

Policy & Practice Annual Report 2021



Policy & Practice
St Chad's College, Durham University

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Policy&Practice is a multidisciplinary research group based at St Chad's College, Durham University. Our full-time academics, research associates and fellows are committed to the promotion of social justice in the United Kingdom and beyond.

Policy&Practice is the banner under which this work is communicated to a wider community of interest. The College is committed to undertaking research, policy analysis and evaluation that makes a difference to the way policy makers and practitioners carry out their work, aimed ultimately at increasing the benefit gained by the people for whom they work. We do this through applied research and evaluation for a wide range of private sector organisations, independent charitable foundations, national and local government, charities and other non-profit organisations.

Our work is heavily embedded in the North of England, but we do not confine our work to this area. Several national and international studies have been undertaken over the years in continental Europe, the United States, South Africa and Japan. What we hope to do is to use our learning to help increase our scope for understanding complex social, economic and political issues and our ability to help people tackle challenges in a positive, pragmatic and effective way in new contexts.

New Research Projects

Business innovation in local context



In reputational terms, North East England seems to live a double life. On one hand, the region's distinctive political and industrial history, landscape and coast, culture, society and cityscapes are lauded and nationally valued. On the other hand, North East England has a reputation for 'underperforming' economically.

Statistically, the region does not fare as well as some other regions.

Business density is sparse, there are fewer business start-ups and productivity is lower than in many other regions. Furthermore, there are fewer jobs available per head of working population and the quality of those jobs tends to be

North East
Local Enterprise Partnership



lower than in other areas (using measures such as pay, security, skill and options for advancement).

National measures of performance use standardised metrics irrespective of local circumstance. This can advantage some areas if they have a strong asset base. Places with fewer local resources may struggle to meet the same levels of performance – but this may not mean that they have not been successful relative to their assets.



This report looks at the situation in North East England through a more positive lens by making comparisons with other areas. *It is argued that future research should avoid using 'deficit' models of economic potential and instead look more critically at what the region has to work with, and not what it lacks.*

The research, by Tony Chapman, Tanya Gray and Sarah Green of Policy&Practice in collaboration with the North East Local Enterprise Partnership, was funded by Research England.

The full report can be downloaded here: [Business innovation in the context of place \(July 2021\)](#)

A shorter summary report can be downloaded here: [SHORT REPORT Business innovation in the context of place \(July 2021\)](#)

And a presentation to the North East Economic Evidence Forum, 27th July, 2021. [Enterprise and innovation in the context of place presentation 27th July 2021](#)

Going the extra mile

The relationship between business and the voluntary sector

Research conducted for the Law Family Commission on Civil Society by Policy&Practice shows that businesses donated services and funds worth an estimated £2.4billion in 2019 to small charities and community groups – equating to around 0.06% of private sector turnover.

This includes £1.9bn in financial donations and around £474million worth of pro bono support such as legal services, in-kind donations such as the use of office space and employee-supported volunteering.

The study found that on average businesses across England donated £456 each year to charities and community groups. While there are many examples of businesses and civil society working closely together, this latest research suggests there are significant gaps in the relationship and that the partnership is not operating at its full potential.

The detailed study of 4,000 organisations by University of Durham's Professor Tony Chapman for the Commission also found that:

- Businesses give most support to charities for children and young people and focus attention mainly on poorer urban areas. Those charities that serve the interests of carers and people with learning difficulties are most likely to say that business supports them well, while

those which serve BAME and rural communities are the least likely to be well supported.

- Charities and community groups which received support from business are generally positive about their experiences, with 84% saying businesses trusted them to be well organised and professional.
- Three quarters (73%) of charities and community groups say they struggle with opportunities to meet businesses.

James Timpson, CEO of Timpson and Commissioner of the Law Family Commission on Civil Society, said:

“We have seen the great strides made by business in pursuit of other vital causes, such as sustainability and equal pay. The next great stride that business can take is to commit to a partnership with civil society.

