Survey to Identify Premises Needs
For Community and Third Sector Organisations
In the Lancaster and Morecambe Area

Results Report

11 July 2012

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Executive Summary

Background
This report was commissioned by a project working group chaired by Simon Gershon with support from Lancaster District CVS (Community and Voluntary Solutions). It was funded by the LEAST Charitable Trust and conducted by Michael Hallam on behalf of the Ethical Small Traders Association. Geographically, the survey covered Lancaster City Council district.

The survey was conducted online between January and April 2012. Prospective organisations were invited to take part through a mixture of email, phone call and direct contact. The survey was conducted in two parts. 52 organisations fully or partially completed part I of the survey [49 fully completed] and 26 fully completed part 2.

Activities and functions
The main activities of the organisations that responded covered the following areas:

- General education
- Advice & support
- Supported training
- Infrastructure provision and support
- Enterprise development
- Environmental sustainability

The diverse services provided can be divided into three categories: clients (service users), the general public and other organisations. Most organisations cater to a mix of these three fundamental groups and a few provide services for all three. Nearly all the organisations were autonomous [stand alone] and probably to a large extent working in isolation from each other and not involved in active partnership working.

Staffing needs
Organisations with large numbers of paid staff also tended to have the highest number of workstations, volunteers and volunteer days. There were however a good number of organisations with small paid teams, or even no paid staff, that provide a significant number of volunteer posts.

The larger organisations tend to have the most constant staffing levels with the least fluctuation based upon projects. 62% of organisations [27] responding stated that their staffing levels remained constant over time whilst 18% [8] had staffing highly dependent on projects.

Space needs
23% [11] organisations said they have sufficient current space but anticipate needing more in the future. Five of these also indicated a willingness to share space. Thirteen organisations anticipate needing extra space in the future.

Group meeting space and confidential client rooms were considered the most important, followed by storage space. Activity space, car parking and individual offices were next, with workshop for manufacture and open plan areas considered least important.

Location
Most organisations were based in the Lancaster City Centre area and also regarded this as their ideal location. A small but significant number of organisations regard the West End of Morecambe as their ideal location. Whilst most organisations were

happy with the way their current location meets the needs of clients, staff and volunteers, there was a significant number of organisations where location is only acceptable or is poor.

Whilst the preferred location for organisations is the centre of Lancaster or Morecambe's West End for client accessibility, there was also a small number of organisations needing access to land.

Building quality
Most areas had a variable mix of accommodation quality but the West End of Morecambe
had a large proportion of poor to very poor buildings. Of the 25 organisations that answered the energy efficiency question only two said that the energy efficiency of their building was excellent. 60% of respondents stated that their building rated as poor or bad in terms of energy efficiency. Access was also sub-standard for several organisations.

Resource sharing
Larger more established organisations were generally less interested in collaboration and sharing; with smaller newer organisations being more interested. 61% or respondents stated that they needed more space, 47% needed more staff time or skills and 36% needed more equipment.

Twenty two organisations stated that they currently share facilities and of these thirteen organisations were very interested in sharing facilities. A further ten organisations who currently do not share facilities stated that they were very interested in the idea of sharing facilities.

23 organisations currently share their building and all offered to share either space, equipment or staff time and skills. This is contrasted with 24 organisations that do not currently share a building, where there were only 13 stated offers to share either space,
equipment or staff time and skills.

Next steps

Several organisations indicated willingness to take some aspect of this project forward, (sharing existing resources or creating a new building 'hub'). The respondents have supplied a rich list of suggestions, benefits and potential pitfalls for further analysis.

Introduction to the full results

The purpose of this survey was to Identify Premises Needs for Community and Third Sector Organisations in the Lancaster and Morecambe Area

In particular we wanted to establish whether there is a demand for the creation of a 'hub' building dedicated to housing and catering for community and third sector organisations in the area, either in the form of a new building or a refitted and renovated premises

A secondary aim was to see if there is any enthusiasm, amongst Third Sector organisations and Social Enterprises in the Lancaster and Morecambe area, for sharing current resources between organisations more effectively.

This is believed to be the first strategic audit of this kind since the 2005 study commissioned by the Social Enterprise Steering Group [now disbanded] and conducted by Mat Mac Donald with funding from Lancashire County Developments Ltd. [1] That study was designed to create a first audit of organisations within the Social Enterprise Sector and to recommend ways in which they could increase collaboration.

This study is not intended to be a direct follow on from that earlier work but there is a significant overlap between the two sets of information. One further step might be to correlate the two pieces of work, in order to gain an impression of how the Social Enterprise Sector in the area has developed and changed over the last seven years.

Participating Organisations

The Social Enterprise Steering Group, which was responsible for commissioning the above mentioned 2005 study, was made up of existing social enterprises, voluntary groups, community groups and faith sector organisations[1] [p4]
For this study the definition of qualifying organisations is defined by North Lancashire Social Enterprise Forum's [NLSE] Terms of Reference Document [2], which was drawn up in the autumn of 2009:

"Our Definition of Social Enterprise Activity
"Social enterprise is an activity rather than organisational structure. Being an activity social enterprise is something individuals can also do. Social enterprise operates according to clearly stated aims or values and re-invests any financial profit or surplus to further those aims or values. Social enterprise avoids forms of private ownership such as forming limited or profit distributing companies. Social enterprise

avoids activities that damage other people or the environment. Social enterprise should take action to evidence social benefit. Social enterprise activity refrains from excessive personal or private profit."
This is based on social and environmentally beneficial activities rather than legal structures, on valuing local sustainable action, on social inclusiveness, equity, fairness and equal access to opportunity." [2]

In order to be as thorough as possible, a list of some 250 organisations which might very loosely fit under the category of 'Third or Social Sector' was compiled. These organisations all reside in, or were thought to reside in the City of Lancaster district.

These groups and organisations were approached by email and via the e-newsletters of various organisations, including the CVS and the NLSE and by the author with an invitation to take part in the survey. [Appendix I]

Of these there were 52 organisations that fully or partially completed part I of the survey [49 fully completed] and 26 that fully completed part 2.

In spite of several invitations to participate from different organisations, there was no response to the survey from 200 named organisations. The organisations that did not respond fall into the following categories:

- Arts Production
- Allotments & Growing
- Community Centres
- Community Halls
- Cultural Groups
- Education
- Heritage & Preservation Groups
- Hobby Clubs and Societies
- Parish Councils
- Playgroups
- Political Organisations
- Private 'Social' Businesses
- Regional Infrastructure Support
- Religious Groups
- Residents Associations
- Resources & Infrastructure
- Retail
- Statutory or Specialist Support
- Volunteers
- Youth Centres

A list of suggested reasons has compiled as to why those organisations not responding 'chose' not to do so. These do not include the fact that they may have been too busy to regard it as a priority or that they failed to register the invitation.

- A narrow focus on a single interest or activity with no obvious sense that they are part of a wider developing social infrastructure
- Specific support organisations, catering to a specific need, often embedded in larger statutory care frameworks.
- Branches or hubs of large national organisations – looking to their own national leadership for guidance and direction
- Long established traditional organisations: religious, parish, community and political groups or organisational elements: Preservers of the social 'status quo' who already have their own premises or long-term access to third party premises.
- Private sector or private sector 'lite'

The organisations that did complete the survey broadly fall into the following categories:

- General support organisations 21
- Art and production based 5
- Educational 5
- Resources and infrastructure 4
- Infrastructure support 3
- Social enterprise development 3
- Land based 2
- Community centres 2
- Heritage 2
- Religious groups 2
- Sheltered working 1

Survey Methodology

This project has been overseen by Simon Gershon [Lancaster Green Spaces] and conducted by Michael Hallam [ESTA]. Its planning and ongoing development has also been overseen by a Reference Group consisting of representatives of several organisations including CVS, Lancashire City Council, Help Direct, Shared Futures and Transition City Lancaster

It was decided to do the survey in two parts to encourage quick participation and to ensure that participants did not abandon an over long survey mid way through for perceived lack of time. It was felt that participants would be more inclined to fill in a second part having already been 'inducted' into the process by completing part one.

There was a desire to make the process as quick a possible to encourage organisations to participate with the assumption that an over long survey might put people off and that if the survey was presented in two 'bite size chunks' there would be less incentive to abandon it. [There were 16 abandoned Part 1 surveys in total]

Perhaps this was a mistake, but would there have been such a strong response to part1 if the survey had been longer? With the consent of 80% of organisations to be part of a follow up there are additional opportunities to gather further information as indicated by the following two questions:

"Would you like your organisation to be included in any asset register that may be created? This would be with a view to directly collaborating with other organisations. If yes we will get back to you, should this idea be developed further."
[Part 1 Q22] – 78.7% YES

"Would you like to be actively involved with us in developing this project further? Either in looking into ways of sharing current assets or in working together to create a new 'hub' building? If "yes" we will be in touch.
[Part 2 Q19] – 80% YES

Three of the participants only completed partial surveys and so no meaningful data was collected from them. From the responses it appears they decided that the survey was not really relevant to their organisation.

Because this study is intended to inform an ongoing process of further development work, rather than simply 'sit on the shelf', it is hoped that it will serve as a working 'reference manual' for ongoing evaluation and development of this and similar projects. An attempt is made, therefore, to 'clothe' the results of this survey with a coherent narrative in order to 'tease out' some of the key underlying themes and processes that lie behind the results. For this reason the results to the questions are not presented in question order but are clustered together in emerging themes [see below]. For those readers who wish to access the raw anonymised data there is an appendix IV. This is in the form of an Excel spreadsheet. The original questionnaires are also appended at the foot of this report.

Emerging Themes

The themes which emerge from this study are as follows:

- The nature of our organisation – organisation profile
- The nature of our organisation – working dynamics
- The needs of our organisation
- The location of our facilities
- The condition of our facilities
- Our willingness to trade

Data Protection

Subject to the following conditions, all respondents (49 organisations) were happy to have their data used for the purposes of the study. [Part1 Q24] They have been assured that the data would be used for the sole purpose of the study and that responses would remain anonymous.

24 Respondents went on to state that they "would like to be involved with us in developing the project further. "Either in looking into ways of sharing current assets or in working together to create a new 'hub' building?" [Part2 Q19]

These respondents were informed that a "yes" answer would lead to a follow up from the survey team.

37 respondents stated that they would like their organisation to be included in any asset register that was to be created as a result of this survey. They were further told that this would be "with a view to directly collaborating with other organisations" [Part1 Q22]

This difference is probably due to the fact that some of the respondents did not go onto complete part II and that if the 13 contacts who answered "yes" to [Part1 Q22] were to be approached and asked question [Part2 Q19], they may well say "yes".

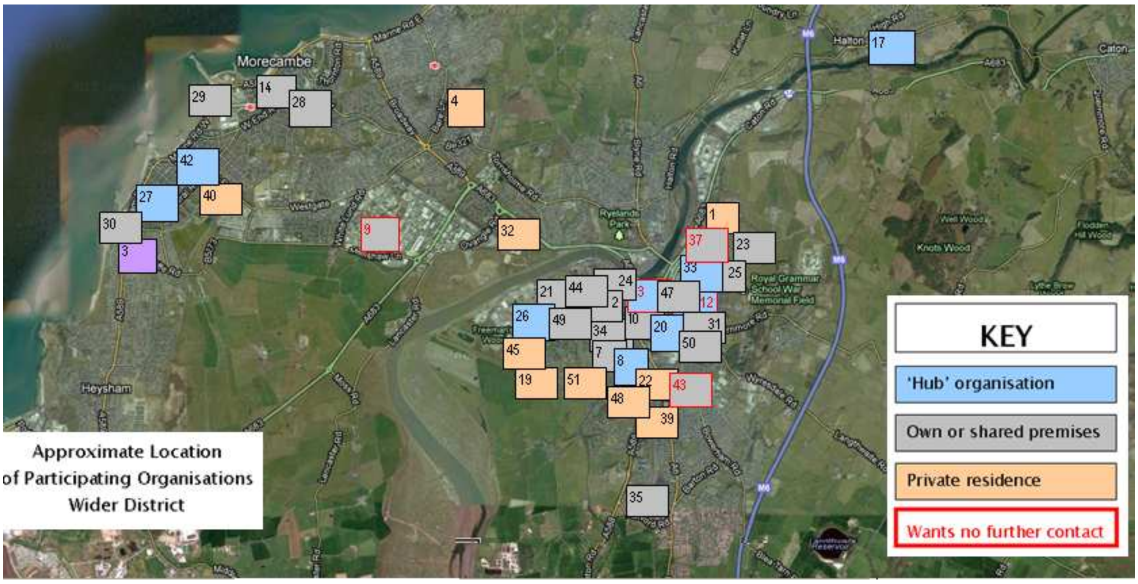
Organisations who answered "yes" to questions [Part 1 Q22] and [Part 2 Q19] question follow up (see above) can be asked, at a future date if they want some of the information they have given shared with other organisations.

