build on the Accord between the sector, Lancashire Councils and the Health and Social Care Partnership. As part of this, we ask that public sector partners explore areas within this VCFSE manifesto/ vision on which we can jointly work.
- 2.3 **New model of Corporate Social Responsibility:** That the sector meets with private sector members of the Local Enterprise Partnership and the Chamber of Commerce to develop a fit for purpose lines of joint-work as part of a commitment to build a stronger Lancashire as recovery begins.

### 2.4 Proud of Lancashire's VCFSE Sector:

Build models to connect the sector into conversations and partnerships with public and private sectors. This should include building connections between grassroots groups and local caring SMEs. As part of this, a short module/video on Knowing Lancashire's VCFSE Sector should be developed and used in training/induction sessions. This should be part of being proud of Lancashire and Lancashire's VCFSE sector.

### 2.5 Develop a mechanism to collectively engage with Lancashire's MPs.

This should include an honest conversation about tackling poverty and levelling up Lancashire's communities.

## 3. Economic Model That Works For Lancashire

### 3.1 VCFSE Access to Economic Investment:

Work with partners to secure adequate investment and freedoms to invest in addressing economic challenges of Lancashire. The principle of localism and local knowledge in what works and how to implement should be a core principle of our partnerships across and in Lancashire. (linked to 2.1 above).

### 3.2 Affordable access to buildings/facilities

for groups and communities. As part of this, support Community centres and VCFSE premises to connect and network.

### 3.3 Let's build on the Preston Model

and make all parts of Lancashire wealthier by democratising our economy and building strong community assets in every community.

### 3.4 Create access to local credit unions

in all areas and wards

### 3.5 Accessible advice and guidance on debts, housing benefits

### 3.6 Real Living Wage:

Support the sector to sign up to the Real Living Wage. This may require discussions with commissioners about potential barriers.

## 4. Community wellbeing and person & community-centred Public Service Models

### 4.1 Establish a Services for the Public Innovation Panel:

Five years ago, the NHS commissioned Realising the Value which articulated models of person and community-centred approaches to joined up, local integrated working built around citizens. This model should be revisited as part of wider integrated working and delivery of services for the public. There is a need to identify potential areas for innovation and improvement for the benefit of our communities. To support this discussion, a joint, cross-sector Services for the Public Innovation Panel should be convened, with cross-sector leadership, facilitated by the Innovation Agency, to review how we collectively support our communities, based on the Realising the Value work (NHS and Health Foundation) as part of a joined-up approach to recovery and new models of integrated working: <https://www.health.org.uk/publications/realising-the-value>. See ten actions below.

### 4.2 Community Boards:

Explore mechanisms to include and build on the voice of Communities. One example to explore are Community Boards, which are a new way of bringing the council, groups, organisations and local people together to look at local



issues and find ways of improving them together. As a community-led partnership, Community Boards will:

- influence how decisions are made and how services are delivered
- represent the voice of local people
- capture thoughts, ideas and suggestions
- bring together key community partners and residents
- identify local needs and work to produce creative solutions

**4.3 Network of Community Champions:** Explore potential for a network of Community Champions, one in each ward or health neighbourhood, across Lancashire. There are two potential roles:

- Voice: These could be roles linked to community centres and grassroots VCFSE organisations and could be a way to support the voice of communities across Lancashire; possibly a community assembly model. If Voice, we need to decide if this is the preferred model over Community Boards. AND/OR
- Community development: This could be a community organiser model, possibly networked across Lancashire, to provide peer support. Possibly duplicating link workers and local community development, or integrated.

**4.4 Person-centred delivery principle:**

Recognition, in terms of service delivery, by public sector partners of how much time is needed to support an individual. This should be incorporated into commissioning and procurement practice.

