SCOTTISH EXECUTIVE

Review of Support Service Needs of Voluntary Organisations: Perceptions of Users and Providers

Online Survey Annexe

Social Justice

social research

REVIEW OF SUPPORT SERVICE NEEDS OF VOLUNTARY ORGANISATIONS: PERCEPTIONS OF USERS AND PROVIDERS ONLINE SURVEY ANNEXE

Rocket Science UK Ltd

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REVIEW OF SUPPORT SERVICE NEEDS OF VOLUNTARY ORGANISATIONS:
Perceptions Of Users And Providers
FULL ONLINE SURVEY RESULTS

CONTENTS

FULL ONLINE SURVEY RESULTS

This Annexe presents the full results of the survey, question by question. The key issues arising from the survey and an overall analysis of findings is provided in Section 3 of the main report.

1. RESPONSE RATE & DEMOGRAPHICS

137 responses to the survey are included in this analysis: 127 fully completed surveys and an additional 10 partial responses where respondents completed more than two-thirds of the survey. A further 253 people started the online survey, but did not progress sufficiently far to be included in the analysis.

Main Aims of Organisation

Respondents were asked to tick up to three main aims of their organisation, based on the charitable causes in the new Charities and Trustee Investment Act (Scotland) 2005. The top three aims of responding organisations were:

1. The advancement of citizenship or community development (45.3%)
2. The relief of those in need by disadvantage (31.4%)
3. The advancement of education (28.5%)

There was a relatively low response from organisations aiming to advance religion, representing only 2.9% of the sample compared to around 25% of all charities in Scotland[1].

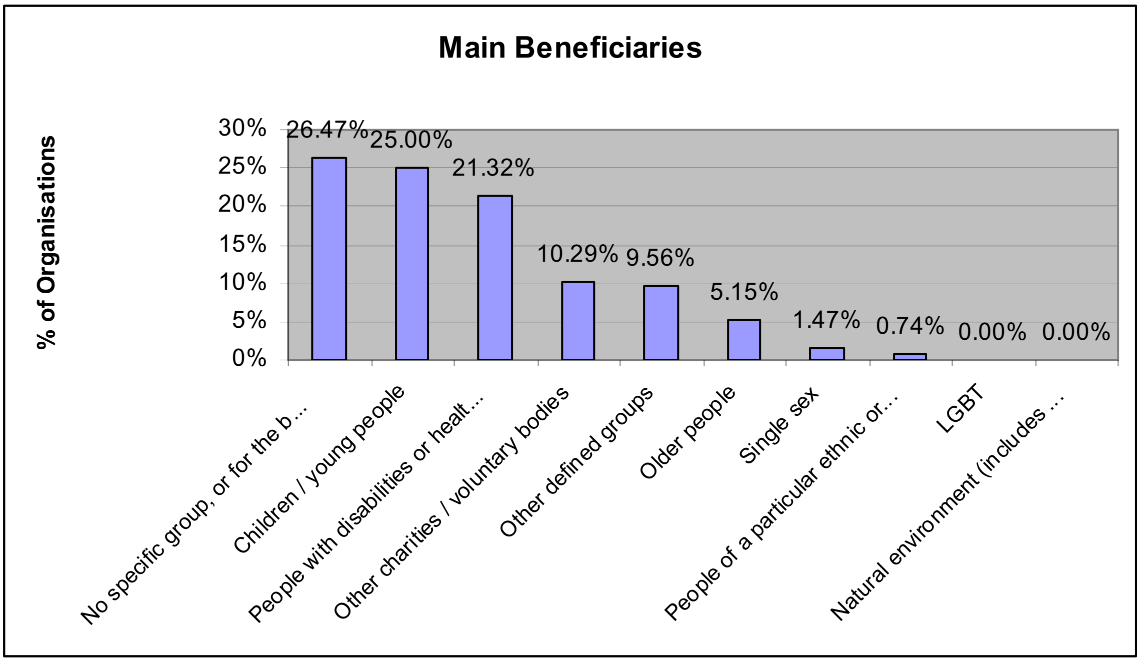
[1] According to OSCR's *Scottish Charities 2005* report available from www.oscr.org.uk

	N	% of Organisations
f) The advancement of citizenship or community development (including rural or urban regeneration, the promotion of civic responsibility, volunteering, the voluntary sector or the effectiveness or efficiency of charities)	**62**	45.3%
n) The relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage (includes relief given by the provision of accommodation or care)	43	31.4%
b) The advancement of education	39	28.5%
d) The advancement of health (including the prevention or relief of sickness, disease or human suffering)	28	20.4%
l) The promotion of equality and diversity	25	18.2%
i) The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended	20	14.6%
a) The prevention or relief of poverty	19	13.9%
g) The advancement of the arts, heritage, culture or science	19	13.9%
Other (please state)	14	10.2%
m) The advancement of environmental protection or improvement	9	6.6%
h) The advancement of public participation in sport (meaning sport which involves physical skill and exertion)	6	4.4%
j) The advancement of human rights, conflict resolution or reconciliation	5	3.6%
k) The promotion of religious or racial harmony	4	2.9%
c) The advancement of religion	3	2.2%
e) The saving of lives	0	0.0%
o) The advancement of animal welfare	0	0.0%

Main Beneficiaries

Figure 1a shows the proportion of organisations participating in the survey by their identified main beneficiary group. The majority of responses were from organisations working with: no specific group (26%); children or young people (25%); or people with disabilities or health problems (21%). There were no responses from organisations focused on LGBT people or the natural environment and only one response from an organisation with a focus on a particular ethnic group.

Figure 1a: Main Beneficiaries

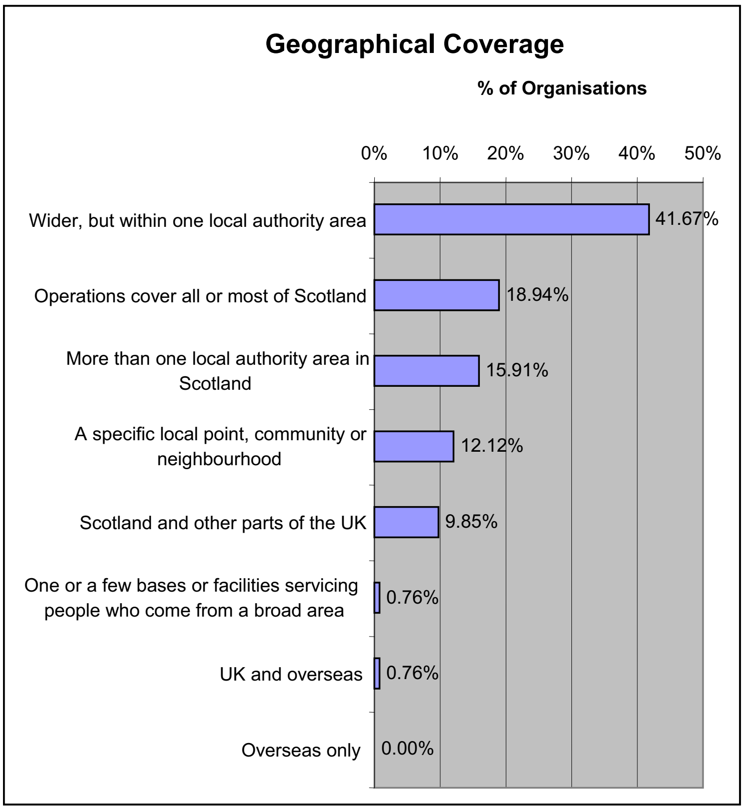


Geography

Respondents were asked to identify the geographical spread of their work and the specific area they operate in. Figure 1b shows that the majority of participating organisations (42%) work within one local authority area, while 19% cover all or most of Scotland and 15% work across several local authority areas. Only a small proportion of participating organisations (12%) were focused on a specific community or neighbourhood, yet these organisations make up the majority of Scottish charitable organisations[2], indicating that the survey may have failed to engage a representative proportion of the smallest voluntary organisations.

[2] According to OSCR's *Scottish Charities 2005* report available from www.oscr.org.uk

Figure 1b: Geographical Coverage



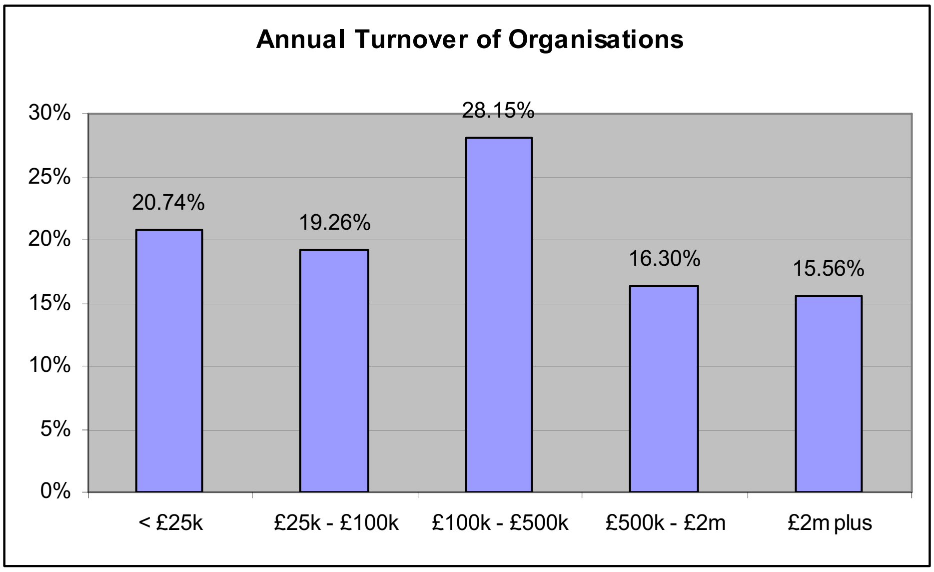
6% of participating organisations operated across the United Kingdom, while 22% operated across Scotland. A small number of organisations responded from most local authority areas (except South Ayrshire, Shetland, Midlothian and Clackmannanshire), with an inevitably larger number from Edinburgh (11%) and Glasgow (9%).

Main Operating Area	No. of Orgs (%)				
International	0 (0%)				
UK wide	7 (5.6%)				
Scotland wide	27 (21.8%)				
City of Aberdeen	5 (4.0%)	East Renfrewshire	2 (1.6%)	Orkney	1 (0.8%)
Aberdeenshire	3 (2.4%)	City of Edinburgh	13 (10.5%)	Perth & Kinross	3 (2.4%)
Angus	3 (2.4%)	Falkirk	2 (1.6%)	Renfrewshire	2 (1.6%)
Argyll & Bute	2 (1.6%)	Fife	2 (1.6%)	Scottish Borders	4 (3.2%)
Clackmannanshire	0 (0.0%)	Glasgow	11 (8.9%)	Shetland	0 (0.0%)
Comhairle nan Eilean Siar	3 (2.4%)	Highland	4 (3.2%)	South Ayrshire	2 (1.6%)
Dumfries & Galloway	4 (3.2%)	Inverclyde	1 (0.8%)	South Lanarkshire	1 (0.8%)
City of Dundee	3 (2.4%)	Midlothian	0 (0.0%)	Stirling	1 (0.8%)
East Ayrshire	2 (1.6%)	Moray	1 (0.8%)	West Dunbartonshire	1 (0.8%)
East Dunbartonshire	1 (0.8%)	North Ayrshire	1 (0.8%)	West Lothian	4 (3.2%)
East Lothian	4 (3.2%)	North Lanarkshire	4 (3.2%)		

Turnover

Figure 1b shows the proportion of organisations completing the survey from each annual turnover category. There was a fairly even representation from organisations of different financial sizes, with the largest proportion (28%) being organisations with an income of between £100k and £500k per year. Smaller organisations represent the largest proportion of the voluntary sector across Scotland (OSCR, 2005) and therefore the survey sample is bias towards larger organisations in terms of representativeness of the sector as a whole.

Figure 1c: Annual Turnover of Organisations



Overall the survey sample contains a reasonable spread of organisations of different financial and geographical size, location and remit. However, there was limited representation from organisations working with LGBT people, ethnic minorities or with the aim of advancing religion.

The relatively low number of participants and high proportion of drop-outs may be due to the length and complexity of the survey. Some organisations contacted us to say that they did not have the time to complete the survey or they did not feel it was relevant for them.

2. ORGANISATIONAL DEVELOPMENT

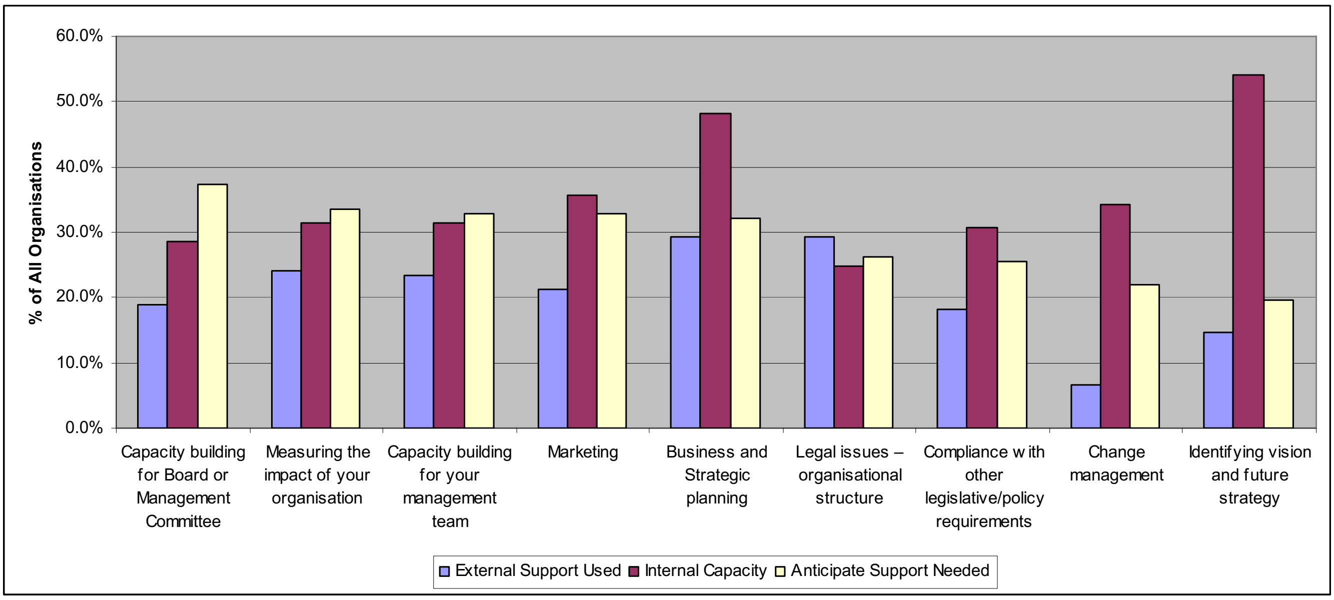
Areas of Support

Figures 2a and 2b show the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity[3]; and
c) Anticipate future support needs;

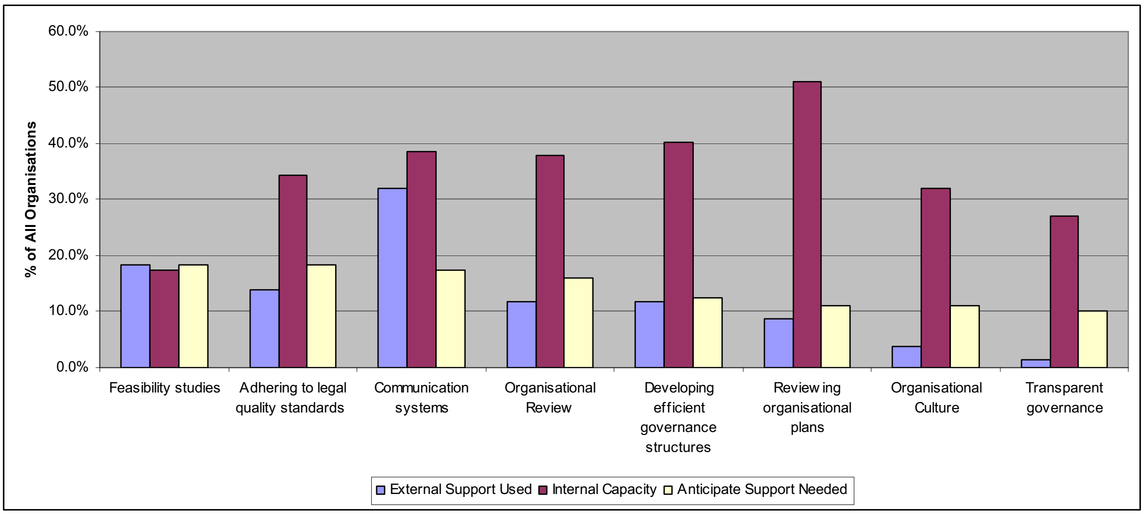
In each of the specific organisational development areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 2a: External Support, Internal Capacity, Anticipate Support Needed



[3] Internal capacity is likely to show relatively high for most topics as participants were asked to acknowledge *all* areas where they had internal capacity (although this does not necessarily indicate *sufficient* capacity) and prioritise the top *five* areas they have used external support for and anticipate needing future support.

Figure 2b: External Support, Internal Capacity, Anticipate Support Needed



The main areas where organisations have used ***external*** organisational development support are:

- Communications systems (32%)
- Business and strategic planning (29%)
- Legal issues – organisational structure (29%)

The main areas where organisations have ***internal capacity*** are:

- Identifying vision and future strategy (54%)
- Reviewing organisational plans (51%)
- Business and strategic planning (48%)

The main areas where organisations have ***anticipate future support needs*** are:

- Capacity building for Board or Management Committee (37%)
- Measuring the impact of your organisation (33%)
- Marketing (33%)

Capacity building for boards and management committee is one of the main priorities in terms of anticipated future support needs, with 19% of organisations reporting having accessed capacity building previously but almost double (37%) anticipating it as a future support need. A lack of capacity in boards and committees was reported as a common challenge during the focus groups.

Support for legal issues is one of the main areas where external support has been accessed and is also an area where the lowest proportion of organisations reported having internal capacity.

While communication systems is the most commonly accessed external support need (32%), it is considered as a much lower priority for future support (18%). Conversely, marketing and change management are areas where there appears to be a much higher anticipated future support need than in the past: with 22% previously accessing marketing support but 33% anticipating it as a future support need and 7% using support for change management but 22% anticipating a need in the future.

Internal Capacity & External Support Costs

Figure 2c shows that the cost of *internal* support for organisational development is less than 10% of annual turnover for the majority of organisations. Only 14 organisations (10% of the survey sample) reported the internal cost of organisational development as more than a fifth of annual turnover.

Figure 2c: Internal Cost of Organisational Development

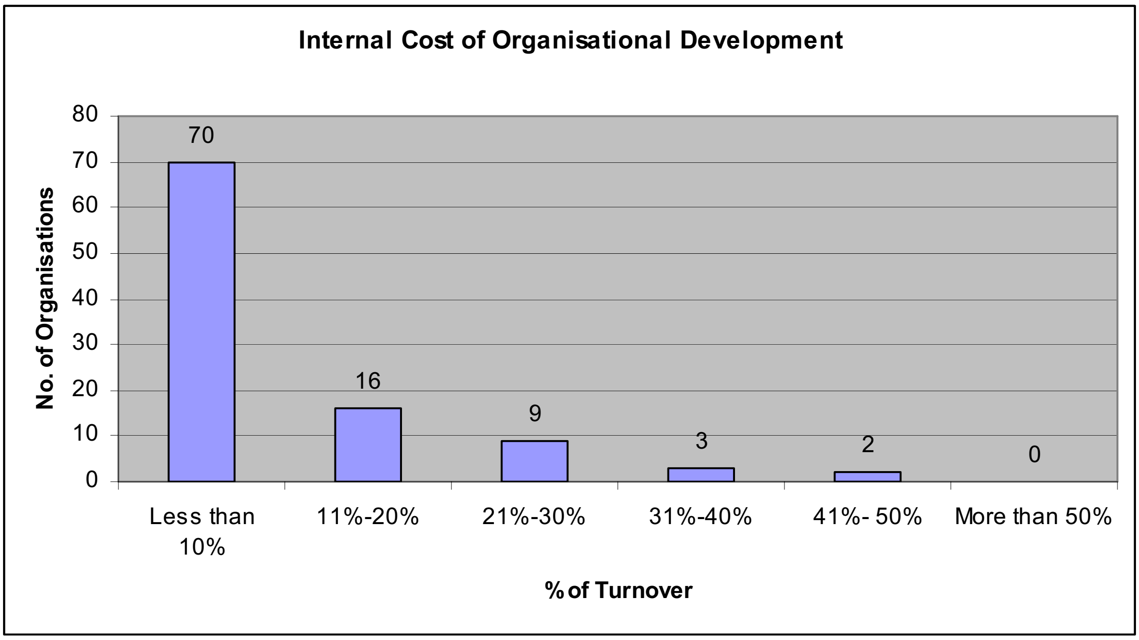


Figure 2d shows the cost of *external* organisational development support for each financial size of organisation. Unsurprisingly, larger organisations tended to spend more on external support than smaller organisations, with 71% of organisations with an annual turnover of £2m or more and 47% of organisations with an annual turnover of £500k or more spending over £5000 on organisational development support.

Figure 2d: Cost of External Organisational Development Support

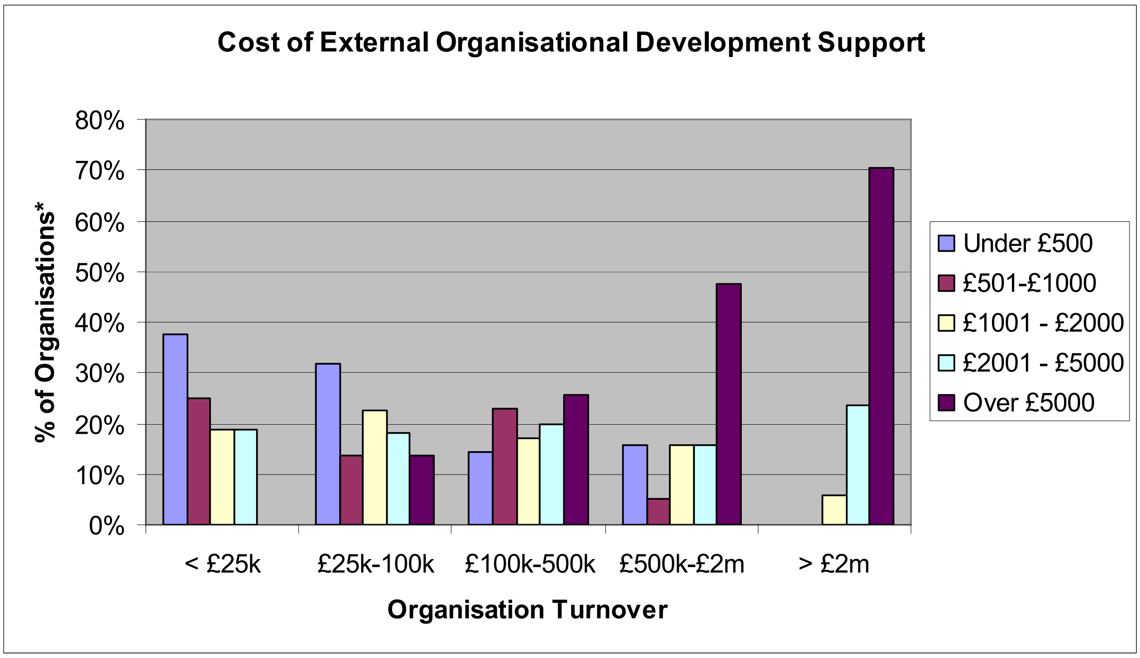


Figure 2e shows that the majority of organisational development support is paid for, with only 30% of organisations reporting more than half of support being provided free of charge.

