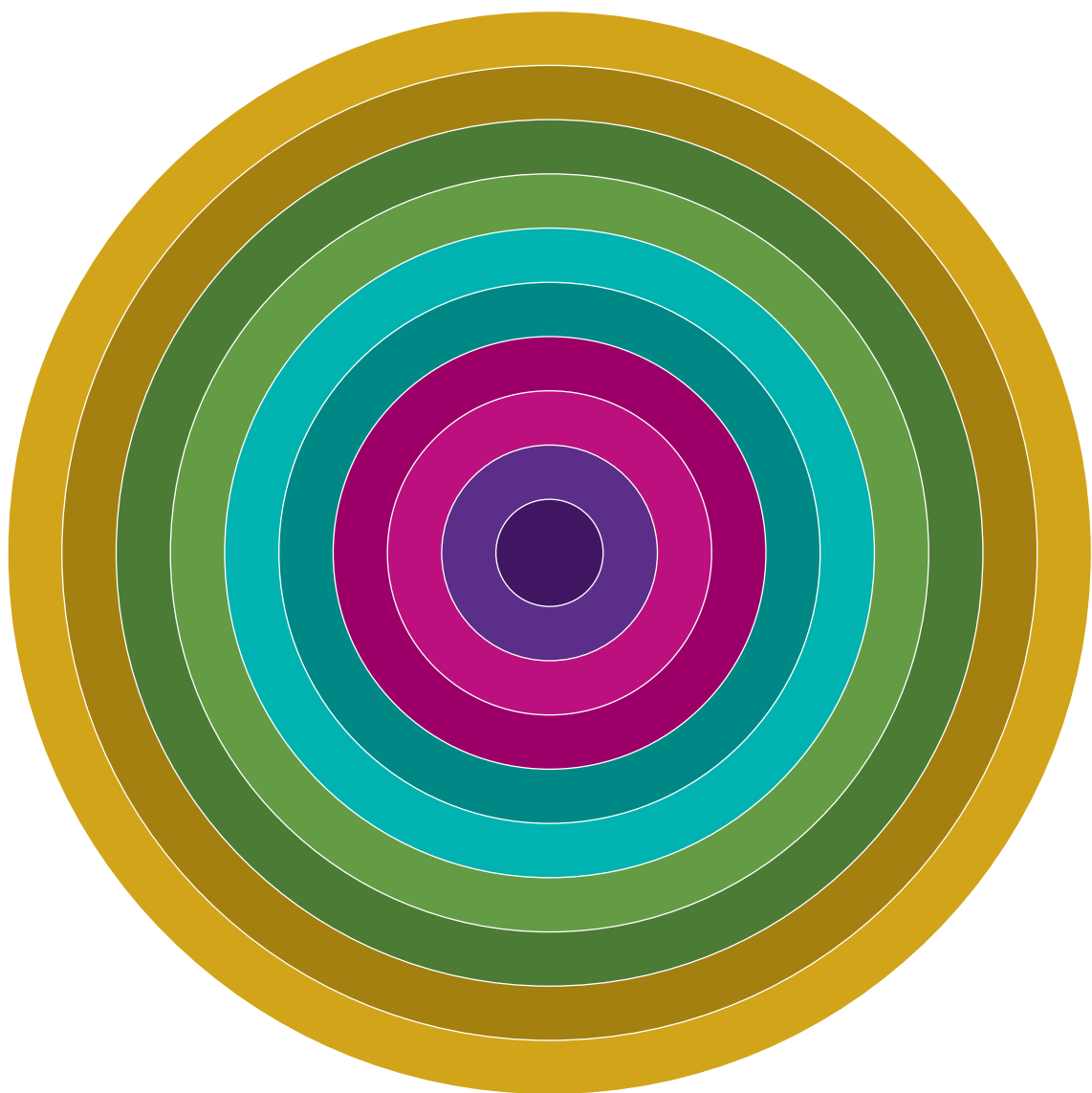


National Council for Voluntary Organisations

# Impact Report 2007/08



# vision. mission. values...

## Vision

NCVO's vision is of a society in which people are inspired to make a positive difference to their communities

## Mission

A vibrant voluntary and community sector deserves a strong voice and the best support. NCVO aims to be the support and voice.

## Values

### independence

Independence – we value the independence of the voluntary and community sector and support organisations to take their own decisions and actions. We will be a strong and independent voice for the voluntary and community sector.

### innovation

We believe that the voluntary and community sector is innovative in its approach to achieving its goals and we will strive to be creative and original in all our work.

### inclusiveness

We value the diversity of the voluntary and community sector, and of society, and strive to be inclusive in all aspects of our work.

### collaboration

We believe that the voluntary sector is strongest when it works together and that its future will be shaped through collaborative working and this will be the key to the way we work.