**4.5 Develop a VCFSE Mental Wellbeing model of support**

**4.6 Build a community-led, cross-sector, community development model** of supporting people to link with others with similar interests. Eg Community Circles models linked to a cross-sector approach that understands 'the workforce' eg care home staff, volunteers, carers, social care, NHS staff, paid VCFSE staff, Wellbeing teams, etc. Understanding the local wider workforce, that includes the VCFSE sector, and promoting integrated training (eg MECC)



**4.7 Develop a model of support for Lancashire's wider workforce** (ie including VCFSE paid staff, volunteers and carers).

## 5. Green Communities

**5.1 Reimagine public spaces to create community ownership and pride.** Conduct a review of public spaces in conjunction with partners.

**5.2 Develop community food supply chains** linked into local allotment and gardening initiatives, for communities and Food Bank users. The VCFSE sector has been truly remarkable in feeding people in need during the COVID crisis. Going forward – could we channel our efforts into organic food growing and local supply chains, reducing food waste and helping the environment? Is it possible for the food bank movement to work with beneficiaries, supporters and others, to develop community allotments and home-based micro gardens? Build a 'grassroots' Community gardens and allotments movement in Lancashire. Run awards linked to this.

**5.3 Create a Green Lancashire Network:** a cross-sector network and space for collaborating on green initiatives across Lancashire. This should use an online platform of shared best practices, which explore a range of initiatives that enhance community cohesion and pride in green and community spaces.

**5.4 Green Prescribing:** Develop a model for Green prescribing in Lancashire, linked to Social Prescribing (see theme/action 6)

## 6. Pioneer a Lancashire Social Prescribing Model

**6.1 Promote Social Prescribing:** Increase understanding of the benefits of social prescribing across the VCFSE and public sectors.

**6.2 Build a transparent, familiar Lancashire Social Prescribing (SP) system.**

This needs to be more than just investment in link workers and should be delivered in collaboration with networks resourced and able to share their experiences. We ask that the NHS, Department for Health and Social Care, local health, council and other public sector partners commit to and promote the following Minimum Model VCFSE Social Prescribing System, based on these 9 principles and proposals:

- i. Build a clear, transparent open SP system, which local partners/agencies can support and refer into and support by taking referrals.
- ii. Referral routes to be agreed locally and based on an integrated approach.
- iii. In order to support referrals to VCFSE groups, a small grant pot of minimum £1 per capita pa is available to every neighbourhood (ie £50k in a health neighbourhood with a population of 50,000 people).
- iv. Hosting fee for local VCFSE organisations is topped up to £10k per link worker so that organisations receive a more adequate contribution for their time, commitment, networks and expertise.

- v. An adequately resourced local VCFSE infrastructure organisation and volunteer centre are linked to the local SP system. Two important elements of an effective local SP system (or community) are:
  - Volunteer brokerage and volunteer opportunities
  - VCFSE community development and support
- vi. National investment in link workers linked into social care. SP is not just for GPs.
- vii. National public sector agencies and government departments commit to 'building onto' local SP systems. eg DWP, Department for Business, Innovation and Skills (BIS), Arts Council, DEFRA, etc
- viii. Most importantly, PCNs commit to building onto local VCSE systems and assets as part of developing an integrated (with VCFSE sector) health neighbourhood approach.
- ix. Additional roles on Primary Care Reimbursement Scheme have a larger allocation in order to allow for VCFSE hosting. Current model is a disincentive to joined up working with VCFSE sector and encourages isolated Primary Care Network (PCN) working. Develop an integrated community development.
- x. Build more relationships between social prescribing teams and volunteer programme coordinators.

## 7. A Safer Lancashire

Build a stronger working relationship between the VCFSE sector and Andrew Snowden, Lancashire's Police & Crime Commissioner (PCC) in order to support stronger and safer communities. This is the third term of commissioners since they began in 2012. Our asks are:

- 7.1 **PCC-VCFSE Accord:** Develop a joint working agreement between the PCC and the VCFSE sector.
- 7.2 **Review of PCC/VCFSE practice:** As part of this, ask the PCC to commission a review of local and national models of joint VCFSE/PCC working, with a view to pioneering models of working in Lancashire that will benefit communities and citizens.