Figure 2e: Organisational Development Support Received Free of Charge

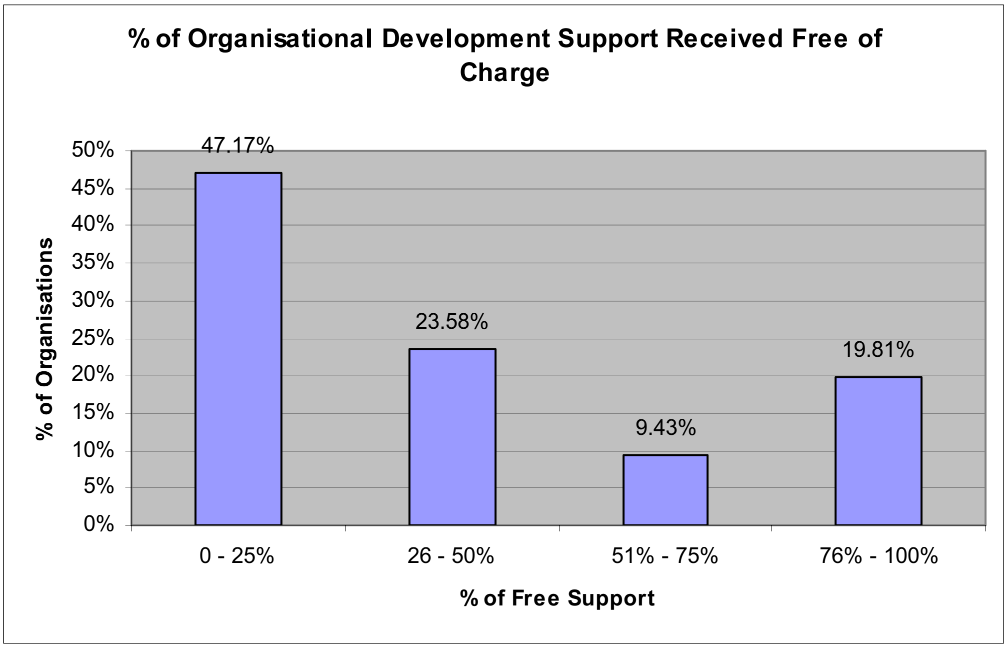


Figure 2f shows the vast majority (82%) of organisations reporting that external organisational development support as providing value for money. Only 6% of organisations reported that external organisational development support had not been value for money.

Figure 2f: Value for Money of External Organisational Development Support

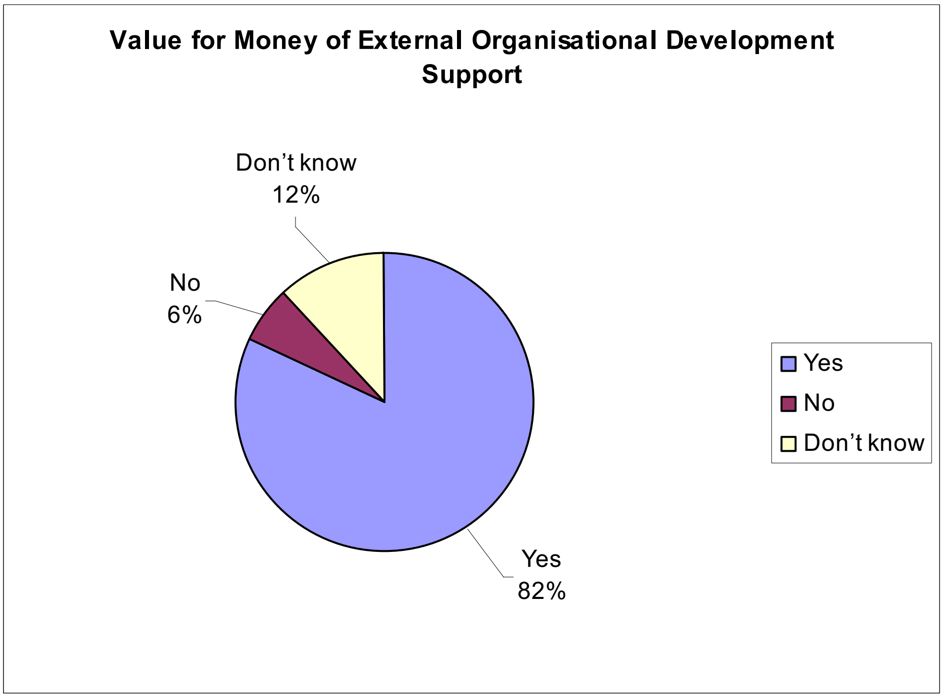
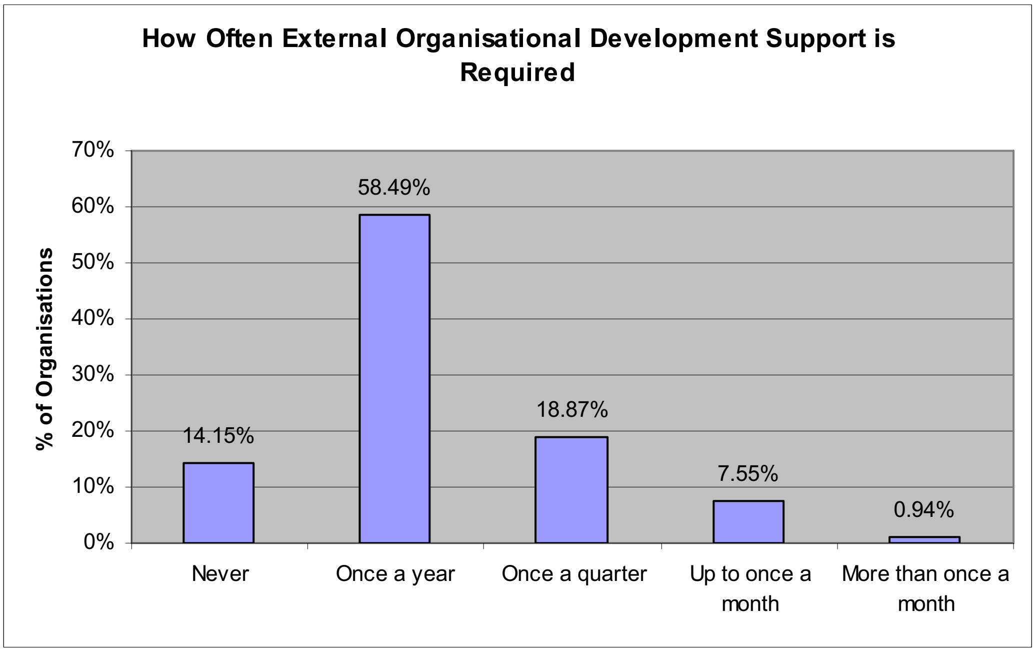


Figure 2g shows that external organisational development is most commonly reported (59%) as required once per year, while 19% report requiring support up to once a quarter and 8% up to once a month.

Figure 2g: How Often External Organisational Development Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external organisational development support and the average quality score of that support.

Source of Support	*% of All Organisations Using Support*	*Mean Support Quality Score (Max 5)*
Private Company / Consultancy *	37.2%	3.9
Local CVS	33.6%	3.4
SCVO	31.4%	3.0
Local Authority *	30.7%	3.2
Local Enterprise Company / Business Gateway	21.9%	3.4
Intermediary body for your sector *	19.0%	3.6
Another local voluntary organisation provider *	16.8%	3.9
Another national voluntary organisation provider *	14.6%	3.6
Charitable Trust *	10.9%	**4.2**
Other *	10.2%	4.1
Communities Scotland	7.3%	3.1

* A list of specifically identified providers is presented in Appendix A

Private companies / consultants, local CVS offices, SCVO and Local Authorities are the most common source of organisational development support. Local enterprise companies are not reported to be used extensively.
Charitable trusts receive the highest scoring in terms of quality of support provided, although this is based on a relatively low number of ratings. Most people reporting using Charitable Trusts for support specifically identified the Lloyds TSB Foundation.

37% of organisations have received support from private companies / consultants for organisational development and they are reported to be one of the highest quality providers. SCVO receive the lowest scoring for quality of support, although a score of 3 indicates average rather than poor quality.

3. WORKFORCE DEVELOPMENT

Areas of Support

Figures 3a, 3b and 3c show the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity; and
c) Anticipate future support needs;

In each of the specific workforce development areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 3a: External Support, Internal Capacity, Anticipate Future Support Needs

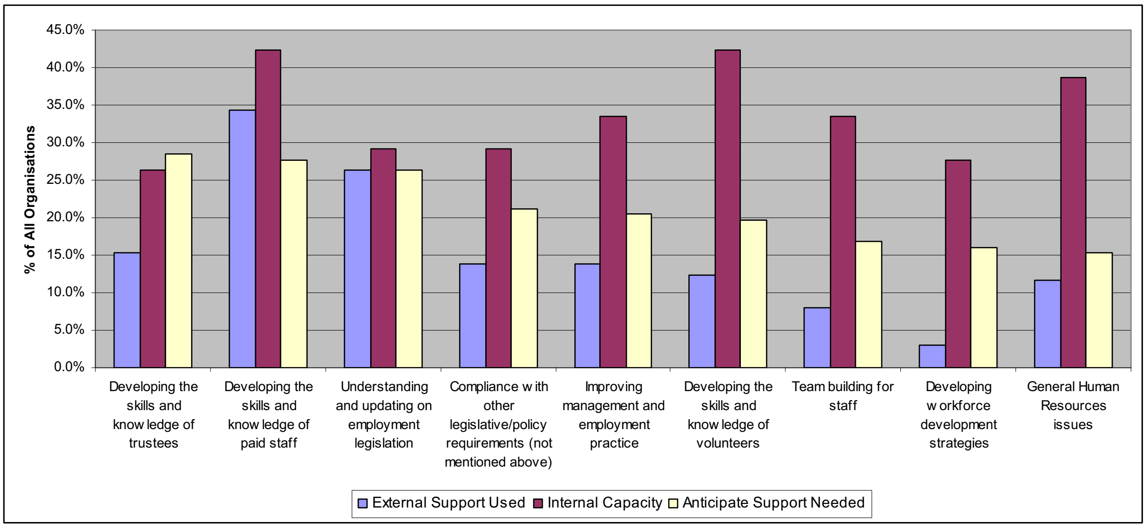


Figure 3b: External Support, Internal Capacity, Anticipate Future Support Needs

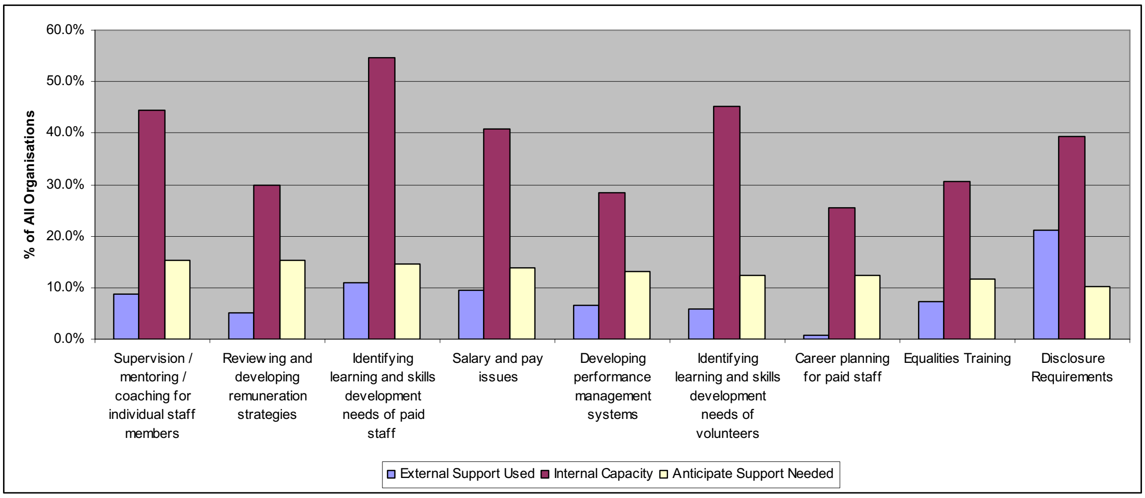
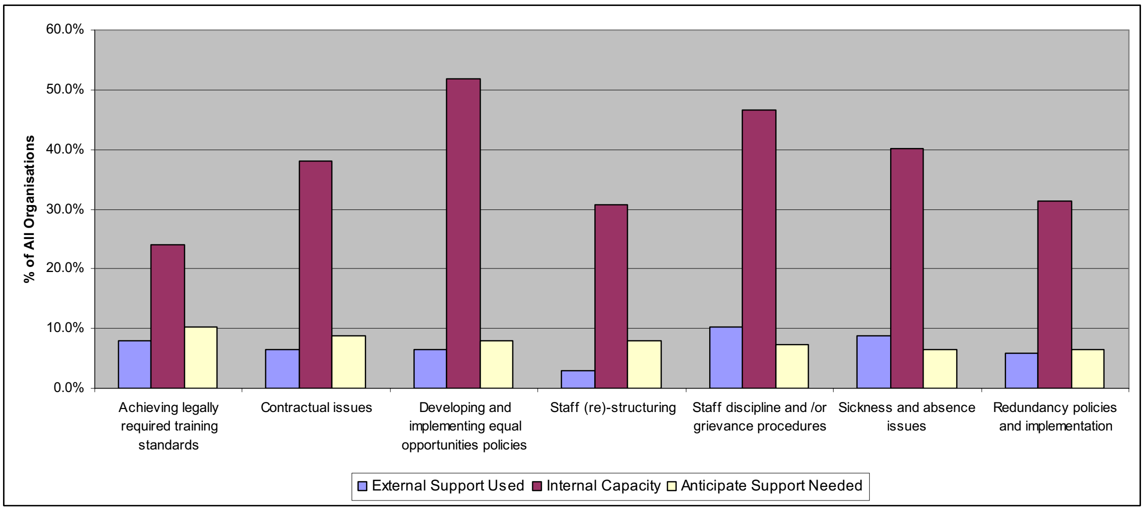


Figure 3c: External Support, Internal Capacity, Anticipate Future Support Needs



The main areas where organisations have used ***external*** workforce development support are:

- Developing the skills and knowledge of paid staff (34%)
- Understanding and updating on employment legislation (26%)
- Disclosure requirements (21%)

The main areas where organisations have ***internal capacity*** for workforce development are:

- Identifying learning and skills development needs of paid staff (55%)
- Developing and implementing equal opportunities policies (52%)
- Staff discipline and /or grievance procedures (47%)

The main areas where organisations ***anticipate needing future workforce development support*** are:

- Developing the skills and knowledge of trustees (29%)
- Developing the skills and knowledge of paid staff (28%)
- Understanding and updating on employment legislation (26%)

Developing the skills of paid staff is by far the most commonly accessed area of external support (34%) and it remains a highly anticipated future need (28%). Understanding and updating on employment legislation is also an area where external support is often used (26%) and is a high priority for future access (26%). Focus groups also found that many people struggled with the legalities surrounding employment and this was an area where support was needed.

Very few organisations accessed external support for more advanced workforce development issues, such as career planning (1%) and performance management systems (3%), however many more organisations saw these issues as future support needs (12% and 16% respectively).

Developing the skills and knowledge of trustees is the highest anticipated future support need for workforce development, which is similar to the high priority given to increasing the capacity of the board / management committee noted in relation to organisational development. Issues surrounding a lack of capacity on boards and management committees were also regularly raised during the focus groups.

Internal Capacity & External Support Costs

Figure 3d shows that the cost of *internal* support for organisational development is less than 10% of annual turnover for the majority of organisations. However, 3 organisations said that the cost of workforce development was more than half of their annual turnover.

Figure 3d: Internal Cost of Workforce Development

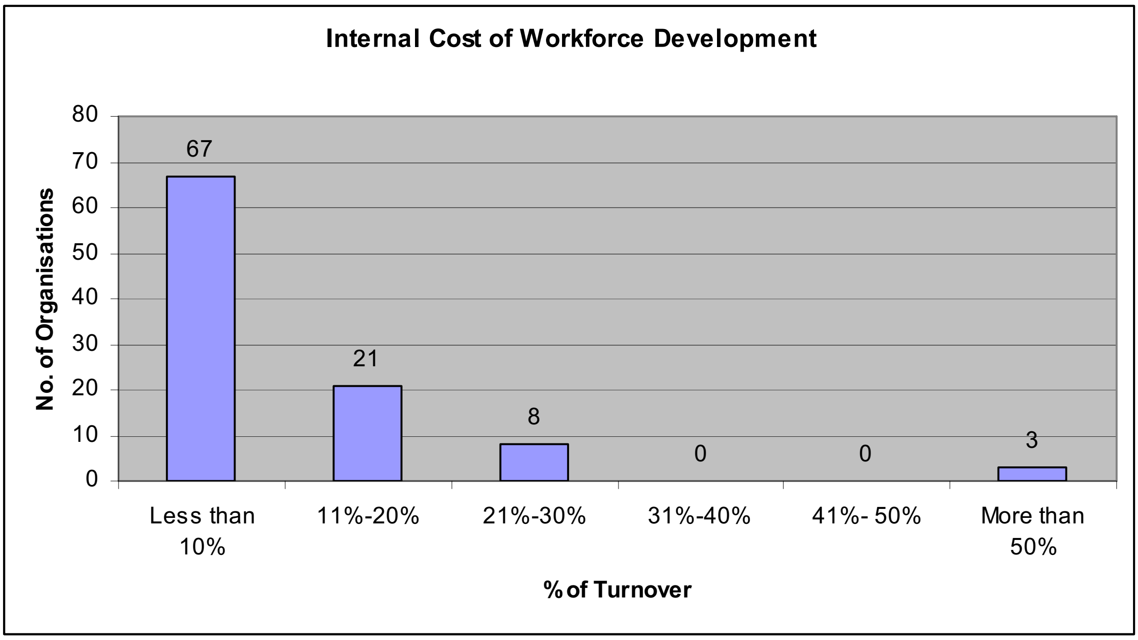


Figure 3e shows the cost of *external* workforce development support for each financial size of organisation. The majority of small and medium sized organisations (with an annual turnover of less than £500k) tended to spend less than £1k on workforce development per year, which indicates a low use of paid-for external workforce development support. Larger organisations reported investing more in external support, but 60% of organisations with a turnover of more than £2m reported spending less than £5,000 on support for workforce development.

Figure 3e: Cost of External Workforce Development Support

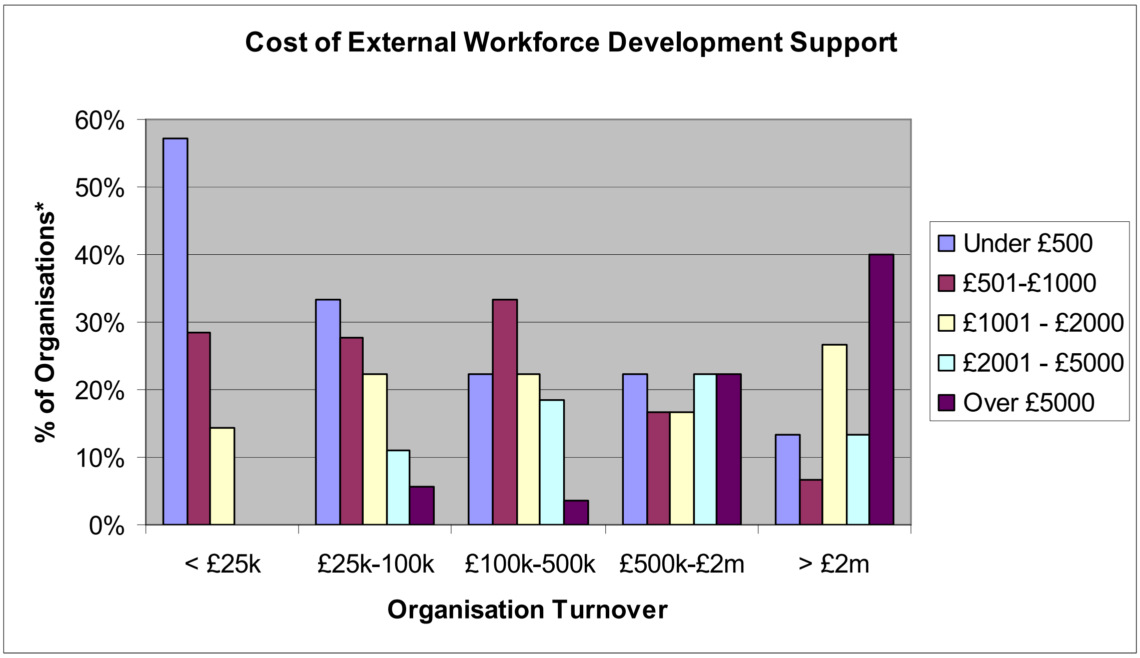


Figure 3f shows that the majority of workforce development support is paid-for, with only 27% of organisations reporting more than half of support being provided free of charge.

Figure 3f Workforce Development Support Received Free of Charge

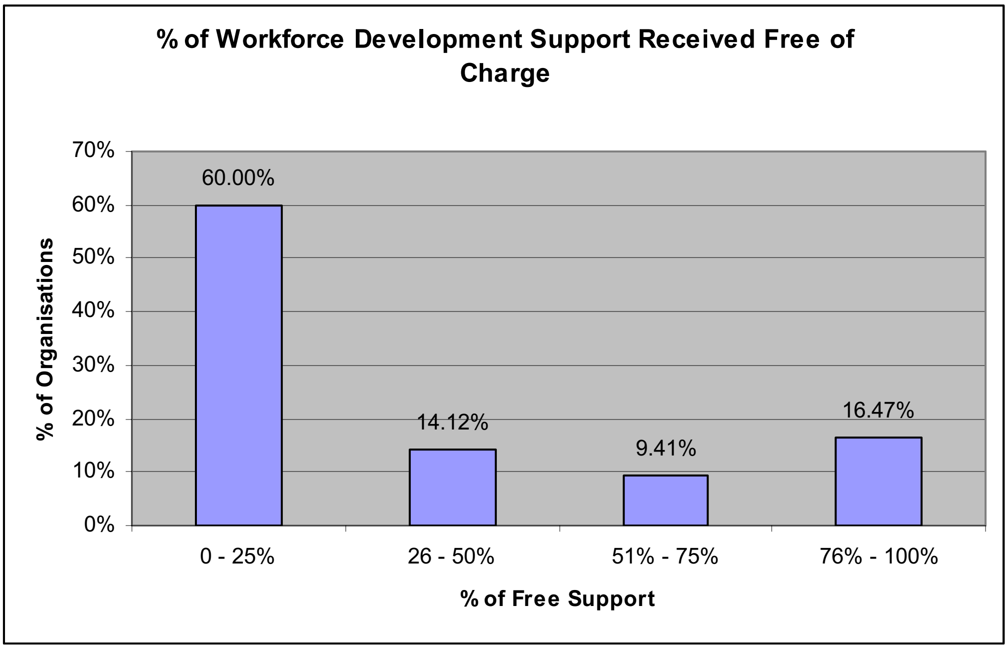


Figure 3g shows the vast majority (88%) of organisations reporting that external organisational development support as providing value for money. Only 2% of organisations reported that external workforce development support had not been value for money.

