

# Foreword

Hertfordshire County Council Adult Care Services has worked with Herts Care Providers Association to develop a workforce strategy for the Hertfordshire Care Sector. However, in doing this, we were very conscious that most of the statistics and information we had to hand was for private and independent care providers.

We recognise that the voluntary and community sector (VCS) plays a vital role in the provision of services – particularly in prevention. We know that the VCS is very different in its make-up and in the issues that it faces in comparison with the private sector.

We therefore commissioned HCF Training and Development to undertake a survey of voluntary and community organisations to help us start on understanding its scope and scale. The aim is that this work will inform the next version of the workforce strategy and will help Hertfordshire County Council to identify potential support needs for the VCS.

## **Mark Gwynne**

Head of Workforce Development  
HCC Adult Care Services

# Introduction

## **Main Aims:**

- To quantify the size of the VCS workforce
- To understand its breakdown by type of contract and role
- To look at potential issues around the strategy themes of recruitment, retention and growth

## **Methodology:**

The survey questionnaire was constructed by HCF Training and Development in consultation with a small working group and Mark Gwynne from HCC ACS. We referred to the data used in the Workforce Strategy – replicating where relevant but in other cases taking a different approach more appropriate for the VCS. The final questionnaire is included in the Appendix to this report.

The survey and the reported results were limited to organisations that are registered with the Charity Commission – i.e. registered charities and Charitable Incorporated Organisations (CIOs). This is only a proportion of the VCS as it excludes non-registered groups, clubs and associations. It also excludes other not for profit organisations such as CICs. The reason for taking this approach is so that we would be able to scale up our survey data using Charity Commission statistics. (Note: survey data rounded in report tables)

The other key decision was to include all charities and CIOs in the survey (though we did exclude uniformed groups) and not to focus purely on adult social care organisations. We did include questions on activities provided and beneficiary groups – so if required specific analysis could be undertaken.

The survey was conducted using Survey Monkey with an introductory email and a link. This was sent to HCF's database and we also asked CVs to send to their membership database. We received a total of 168 responses by 31<sup>st</sup> October 2018, of which 135 were usable.

## Executive Summary

### Size and Scale of Hertfordshire Voluntary Sector

- There are **3,467** registered charities and CIOs operating in the county
- They have a total annual income of over **£1.25 billion**

### The Voluntary Sector Workforce

We estimate that the workforce in Hertfordshire comprises:

- **9,145** full time paid staff
- **12,273** part-time paid staff (**6,318** FTEs)
- **4,900** sessional/self-employed workers
- **102,987** volunteers (excluding trustees/directors) – giving **356,103** hours per week
- **20,233** trustees/directors

Looking at the employment contracts of paid staff:

- **56%** of organisations have all their full-time staff on permanent contracts
- **50%** of organisations have all their part-time staff on permanent contracts
- Significant numbers of paid staff are on temporary fixed term contracts
- Only **3%** of organisations employ apprentices

Key roles in the VCS:

- The most common full-time roles were CEOs (**74%** of organisations) and frontline workers (**60%**)
- Key part-time roles were frontline workers (**75%**) and admin/clerical staff (**53%**)
- **80%** of organisations have volunteers working in frontline roles

### Staff Turnover and Recruitment

- **70%** of organisations had staff leaving in the last 12 months – estimated county total of **2,800**
- The most common reasons for leaving were “personal reasons” (e.g. moved house, health) and “moved to a more senior/better paid role”
- **67%** of organisations had recruited in the last 12 months – estimated county total of **3,416**
- The most common reason for recruiting is replacement for an employee who left
- There were a total of **80** current vacancies reported by respondents, scaling up to a potential of approx. **900** across the sector
- Frontline workers and fundraising posts are the hardest to fill
- The most common reasons for vacancies being hard to fill were due to the salary/benefits package and the lack of skills and experience of applicants
- **69%** of organisations expect their workforce to stay the same or grow in the next 3 years; only **7%** expect their workforce to decrease