Investors may have a key role to play in this, as might transparency measures – as they have on other social issues. No matter how it is achieved, a strong partnership between business and civil society can only help to improve both communities and companies.”

Mitch Oliver, Global VP Brand &

Purpose at Mars and Commissioner of the Law Family Commission on Civil Society, said:

“It has never been more important for business and civil society to pull together. By working together, we can be stronger and accelerate the recovery from a pandemic that has sadly slowed progress in many of the areas that we all care about. The mission to secure a healthy planet, an inclusive society and a world where everyone is thriving is strengthened when business and civil society collaborate.

Nicole Sykes, Director of External Affairs at Pro Bono Economics, said:

“Purpose has become a watchword in every business boardroom in recent years. Customers, investors, shareholders and employees all expect a commitment to social good. But business’ efforts will fall short if they fail to work with civil society. This new research shows that the average annual contribution to small charities from businesses in England amounts to little more than a rounding error. The average business in England donates the same amount of cash to small charities each year as they misplace from their petty cash. It’s no wonder high proportions of the public are sceptical of business’ efforts to paint themselves as about more than just profit.

Professor Tony Chapman, Director of Policy and Practice at St Chad's College, Durham University, said:

“While the financial and in-kind support business currently gives to charities is barely a fraction of business turnover, their contribution is highly valued by

the organisations and groups who work well with businesses. However, relationships that are formed seem to happen mainly by accident, rather than design, so there is room for improvement on both sides of the fence to build connections between sectors at the local level.”

Chaired by former Cabinet Secretary Gus O'Donnell, the Law Family Commission on Civil Society is hosted by Pro Bono Economics with the generous support of Andrew Law and the Law Family Charitable Foundation.

The report can be found here: [Going the extra mile – how businesses work with the social sector \(July 2021\)](#)

The Auckland Project Heritage Lottery Fund Evaluation

Regeneration in Bishop Auckland

Professor Fred Robinson and Ian Zass-Ogilvie have been undertaking an independent evaluation of The Auckland Project in Bishop Auckland, County Durham.

This remarkable heritage-based regeneration scheme has restored Auckland Castle, the historic home of the Bishops of Durham. It is led and financed by philanthropist Jonathan Ruffer and supported also by a £12.4m grant from the National Lottery Heritage Fund.



The overarching aim is to revive the community by developing visitor attractions based on the town's history and heritage – notably Auckland Castle, historic home of the Prince Bishops of Durham. And it is a very unusual initiative, since it is largely funded by a philanthropist, Jonathan Ruffer who set up and financed a charitable organisation to buy the Castle and its collection of Zurbaran paintings.



Above: Faith Museum under construction

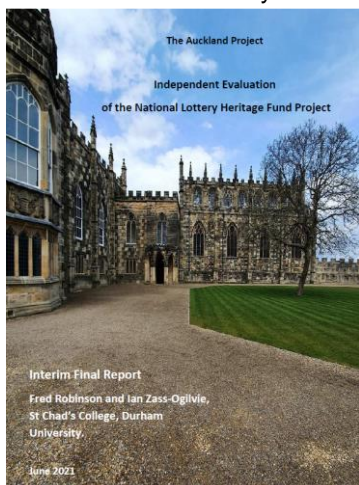
The whole scheme has expanded to include 'Kynren', a heritage show, a mining art gallery, a Spanish art gallery, the remains of Vinovium Roman fort and the Weardale Railway – all funded by Jonathan Ruffer.

Professor Fred Robinson and Ian Zass-Ogilvie from St Chad's College were commissioned in 2018 by The Auckland Project and the National Lottery Heritage Fund (NLHF) to undertake an evaluation of the restoration and development of Auckland Castle.

The Final Report of the evaluation has now been submitted to The Auckland Project and NLHF. It tells the story of the challenges faced in delivering the project, and provides a detailed and informed account of what has been achieved so far. It is the only commissioned evaluation of the work of The Auckland Project.

