

# The value of Jersey's third sector

October 2024



# Foreword

I am delighted to introduce this important report on the value of Jersey's third sector.

I am privileged to see, at first and often raw, first hand, an incredibly diverse third sector, working tirelessly on a daily basis to underpin social inclusion and strengthening our community's resilience, health and wellbeing. Jersey really has a culture of giving - something we should not take for granted in perpetuity – but something we should recognise as special and vital. Without the people who work so diligently in the third sector, many others in Jersey would simply fall through the cracks of society to the detriment to our community and also our economy.

Looking to the future, Jersey's third sector will have an increasingly important role as we care for our most vulnerable, manage an ageing population, transition to an environmentally sustainable economy, support islanders with mental and physical wellbeing and skills, play our part in solving global challenges, and much more. Third sector organisations such as charities, voluntary groups and other non-profit organisations, are central to the delivery of island priorities, both directly and in partnership with the Government.

However, we seldom take the time to reflect on the size and scale of the third sector as a whole and how to reflect this in our island decision-making.

This study, commissioned by the [Jersey Community Foundation](#) in collaboration with partners including [Jersey Overseas Aid](#), and the [Jersey Community Partnership](#), shines an important light on the vital role played by the third sector.

Combining available data sources with a sector-wide survey, it sets out valuable insights into the size, scope, economic impact, financial dependencies and strategic ambitions of the sector, alongside the challenges and opportunities arising. The report concludes with recommendations for the third sector and for its wider partners in government, the community and the private sector, in order to ensure the sector is fit for the future and able to further strengthen their contribution.

I would like to thank all the survey respondents for kindly sharing their time and knowledge. Most of all, I would like to thank all the staff, volunteers and donors within the third sector for their tireless and vital contribution.



**His Excellency Vice-Admiral Jerry Kyd CBE,**  
Lieutenant-Governor of Jersey



# Preface

PwC's purpose is to build trust in society and solve important problems. We work with Channel Islands businesses, governments, charity partners and wider stakeholders on the challenges and opportunities for the islands in shaping sustainable development that works for everyone.

The local charities, voluntary groups, social enterprises, other non-profit organisations and housing associations that make up Jersey's third sector provide essential services, support vulnerable people and foster community spirit. From policing, social housing and nursing care to protecting our precious heritage and environment, the sector plays a pivotal role in island life, addressing the many challenges that our island and islanders may face.

Despite this, there is limited understanding, both in government and amongst the public, of the positive contributions made by the third sector as a whole.

This in turn hampers the sector's ability to foster collaborations and innovations, secure sufficient resources and effectively drive change over the long-term.

At PwC Channel Islands we want to play our part in supporting the third sector, helping to give the sector a stronger voice, sharing compelling messages, and brokering a different conversation about its critical role.

We were therefore delighted to be commissioned to produce this assessment of the value of Jersey's third sector. For the first time, quantitative data and sector survey data are combined to provide a comprehensive overview of the sector, its challenges and its opportunities.

We believe everyone has a part to play in the success of Jersey's third sector. This report sets out forward-looking recommendations for the sector itself, for government, for islanders and the wider community, and for business. We hope that these serve as a call to action to support the sector, against which progress can be tracked in the future.

We hope the report provides a useful contribution to supporting the continued evolution and strengthening of Jersey's third sector, and its critical role, now and into the future.



**Lisa McClure,**  
Partner, Jersey Office Leader,  
PwC Channel Islands



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# Executive summary



# Executive summary

This report, commissioned by the Jersey Community Foundation in collaboration with Jersey Overseas Aid and the Jersey Community Partnership, provides a comprehensive overview of the value of Jersey's third sector. The sector comprises charities, voluntary groups, social enterprises, social housing providers, and other non-profit organisations, all of whom play a crucial role in the island's community and economy.

For the first time, this report combines quantitative Jersey data from different sources with the results of a representative sector survey<sup>1</sup>, in order to provide new insights about the sector's value to Jersey, challenges and opportunities.

## Key findings

### Contribution to Jersey's economy:

- Jersey's third sector comprises at least 775 organisations.
- It contributes at least £230m in economic value to Jersey.
- More than 7,700 islanders are either employed by, or volunteer for these organisations.
- The sector employs around 3,400 individuals (2,300 FTEs).

<sup>1</sup> Individual responses are strictly confidential and not available to stakeholders outside of PwC.

- At least 5,800 islanders actively volunteer (as reported by respondents) on a regular basis, equivalent to 9% of the working age population.
- Across all third sector organisations, it is estimated that volunteers provide the equivalent of 1,700 FTE jobs.
- The sector's total local estimated expenditure is approximately £190m, with registered charities reporting £139m of expenditure in 2023.
- Within the organisations responding to the survey, volunteers outnumber paid staff three to one, although paid employees contribute twice as many hours.

### Financial position and resilience:

- Some financial resilience is indicated by diverse income sources, including trading activities (35%), donations (19%), and grants (17%).
- Legacies account for just under 5% of total sector income, whilst donations over £5,000 account for another 5%. One-off and recurring donations of £5,000 or less account for just 4%.
- However, 37% of organisations have less than three months of reserves, indicating vulnerability.

### Partnership with Government:

- The third sector plays a crucial role in delivering public services, with long-term contracts with the Government of Jersey providing 12% of the sector's income (at least £16m).

- Grants contributed a further £19m (17% of total income), some from Government, although not specifically split out for the purpose of this report.
- 37% of organisations either never or rarely engage with elected members, whilst 44% of organisations either never or rarely engage with public policymakers.
- Of those which do engage, only a third believe their engagement has at least a moderate positive impact.
- 53% of organisations delivering services to the public sector cross subsidise this with income from other areas.

### Ambitions, opportunities and challenges:

- The vast majority of organisations share knowledge (80%), whilst just under a third share physical resources (29%), a quarter are pooling staff resources, and only a tenth share financial resources.
- Less than half of the organisations invest in developing new innovative products, services and solutions.



# Executive summary (cont.)

## Challenges and opportunities

### Survey respondents' top challenges:

1. Funding and financial sustainability.
2. Volunteer recruitment and retention.
3. Public awareness and visibility.
4. Insufficient support from the government.

### Survey respondents' top opportunities:

1. Expanding programmes and services.
2. Increasing funding and revenue sources.
3. Building new partnerships and collaborations.
4. Enhancing volunteer and staff capacity.

The interplay between the full list of challenges and opportunities suggests that there is a mismatch between how short term challenges and longer term opportunities are being prioritised.

Specifically, by unlocking opportunities around technology adoption and addressing challenges to impact reporting, organisations could address barriers to fundraising and opportunities to expand programmes. For instance, by using impact reporting to clearly articulate the positive impact they are already making, organisations can tell a compelling story that resonates with potential donors and stakeholders, improving financial resilience.

One clear outcome evident from the survey is that Jersey's third sector is indispensable to the island's economic and social fabric. This report highlights the need for collaborative efforts to ensure the sector's sustainability and growth.

By embracing innovation, celebrating best practice, diversifying funding sources, and fostering closer collaboration with both the public and private sectors, Jersey's third sector can continue to thrive and make a significant impact on the island's future.

## Recommendations

Further details are set out in the main report. We hope these will serve as a useful starting point for a programme of action to further support Jersey's third sector.

### Priorities for Jersey's third sector:

- Develop a long-term vision for your organisation.
- Prioritise data collection and reporting of results.
- Consider what further resources you can share.
- Build financial resilience based on actionable evidence.
- Build capacity in both the paid and voluntary workforces.
- Innovate to deliver change.

### Priorities for islanders and the wider community:

- Strengthen awareness, understanding and engagement with the third sector.
- Inquire about results and seek the sector's accountability.
- Support the sector through donating and volunteering.

### Priorities for Government and the public sector:

- Champion the sector in public policymaking.
- Proactively nurture and support the third sector.
- Engage with the sector and build strong, long-term and collaborative partnerships.
- Consider longer-term funding commitments for delivery by third sector organisations.

### Priorities for Jersey's private sector:

- Build how you will support Jersey's third sector into your organisational strategy and purpose.
- Incorporate the third sector into your procurement decisions.
- Encourage and incentivise more skills-based volunteering.
- Adopt a strategic philanthropic mindset.

# Jersey's third sector at a glance

At least **775** active third sector organisations

There are at least **725** operating locally

**20%** deliver some overseas support, with **50** focused exclusively overseas

**58%** of these overseas organisations are primarily focused on poverty alleviation and education outreach

**>£230m** annual contribution to Jersey's economy

Employs approx. **3,400** islanders

And at least **5,800** volunteers

Average salary of **£40k**, ~30% below economy average

Income is diversified, with **53%** from trading and contracts

Whilst donations make up **19%** of income

**18%** of total income comes from long-term contracts

**28%** of total income comes from grants and other sources

Almost **30%** of third sector organisations deliver services to or on behalf of GoJ

Government contracts accounted for ~**12%** of total sector income

For those that do deliver GoJ contracts, GoJ income accounts for **20%** of their total income

**53%** of those providing services to GoJ need other sources of funding to deliver the contract

The vast majority of organisations share knowledge (**80%**)

Just under a third (**29%**) share physical resources (such as facilities)

Only **11%** jointly fund initiatives

**11%** reported having a long-term vision or plan

# About this report



# About this report

## What is the “third” sector?

The “third” sector refers to the part of Jersey’s economy that comprises non-profit-making organisations and associations. This includes registered charities, voluntary and community groups, social enterprises and other non-profit organisations and social housing providers. It is called the “third” sector because the first and second sectors are the public and private sectors respectively.

As islanders, many of us have experienced first-hand the central role the third sector plays in our society and community. But what does this add up to? What do we know about the sector as a whole? How big is the contribution it makes? What are the priority challenges and opportunities facing the sector? What does the sector need to ensure it’s fit for the future?

To answer these questions, in summer 2024, PwC Channel Islands were commissioned to produce this report by the Jersey Community Foundation in collaboration with partners including Jersey Overseas Aid and the Jersey Community Partnership.

The purpose of the report is to:

- Provide an up-to-date overview of the current size and shape of Jersey’s third sector.
- Demonstrate its contribution to the island’s economy and society.
- Share insights about the sector’s ambitions, challenges and opportunities.
- Make recommendations for further developing the sector.

We hope it serves as a key point of reference from which we can all strengthen our understanding and appreciation of Jersey’s third sector and how we can collectively provide support going forward.

## Approach to data collection

This report brings together the following sources of information for the first time to provide a comprehensive view of the third sector:

- Available data about non-profit-organisations registered with the Jersey Financial Services Commission (JFSC), about registered charities from the Jersey Charity Commissioner (JCC), and other administrative and economic data.

- Results of a survey of Jersey’s third sector organisations carried out in summer 2024.
- Insights from PwC sector experts and an Advisory Group set up for this project.

You can read more about our methodology and how we scaled survey results to the whole sector in the **Appendix: Methodology**.

For a full list of contributors please see **Acknowledgements**.



# About the survey

In summer 2024, the Jersey Community Foundation launched a survey of Jersey's third sector to inform this report.

With thanks to all who responded, the results are representative of the sector as a whole as follows:

**Table 1: Survey coverage.<sup>2</sup>**

No. of third sector responses	17%	130 of approximately 775 organisations
- of which registered charity responses	23%	104 of 444 registered charities (excl. restricted section charities)
Spending captured of estimated total spending by locally-focused third sector organisations	58%	£110m of estimated total expenditure of £190m <sup>3</sup> by locally-focused third sector organisations
- of which spending captured of registered charities (excl. restricted section charities)	70%	£97m of JCC reported expenditure of £139m <sup>3</sup>
Income captured of registered charities (excl. restricted section charities)	64%	£100m of JCC reported income of £157m <sup>3</sup>
Employment in the third sector	54%	1,850 jobs of an estimated total 3,400 jobs in the third sector <sup>2</sup>
- of which employment in JCC registered charities	56%	1,450 jobs of an estimated 2,600 <sup>2</sup> jobs in the charity sector
- and of which employment in non JCC-registered third sector organisations	50%	400 jobs of an estimated 800 <sup>2</sup> jobs in non-JCC-registered third sector organisations

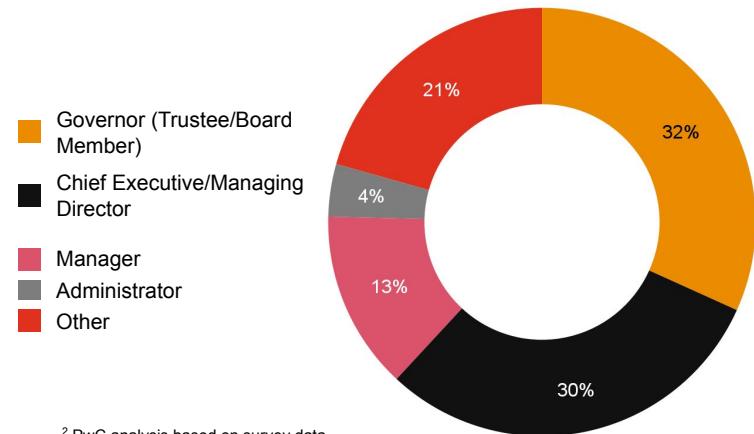
The median annual expenditure of survey respondents was £127,000 and mean £851,500, much higher than the JCC-registered charity median annual expenditure of £33,000 and mean £660,000, suggesting we captured more of the larger organisations.

Survey responses may of course be influenced by the person who completed the survey on behalf of each third sector organisation.

The findings reflect the perspectives of the respondents, influenced by their roles and responsibilities, which may impact on the perceived challenges and opportunities the sector faces.

Governors and Chief Executives made up over 60% of the respondents, while managers, administrators, and other roles accounted for the remaining 40%, as shown below.

**Chart 1: Roles of survey respondents (survey output)**



<sup>2</sup> PwC analysis based on survey data.

<sup>3</sup> Jersey Charity Commissioner, Annual Report 2023, <https://charitycommissioner.je/wp-content/uploads/2024/04/Annual-Report-2023-Final.pdf>.

# Report structure

After presenting an overview of the current size and shape of Jersey's third sector, the report focuses on four primary themes:



## **Contribution to Jersey's economy**

How the sector contributes to our island economy and society.



## **Financial position and resilience**

How dependent the sector is on different types of donors and income streams, and how financially resilient the sector is.



## **Partnership with government**

How the sector engages with government, and how the sector partners with government to deliver and support public services.



## **Ambitions, opportunities and challenges**

The challenges and opportunities facing the sector, how collaborative and innovative it is, and how it is evolving to be fit for the future.