Geographical Area Covered

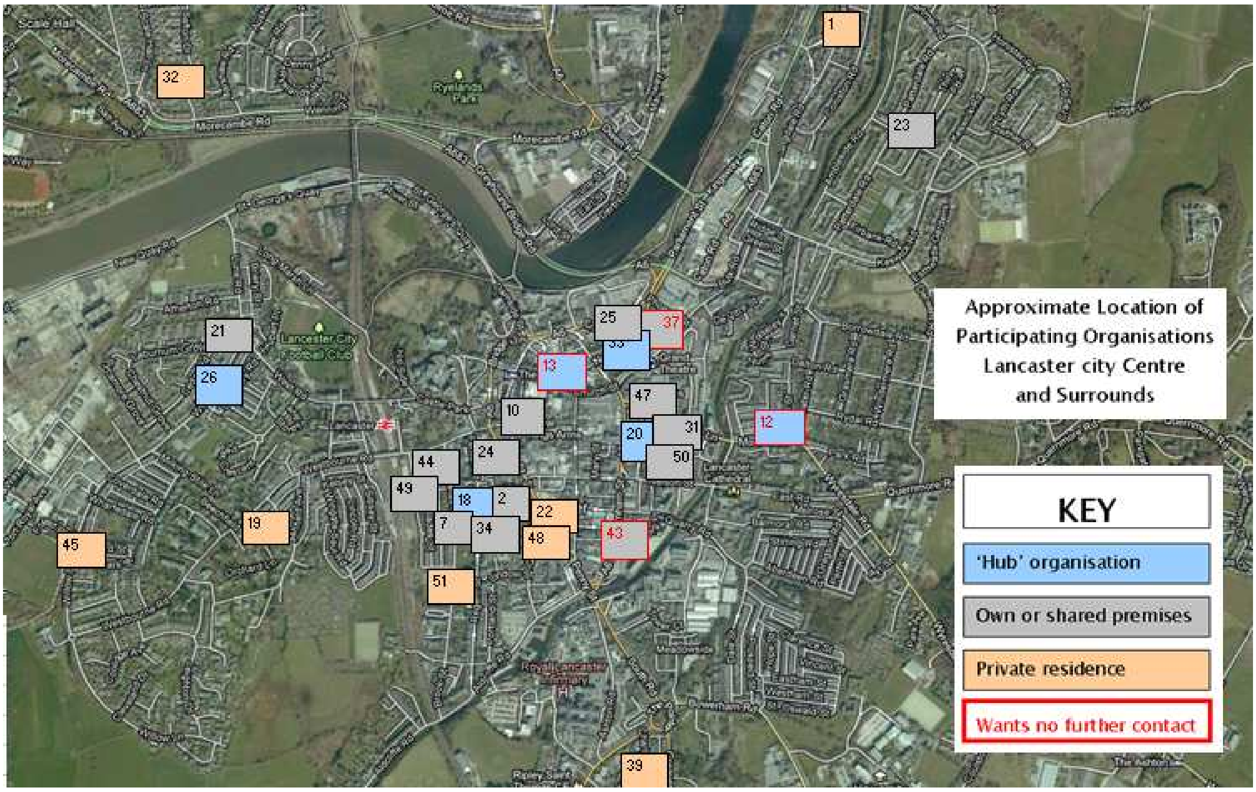
The Geographical area covered by the survey comprised the 28 Wards of Lancaster City council. All but three of the organisations responding to the survey were located within the Lancaster and Morecambe urban area. A geographical analysis of the respondents, based upon their stated addresses reveals the following location information.

- 18 in the centre of Lancaster [City Centre]
- 8 within 15-20 minutes walk from the city centre [Lancaster Suburbs]
- 3 on the outskirts of Lancaster [Lancaster Suburbs]
- 10 in Morecambe and Heysham, predominantly in the West End [M West End]
- 2 Carnforth and rural North East

Two maps have been produced to illustrate the Geographical Distribution of Organisations Participating in the Survey. [Figs 1 and 2 below].
Further information has been added to the map data in the form of an organisation colour coding system. This ‘codes’ the premises type of the organisation as being either housed in a dedicated premises [grey] or operating from a residential address [orange] This information has been obtained by an analysis of the stated addresses of the organisation cross-referenced with Google Maps. A blue colour indicates a perceived ‘hub’ organisation which provides key facilities for other organisations. A fourth category of organisation has been included on the map. Those entries with a red boundary indicated that they do not wish to be involved in any follow up.



(Fig 1) Geographical distribution of respondents
Lancaster & Morecambe Area



(Fig 2) Geographical distribution of respondents
Based in Lancaster City Centre

The Main Findings

The Nature of the Organisation

This is divided into two sub-sections:

- Organisation Profile
- Working Dynamics

Organisation Profile

Survey questions relating to the organisations profile:

- Are you a stand-alone organisation, part of a group, or affiliated with other organisations? [Part2 Q4]

- If not stand alone, please state which groups you are affiliated with. [Part2 Q5]

- What are your main current activities/projects? [Part2 Q7]

- What is the nature of client groups to whom services are provided? Sensitive/vulnerable, Wider public, Other organisations and agencies, Other (please specify) [Part2 Q6]

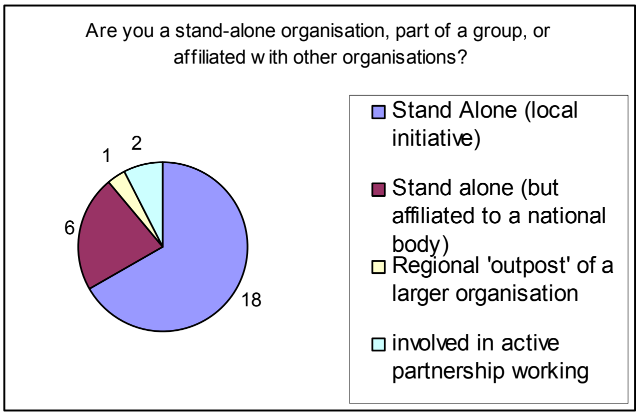
- How interested are you in attracting the general public into your premises, for example by offering facilities such as a cafe, exhibition space, shop or meeting room? [Part1 Q14]

- Over the next five years, do you think that your organisation is likely to: Grow, Grow a little, Stay about the same size, Shrink a little, Shrink, Don't know: [Part2 Q8]

Responses to Individual Questions

- Are you a stand-alone organisation, part of a group, or affiliated with other organisations? [Part2 Q4]

This was a narrative question, so the answers were varied and needed a small degree of interpretation. Of the 27 organisations who answered this question the results were as follows: [fig 3]



Pie chart for answers to Part 2 Q4 [fig 3]

- If not stand alone, please state which groups you are affiliated with. [Part2 Q5]

There were no stated active affiliations with other local organisations, although there were six organisations affiliated to larger national bodies.

Conclusion: Virtually all the organisations are autonomous [stand alone] and probably, to a large extent working in isolation from each other and not involved in active partnership working. Therefore most of the organisations are unique to the Lancaster City Council Geographical area.

- What are your main current activities/projects? [Part2 Q7]

From 27 Responses the following range of organisational activities were identified:

- advice
- community building
- counselling
- education
- enterprise development
- environment
- financial support
- green spaces
- life support
- residential care
- sector support
- space availability
- support training
- therapy
- training

A more detailed description of the activities [minus any specific organisation identifiers] is as follows;

- advice across a wide range of issues and needs
- building community for vulnerable people
- counselling
- education on sustainability issues
- shared co learning for senior citizens
- retail training
- social enterprise development
- business development support for young people with disabilities
- practical support for local resource resilliance reducing energy use
- ecological housing
- restoration of local historic building
- providing low cost loans and savings
- create an outdoor healing space
- support for open public space management
- parenting support
- social support and advice for people with low level mental health needs

- support for socially disadvantaged families and adults
- residential care and support
- infrastructure support
- small workshop and office provision
- providing secure land and buildings at an affordable price
- day support training for vulnerable people
- support activities for vulnerable people
- education for vulnerable groups
- music training and arts for young people
- business and project support for people with learning difficulties
- family therapy
- training and service delivery

- What is the nature of client groups to whom services are provided? Sensitive/vulnerable, Wider public, Other organisations and agencies, Other (please specify) [Part2 Q6]

This question gives an indication of the type of focus of the organisation. Is it dealing directly with vulnerable groups, the wider public or other organisations? Or a combination of all three? An additional potential 'category' which emerged from the 'other' option was general education.

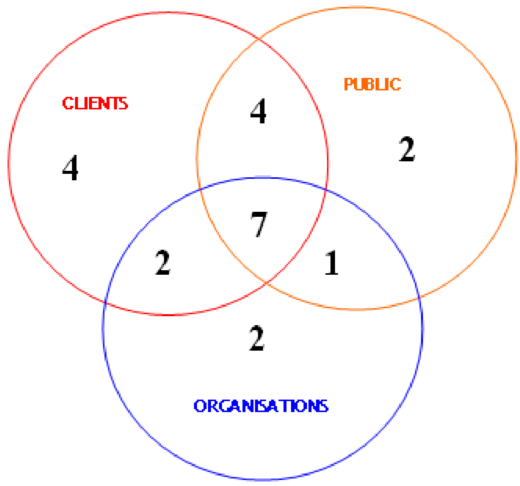
Of the 27 organisations answering this question the results were as follows:

- business and project support for people with learning difficulties
- family therapy
- training and service delivery
- 18 (60%) sensitive/vulnerable
- 17 (56.7%) wider public
- 13 (43.3%) other organisations and agencies
- 7 (23.3%) other – of these the largest addition was "educational"

- 13 organisations chose one of the options
- 6 organisations chose two options
- 8 organisations chose three options

The organisations who chose the three main options were effectively saying that they dealt with vulnerable groups, the public and other organisations and agencies. The organisations choosing two options were vulnerable groups and the wider public (3 orgs) and vulnerable groups and other organisations and agencies (2 orgs)

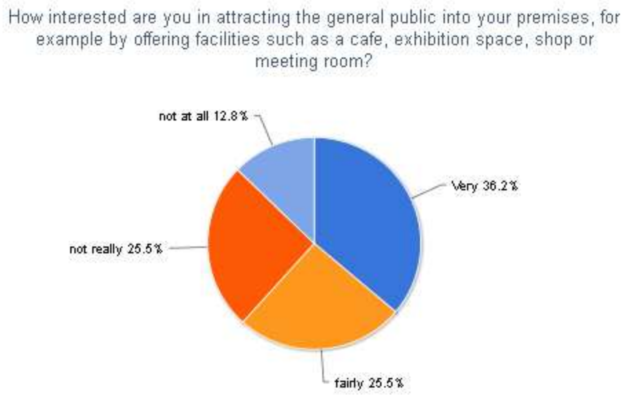
Conclusion: Virtually all the organisations straddle all three roles, of clients, public and organisations, with some predominating with two of the three. The following Venn diagram [fig 4] illustrates the overall dynamics.



Number of organisations offering services
to the three core groups [fig 4]

- How interested are you in attracting the general public into your premises, for example by offering facilities such as a cafe, exhibition space, shop or meeting room? [Survey1 Q14]

A chart [fig 5] has been produced to illustrate answers to question 14.