**7.3 Review of youth provision:** A key part of this review, should be to understand and assess current cross-sector provision for young people, especially after school clubs and youth provision.

**7.4 Review online safety guidance and role of neighbourhood watch in different communities.**

## 8. Helping People into Employment

**8.1 Use the VCFSE sector to help make enhancing the employability of young people a priority.**

**8.2 Support VCFSE role in Kickstart and beyond.**

**8.3 With partners, build evidence base of volunteering as a way into employment**

**8.4 Build routes from volunteering into employment** eg interview training, CV development, etc. Internally, offering job opportunities to volunteers.

## 9. Adequate VCFSE Resources to play our full part in the future of Lancashire

**9.1 Co-design funding in Lancashire:** Establish a Lancashire Funders Forum that meets quarterly and links into VCFSE strategic agencies in order to understand and flex to needs of local VCFSE groups. The Forum should review learning from pandemic in order to simplify mechanisms, support accessibility and draw on VCFSE intelligence (possibly co-design investment need and asks). Review of current model of giving, fundraising and donations to sector across Lancashire. National Emergency Trust and Lottery funding have been two important sources of investment over the past 15 months. Need this to continue.

**9.2 Develop and consult on a Lancashire VCFSE Commissioning Framework**

**9.3 Develop a VCFSE ask of the Shared Prosperity Fund**



**9.4** Recovery investment into community centres and VCFSE service provider. The latter should support a longer term model of blended (face to face and online) and inclusive VCFSE service delivery.

**9.5** Lobby for a period of zero rated VAT for capital works on charity operated premises

**9.6** Full rate relief for VCFSE premises in order to address income generation losses from those premises

**9.7** Recognition of the role of the sector in addressing need as part of system planning. This could link to light touch grant investment.

**9.8** Improve sector access to free community assets, free resources

**9.9** Programme of VCFSE leadership and future leaders training. This could be part of an integrated workforce training approach across Lancashire's public, private and VCFSE sectors.

**9.10** Access to uncomplicated small pot/grant funding for medium, small and below the radar community groups. This is a vital part of keeping the sector ticking over, as key elements of functioning communities.

## Appendix 1

Lancashire is home to an estimated 10,800 VCFSE groups, including around 2700 charities, 5540 unregistered/unincorporated groups and 2540 social enterprises

No official figure regarding the amount of groups and entities in the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector in Lancashire exists. Therefore, we have had to devise a method for calculating this figure.

The VCFSE sector of Lancashire comprises organisations that will most likely fit into two categories: regulated entities (charities regulated by Charity Commission and social enterprises operating as companies regulated by Companies House and other regulators such as Regulator of Community Interest Companies; and unregulated entities (community groups and other unincorporated entities).

To determine the amount of charities, we filtered the Charity Commissions database by the constituencies of Lancashire and recorded the results.<sup>2</sup> We then used the guidance from the NCVO Almanac to filter out charitable entities such as non-departmental public bodies, housing associations or universities.<sup>3</sup> Using this method we recorded **2744 charities** in the constituencies of Lancashire county.

In seeking an estimate of the number of social enterprises in Lancashire, we were led by Social Enterprise UK's (2022) current estimate of 100,000 social enterprises in the UK.<sup>4</sup> By using the

proportion of the population of constituencies of Lancashire to UK population as a whole, we estimated a number of **2538 social enterprises in Lancashire**.<sup>5</sup>

Finally, regarding unregulated entities, we relied on Mohan et al's (2010)<sup>6</sup> analysis that there are 3.66 below the radar (BTR) organisations per 1,000 people in the UK. This analysis is very popular and has been used in reports by VS6S and 10GM to calculate amounts of unregulated and unincorporated groups in Liverpool and Salford.<sup>7</sup> Based on a population of 1,515,487<sup>8</sup>, we calculated **5,547 BTRs** in constituencies falling within Lancashire county.