Finally, the report then sets out suggestions for further research and analysis, along with suggested priorities for:

- Jersey's third sector
- Islanders and Jersey's wider community
- Jersey's public sector and Government
- Jersey's private sector



# Overview of Jersey's third sector



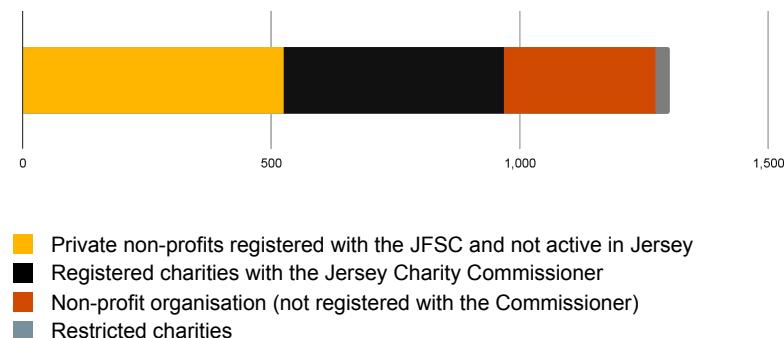
# Jersey's active third sector has at least 775 organisations of mixed sizes and incomes

## How many organisations are in Jersey's third sector?

- **Private non-profits:** There are over 1,300 non-profit organisations registered with the Jersey Financial Services Commission (JFSC). It is estimated that between 450 and 550 of these are privately held and administered through Jersey's finance industry, often supporting philanthropic arms of private wealth structures, and are therefore outside of the scope of this report.
- **Registered charities:** As of 2023, 443 of these are registered with the Jersey Charity Commissioner (JCC) - which suggests these are active local third sector organisations. These organisations have assets worth approximately £400m, and spent around £139m in 2023, with income of approximately £157m<sup>5</sup> - delivering essential local services and supporting vulnerable community members.
- **Restricted charities:** 27 of these are "restricted section" charities registered with the JCC; which are organisations which do not accept external donations from the general public, but meet the 'charity test' i.e. having charitable purposes and providing public benefit. Restricted section charities registered with the JCC are estimated to have assets of £1.8 billion.<sup>5</sup>
- **Non-registered non-profit organisation:** Approximately 305 of these are non-profit formal and informal organisations including sports clubs and housing associations that are not registered charities.<sup>6</sup>

In total, Jersey's active third sector organisations represent approximately 775 organisations. This compares to a total of 8,320 private sector businesses in Jersey as of December 2023.<sup>4</sup>

Chart 2: Sector overview



<sup>4</sup> Government of Jersey, Labour Market Statistics and Performance <https://www.gov.je/StatisticsPerformance/EmploymentEarnings/pages/labourmarket.aspx>.

<sup>5</sup> Jersey Charity Commissioner, Annual Report 2023, <https://charitycommissioner.je/wp-content/uploads/2024/04/Annual-Report-2023-Final.pdf>.

<sup>6</sup> We believe this figure underrepresents the true number.

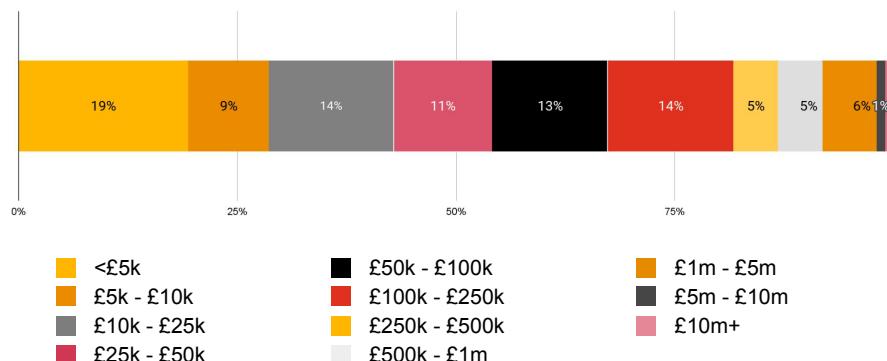
# Most of Jersey's third sector organisations operate exclusively locally

## What size are the organisations in Jersey's third sector?

The majority of third sector organisations are micro, small and medium sized organisations. For those that are registered charities, in 2023, the 20 largest charities accounted for 60% of the total income and 65% of the spending of registered charity organisations.

The income distribution of charities in Jersey reveals that the majority of charities in Jersey have relatively low incomes, with 19% bringing in under £5k per year. A significant proportion of charities (14%) fall into the £100k to £250k income p.a. bracket and 13% of charities have an income above £500k. High-income charities (£10m+) comprise less than 1% of the total.

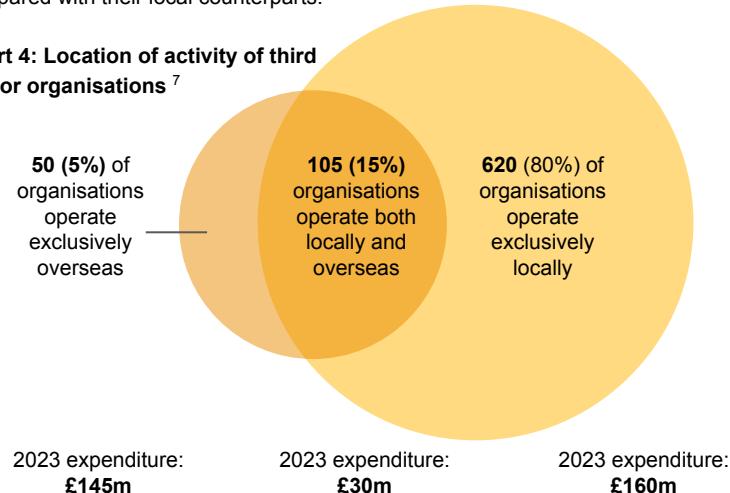
**Chart 3: Income distribution of JCC Registered Charities (survey output)**



## Where do Jersey's third sector organisations operate?

The vast majority of Jersey's estimated 775 organisations operate exclusively locally to support local needs and causes. Only a small number support exclusively overseas needs and causes, although their total expenditure is similar to those operating exclusively locally, suggesting that overseas organisations are relatively large compared with their local counterparts.<sup>6</sup>

**Chart 4: Location of activity of third sector organisations**<sup>7</sup>



<sup>7</sup> PwC analysis based on survey data.

<sup>8</sup> Jersey Charity Commissioner, Annual Report 2023:

<https://charitycommissioner.je/wp-content/uploads/2024/04/Annual-Report-2023-Final.pdf>.

# Jersey's third sector supports a broad range of causes

Jersey's third sector organisations span a broad range of purposes and causes, both locally and overseas. For the purposes of this report, we have used standard practice social themes based on the Jersey Community Foundation's [Local Needs Assessment](#), expanded to some additional third sector-related areas to better capture the full breadth of their activities.

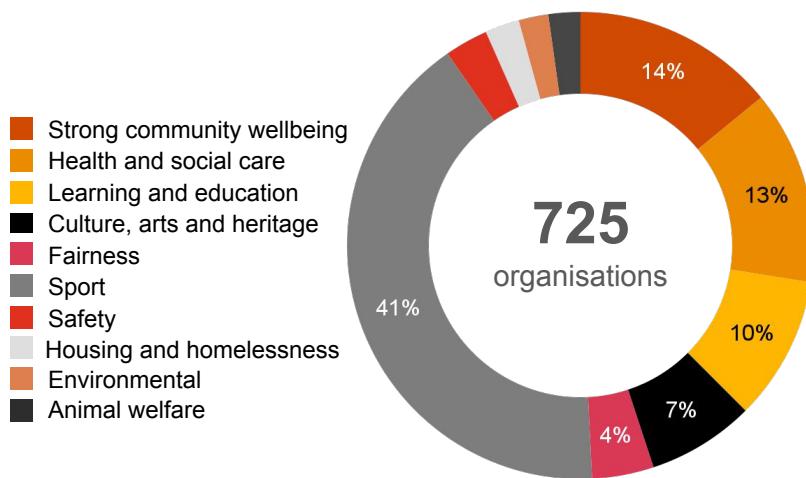
**Table 2: Purposes and causes of Jersey's third sector organisations**

Thematic area	Definition	Thematic area	Definition
<b>Housing and homelessness</b>	Organisations that provide access to safe, affordable, good quality housing which in turn support a vibrant community with a sense of security and stability.	<b>Learning and education</b>	Organisations that emphasise the importance of education and learning in promoting creativity, potential and vitality to underpin a thriving economy.
<b>Health and social care</b>	Organisations that promote overall community health and wellbeing through physical, social, intellectual, and emotional factors, driving awareness and prioritisation of healthy lifestyle choices.	<b>Culture, arts and heritage</b>	Organisations that support wellbeing through a culture of creativity, fostering a healthy, inclusive and happy population.
<b>Safety</b>	Organisations that offer a network of rehabilitative, preventative, and emergency response services to ensure islanders feel safe and secure in their daily lives.	<b>Environmental</b>	Organisations focused on the preservation of natural resources and ecosystems to ensure a sustainable community, promoting clean air, water, and land, and fostering biodiversity.
<b>Fairness</b>	Organisations that advocate for fairness and social equity, ensuring everyone has a share in the island's success and an equal opportunity to lead healthy and productive lives.	<b>Overseas</b>	Organisations that support international aid efforts, contributing to global wellbeing and development by providing humanitarian assistance, promoting education and supporting sustainable development in lower income countries.
<b>Strong community wellbeing</b>	Organisations that foster a sense of belonging, trust and inclusion, helping islanders build relationships that respect community and individual values.	<b>Animal welfare</b>	Organisations that promote the humane treatment and protection of animals, ensuring they are free from cruelty and advocating for responsible pet ownership and conservation.
		<b>Sport</b>	Organisations that encourage participation in sports to foster a healthy, active lifestyle, promoting physical fitness, teamwork, and community bonds for Islanders of all ages and abilities.

# Locally-focused third sector organisations are predominantly established for sports, community, health and educational purposes

Jersey's locally-focused third sector organisations play a crucial role in supporting islanders' wellbeing and the continued success of Jersey as a vibrant, kind and caring community.

**Chart 5: Thematic focus of Jersey's locally-focused third sector organisations in 2023 (survey output)**



Over 40% of organisations are focused solely on the provision of sports on the island, comprising a wide range of different sports and activities, and different community and grassroots organisations. Most of these are very small.

Beyond that, the most significant areas of focus are community, health and social care and educational purposes.

However, it is important to emphasise that this analysis is by number of organisations only; thematic analysis of income and expenditure would likely yield a different picture.

**On the next few pages are a series of case studies that further reflect the breadth of work by Jersey's locally-focused third sector.**

## Local case study: Jersey RFC Minis and Juniors (M&Js)

The [Minis & Juniors](#) section of Jersey Rugby Football Club (JRFC) plays a vital role in the island's sporting community, supporting over 500 young rugby enthusiasts aged 5 to 18.

The M&Js is run by dedicated volunteers who invest their time and effort to ensure the club's success.

### Contributions to the local community and sport

#### Skills development

The club emphasises skills development and sportsmanship, helping players advance from Minis to regional and national representation. This holistic approach has led to successful tournament participation and well-rounded individuals excelling both on and off the field.

#### Community building

By bringing together children and families from diverse backgrounds, the M&Js have strengthened community bonds and fostered unity through their social events and matches.

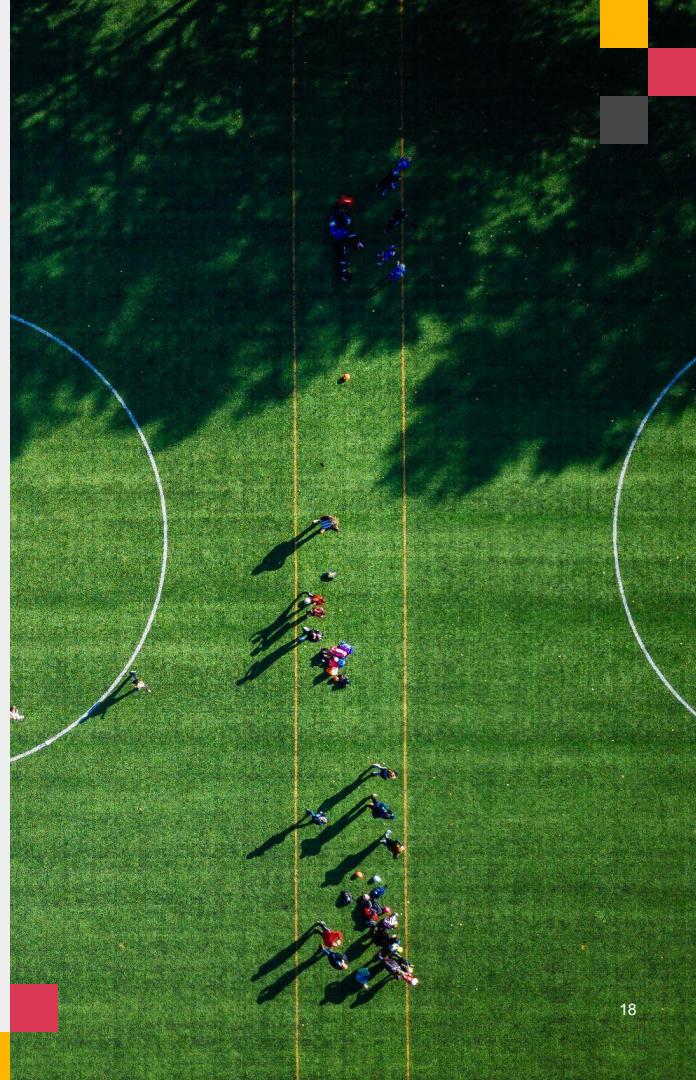
#### Promotion of rugby

The club has increased the visibility and popularity of rugby on the island, inspiring a new generation of rugby enthusiasts.

#### Sustainability

The M&Js demonstrate a commitment to sustainability through a second-hand swap shop, where parents can exchange or donate outgrown rugby kits and boots. This initiative supports new players and promotes a culture of reuse, as well as increasing the accessibility of rugby for all.

JRFC Minis and Juniors exemplify the vital role third-sector organisations play in promoting health, sports and social well-being. The club's structured approach to youth development fosters both physical and mental health, while contributing to the local sporting ecosystem.



## Local case study: Family Nursing & Home Care (FNHC)

FNHC is a Jersey charity funded by donations, fundraising, legacies, and government contracts. With over 100 years of experience, FNHC offers a broad range of healthcare services, from prenatal to end-of-life care, prioritising kindness, dignity, and innovation. FNHC has successfully delivered public services through various contracts, demonstrating its capability to meet community needs effectively.

Public contract delivery and operational framework: FNHC has been entrusted with multiple public contracts. In 2022, 78.9% of FNHC's income came from contracts with the Government of Jersey. One significant contract involves community nursing services, including chronic disease management, end of life care and palliative care. FNHC operates under a framework that emphasises quality care, community engagement, and continuous improvement, employing a multidisciplinary team of healthcare professionals.

FNHC's services have significantly improved access to healthcare, particularly for vulnerable groups. In 2022, FNHC's Home Care staff provided 10,573 hours of care, and their District Nurses managed 4,983 referrals.

According to the Jersey Care Commission, care receivers and their families expressed confidence in the staff's abilities and appreciated the continuity of care.

The service was noted for its strong recruitment practices and emphasis on staff training and development.

FNHC showcases the essential role of third sector organisations in public service delivery. Through strategic contracts and quality care, FNHC improves healthcare access and outcomes for Jersey's residents.



## Local case study: Les Vaux Housing Trust

Established in 1989, Les Vaux is dedicated to providing affordable housing in Jersey, specifically looking to address urgent housing issues such as potential evictions and unaffordable rent increases for tenants of properties like Troy Court.