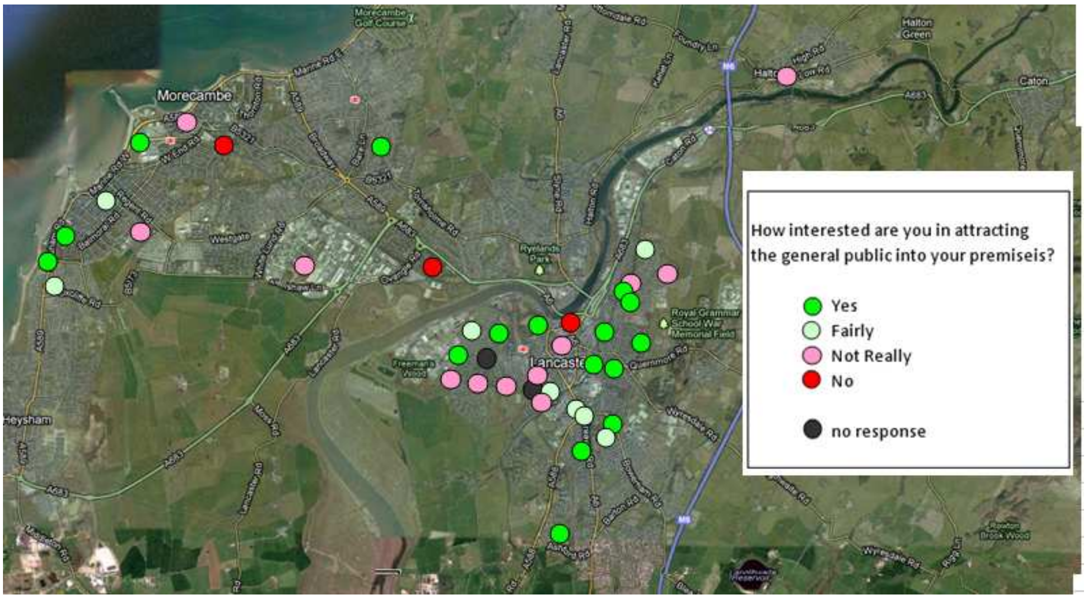
14. How interested are you in attracting the general public into your premises, for example by offering facilities such as a cafe, exhibition space, shop or meeting room?

Value	Count	Percent %
Very	17	36.2%
fairly	12	25.5%
not really	12	25.5%
not at all	6	12.8%

Statistics	
Total Responses	47

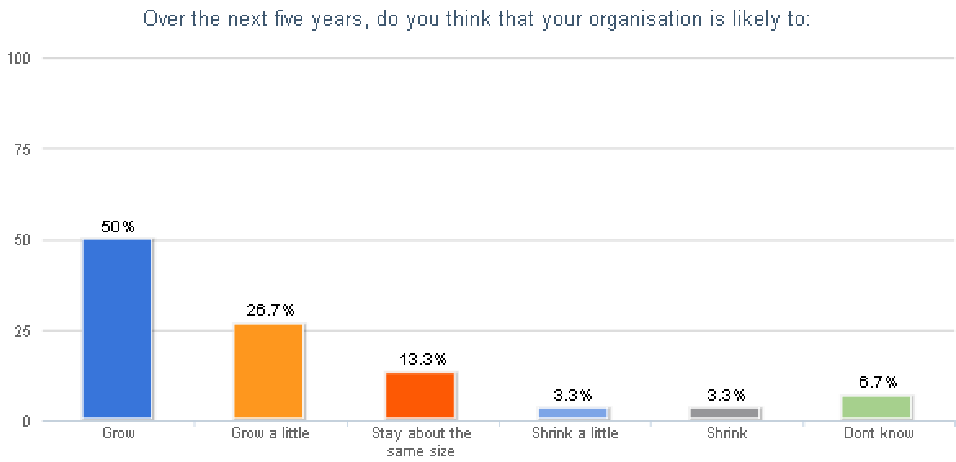
(Fig 5)

A map has also been generated (fig 6 below) to show the geographical distribution of those wanting to provide access to the general public and those who do not. Some of the 'no's' did not provide an address on the survey further indicating their desire to remain private. This applies particularly to organisations that are providing services for vulnerable client groups.



Map illustrating the geographical distribution of organisations and their interest in attracting members of the general public to their building. (Fig 6)

- Over the next five years, do you think that your organisation is likely to: Grow, Grow a little, Stay about the same size, Shrink a little, Shrink, Don't know: [Survey2 Q8]



8. Over the next five years, do you think that your organisation is likely to:

Value	Count	Percent %
Grow	15	50%
Grow a little	8	26.7%
Stay about the same size	4	13.3%
Shrink a little	1	3.3%
Shrink	1	3.3%
Dont know	2	6.7%

Statistics	
Total Responses	30

(Fig 7) Responses to question 8: Part 2

In spite of the current economic circumstances over 75% of the organisations that responded to this question [30 in total] felt that their organisation would grow over the next five years. An additional 20% felt they would stay the same or did not know. Only a small percentage [6.6%] felt their organisations would shrink. (Fig 7)

Conclusion: In spite of the current harsh funding climate most organisations are intending to grow over the next five years.

Working Dynamics

Survey questions relating to the organisations working dynamics:

- How many paid staff typically work in your building? **[Survey1 Q8]**
- How much do your staffing levels tend to fluctuate over time? **[Survey1 Q12]**
- How many office workstations do you have? **[Survey1 Q10]**
- How many regular volunteers typically work in your building? **[Survey1 Q9]**
- How many volunteer days do you provide in a typical week (approx)? **[Survey1 Q11]**

The table below collates the answers to these four questions and correlates these responses according to the size of the organisation, as defined by the number of paid staff. (Fig 8)

How many paid staff typically work in your building?	How much do your staffing levels tend to fluctuate over time?	How many office workstations do you have?	How many regular volunteers typically work in your building?	How many volunteer days do you provide in a typical week (approx)?
40	They stay relatively constant	33	50	50
30	They stay relatively constant	20	15	15
20	Up to 50% depending on projects	8	5	2
15	Up to 50% depending on projects	4	30	3
14	They stay relatively constant	4	10	6
13	Up to 50% depending on projects	13	3	3
12	They stay relatively constant	1	1	0
10	They stay relatively constant	3	12	5
10	They stay relatively constant	2	3	
10	They stay relatively constant	8	10	100
8	Up to 50% depending on projects	3	6	5
7	Over 50% as staff levels depend very much o	7	2	3
6	Up to 50% depending on projects	6	0	5
6	They stay relatively constant	6	6	5
6	They stay relatively constant	6	2	
6	They stay relatively constant	11	0	0
5		10	25	20
4	Up to 50% depending on projects	4	5	5
3	Up to 50% depending on projects	1	6	2
3	They stay relatively constant	3	4	4
3	Over 50% as staff levels depend very much o	3	20	30
3	Over 50% as staff levels depend very much o	1	20	4
3	Over 50% as staff levels depend very much o	3	20	5
2	They stay relatively constant		3	5
2	They stay relatively constant	3	0	1
2	They stay relatively constant	1	0	0
2	Over 50% as staff levels depend very much o	2	0	0
2	Over 50% as staff levels depend very much o	3	4	2
2		0	4	5
1	They stay relatively constant	0	6	3
1	They stay relatively constant	2	4	5
1	They stay relatively constant	2	4	2
1	They stay relatively constant	1	0	4
0	Up to 50% depending on projects	0	0	
0	They stay relatively constant	3	12	5
0	They stay relatively constant	0	0	0
0	They stay relatively constant	1	15	1
0	They stay relatively constant	1	1	1
0	They stay relatively constant	1	0	1
0	They stay relatively constant	0	20	7
0	They stay relatively constant	0	15	6
0	Over 50% as staff levels depend very much o	1	4	0
0		2	0	0
0				
	They stay relatively constant	12	13	3
	Over 50% as staff levels depend very much on projects			

(Fig 8) A working profile of the organisations

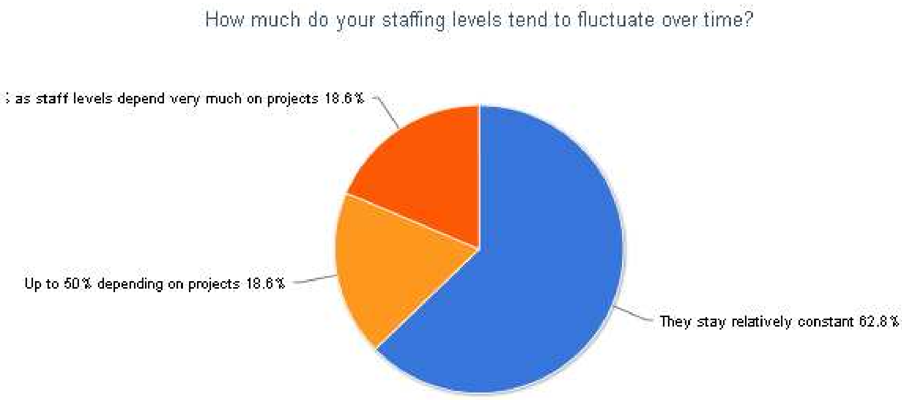
There are some conclusions that can be drawn from this.
For those organisations with the highest number of paid staff there is as one might expect, a rough correlation with the volume of workstations and the number of volunteers and volunteer days that the organisation provides. It is interesting to note however that there are a good number of organisations with small paid teams, or even no paid staff that provide a significant number of volunteer posts.

The larger organisations also tend to have the most constant staffing levels with the least fluctuation based upon projects.

In total 62.8% of organisations [27] that responded to this question stated that their staffing levels remained constant over time whilst 18.6% [8] appeared to be highly dependent on projects, indicating a much more fluid organisational form.

- How much do your staffing levels tend to fluctuate over time? [Survey1 Q12]

The results of this question are outlined in the pie chart below (Fig 9)



12. How much do your staffing levels tend to fluctuate over time?

Value	Count	Percent %
They stay relatively constant	27	62.8%
Up to 50% depending on projects	8	18.6%
Over 50% as staff levels depend very much on projects	8	18.6%

Statistics	
Total Responses	43

(Fig 9) How much do your staffing levels tend to fluctuate over time?

How many paid staff typically work in your building?	How much do your staffing levels tend to fluctuate over time?	How many office workstations do you have?	How many regular volunteers typically work in your building?	How many volunteer days do you provide in a typical week (approx)?		further development on sharing collaboration and hub building project?	asset register inclusion database sharing?
7	Over 50% as staff levels depend very much on projects	7	2	3		Yes	Yes
3	Over 50% as staff levels depend very much on projects	3	20	30		Yes	Yes
3	Over 50% as staff levels depend very much on projects	3	20	5			Yes
2	Over 50% as staff levels depend very much on projects	3	4	2			Yes
2	Over 50% as staff levels depend very much on projects	2	0	0		Yes	Yes
3	Over 50% as staff levels depend very much on projects	1	20	4		Yes	Yes
0	Over 50% as staff levels depend very much on projects	1	4	0		Yes	Yes
	Over 50% as staff levels depend very much on projects						Yes
13	Up to 50% depending on projects	13	3	3		Yes	Yes
20	Up to 50% depending on projects	8	5	2		Yes	No
6	Up to 50% depending on projects	6	0	5			No
15	Up to 50% depending on projects	4	30	3		Yes	Yes
4	Up to 50% depending on projects	4	5	5		Yes	Yes
8	Up to 50% depending on projects	3	6	5		Yes	Yes
3	Up to 50% depending on projects	1	6	2		No	No
0	Up to 50% depending on projects	0	0			No	No
40	They stay relatively constant	33	50	50			No
30	They stay relatively constant	20	15	15		No	No
	They stay relatively constant	12	13	3			Yes
6	They stay relatively constant	11	0	0			Yes
10	They stay relatively constant	8	10	100			No
6	They stay relatively constant	6	6	5		Yes	Yes
6	They stay relatively constant	6	2				Yes
14	They stay relatively constant	4	10	6		Yes	Yes
10	They stay relatively constant	3	12	5		Yes	Yes
3	They stay relatively constant	3	4	4		No	No
2	They stay relatively constant	3	0	1			Yes
0	They stay relatively constant	3	12	5		Yes	Yes
10	They stay relatively constant	2	3				Yes
1	They stay relatively constant	2	4	5		Yes	Yes
1	They stay relatively constant	2	4	2		No	Yes
12	They stay relatively constant	1	1	0			No
2	They stay relatively constant	1	0	0			Yes
1	They stay relatively constant	1	0	4			No
0	They stay relatively constant	1	15	1		Yes	Yes
0	They stay relatively constant	1	1	1		Yes	Yes
0	They stay relatively constant	1	0	1			Yes
1	They stay relatively constant	0	6	3		Yes	Yes
0	They stay relatively constant	0	0	0		Yes	Yes
0	They stay relatively constant	0	20	7			Yes
0	They stay relatively constant	0	15	6			Yes
2	They stay relatively constant		3	5			

(Fig 10) Fluctuation in staffing levels correlated with organisational size and willingness to take part in future collaborative projects.