Figure 3g: Value for Money of External Workforce Development Support

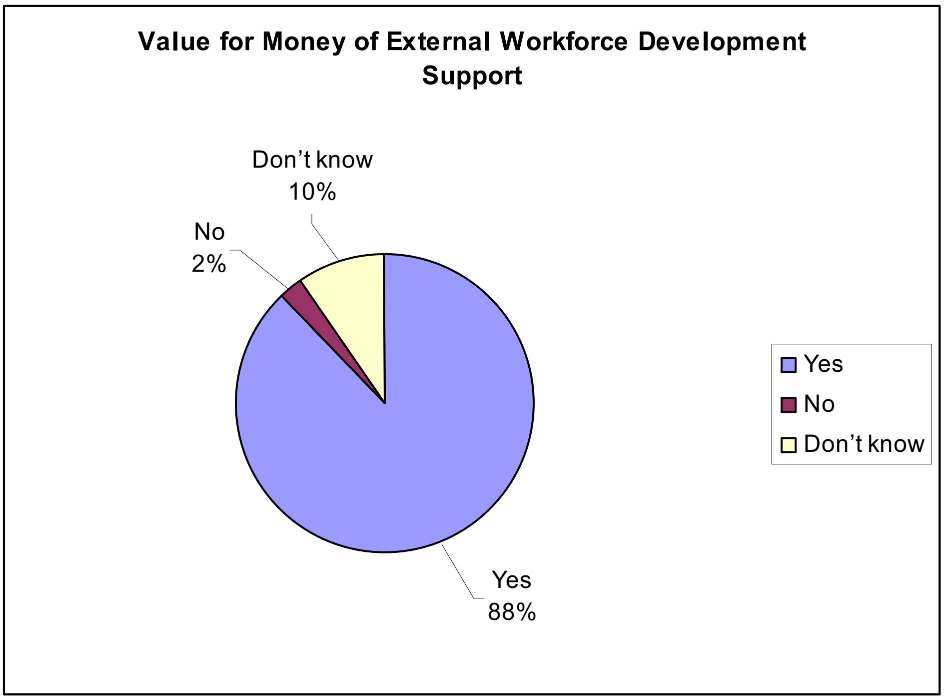
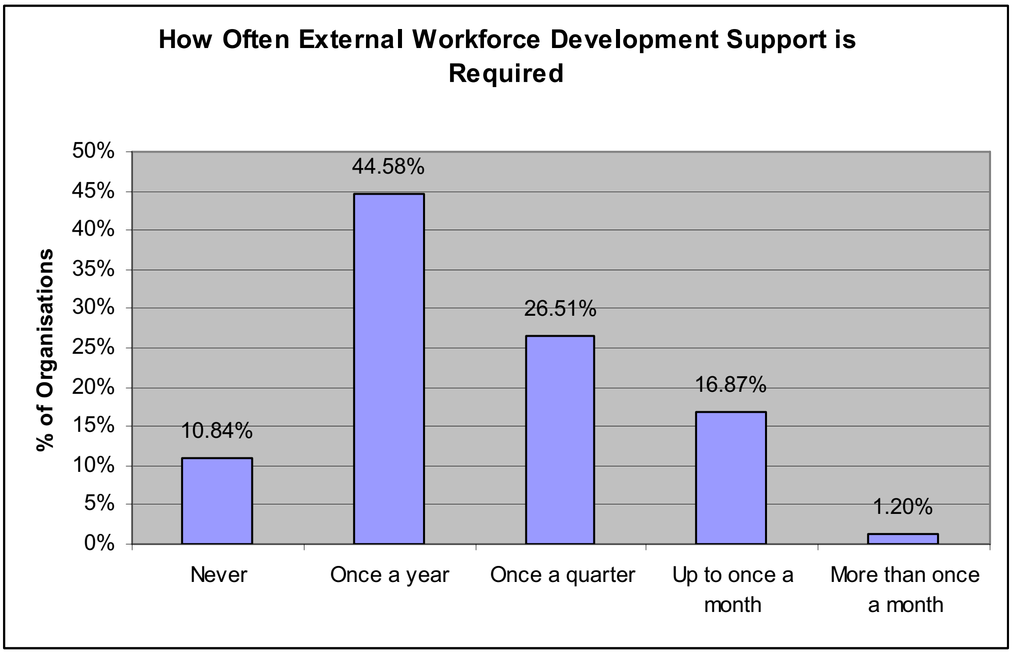


Figure 3h shows that external workforce development is most commonly reported (45%) to be required once per year, while 27% require support up to once a quarter and 17% up to once a month.

Figure 3h: How Often External Workforce Development Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external workforce development support and the average quality score of that support.

Source of Support	*% of All Organisations Using Support*	*Mean Support Quality Score (Max 5)*
Private Company / Consultancy *	21.9%	**4.2**
SCVO	17.5%	3.6
Local Authority	16.1%	3.8
Local CVS	14.6%	3.5
Another national voluntary organisation provider *	11.7%	3.8
Intermediary body for your sector *	10.2%	**4.2**
Other *	10.2%	**4.2**
Another local voluntary organisation provider *	8.8%	3.8
Local Volunteer Centre	8.0%	3.7
Local Enterprise Company / Business Gateway	8.0%	3.6
Volunteer Development Scotland	7.3%	3.7
Charitable Trust *	4.4%	3.7
learndirect Scotland	4.4%	3.3
Communities Scotland	3.6%	3.6

* A list of specifically identified providers is presented in Appendix A

Private companies or consultants are the most common source of external workforce development support, with over a fifth of participating organisations accessing their support. They are also rated highly in terms of quality.

Intermediary bodies are also one of the highest rated sources of workforce development support (4.2).

Quality of external workforce development support is rated fairly high across all types of providers, with learndirect Scotland receiving the lowest (but not poor) score.

4. ICT

Areas of Support

Figures 4a and 4b show the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity; and
c) Anticipate future support needs;

In each of the specific ICT areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 4a: External Support, Internal Capacity, Anticipate Future Support Needs

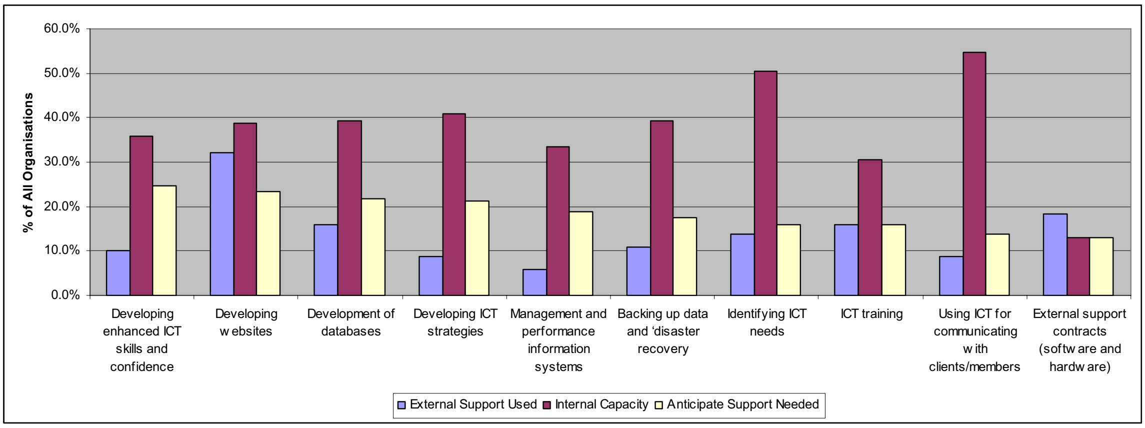
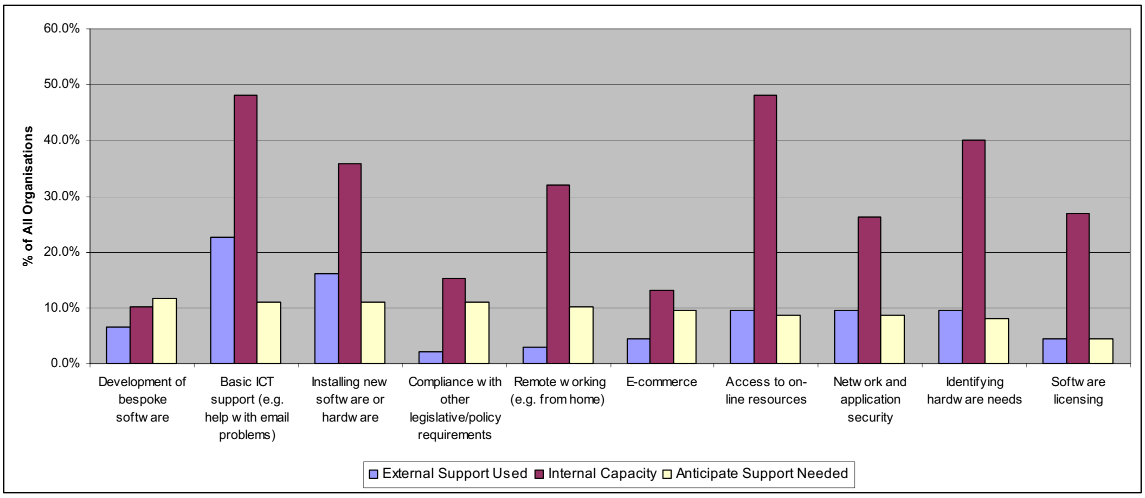


Figure 4b: External Support, Internal Capacity, Anticipate Future Support Needs



The main areas where organisations have used ***external*** ICT support are:

- Developing websites (32%)
- Basic ICT support (23%)
- External support contracts (18%)

The main areas where organisations have ***internal capacity*** for ICT are:

- Using ICT for communicating with clients/members (55%)
- Identifying ICT needs (50%)
- Basic ICT support (48%)

The main areas where organisations ***anticipate needing ICT support*** are:

- Developing enhanced ICT skills and confidence (25%)
- Developing websites (23%)
- Development of databases (22%)

Websites and basic ICT support are the most commonly accessed areas of support for voluntary organisations. This mirrors findings from the focus groups, where many organisations either relied on in-house skills or sought to contract an external support provider (e.g. website developer).

Organisations anticipated a greater need in the future for more advanced support, including: enhanced skills and confidence, websites, databases and developing ICT strategies. The development of management and performance systems is also an area where very few organisations reported previously using external support, but is an area where many more say they anticipate needing support in the future.

Internal capacity was particularity low for e-commerce and, unsurprisingly, the development of bespoke software.

Internal Capacity & External Support Costs

Figure 4c shows that the cost of *internal* ICT support is less than 10% of annual turnover for the majority of organisations.

Figure 4c: Internal Cost of ICT Support

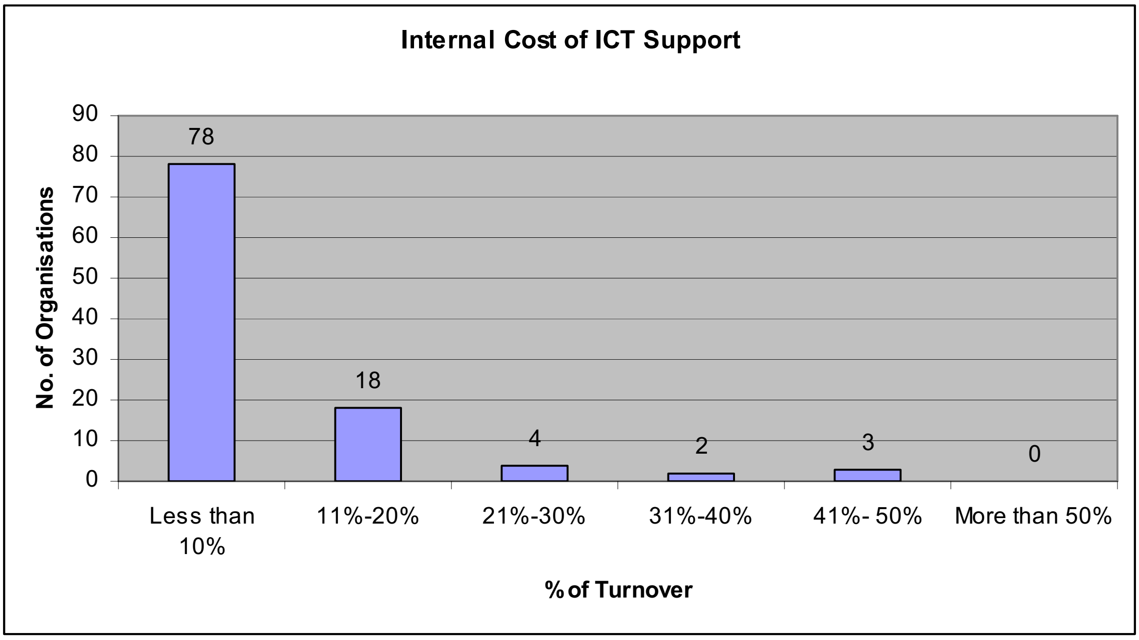


Figure 4d shows the cost of *external* ICT support for each financial size of organisation. For the largest organisations, the vast majority spend over £5,000 on external ICT support, while others report a range of yearly spend, perhaps indicative of the different capacity and use of ICT.

Figure 4d: Cost of External ICT Support

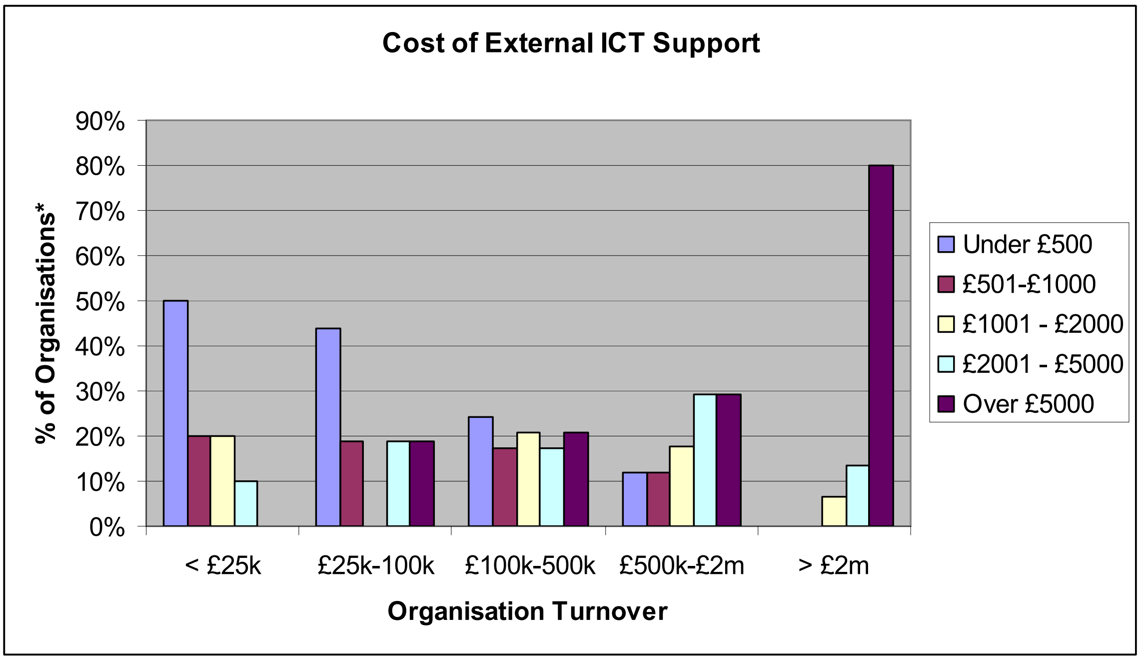


Figure 4e shows that the majority of ICT support is paid for, with only 21% of organisations reporting more than half of support being provided free of charge.

Figure 4e: ICT Support Received Free of Charge

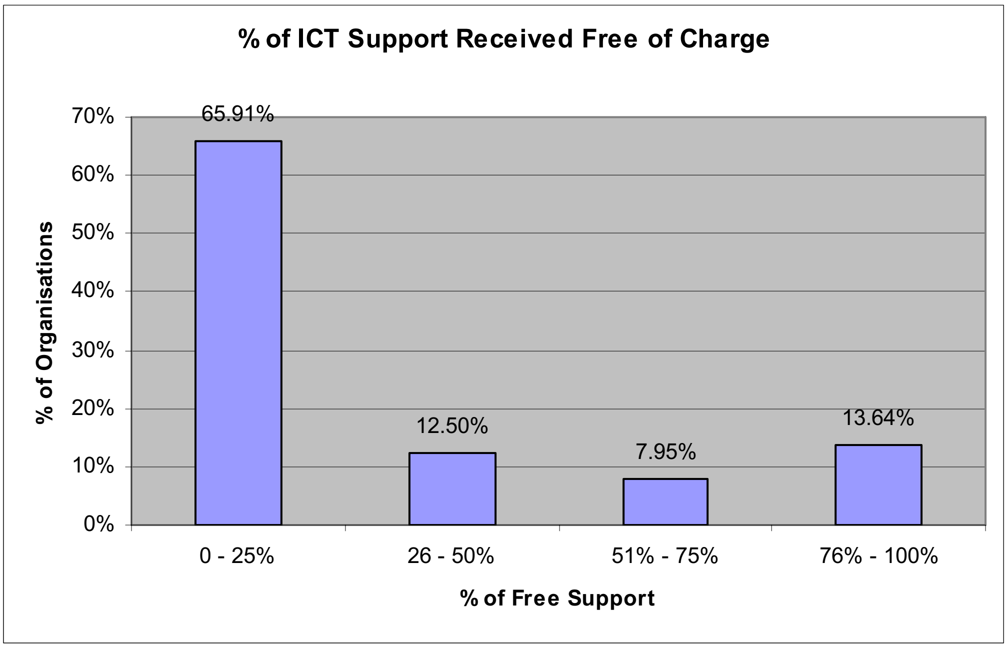


Figure 4f shows that the vast majority (81%) of organisations reported that external ICT support was providing value for money. Only 5% of organisations reported that external ICT support had not been value for money.

Figure 4f: Value for Money of External ICT Support

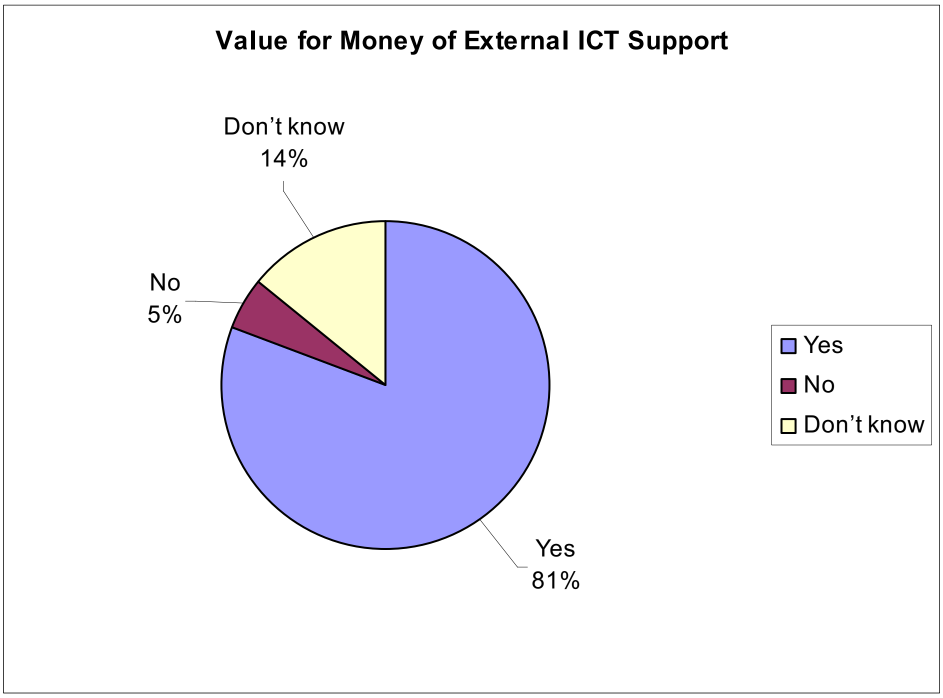
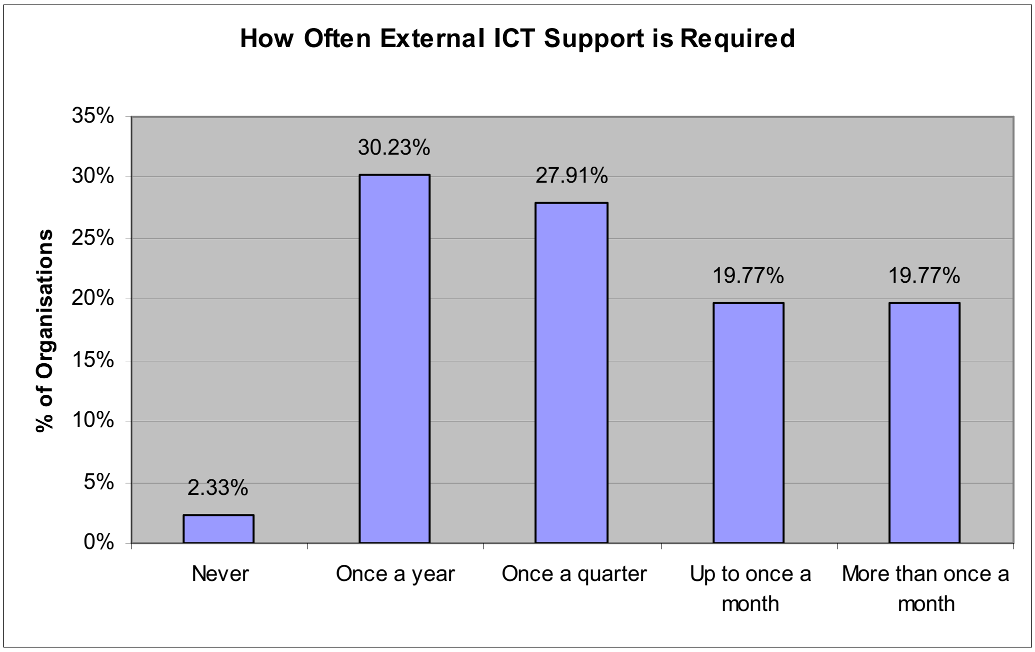


Figure 2g shows that different organisations report requiring external ICT support with varying degrees of regularity. 30% of organisations report requiring external support only once a year, while 28% require it once a quarter, 20% require it up to once a month and 20% require it more than once a month.

Figure 4g: How Often External ICT Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external ICT support and the average quality score of that support.

Source of Support	*% of All Organisations Using Support*	*Mean Support Quality Score (Max 5)*
Private Company *	36.5%	4.1
Other *	13.9%	3.6
SCVO	5.8%	3.3
Local Authority	4.4%	**4.2**
Intermediary body for your sector *	3.6%	**4.2**
Local CVS	2.9%	4.0
Charitable Trust *	2.2%	4.0
Another national voluntary organisation provider *	1.5%	3.0
Local Enterprise Company / Business Gateway	0.7%	2.0
Another local voluntary organisation provider *	0.7%	4.0
Communities Scotland	0.0%	0.0

* A list of specifically identified providers is presented in Appendix A

More than a third of organisations used private companies for external ICT Support with the quality of support rated highly.

Very few respondents sought support for ICT issues from the public or voluntary sectors.