The trust was created through an initiative involving funds from the States of Jersey to purchase these properties and manage them at affordable rates, and is now self-funding. Over the years, the trust expanded its portfolio to include various other properties.

Addressing housing shortages: Les Vaux plays an essential role in tackling Jersey's housing crisis by managing over 380 properties, ensuring residents have access to secure and well-maintained housing, reducing the financial strain on low-to-moderate income households.

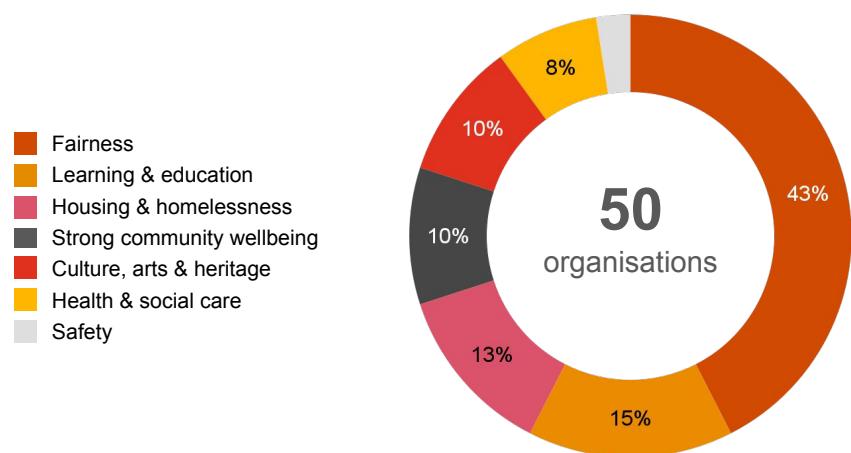
Significant developments: One of the trust's most notable recent projects was the redevelopment of Troy Court and Grands Vaux Court. This involved demolishing 108 homes and constructing 123 new social-rental flats, providing modern accommodation with outdoor spaces and communal areas.

Les Vaux exemplifies the essential role that third-sector organisations play in addressing social issues such as housing affordability.

# Jersey's international charities are predominantly focused on alleviating poverty

Jersey's international charities are focused on supporting a range of themes overseas. These organisations contribute to Jersey's international brand identity and reputation, and contribute to global humanitarian and sustainable development efforts.

**Chart 6: Thematic focus of Jersey's overseas charities (survey output)**



On the next few pages please find a series of case studies that further reflect the breadth of work by Jersey's internationally-focused third sector.

## Overseas case study: CRY Jersey

[CRY Jersey](#), a Jersey-based charity, supporting nearly 40 international projects with the mission to "empower children in the world's most disadvantaged nations to rise beyond poverty under the leadership of local champions."

### Project implementation in Zambia

In 2022-23, the charity received a £21,368 grant from [Jersey Overseas Aid](#) to establish a neonatal hospital unit in Kapiri Mposhi district, Zambia, which opened in December 2023. The facility aims to reduce infant mortality rates by providing modern, well-equipped maternity services. The grant funded essential items such as baby CPAP machines, oxygen cylinders, breathing equipment, a battery backup system, and portable cots for the 33-baby capacity ward. The new hospital features reliable water and power supplies, protection from extreme heat, and state-of-the-art neonatal care equipment.

### Training and development

Additionally, the hospital serves as a training hub for medical staff, with a staff room, library and regular workshops. This setup enhances one hospital, while promoting best practices that can be replicated across multiple healthcare facilities in Zambia.

## Overseas case study: Volunteering with Jersey Overseas Aid (JOA)

Since 1972, JOA has facilitated volunteer groups to work collaboratively with charities / NGO partners and communities in low-income countries. Volunteers work alongside local communities with a shared objective to improve the quality of life and enhance the communities' capacities to address poverty and inequality. By 2023, over 1,000 volunteers had contributed towards the success of more than 100 projects through JOA.

[JOA's two bursary programmes](#) further enable volunteer support to reach far and wide. JOA's personal volunteering bursaries provide up to £1,000 and JOA's professional volunteering bursaries up to £10,000, for Jersey residents who want to use their skills to make a difference to people living in poverty overseas.

In addition, JOA is continuing to further develop online and skilled volunteering opportunities across accountancy, education and health. An example of this is JOA's partnership with Accounting for International Development (AfID), through which [JOA offers Jersey-based accountants and auditors](#) the chance to volunteer overseas. In 2024, two successful applicants will spend 2-8 weeks overseas, developing financial management capacity for AfID's non-profit partners, with JOA covering all costs.



## Overseas case study: Jersey Side by Side

[Jersey Side by Side](#) is a non-profit organisation that supports communities in any part of the world that are impacted by war or natural disasters, by funding health, education, and general welfare and relief projects.

### Response to the Ukraine crisis

In response to the Ukraine crisis, Jersey Side by Side has been actively fundraising on behalf of the Bailiff's Ukraine Appeal, directing Islanders' generosity to support displaced individuals and families. It does this by allocating the funds it receives to [Jersey Overseas Aid](#) (JOA), who in turn determine the most effective ways to support those in need.

### Key efforts include:

**UNHCR and UNICEF:** supporting 'Blue Dot' hubs set up along routes of major refugee flows and border crossing points to provide critical support and protection services for children and families.

**British Red Cross:** delivering physical and mental rehabilitation services, including specialist medical staff, equipment and facilities.

**Friends of Ukraine EOD Jersey:** Various grants for training Ukrainian nationals in Explosive Ordnance Disposal (EOD), enhancing their ability to manage unexploded ordnance and other explosive remnants of war. These efforts are part of a broader initiative to provide essential support and rehabilitation services to those impacted by the ongoing conflict in Ukraine.

**Fundraising achievements:** Since the Bailiff's Ukraine Appeal was launched, almost £4m has been raised through a combination of Government grants, allocations from JOA's own emergency budget, and £1.4m from Islanders giving directly to Jersey Side by Side.





# Contribution to Jersey's economy



## Contribution to Jersey's economy: Key takeaways

- The sector contributes more than £230m to the economy from the value of volunteering and direct and indirect gross value added, underpinning Jersey's vibrant and prosperous society.
- If counted as a sector in its own right, the wider economic contribution to Jersey's economy of the third sector would be the equivalent of almost six times the contribution of the agricultural, forestry and fishing sector (contributing £39.7m)<sup>9</sup>.
- Average salaries in the third sector (£40,000 per FTE) are lower than the island average by 30% (£52,000 per FTE<sup>10</sup>). This is however above hotels, restaurants and bars at approximately £34,000<sup>11</sup>, but well below financial and legal activities at approximately £69,000<sup>10</sup>.
- We estimate the sector directly employs approximately 2,300 FTEs, spread across 3,400 jobs.
- Combined, volunteers and paid employees are equivalent to over 40% of the size of the public sector in FTE terms.
- If volunteers (of responding organisations) were paid at market rates for the types of work they are carrying out, their combined salaries would be worth £75m. The value of volunteering by managers, directors and senior officials contribute over 50% of this value.
- Within those captured by the survey, volunteers outnumber full-time staff three to one, with 5,800 islanders actively volunteering on a regular basis. This is equivalent to 9% of the working age population.
- These 5,800 volunteers are delivering the equivalent of 700 FTE jobs, helping to keep the sector viable.
- Although volunteers outnumber paid staff three to one, paid employees contributed twice as many hours on an FTE basis, based on survey respondents' hours.

<sup>9</sup> Statistics Jersey, Measuring Jersey's economy, GDP and GVA - 2023  
<https://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/GDP%20and%20GVA%202023.pdf>

<sup>10</sup> Based on average weekly earnings per full time equivalent worker broken down by sector in June 2024, Government of Jersey, Earnings and income statistics

<https://www.gov.je/StatisticsPerformance/EmploymentEarnings/pages/earningsincomestatistics.aspx#>



# Jersey's third sector contributes more than £230m to the island's economy

## Assessing the economic contribution of Jersey's third sector

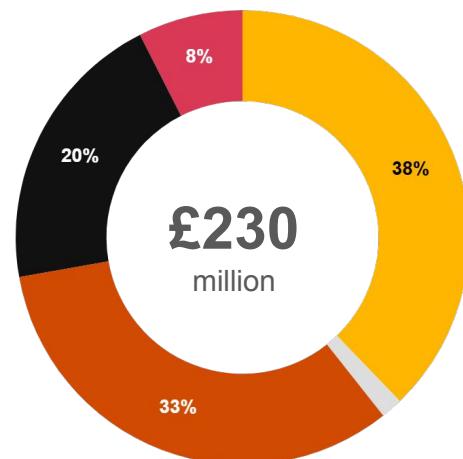
One standard way to measure economic activity is through a Gross Value Added (GVA) calculation. GVA is the total value in monetary terms of goods and services produced, minus the value of the inputs and raw materials used to produce those goods and services.

In this report, we use GVA to quantify the third sector's economic activity, compare it to other sectors and understand its contribution to Jersey's economy as a whole. It can be broken down further into direct, indirect and induced GVA. For further explanations of these, please see the [Glossary](#).

Third sector organisations contribute to Jersey's economy by providing employment opportunities and offering cost-effective solutions to community needs. Our analysis estimates that Jersey's third sector contributes the equivalent of approximately £160m of direct GVA to Jersey's economy, including the value of volunteering. This economic value grows to more than £230m if we include secondary indirect and induced effects from spending by these third sector organisations.

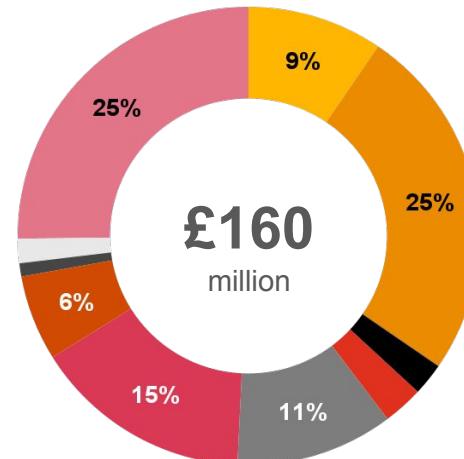
 **> £230m**  
of combined direct, indirect and induced economic value of the third sector in 2023

Chart 7: Direct, indirect and induced GVA of the sector, including volunteering<sup>11</sup>



 **£190m**  
of local expenditure spent by Jersey's third sector in 2023

Chart 8: Direct economic contribution by thematic area, including volunteering<sup>11</sup>



- Yellow: Direct GVA (Staff costs)
- Light grey: Direct GVA (Op. profit)
- Orange: Direct GVA (Value of volunteering)
- Black: Indirect GVA
- Pink: Induced GVA

- Yellow: Housing and homelessness
- Orange: Health and social care
- Black: Safety
- Red: Fairness
- Light grey: Animal welfare
- Pink: Sport

# The number of individuals actively volunteering or working for third sector organisations in Jersey is equivalent to around 12% of the island's workforce<sup>12</sup>

## The size of the Jersey's third sector volunteer and paid workforce

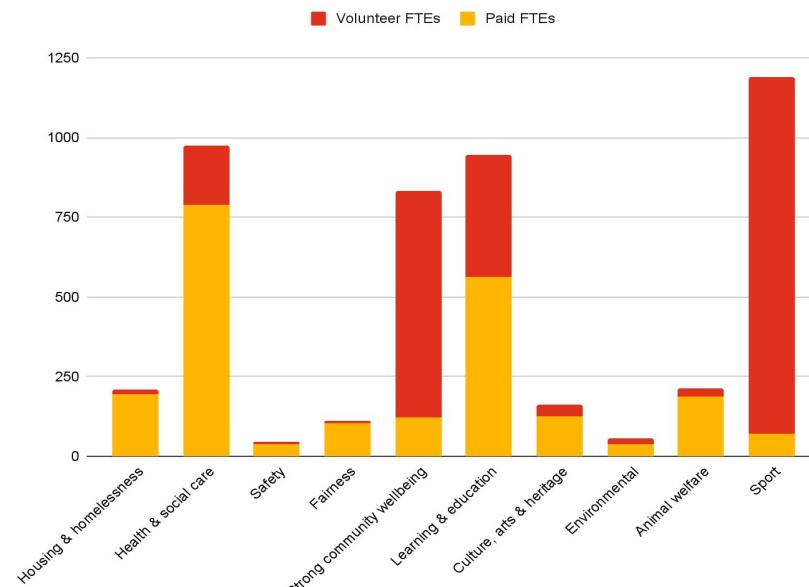
The survey directly captured 5,800 active volunteers and 1,900 paid workers for Jersey third sector organisations, giving a total of 7,700 individuals, equalling approximately 12% of Jersey's workforce.

These islanders clearly play a crucial role in supporting the community. In many cases the roles they do also alleviate some of the pressure from government services, particularly in areas such as health and social care.

Of course, not everyone captured in the survey works or volunteers full time. In order to be able to compare these to other parts of the economy on a consistent basis, the above numbers of individuals are converted to Full Time Equivalent (FTE) roles.

Chart 9 estimates the total size of the workforce, in FTE terms, split between paid FTEs and volunteer FTEs by thematic area. This suggests that in FTE terms, third sector organisations operate with around 4,000 FTEs in Jersey (paid 2,300 FTE staff and volunteer 1,700 FTE staff).

Chart 9: Staff by impact theme (volunteer FTEs and paid FTEs - scaled)<sup>13</sup>



<sup>12</sup> Based on 64,200 individuals of working age in the 2021 Census. <https://www.gov.je/StatisticsPerformance/Population/pages/censusresults.aspx>

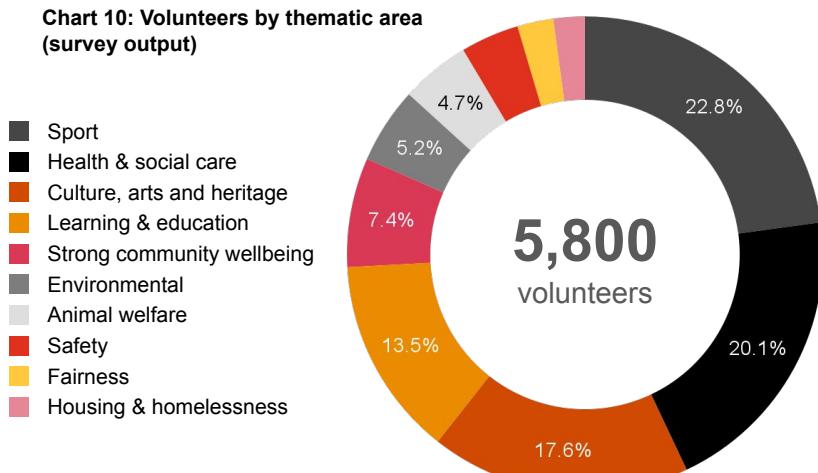
<sup>13</sup> PwC analysis based on survey data.

# The volunteer workforce has a higher proportion of manager, director and senior officers compared to Jersey's general working population

## The roles that volunteers play in Jersey's third sector

Jersey's third sector volunteers play active and important roles in their respective organisations. A breakdown of individual volunteers by thematic focus is in Chart 10 below.