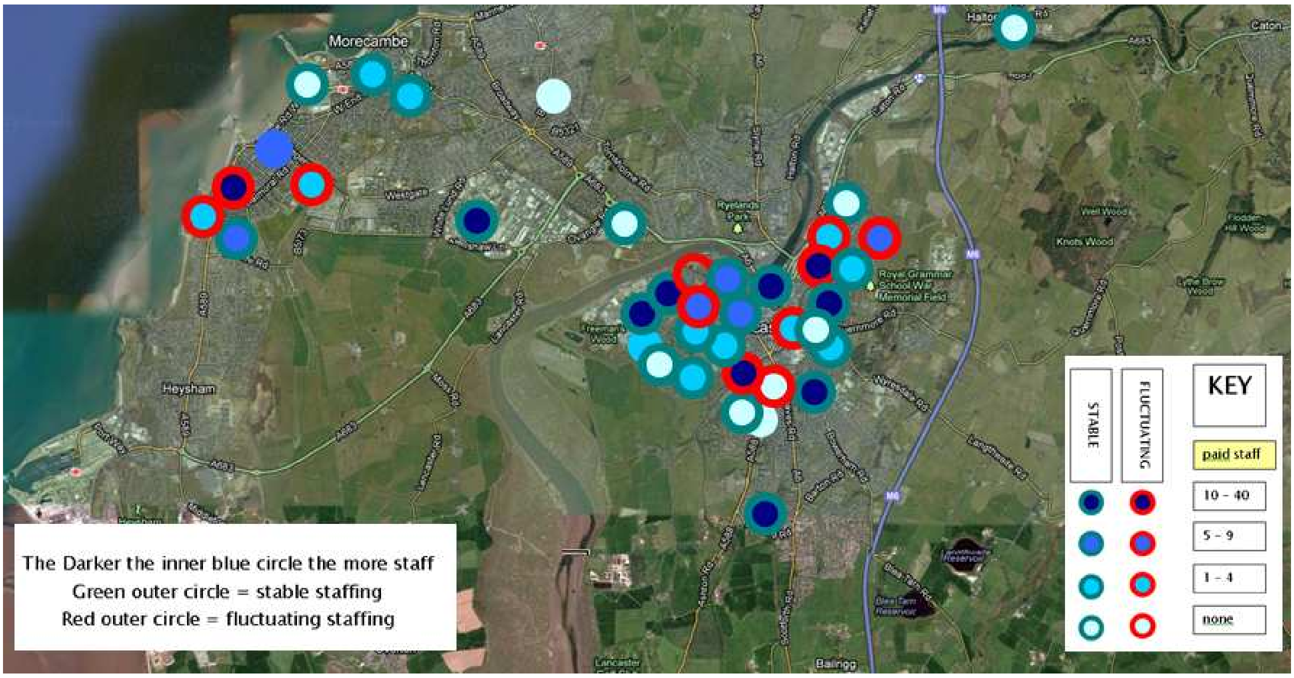
It is clear from the table in Fig 10 that the there is a strong tendency for the larger more established organisations (as defined by numbers of paid staff) to be less interested in collaboration and sharing. In contrast, smaller and relatively new organisations tend to be interested in more collaboration, in “further development on sharing collaboration” or on a future “hub building project”.

Organisation Size and Stability Map

As a result of the information gathered from questions 8-12 (survey 1) it was possible to generate a map (Fig 11) to illustrate the following elements:

- Geographical location of participating organisations
- Number of paid staff [indicating organisational size]
- Tendency to fluctuate in size over time

Each circle represents an organisation. The inner blue part of the circle represents the number of paid staff, with the lightest blue indicating little or no paid staff and the darkest representing organisations with ten paid staff members of more. The coloured outer ring of each circle represents the tendency of the organisation to remain stable over time (green) or fluctuate in size over time (red)



(Fig 11) Geographical location correlated with organisaitonal size (inner blue circle) and organisational stability (outer red/green circle). Compiled from questions 8-12 (survey 1)

The Location of the Organisations and the Quality of the Facilities

- Does your organisation need a permanent physical space? [Part2 Q18]
- Do your activities mean that you have to be based in a specific location? [Part1 Q3]
- If "yes" [you need a permanent physical location] can you briefly tell us why? [Part1 Q4]
- How do you rate the location of your building in general for different types of users? [Part1 Q2]
- What is the ideal location for your organisation? [Part2 Q9]
- Which of the following locations are attractive to you? [Part2 Q10]
- Why are you in your current location? [Part2 Q11]

It is evident from the data generated from the survey that all organisations deal with and interact with three essential groups of people:

- Clients
- Volunteers
- Staff

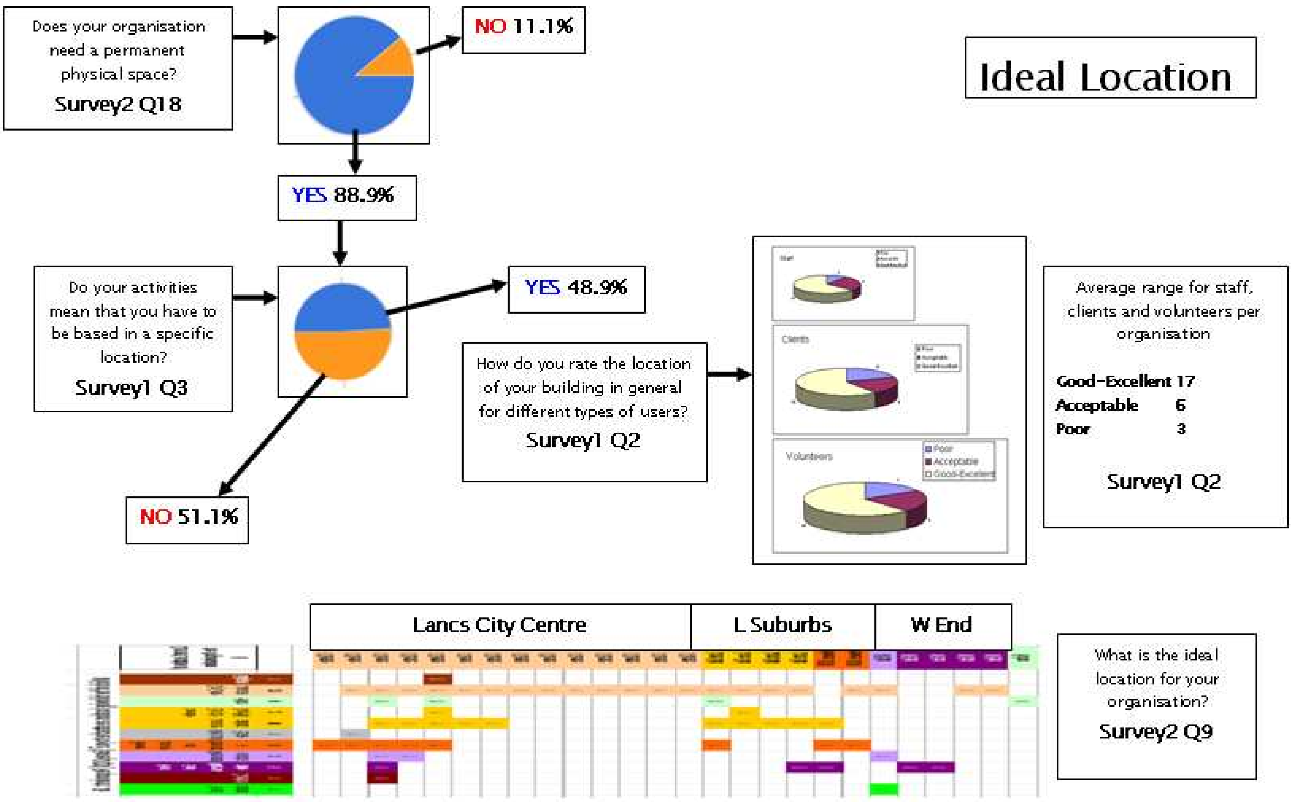
This insight has been used in relation to these questions in order to make better sense of and to illustrate the data.

An additional logical assumption has been made, namely that, in the first instance, the organisation is there for the clients benefit rather than the staff. The assumption is that an organisation would want to prioritise its resources accordingly. According to this reasoning it is better if conditions are good for clients but only adequate for staff than those conditions are adequate for clients and good for staff.

The following tables and pie charts give a detailed breakdown of the perceived condition of facilities for clients, volunteers and staff for each organisation.

This is a rich and complex information set and needs some further explanation. A number of questions have been combined to give the ‘picture’ illustrated in fig 12. This has been cross referenced with the number of paid staff and the stability of personnel [see above], which gives an indication of the wider profile for each organisation without revealing their specific identity.

- Does your organisation need a permanent physical space? [Part2 Q18]
- Do your activities mean that you have to be based in a specific location? [Part1 Q3]
- How do you rate the location of your building in general for different types of users? [Part1 Q2]



(Fig 12) Makes visible the following information:

- Physical space needed?
- Location needs
- Current state of building for the three different user groups
- The ideal geographical location

- Which of the following locations are attractive to you? [Part2 Q10]

A further illustration of the results of question 10 from Part 1 is illustrated below in fig 13. In this question respondents were invited to make multiple suggestions as to their preferred locations. The approximate current location of the organisation is also illustrated along the same lines used above. A stylised version of his illustration is also incorporated in the above fig 12. This illustration therefore represents an expanded version of the compressed version in the above illustration.

Which of the following locations are attractive to you? [Survey2 Q10] Respondents : 26

Current Location of the Organisation V	Galgate	City Centre Lancaster	Halton	Luneside East (off Quay Rd)	Lancaster suburbs	White Lund Estate	Between Lancaster and Morecambe	Morecambe suburbs	West End Morecambe	Carnforth	A rural location	Number of Location options considered
	1	21	4	2	10	1	8	3	5	1	1	
C Centre							1					1
C Centre		1				1	1					3
C Centre		1	1		1		1	1	1	1		7
C Centre		1			1		1	1				4
C Centre	1	1	1	1	1		1					6
C Centre		1			1							2
C Centre		1			1							2
C Centre		1										1
C Centre		1										1
C Centre		1										1
C Centre		1										1
C Centre		1										1
C Centre		1										1
C Centre		1										1
Lancs Sub		1	1		1		1					4
Lancs Sub		1		1	1							3
Lancs Sub		1			1							2
Lancs Sub		1			1				1			3
Between L & M					1		1		1			3
Between L & M		1					1					2
M Sub		1						1			1	3
W End									1			1
W End									1			1
W End		1										1
W End		1										1
Halton			1									1

(Fig 13) Current location correlated with ideal location

As can be seen, most organisations are based in the Lancaster City Centre area and also regard this as their ideal location. The only noticeable exception to this pattern is the small number of organisations who regard the West End of Morecambe as their exclusive ideal location.

- How do you rate the location of your building in general for different types of users? [Part1 Q2]

Further data on this question is illustrated in fig 14
Figure 14 provides a table which correlates the suitability of the organisations location for clients, staff and volunteers, with the organisations size, as defined by number of paid staff) and the stability of staffing levels (dependency or independence from specific projects).