5. FINANCIAL MANAGEMENT

Areas of Support

Figures 5a and 5b show the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity; and
c) Anticipate future support needs;

In each of the specific financial management areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 5a: External Support, Internal Capacity, Anticipate Future Support Needs

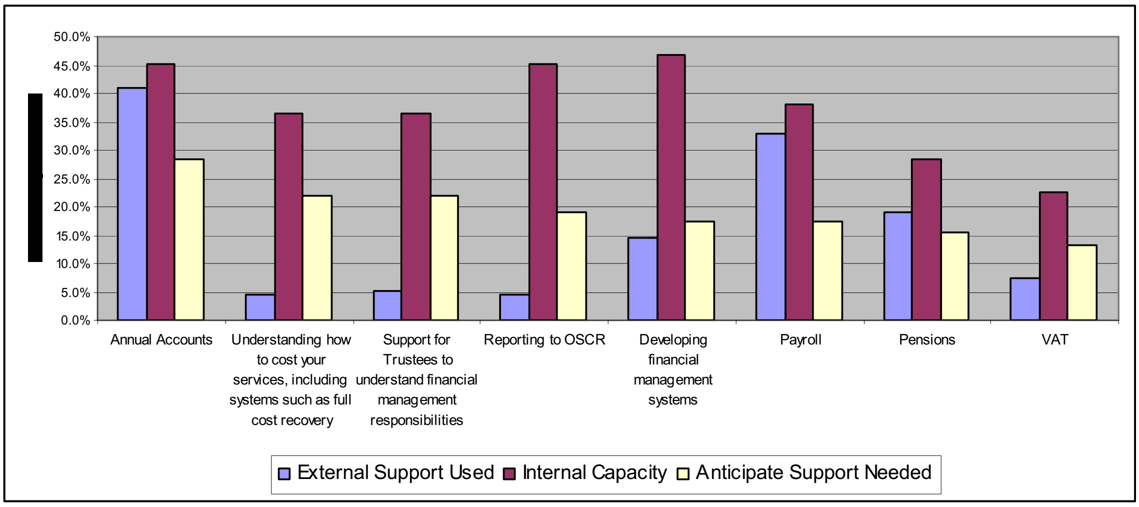
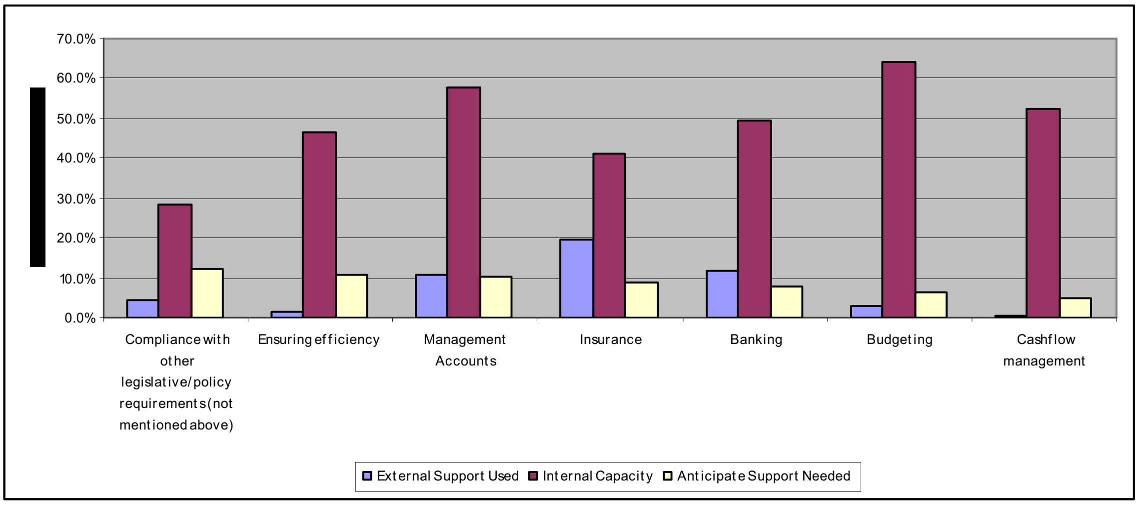


Figure 5b: External Support, Internal Capacity, Anticipate Future Support Needs



The main areas where organisations have used ***external*** financial management support are:

- Annual Accounts (41%)
- Payroll (33%)
- Insurance (20%)

The main areas where organisations have ***internal capacity*** for financial management are:

- Budgeting (64%)
- Management Accounts (58%)
- Cashflow management (53%)

The main areas where organisations ***anticipate needing future financial management support*** are:

- Annual Accounts (29%)
- Support for Trustees to understand financial management responsibilities (22%)
- Understanding how to cost your services, including systems such as full cost recovery (22%)

The most commonly accessed areas of financial management support are basic organisational requirements: annual accounts and payroll. Over a third of all organisations have accessed external support for these areas.

One of the major anticipated future support needs is that of helping trustees understand financial management responsibilities. This is similar to the findings from the focus groups and other core topic areas, which highlighted the need to increase capacity and understanding of roles and responsibilities in many boards and management committees.

There was little reported internal capacity or use of external support for understanding how to cost services (including systems such as full cost recovery) but this was one of the main anticipated future support needs. Reporting to OSCR also is a high priority for future support.

Internal Capacity & External Support Costs

Figure 5c shows that the cost of *internal* support for financial management is less than 10% of annual turnover for the majority of organisations.

Figure 5c: Internal Cost of Financial Management Support

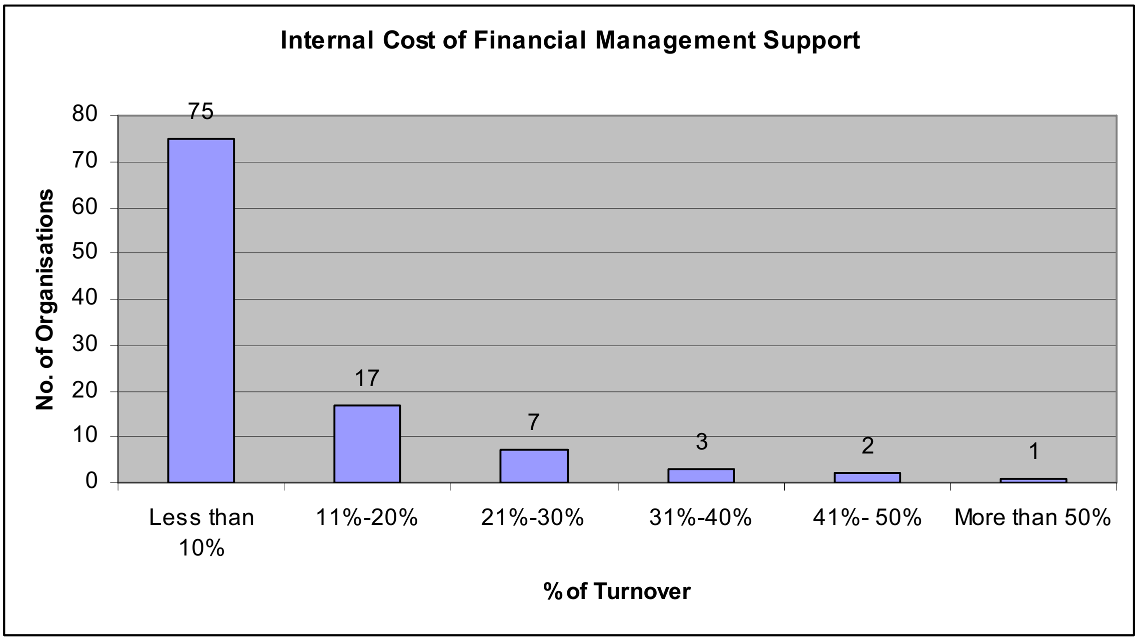


Figure 5d shows the cost of *external* financial management support for each financial size of organisation. Unsurprisingly, larger organisations tended to spend more on external support than smaller organisations, with 70% of organisations with an annual turnover of £2m or more spending over £5,000 on organisational development support while 77% of the smallest organisations spend less than £500.

Figure 5d: Cost of External Financial Management Support

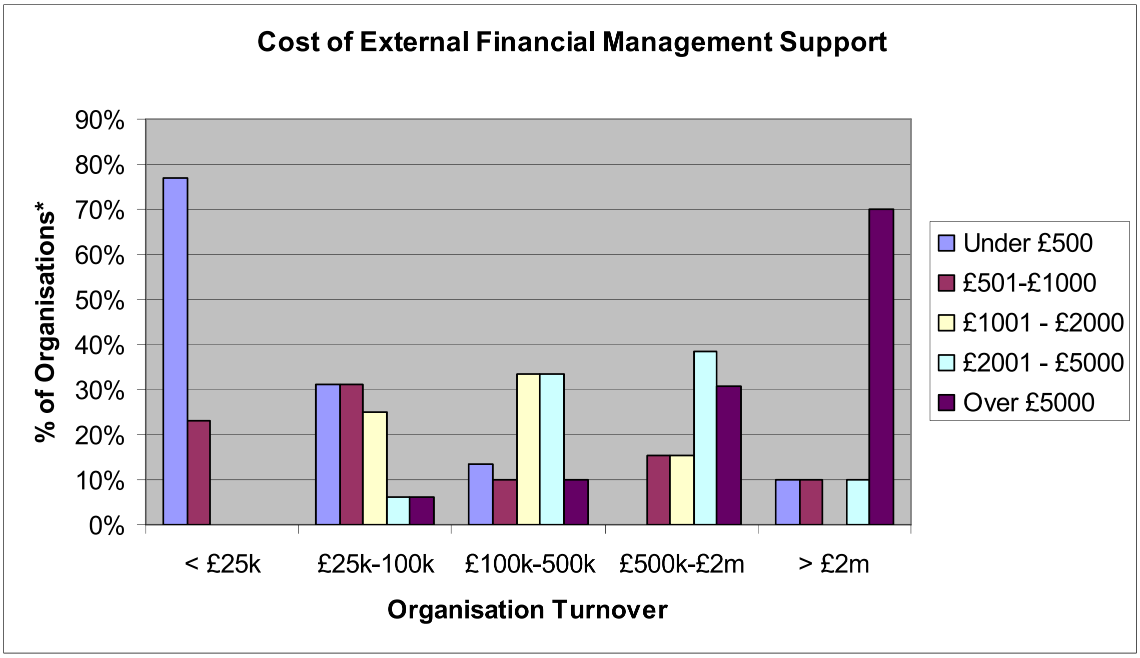


Figure 5e shows that the vast majority of financial management support is paid for, with only 13% of organisations reporting more than half of support being provided free of charge.

Figure 5e: Financial Management Support Received Free of Charge

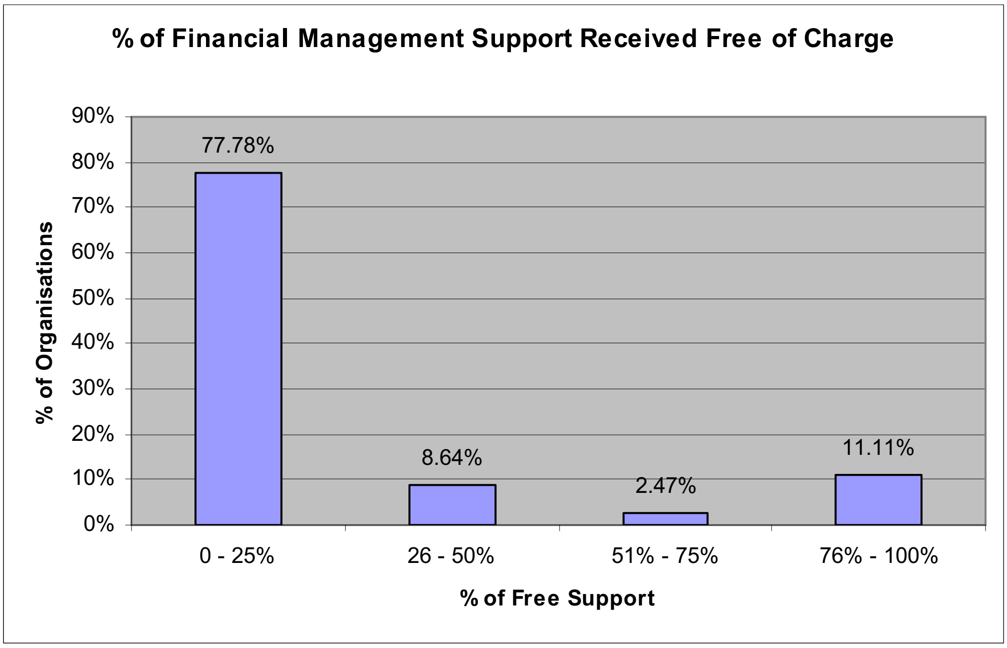


Figure 5f shows that the vast majority (82%) of organisations reported that external organisational development support was providing value for money. Only 7% of organisations reported that external organisational development support had not been value for money.

Figure 5f: Value for Money External Financial Management Support

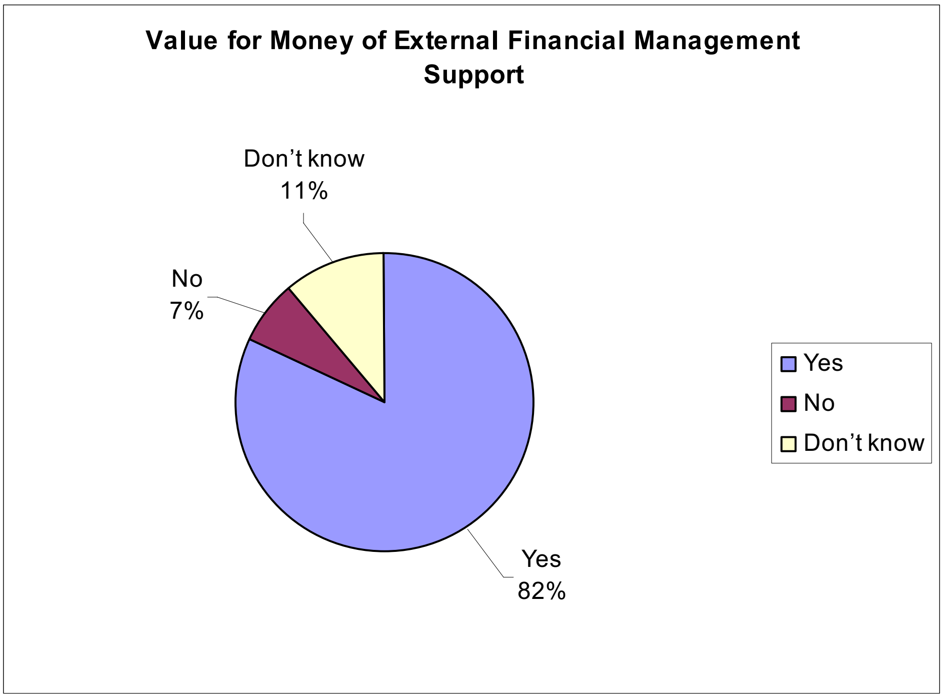
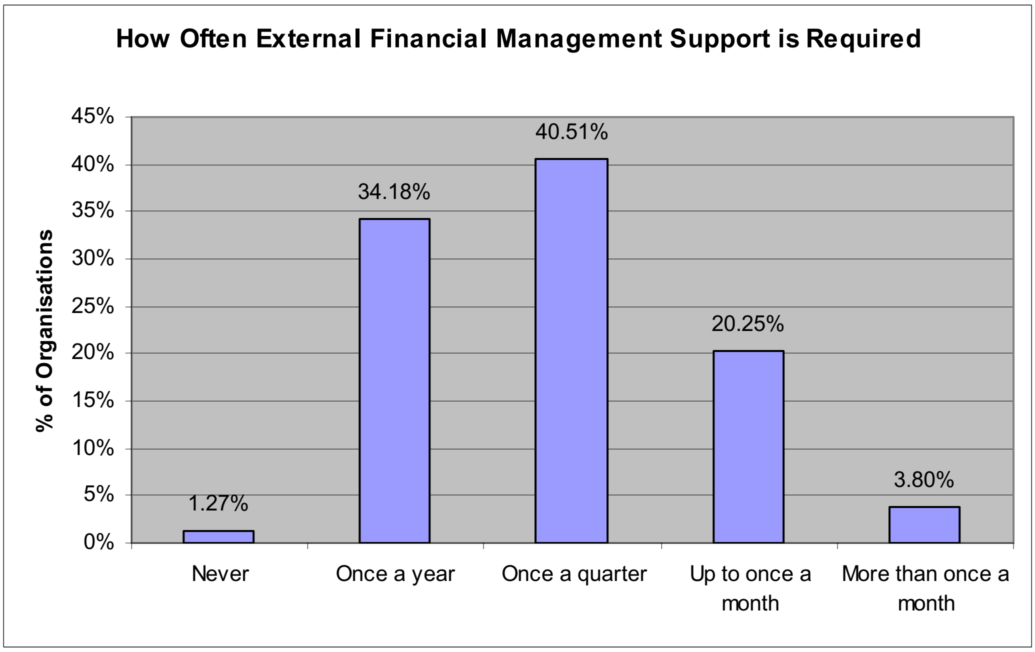


Figure 5g shows that financial management support is most commonly required either once per quarter (41%) or once per year (34%). The regularity of need for external financial management support is perhaps related to reporting requirements: for example, annual accounts and quarterly reports.

Figure 5g: How Often External Financial Management Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external financial management support and the average quality score of that support.

Source of Support	***% of All Organisations Using Support***	***Mean Support Quality Score (Max 5)***
Private Company	38.7%	3.8
Other	10.2%	4.1
Local CVS	6.6%	3.8
SCVO	5.8%	4.3
Another national voluntary organisation provider	4.4%	**4.7**
Intermediary body for your sector	2.9%	4.3
Charitable Trust	2.9%	4.0
Local Enterprise Company / Business Gateway	2.2%	3.7
Another local voluntary organisation provider	2.2%	4.0
Local Authority	2.2%	4.0
Communities Scotland	0.0%	0.0

* A list of specifically identified providers is presented in Appendix A

Almost 40% of participating organisations had used a private company for external financial management support, with very low reported use of public or voluntary sector providers.

Quality of support is rated highly across all providers. However, in contrast with other core topic areas, the public sector organisations tended to score higher on quality than the private companies, although this does reflect a much smaller number of responses.

There was a surprisingly low reported use of local CVS offices and SCVO for financial management, as many focus group participants said they used these organisations to mange their payroll.

6. INCOME GENERATION

Areas of Support

Figures 6a and 6b show the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity; and
c) Anticipate future support needs;

In each of the specific income generation areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 6a: External Support, Internal Capacity, Anticipate Future Support Needs

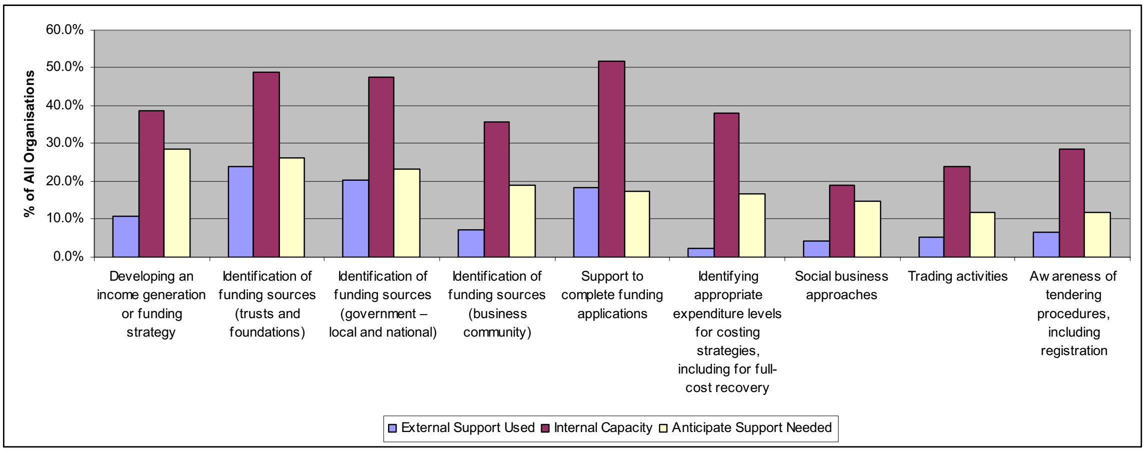
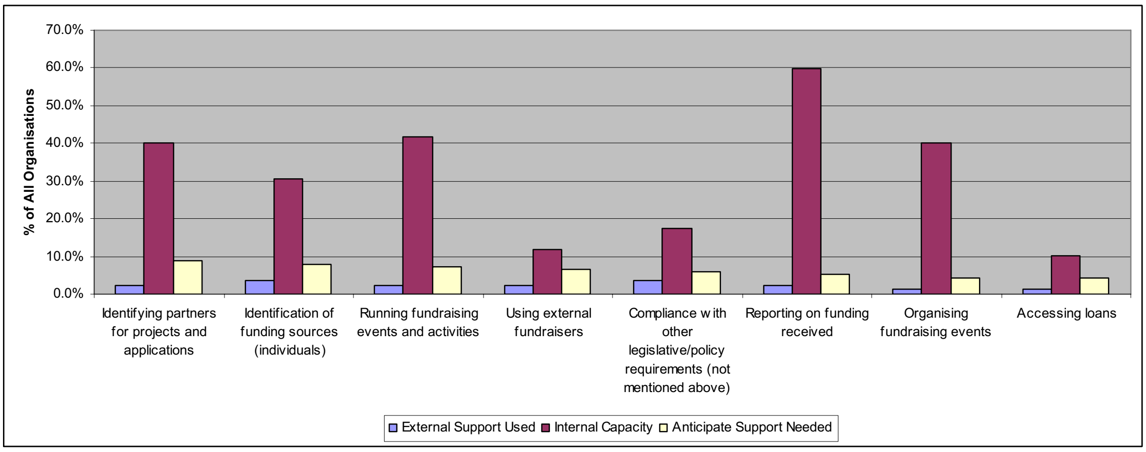


Figure 6b: External Support, Internal Capacity, Anticipate Future Support Needs



The main areas where organisations have used ***external*** income generation support are:

- Identification of funding sources: trusts and foundations (24%)
- Identification of funding sources: government – local and national (20%)
- Support to complete funding applications (18%)

The main areas where organisations have ***internal capacity*** for income generation are:

- Reporting on funding received (60%)
- Support to complete funding applications (52%)
- Identification of funding sources: trusts and foundations (49%)

The main areas where organisations ***anticipate needing income generation support*** are:

- Developing an income generation or funding strategy (29%)
- Identification of funding sources: trusts and foundations (26%)
- Identification of funding sources: government – local and national (23%)

The highest reported use of external support was for very traditional methods of income generation: identifying funding sources and support to complete applications. There were relatively few organisations who reported internal capacity or use of external support for trading activities, social business approaches and tendering. Only 2 organisations reported using external support to help access loans, and this was the lowest anticipated future support need.

Similar to the financial management topic, identifying costing levels is an area where support has not been used in the past but becomes a high priority for future support.

Internal Capacity & External Support Costs

Figure 6c shows that the cost of *internal* support for income generation is less than 10% of annual turnover for the majority of organisations.