**Chart 10: Volunteers by thematic area (survey output)**



<sup>14</sup> Jersey 2021 Census <https://www.gov.je/government/pages/statereports.aspx?reportid=5640>

Analysis of the survey reveals that nearly 40% of volunteer time is spent performing duties identified as "Managers, Directors & Senior Officials". This is far higher than the island wide average identified in the 2021 Census,<sup>14</sup> indicating that volunteers are contributing a significant amount of time to high value activities which require leadership skills and experience.

**Table 3: Volunteers by role**

Volunteer activity / role	Time spent doing this role	Jersey average time spent (2021 Census)	Difference
Managers, Directors & Senior Officials	37.4%	14%	+23.4%
Professional	13.3%	17%	-3.7%
Associate Professional & Technical	4.5%	14%	-9.5%
Administrative & Secretarial	13.9%	13%	+0.9%
Skilled Trades	3.4%	14%	-10.6%
Caring, Leisure & Other Service	10.2%	9%	+1.2%
Sales & Customer Service	10.2%	5%	+5.2%
Process, Plant & Machine Operatives	3.5%	4%	-0.5%
Elementary Occupations	3.6%	10%	-6.4%

# Volunteers outnumber paid staff three to one, but paid staff contribute twice the hours on a FTE basis

## How many hours do volunteers give?

Volunteers outnumber paid staff three to one, indicating a strong culture of volunteerism and community involvement in Jersey's third sector. However, the survey found that paid employees contribute twice as many hours as volunteers in absolute terms in total.

The survey also found that, on average, paid individuals worked 70% of an FTE each, whereas volunteers around 12% of an FTE each, as shown in Table 4.

**Table 4: Comparison of time spent by volunteer and paid workers in 2023 (survey output)**

	<b>Number of individuals</b>	<b>FTEs</b>	<b>Average % FTE per person</b>
Volunteers	5,782	697	12%
Paid	1,856	1,308	70%

The number of paid staff and the time spent by volunteers does vary significantly across the sector. Survey respondent organisations reported a median of 25 hours of total volunteer hours per week and a mean of 200 hours of total volunteer hours per week, whilst employing a median of 2 and a mean of 15 paid FTEs per organisation.

Despite contributing fewer hours overall, the high number of volunteers still plays a critical role in supporting various initiatives and activities within the third sector, as well as providing a flexible workforce which can scale up or down as necessary.

## Case study: trends in volunteering in the UK

Volunteering is vital for charities and community initiatives in the UK. In 2023, it is estimated that 7.1 million people volunteered their time in the UK.<sup>15</sup>

However, further evidence of recent trends show a decline in engagement. Charities are increasingly struggling to recruit and retain volunteers, with the National Council for Voluntary Organisations (NCVO) reporting an 18% drop in formal volunteer hours since 2013.<sup>16</sup>

Evidence suggested that deteriorating economic conditions significantly affect volunteering. During financial hardship, individuals are less likely to volunteer as they prioritise paid employment to meet their needs; with the recent COVID-19 pandemic and the ongoing cost of living crisis exacerbating this issue.

Additionally, the Institute for Volunteering Research found that economic pressures lead to a preference for short-term, ad-hoc volunteer opportunities over sustained commitments. This fragmentation complicates charities' efforts to maintain consistent support for community projects.

<sup>15</sup> Charities Aid Foundation (2024), [UK Giving Report 2024](#)

<sup>16</sup> National Council for Voluntary Organisations (2023), [UK Civil Society Almanac 2023](#).



# Financial position and resilience



## Financial position and resilience: Key takeaways

- Registered charities reported £139m of expenditure in 2023. For the third sector as a whole, the survey captured £110m of annual expenditure, and scaled to assume the full third sector, our analysis suggests this rises to £191m.
- Registered charities reported £157m of income in 2023. For the third sector as a whole, the survey captured £110m of annual income (not scaled to the full sector).
- The sector's income is diversified with trading activities, donations, grants and service contracts, all of which contribute to its financial stability.
- We estimate that around 18% of income into the sector comes from long term contracts. Of this, the survey captured 67% coming to the sector directly from contracts with Jersey's public sector, which in turn represents around 12% of sector income.
- A further 17% of total survey respondents' income came from grants, although the source of these grants was not captured at this time.
- This would indicate government funding to be similar to the UK, where government accounts for 30% of income, which can include grants, public service contracts and fees for services provided by charities.<sup>17</sup>
- We estimate that approximately 53% of income, including public sector contracts, is earned income. This is higher than the UK figure of 46%.<sup>17</sup> Excluding public contracts this figure is 35%, indicating a healthy level of independence in the sector.
- Donations above £5,000 account for approximately 28% of donation income, or 5% of total income.
- Smaller individual donations of less than £5,000 account for 21% of donation income, or 4% of total income.
- 37% of third sector organisations have less than three months of reserves, indicating vulnerability to financial stress and short term shocks.
- Organisations with free reserves of one to three months are reliant upon grant income, earned income and long-term contracts (combined 84%).
- Organisations with 12 to 24 months of reserves only derived 57% of their income from these three categories.



# Understanding the financial dependencies of third sector organisations is crucial in assessing their resilience and financial sustainability

## The funding landscape

The funding landscape for Jersey's third sector organisations has changed in recent years, not least due to changing economic conditions on the island. A [Jersey Funders Group](#) was established as a forum for representatives of the main grant-giving charities in Jersey.

Jersey's third sector would benefit from further review of financial dependencies and development of funding as it looks to put its finances on a more stable and sustainable footing.

The survey findings underline the need to diversify income streams in areas such as trading activities and reduce reliance on one-off donations and grants. As many of the most financially vulnerable organisations are small, it's also important to pool finite resources in areas such as administration and expertise.

**The proportional break down of sector income, as reported by respondents to the survey, is graphically displayed in Chart 11 overleaf.**

## Overview of the sector's financial dependencies

Trading activities, including rents from properties and sales from charity shops, represent the largest source of income for Jersey's third sector, accounting for an impressive 35% of total income. Following trading activities, the second largest source of funding comes from gifts and donations, which make up 19% of the total income.

Grants contribute 17% to the sector's income. These grants typically come from government bodies or philanthropic foundations. Similarly income from long-term service contracts, which often involve agreements with public entities to deliver essential services accounts for a further 18% of income.

The data do not tell us how much total income is received from corporates and the private sector in Jersey. In addition to donations, the private sector also procures some goods and services from the third sector. We do know that corporate sponsorships are less than 1% of total income, suggesting there could be opportunities for greater collaboration.

Finally, other sources, including investment income, subscriptions, and contributions in kind, account for the remaining 11%. Although these figures are smaller, they still play a valuable role in the overall financial ecosystem of the sector.

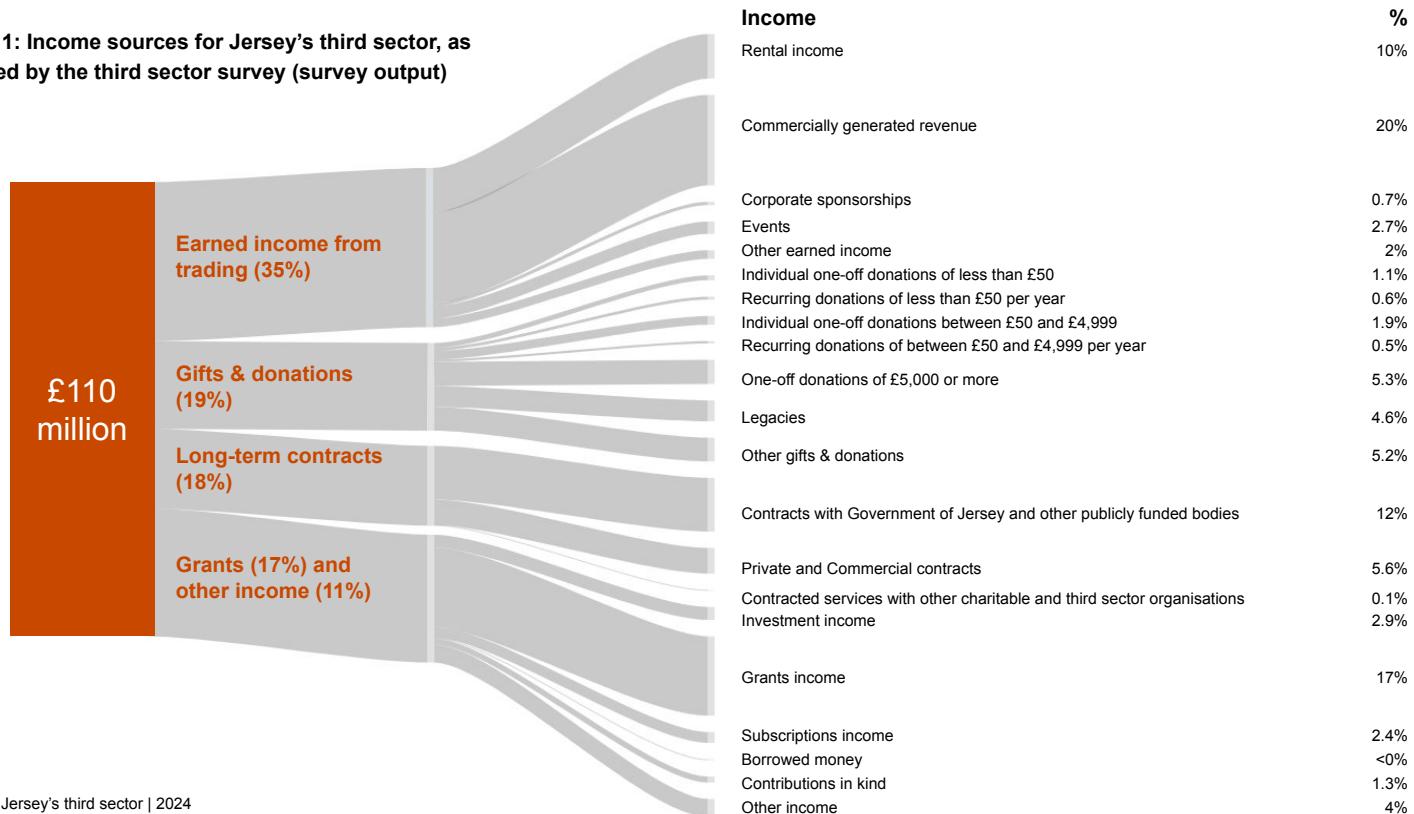
Overall, the income across Jersey's third sector is reasonably well diversified. This diversification not only offers financial security but also lowers the risk associated with reliance on a single source of income. Cash flow stability allows third sector organisations to perform effective long term planning to align their growth and mission with their cash flows and investment strategy.

The diversity of funding can also prevent undue influence from funders and as such third sector organisations can remain focused on their missions. Additionally, the sector tends to have low levels of leveraging and borrowing, arguably further enhancing its stability and reducing financial vulnerability.

However, funding pressures are real in the sector. This analysis must be considered alongside a view of expenditure, reserves, challenges and constraints to draw a full picture of the sector's financial health, as covered later in this report.

# Jersey's third sector, as captured by the survey, has an estimated income of £110m from a well diversified set of income streams

Chart 11: Income sources for Jersey's third sector, as captured by the third sector survey (survey output)



# Earned income from trading represents 35% of total income and increasingly also supports delivery of organisations' core purposes

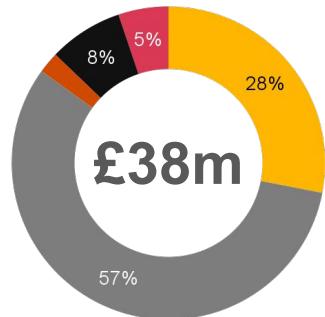
## Earned income from trading

Earned income from trading is primarily composed of commercially generated revenue (57%) and rental income (28%), with events (7%), other sources (5%), and corporate sponsorships (2%) making up smaller contributions.

Anecdotally, there has been an increasing emphasis in the sector on generating income from trading activity not only as a way to increase revenue, but also to deliver services according to their purpose, such as Jersey Employment Trust providing employment whilst generating revenue through their trading company, Acorn Enterprises.

Chart 12: Earned income categories (survey output)

- Rental income (e.g., letting of properties, land, or commercial properties)
- Any other commercially generated revenue from activities excluding the above
- Corporate sponsorships
- Events (e.g., revenue from ticketed events, charity walks, roundtables)
- Other



## Donations

Gifts, donations and legacies make up a fifth of income, or around £21m (survey output, with donations above £5,000 accounting for approximately 28% of donation income, or 5% of total income. Smaller donations of less than £5,000 account for 21% of donation income, or 4% of total income. Donations of £50 or less (both individual and recurring) only contribute 9% of donation income, or 1.7% of the total income.

In the UK, small donations of £50 or less account for 77% of donations made,<sup>18</sup> with just 1% of donations above £500. While direct comparisons to Jersey are not possible, we can use official data from the Jersey and UK Household Spending survey to draw comparisons. Specifically, Jersey's Household Spending Survey figure suggests annual donations from households total approximately £12m (£5.30 per week per household)<sup>19</sup>. This is higher than the UK equivalent, which suggests households give on average £3 per week. Even accounting for differences in the cost of living between Jersey and the UK, these figures indicate that on average, Jersey households donate more than their UK counterparts.

**“** The third sector covers a very wide array of activities, and certainly the sector is under-funded and under-appreciated. ”

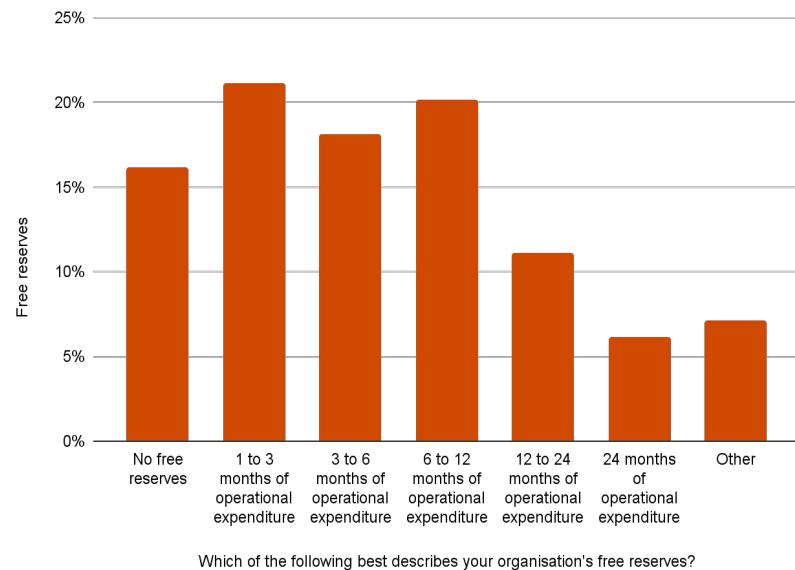
**Survey participant**

<sup>18</sup> Charities Aid Foundation (2024), [UK Giving Report 2024](#)

<sup>19</sup> Multiplying average weekly spend per household on charitable donations and subscriptions (£5.30 [Household Spending Survey 2021](#)) by number of households (44,583, [Jersey 2021 Census](#))

# 37% of third sector organisations have less than 3 months of reserves, indicating vulnerability

Chart 13: Free reserves



Levels of reserves further highlight the financial vulnerability of many of Jersey's third sector organisations.