### passion

We believe voluntary action is built on the passion of individuals and communities to make a positive difference. We will be passionate in our support of the voluntary and community sector.



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# Introduction

This Impact Report allows us to report back on the activities of NCVO over the year 2007-2008, and to determine our progress in attaining the organisation's top level outcomes, following the launch of our strategic agenda, Vision for the Future.

NCVO had a very successful year in 2007/08 and saw membership grow from 5113 to 5777.

We continued to provide much needed advice and support in the areas of sustainable funding, collaborative working, governance and leadership, ICT, performance and workforce. Going forward, NCVO was pleased to secure three National Support Services to run: Leadership and Governance; Campaigning and Advocacy; and Responding to Social Change, and in addition we will maintain capacity to provide guidance in workforce, strategy and impact, collaborative working and ICT.

We successfully influenced policy on behalf of the sector around use of Lottery money and on the Local Government Bill. We have ended the year with morale good and high expectations of what we can achieve for civil society over the coming year.

I would like to highlight a small number of the many activities undertaken by the organisation in the course of the year.

# We have ended the year with morale good and high expectations of what we can achieve for civil society over the coming year.

The annual conference continues to sell out with 93% of delegates rating the event good or very good. Over 650 delegates saw keynote speeches from Ed Miliband MP, Minister for the Cabinet Office and Chancellor of the Duchy of Lancaster, Oliver Letwin MP, and Pam Giddy, Director of the POWER Inquiry into why the decline in popular participation and involvement in formal politics has occurred and to provide concrete and innovative proposals to reverse the trend.

The environment report, included in more detail below, highlights NCVO's recognition of the importance of climate change and sustainable development in the broader policy context and its likely impact on Civil Society. NCVO's first environmental report highlights the excellent progress to date and a substantial reduction in our carbon footprint. NCVO's commitment to managing our activities in an environmentally sensitive way has been highlighted to the wider sector in a video cast on our website.

We made good progress on Customer Relationship Management project and much was achieved in the year. We are three quarters of the way though a project to create a single system that can record all the help and support we give to member and non-member organisations in a single place which will allow us to understand what our members and non-members want from us much more clearly.

We supported 50 national and 30 local organisations in ensuring that the standards established in The Compact were upheld. The Compact Advocacy team created an online toolkit to support the sector and helped sexual violence support centres secure £1 million in emergency funding after a high profile political and media campaign for sustainable funding for the sector.

The first UK Civil Society Almanac was launched to much acclaim at NCVO's annual conference in February 2008. This is the first publication to provide a comprehensive map of civil society organisations and their financial breakdown, and, as such, represents ground-breaking work by NCVO's research team, which will be built on further in the years ahead.

The past year has been a challenging one, with the National Support Services replacing the Hubs, and the consequent readjustments and realignments within the organisation. Staff have approached this period of change with a commendable degree of professionalism and I am confident that the Board, Chief Executive, management team and staff will continue to strive to build an organisation that reflects the wider needs of civil society.

**Sir Graham Melmoth**  
Chair, NCVO





# AIMS AND ACHIEVEMENTS

# AIMS AND ACHIEVEMENTS

NCVO's vision is of a society in which people are inspired to make a positive difference to their communities. We believe that a vibrant voluntary and community sector deserves a strong voice and the best support, and aim to be that support and voice.

Our strategic agenda, NCVO's *Vision for the Future* was produced in 2005. This was the result of extensive consultation with members, the wider sector, key opinion formers and other stakeholders. In order to better evidence the difference we make to the sector and its beneficiaries, NCVO is currently moving to full outcomes reporting and aims to have rolled out a comprehensive and best practice tailored outcomes-focused framework, for planning and reporting, across the whole organisation within the next two years.

The strategic agenda encompasses five themes: values, engaged citizens, relationships, governance and resources. This year, in the move towards the outcomes-focused framework, NCVO articulated six top tier outcomes linked to these themes. These are summarised as follows:

The strategic agenda encompasses five themes: values, engaged citizens, relationships, governance and resources.

## Values

We aim to bring about a comprehensive understanding of the distinctive value and values that the voluntary and community sector brings to society.

**OUTCOME: The unique value of civil society is increasingly understood and recognised.**

## Relationships

We aim to redefine, develop and improve the relationships and partnerships within the voluntary and community sector and those with the other sectors and the general public.

**OUTCOME: Civil society organisations are independent, successful and innovative, and work with others to make a positive difference.**

## Resources

We aim to ensure that voluntary and community organisations have access to the resources and personnel they need to achieve their mission and to make the most effective use of these resources.

**OUTCOME: Civil society benefits from increased income and people resources.**

## Engaged Citizens

We aim to ensure that voluntary and community organisations and their users can play the fullest part in civil society and in building a diverse, tolerant, just and compassionate society.