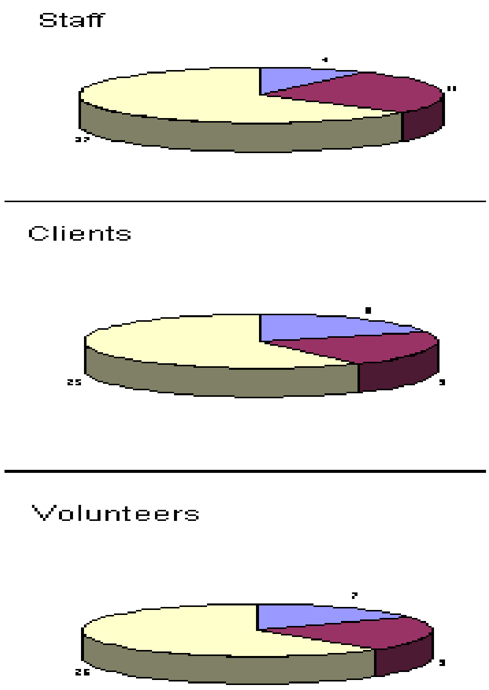
How do you rate the location of your building in general for different types of users?			paid staff	project dependent
	Survey 1 Q2		Survey 1 Q8	Survey 1 Q12
Staff	**Volunteers**	**Clients**		
Excellent	Excellent	Excellent	3	mobile >50%
Excellent	Excellent	Excellent	5	
Excellent	Excellent	Excellent	1	stable
Excellent	Excellent	Excellent	0	stable
Excellent	Excellent	Excellent	3	mobile >50%
Excellent	Excellent	Excellent		
	Excellent	Excellent	0	stable
Good	Good	Good	1	stable
Good	Good	Good		
Good	Good	Good	2	stable
Good	Good	Good		mobile >50%
Good	Good	Good	3	mobile >50%
Good	Good	Good	3	mobile <50%
Good	Good	Good	10	stable
Good	Good	Good	15	mobile <50%
Good	Good	Good	0	stable
Good	Good	Good	20	mobile <50%
Good	Good	Good	14	stable
Good	Good	Good	6	stable
Good	Good	Good	0	stable
Good	Good	Good	2	stable
Good	Good	Good	40	stable
Excellent	Good	Good	0	stable
Acceptable	Good	Good	12	stable
Excellent	Excellent	Good	6	stable
Acceptable	Acceptable	Good	3	stable
Good	Poor	Acceptable	1	stable
Acceptable	Poor	Acceptable	2	mobile >50%
Good	Good	Acceptable	30	stable
Good	Good	Acceptable	6	stable
Acceptable	Acceptable	Acceptable	0	stable
Acceptable	Acceptable	Acceptable	10	stable
Acceptable	Acceptable	Acceptable	10	stable
Acceptable	Acceptable	Acceptable	2	mobile >50%
Acceptable	Acceptable	Acceptable		
Acceptable	Acceptable	Acceptable	8	mobile <50%
Poor	Poor	Poor	2	stable
Poor	Poor	Poor	4	mobile <50%
Poor	Poor	Poor	1	stable
Acceptable	Poor	Poor	7	mobile >50%
Acceptable	Poor	Poor		stable
Poor	Acceptable	Poor	0	
Excellent	Acceptable	Poor	6	mobile <50%
Excellent	Acceptable	Poor		
Acceptable	Acceptable	Poor	13	mobile <50%
Good			0	stable
			2	
			0	mobile >50%
			0	mobile <50%
			0	

(Fig 14)

Whilst most organisations are happy with the way their current location meets the needs of clients, staff and volunteers there are a significant number or organisations where location is only acceptable or is poor for all three groups of users.

- How do you rate the location of your building in general for different types of users? [Part1 Q2]

Fig 15 gives additional perspective to the information in fig 14 (above) it is clear from the pie charts for the three respective user groups that conditions of facilities were broadly similar for clients, staff and volunteers. This suggests that, broadly speaking, if the current facilities are good (or otherwise) for one group then this is also the case for the others.



(Fig 15) The average range for clients, volunteers and staff for each organisation were very similar. The average for all three categories is as follows: Good-excellent 17 Acceptable 6 Poor 3

Reasons behind the choice of location

Below are responses distilled from the two narrative feedback questions relevant to the questions on location.

What is the ideal location for your organisation? [Part 2 Q9]

Place

16 – Central Lancaster
5 – In Morecambe West End
1 – Between Lancaster & Morecambe
1 – More presence in Lancaster
1 – Halton

Why do you have to be in a specific location? [Part1 Q4]

9 –Central to Lancaster
5 – Catering for a specific geographical community
4 – Accessibility needs [e.g. disabled, public transport routes, discrete access]
2 – Building specific
1 – Needs access to horticultural land
1 – Need to be rural
1 – Needs to be a quiet area

Specific Needs

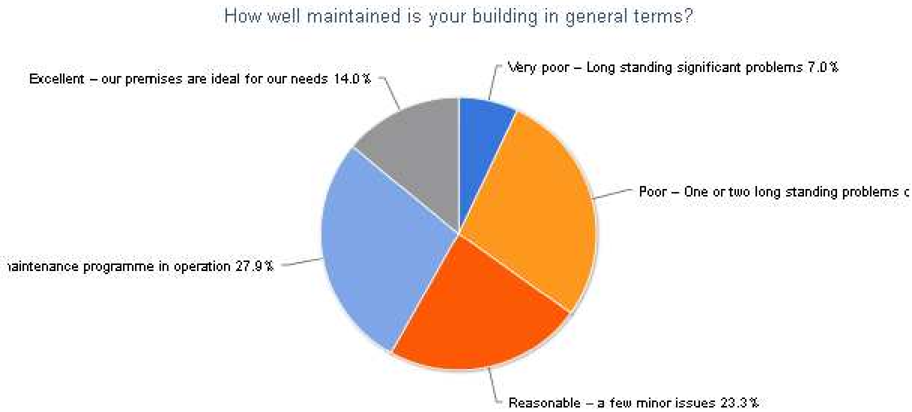
3 – close to public transport
2 – Need car parking
1 – Somewhere with good access
1 – Somewhere quiet
1 – Publicly accessible
1 – Need passing trade
1 – close to our community
1 – Has to be warm

Whilst the primary or organisations is to be in the centre of Lancaster or Morecambe’s West End for client accessibility and for good access there is also a small ‘cluster’ of organisations needing access to land.

The Condition of our Facilities

- How well maintained is your building in general terms? [Part 1 Q5]
- How would you rate your building in energy efficiency terms? [Part 2 Q12]
- If your building has an energy Efficiency Rating Certificate on display, what is the score for your building? [Part 2 Q13]
- Does your building meet the full access needs of your staff volunteers and clients? [Part 2 Q14]

On the subject of maintenance, every geographical area has a variable mix of properties. The only discernable pattern is a peak in poor to very poor properties in the West End of Morecambe.



5. How well maintained is your building in general terms?

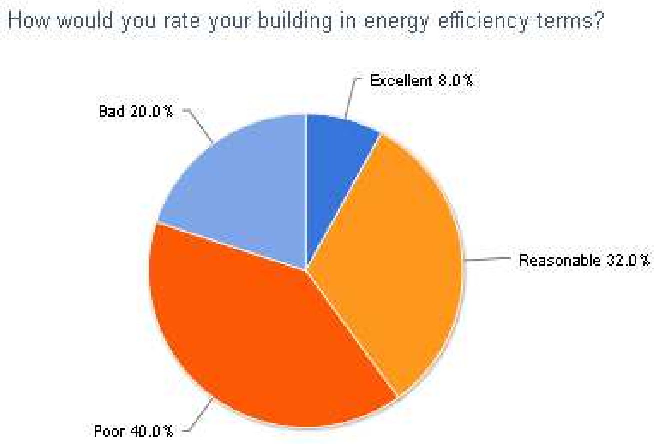
Value	Count	Percent %
Very poor – Long standing significant problems	3	7%
Poor – One or two long standing problems or several minor ones	12	27.9%
Reasonable – a few minor issues	10	23.3%
Good – no issues, routine maintenance programme in operation	12	27.9%
Excellent – our premises are ideal for our needs	6	14%

Statistics	
Total Responses	43

(Fig 16) Displayed data relating to the condition of current premises.

How would you rate your building in energy efficiency terms? [Part 2 Q12]

If your building has an Energy Efficiency Rating Certificate on display, what is the score for your building? [Part 2 Q13]



12. How would you rate your building in energy efficiency terms?

Value	Count	Percent %
Excellent	2	8%
Reasonable	8	32%
Poor	10	40%
Bad	5	20%

Statistics	
Total Responses	25

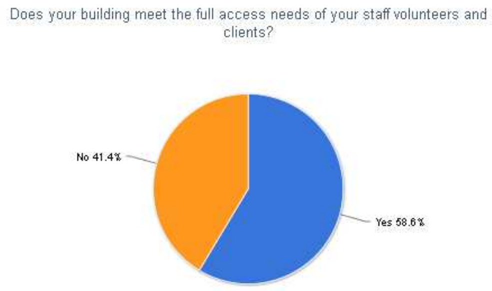
(Fig 17) How would you rate your building in energy efficiency terms?

Of the 25 organisations that answered the energy efficiency question only two said that the energy efficiency level of their building was excellent. In total 60% of respondents stated that their building rated as poor or bad in terms of energy efficiency.

When asked to supply the score from the buildings Energy Efficiency Rating Certificate [assuming that the building had one] only one organisation supplied the data. This would have corroborated the perception of how energy efficient the building was. The one reading that was given was low: 67 [100 is the estimated UK average] so it was unsurprising that the respondent stated that the energy efficiency level was ‘poor’.

Does your building meet the full access needs of your staff volunteers and clients? [Part 2 Q14]

Accessibility



14. Does your building meet the full access needs of your staff volunteers and clients?

Value	Count	Percent %
Yes	17	58.6%
No	12	41.4%

Statistics	
Total Responses	29

(Fig 18) Does your building meet the full needs of staff, volunteers and clients?

One interesting fact that emerges here is that there are nine organisations who stated that their premises were both energy inefficient and had inadequate access for clients, volunteers and staff. Six of these also stated that their buildings were poorly maintained.
Geographically these nine organisations were distributed as follows:

5 – Central Lancaster
2 – Lancaster suburbs
2 – Morecambe West End

As these two questions were on the ‘part two’ questionnaire there were only 29 responses to this question. A follow up step may be to ask the other organisations who registered poor environmental efficiency and maintenance whether they also have accessibility issues.

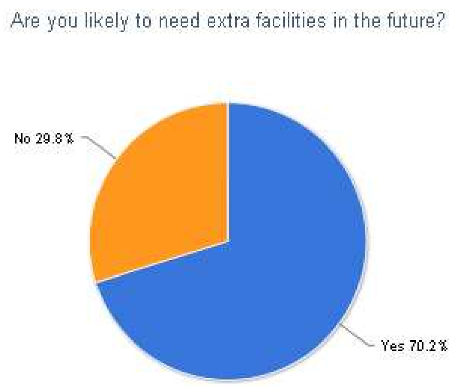
Of these nine organisations six have stated that they would like to be part of an asset sharing register and five have stated that they would be interested in collaborating on the building hub project.

Of the six organisations that said in survey 1 that their facilities were poor or very poor a further five would like to be part of an asset sharing program and three would be interested in a building hub.

Other than this there was no discernable correlation between energy efficiency and access needs.

The Needs of Our organisation

- Are you likely to need extra facilities in the future? [Part 1 Q13]
- Do you have sufficient space for your current needs? [Part 2 Q16]
- How important are each of the following types of facilities to your organisation? (5 is highly rated: 1 is a low rating) [Part 1 Q6]
- Do you need any more of these resources yourself? [Part 1 Q21]
- What additional requirements do you have? What kind of space do you need? [Part 2 Q17]
- Are there any other facilities you consider essential or desirable? (please state) [Part 1 Q7]
- Does your organisation have specific access requirements? Is so what are they? [Part 2 Q15]

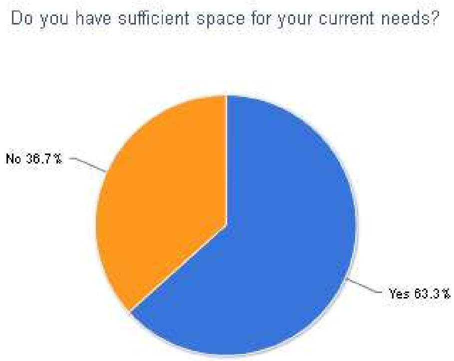


13. Are you likely to need extra facilities in the future?

Value	Count	Percent %
Yes	33	70.2%
No	14	29.8%

Statistics	
Total Responses	47

(Fig 19) Are you likely to need extra facilities in the future?



16. Do you have sufficient space for your current needs?

Value	Count	Percent %
Yes	19	63.3%
No	11	36.7%

Statistics	
Total Responses	30

(Fig 20) Do you have sufficient space for your current needs?

47 Organisations responded to the question about future space needs whilst 30 responded to the question on current space needs. The correlation between these two questions was as follows:

Five organisations have sufficient current space and do not anticipate any future space needs. It is therefore unlikely that they would be interested in a future building. However, two of these indicated they might be willing to offer space to others organisations.

Seven organisations do not anticipate any future space needs. Whether their current space needs are being met is unknown. Two of these indicated they might be willing to offer space to others organisations.

Two organisations stated that they do not have sufficient space at the moment but do not anticipate any future space needs.

Eleven organisations say they have sufficient current space but anticipate needing more in the future. Five of these also indicated a willingness to share space.

Thirteen organisations anticipate needing extra space in the future. Their current situation is unknown. However, two of them have indicated a wish to share space.

Finally, eight organisations do not currently have sufficient space and they also anticipate needing more space in the future. To a certain extent there may be a cross over here, in so far as organisations that are space short naturally see themselves needing more space in the future. Of this group four organisations said that they would be willing to consider sharing space.