Professor Fred Robinson said:

“It’s been fascinating working alongside The Auckland Project and seeing this take shape. There have been lots of challenges and frustrations – as well as the problems and delays brought about by the pandemic. We’ve identified lessons from experience, while focusing on the substantial achievements of The Auckland Project. One thing that everyone has learnt is that it’s going to take a long time to revive Bishop Auckland – and it’s a complex process.”



Assessing the social and economic impact of the voluntary sector in Yorkshire and Humber

Research shows the big difference charities, social enterprises and community organisations make across the Yorkshire and Humber region



West Yorkshire and Harrogate Health and Care Partnership and Humber, Coast and Vale Health and Care Partnership, West Yorkshire Combined Authority, Yorkshire Sport Foundation, and Community First Yorkshire published a joint report in September to celebrate the work of charities, social enterprises, and community organisations on International Charity Day.

The research project was led by Professor Tony Chapman of Policy&Practice, St Chad's College, Durham University on the structure, dynamics, and impact of the Voluntary, Community and Social Enterprise (VCSE) sector. The study highlights the big contribution made to the economy and the health and well-being of people in Yorkshire and Humber.

The VCSE sector in West Yorkshire and Harrogate includes around 14,900 registered and unregistered groups supporting local people in many areas of their lives from youth groups, ageing well support, sports, and wellbeing clubs to name a few.

The sector employs around 43,100 full-time equivalent posts, which makes up 3.7% of employment across the area. It is estimated that 147,000 regular volunteers giving

their time and energy to good causes helping young and old people to live their good lives.

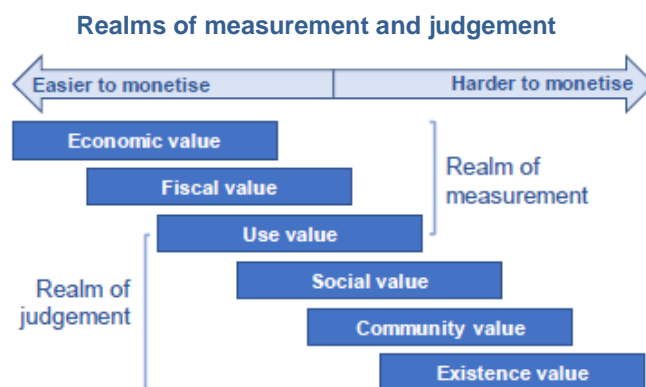
Tracy Brabin, Mayor of West Yorkshire, said:

“The voluntary, community and social enterprise sector does amazing work across the region. I’m extremely thankful for all the support they offer to people living across West Yorkshire, especially those local unsung heroes who often give up their free time to volunteer in their communities whether it’s coaching a community sports team, teaching at a young people’s theatre group, or helping at a local foodbank. The sector gives invaluable support to those who wouldn’t otherwise receive it and it is right the report sets out the hard work and commitment of individuals working in the sector who regularly share their life experience to help others – it’s commendable and each organisation and every person has my heartfelt thanks and support’.

Jo-Anne Baker, West Yorkshire & Humber Health and Care Partnership - Harnessing the Power of Communities Lead said:

“The sector is larger than the finance and insurance industries, and larger than the arts, entertainment and recreation sector. The significant contribution made by the VCSE sector to people’s health and community wellbeing is evidenced throughout the research. This not only contributes to financial savings for the NHS and other public services but produces immediate benefits for thousands and thousands of people accessing their help and support.’

The report acknowledges it is hard to measure the total added value the sector produces. Based on available data, this equates to approximately £1.6 billion per year. If taken alongside the economic value of the sector, this means the total added value of the sector is between £5.2 billion and £6.2 billion per year in West Yorkshire and Harrogate alone.



The use of conventional metrics on productivity only partially captures the value of the sector because the benefit to communities and difference made to people’s lives is unmeasurable. The report presents new ways of making effective and shared judgements on sector value which draws heavily upon findings from the Third Sector Trends study which has been running since 2008.