**OUTCOME: More citizens actively engage with and contribute to civil society.**

## Governance

We aim to ensure that an organisation, at whatever stage in its development, can access appropriate information, advice and models of good practice easily and quickly.

**OUTCOME: Civil society infrastructure is effective, comprehensive, inclusive and representative.**

## Operations

**A sixth top tier outcome is internally focused: NCVO operates effectively and sustainably.**

The following pages look at selected key achievements during 2007/08.

# The unique value of civil society is increasingly understood and recognised

## OUTCOME 1

### Last year's aims included:

**Carry out research work on third sector statistics to extend the breadth and depth of quantitative analysis of the sector, including more focus on public services and more sub-sectoral analysis.**

ACHIEVED – The first UK Civil Society Almanac was launched to much acclaim at NCVO's annual conference in February 2008. The first UK Voluntary Sector Workforce Almanac was launched, comprising a ten year time-series analysis of the UK voluntary sector workforce that provides reliable and authoritative evidence on the sector's workforce.

**Input into the manifesto development of each of the mainstream political parties.**

PARTLY ACHIEVED – Election manifestoes were not developed last year, so there was nothing for us to input into. At one stage it appeared there would be a snap election in October, but once it became apparent that this would not happen, this activity was deferred.

**Play a central role in the establishment of a giving research centre and undertake research to explore the links between giving and citizenship.**

PARTLY ACHIEVED – We undertook a policy consultation with NCVO members, subsequently developing a policy position and then collaborating in a successful bid to run the centre. We will be taking a key role in helping the sector centre engage with the third sector. The work to undertake research on active citizenship and giving has not been achieved, as work around the establishing giving centre became the priority, and this activity has been rolled forward.



**Continue to promote understanding of the sector's role in public service reform, including publishing a set of essays on issues emerging from public services, local government and community engagement.**

PARTLY ACHIEVED – We continued to promote understanding of the sector's role in public service reform by submitting evidence to enquiries by the Public Administration Select Committee (PASC) and The European Information Society Group (Eurim). Emerging priorities such as working with the Department for Communities and Local Government (DCLG) to influence the implementation of the Local Government Bill and responding to other consultations meant we were unable to publish the set of essays.

**And this year we also:**

- Published a report on skills gaps and shortages in England: *Voluntary Sector Skills Survey – England* and, with the Charities Aid Foundation (CAF), research on charitable giving.
- Ran a pilot study to create a quarterly panel to assess confidence in the sector's external environment.
- Secured a commitment from government that no further lottery money would be used for the Olympics and secured ministerial commitments on the role of the sector during the passage of the Local Government Act.
- Occupied a pivotal role in EU civil society, holding key positions in the Comité Européen des Associations d'Interet General/European Council for Non-Profit Organisations (CEDAG) and in the Missing Link project, which aims to develop an effective network of national voluntary sector umbrella organisations within the EU.

**Outcomes for the forthcoming year include:**

- Ensure that politicians, opinion formers and the media have a better understanding of the issues facing the voluntary and community sector.
- Ensure that policy-makers take into account existing research by NCVO and others when developing policies.
- Raise awareness amongst policy-makers, funders, infrastructure organisations and support providers of the need for governance systems and regulation proportionate to the size and needs of the organisation.
- Improve the understanding amongst policy-makers – both in government and in the sector – of the contribution of voluntary and community organisations towards civil society and the development of stronger communities, particularly at a local level.

# More citizens actively engage with and contribute to civil society



## Last year's aims included:

**Carry out further research and policy work to begin to map out UK civil society to aid an understanding of the importance of the sector for social cohesion.**

ACHIEVED – *The UK Civil Society Almanac* highlights, for the first time, the extent of civil society organisations in the UK. This is the first publication to provide a comprehensive map of civil society organisations and their financial breakdown.

**Focus our Campaigning Effectiveness programme on capacity building and research and development.**

ACHIEVED – NCVO worked to ensure that the voices of citizens and their representatives were strengthened and had an influence at all levels of government through running a number of training courses, network forums, accredited training schemes, and many other events to develop sector capacity in campaigning effectiveness.

**Launch two publications from the Governance and Leadership team – *Building Strategic Board Diversity and Governance, Diversity and User Involvement*.**

PARTLY ACHIEVED – The development of a fifth edition of the *Good Trustee Guide* was identified as a priority and as such the two publications *Building Strategic Board Diversity and Governance, Diversity and User Involvement* were produced but not printed. The portfolio of Governance and Leadership publications has also been reviewed as a whole.

# voice

## **Progress our international civil society work, including networking, good practice and information sharing and a campaign for the EU Compact.**

NCVO has been very active at the EU level with considerable success at gaining new partners and allies for the consolidation of an EU wide network for national non-profit platforms (or umbrella groups). NCVO has actively campaigned for an EU Compact, and has raised awareness in a wide range of European political offices – there has been public support from the UK Foreign Office. We gave evidence to the European Parliament Constitutional Affairs Committee. We have seen rapid growth of international members and a greatly increased interest in international campaigns.