Facilities

- How important are each of the following types of facilities to your organisation? (5 is highly rated: 1 is a low rating) [Part 1 Q6]

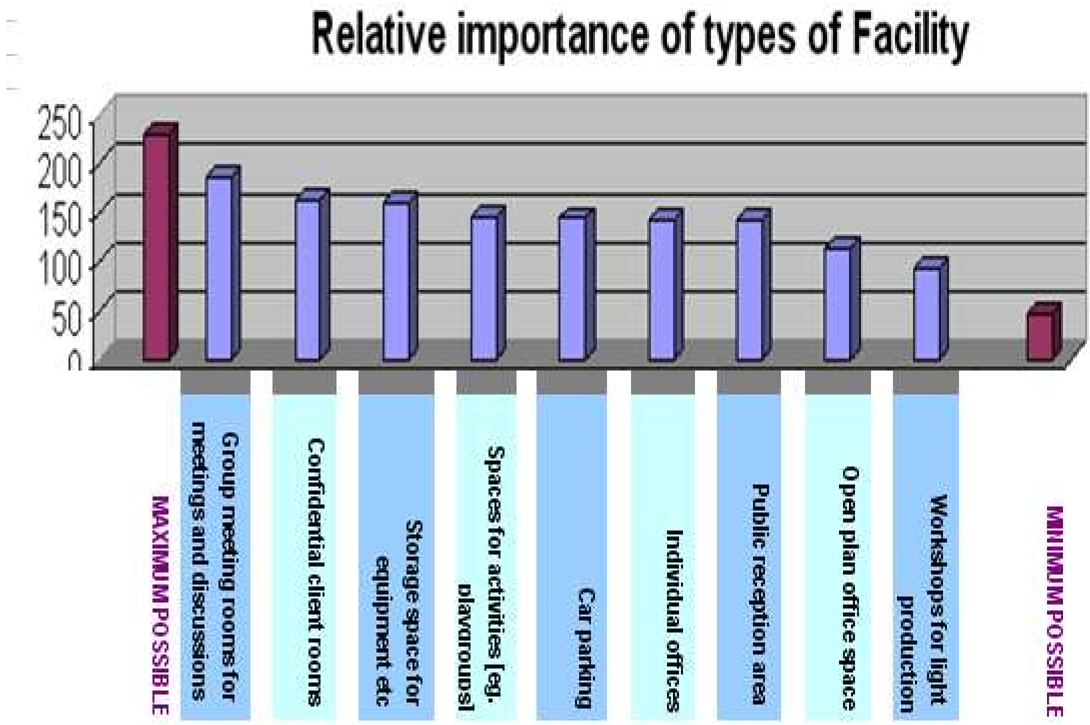
The question on facilites asked organisations to rate various types of facilities from 1 – 5, with five being the highest rating. The complete list of categories is reproduced below:

- 187 – Group meeting rooms for meetings and discussions
- 163 – Confidential client rooms
- 159 – Storage space for equipment etc
- 146 – Spaces for activities [e.g. playgroups]
- 144 – Car parking
- 142 – Individual offices
- 142 – Public reception area
- 114 – Open plan office space
- 92 – Workshops for light production

These are 'ranked' according to the total number of points they were given by the 46 organisations that completed this question. The number accompanying each type of facility is the total number of points allocated. These range from a theoretical maximum of 230 points and a minimum of 46 points.

Figure 21 illustrates the same information in graphic form.

There is also a complete 'ratings grid' giving the full set of values for each organisations across all of the categories. This is reproduced as Appendix I.

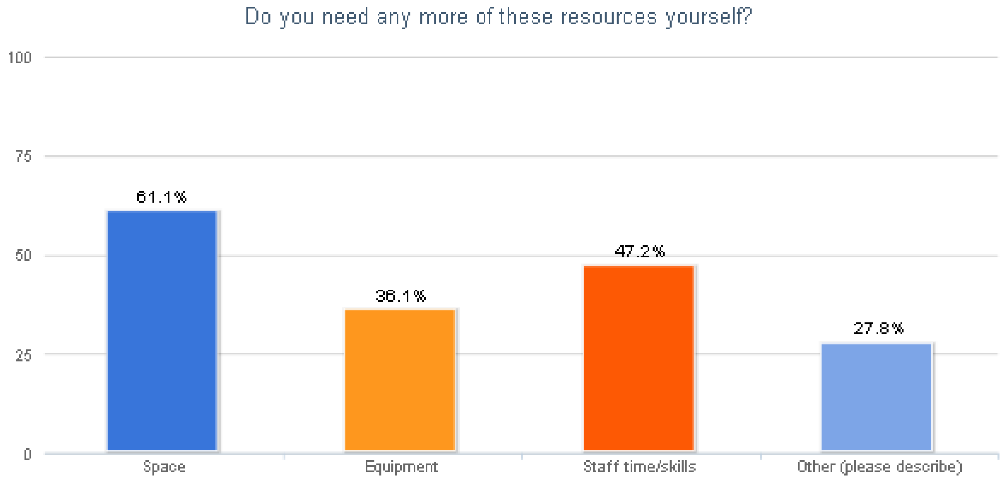


(Fig 21) Relative importance of different types of facilities

Group meeting space and confidential client rooms are the most important types of space to organisations, followed by storage space. Space for activities, car parking and individual offices are next in importance. Workshop for manufacture and open plan areas are the least important types of facility.

Do you need any more of these resources yourself? [Part 1 Q21]

After importance of various different facilities organisations were asked what additional resources they currently needed. 61% stated that they needed more space, 47% needed more staff, time or skills and 36% needed more equipment. (Fig 22)



21. Do you need any more of these resources yourself?

Value	Count	Percent %
Space	22	61.1%
Equipment	13	36.1%
Staff time/skills	17	47.2%
Other (please describe)	10	27.8%

Statistics	
Total Responses	36

(Fig 22) What additional resources are needed?

- What additional requirements do you have? What kind of space do you need? [Part 2 Q17]
- Are there any other facilities you consider essential or desirable? (please state) [Part 1 Q7]
- Does your organisation have specific access requirements? Is so what are they? [Part 2 Q15]

These three questions were open questions inviting the respondents to give written responses. There was sufficient overlap between these responses to produce a single list. The content of all the responses to the three questions have been analysed and the essential components summarised under the following categories:

- Rooms
- Equipment
- Special Facilities
- Miscellaneous

The full list of facilities has been reproduced below. The accompanying number (blue) indicates the number of organisations who listed the facility.

Rooms

- Office working space 4
- Meeting Room 7 including confidential space 2
- Accessible/flexible training/class room 4
- Flexible activity spaces 3
- Large venue/hall for meetings and functions 3
- Confidential rooms and quiet areas 4
- shower / changing facilities 2
- Kitchen 4
- accessible toilets 3
- Access to outdoor space 1
- storage facilities [especially ground level] for equipment, office supplies and private belongings 8

Equipment

- Wi-Fi
- Digital projectors.
- projectors and screens
- Internet
- Communal printing facilities,
- projector screen
- broadband access
- Loop systems for those with a hearing impairment. 2
- blackout facilities
- ventilated space for printing/copying
- the ability to interact with our members through as many mediums and outlets as possible both physical and virtual

Special Facilities

- Facilities for parents with children (i.e. pushchairs)
- Wheelchair access 8
- Disabled access 8
- facilities for people with mobility difficulties
- colour contrast for visual impairments
- level entrance
- lift

Miscellaneous

- receptionist 2
- Resource Centre
- Good public access points to what we do
- Ability to deliver some of our services within a retail model.
- Minimal costs for facilities
- Warmer building.

Our Willingness to share and trade

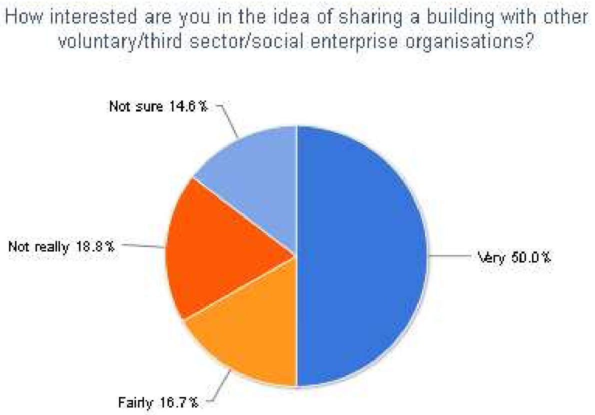
- How interested are you in the idea of sharing a building with other voluntary/third sector/social enterprise organisations? [Part 1 Q17]
- Do you currently share your building with other non-profit organisations? [Part 1 Q15]
- If "yes" which facilities (if any) do you share with other organisations? [Part 1 Q16]
- Do you currently have any spare resources that you would consider sharing with other organisations? (Please tick any that are appropriate) [Part 1 Q20]
- What benefits do you think there might be in sharing a building? [Part 1 Q18]
- What issues or problems do you think there might be in sharing a building? [Part 1 Q19]
- Please use the space below to provide any more information or good ideas that will help us to make this project a success. [Part 1 Q23]

Do you currently share your building with other non-profit organisations? [Part 1 Q15]

Twenty two organisations state that they currently share facilities. Of these thirteen organisations are very interested in sharing facilities. It is interesting to not that a high proportion of those organisations with less stable structures [Survey 1 Q12] fall into this category.

A further ten organisations who currently do not share facilities stated that they were very interested in the idea of sharing facilities. Most of these organisations had structures that did not fluctuate greatly over time. [Survey 1 Q12]

Almost all of the larger organisations [with two exceptions] were amongst the fifteen organisations that stated that they did not really want to share facilities.



17. How interested are you in the idea of sharing a building with other voluntary/third sector/social enterprise organisations?

Value	Count	Percent %
Very	24	50%
Fairly	8	16.7%
Not really	9	18.8%
Not sure	7	14.6%

Statistics	
Total Responses	48

(Fig 23) Interest in sharing a building with others.

Do you currently share your building with other non-profit organisations? [Part 1 Q15]

15. Do you currently share your building with other non-profit organisations?

Value	Count	Percent %
Yes	23	48.9%
No	24	51.1%

Statistics	
Total Responses	47

(Fig 24) Organisations currently sharing a building.

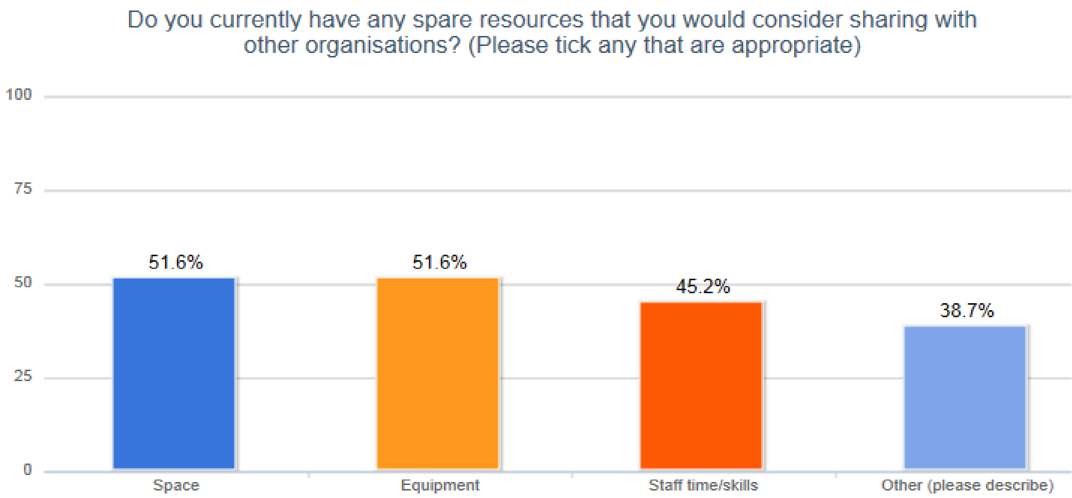
Trading

Do you currently have any spare resources that you would consider sharing with other organisations? (Please tick any that are appropriate) [Part 1 Q20]

It is noticeable that of the 23 organisations that currently share their building there were a total of 23 stated offers to share either space, equipment or staff time and skills.

This is contrasted with 24 organisations that do not currently share a building where there were only 13 stated offers to share either space, equipment or staff time and skills.

One possible explanation for this is that the former has, to some extent, already developed a culture for sharing whereas the latter perhaps have not.