The full report is available here: [The structure, dynamics and impact of the VCSE \(Final Report\)](#)

A blog on how to make judgements on the added value produced by the third sector can be found here: <https://tonychapmanblog.wordpress.com/2021/09/02/the-difference-the-third-sector-makes/>

The structure and dynamics of the voluntary sector in Cornwall

The recently completed and ground-breaking research on assessing the impact of the voluntary, community and social enterprise sector in Yorkshire (see previous story) has led to a Policy&Practice commission from Cornwall Voluntary Sector Forum to develop a new statistical study of the situation in Cornwall and the Isles of Scilly.



Drawing upon comparative data from other relatively spatially isolated areas such as Devon, Northumberland and Cumbria the study will further develop techniques to explore impact at the local level.

This study will use area data collated by the Office of National Statistics, Public Health England and the Charity Commission to map the strengths of the VCSE in localities. Particular emphasis will be placed on the use of the English Indices of Deprivation to look at the disposal of sector energy in rich and poor areas, and between rural and urban localities.

The research report will be published in February 2022.

Continuing projects

Third Sector Trends 2022

Third Sector Trends is Policy&Practice's flagship project. Established in 2008, it is the longest running research programme of its kind in the UK. The work will continue in North East England from 2021-2023 thanks to the support of the Community Foundation serving Tyne & Wear and Northumberland.

The study informs voluntary and community organisations, cooperatives, community businesses and social enterprises about the wellbeing and direction of the sector. Its results are widely used by policy makers and funding bodies.

The original aim of the Third Sector Trends study, when commissioned by Northern Rock Foundation, was to examine the structure and dynamics of the third sector in North East England. In 2015, the Community Foundation assumed responsibility for the study and its legacy and took it forward working with JRF, Garfield Weston, Power to Change and IPPR North.

Over 4,000 charities and social enterprises responded to the call in 2019 making this the largest study of the Third Sector in the UK. The project resulted in the publication of three regional reports for North East England, Yorkshire and the Humber and North West England.

These reports produce fine-tuned analysis on the situation of the sector in regional context. A number of other reports with broader objectives were published (which are all available to download, see link below).



In 2022 it is anticipated that the project will continue intensively across the North of England and also be expanded to all other regions of England and the nation of Wales.

Rob Williamson, Chief Executive of the Community Foundation which commissions Third Sector Trends said:

"When we launched the 2020 edition of Third Sector Trends in May we knew that the data would need to be updated because of the pandemic. We also knew we had a large and willing community of respondents who we hoped wouldn't mind filling in another survey. As Professor Chapman notes we can't say whether the fears of organisations surveyed the organisations will come to pass but the data gives us a benchmark for when we come back in 2022 and find out whether this lack of confidence was misplaced."

All Third Sector Trends reports can be located here:

<https://www.communityfoundation.org.uk/knowledge-and-leadership/third-sector-trends-research/>

Principles and pragmatism

Professor Fred Robinson has been thinking about how churches in North East England should respond to the problem of 'tainted money'. He has been asking churches about the money they receive through donations, grants, endowments and investments. How vigilant should they be about the provenance of money? How can they obtain the money they need whilst holding on to their principles?

Fred has been awarded a Leech Fellowship to look at these issues, focusing on North East England. Over the last few months, he's been talking to people from the different denominations to find out how they think about money and whether they worry about where it comes from and how 'tainted' it may be. Does it matter if it comes from sources that appear to have values that conflict with a Christian ethos?

Should they accept money from the Lottery, for example, given its association with gambling? Or from charitable trusts linked to particular business activities such as fossil fuels? Thinking of historic benefactions, what should Christian organisations say or do about money they have received in the past that was earned through the business of slavery?