## And this year we also:

- Promoted the voluntary sector as a great place to work and develop a career, with the launch of the UK Workforce Hub's Bright Futures Positive Influence – a work placement guide, as well as producing an updated version of the charity careers guide Working for a better world.

## Outcomes for the forthcoming year include:

- Improve NCVO members' opportunities to understand and engage with the political process.
- Reduce the skills gaps and shortages among voluntary and community sector organisations.
- Research on how voluntary and community organisations 'bridge' between different communities.

# Civil society organisations are independent, successful and innovative, and work with others to make a positive difference

## Last year's aims included:

### **Increase our voluntary sector membership to 5,675.**

ACHIEVED – Growth in membership has continued apace during 07–08 and at the close of the year stands at 5,777 members – an increase of over 600 voluntary sector members from the previous year.

### **Provide information and advice on all forms of collaborative working including mergers, through the work of the Collaborative Working Unit within our leadership and governance team.**

ACHIEVED – NCVO has produced a range of accessible good-practice publications and has developed a website as a dedicated resource on all aspects of collaborative working: from joint working agreements to the structures for consortia delivery of public services. We disseminated 7,341 publications and visits to the Collaborative Working Unit's website rose by over 17,000 to 64,568 for the year.

### **Strengthen, via our Compact team, the voluntary and community sector's representation on Compact issues at national and local level, with the aim of supporting over 60 local and national cases and develop an interactive toolkit to enable self advocacy.**

ACHIEVED – NCVO supported 50 national and 30 local organisations in ensuring that the standards established in The Compact were upheld. The Compact Advocacy team also created an online toolkit to support the sector and helped sexual violence support centres secure £1 million in emergency funding after a high profile political and media campaign for sustainable funding for the sector.

Increase in membership numbers in 2007–08

+664

## And this year we also:

- Gave voluntary and community sector organisations a better understanding of the external environment by publishing the Voluntary Sector Strategic Analysis, and produced reports on Web 2.0, ICT and charitable giving.
- Provided a highly rated information service to members and non-members through the website with an average of 51,000 unique visitors per month.
- Ran a help desk service that continued to provide much valued support to the sector.
- Continued to produce VS magazine to a very high quality.
- Ran many well attended conferences that provided information and support for the sector in areas such as marketing, membership and data protection.

## Outcomes for the forthcoming year include:

- Ensure that sector organisations have the information, guidance and knowledge they need to encourage and enable staff, volunteers and trustees to continue to learn and develop.
- Strengthen the governance and leadership capacity of the sector.
- Facilitate improvements in the organisational performance of NCVO members.
- Improve the awareness of senior managers, trustees and operational managers of the strategic benefits of ICT.
- Improve the sector's knowledge of collaborative working opportunities and how to collaborate.

# Civil society infrastructure is effective, comprehensive, inclusive and representative

## OUTCOME 4

### Last year's aims included:

**Continue to develop our Governance and Leadership team, focusing on strengthening the skills of trustees and staff with leadership roles within the voluntary and community sector, collaborative working and other leadership services.**

ACHIEVED – NCVO held the 10th annual trustee conference – NCVO's second largest event – and successfully bid for the National Support Services workstream in leadership and governance. NCVO's leadership services were launched and an emerging leaders' network (20:20) was developed. NCVO has also secured funding to enable delivery of leadership services, including a new, three-year agreement with Barclays and a new two-year funding arrangement with Provident Financial. We also launched the publication Good Governance: the Chief Executive's role.

**Ensure that the Governance Hub continues to deliver against its objectives, including raising awareness of trusteeship, recruiting new board members and developing and promoting further learning schemes for people involved in governance.**

ACHIEVED – The Governance Hub delivered a hugely successful Get on Board campaign to promote trusteeship as a fulfilling and critical role in society. The campaign achieved a media reach of 14 million, 13,000 unique website visits and 2,585 people registered as potential trustees.

The Hub also made substantial progress in equipping the leaders of civil society organisations with the knowledge and skills to fulfil their responsibilities by offering a range of resources, including a website, online toolkits, a newsletter, Governance Matters and training; and by promoting the Code of Good Governance.

# 14m

## And this year we also:

- Supported the sector to help it engage more effectively with government by maintaining the Policy Forum and by setting up and managing the Infrastructure National Partnership secretariat.
- Continued to support the Personnel Network and Diversity Forum and Charity Trainers' Network through the UK Workforce Hub.
- Developed the Public Service Delivery Network of voluntary and community organisations and public sector staff membership which has grown to 740.
- Ran over 60 specialist infrastructure events on ICT working with a variety of different partners from Homeless Link to the Consortium of Lesbian Gay Bisexual and Transsexual Organisations.