20. Do you currently have any spare resources that you would consider sharing with other organisations? (Please tick any that are appropriate)

Value	Count	Percent %
Space	16	51.6%
Equipment	16	51.6%
Staff time/skills	14	45.2%
Other (please describe)	12	38.7%

Statistics	
Total Responses	31

(Fig 25) Resources that might be shared with other organisations

Other spare resources (please describe) [Part 1 Q20]

This was an open question asking for additional resources that might be shared. This question elicited the following responses:

- Clinical supervision, barter system?
- Professional development
- The whole of our building is shared - that's the concept behind it.
- Garden and possible rooms
- Once the project has assets it will want to make them available to other projects and organisations
- Office space and equipment to a small degree are on offer.
- A treatment room can be rented for workshops and treatments alike.
- Another therapeutic space is the garden for basic plant growing.
- Expertise
- Specialist play resources and staff knowledge of disability

What benefits do you think there might be in sharing a building? [Part 1 Q18]

This was an open question asking what perceived benefits there might be in sharing space and facilities with other organisations. This question elicited a long list of unique responses:

- A focus on asset-based community development, co-production, mutual aid and social enterprise could be a central theme that pulls community groups/orgs together.
- Cut costs and waste of space
- Economically beneficial access to shared meeting rooms / facilities Sharing of expertise One-stop shop for clients
- Revenue share of overheads
- Shared skills, shared customers. shared purchasing (economy of scale)
- Lower costs
- Cross fertilisation and networking sharing back office sharing meeting room space
- Lots of benefits for small like-minded organisations such as shared work space, phone lines and computers, backroom facilities such as reception, finance and payroll.
- Shared services such as training / meeting rooms, kitchen, toilets, photocopiers etc...

- None due to lack of space
- Shared costs
- Cost, and diverse environment
- Synergy, sharing working practices and facilities
- Shared resources, back office etc
- Cost savings, access to other skills, more sociable
- We already do this!
- We can only share in the evenings and data protection inhibits access to all areas
- Share communication share core resources networking opportunities increased sector connectivity
- Nominated person responsible for all maintenance, utilities etc.
- Shared resources / space e.g. meeting rooms, reception, photocopier, pool vehicles.
- Clients can access advice and support from other organisations.
- We can also run joint events and training.
- We can share volunteers
- Shared resources shared knowledge possible income another service for the community
- Raised profile of our organisation
- Shared knowledge.
- Opportunity for working in partnership.
- Lower cost to any one organisation for space.
- Shared overheads.
- Potentially increased footfall.
- We have a large space which is ideal for community use (creative arts, meetings, activities.) We have a very large building with a variety of accommodation. Our location is excellent and easily accessible.
- Share resources; less money
- Sense of community could be beneficial for volunteers as well as clients. there could also be other benefits such as easy access to additional resources
- Keeping costs down.
- Greater access to rooms.
- There is also a safety feature, having other people in the building. We work alone and are often by themselves (with clients) in the building we currently use,
- Sharing resources and time
- Providing a central point for users
- REDUCED RUNNING COSTS
- Increase in days open

- Project working, Resources, Skills, Costs
- Reduced costs
- Cost sharing
- Compatible businesses might exchange clients experience skill sharing
- Scaling up impact
- Professionalization
- Better access
- Reduced costs
- Ability to share workloads and set up joint projects
- Group purchasing
- Reduced overhead costs
- Shared infrastructure
- Our organisation already houses both non-profit and commercial creative organisations. There are benefits of shared interests and mutual support.
- Networking & support more shared opportunities
- Busy premises always looks better
- Community environment and helps with cohesion
- Lone worker issues are overcome
- Networking possibilities.
- Cross collaboration
- Sharing resources
- Strategic meetings
- Higher public profile
- Creative work across traditional boundaries
- Reducing resource use footprint
- COST SAVINGS
- NETWORKING
- We benefit hugely by sharing with other organisations. We are mutually supportive including contributing towards cleaning and maintaining the building.
- Having different organisations in a building helps create diversity and encourages community involvement. [from experience]
- Building community asset maps.
- Developing shared initiatives.
- Shared resources and lower running costs.
- It will be nice to have a space for the community to have space of their own and share it with voluntary organization
- Continuous communication

What issues or problems do you think there might be in sharing a building? [Part 1 Q19]

The issues question contrasts with the benefits question (above). Again this elicited a long list of individual and creative responses. Which are reproduced below. The responses to both the perceived problems question and the question on perceived benefits provide a rich list of information which will prove to be a useful reference point for any future project development.

- Essential to ensure costs are kept to a minimum
- Easily accessible preferably with car park
- Lead (in charge) organisation must be equipped for job
- Noise
- Competition
- Others not as clean in communal areas
- Clients not sure who they are seeing. No reception?
- Allocation of rooms/offices
- Kitchen and toilet facilities on different floors to own office
- None
- Sharing facilities and resources fairly.
- Car parking
- Management of shared resources sustainability – if tenants suddenly loose funding
- Reception needs building management
- Ensuring equitable sharing takes place
- Demand 'hot spots'
- H&S and security issues.
- Scheduling use of shared rooms
- Allocation of shared costs between organisations.
- We need to use the space flexibly
- Lack of space
- Booking space for meetings – we already struggle with this when there are only a few of us in the building
- Confusion and space
- Storage of equipment
- Access to the building/equipment when we are not scheduled to use it
- Car parking
- Would need a good booking system to avoid errors such as missed bookings/double bookings, etc.
- Equipment security, particularly if access is not tightly controlled. 'Is that person meant to be here?'

- We have a lot of experience of this and it's difficult to summarise benefits and problems – come ad talk to us!
- See above
- Distractions
- Ensuring fair spilt of overall building overheads within rent charged – e.g. bills, cleaning, maintenance etc.
- Ensuring good management of shared space e.g. meeting rooms.
- We have a lot of young people coming and going from the building and so all staff need to be CRB checked. So it raises issues if we were to offer any of our space to others to use. We're open to discussing this to see if it is a possibility.
- Office management – who is responsible for what
- Space lack of / no income / contribution to printing costs and general running costs IT filing and storage
- We make a lot of noise
- Storage of confidential material and money held in a safe.
- Overlap of space use
- Confidentiality could be an issue and would require consideration of discretion. For example discrete entry so that clients are not obviously coming into the building for counselling
- Noise.
- Confidentiality may be compromised.
- Governance and sustainability
- Shared ownership models preferred
- Not all our members wish to mix
- Space.
- Maintaining confidentiality of clients
- Higher levels of organization needed to co ordinate use of facilities
- Competition
- Confidentiality might be compromised (e g in healthcare professions)
- Reception areas
- Day to day management/problem solving
- Limited scope to meet informally with others
- Confusion over individual identity within a shared space
- Competing over storage.
- Information security
- Conflicting activities
- Safeguarding issues security problems confidentiality issues
- Sharing costs fairly
- Noise levels.

- Need to find focussed space and time to get on with tasks booking resources takes extra effort and timing has to be managed better [not necessarily a bad thing though]
- Paying overheads for facilities and services a lean organisation does not need
- CAR PARKING
- CONFIDENTIALITY
- NOISE
- The organisation owning the building needs to be sensitive to the needs of the other organisations involved.
- Child protection

Final Summary and Conclusions

Most of the organisations are unique to the Lancaster City Council geographical area, are independent with minimal stated ties to other organisations. [Survey2 Q5]

Some organisations are affiliated to national parent bodies but operate largely independently [Survey2 Q5]

The main activities of the organisations that responded cover the following areas:
General education
Advice & support
Supported training
Infrastructure provision and support
Enterprise development
Environmental sustainability
[Survey2 Q7]

Most of the organisations focussed their activities in three broad ‘directions’ Towards clients, the public and other organisations, Numbers are evenly spread between organisations that see themselves as serving all three of these groups, serving two groups and focussing exclusively on one group. [Survey2 Q6]

The number of organisations wanting to invite the public into their buildings and those who do not is nearly evenly split. There is a predominance of those seeking public engagement located in the Lancaster City Centre area. [Survey1 Q14]

In spite of the current harsh economic climate most organisations see themselves growing over the next five years. This is Critical information for determining demand for a new future centre [Survey2 Q8]

The larger more established organisations have their own premises and are not interested in collaborating on a new building

Organisations with more paid staff generally have more workstations and volunteers but this is not consistent. A significant number of organisations with only a few paid staff provide a number of volunteer positions.

Larger organisations tend to be clustered in and around Lancaster city Centre.

There is no significant geographical pattern for those organisations where staff and volunteers are stable and those where staff and volunteers fluctuate.

There are three basic ways forward [See fig 8] all of which can happen in parallel.

There is a 'hot spot' of poorly maintained properties with low energy efficiency in the West end of Morecambe

Those organisations that are already sharing some facilities are the most keen to share and collaborate when contrasted with those that have their own premises.

Larger more established organisations are less inclined to want to share.

Lancaster City Centre and the West End of Morecambe stand out as the most desirable locations. Lancaster is generally desirable for access to other organisations and central facilities whilst the West End is generally seen as desirable because that is where the clients which the organisations serve are based.

A small number of organisations made specific offers of resources. In order to preserve confidentiality and anonymity these have not been included in this report.

Attempts have been made to keep the specific identities of organisations hidden in this report.

Postscript

This report is part of an ongoing collaborative investigation and discussion between several organisations as to what are the best next steps. I have therefore resisted the temptation to suggest next steps but have, instead merely attempted to outline the results of the data as clearly as possible. This document is seen not a complete and finished product but more an important staging post on what is an ongoing work in progress.

In the spirit of that mutual endeavour, feedback is invited.

Michael Hallam
The Small Green Consultancy
13 June 2012

Acknowledgements
Simon Gershorn – charity funding
CVS – support

Bibliography

[1] Lancaster & Morecambe District Social Enterprise Feasibility Study Group: Feasibility Study into Possible Models for Joint Working within the Social Enterprise Sector in the Lancaster City Council District: M Mac Donald: 2005

[2] New Terms of Reference for NLSE: November 2010

Appendix List
- **Appendix I** – Full response matrix to facilities question (Question 6 survey part 1)
- **Appendix II** – Full Survey Questions
- **Appendix III** – Invitation to the Survey to Identify Premises Needs For Community and Third Sector Organisations In the Lancaster and Morecambe Area:
- **Appendix IV** – NLSE Terms of Reference doc

Appendix I

How important are each of the following types of facilities to your organisation? (5 is highly rated: 1 is a low rating)

Individual offices	Open plan office space	Confidential client rooms	Group meeting rooms for meetings and discussions	Spaces for activities [eg. playgroups]	Storage space for equipment etc	Car parking	Public reception area	Workshops for light production
5	5	5	5	5	5	2	5	5
5	5	5	5	5	5	2	3	4
5	4	4	5	5	5	5	4	5
5	2	5	5	5	5	5	3	2
5	1	1	5	5	5	3	4	1
5		5	5	3	3	3	3	1
5	5	5	5	2	2	2	5	5
5	3	5	5	1	3	3	3	1
5	4	2	4	5	5	5	4	2
5	3	5	3	4	4	3	1	1
5	1	5	3	1	1	4	4	1
5	1	5	2	1	2	3	3	1
4		3	5	5	4	4	3	1
4	4	5	5	4	4	3	4	4
4	4	5	5	1	2	2	5	1
4	3	1	4	5	5	4	5	1
4	2	3	4	2	5	3	4	3
4	3	4	4	2	2	4	4	1
4	2	5	2	1	3	5	4	1
4	2	4	2	1	1	1	1	3
3	3	5	5	5	5	5	1	1
3	3	5	5	5	5	3	3	1
3	3	3	5	5	5	5	5	3
3	1	5	5	5	5	3	1	5
3	1	5	5	5	5	4	2	4
3	2	2	5	4	4	1	3	1
3	2	1	5	1	2	2	4	1
3	3	2	5	1	1	2	1	1
3	4	1	4	5	5	3	5	4
3	1	5	4	4	2	1	2	2
3	1	4	4	4	2	3	3	1
3	4	4	4	3	4	3	2	1
3	3	5	4	3	4	3	5	4
2	2	1	4	5	5	4	4	2
1	5	1	5	5	5	3	3	3
1	1	1	5	5	5	5	5	1
1	1	1	5	5	5	5	1	1
1	4	3	5	5	4	2	4	1
			5			5		
1	1	5	4	3	3	3	2	1
1	1	5	4	1	2	3	1	1
1	1	5	3	1	3	2	5	1
		5	2			4	4	
1	4	1	1	3	2	3	3	5
1	4	1	1		5	1	1	3
	5	5						

Fig 7: Matrix for responses to [Survey 1 Q6]

Appendix II Full Survey Questions

Survey to Identify Premises Needs
For Community and Third Sector Organisations
In the Lancaster and Morecambe Area

Questionnaire PART ONE

Identifying Premises Needs
for Community and Third Sector Organisations
in the Lancaster and Morecambe Area

1) About your organisation

Organisation name _______________

Contact name(s) of the person(s) completing this survey

____

Email _______________

Website _______________

2) How do you rate the location of your building in general?