Professor Robinson said:

"The views I have heard have ranged from the totally pragmatic to the very principled. Some churches seem happy to take money from anyone and invest in almost anything that will maximise returns – they argue that all money is tainted and the key issue is what you do with it. Others take a very principled stance – they choose an ethical bank, look for the most ethical investment vehicles, think carefully about the source of donations, and refuse to apply for Lottery funding"

Fred argues that there is no 'right' or 'wrong' answer to these dilemmas – but churches ought to be able to explain and justify what they do.

He notes that the churches are increasingly aware that not only are there ethical concerns but reputational risks too. The problem of 'tainted money' has been generating a good deal of controversy in relation to the sponsorship of arts, culture and sport. There are also some lively debates about university endowments and the legacies of slavery and colonialism. It seems likely that the churches will be drawn into these issues - and they should have something credible

to say about the positions they adopt and the actions they take.

Churches have made good progress on ethical investment, but often haven't given much thought to the origin of donations or endowments. There are, however, some emerging examples of better practice - such as the use of due diligence in relation to the acceptance of donations. There are lessons that churches can learn from each other - and Fred aims to identify and disseminate those lessons.

This project was funded by the William Leech Research Fund, a charitable trust that supports research in the area of Christian social ethics and practical theology in North East England. The funding ends in December 2021, but Fred will be continuing the work and publishing his findings during 2022.

For further information, please contact Fred Robinson at j.f.robinson@durham.ac.uk

Connections

Law Family Commission on Civil Society

The Law Family Commission on Civil Society, which was launched in December, is an ambitious programme of research into how the potential of civil society can be realised.

The Commission aims to offer tangible ideas for policy-makers, companies, philanthropists and social sector organisations to tackle challenges that limit the achievements of civil society organisations such as charities, social enterprises and community groups.

Professor Tony Chapman, of Policy&Practice, has joined the Commission's Technical Panel to advise on research priorities and research methodology.

The Law Family Commission on Civil Society is hosted by Pro Bono Economics and is financially supported by Andrew Law and the Law Family Charitable Foundation.

To accompany the launch, a set of essays has been published which can be downloaded

here: <https://civilsocietycommission.org/publication/essay-collection-civil-society-unleashed/>

University and practitioner led research and knowledge exchange

Over the past decade Professor John Mawson led a research initiative fostering research collaboration between academics in North East England and local public sector organisations concerned with local service delivery and economic and social renewal of the region and wellbeing of its citizens. He is now undertaking an analysis and evaluation of these activities in which professors Tony Chapman and Fred Robinson and other members of St. Chad's Policy and Practice Group who played an active role.

The Institute for Local Governance (ILG) was a North East England-wide research and knowledge exchange partnership hosted by Durham University Business School. The ILG involved the engagement of local authorities, police, fire and rescue, and public health bodies working together with researchers from the five universities of North East England. Its sphere of operation stretched from North Yorkshire to the Scottish Border encompassing the urban areas of Tyne and Wear and Teesside. It was funded by

annual partner subscription, research council and charitable research grants.

The purpose of the ILG was to facilitate access for its public sector partners engaged in delivery of local policy and service delivery to the region's university research expertise. This also enabled academics to gain a better understanding of how their research can be used in the world of practice.

A team of researchers, directed by Professor Mawson, worked as intermediaries to source relevant academic expertise to deliver research projects for public sector organisations. Once research had been scoped with practitioner partners, the ILG team arranged competitive tendering processes so that practitioner clients could select the most appropriate research team from across the five universities in the region.

The geographical scope, institutional range and expertise available through this unique collaborative model enabled the ILG to facilitate research in over twenty local policy service areas. A number of projects were commissioned at regional and subregional levels involving the county councils and combined authorities. These projects involved the engagement of private sector businesses and third sector organisations.

Between 2009 and 2020 over a hundred research projects were completed for partners and some 200 seminars were held across the region to disseminate research findings involving over 5,500 academics and practitioners.

Policy&Practice colleagues delivered 15 projects and organised 25 seminars on behalf of the ILG. Once Covid-19 restrictions are lifted, Policy&Practice plans to continue with this work through the organisation of stakeholder events at St Chad's College.