Figure 6c: Internal Cost of Income Generation Support

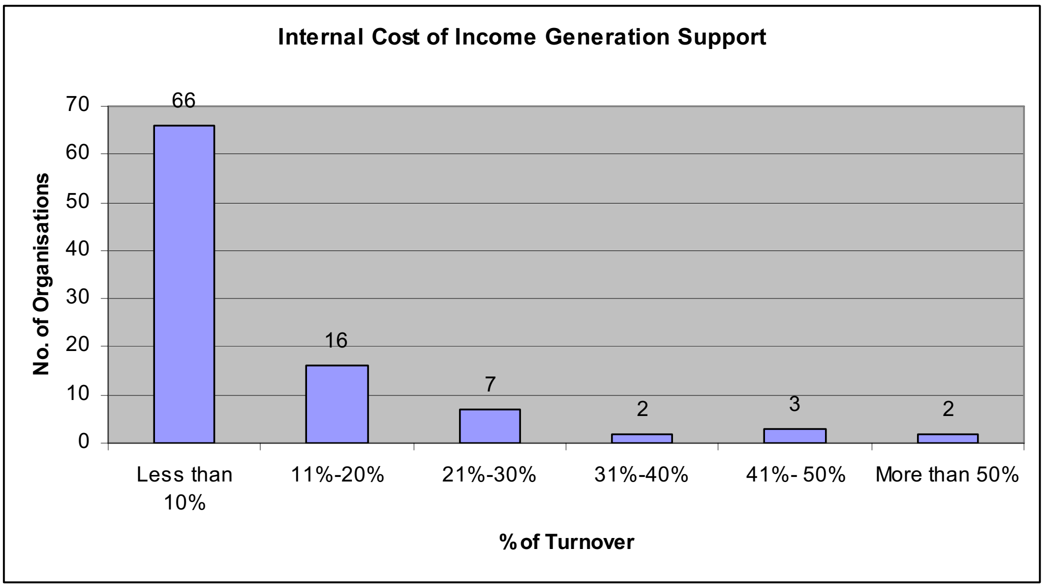


Figure 6d shows the cost of external income generation support for each financial size of organisation. Interestingly the majority of all organisations with an income of under £2m spent less than £500 on external income generation support while the majority of those with of larger financial size spent over £5,000 on support.

Figure 6d: Cost of External Income Generation Support

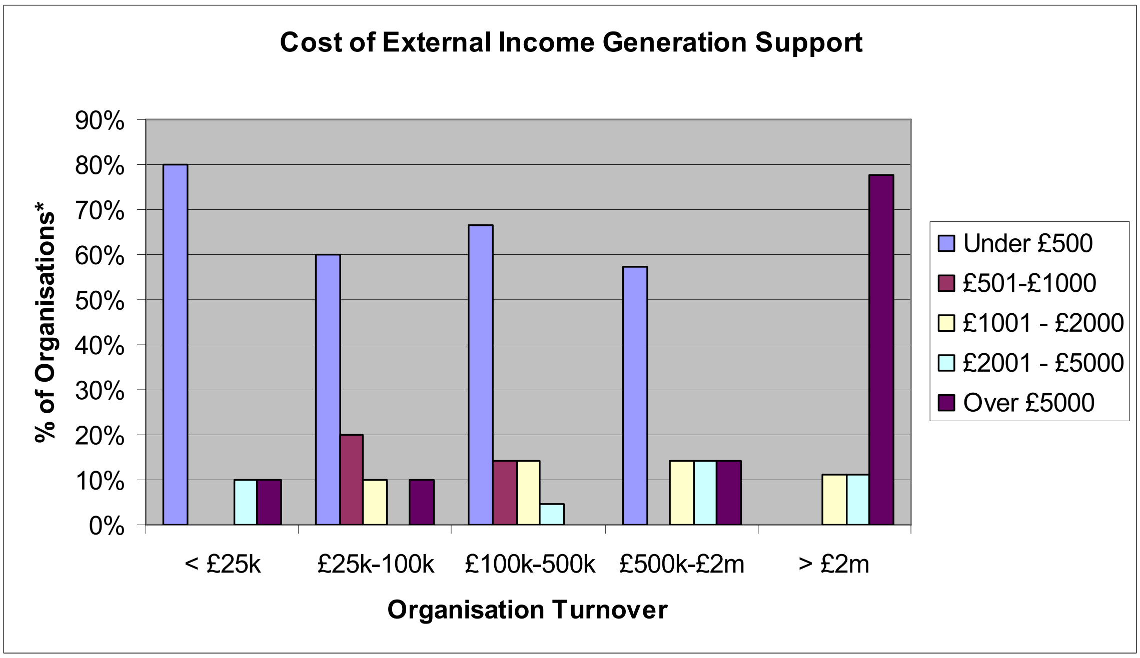


Figure 6e shows that just over half of participating organisations report income generation support is mainly paid for, while almost 30% report receiving it mostly for free.

Figure 6e: Income Generation Support Received Free of Charge

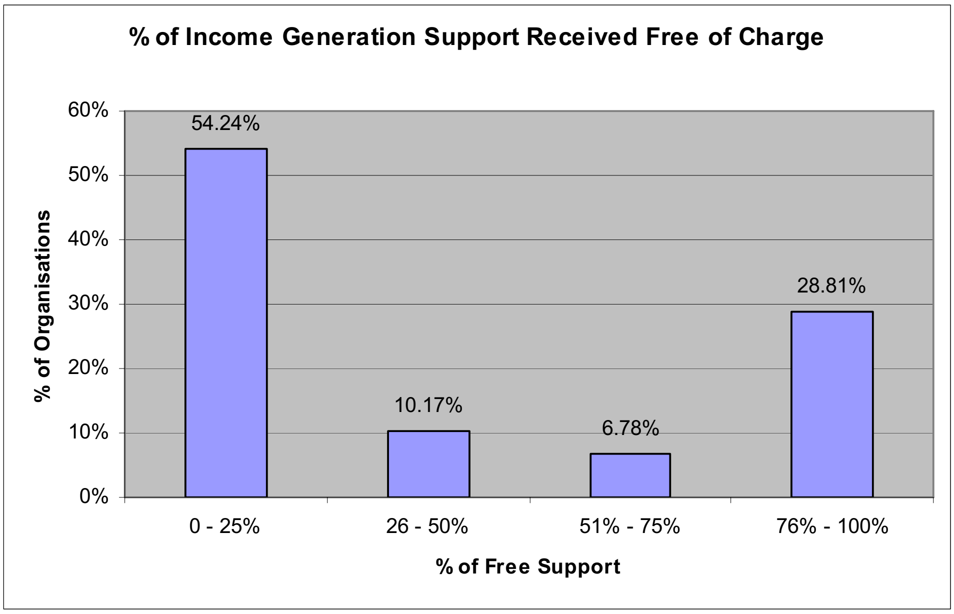


Figure 6f shows that the majority (80%) of organisations reported that external income generation support was providing value for money. 10% of organisations reported that external paid-for income generation support had not been value for money.

Figure 6f: Value for Money of External Income Generation Support

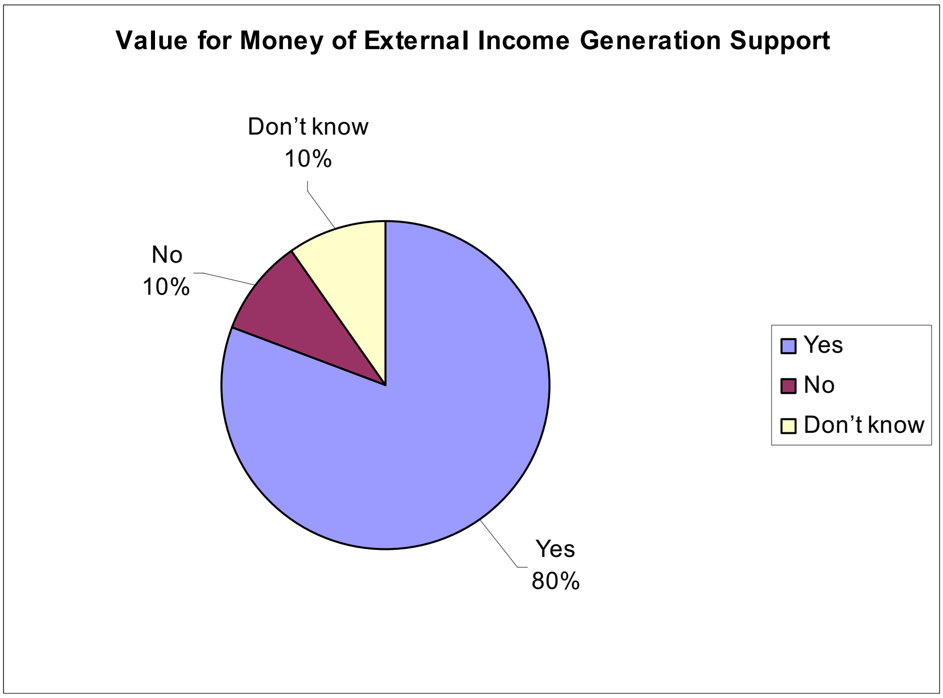
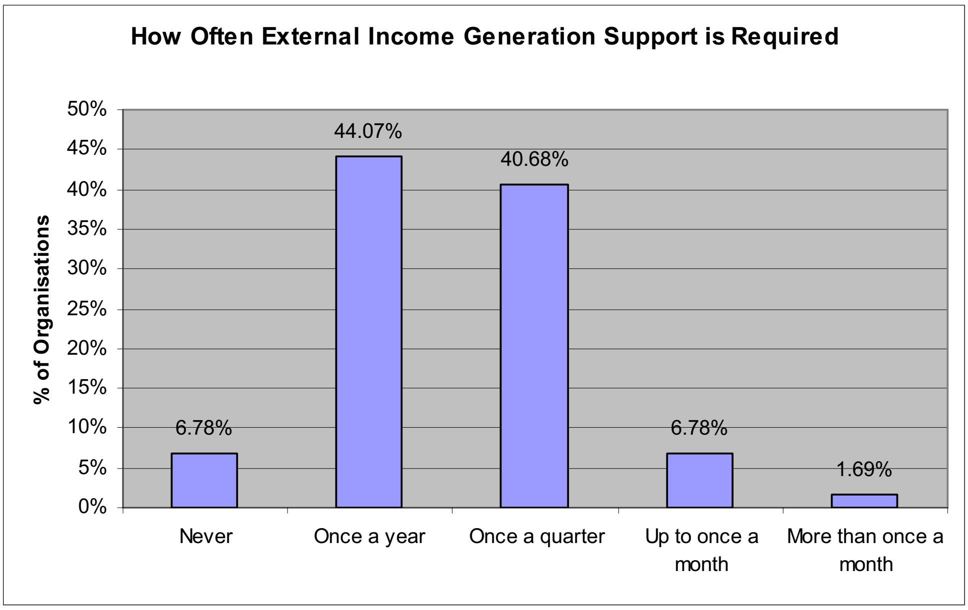


Figure 6g shows that external income generation support is mainly required either once per year (44%) or once per quarter (41%).

Figure 6g: How Often External Income Generation Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external income generation support and the average quality score of that support.

Source of Support	***% of All Organisations Using Support***	***Mean Support Quality Score (Max 5)***
Local Authority	11.7%	3.8
Local CVS	10.2%	3.2
Private Company *	8.8%	3.4
Other *	8.8%	3.8
Local Enterprise Company / Business Gateway	7.3%	3.6
SCVO	5.1%	3.1
Another local voluntary organisation provider *	4.4%	4.5
Charitable Trust *	4.4%	**4.7**
Intermediary body for your sector *	3.6%	4.0
Another national voluntary organisation provider *	3.6%	4.0
Communities Scotland	1.5%	3.5

* A list of specifically identified providers is presented in Appendix A

Local Authorities and Local CVS offices are the most common sources of external support for income generation, used by 12% and 10% of all organisations respectively. However, use of other sources of support was almost as common.

Interestingly, compared with the priority that income generation was given in the focus groups, there was a surprisingly low overall proportion of organisations reporting accessing external support in this area.

Support from local CVS offices and SCVO are reported as relatively low (but not poor) quality, while other voluntary sector organisations are reported as providing the best quality support. The lack of tailored support for finding funding streams for different types of organisations was identified in the focus groups as a key problem with existing income generation support from more generic voluntary sector support providers.

7. LOBBYING

Areas of Support

Figures 7a and 7b show the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity; and
c) Anticipate future support needs;

In each of the specific lobbying areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 7a: External Support, Internal Capacity, Anticipate Future Support Needs

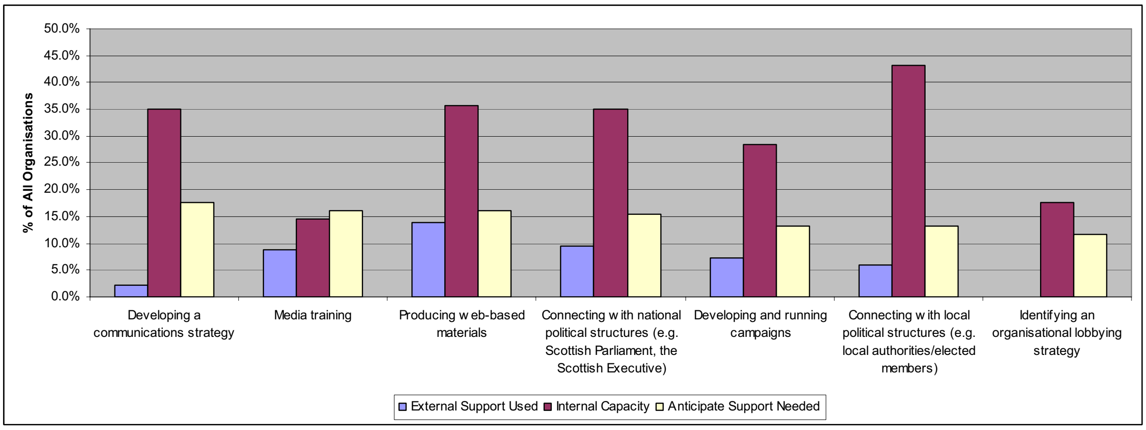
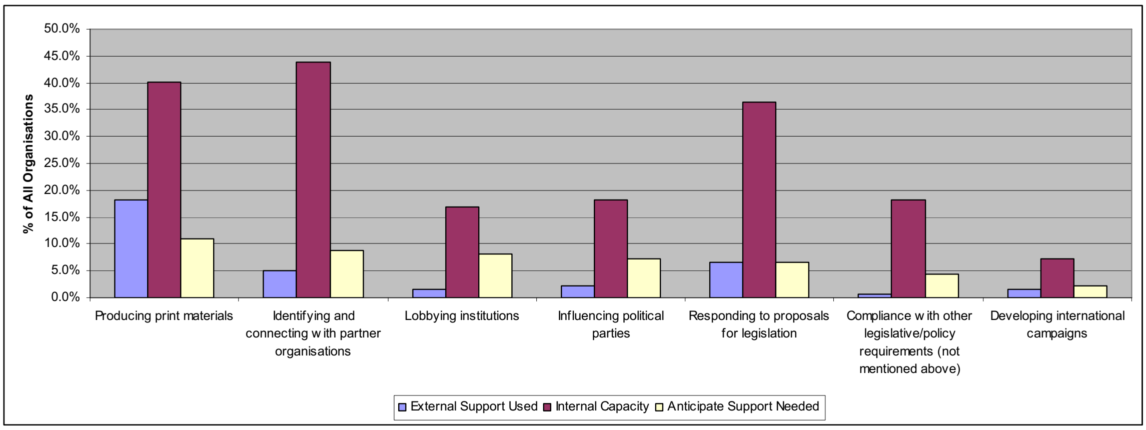


Figure 7b: External Support, Internal Capacity, Anticipate Future Support Needs



The main areas where organisations have used ***external*** lobbying support are:

- Producing print materials (18%)
- Producing web-based materials (14%)
- Connecting with national political structures (10%)

The main areas where organisations have ***internal capacity*** for lobbying are:

- Identifying and connecting with partner organisations (44%)
- Connecting with local political structures (43%)
- Producing print materials (40%)

The main areas where organisations ***anticipate needing future lobbying support*** are:

- Developing a communications strategy (18%)
- Producing web-based materials (16%)
- Media training (16%)

The proportion of all organisations accessing support for the different areas of lobbying was relatively low in comparison with other core topic areas.

The reported use of external support and anticipated future needs were similar, focusing on basic communication; for example: producing materials, media training and connecting to national political structures. The highest reported internal capacity was for connecting at more a more local level: identifying partner organisations and connecting with local political structures.

Lobbying institutions and influencing political parties came out as very low priorities in terms of internal capacity, use of external support and anticipated future support needs.

Internal Capacity & External Support Costs

Figure 7c shows that the cost of *internal* support for lobbying is less than 10% of annual turnover for the majority of organisations. No-one reported the internal cost of lobbying as more than 30% of annual turnover.

Figure 7c: Internal Cost of Lobbying Support

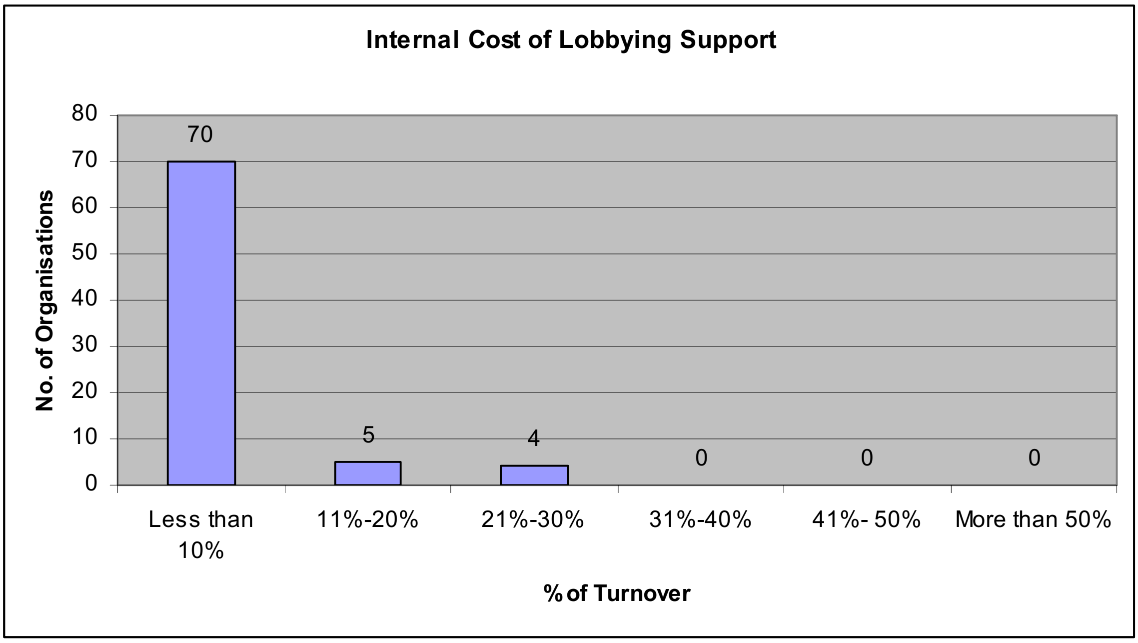


Figure 7d shows the cost of *external* lobbying support for each financial size of organisation. External support for lobbying costs less than £500 for most organisations of different sizes.

Figure 7d: Cost of External Lobbying Support

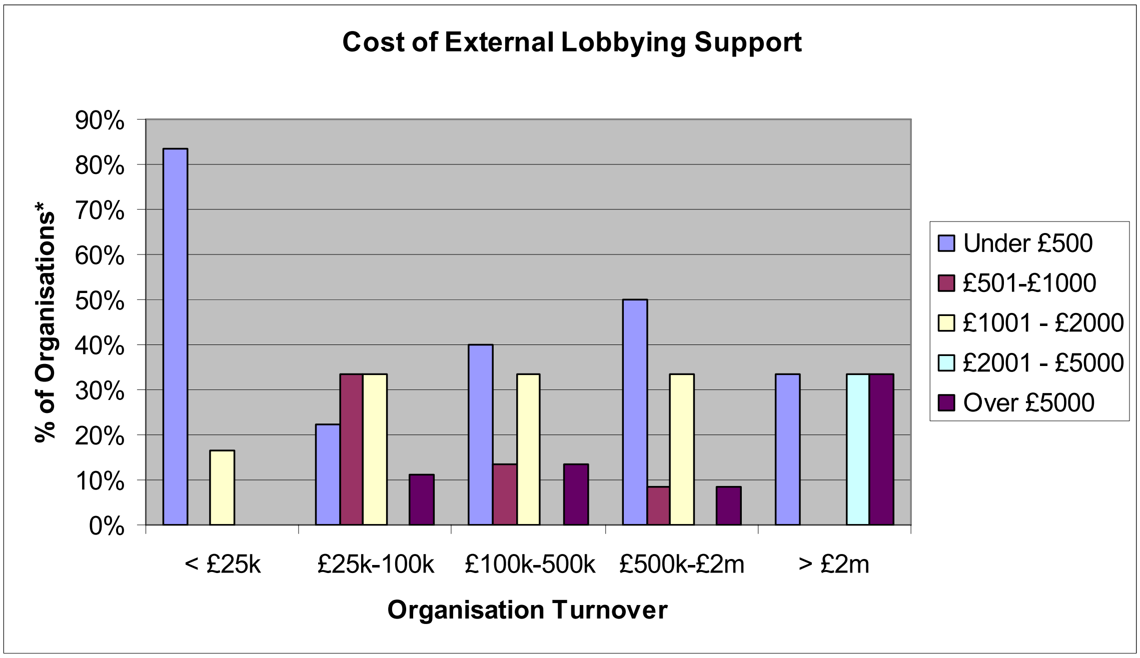


Figure 7e shows that the majority of lobbying support is paid for, with only 10% of organisations reporting more than half of support being provided free of charge.

Figure 7e: Lobbying Support Received Free of Charge

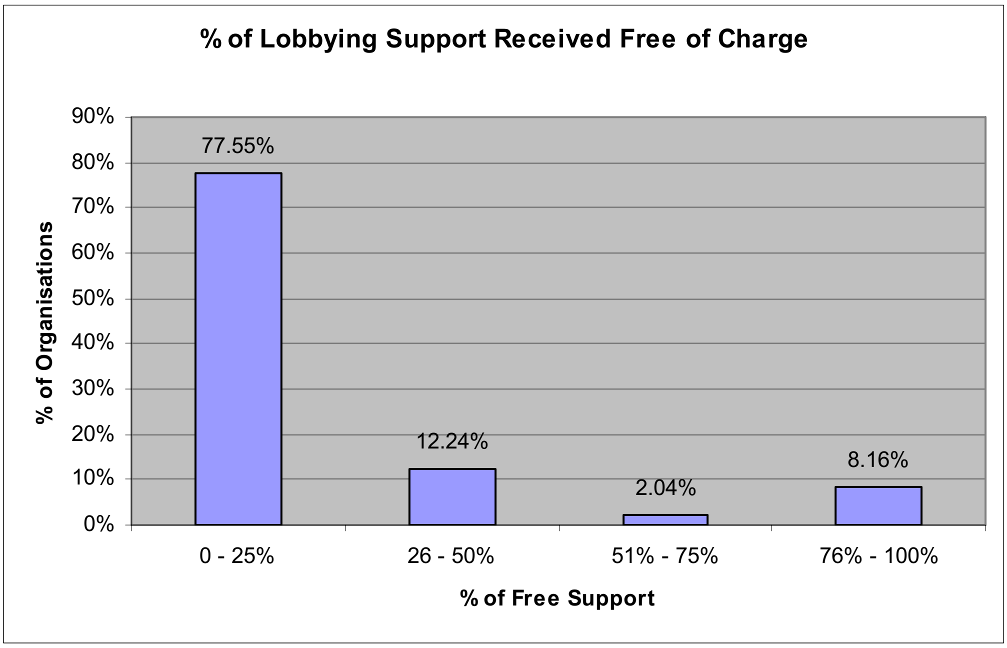


Figure 7f shows that the majority (78%) of organisations reported that external lobbying support was providing value for money. 12% of organisations reported that external lobbying support had not been value for money.