- For staff & volunteers poor/acceptable/good/excellent
- For clients poor/acceptable/good/excellent

3) Do your activities mean that you have to be based in a specific location? Yes/no

If so, where is this and why? _______________

4) How well maintained is your building in general terms:

- Very poor – Long standing significant problems
- Poor – One or two long standing problems or several minor ones
- Reasonable – a few minor issues
- Good – no issues, routine maintenance programme in operation
- Excellent – our premises are ideal for our needs

5) How does your organisation rate the following facilities?

- Individual offices essential/desirable/not wanted
- Open plan office space essential/desirable/not wanted
- Confidential client rooms essential/desirable/not wanted
- Group meeting rooms – for meetings and discussions

  essential/desirable/not wanted
- Spaces for activities [e.g. playgroups] essential/desirable/not wanted
- Storage space for equipment etc essential/desirable/not wanted
- Car parking essential/desirable/not wanted
- Public reception area essential/desirable/not wanted
- Workshops for light production essential/desirable/not wanted
- Other (please state) .... essential/desirable

  .... essential/desirable

  .... essential/desirable

6) How many people in your organisation typically work in your building?

- Paid staff ___________
- Regular volunteers) ___________
- How many office workstations do you have? _________
- How many volunteer days a year do you provide (approx) _________

7) How much do your staffing levels tend to fluctuate over time?

- They stay relatively constant
- Up to 50% depending on projects

- Over 50% as staff levels depend very much on projects

8) Do you currently share your building with other non-profit organisations? Yes/no
If yes which facilities (if any) do you share with them? ____________

9) How interested are you in the idea of sharing a building with other voluntary/third sector/social enterprise organisations? Very/fairly/not sure/not really
What benefits do you think there might be?

____

What issues or problems do you think there might be?

____

10) Do you currently have any spare resources that you would consider sharing with other organisations?

- Space ____
- Equipment_____________________________________
- Staff time/skills _________________________________

11) Are you likely to need extra facilities in the future?

- Yes/no
- If yes, what? _____________________

14) How interested are you in attracting the general public into your premises, for example by offering facilities such as a cafe, exhibition space, shop or meeting room?
Very/fairly/not really/not at all

13) Would you like your organisation to be included in any asset register that may be created? If yes we will get back to you, should this be developed further.
Yes/No

14) Please use the space below to provide any more information or good ideas that will help us to make this project a success.

____

Thank you for taking the time to complete this questionnaire.
Now please click the "submit" button.

Questionnaire PART TWO

Identifying Premises Needs
for Community and Third Sector Organisations
in the Lancaster and Morecambe Area

1) Organisation name ________________

2) Contact name(s) of the person(s) completing this survey

____

3) Email ________________

4) Are you a stand-alone organisation, part of a group, or affiliated with other organisations? ________________

5) If not stand alone, please state which groups you are affiliated with.

____

6) What is the nature of the client groups to whom services are provided? (You can choose more than one)

- Sensitive/vulnerable
- Wider Public
- Other Organisations and Agencies
- Other (please specify)

7) What are your main current activities/projects?

____

8) Over the next five years, do you think that your organisation is likely to:

- Grow
- Grow a little
- Stay about the same size
- Shrink a little
- Shrink
- Don't know

9) What is the ideal location for your organisation?

____

10) Which of the following locations are attractive to you?

- City Centre Lancaster
- Lancaster Suburbs
- Carnforth
- Galgate
- Luneside East (off Quay Rd)
- White Lund Estate
- Halton
- Between Lancaster and Morecambe
- West End Morecambe
- Morecambe Suburbs
- A Rural Location

11) Why are you in your current location?

____

12) How would you rate your building in energy efficiency terms?

- Excellent
- Reasonable
- Poor
- Bad

13) If your building has an Energy Efficiency Rating Certificate on display what is the score for your building?

____

14) Does your building meet the full access needs of your staff, volunteers and clients?

- Yes
- No

15) Does your building have specific access requirements? If so what are they?

____

16) Do you have sufficient space for your current needs?

- Yes
- No

17) If "No" then what additional requirements do you have? What kind of space do you need? (E.g. storage, desk space, meeting rooms, activity areas, etc.)

____

18) Not all groups and organisations need a permanent physical space. For example, if it is based around and online network. Does your organisation need a permanent physical space?

- Yes
- No

19) Would you like to be actively involved with us in developing this project further? Either in looking into ways of sharing current assets or in working together to create a new 'hub' building? If "yes" we will be in touch.

- Yes
- No

Appendix III

Survey to Identify Premises Needs
For Community and Third Sector Organisations
In the Lancaster and Morecambe Area

Are your workspace needs being met? We are conducting a survey into workspace requirements in the district. We are inviting all charities, voluntary organisations, faith-based initiatives and social enterprises in the Lancaster and Morecambe area to take part in this initial survey. Please help us by completing the survey.

The survey has two objectives:

1: **To establish current assets and capacities** with a view to using these resources better. For example, storage space or display equipment

One possible outcome would be the formation of a resource database, made available to local voluntary organisations and social enterprises in the area. This could be done quite quickly.

2: **To establish how much demand there is for a new purpose build centre [or major conversion of an existing building]** to provide space for community and voluntary organisations in the district. The centre would serve as a 'creative hub' designed to allow different organisations to interact and share resources and facilities, on affordable and flexible terms. Completing this questionnaire will help us to establish the interest in such a centre, and ensure that it meets your needs when open. This is a longer-term project that is likely to take 3-5 years.

Note: The information gathered from the survey will be treated as confidential stored by CVS staff covered by their data protection policy. Published results will be anonymised to avoid identification of respondents.

Unless you tell us otherwise, we will include you on our email list in order to keep you up to date with progress in developing this project.

About the Survey

The survey has a two part questionnaire. The first part requires information which should be easily to hand and therefore should be fairly quick to fill out. This will provide us with valuable initial information.

The second part asks for more specific and detailed information. We will send you a separate invitation to complete part two once we have analysed the results of part one.

To complete the Part One questionnaire, please follow this link http://bit.ly/vYCIPE

A project steering group has been set up to do this research; our members include Lancaster District CVS, the North Lancashire Community Land Trust, representatives from City and County Councils. If you have any questions or require further information about the survey, please contact:

Michael Hallam
07971 673 436

info@lancasteresta.org

Thank you in advance for taking part in this survey.

Survey to Identify Premises Needs

For Community and Third Sector Organisations
In the Lancaster and Morecambe Area

Dear Colleague

You may recall that I sent a request a few weeks ago inviting you to complete our survey to assess workspace requirements in the district. We are inviting all charities, voluntary organisations, faith-based initiatives and social enterprises in the Lancaster and Morecambe area to take part in this initial survey.
We are trying to obtain as comprehensive a picture as possible so if you could spare just few minutes of your time to complete the survey I would be very grateful.

If you would like more information about this survey
please don't hesitate to contact me.

Appendix IV

New Terms of Reference for NLSE   November 2010 Draft

Aims of the North Lancashire Social Enterprise Network
Our network exists to promote the association, networking and collaboration of locally based social enterprises or individuals wishing to support social enterprise activities. Collectively promoting the value and benefit from social enterprise activities that contributes towards increased wellbeing of individuals, groups and communities living and working within North Lancashire. We aim to improve the quality and outcomes of our activities by promoting good social enterprise practice in our district.

Our Objectives
We seek to achieve these aims by:
Supporting collaboration within our network to achieve greater impacts, to tender collectively for work and by undertaking joint projects. Facilitating mutual advice, education and knowledge sharing activities. Exchanging skills, knowledge and time, where possible using mutual exchange in place of monetary exchange. Influencing decision makers, consumers and funders to support local ethical products and services, make use of local knowledge and support our local economy and environment.

Our Values
The principles on which our network is based will be guided by the following value statement:

"Finding solutions to social and environmental problems through sustainable trading based on community ownership, co-operation and mutual support. We celebrate the value of inclusion, social justice, self development and equal opportunities for all"

We express this through our vision statement: *Empowering our local communities to work together and invest in greener, fairer enterprise*

Our Definition of Social Enterprise Activity
"Social enterprise is an activity rather than organisational structure. Being an activity social enterprise is something individuals can also do. Social enterprise operates according to clearly stated aims or values and re-invests any financial profit or surplus to further those aims or values. Social enterprise avoids forms of private ownership such as forming limited or profit distributing companies. Social enterprise avoids activities that damage other people or the environment. Social enterprise should take action to evidence social benefit. Social enterprise activity refrains from excessive personal or private profit."

This is based on social and environmentally beneficial activities rather than legal structures, on valuing local sustainable action, on social inclusiveness, equity, fairness and equal access to opportunity.

Our Area of Benefit
North Lancashire includes Lancaster, Morecambe, Carnforth, Heysham and other surrounding districts. Our boundary compliments those of the neighbouring Social Enterprise hubs in Central Lancashire and Blackpool, Fylde and Wyre, and matches the boundaries of the Local Authority District of Lancaster.

Membership
Membership is open to individuals and organisations that live, work or otherwise support social enterprise within our area of benefit. Members agree to follow our networks values and to accept our collectively agreed description of social enterprise activity. Being an unincorporated body our members accept we share collective responsibility for our activities and will honour that commitment if required.

Our Remit
Our proposed activities can include:

- Holding regular meetings to run the network.
- Adopting strategies and policies needed to promote the values and aims of our network.
- Raising and spending funds on joint projects to promote our objectives.
- Holding a social enterprise festival or other events.
- Operating a 'timebank' or in other ways supporting inter-trading.
- Maintaining an equipment or resource bank or otherwise encourage sharing of equipment and resources between members.
- Maintaining a directory, running a website and producing promotional material.
- Sharing of information about skills available within our network.
- Developing skills through offering training events, conferences or providing information.
- Setting up an expert forum or a co-mentoring project for solving issues or problems.
- Participating in the wider activities of Social Enterprise Lancashire Network (SELNET).
- Paying members of the network to support our objectives at a fair and appropriate rate for the value they bring.

Our remit does not include:

- Trading in goods, bidding for contracts or selling services that competes with the interests or activities of our members.
- Providing grant funding or acting as a funding body to our members or others.

- Owning property or vehicles or holding other significant assets.
- Employing paid staff (requiring us to operate PAYE or other systems).
- Operating our own bank account (instead using one or more of our members).
- Distributing profits from our activities to individuals or organisations other than as fair recompense for services provided.
- Promoting or supporting specific religious beliefs, private interests or political parties.

Governance
Members must follow ethical standards of behaviour and be willing to provide evidence of their social or environmental benefit. We encourage our members to produce annual social accounts or other evidence they operate as a social enterprise that undertakes activities benefiting both residents of North Lancashire and the environment, and that show they are not operating exclusively for personal or private gain.

We will hold an annual meeting and other meetings as required at which we will discuss and agree activities of the network, share out project related tasks and agree roles and responsibilities for activities we undertake. Each network meeting will select a chair and minute taker for the duration of the meeting and members will be given the opportunity to add items for discussion onto the meeting agenda.

To manage our activities we will operative under collective principles using a collegiate, task group or committee based structure. We seek to achieve agreement through consensus rather than voting or other means and so seek to be socially inclusive in all our activities.
We do not intend to appoint executive officers or a standing management body but the network can offer honorary positions of chair, secretary or treasurer and nominate members to run projects, sit on task groups or otherwise act for the network.

Conflict resolution, exclusion and other issues that may damage our association.
We will seek to develop rules and policies as required by our activities as needed, based on best practice operating elsewhere in the social enterprise sector. We will address complaints, receive evidence of disrepute or allow members seek redress in situations of perceived conflict of interest. If necessary and with the agreement of both parties we will seek external support to help resolve the matter.

In the most extreme situations following a specific complaint by another member a proposal can be made to refuse or withdraw membership or otherwise seek to limit the involvement in our network of individuals or organisations that do not uphold our values or who fail to address a clear conflict of interest damaging to our association and our members. This will be decided by a majority vote at a full network meeting at which all parties can request to be present and make representations.

Any such exclusion will only occur after a fair, transparent and equitable process that seeks first to resolve misunderstanding, satisfy a specific complaint or address the conflict of interest.

I/we, ... (insert name of organisation/individual) approve of and subscribe to the Terms of Reference of the North Lancashire Social Enterprise Network and agree to uphold the aims and values expressed within it.
Signed: ....   Date......................................