Young People & Society Study Group

Academics at Durham University, from across a wide range of departments, institutes and colleges, have established a strong reputation for the study of young people and society. St Chad's College hosts an interdisciplinary study group of academics and post-graduate students who have shared interests in this field of work.

- Equalities: deprivation, social exclusion & marginalisation, ethnic diversity, gender & sexualities, disabilities.
- Environment and spatiality: migration, urban & rural society, conflict and disasters.
- Health and wellbeing: physicality, resilience & mental health, happiness & pro-sociality.
- Everyday life: culture & identity, consumption, leisure & sport, arts and culture, social media.
- Civil society: voluntary social action, civic engagement, politics & social movements, third sector interventions
- Social mobility: education & employability, paid work, virtual mobilities.
- Relationships: families & households, friendship & loneliness, domestic violence, life transitions & critical incidents.
- Research methodologies: comparative methods, visual sociology, autobiography, narratives, observation, quantitative data and analysis.
- Social policy: youth work, crime & antisocial behaviour, penalty, unemployment, health, housing and homelessness, welfare benefits.

Publications

2019-2021

Robinson, F. and Ogilvie, I. (2021) The Auckland Project independent evaluation of the National Lottery Heritage Fund Project, Durham: Policy&Practice.

Chapman, T. (2021) The structure, dynamics and impact of the voluntary, community and social enterprise sector: a study of West Yorkshire Combined Authority, West Yorkshire & Harrogate Health and Care Partnership and Humber Coast and Vale Health and Care Partnership areas, Durham: Policy&Practice.

Chapman, T. (2021) Going the extra mile: how businesses support the third sector in England and Wales, London: Pro Bono Economics.

Chapman, T. Gray, T. and Green, S. (2021) Enterprise and innovation in the context of place: An exploratory comparative statistical analysis, Durham: Policy&Practice/North East Local Enterprise Partnership

Mawson, J., Demazière, C. and Hall, S. (2020) 'Les métropoles Française vues d'Angleterre: un jeu entre l'état et les notables?' Chapter 2 in Demzière, C. et al., *La gouvernance des métropoles et des régions urbaines*. Lyon: Inter Ministerial Research Programme PUCA.

Chapman, T., Longlands, S. and Hunter, J. (2020) *Third Sector Trends Survey: Covid-19 and its potential impact on the third sector in the North*, London, IPPR

Chapman, T. (2020) *Diversity and Inclusion in organisational leadership: evidence from Third Sector Trends 2020*, Newcastle upon Tyne: Community Foundation serving Tyne & Wear and Northumberland.

Robinson, F. (2020) 'The North East Faces tough social and economic challenges', *The Northern Echo*, 30th September.

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Chapman, T. (2020) *The Strength of Weak Ties: How charitable trusts and foundations collectively contribute to civil society in North East England*. Newcastle, Community Foundations serving Tyne and Wear and Northumberland.

Lindsey, I., Chapman, T. and Dudfield, O. (2019) 'Configuring relationships between state and non-state actors: a new conceptual approach for sport and development'. *International Journal of Sport Policy and Politics*.

Mawson, J. and Griffin, M. (2019) 'Research, knowledge exchange and impact: the experience of a university public sector partnership in North East England' in Liddle, J. and Shutt, J. (eds) *The North East After Brexit*, London: Emerald Publishing, chapter 11.

Shaw, K. and Robinson, F. (2019) 'Whatever happened to the North East? Reflections on the end of regionalism in England', *Local Economy*, 33(8): 842-861.

Chapman, T and Gray, T. (2019) Striking a balance: a study of how community businesses in Bradford, Hartlepool and Middlesbrough build working relationships with the public, private and third sectors. London: Power to Change.

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Chapman, T., Rich, S., Gray, T. and Braidford, P. (2019) *Understanding barriers to young people's aspirations and ambitions in County Durham*, Durham: Institute for Local Governance.

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