Figure 7f: Value for Money of Lobbying Support

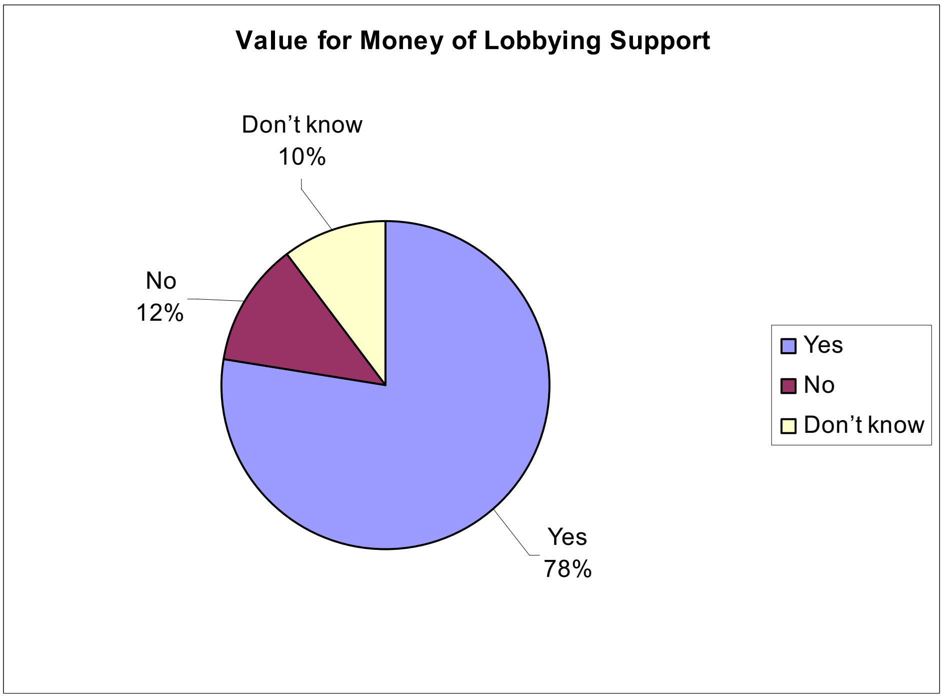
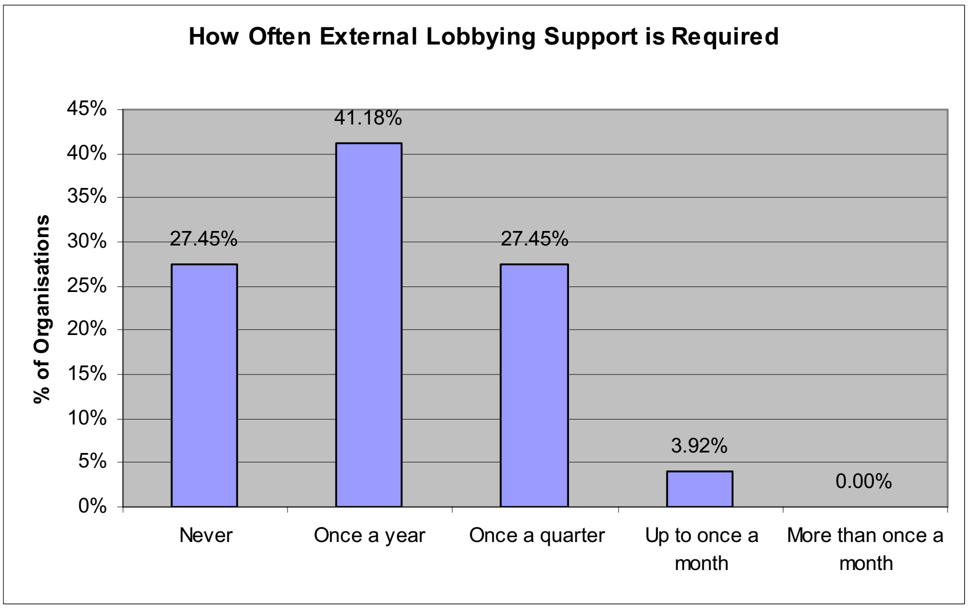


Figure 7g shows that external lobbying support is most commonly reported (41%) as being required once per year, while 27% report requiring support up to once a quarter and 27% never requiring any external lobbying support.

Figure 7g: How Often External Lobbying Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external lobbying support and the average quality score of that support.

Source of Support	***% of All Organisations Using Support***	***Mean Support Quality Score (Max 5)***
Private Company *	8.0%	4.1
SCVO	6.6%	3.7
Intermediary body for your sector *	5.8%	4.1
Other *	5.8%	3.8
Another national voluntary organisation provider *	5.1%	3.7
Local CVS	2.2%	**4.3**
Local Authority	2.2%	3.0
Local Enterprise Company / Business Gateway	0.7%	3.0
Another local voluntary organisation provider *	0.7%	4.0
Communities Scotland	0.0%	0.0
Charitable Trust *	0.0%	0.0

* A list of specifically identified providers is presented in Appendix A

As previously noted, a small proportion of organisations have accessed external support for lobbying in comparison to other core topic areas. There is no particularly prominent type of support provider, although the most common sources of lobbying support are either from private companies or national organisations: SCVO, intermediaries and other national voluntary organisations. Quality of support is scored high for all these organisations.

8. NETWORKING

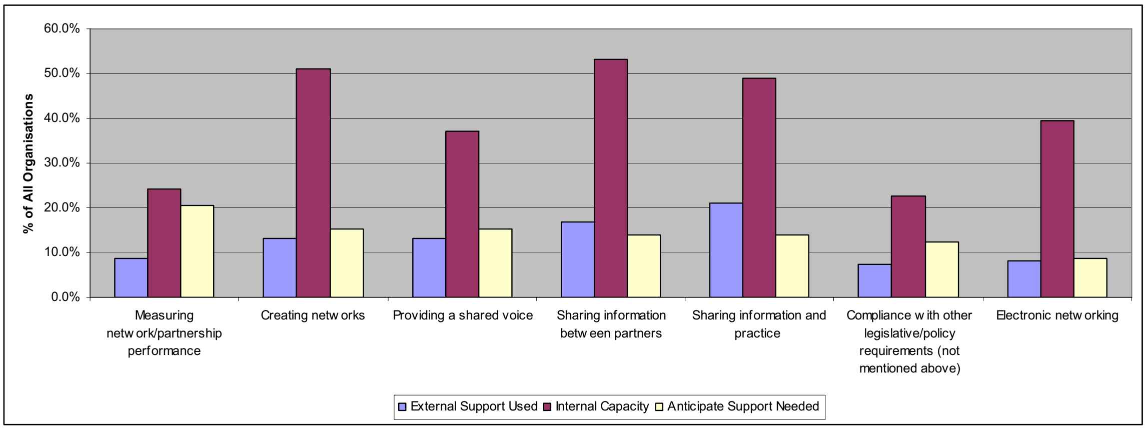
Areas of Support

Figure 8a shows the percentage of all organisations who have:

a) Used external support;
b) Have internal capacity; and
c) Anticipate future support needs;

In each of the specific networking areas. The graphs are arranged in descending order of anticipated future support needs.

Figure 8a: External Support, Internal Capacity, Anticipate Future Support Needs



The main areas where organisations have used ***external*** networking support are:

- Sharing information and practice (21%)
- Sharing information between partners (17%)
- Creating networks (13%)

The main areas where organisations have ***internal capacity*** for networking are:

- Sharing information between partners (53%)
- Creating networks (51%)
- Sharing information and practice (49%)

The main areas where organisations ***anticipate needing future networking support*** are:

- Measuring network/partnership performance (20%)
- Creating networks (15%)
- Providing a shared voice (15%)

Sharing information was where the majority of external support had been accessed. There was also relatively high levels of reported internal capacity to share information and create networks.

There were low reported levels of internal capacity to measure network/partnership performance, and this was the highest anticipated future support need.

Internal Capacity & External Support Costs

Figure 8b shows that the cost of *internal* support for networking is less than 10% of annual turnover for the majority of organisations. Only 10 organisations (7% of the survey sample) reported the internal cost of networking as more than a fifth of annual turnover.

Figure 8b: Internal Cost of Networking Support

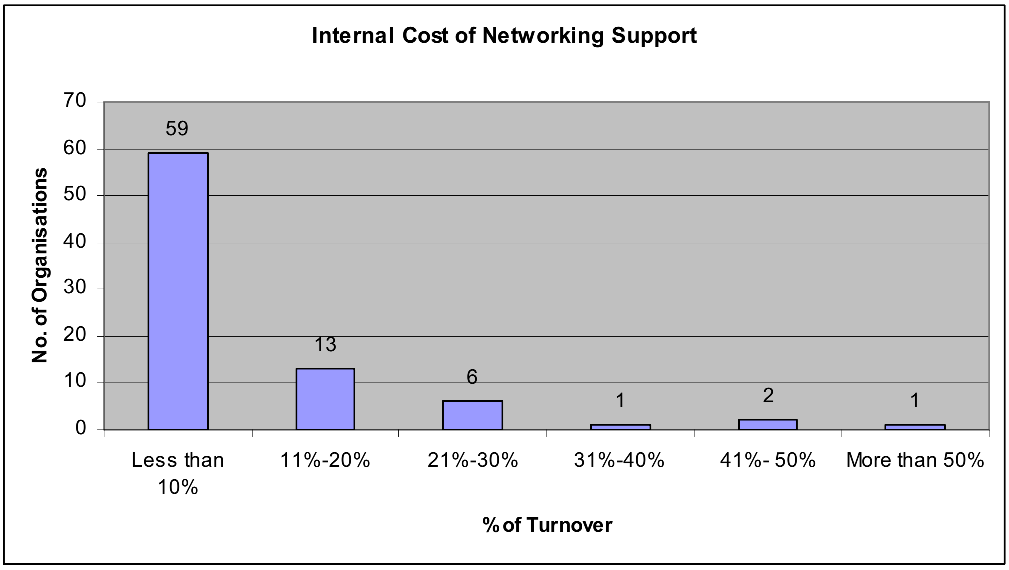


Figure 8c shows the cost of external networking support for each financial size of organisation. The majority of organisations with an income of under £2m per year reported the internal cost of networking support was less than £500, while there was a greater variance of internal cost in the largest organisations.

Figure 8c: Cost of External Networking Support

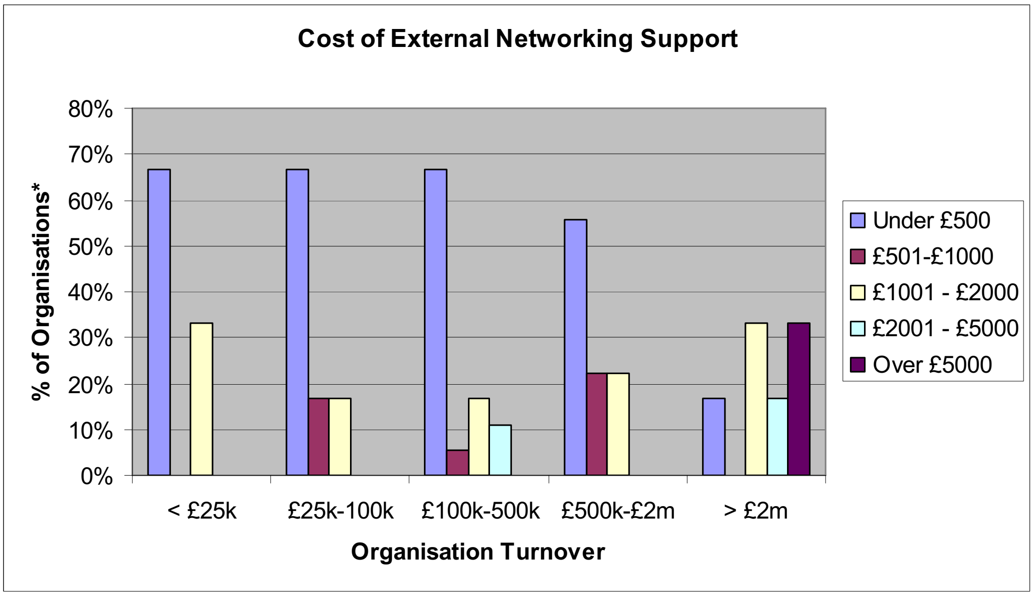


Figure 8d shows that 51% of organisation mainly pay for networking support while 35% mainly receive external support for free.

Figure 8d: Networking Support Received Free of Charge

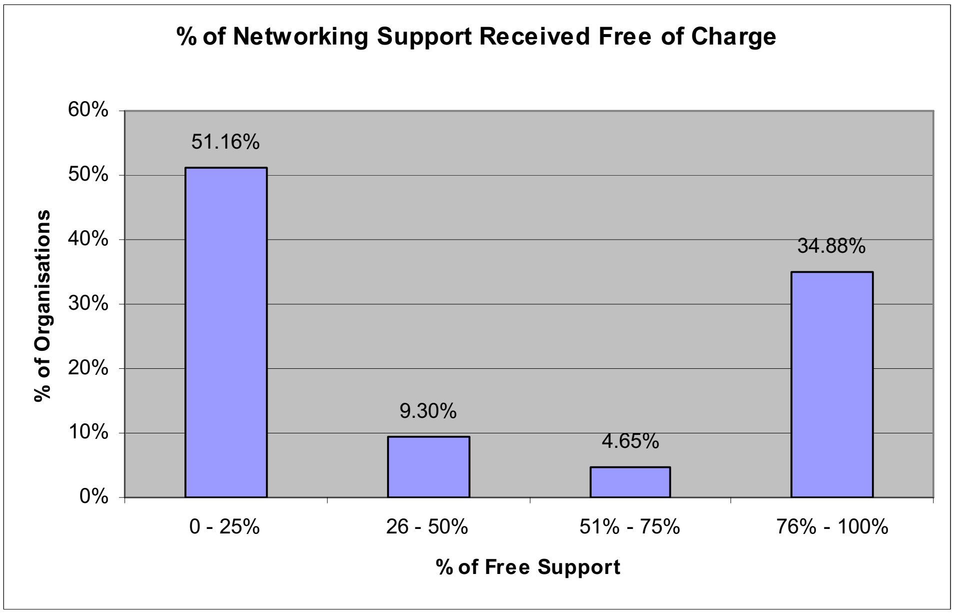


Figure 8e shows that 72% of organisations reported external networking support was providing value for money. Only 2% believed it was not value for money while 26% were unsure. This higher level of uncertainty may be linked to the reported lack of internal capacity to understand network or partnership performance.

Figure 8e: Value for Money of Networking Support

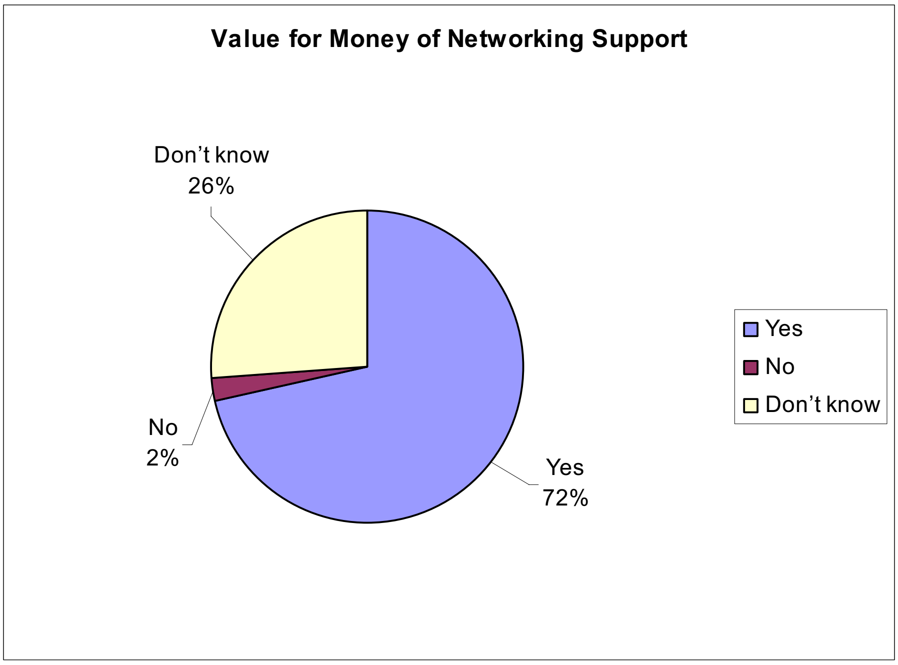
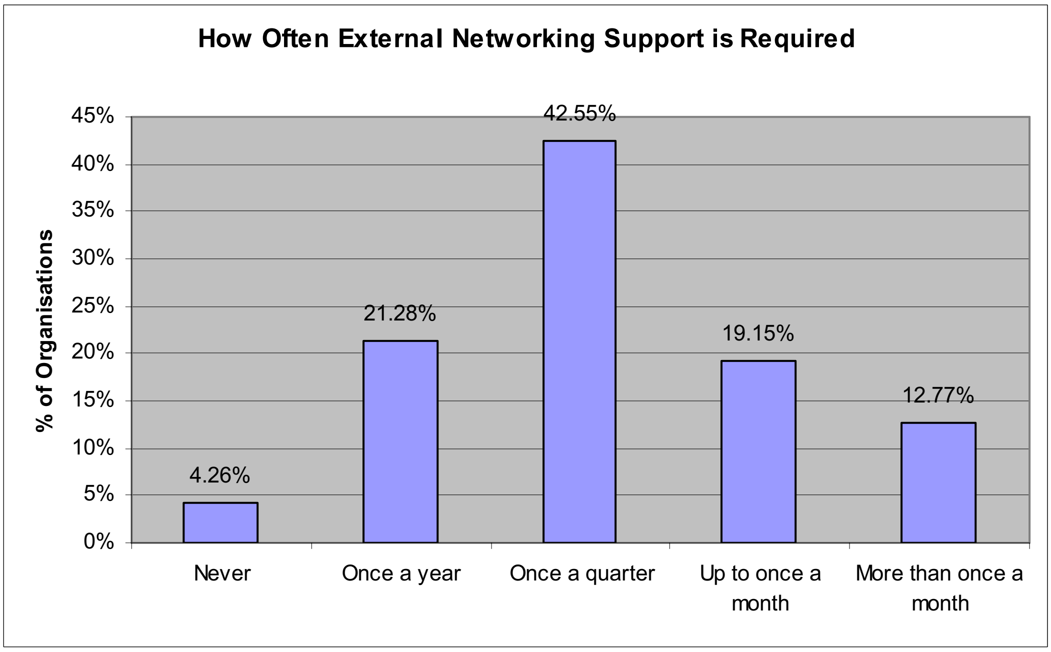


Figure 8f shows that external networking support is most commonly reported (43%) as being required once per quarter.

Figure 8f: How Often External Networking Support is Required



External Support Provision

The table below shows which agencies and organisations have provided external networking support and the average quality score of that support.

Source of Support	***% of All Organisations Using Support***	***Mean Support Quality Score (Max 5)***
Local Authority	9.5%	3.8
Intermediary body for your sector *	8.0%	4.4
Local CVS	8.0%	4.3
Other *	8.0%	4.0
SCVO	7.3%	3.5
Another local voluntary organisation provider *	7.3%	**4.5**
Another national voluntary organisation provider *	5.8%	4.0
Local Enterprise Company / Business Gateway	2.2%	4.0
Communities Scotland	0.7%	4.0
Private Company *	0.7%	4.0
Charitable Trust *	0.7%	2.0

* A list of specifically identified providers is presented in Appendix A

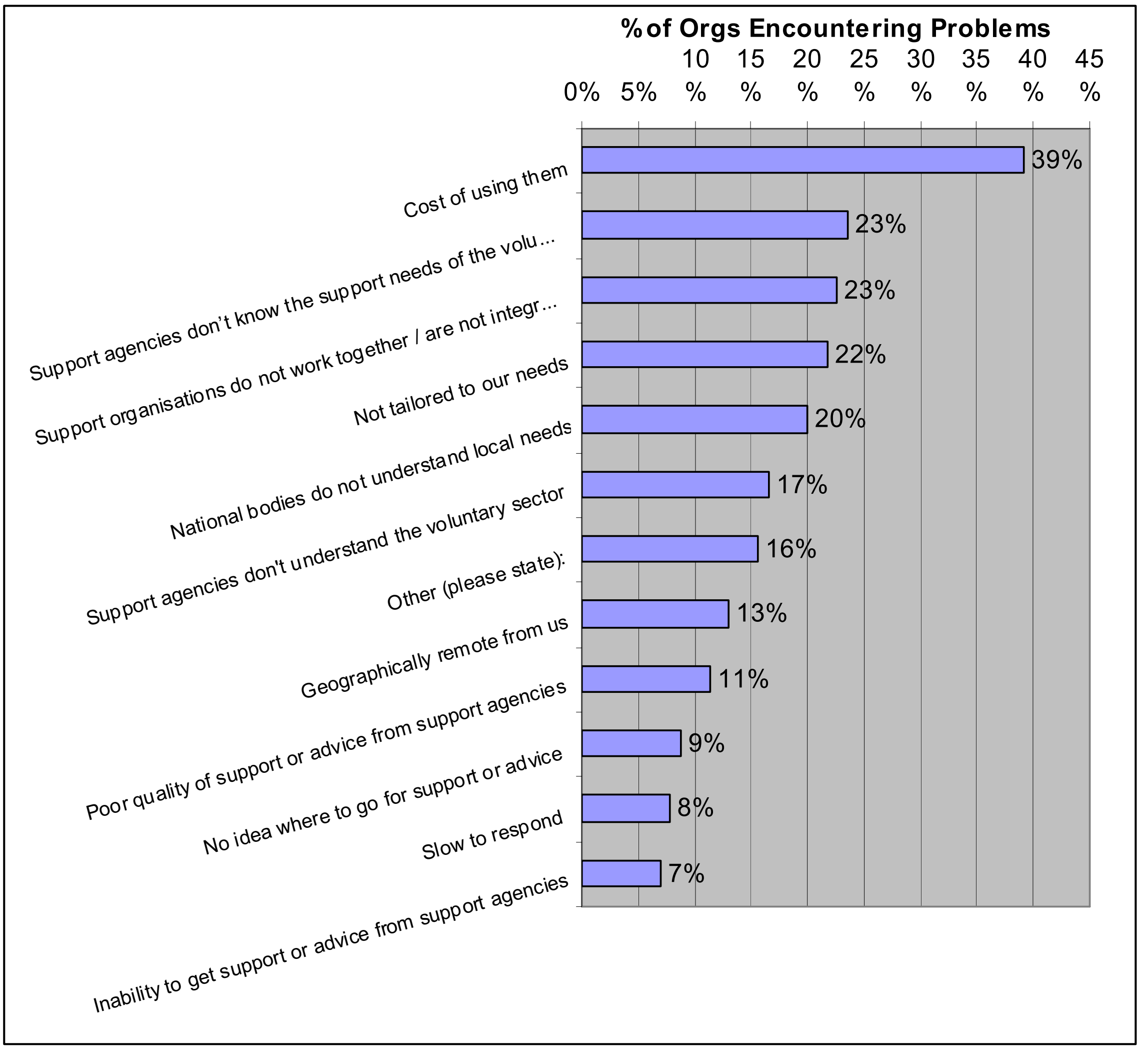
There was no particularly dominant type of networking support provider; a broad range of different organisations are reportedly used for external support. Quality was reported as fairly high across many different types of support providers. Intermediary bodies, local voluntary organisations and local CVS offices score very high in terms of quality.

Unlike other core topic areas, almost no organisations used private companies or consultants for networking support.

9. ISSUES WITH SUPPORT

Respondents were asked to identify up to three main problems they have encountered with current external support services. 22 organisations (16% of survey respondents) said that they did not have any problems with the current available support. Figure 9a shows the problems identified by the remaining 115 organisations.