*There are likely to be around 20,895 people working in the VCFSE sector in Lancashire*

Based on the NCVO Almanac's (2021) statistic that the VCFSE sector employs around 3% of the UK workforce.<sup>9</sup> We worked out that the size of the Lancashire workforce, based on a 75.5% current UK employment rate of the 16-64 population in Lancashire (922,508) was 696,494 and that therefore the VCFSE sector accounted for an estimated **20,895 employed persons**.<sup>10,11</sup>

*There are likely to be around 208,850 people who volunteer once a month in Lancashire*

In seeking to estimate the value of the volunteers to the sector, we worked from the NCVO Almanac's (2021) conclusion that 17% of the over 16 population report volunteering once a month. We used this figure to work out the proportion of the over 16 Lancashire population that volunteer

2 <https://register-of-charities.charitycommission.gov.uk/constituency-search>; <https://members.parliament.uk/constituencies>

3 Total amount of charities as though it had been worked out using the NCVO Almanac 'general charities' definition. 83% of charities listed on Charity Commission were filtered out using this methodology. Therefore, total charities registered in Lancashire county constituencies on Charity Commission x 0.83. [beta.ncvo.org.uk/ncvo-publications/uk-civil](https://beta.ncvo.org.uk/ncvo-publications/uk-civil)

4 [socialenterprise.org.uk/media-centre/resources-for-social-enterprises/](https://socialenterprise.org.uk/media-centre/resources-for-social-enterprises/)

5 [socialenterprise.org.uk/media-centre/resources-for-social-enterprises/](https://socialenterprise.org.uk/media-centre/resources-for-social-enterprises/); [ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates](https://ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates) ONS (2021) *Mid-2020 Population Estimates for Parliamentary Constituencies in England and Wales by Single Year of Age and Sex - Experimental Statistics*. [ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/parliamentaryconstituencymidyearpopulationestimates](https://ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/parliamentaryconstituencymidyearpopulationestimates)

6 Mohan J, Kane D, Wilding K, Branson J, & Owles F. (2010) *Beyond 'flat-earth' maps of the third sector: Enhancing our understanding of the contribution of 'below-the-radar' organisations*. Northern Rock Foundation Briefing Paper. [communityfoundation.org.uk/wordpress/wp-content/uploads/2017/09/NRF-TST-Report-Beyond-Flat-Earth.pdf](https://communityfoundation.org.uk/wordpress/wp-content/uploads/2017/09/NRF-TST-Report-Beyond-Flat-Earth.pdf)

7 <https://static1.squarespace.com/static/5dbd9d4554374e25938375ad/t/607851109f3fba5df9b25fab/1618497834261/LCR+VCFSE+Manifesto+-+Final.pdf>; <https://www.salfordcvs.co.uk/system/files/Salford%20SoS%20Report%202021.pdf>

8 Sum of all populations for constituencies falling in Lancashire county lines. ONS (2020) *Mid-2020 Population Estimates for Parliamentary Constituencies in England and Wales by Single Year of Age and Sex - Experimental Statistics*. [ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/parliamentaryconstituencymidyearpopulationestimates](https://ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/parliamentaryconstituencymidyearpopulationestimates)

9 [beta.ncvo.org.uk/ncvo-publications/uk-civil-society-almanac-2021/workforce/](https://beta.ncvo.org.uk/ncvo-publications/uk-civil-society-almanac-2021/workforce/)

10 ONS (2021) *Mid-2020 Population Estimates for Parliamentary Constituencies in England and Wales by Single Year of Age and Sex - Experimental Statistics*

11 We know from NCVO Almanac (2021) that London accounts for a higher percentage of VCFSE sector staff, but through the method here should still get a decent estimate



once a month and calculated that this was calculated as **208,850**.<sup>12</sup> We also worked from the finding of Nicol Economics (2020) that people volunteer an average of 3.24 hours per week.<sup>13</sup>