A number of organisations have substantial reserves, with some able to cover more than 24 months of operational expenditure. Guidelines from the Association of Jersey Charities suggest that charities with an excess of six months free reserves and no reserves policy can expect to have their grant application challenged<sup>20</sup> - however this is not reflective of the policy stance of all large local funders.

However, on the other hand, third sector organisations with no free reserves are dependent on a constant stream of income.

With over 50% of third sector organisations only having free reserves to cover up to six months at most, short term funding issues could quickly become problematic.

This suggests an ongoing requirement to focus on maintaining income generation for a large proportion of local third sector organisations.

Survey respondents also emphasised the challenges that come with receiving earmarked or restricted funding streams. Unrestricted funding that can be used to support ongoing operational costs can be critical for overall financial resilience and continuity of delivery. Continuing to raise awareness and understanding of this for donors is important.

<sup>20</sup> The Association of Jersey Charities (2020), [Guidance on Reserves](#)

# Net income breakdown shows significant variation from third sector organisations with little free reserves compared to those with more

Chart 14: Income source according to level of free reserves (survey output)

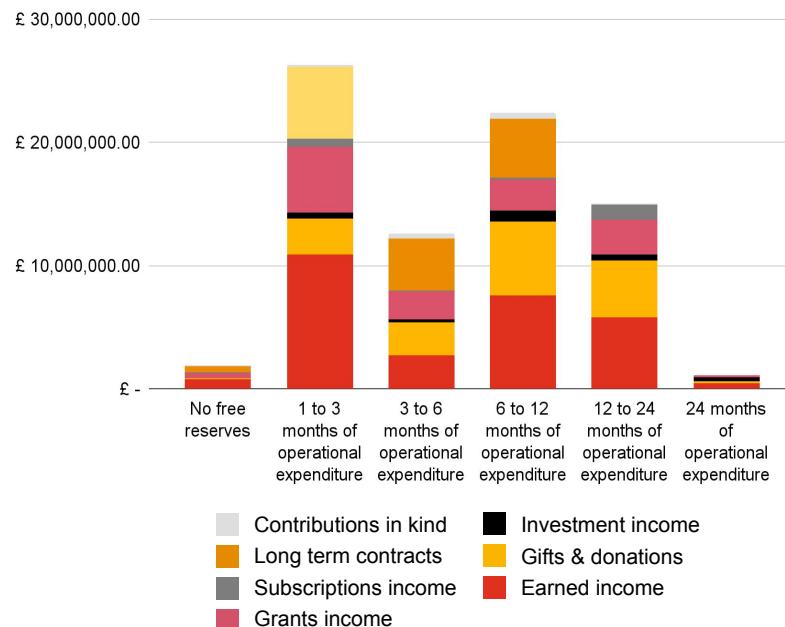


Chart 14 indicates that the majority of income is captured by third sector organisations with between 3 and 24 months worth of free reserves relative to operational expenditure.

The income profile of those with large reserves is noticeably different from those with smaller reserves. Third sector organisations with free reserves of one to three months are reliant upon grant income, earned income and long-term contracts (combined 84%). This indicates the majority of their income being hard-fought for and earmarked for spending soon after arrival, whilst organisations with 12 to 24 months of reserves only derived 58% of their income from these three categories.

The findings underline the need to maintain income streams and reduce reliance on one-off donations and grants. As many of the most financially vulnerable organisations are small, it's also important to pool finite resources in areas such as administration and expertise.

## Case study: Strategic partnership and impact at Jersey Hospice Care

### Building long-term strategic relationships

Jersey Hospice Care has built and maintained a strategic relationship with two key family foundations for over 20 years, resulting in grants totalling approximately £300,000. These funds have supported critical projects, including the construction of the Inpatient Unit (IPU) at Mont Cochon, the creation of a sanctuary within and adjoining the IPU (a calm place for family reflection, contemplation, and prayer), and the development of a sensory room in the Day Centre

### Key to success: Relationships

In this and many cases, the key word is “relationships” – ensuring the donors are as involved as possible in the early planning stages and then maintaining dialogue through regular updates and visits. The strength of the relationship remains evident today, with regular meetings with Jersey Hospice leadership to provide updates on Hospice strategy and plans.

### Impact beyond financial support

The impact of this relationship extends beyond financial support with family members volunteering at Hospice shops and fundraising events. This illustrates the value of strategic partnerships in securing funding and fostering community engagement. Jersey Hospice Care's approach serves as a benchmark for other third-sector organisations aiming to create lasting value and impact with community involvement.

### Who are Jersey Hospice Care?

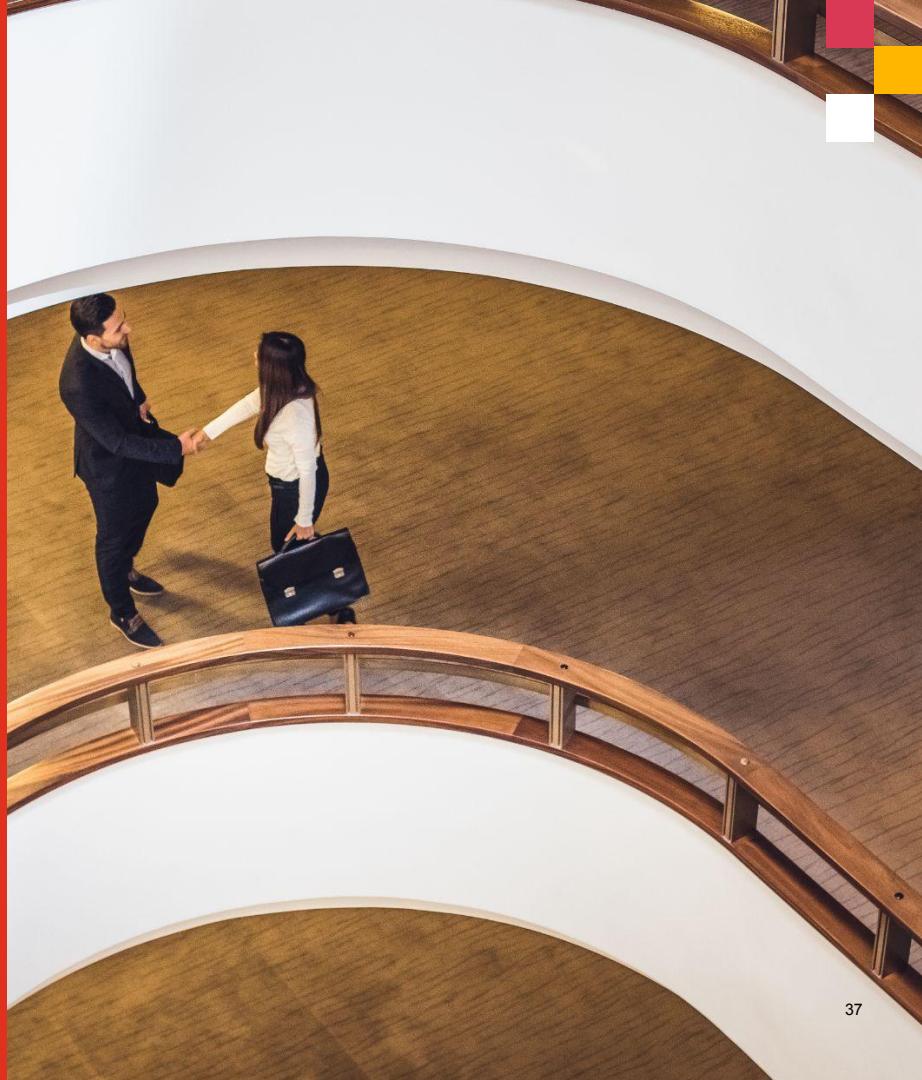
The island's only Hospice and provider of specialist palliative care services to all islanders approaching end of life, as well as to their families. Services range from care and support in the Hospice inpatient unit, support in the community and in people's homes, a full emotional and bereavement support service to anyone who has lost a loved one and education and training for professionals working island-wide in the community who may need a certain level of palliative care knowledge.

Though partly funded by Government and specifically Health & Community Services, Hospice currently relies for over 60% of its income on fundraising and retail.



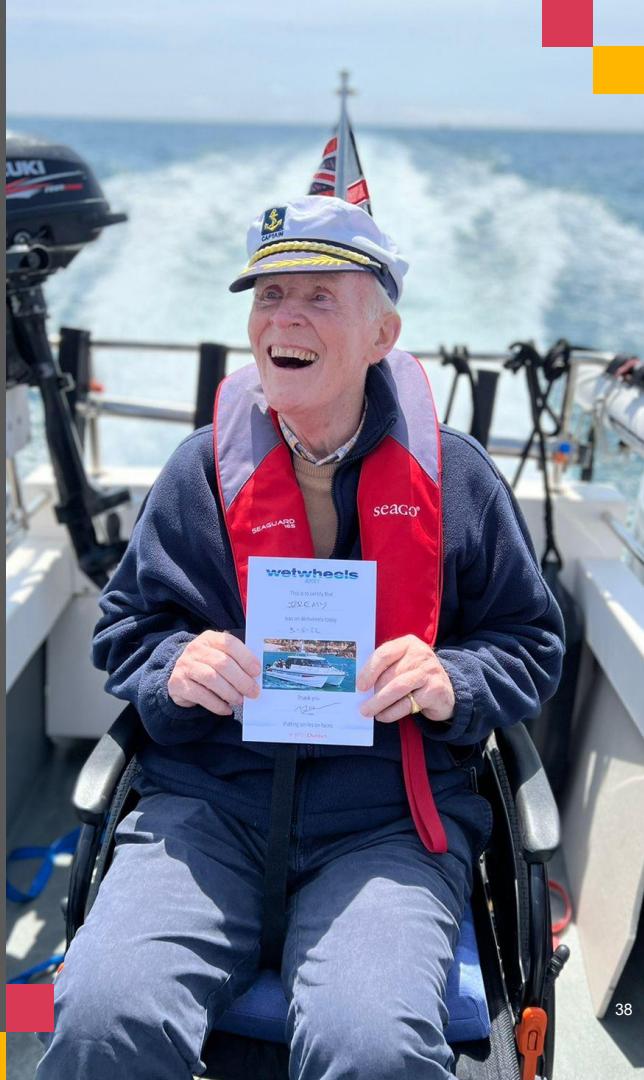


# Partnership with government



## Partnership with government: Key takeaways

- Almost 30% of third sector organisations deliver services to or on behalf of the Government of Jersey (GoJ) or its various delivery bodies.
- Of the third sector organisations which deliver services to Government, public sector contracts make up on average 20% of their total income, indicating they have been able to diversify into other sources of income.
- In total, procurement of services by Jersey's public sector from local third sector organisations accounts for 12% of total income into the sector (survey respondents).
- Most of GoJ long term contracts are focused on health and social care (34%) and strong community wellbeing (16%). This indicates the government is willing to outsource the health and care needs of islanders to third sector organisations which are better placed to deliver them.
- Of the third sector organisations which deliver public contracts, 53% indicated that they need to find further funding to be able to deliver the services.
- 37% of organisations either never or rarely engage with elected members, whilst 44% of organisations either never or rarely engage with public policymakers.
- Of those which do engage, only a third believe their engagement with elected officials or public policymakers has a moderate or significant positive impact, indicating a disconnect between those delivering services and policymakers and government.



# Contracts between third sector organisations and GoJ raised £13m of income during 2023; equating to 12% of total sector income

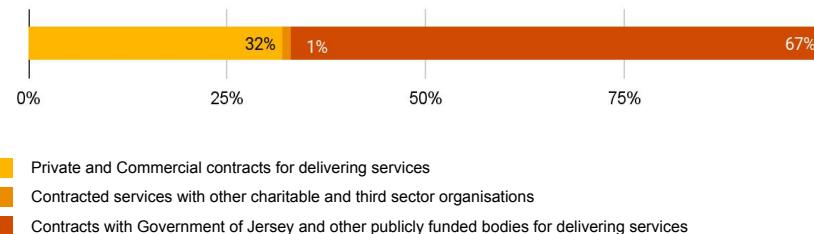
## Delivery of services for Jersey's public sector

In Jersey, 30% of third sector organisations which responded to our survey delivered services on behalf of the Government of Jersey (GoJ), ranging from healthcare to social services.

Long-term contracts with GoJ makes up roughly 12% of total income across all third sector organisations which responded to our survey (i.e., typically service level agreements which span multiple accounting periods). Government contracting is therefore material to the financial performance of the sector.

Government spending is directly linked to economic conditions so therefore as spending fluctuates, those third party organisations will experience volatility and uncertainty in their income streams which in turn will make it more difficult to plan for the future and overall lower financial security across the sector.

**Chart 15: Percentage of income from long-term contracts with public, private, and other third sector organisations (survey output)**



*Far too much 'heavy lifting' is being 'outsourced' to charities by the Government at the moment, with no recompense."*

**Survey participant**

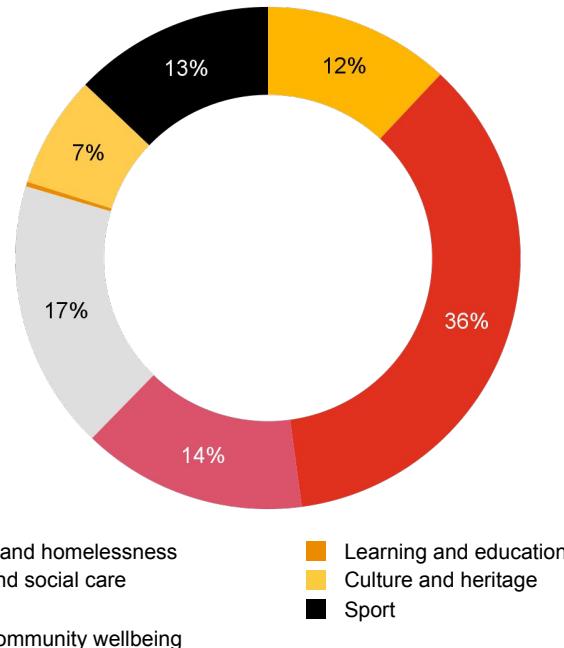
# The majority of public funding into the sector is directed towards health and social care

The vast majority of services contracted by the Jersey's government and public sector with third sector organisations are in health and social care. As [Jersey's population ages](#), the Government will have to spend more on health and social care. This will likely put further pressure on the public finances and onus on third sector organisations to cover shortfalls in service.

At the same time, with a growing population, sufficient and affordable housing for our citizens is a critical challenge, especially for the younger generations who may struggle to enter the property market. This could result in additional reliance being placed on third sector housing associations to meet the growing demand amongst difficult economic conditions.