Figure 9a[4]: Organisations Encountering Problems



The cost of using support providers was the most commonly reported problem, identified by almost 40% of participating organisations. Other common problems with support agencies included a lack of understanding of the support needs of the voluntary sector

[4] Percentages represent the proportion of survey respondents (excluding those who did not identify any problems) who identified each type of problem.

(23%), a lack of integration of support organisations (23%) and a lack of tailored support (22%).

Interestingly, *'no idea where to go for support or advice'* was an infrequently reported problem, however this is in contrast to findings from the focus groups where many people themselves reported not knowing what support was available.

An interesting pattern emerges when these results are broken down by the different financial sizes of organisations:

- 60% of respondents noting that they had 'no idea where to go for support or advice' were those with an annual turnover of less than £25k. Larger organisations rarely reported this as a problem.

- Support agencies not working together was a problem reported more regularly by larger organisations. 70% of those reporting this problem had an annual income of over £100k.

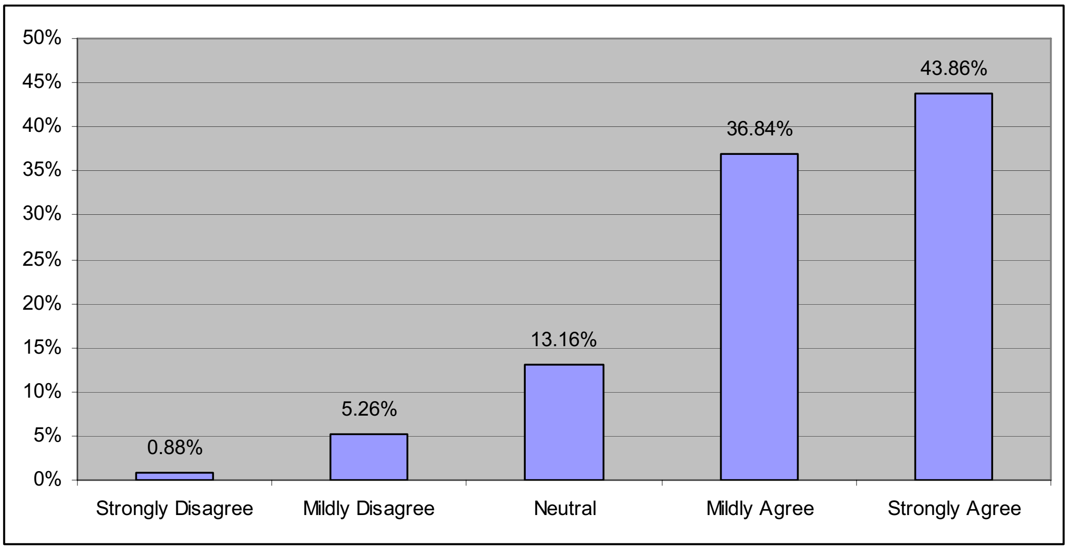
Other problems with support identified by respondents themselves included:

- National bodies not understanding local needs and issues;
- National umbrella bodies focusing on the needs of local organisations rather than the strategic picture;
- Support providers not catering for large voluntary organisations;
- A lack of a co-ordinated approach to support for the voluntary sector;
- A lack of resourcing of support providers / ability for support providers to give in-depth support;
- Lack of 'professional' support available to committees (e.g. HR, legal advice).

10. ATTITUDES QUESTIONS

Participating organisations were asked to identify the extent to which they agreed (on a scale of 1 to 5) with a series of statements relating to the identification, provision and quality of support. Figures 10a to 10n show the degree of agreement with each statement. Variations in the degree of agreement between different types of organisations have been identified where evident.

Figure 10a. I am clear of my organisation's support needs in relation to these areas



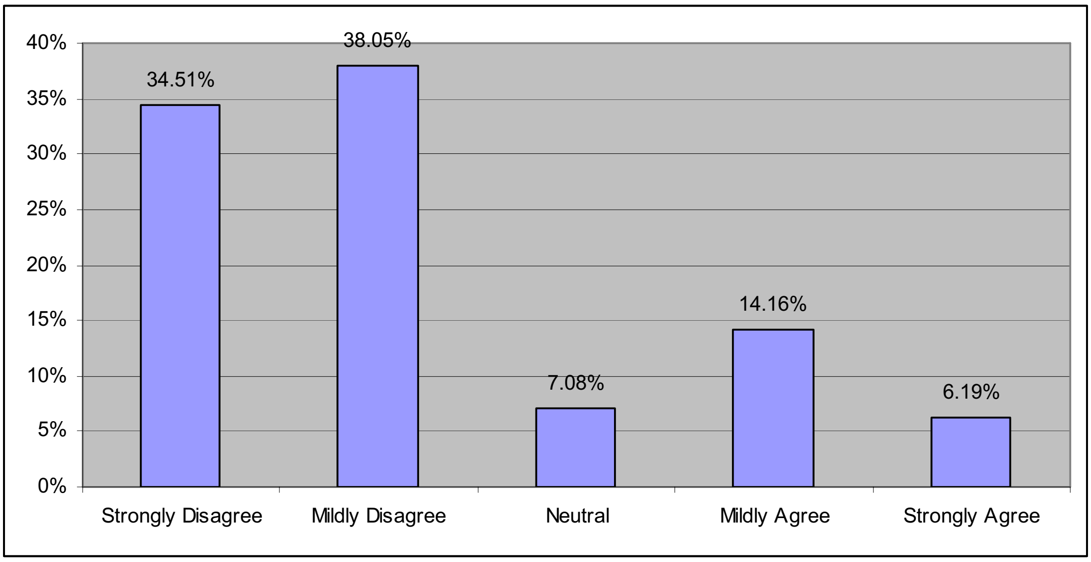
Overall Mean = 4.18[5]

The vast majority (75%) of organisations agreed that they were clear of their support needs in relation to the core topic areas. Only 6% were unsure of their support needs. However, financially larger organisations tended to agree more strongly that they were clear of their support needs, as shown in the table below.

	Yearly Turnover				
	Less than £25k	**£25k to £100k**	**£100k to £500k**	**£500k to £2m**	**£2m plus**
Mean score	3.68	3.61	4.45	4.50	4.50

[5] The mean score relates to the average of scoring of 1 to 5 with scores nearer '5' indicating greater levels of agreement. The distribution in the bar charts indicates the composition of this average score

Figure 10b. I do not know where to go for support in these areas

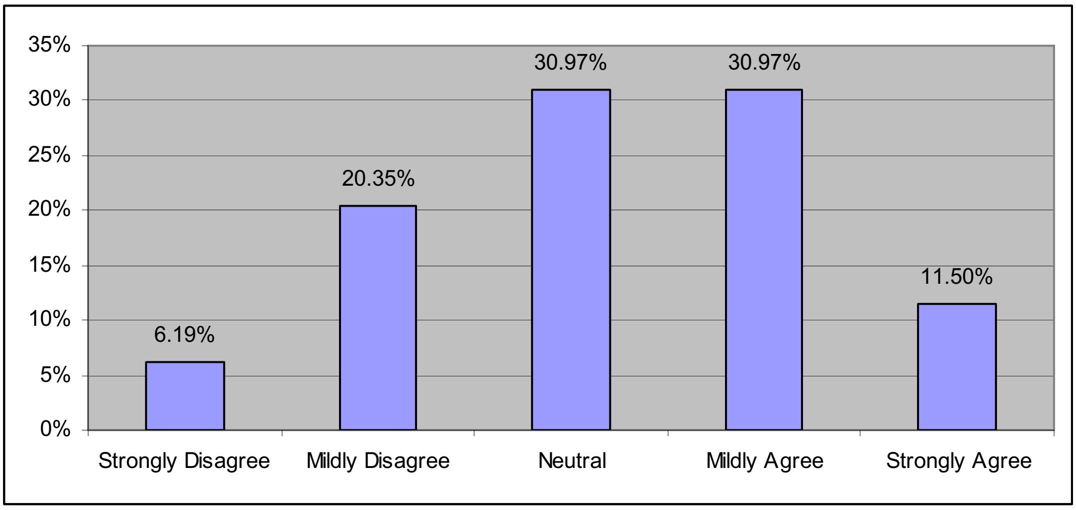


Mean = 2.19

The majority of respondents (72%) indicated that they knew where to go for support, while only a fifth of respondents agreed that they did not know where to go.

86% of responses from medium and large organisations (with an income over £100k) suggested that they did know where to go for support, while responses from smaller organisations were more polarised. 50% of smaller organisations indicated that they knew where to go for support, while the other 50% were neutral or agreed that they did not know where to go for support.

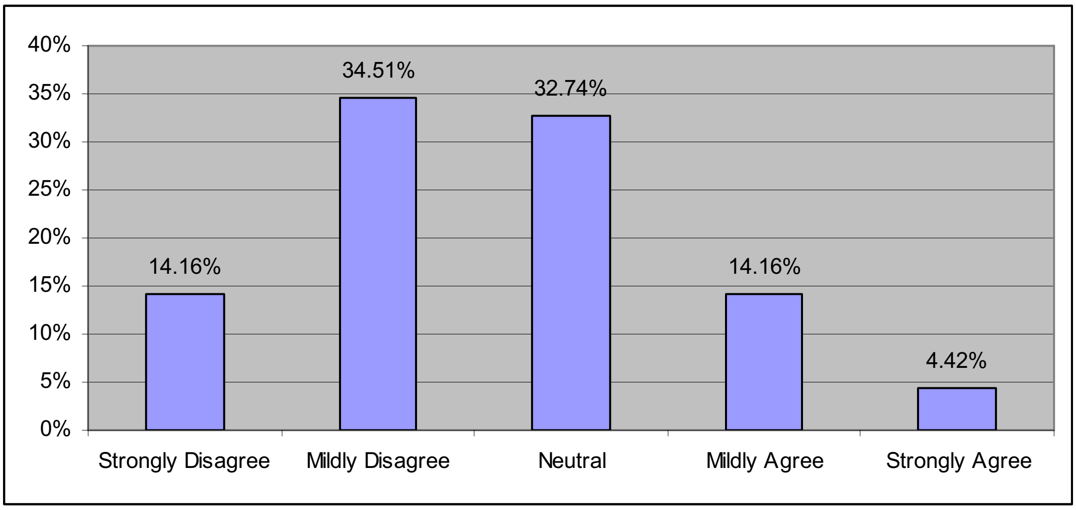
Figure 10c. The support received always fulfils the need we sought help for



Mean = 3.21

The majority of respondents tend to be positive about the effectiveness of the support they have received. 42% of respondents agreed that support had always fulfilled the need they sought help for, while 27% disagreed. Variance in effectiveness is perhaps expected, given the wide range of support needs and providers.

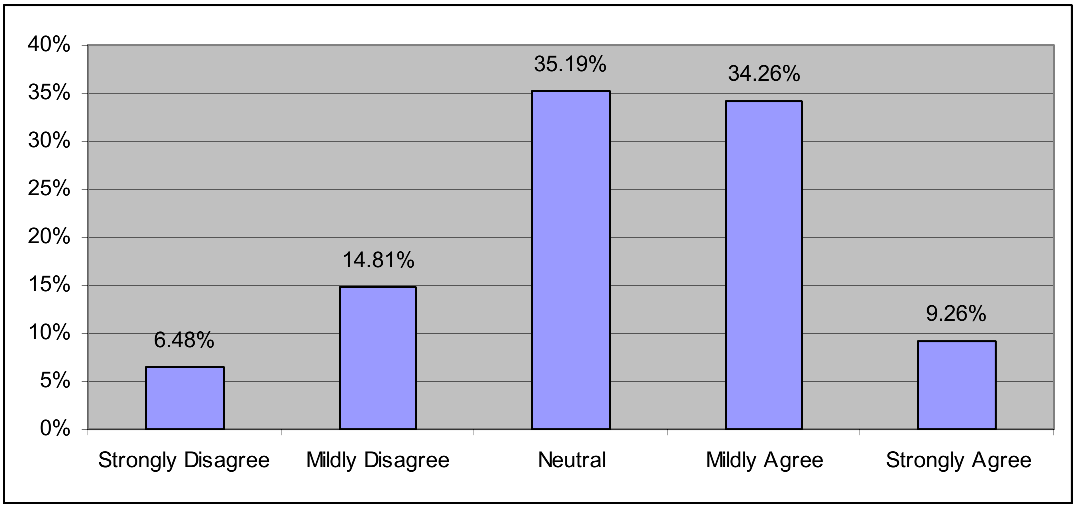
Figure 10d. Organisations providing support always work well together



Mean = 2.60

There was a general mild disagreement with the statement that support organisations always work well together. Less than a fifth of respondents thought that support organisations always work well together.

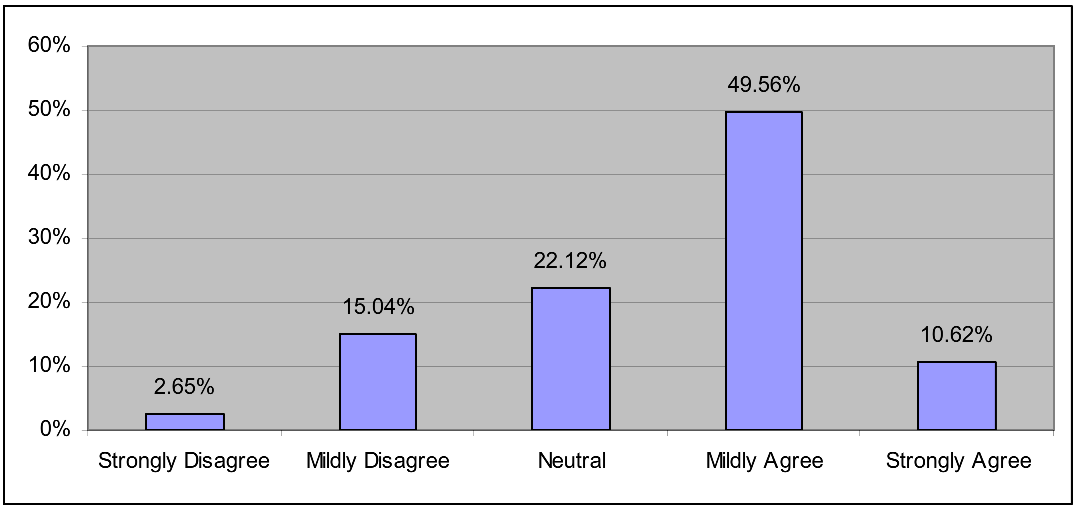
Figure 10e. There is a lot of overlap in support available



Mean = 3.25

The majority of people were neutral as to whether there is a lot of overlap in support available, although there was a tendency to lean towards agreeing that there was overlap. Just over a fifth of respondents disagreed that there is a lot of overlap in support available.

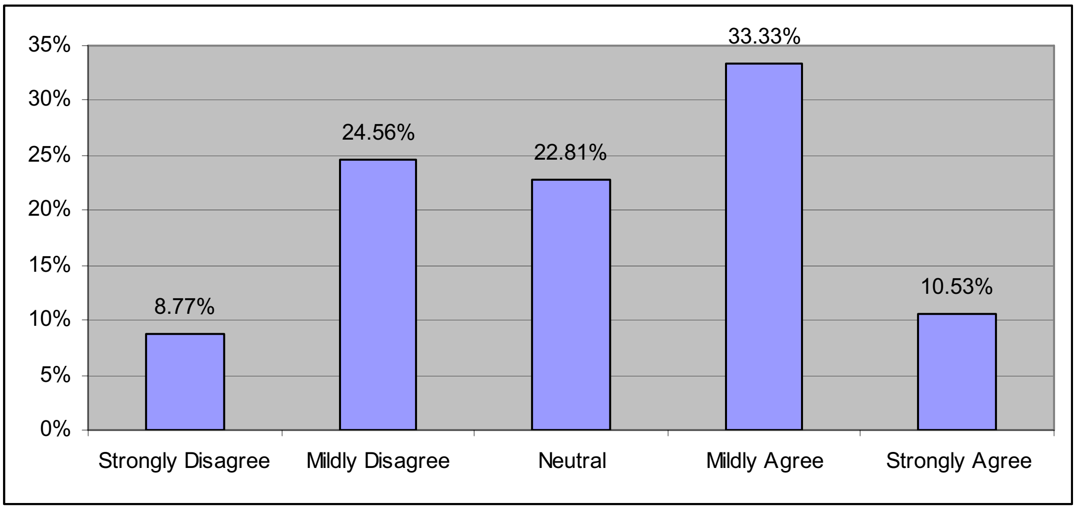
Figure 10f. Support provided always contributes to making my organisation more effective



Mean = 3.50

There is a strong agreement that the provision of support results in a more effective organisation. 60% of organisations agreed that support provided always contributes to making their organisations more effective while only 17% disagreed.

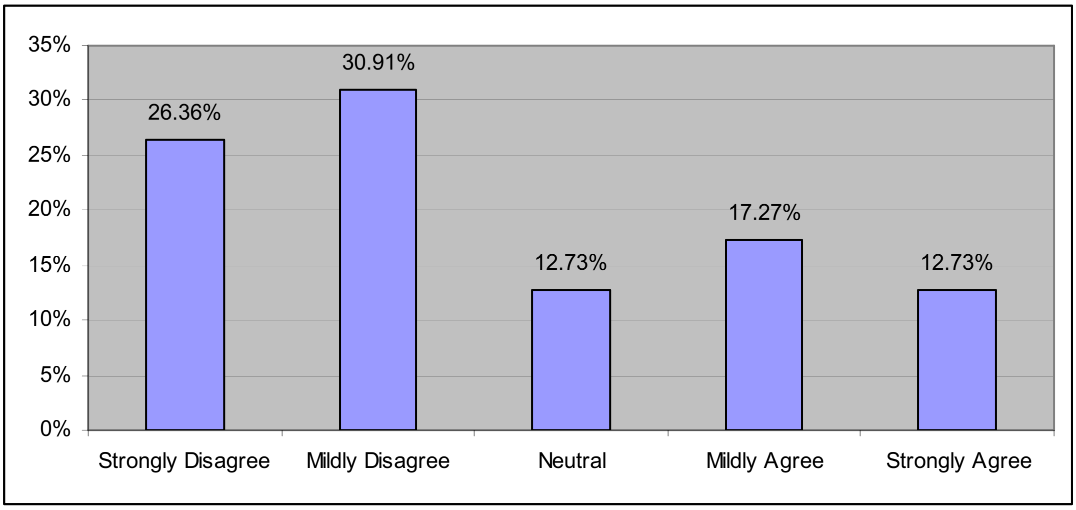
Figure 10g. I can always find the support I need



Mean = 3.12

There was no clear consensus on whether organisations can always find the support they need. 43% agreed that they can always find the support they need and 34% disagreed. Interestingly this contrasts with the finding that the majority of people tend to know where to go for support. Perhaps this indicates that while they know who to approach for support, they may not always be able to access it.

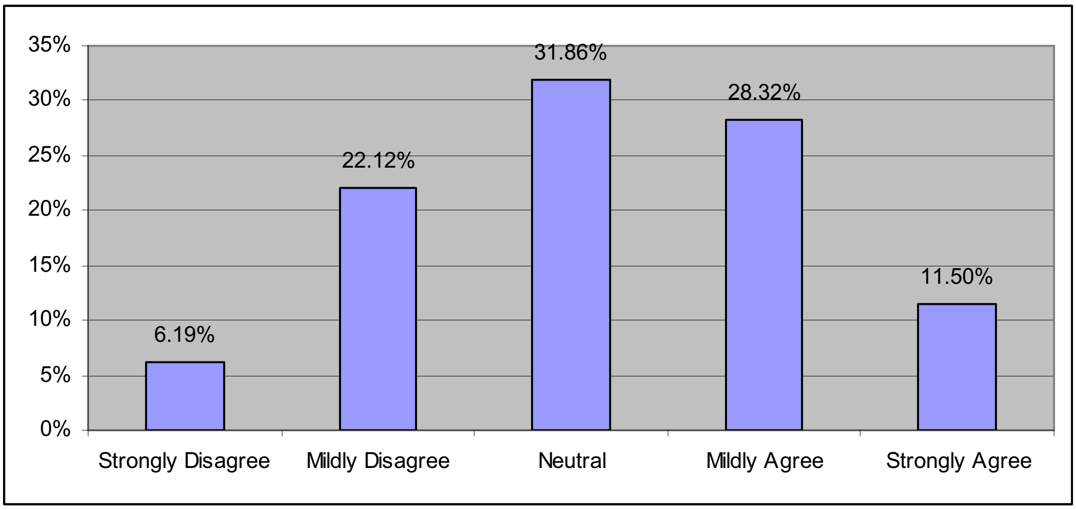
Figure 10h. I do not know of any tools for identifying, prioritising and meeting our support needs



Mean = 2.59

Almost half of respondents indicated they knew of tools for identifying, prioritising and meeting our support needs, although 30% disagreed.

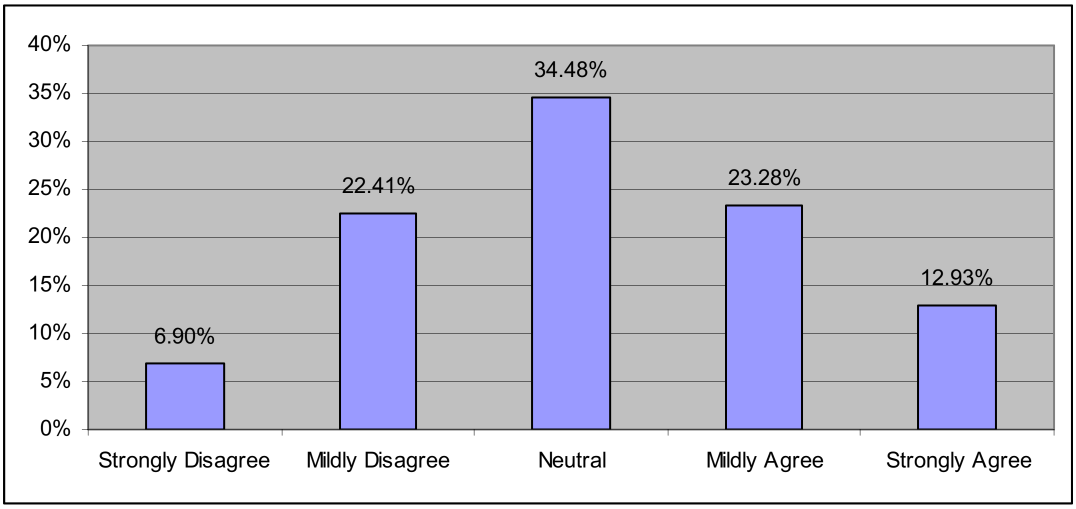
Figure 10i. External support received always presents value for money



Mean = 3.17

40% of organisations agreed that external support always presents value for money while 28% disagreed.