*The VCFSE sector contributes over £609m each year to the Lancashire Economy. This includes over £143m from volunteering and a contribution to the Lancashire economy through employment that exceeds £465m*

While we have estimated that 208,850 people are likely to volunteer once a month in Lancashire, we also know from the NCVO Almanac (2021) that only 7% cite themselves as being consistently and heavily involved with volunteering in the VCFSE sector. Based on this we extrapolated that there will be around 86,000 volunteers that are heavily involved with the VCFSE sector in Lancashire. Nicol Economics states that for those who “regularly volunteer” do so for an “average of 3.24 hours per week”. As such, we worked out that, by using the current real living wage standard to value an hour of volunteer’s work at £9.90, that volunteering in Lancashire has a contribution **valued at £143,443,005**.

Considering the same logic for the number of staff working in the VCFSE sector, which we estimated as 20,895 employed people, we worked out the contribution by employees in the VCFSE sector. Lancashire Gov (2019) interpretations of ONS figures told us that median salary in Lancashire was 9% lower than the UK average.<sup>14</sup> Assuming this trend has continued, with the UK median hourly salary being £14.10, the equivalent for Lancashire would be £12.83.<sup>15</sup> Then assuming the trend found by NICVA (2014) continues that VCFSE sector salaries are 14% lower than average across all sectors, we estimated the average salary for VCFSE salaries in Lancashire as £11.05.<sup>16</sup> Based on the median working week in Lancashire of 38.8 hours, and an hourly wage of £11.05, we calculated a contribution of **£465,992,656**.<sup>17</sup>

Combined, this equals a **total VCFSE sector contribution of £609,435,661**.

## Thank you to the following organisations and groups for making this manifesto possible:

- Burnley, Pendle, Rossendale CVS
- Blackpool Citizen’s Advice Bureau
- Blackpool Wyre and Fylde CVS
- Community CVS
- Community Foundation
- Hyndburn & Ribble Valley CVS
- Lancaster District CVS
- Lancashire BME Network
- Lancashire Independent Race and Equality Panel
- SELNET
- Spring North
- Volunteer Centre – Blackpool, Wyre & Fylde
- West Lancs CVS

12 [beta.ncvo.org.uk/ncvo-publications/uk-civil-society-almanac-2021/volunteering/](https://beta.ncvo.org.uk/ncvo-publications/uk-civil-society-almanac-2021/volunteering/)

13 ONS (2021) *Mid-2020 Population Estimates for Parliamentary Constituencies in England and Wales by Single Year of Age and Sex - Experimental Statistics*. [ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/parliamentaryconstituencymid-yearpopulationestimates](https://ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/parliamentaryconstituencymid-yearpopulationestimates); [parliamentaryconstituencymidyearpopulationestimates](https://www.parliament.uk/resources/parliamentary-statistics/mid-year-population-estimates); Nicol Economics (2020; p.30) *Assessing the value of volunteers in community businesses*. [https://www.powertochange.org.uk/wp-content/uploads/2020/06/Value\\_of\\_Volunteering\\_Working\\_Paper\\_Final.pdf](https://www.powertochange.org.uk/wp-content/uploads/2020/06/Value_of_Volunteering_Working_Paper_Final.pdf)

14 [lancashire.gov.uk/lancashire-insight/economy/income-earnings-and-benefits/average-earnings-and-hours-of-work/](https://lancashire.gov.uk/lancashire-insight/economy/income-earnings-and-benefits/average-earnings-and-hours-of-work/)

15 [ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/lowandhighpayuk/2021](https://ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/lowandhighpayuk/2021)

16 [nicva.org/article/state-of-the-sector-profiles-the-vcse-workforce](https://nicva.org/article/state-of-the-sector-profiles-the-vcse-workforce)

17 [lancashire.gov.uk/lancashire-insight/economy/income-earnings-and-benefits/average-earnings-and-hours-of-work/](https://lancashire.gov.uk/lancashire-insight/economy/income-earnings-and-benefits/average-earnings-and-hours-of-work/)