**“**  
*Research bodies aren't able to easily access funding for charities, yet provide a valuable asset to the island to increase efficiency and productivity island-wide.”*  
**Survey participant**

Chart 16: Income from government contracts by thematic area (survey output)



# Reliance on government contracts creates risks for Jersey's third sector organisations

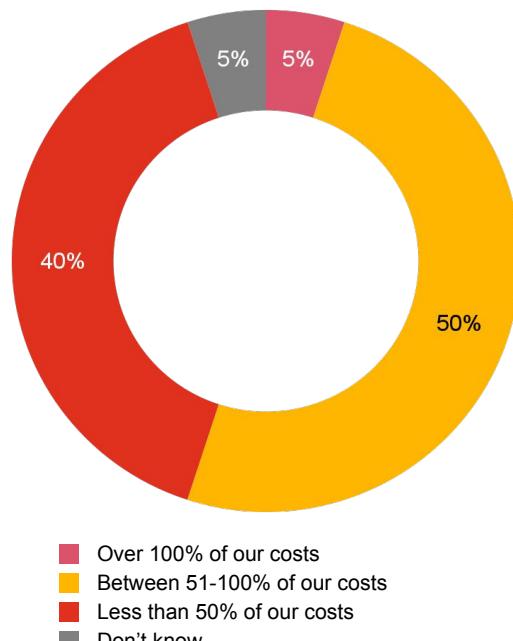
Contracts with the Government of Jersey and other public bodies are a significant source of funding for the third sector, with a small number of organisations receiving more than £1m a year each.

But there are dependencies and risks in this joint funding and service model, especially if the contract payments don't fully cover costs. 53% of the third sector organisations who responded to the survey and which deliver public services, stated that they need additional sources of income to deliver these contracts.

This can mean diverting unrestricted funds received from other independent or private donors in order to fund core delivery and operations that government arguably should be paying for. And as a result, those third sector organisations affected have lower flexibility to invest in longer-term planning, technology implementation, and other improvements.

Successfully tendering for contracts, and demonstrating the social benefit for Jersey of local third sector organisations to decision-makers in government can be challenging and time-consuming.

**Chart 17: Extent to which the costs of delivering public sector services are covered by Government or other public sector contracts (survey output)**



# There is scope for improving how the third sector is considered in government strategy and policy making

Another question is whether third sector organisations should have more say in shaping Government policies and commitments that affect their operations or what they will be expected to help deliver. While some third sector organisations engage frequently with elected members and public policymakers, the perceived impact of these engagements varies, with a significant portion reporting only minor or no noticeable impact.

As shown overleaf, the third sector organisations show a 63% engagement rate with elected members. Of these, 39% engage occasionally, 21% frequently, and only 3% very frequently. In terms of impact, 57% saw some impact, with only 7% reporting a significant impact, while 24% saw no noticeable impact. This suggests a need for more effective engagement strategies with elected members.

When it comes to public policymakers, 44% of organisations engage rarely or never, while 32% engage frequently or very frequently. However, only 8% see a significant impact, while 23% notice no impact at all. This underscores the need for more effective dialogue and consultation with third sector organisations regarding public policy.

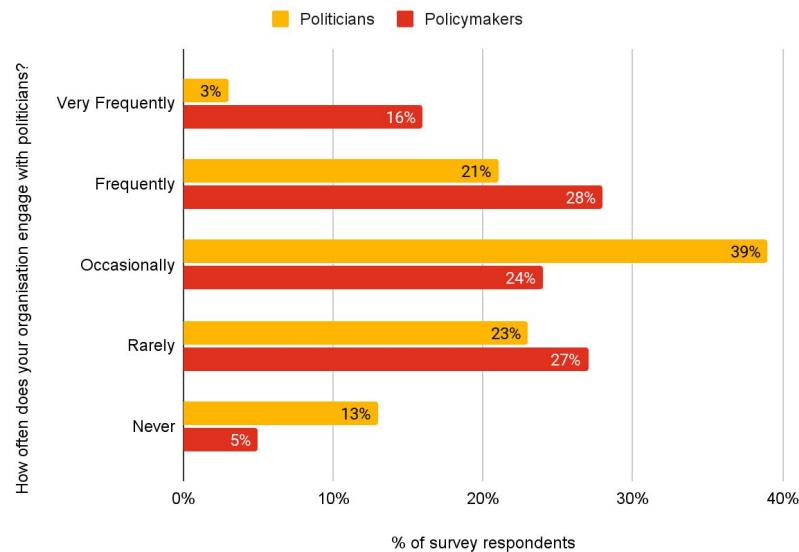
The data suggests that frequent engagement does not necessarily result in significant impact. Organisations that frequently or very frequently engage with elected members/politicians or public policymakers still report moderate or minor impacts most commonly.

The "No noticeable impact" and "Unsure" responses are similar for both groups, suggesting that increased frequency of engagement does not correlate strongly with a clear perception of impact.

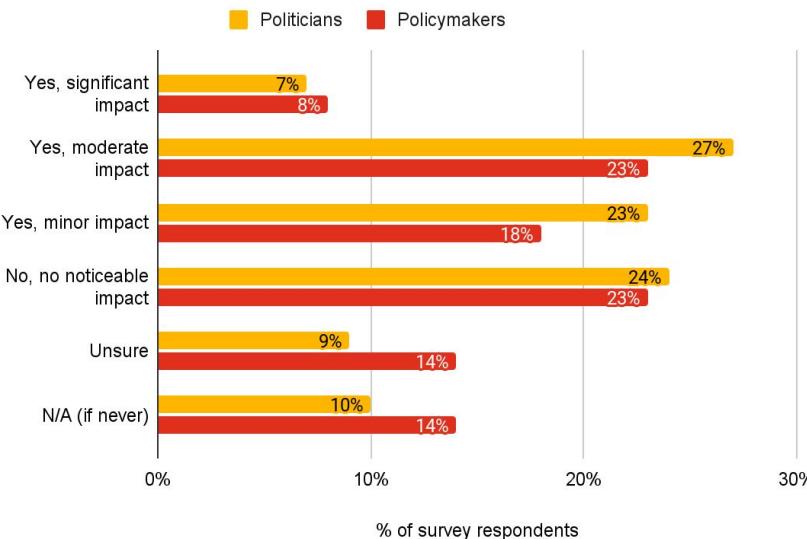
Third sector organisations are making efforts to influence government policies and commitments, but the tangible benefits or impacts of these efforts are not strongly felt or recognised by a significant portion of these organisations (survey output). This underlines the need to put the third sector on an equal footing with the private sector which is routinely consulted and involved in policy making.

36% of third sector organisations either never or rarely engage with elected members, and 32% with public policymakers. Those who do have mixed success:

**Chart 18: Frequency of engagement with government (survey output)**



**Chart 19: Impact of efforts with government (survey output)**





# Ambitions, opportunities and challenges



## Ambitions, challenges and opportunities: Key takeaways

- 80% of organisations collaborate in the form of knowledge and expertise sharing, whilst 29% carry out joint events.
- However, few organisations share physical (29%), human (25%) or financial (10%) resources, and 29% stated that they do not share any kind of resources.
- 51% of third sector organisations stated that they had at least a moderate tolerance to risk, indicating a slight disconnect between ambition and action. This suggests that the sector does not actively take as much risk as it would like to, perhaps due to scrutiny over the use of resources for anything but delivery of services in pursuit of purpose.
- Wider macroeconomic conditions make volunteer recruitment and retention more difficult, which represents a significant long-term risk to the sector.
- The sector recognises that there are benefits to collaboration, and increasing this could lead to increased efficiency and better positive impact. The combined value of collaboration is greater than the sum of its parts.
- Only 11% of third sector organisations reported having a clearly articulated long-term (10+ years) vision, which suggests few have a long-term plan to address the root causes of problems they deal with as well as solving the problems themselves.
- The sector's top challenges and opportunities are all connected, but organisations may not as yet be taking an integrated approach to solving them. The interplay between many challenges and opportunities suggests that there is a mismatch between how short term challenges and longer term opportunities are being prioritised.
- By unlocking opportunities around technology adoption and addressing challenges to impact reporting, organisations could address barriers to fundraising and opportunities to expand programmes.



# Few Jersey third sector organisations are planning long-term

## The challenges of planning ahead

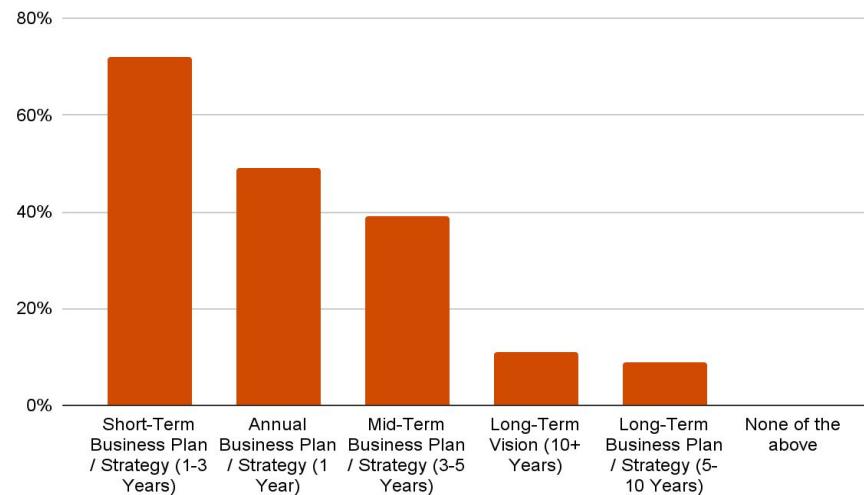
Most third sector organisations in Jersey have clearly articulated some kind of mission, purpose or goal. Indeed, for those registered with the Jersey Charity Commissioner, there is an obligation to define a charitable purpose and demonstrate how activities benefit the public in a way that furthers this purpose.

It's no surprise, then, that the vast majority of Jersey's third sector organisations have a short-term business plan of 1 to 3 years, which is good news. A significant proportion have also set longer multi-year plans, but few have set a vision for the long term.

This illustrates the challenge of balancing a desire for longer-term, mission-led planning with the realities of constraints arising from a lack of long-term financial security and consistency of cash flows. It reflects the high reliance on grant income and lack of investment income across the sector, as shown earlier in this report. Limited long-term planning requires third sector organisations to be responsive and adaptive with ever-changing costs and economic dependencies overshadowing the sector.

A lack of long-term vision and planning often makes it harder to demonstrate and structure the measurement and reporting of impact. Donors and funding streams are asking for increasing levels of transparency and evidence about impact and social value. Some Jersey third sector organisations are effectively competing for funds with international charitable organisations, many of which have pioneered increasingly sophisticated approaches to demonstrating their results and impact.

**Chart 20: Future planning (survey output)**



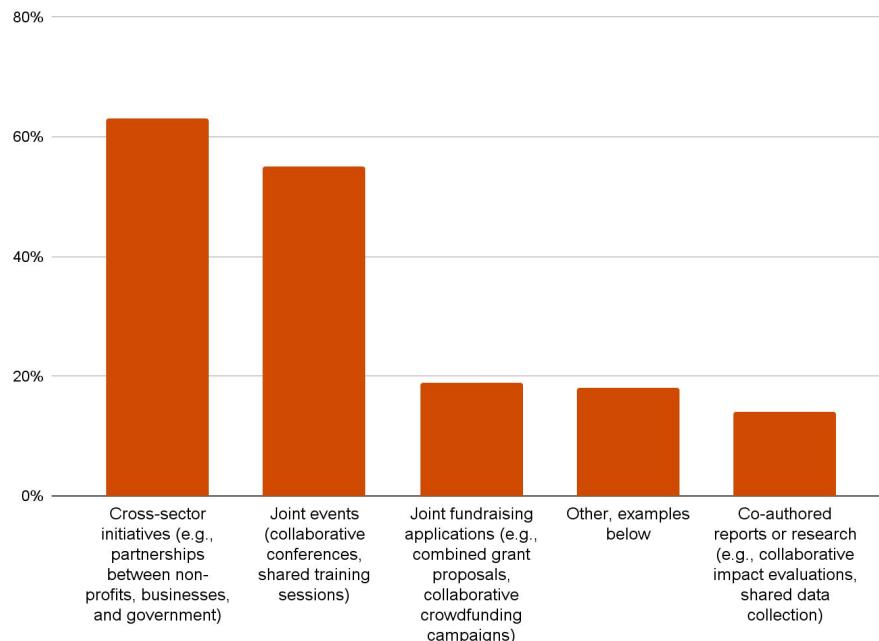
# Over 60% of organisations collaborate with each other through cross-sector initiatives

Results show that 63% of respondents said they engage in cross-sector initiatives (i.e. Between the third sector and other sectors, including partnerships between nonprofits, businesses, and/or government for community development projects), with a further 55% saying they offer joint events.

Many organisations collaborate through joint events, cross-sector initiatives and co-authored reports. Partnership enhances impact and resource efficiency as part of this increasing cross-sector collaboration (see slides 50).

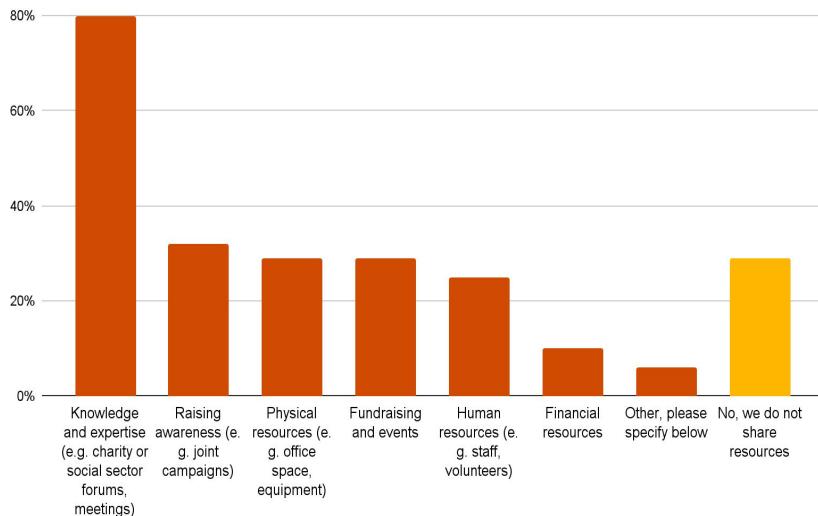
**“**  
*[We allow the] use of our superb club area for other like minded groups.”*  
**Survey participant**

**Chart 21: Extent of collaboration amongst survey respondents (survey output)**



# 80% of organisations share knowledge to navigate challenges

Chart 22: Sharing resources with other third sector organisations (survey output)



Jersey's third sector is clearly willing to share resources. 80% of respondents said that they share knowledge and expertise with each other. A further 29% share physical resources, such as office space and equipment, and 25% share human resources in the form of staff and volunteers. The results also show that many organisations share more than one type of resource.

While the collaborative efforts are commendable, this extensive resource sharing may also signal underlying challenges. Organisations may be pooling resources out of necessity to survive, pointing to potential sector weaknesses.

Many organisations collaborate through joint events, cross-sector initiatives and co-authored reports. Partnership enhances impact and resource efficiency as part of this increasing cross-sector collaboration.

The high level of reported knowledge sharing is encouraging to see, as the sector seeks to collaboratively support each other towards best practice.

Unsurprisingly, financial resources are the least shared form of resources, with the majority of organisations unlikely to be in a position to distribute money out to others in the sector.