## Outcomes for the forthcoming year include:

- Improve the sector's understanding of the aims and objectives of campaigning.
- Strengthen the sector's campaigning practice through effective planning and delivery.
- Improve the sector's understanding and engagement with public policy debates.
- Improve access to clear, accessible and relevant information about social change via a significantly expanded NCVO Third Sector Foresight programme and website.

# Civil society benefits from increased income and people resources

# 51

## Last year's aims included:

**Ensure that the national hubs continue to deliver in accordance with their business plans, and supporting Capacitybuilders to ensure that the transition from hubs to national support services occurs to the best advantage of the sector's beneficiaries.**

ACHIEVED – NCVO continued to provide much needed advice and support in the areas of sustainable funding, collaborative working, governance and leadership, ICT, performance and workforce. Going forward, NCVO was pleased to secure three National Support Services to run: Leadership and Governance; Campaigning and Advocacy; and Responding to Social Change, and in addition we will maintain capacity to provide guidance in workforce, strategy and impact, collaborative working and ICT. NCVO has ensured that the legacy of work produced by the national hubs will not be lost in transition to national support services.

We increased understanding and awareness of the strategic benefits and use of ICT amongst senior staff, trustees and operational managers in the voluntary and community sector by offering a range of resources, including conferences and events, reports, newsletters, a popular website, and over 60 case studies.

We increased knowledge among frontline organisations and infrastructure agencies about strategy and planning, change management and performance issues. Numbers accessing the Performance Hub website and online tools continued to grow.

**Run a recruitment and retention campaign to increase voluntary sector members, improve our affiliate membership schemes, and provide marketing support for the sector.**

ACHIEVED – NCVO ended the year with 5,777 organisations as members. These members represent the full range of voluntary and community activity from household names to small local community groups. We held five successful events to support the sector with its marketing work. In partnership with Media Trust, we secured funding from Capacitybuilders to deliver a three-year programme of marketing support as part of the Marketing and Communications National Support Service.

Unique visitors to NCVO website each month

000

**Deliver an integrated members' service encompassing online, publications and the helpdesk.**

PARTLY ACHIEVED – Excellent progress was made in terms of integrating the membership 'offer' and a major project undertaken which will develop an online community for the voluntary sector.

**And this year we also:**

- Made excellent progress in generating earned income, increasing the customer base and membership, increasing income from existing products and services and developing new enterprise opportunities.
- Provided influential responses to two HMT (Treasury) consultations on unclaimed assets and Gift Aid.
- Provided advice and support to help voluntary and community organisations understand the full range of funding and finance options open to them.
- Reached several hundred organisations face to face at the Sustainable Funding Annual Gathering, workshops and keynote speeches, with 87% of delegates reporting an increase in their understanding of sustainable funding principles.

**Outcomes for the forthcoming year include:**

- Ensure that the sector is able to access and manage the financial and funding resources it needs to deliver its core mission.
- Ensure that infrastructure agencies support frontline organisations in pursuing a full range of funding and finance options and develop appropriate management skills.
- Facilitate improvements in the performance management systems of two major sector funders.

# NCVO operates effectively and sustainably



## Last year's aims included:

### **Attain the Investors in Diversity Standard.**

NOT YET ACHIEVED – Changes in personnel and the need to oversee the transition from hubs to National Support Services meant we had to postpone this. We plan to achieve it during 08/09.

### **Pilot outcomes-focused reporting throughout the organisation.**

ACHIEVED – We have articulated six top tier outcomes to drive our work and we have developed four-year and one-year outcomes that cascade from them. We are now piloting ways of monitoring and reporting our achievements against the outcomes.

### **Implement a new customer relationship management culture and system.**

PARTLY ACHIEVED – NCVO is three quarters of the way through a project to create a single system that can record and that will allow us to understand what our members and non-members want from us much more clearly.

### **Improve our internal communications.**

ACHIEVED – We appointed a member of staff to focus on internal communications and a project team developed a new and improved intranet.

### **Manage the transition to the new governance structure.**

PARTLY ACHIEVED – At the AGM on 21 November 2007 changes to NCVO's governance were made which will take effect from after the AGM on 26 November 2008. The key changes will be:

1. The size of the Board will reduce to 12 Trustees.
2. There will be an Audit and Risk Committee and a Remuneration and HR Committee as committees of the Board.
3. A new NCVO Members' Assembly, reflecting the breadth and geographical spread of our members, will be set up as a forum for debating sector policy.
4. A Nominations Committee that will supervise the process, facilitate diversity and ensure the right mix of skills and experience in the new slimmed down Board.



## And this year we also:

- Provided a popular and well equipped conference suite which generates substantial income for the organisation.
- Through NCVO's support services, we continued to serve the organisation well during a challenging period of growth and change.
- Made great progress in implementing our environmental policy. NCVO's first environmental report highlights the excellent progress to date and a substantial reduction in our carbon footprint. NCVO's commitment to managing our activities in an environmentally sensitive way has been highlighted to the wider sector in a video cast on our website.