# Less than half of organisations invest in developing new innovative products, services and solutions

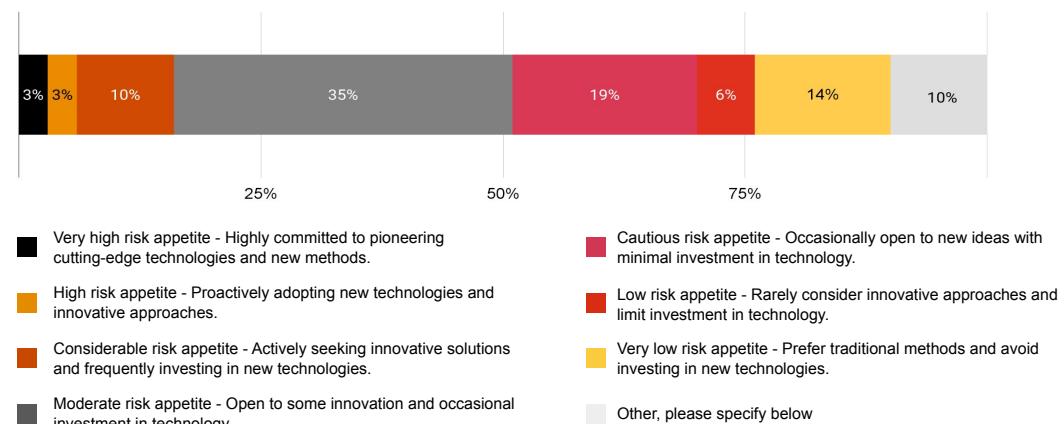
For third sector organisations to become more efficient, they must invest in developing new innovative products, services, and solutions, especially given their limited funding arrangements, in order to do more, with less. However, survey responses indicate that only 38% of organisations are investing in their innovation capabilities, despite 51% reporting a moderate to very high tolerance for risk.

Some organisations are unable to proactively engage in innovation due to their status as branches of international charities. Enhancing products, services and solutions offers an opportunity to diversify income streams, yet roughly two-thirds of the sector are not proactively investing in innovation. Only one-third consider themselves to have a very low to cautious risk appetite for technology investment.

Chart 23: Investment in developing new innovative products, services, and solutions (survey output)



Chart 24: Innovation risk appetite (survey output)



## Case study: Supporting skills, sustainability, and cross-sector collaboration

The [National Trust for Jersey](#) has been at the forefront of enhancing local greenery through its Hedge Fund project, launched during the winter of 2019-2020. This innovative initiative has seen the planting of nearly 70,000 native hedging plants and over 1,000 trees. These efforts have significantly contributed to sustainability and biodiversity, while also engaging the community and fostering skills development.

Recently, the National Trust for Jersey has renewed its [partnership](#) with [Jersey Employment Trust](#) (JET). This collaboration aims to maintain the newly planted hedgerows, with JET supporting the Trust's ongoing efforts. This partnership not only furthers the initiative's environmental impact but also creates opportunities for community engagement and skills development, particularly among people with disabilities.



*JET's partnership with the National Trust for Jersey is a prime example of how collaboration can lead to significant environmental and social benefits. By working together, we are not only enhancing local biodiversity but also providing valuable skills training and community engagement opportunities for individuals with disabilities."*

**Penny Shurmer, Chief Executive Officer of JET**

## Case study: Harnessing the latest technology

[Air Rescue Channel Islands](#) is staffed entirely by volunteers. In February 2024, the charity launched its [Emergency Drone Team](#), which provides Jersey's emergency services with a trained drone pilot, duty officer and a range of specialist equipment round-the-clock.

The drone team works closely with other agencies such as the Lifeboat service where specialist cameras, lighting and other technology from the drone can greatly enhance the collaborative search and rescue operation.

Air Rescue Channel Islands' specialist drones range in size and specifications to allow them to adapt to a range of emergency operations. This includes the ability to fly in bad weather, thermal imaging, extensive optical zoom (200x), unlimited flight time, live streaming to control rooms on island, (and off island if necessary) and rapid three-dimensional mapping.

The team of pilots have to maintain a minimum level of flight hours. The charity's aim is to use some of this training time to assist good causes and projects where one of the training drones can be of benefit, e.g. mapping seagrass and remote viewing of bird nesting sites.

## Case study: PwC's Impact Accelerator

In 2023, PwC supported three Jersey third sector organisations in building a more structured approach to articulating and quantifying their value to society. The [Impact Accelerator](#) comprised:

1. **Theory of Change** exploring desired long-term impacts, outcomes driving these impacts, and the actions required to achieve them.
2. **Baseline assessment** of the organisation's social, economic, and environmental value to society, in monetary terms.
3. **Evaluation plan** guiding and informing limitations of data used and its interpretation, as well as recommendations for ongoing monitoring.
4. **Impact Framework** mechanism for assessing and monitoring changes at an organisational and society level.

As a result of PwC's work, these third sector organisations have a bespoke qualitative and quantitative framework that:

- Provides a view on the effectiveness of spending, with the baseline acting as a social cost benefit analysis for each activity (e.g. the impact created for every £1 spent)
- Describes the total value of social, economic and environmental benefits;
- Provides a platform for the charities to communicate their impacts to key stakeholders;
- Improves decision making across the sector

The participating organisations have been able to improve their prioritisation of limited resources, and secure further investment from government, philanthropic donors and the private sector.

## Case study: The National Trust for Jersey - Strategic planning for lasting impact

As the National Trust for Jersey works towards its centenary in 2036, it reflects on its journey since 1936 and prepares for future challenges. Recognising the need to be future-focused, the Trust partnered with PwC through their Impact Accelerator Programme to develop a clearer vision and a framework to assess and report its impact.

Over six months, a 'theory of change' workshop clarified the Trust's long-term aspirations and strategic activities. In 2022, the Trust generated over £10m in social, economic, and environmental value. For every £1 spent, the Trust generates more than £2 of direct value, increasing to over £4.5 when considering indirect benefits. These insights highlight key impact areas: protection of wildlife, wellbeing benefits through access, preservation of built heritage, support for education, and contribution to environmental policy debates.

The Trust's impact framework will guide future activities and resource allocation, enabling data-driven decisions for maximum positive impact. As it nears its centenary, the Trust remains committed to preserving the island's beauty and heritage, demonstrating the value of long-term strategic planning for third sector organisations.

# The sector's top challenges and opportunities are all connected, but organisations may not as yet be taking an integrated approach to solving them

Survey respondents were asked to rank top challenges and opportunities faced by their organisations, where 1 = most important, as per Table 5.

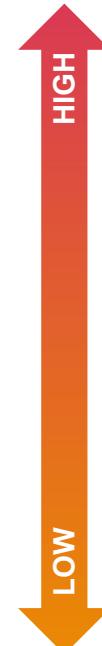
Perhaps unsurprisingly, mounting pressures on funding and recruitment top the list of concerns. These challenges underscore the need for improved funding mechanisms and better volunteer management. Respondents also see opportunities to extend services, diversify income streams and strengthen collaboration with communities, peers and government.

However, what this list arguably masks is the interdependency between many of the higher and lower ranked concerns and opportunities. For example, adopting **technology solutions** will help reduce costs, improve data collection and management, and improve regulatory compliance supporting the financial resilience of organisations. It could also free up capacity of staff and volunteers to achieve even greater impact.

**“Our main challenge – which seems to affect many other organisations – is dwindling volunteer numbers.”**

**Survey participant**

**Table 5: Top challenges and opportunities ranked in order of importance by survey respondents**



Challenges		Opportunities	
1	Funding and financial sustainability	1	Expanding programmes and services
2	Volunteer recruitment and retention	2	Increasing funding and revenue sources
3	Public awareness and visibility	3	Building new partnerships and collaborations
4	Insufficient support from government	4	Enhancing volunteer and staff capacity
5	Organisational governance and management	5	Improving public awareness and advocacy to influence policy
6	Staff recruitment and retention	6	Developing new strategic initiatives
7	Regulatory compliance	7	Leveraging technology for efficiency
8	Technological advancements and integration	8	Strengthening organisational governance
9	Programme effectiveness and impact measurement	9	Innovating service delivery models

# There are multiple other challenges that organisations in Jersey's third sector face, and which could be addressed further in the future

It is also important to note that the challenges and opportunities identified in Table 5, are not exhaustive. Many respondents cited "other" factors in addition as follows:

- Frustration over a **lack of financial and infrastructural support** from the government, with specific mentions of challenges related to property maintenance, regulatory compliance, and the high costs of insurance and fees.
- Collaboration and knowledge-sharing platforms like the CEO Forum are appreciated, but there is a sense that more effective **partnerships between the government and third-sector** organisations are needed. One respondent called for a dedicated States-level champion to advocate for the sector and for more streamlined and responsive governmental processes.
- The sector is seen as **underfunded, undervalued, and overly burdened** by administrative demands, which detracts from the core mission of various charities.
- It is also crucial to highlight that **perceptions surrounding the operational effectiveness** of charities have emerged as a significant challenge within the sector. Many respondents expressed concern that some circles view charities as poorly managed, which can adversely affect both donor confidence and staff recruitment efforts. This perception contributes to a larger conversation about the necessity of valuing the third sector appropriately.
- Several respondents pointed out the **limited availability of payment platforms** compared to the UK. Accessing free or low-cost systems often requires a UK Charity number, leaving many organisations reliant solely on options like PayPal, while alternatives such as Stripe remain out of reach.
- Many expressed the need for **sufficient training and funding to participate** effectively in various initiatives, which remains a significant barrier for many organisations.
- Moreover, **difficulties in opening a bank account** were noted, although recent guidance from the Jersey Charity Commissioner has aimed to address this issue (see [Banking Advice](#)).
- Lastly, there appears to be a mixed **perception regarding the Jersey Charity Commissioner's approach**, with some feeling that the emphasis leans more towards regulation rather than providing support and encouragement to the sector.

In summary, the survey has provided valuable insight into both the opportunities and challenges facing the third sector. Some smaller organisations are especially vulnerable to shortfalls and fluctuations in funding. It's therefore important to reflect on the findings, use the data to help inform decision-making and seek solutions in areas such as diversifying funding, strengthening resilience and promoting cross-sector collaboration.

# A way forward



# A way forward

As we have seen through this report, Jersey's third sector organisations play a critical role in island life and are core to the fabric of our island's economy and society. Looking forward, as the island continues to grapple with challenges ranging from an ageing population, a cost-of-living crisis, and the impacts of climate change, our dependency on the island's third sector is set only to increase.

At the same time, this report highlights a range of issues that could undermine the third sector's ability to deliver and secure long-term viability as demands increase, funding comes under pressure, and there are difficulties attracting enough staff and volunteers.

We do appreciate this is an initial report and there are a number of areas where further research and analysis could be useful; these are set out at the end of this section.

## **So how can we work together as an island to secure the health and future of the sector?**

We believe everyone has a part to play in the success of Jersey's third sector. We hope the messages in this report serve as a useful source of evidence we can all use to raise awareness and understanding.

We also hope the recommendations catalyse further action and a collaborative process to take them forward on a practical level and to monitor progress.

## **Recommendations**

In conclusion, we have identified some forward-looking recommendations in order to ensure the sector is fit for the future. On the next pages, these are framed as priorities for the following stakeholders:

- Jersey's third sector\*
- Islanders and our island community
- Jersey's Government and the public sector
- Jersey's private sector

These priorities map to the following themes, all of which are interrelated:



**Strategy:** How to enable longer-term strategic thinking about Jersey's third sector, its planning and financing



**Impact:** How to enable data collection, analysis, capability building and action to demonstrate the impact of Jersey's third sector organisations



**Collaboration:** How to build and benefit from further collaborations within the sector and more widely



**Finance:** How to secure more available, unrestricted, longer-term funding, including to provide confidence for investment in innovation and new ways of working



**Capabilities:** How to make the most of available resources, people, technology and ways of working to support the sector

\*As illustrated in this report, Jersey's third sector is highly diverse in size and shape. Recommendations should therefore be interpreted as suggestions for the sector as a whole, and are best considered on a proportionate, case-by-case organisational basis.

# Recommendations for organisations in Jersey's third sector



## **Strategy: Develop a long-term vision for your organisation**

**What:** A clear and inspiring long-term vision, grounded in objective, factual evidence, provides a guide for all organisational efforts and decisions. This vision provides direction and motivation for the organisation's team, stakeholders, and beneficiaries. It also aids in communicating the organisation's purpose and aspirations to external audiences.

**Why:** Few survey respondents yet had a long-term vision or long-term plan. We would recommend this as a first step that is highly beneficial for effective management and strategic planning, which help achieve long-term goals. A strong vision provides a framework for setting priorities, making decisions, and allocating resources.



## **Impact: Prioritise data collection and reporting of results**

**What:** Trusted and impartial data collection and reporting allows organisations to systematically gather and analyse information about their operations, programmes, outcomes and impacts. This process involves collecting quantitative and qualitative data - not just on activities, but the results of these and how they contribute to societal change. Data could be from various sources, such as beneficiary feedback, financial records, and programme metrics. Organisations can then create a clear and objective picture of their activities, performance, and impact.

**Why:** Internally, this helps ensure resources are used effectively and impactful initiatives are prioritised. Externally, results reporting allows organisations to demonstrate outcomes and track progress, which is essential for building credibility and trust with potential funders. Detailed reports showcasing the success of programmes can significantly enhance future ability to secure funding, as funders are more likely to support organisations that provide clear, measurable results.



## **Collaboration: Consider what further resources you can share**

**What:** Sharing resources involves being open to sharing knowledge, skills, best practices, and physical resources like office space or equipment.

**Why:** Pooling resources, whether they are financial, human, or material, enables charities to stretch their limited funds further and maximise their impact. This enhances operational efficiency, can enable further funding stream diversification, and fosters a sense of community and shared purpose; ultimately contributing to more sustainable and impactful outcomes for the beneficiaries they serve. This approach enhances the efficiency of individual organisations and the overall progress and impact of the sector.

# Recommendations for organisations in Jersey's third sector (cont.)



## **Finance: Build financial resilience based on actionable evidence**

**What:** Consider how funding is sourced in order to improve long-term financial stability and reduce risks, by exploring how to generate additional income outside of donations. In time, this can also help building up free reserves.

**Why:** Financially resilient organisations are more likely to gain the confidence of donors, partners, and beneficiaries, in particular when combined with a strong approach to reporting results and impact, as set out above. Demonstrating sound financial management can attract more funding and partnerships (including unrestricted funding), enhance reputation and credibility, as well as helping to survive turbulent economic conditions. We hope the insights within this report can be used to explore how third sector organisations can diversify their funding sources.



## **Capabilities: Build capacity in both the paid and voluntary workforces**

**What:** Investing in capacity-building involves supporting the training and development needs of both paid and voluntary staff, to equip them with the skills, knowledge, and capabilities to deliver the organisation's mission. We would encourage a broad approach to recruitment, learning and transferable skills both within the sector and between the third sector and the private sector.

**Why:** By focusing on capacity building, organisations ensure that their team members are well-equipped to perform their roles efficiently and effectively, which can lead to higher retention rates and reduce turnover costs. Ultimately, capacity-building strengthens the overall effectiveness and sustainability of the organisation, allowing it to fulfil its mission.



## **Capabilities: Innovate to deliver change**

**What:** Third sector organisations have a significant role to play in driving forward new and innovative approaches to meeting the needs of their beneficiaries.

**Why:** Proactive efforts to encourage the adoption of new approaches, processes and technologies that address beneficiary needs is crucial if third sector organisations are to effectively and efficiently effect positive change, boost their income and do more with less. This may be dependent on donors who are open to supporting this innovation, or challenge fund approaches such as Impact Jersey.

# Recommendations for Government and the public sector



## Strategy: Champion the sector in public policymaking

**What:** Recognise the value of the third sector as a pillar of the island's economy in public policy. Consider appointing a dedicated individual responsible for representing its interests. This role should focus on integrating third sector perspectives into the policymaking process. This approach provides the sector with a more structured and permanent voice in government discussions.

**Why:** Some organisations in the third sector feel undervalued by Government. All parts of Government have a role to play to forging long-term and sustainable relationships with third sector organisations. Only by recognising the value that these organisations deliver can policymaking start to inform decisions on insights provided by those in the sector. To do so, policymaking and politicians should seek to foster communication and collaboration between the Government and third sector.



## Collaboration: Proactively nurture and support the third sector

**What:** The public sector should explore how it can best leverage the skills, capabilities and goodwill of the third sector to support in delivering government priorities, and how to unlock the sector's full value. Specifics include:

- *Procurement of goods and services:* Further thought should be given to the role that **Social Value** assessments and weightings could play in leveling the playing field between local third sector organisations and other providers, both off and on island, so that local third sector organisations can readily compete for contracts. When private sector businesses are tendering for contracts, further brokering support could be offered by government to connect them to priority funding needs of local third sector organisations as part of their social value commitments.
- *Removing barriers to business:* Government should prioritise work to remove barriers to productivity and provide support for Jersey's third sector, for example how to negotiate access to UK payment platform services.

**Why:** Government contracts can ensure that public spending also delivers social benefits, such as improved community services and increased social cohesion. Government procurement can also be used as a lever to encourage the third and private sector to collaborate in the delivery of services, thereby further widening the benefits of public spending across the island.

# Recommendations for Government and the public sector (cont.)



## **Collaboration: Engage with the sector and build strong, long-term and collaborative partnerships**

**What:** Government and its arm-length organisations and state-owned enterprises play a significant role in delivering public services and goods to islanders. In many cases, the services are best delivered in collaboration with the third sector. However, the survey in this report suggests that the impact of engagement between elected members, policymakers and third sector organisations could be improved. Policymakers and elected members should take opportunities to build their awareness of the role and impact of the third sector, and should be proactive in seeking out opportunities to build long-lasting relationships with third sector organisations.

**Why:** Building sustainable, long-term relationships could enable greater investment, innovation, and collaboration, ultimately leading to greater social and economic benefits.



## **Finance: Consider longer-term funding commitments for delivery by third sector organisations**

**What:** Explore how different public sector funding or contracting models could be used to provide stable and predictable financial support to third sector organisations. For instance, multi-year funding commitments, match-funding schemes and social bonds. By adopting a pragmatic approach to funding, Government will be able to better support long-term partnerships with and success of the sector, and also be responsive and nimble to the existing and emerging island needs.

**Why:** Stable and predictable funding allows third sector organisations to plan and execute long-term projects, enhancing their ability to achieve sustained impact, build financial resilience, and innovate.

# Recommendations for islanders and the wider community



## **Strategy: Strengthen awareness, understanding and engagement with the sector**

**What:** Islanders should actively engage with the sector, recognising the immense value that it provides to islanders, but also being more deliberate about using its services.

**Why:** The third sector isn't just for people in need, critical as this is. It's also at the heart of everyone's lives, from places of worship to sports clubs and days out in our natural environment. It's important that we all play our part in nurturing the third sector, using its resources and services; because if we don't use them, we risk losing them.



## **Impact: Inquire about results and seek the sector's accountability**

**What:** Islanders should be encouraged to hold the sector accountable, actively inquire about the impact of its activities, and support initiatives that enhance its effectiveness in driving positive change. This includes asking questions and participating in meaningful conversations.

**Why:** Engaging in this way will help build confidence in results-based and impact-led reporting, which in turn will help strengthen the sector.



## **Finance: Support the sector through donating and volunteering**

**What:** Actively engage with the sector by volunteering, offering time and skills, and making thoughtful and targeted giving.

**Why:** Public participation is crucial for the success of third sector organisations. All funders, irrespective of size should consider the impact of their financial contributions, viewing it as strategic philanthropy, for example by supporting these organisations to build up their financial resilience by making unrestricted donations that support operational costs.

# Recommendations for Jersey's private sector



## **Strategy: Incorporate support for Jersey's third sector into your organisational strategy and purpose**

**What:** Organisations of all sizes and sectors should be aware of how they can positively impact the third sector. This can take the form of direct financial contributions, in-kind donations, mentorship, awareness campaigns and much more. Whilst we are conscious some Jersey businesses are branches of international organisations and as such need to follow group policies, there is usually some flexibility in how to apply this locally with regards to corporate social responsibility.

**Why:** The success of businesses on the island is intrinsically connected to the continued overall wellbeing of Jersey's society as a whole, for which the third sector plays a critical role.



## **Finance: Incorporate the third sector into your procurement decisions**

**What:** Consider how procurement policies for goods and services support third sector trading activities, and consider a local-first, or third-sector first principle. Businesses could consider strategically allocating a portion of their expenditure to support third sector organisations, fostering partnerships that deliver essential services and ultimately contribute to the wellbeing of the island and islanders.

**Why:** Prioritising the purchase of goods and services from third sector organisations through "social procurement" would help the island's third sector organisations to build their financial resilience, training activities and provide employment and learning opportunities to their beneficiaries.



## **Impact: Encourage and incentivise more skills-based volunteering**

**What:** Proactively encourage teams to engage in skills-based volunteering, applying their skills to where they can have the greatest positive impact for the island and the third sector organisations which support it.

**Why:** Skills transfer from the private is crucial to the overall success of the third sector. The private sector is the incubator for future leaders of the third sector. Many go on to support the sector through Trusteeships, Board positions and other forms of leadership in the sector. Therefore, industry should actively encourage their employees to volunteer in the sector, providing valuable knowledge and skills for both third sector organisations and private sector employees.

# Recommendations for Jersey's private sector (cont.)



## **Finance: Adopt a strategic philanthropy mindset**

**What:** Local businesses are significant funders of third sector activities, through a wide range of donation and sponsorship activities. This can sometimes be on an adhoc, first-come-first-served basis. Where possible, consider a more structured approach to aligning company giving with organisational strategy in order to support priority needs of the community. This could extend to different approaches to charitable giving, for instance through donor advised funds, themed impact grants / challenges and in-kind support.

**Why:** To stabilise funding streams for third sector organisations, it is essential to enable long-term planning and increase giving. For example, a donor-advised fund provides a streamlined mechanism that allows donors to make charitable contributions and recommend grants over time to their preferred charities. Partnering with a fund management entity can facilitate this process, helping to establish a solid decision-making framework. Additionally, competition grants can enhance efficiency and professionalism.

# Further research and analysis

This report is a starting point from which we can move forward as an island in supporting and strengthening our third sector. As such, we have identified several areas that merit deeper analysis to fully understand their implications and develop effective strategies:

## Understand barriers to spending on developing innovative products, services and solutions

**What:** Better understand and analyse Jersey third sector organisations' financial commitment to innovation and identify obstacles such as lack of funding, regulatory challenges, or limited expertise.

**Why:** This report considers whether organisations do or do not spend money on innovative products, services and solutions, but did not ask or consider how much these organisations are spending, nor what the barriers are to this. Understanding the barriers to innovation are crucial for crafting effective strategies to bridge the gap between the willingness to innovate and actual investment in innovation.

## Understand charitable giving in Jersey

**What:** A Jersey Giving study would enable further insight into the donation habits of individuals, such as the mean and median size of donation, the proportion of the population actively donating, how much is donated off versus on-island, and whether there is any significant correlation with socio-economic group or other demographic factors.

**Why:** This report does not consider the underlying charitable giving and donation habits of islanders, or any underlying associated trends. Understanding this will help overcome perceived barriers to donating (e.g. tax incentives, technology access) and help to explore ways to unlock further donations from the public.

The Charities Aid Foundation (CAF) publishes insightful information about UK giving patterns; with 75% of UK adults supporting charities in 2023, and some of the least affluent parts of the country giving more generously as a proportion of their income.

## Carry out a targeted philanthropy survey of wealthy individuals

**What:** An in-depth understanding of charitable behaviours among wealthy individuals, gathering information on several key aspects: the amount of money they donate, the profile and spread of these donations across different impact themes, their reasons for choosing to donate or not donate, the geographical focus of their donations (local vs. international), and the factors that influence their choice of organisations to support.

**Why:** Insights from such a survey could help organisations to tailor their fundraising strategies to better appeal to this donor group. Understanding why HNWIs choose certain organisations over others can highlight best practices in topics such as impact reporting and donor engagement, enabling other organisations to adopt similar approaches. Identifying the barriers to donation can help organisations address these issues, whether they be related to trust, transparency, impact measurement, or other factors.

# Acknowledgements

Thank you to every third sector organisation in Jersey who participated in the Jersey Community Foundation survey.

The authors would also like to thank partners, donors and Advisory Group members as follows for their contributions, including:

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- Harriet Hall, Monitoring & Impact Officer, Jersey Overseas Aid
- Mike Palfreman, CEO, Jersey Hospice Care
- Nigel Smith, Chairman, Jersey Community Partnership
- Aidan McAvinue, Jersey Community Partnership
- Richard Jouault, Executive Officer, Jersey Charity Commissioner



# Glossary

Term	How we use it for this report
Baseline	An initial set of data or conditions used for reference and comparison over time to measure progress or change.
Cross-sector initiatives	Collaborative projects and activities involving multiple sectors, such as government, private sector, and non-profit organisations.
Direct GVA	Direct GVA measures the net contribution of entities (such as companies or regions) to an economy. It's the value of goods and services produced, minus input costs.
Donor Advised Funds (DAFs)	Investment accounts established by donors to support charitable organisations, allowing them to recommend grants over time, such as those set up by the <a href="#">Jersey Community Foundation</a> .
Financial dependencies	The reliance on different sources of funding or financial support by an organisation.
Financial resilience	The ability of an organisation to withstand economic shocks and continue operations without significant financial distress.
Free reserves	Funds set aside by an organisation that are not earmarked for specific purposes and can be used to cover unexpected expenses or financial shortfalls.
FTE	Full-time equivalent. This measures the total amount of full-time workers in an organisation. It is a way of adding up the hours of full-time, part-time and other types of workers into "full-time" units to aid comparison.

## Glossary cont.

GoJ	Government of Jersey.
Grants	Financial contributions received from sources such as the GoJ, foundations, or other organisations. These contributions are typically irregular and one-off payments intended for specific projects or operational support, obtained through an application process.
Gross Value Added (GVA)	A measure of economic activity. The total value of goods and services produced, minus the value of the inputs and raw materials used to produce those goods and services. In this report, we use GVA to quantify the third sector's economic activity, compare it to other sectors and understand its contribution to Jersey's economy as a whole. It can be broken down further into direct, indirect and induced GVA.
Health check	An evaluation or assessment of the overall condition or performance of an organisation or sector.
Indirect GVA	Indirect GVA goes beyond the contribution of specific entities to consider their entire supply chains' contribution to an economy.
Induced GVA	Induced GVA reflects the broader ripple effects of economic activity, due to changes in demand, such as increased consumer spending, benefiting related sectors.
Jersey Charity Commissioner (JCC)	Official body responsible for regulating and overseeing the activities of charities in Jersey.
Jersey Financial Services Commission (JFSC)	The regulator for financial services in Jersey, the JFSC has a mandate to oversee NPOs, particularly those at higher risk of terrorist financing abuse by ensuring transparency, accountability, and good practices in charitable giving.

## Glossary cont.

Long-term contracts	Financial agreements to provide services or goods to government or other public, private or third sector organisations. Typically these contracts are service level agreements which span multiple accounting periods.
NPO	Non-profit organisation. There are many different types of NPO, for example charities, associations, religious organisations, social clubs, trade associations, private foundations, or any other kind of non-profit structure.
Public sector contracts	Agreements between public sector entities and third sector organisations to deliver specific services or projects.
Restricted section charity	A charity listed in the restricted section of the Jersey Charity Commissioner register. This status limits public access to certain details, such as the charity's name, donors, and governors. The charity must meet specific conditions to be included and is subject to restrictions on soliciting donations from the general public.
Social enterprise	A business that operates with the primary goal of achieving social or environmental objectives, reinvesting profits back into their mission.
Strategic ambitions	The long-term goals and plans that guide an organisation's efforts to achieve its mission and vision.
Third sector	Charities, voluntary groups and social enterprises (including other non-profit organisations and housing associations) make up the so-called "third" sector. (The first and second sectors are the public and private sectors respectively.)

# Appendix: Methodology

This Appendix sets out key methodological approaches and assumptions that underpin the analysis provided in this report.

## Scaling economic contribution

FTEs, or full-time equivalents, are utilised to quantify the number of full-time workers within an organisation. This metric aggregates the hours worked by full-time, part-time, and various other types of employees into "full-time" units, thereby facilitating meaningful comparisons.

The survey collected data on the gross value added (GVA) by third sector organisations. By applying an average GVA per FTE across different thematic areas, we are able to estimate the overall economic contribution of the sector based on the number of FTEs.

To achieve this, we calculated the GVA using the income and expenditure results derived from the survey, providing an initial measure of the economic output attributable to the collected data.

To determine the average GVA per FTE, we divided the calculated GVA by the number of recorded FTEs. Subsequently, we multiplied the average GVA per FTE by the total number of FTEs employed in the third sector, utilising a combination of official employment data and scaled spending data across the sector.

The product of the average GVA per FTE and the total FTE count yields a scaled estimate of the sector's overall GVA. This scaled figure is considered representative of the entire third sector, offering a comprehensive view grounded in workforce size.

## Value of volunteering

In estimating the value of volunteering hours for our report on the third sector, we employed a systematic approach that involved several key steps:

- **Categorisation of roles:** We categorised the types of volunteering roles according to the Standard Occupational Classification (SOC) groupings, which allowed us to align various volunteer activities with corresponding market roles.
- **Market salary utilisation:** We utilised the UK market average hourly salary for each SOC category as a baseline for valuation.
- **Adjustments for local context:** To ensure our findings were relevant to the local context of Jersey, we adjusted these figures using purchasing power parity (PPP) metrics. This adjustment accounted for cost-of-living differences, providing a more accurate representation of the economic value of volunteering in the region.
- **Survey data analysis:** We analysed data collected from survey respondents, which offered insights into the breakdown of hours volunteered and the specific types of roles undertaken.

By integrating these elements, we derived a comprehensive estimate of the total value of volunteering hours within the third sector, reflecting both the economic and social contributions of volunteers in Jersey.

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