## Outcomes for the forthcoming year include:

- Increase the number of NCVO members and provide services which make them stronger.
- Develop the NCVO brand and ensure that the brand values are recognised and understood by members and wider audiences.
- Increase income to NCVO particularly from non-restricted sources including by renting out additional parts of NCVO offices.
- Ensure that the new trustee board and its committees are effective.
- Ensure that NCVO trustees, management and staff use the planning process in 2008 to know what difference NCVO makes.
- Ensure that trustees have confidence that NCVO is compliant with all relevant financial legislation and good practice.
- Ensure that NCVO continues to be a safe place to work.
- Maintain and develop NCVO's existing IT infrastructure.
- Ensure that staff recruitment is more cost effective and efficient.
- Ensure that staff continue to have the skills, knowledge and attitudes to be effective in their roles.



NCVO has made excellent progress in addressing its major impact by changing to Green Electricity and reducing its CO<sub>2</sub> Footprint by 62%



# ENVIRONMENTAL REPORT

This is the first environmental audit report comparing baseline information from 2005/06 with actual performance in 2006/07. NCVO has made excellent progress in addressing its major impact by changing to Green Electricity and reducing its CO<sub>2</sub> Footprint by 62%.

NCVO has recognised the importance of climate change and sustainable development in the broader policy context and its likely impact on Civil Society and is working towards addressing these issues as it develops its future strategy.

## Environmental considerations in decision making

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Environmental considerations are now included in most decisions and in particular with regard to the majority of purchasing and building management issues, subject to availability and price. NCVO also recognises the potential impact that environmental degradation and sustainable development are likely to have on civil society as a whole and regard this as a generic issue that the organisation is slowly but surely grappling with. HR procedures will be amended to incorporate environmental policy as part of the job evaluation review that is planned over the next six months. This will allow the Environmental Policy to become an integrated issue like Health and Safety and Equal Opportunities.

Environmental considerations are now included in most decisions and in particular with regard to the majority of purchasing and building management issues.

## Raising awareness with members and staff

Awareness has improved dramatically amongst staff and facility users. Increased efforts need to be made to highlight NCVO's commitment to address and understand the issues that sustainable development and especially climate change present to the voluntary and community sector and to wider civil society.

## Energy usage

NCVO's overall energy usage decreased by nearly 4% from 2005/06 to 2006/07 and whilst this is a modest decrease, it could be attributed to higher ambient temperatures experienced over the period in question. The increased usage of the conference facilities also suggests a result of better management and awareness.

NCVO made the decision to purchase green electricity at the beginning of 2006/2007 and as a result reduced its Carbon Footprint by nearly 62% to 112 tonnes of CO<sub>2</sub>.

During the audit period NCVO and its long term tenants staffing level remained constant with an average number of 216 staff. However our ability to allocate production of CO<sub>2</sub> as a per capita level has been complicated by the substantial usage of the buildings as a conference and seminar resource for the sector.

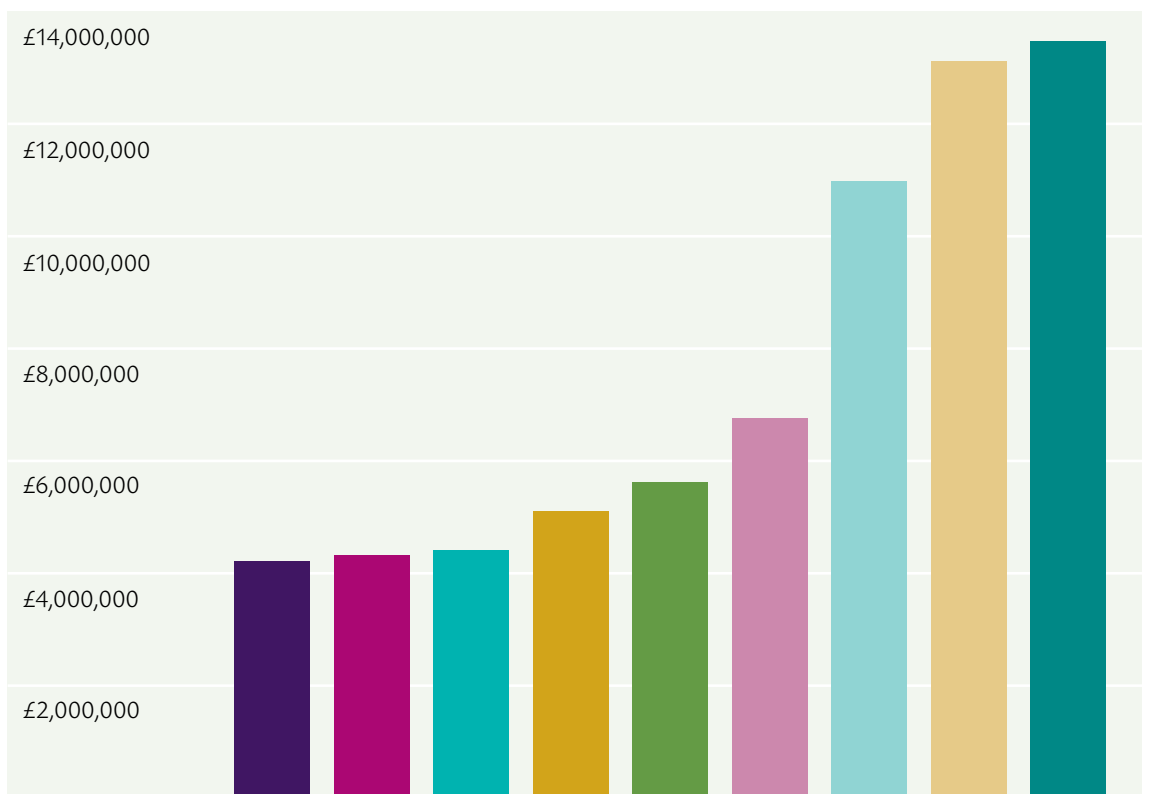
It was not possible to compare water usage during the audit period due to a broken meter but this will be rectified and reported in the years to come. Similarly the level of waste produced appears to be the same over the periods being audited but this is to be expected as the new recycling at desk and a concerted system was not introduced until late 2007.

The reduction of waste will form one of the new targets for staff and colleagues at NCVO as will the reduction in water consumption. Energy consumption will see an improvement as steps are taken to improve the way we control the temperature in the building.

# FINANCIAL HIGHLIGHTS

The following information is derived from the full audited financial statements, copies of the which can be obtained from: The Company Secretary, NCVO, Regent's Wharf, 8 All Saints Street, London N1 9RL.

## Total Incoming Resources 2007/08



1999/00 **£4,209,000**

2000/01 **£4,339,000**

2001/02 **£4,396,000**

2002/03 **£5,135,000**

2003/04 **£5,616,000**

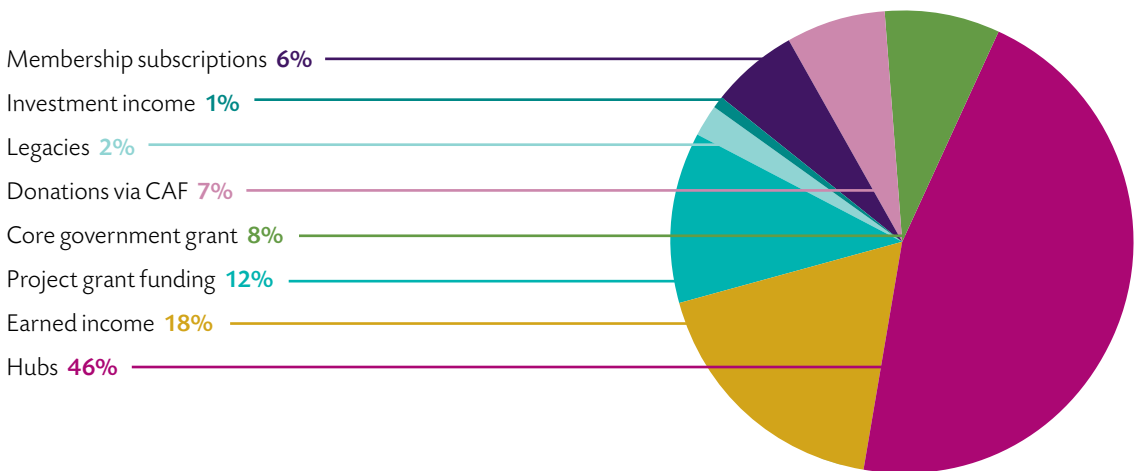
2004/05 **£6,767,000**

2005/06 **£10,978,000**

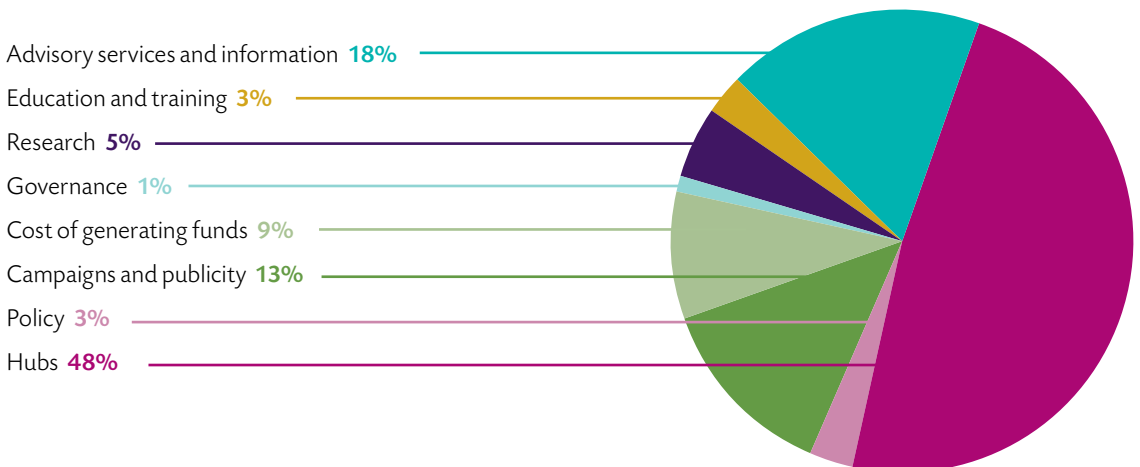
2006/07 **£13,113,000**

2007/08 **£13,396,000**

## Sources of Income 2007/08



## Expenditure Mix 2007/08



# Our members

Our growing membership represents and reflects the huge diversity of the voluntary and community sector in England, giving us a firm basis on which to speak out on wider issues affecting the organisations we support, and ensuring our work is anchored in their learning and experience.

As well as charities we also have community interest companies and social enterprises as members, and are proud of the work they do to improve the lives of the many different communities they support.

- 87% of our 5,775 members are registered charities
- 38% of our members have a national remit and 62% work on behalf of, and provide support to, their local communities.
- 78% of NCVO's members have incomes of less than £500,000 per year.

In terms of representation just under 40% provide health and social services and 21% are involved in education, employment and training. The remainder work for a wide range of causes, from environmental issues to animal welfare.

Our members form an important and vibrant part of the social and economic fabric of our society. Between them, they employ over half of all paid voluntary sector workers in England – over 250,000 employees – and benefit from the support of an estimated 7 million volunteers. They also generate over 40% of the sector's £27bn annual income in England.

NCVO counts hundreds of national, regional and local umbrella bodies, resource agencies, associations, coalitions and networks among its members, large numbers of which pass on the information and advice we deliver to their own members and networks. It is estimated, from the data our members provide, that NCVO's total reach is in the region of 200,000 organisations.

You can find a complete list of all our members, including direct links to their websites for further information on the NCVO website.

## Tailored membership packages

By offering a range of membership packages tailored to meet the needs of both small and large voluntary and community organisations, we are now more representative of the sector than ever before.

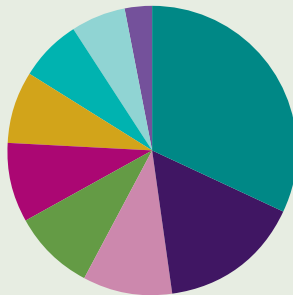
Our membership fees are dependent on annual income, so the smaller your organisation the lower the fee. This has resulted in an increasingly diverse membership base.

You may be surprised to know that:

- Over a third of our members (43%) have annual incomes lower than £100,000
- Only 15 % of our members have annual incomes greater than £1m.
- Less than a third of our members are based in London
- Almost one in four of our members subscribes to NCVO membership free of charge.

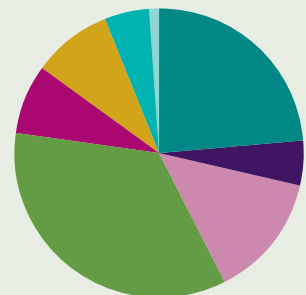
To find out about our full range of membership packages and benefits visit [www.ncvo-vol.org.uk/membership](http://www.ncvo-vol.org.uk/membership) or call the membership team on 020 7520 2414

## Our members' profile



### Members across the region

London	32%
South East	16%
Eastern	10%
South West	9%
North West	9%
West Midlands	8%
Yorkshire and Humberside	7%
East Midlands	6%
North East	3%



### Income band

Community (< £10k)	23%
Community Plus (< £50k)	5%
Band A (less than £100,000)	14%
Band B (£100-£500,000)	35%
Band C (£500,000-£1m)	8%
Band D (£1m-£5m)	9%
Band E (Over £5m)	5%
Membership Extra (over £1m)	1%

# Who's who at NCVO

As at 30th September 2008

## Senior management team

## Team leaders

### **Chief Executive**

Stuart Etherington

### **Deputy Chief Executive**

Ben Kernighan

### **Director of Public Policy**

Liz Atkins

### **Director of Planning and Resources**

Sarah Welsh

(maternity cover for Lynne Gregory)

### **Director of Enterprise**

Richard Williams

### **Head of Campaigns and Communications**

Louis High

### **Head of Campaigning Effectiveness**

Helen Donohoe

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