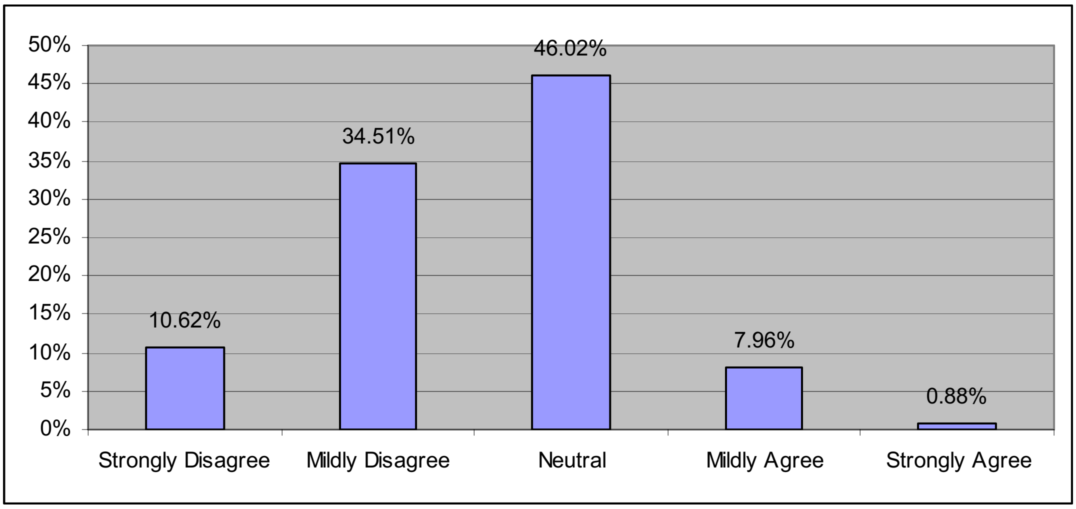
Figure 10j. Support is best when provided by a voluntary sector organisation



Mean = 3.13

36% of respondents agreed that support is best when provided by a voluntary sector organisation while 29% disagreed. This is in contrast to the generally high use and high rating for quality of private sector support for each of the core areas of support.

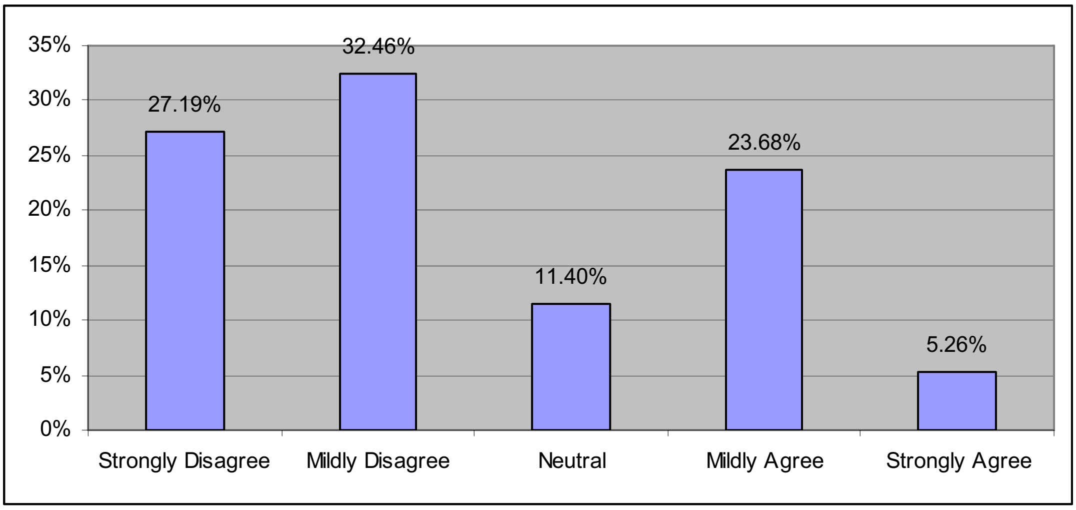
Figure 10k. Private sector organisations provide the most efficient and effective advice



Mean = 2.54

Only 9% of respondents agreed that private sector organisations provide the most efficient and effective advice.

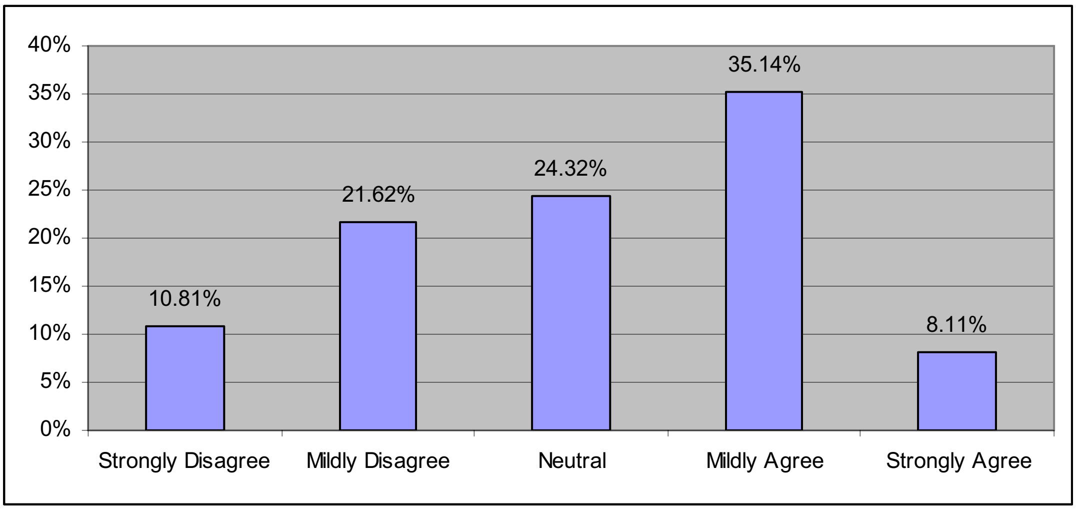
Figure 10l. We can usually afford to pay for relevant support once identified



Mean = 2.47

Around 60% of organisations disagreed that they can usually afford to pay for relevant support once identified, although 29% agreed. Cost of support was the most commonly identified problem with support in section 9.

Figure 10m. We prefer to meet our support needs internally

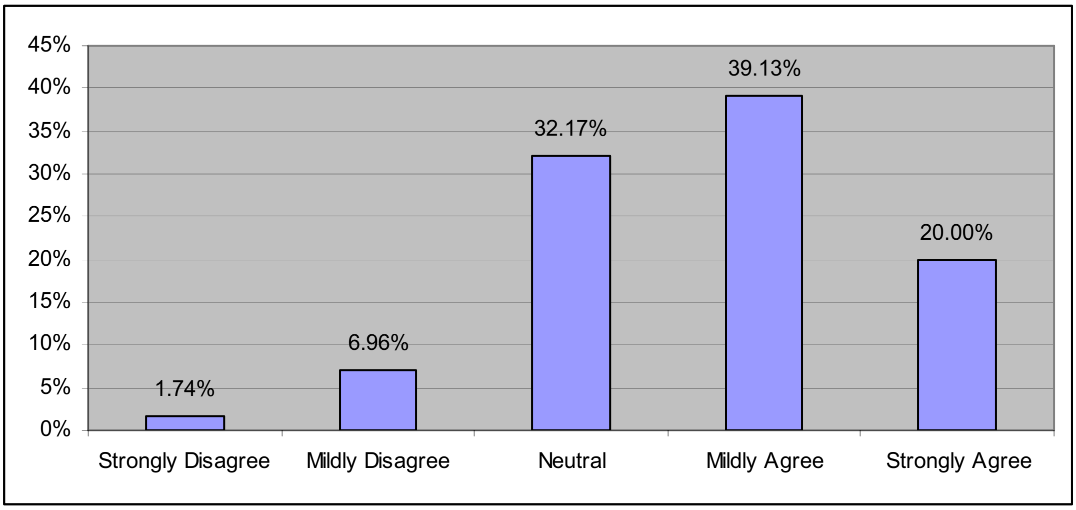


Mean = 3.08

43% of organisations agreed that they would prefer to meet their support needs internally while 32% disagreed. The larger the financial size of the organisation, the more likely they were to agree that they would prefer to meet their support needs internally. Organisations with an annual turnover of less than £100k per year were less likely to agree and therefore would prefer to seek external support. This is shown in the table below of mean scores for each size of organisation.

	Yearly Turnover				
	Less than £25k	**£25k to £100k**	**£100k to £500k**	**£500k to £2m**	**£2m plus**
Mean score	2.32	2.52	3.25	3.53	3.82

Figure 10n. Support received always adds value to my organisation



Mean = 3.69

There was strong agreement about the added value of support. The majority of organisations (59%) said that support received always adds value to them, while only 9% disagreed. This, combined with the finding that 60% of organisations agreed that support received always contributes to making their organisation more effective, demonstrates the perceived positive effect support has on an organisation.

11. TOOLS USED

34 organisations identified tools they have found useful to identify, prioritise and meet support needs.

Tools and approaches commonly identified included:

- LEAP;
- The Big Picture;
- Training Needs Analyses;
- Board / staff away days or strategic review / envisioning days;
- Coaching and mentoring;
- Networking with other organisations.

Other tools and approaches identified by individual organisations included:

- Standard business analysis tools: SWOT, Gantt charts, etc;
- PQASSO (from Charities Evaluation Service);
- Surveys;
- Working Towards Excellence (a YMCA quality standard system).

12. FUTURE SUPPORT

40 organisations commented on what they thought support services should look like in the future. Comments tended to fall into the following five categories:

1. The need to be well connected and co-ordinated;
2. The need to be well promoted, accessible and help with the identification of support needs;
3. The need to be locally relevant;
4. The need to provide the appropriate skills and expertise;
5. The need to be affordable and properly funded.

Some individual comments are shown below under each of these headings.

The need to be well connected and co-ordinated

- *"Well funded, connected and promoted!"*
- *"Joined-up with clear remits"*
- *"The need for monitoring agencies to act in unison in steering funding applications and management information"*
- *"Support should be co-ordinated nationally, with continuity of services provided and delivered at local level. There should be suitable investment in Local Enterprise Companies and CVS's to ensure resources are available to support voluntary organisations without incurring demands on their depleted financial income."*
- *"I would like to see more clarity / honesty about what each support agency actually provides."*
- *"Clearly integrated support network developed through Community Planning Partnership in partnership with SCVO, HISEZ, Development Trust association, national support bodies etc."*

The need to be well promoted, accessible and help with the identification of support needs

- *"There should be more 'one-stop-shop' support where clear directions can be given as to where and how to obtain support."*
- *"Relevant, accessible and fit for purpose. Should be leaders in best practice not followers."*
- *"One door and specialist. They should support rather than criticise."*
- *"A clinic and referral system to assist with diagnosis, access to advice guidance and org. devt problem solving backed up by best practice info on line or through networks"*
- *"As a new voluntary sector organisation, looking to raise funds and recruit staff, we need to be provider with a clear idea of the areas where we may need support (e.g. employment law) and where we can access that support and advice."*

- *“I think that if the voluntary sector is to develop into social enterprise / social economy, there is a need for an efficient 'business gateway' type approach but run by probably a consortium of voluntary sector agencies able to recruit the right type and level of expertise. There is a lot of time-wasting involved in seeking help or support or external consultancy that does not add any value.*

The need to be locally relevant

- *“The support should be local and reflect community provision and strengths, not a one size fits all approach. Geographic and network approaches can be different and appropriate to what is on the ground locally. It is local networks that should be strengthened and supported rather than a national body. There must be recognition of the differences between voluntary sector agencies and volunteering and the variety in the third sector.”*
- *“Support in the future should be local, independent but assessed/approved to provide a range of 'professional' advice and assistance to a diverse range of organisations. The wealth in the sector will be distributed more widely as a result.”*

The need to provide the appropriate skills and expertise

- *“Support services should be developed centrally by the Scottish Executive in key areas of common need for the voluntary sector. e.g. They should centrally employ a voluntary advisory group including legal, personnel and accountancy professionals skilled in voluntary sector aspects of their profession. This would provide free focused advice to vol orgs saving huge wastage of money from the sector at a small cost.”*
- *“Support services in the future will be shifting and responsive to the needs of organisations. They work with organisations to forecast future needs rather than rolling out a fixed plan of events”*

The need to be affordable and properly funded

- *“Support services should be offered free of charge to voluntary organisations or at least at a much reduced cost.”*
- *“No allowance made in current funding streams by Local Authorities who profess to support the voluntary sector but in actuality do not themselves have the funding capacity, skills or knowledge to achieve very much.”*
- *“Any infrastructure bodies set up by a particular part of the sector [also need]… supported themselves to the degree necessary for them to carry out their mandated role.”*
- *“The key issue is that it is recognised that vol orgs need professional support and must be funded at a level that enables them to access this. We are consistently told by funders that all funds must be spent within the one financial year but support and advice needs to do not fit into such tight timetables.”*

APPENDIX A. IDENTIFIED SUPPORT PROVIDERS

For each of the core areas, respondents were asked to identify (from a list) which organisations they had sought support from, and the quality of that support. Specific options included:

- SCVO
- Communities Scotland
- Local Enterprise Company / Business Gateway
- Local CVS
- Local Authority

More generic options included:

- Intermediary body for your sector
- Another national voluntary organisation provider
- Another local voluntary organisation provider (including social enterprises, social economy organisations, etc.)
- Private Company / Consultancy
- Charitable Trust
- Other type of provider

If a respondent identified that they had received support from one of these more general categories of support providers, they were then asked to specifically name the provider. The lists of specifically identified support providers for each of the core areas of support are provided on the following pages.

Organisational Development

Specific Sources of Organisational Development Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
Black and Ethnic Minority Infrastructure in Scotland	Altrum members	A. E. C. V. S	a range of feasability studies	CAF	ACOSVO
Capability Scotland	Alzheimers Scotland	Ask Clyde	Accounting Answers Ltd.	Charities Evaluation Service	board contracts who will provide this on a value(?) basis
CCPS	Befriending Network Scotland	C.E.I.S	Baker / Tiley	esmee fairbairn	Citizens Advice Scotland
Citizens Advice Scotland	Business Assistance for Social Enterprise	Council of Voluntary Orgnanisations (East Ayrhsire) Ltd.	Boyd Caithness	Lloyds TSB	Disclosure Scotland
Citizens Advice Scotland	Carers Coalition	East End Training & Resource Centre	Bruce Britton, Framework (www.framework.org.uk)	Lloyds TSB	Indigo Project Solutions
Community Care Providers Scotland and its Units (Supporting People and Workforce Units)	Central Registered Body Scotland	East Lothian SEN	Business Advice(accountants)	Lloyds TSB Capacity and organisational review	Investors in People
CRNS	Citizen's Advice Bureau	Forum for out of school care in Ayrshire	Butcher Consultants	Lloyds TSB Foundation	Private consultancy company
Crossroads - Scotland	Scottish Leadership Foundation	GCVS	Caledonian Health & Safety	Lloyds TSB Foundation Capacity Building Fund	REACH - Professional volunteer provider
CVS Scotland	Scottish Out of School Care Network	Grampian Enterprise	Caroline Maniukiewicz	Lloyds TSB Foundation for Scotland	Solicitor
GCVS	SCVO	hisez	Carter Rae Communications	Lloyds TSB Foundation Scotland	Stirling Council
HIV Scotland	SCVO	Local Enterprise Company	Collaborate Consulting	Lloyds TSB Scotland	Stirling Council
Local Authority	SCVO	Mcsence Ltd	Connalmac Design	LloydsTSB Foundation	Volunteer Centre Angus
Local Health Board	Van	Member CVSs	Consultants proveded by LTSB (below)	McSence Ltd	Western Isles Enterprise
Play Scotland	VDS	senscot	Craigforth Consultancy		
Scottish Commission for the Regulation of Care	Voluntary Action Lewis	Sotuh Lanarkshire Carers Network	Crosshare Communications		
SCVO	Volunteer Development Scotland	SSEC	Dalmein Johnston/PRA		
SCVO		The Initiative	DLA MCG Consulting		
SCVO		Voluntary Action West Lothian	Elsa Lewis Consultants		
Social Firms Scotland			Ewart Communications		
Social Firms Scotland			Focussed Consulting		
VDS			Ideas in Partnership		
Voluntary Arts Scotland			Independent		
Volunteer Development Scotland			Independent consultant		
Volunteer Development Scotland			IT supplier		
Volunteer Development Scotland			JPC Scotland		
Volunteer Development Scotland			Knowledge Partnership		
youth scotland and youthlink			Law at Work		
Youthlink			MCM Associates		
YouthLink Scotland			Morton Fraser Solicitors		
			People Matters		
			Private consultancy		
			Rocket Science		
			Smart HR		
			Solutions guaranteed		
			Systemwise		
			Terra Nova		
			the rural development company		
			VETS		
			work interactive		

Workforce Development

Specific Sources of Workforce Development Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
ACAS	Aberlour Child Care Trust	Business Assistance for Social Enterprise	Boyd Caithness	DTA	ACAS
Citizens Advice Scotland	Business Assistance for Social Enterprise	c.e.i.s	Burchell	Lloyds TSB Foundation for Scotland	Dundee College
Citizens Advice Scotland	Citizens Advice Bureau	CAB & CVS	Business Partners		Falkirk/Perth & Kinross LA
Community Care Providers Scotland--and Voluntary Sector Social Services Workforce Unit	CRBS	Forum for out of school care in Ayshire	Croners		Glasgow Caledonian University
Crossroads Scotland	East End Training & Resource Centre	Hisez, Local Voluntary Action	Ewart Communications		Glasgow City Council Youth Services
CVS Scotland	Many CEOs meet to provide mentoring support for each other - we ahve found this to be an effective way of sharing + supporting good practice	LAYC	Grange Group, Anderson Strathern		Government agencies
Edinburgh Network	Money Advice Scotland	Local Epilepsy Support Group	HR Focus		Investors in People
EVOC	NISUS	McSence	John Morris		Investors in People
Forth Sector	RNID	Social Economy Enterprise Team	John White Associates and Stego Training and Consultancy		No one main proivider
Glasgow and Fife CVSs	SCVO	St. Andrews Ambulance	justSmart Consultancy		Queen Margaret University College
Glasgow Council for the Voluntary Sector	SHS TRUST		Law @ Work		REACH - Professional volunteer placement agency
Health Board	Volunteer Development Scotland		Law at Work		Stirling Council
IEEM			Lawyers - Balfour and Manson		Supporting People Care commission SSSC
SCA			Legal Firm		Western Isles Enterprise
SCVO			Morton Fraser Solicitors		
VDS			NIck McBain		
Youthlink			No one main organisation		
Youthlink			Royal Bank of Mentor Employment law services		
			Smart HR		
			Terra Nova, Gwen Currie		
			This is commercial information		
			Tom Thomson Associates		

ICT Support

Specific Sources of ICT Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
Citizens Advice Scotland	Headway UK	Voluntary Action Orkney - website	Accounting Answers Ltd.	Lloyds TSB	Citizens Advice Scotland
Citizens Advice Scotland	SCVO		AKD Systems	LloydsTSB Foundation	Directors
CVS infrastructure project	VDS - national database		Arcas	Thompson Trust	Falkirk CVS
GCVS			Avian		independent consultant
ILA Scotland			B&H Consulting		Independent Contractor
VDS			Blackbaud Europe		Independent ICT Services
Volunteer Centre			Blackbund and Lewis design		Launchsite
Volunteer Development Scotland			Castle Computers		Local College
			CSD Computers		local computer company
			db Houston		local group
			Heat, Staffplan, Borders College		One of our board memebrs who works in IT
			If Looks Could Kill		private contractor
			IT supplier		Private Individual
			Local company		Voluntary
			Local Computer Services Company		Volunteer - This should have read 5
			Local private company		Volunteers
			Microsys		
			Microsysis		
			Mother Technologies		
			Mucky Puddle		
			MYOB		
			Partnersoft		
			PC World Bisiness		
			Phatweb		
			Political Wizard		
			Private individual		
			Private web designer		
			Prosys		
			redevolution		
			Reefnet.co.uk		
			Resource Telecom		
			RM Computing		
			Roswell IT Solutions		
			Scotsys		
			Servo		
			Spark of Genius		
			STOM ID		
			Systemwise, Quorum		
			Textlynx, Edinburgh		
			The Blue Group		
			The Sqaure Cottage		
			Tryst		
			TSG		
			Tycom		
			Various Telecom Agencies BT, Fizz Telecom, Business Gateway		
			Web Provider		
			work interactive		

Financial Management Support

Specific Sources of Financial Management Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
A. E. C. V. S	Capability Scotland	ACIE	accountant	forum for out of school care in Ayrshire	Auditor
Citizens Advice Scotland	GCVS	Business assistance for social enterprose	Accountant	LLoyds TSB Foundation for Scotland	Auditors
Citizens Advice Scotland	Headway UK	Business Gateway	Accountant	Pensions Trust	Federation of Small Businesses
forum for out of school care in Ayrshire	Scottish Training Foundation	Nithsdale CVS	Accountants		GCVS
GCVS	SCVO	Renfrewshire CVS (Lloyd's TSB 21st Birthday Awards)	Alexander Sloan		HM Customs and Excise
Lloyds TSB -Scotland	SFHA pension scheme	The Initiative	Alexander Sloan accountants		Individual
VDS	VDS		Alexander Sloan Accountants		Inland Revenue
	Voluntary Action Lewis		Atkinson Donnelly		Local accountant
			ATN Chartered Accountants & Jenkins, Accountants		Open College
			Auditor		OSCR
			Baker Tilley / Scott Moncrieff		Reporting Accountant
			Bell Barr & co		Scottish Executive (RCTI funding seminar)
			Brian Maloney accountant/auditor		SCVO - Payroll
			Campbell & Dallas Accountants		
			Cedar Open Accounts		
			Chamber of Commerce & its subsidiary company		
			Chiene + Tait / Macdonald, Reid Scot		
			COOK AND CO		
			Craig, McIntyre & Peacock		
			DM Leslie & Pentleton		
			Edinburgh Risk Management		
			Findlay and Co Accountants		
			Findlay's & Co., Chartered Accountants		
			Finlaysons		
			French Duncan		
			Graeme Munro Accountants		
			Gregor Clark & Co CA		
			Ian McFarlane & Co Chartered Accountants		
			James Rosies		
			Jardine's (Pensions/insurance)		
			Khokhar & Co		
			Local accountants, free of charge		
			MacKenzie Accountancy Services		
			Morris & Young, Perth		
			MRA		
			Organised from UK HQ		
			our auditor		
			our auditor		
			Pensions advisors/Accountancy firm		
			Price Waterhouse Cooper		
			Qualified Accountant (annual accounts)		
			Rennie Welsh: FBR		
			Royal Bank of Scotland		
			SAGE & Auditors		
			Scott Moncrieff		
			Scott Moncrieff CA		
			Smith and Wallace Accountants		
			Springfords Accountants		
			Stuart Ramsden		
			W.S. Burness		
			Walker Partnership - Auditors and Royal bank of Scotland services		
			Wylie & Bisset		
			Wyllie & Bisset		

Income Generation Support

Specifc Sources of Income Generation Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
Black and Ethnic Minority Infrastructure in Scotland	Capability Scotland	A. E. C. V. S	Action Planning	I nstitute of Charity Fundraising Managers	Acccess to Funds website
Citizens Advice Scotland	Headway Scotland	Business gateway	B SkyB	Lloyds TSB	East Lothian LA
Citizens Advice Scotland	Lloyds TSB	Business Gateway	Craigmyle	Lloyds TSB Foundation	FRAE Fife Race Equality Partnership
East Lothian SEN	SCDC	Community Enterprise	Directory of Social Change		Individual supporters
GCVS	voluntary action Lewis	Community Enterprise Lothian	Directory of Social Change		National Lottery
Institute of Fundraising	Voluntary Action WL	ELVON	Focussed Consulting		seconded member of another organisation
Institute of Fundraising Scotland		Forth Sector / Social Enterprise	Indigo Project Solutions		Social Inclusion Partnership
local authority		hisez	J Smalwood		Voluntary Arts Network
SCVO -newsletters etc.		Social Enterprise Network	Lawrence Brady Ass.		Volunteers
Voluntary Arts Scotland		The Initiative	We have used several		
Volunteer Development Scotland					

Lobbying Support

Specific Sources of Lobbying Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
CCPS	ACOVSCO	A. E. C. V. S	avian		Citizens Advice Scotland
CCPS	As previous - mentoring support	Foyer Graphics	Barr Printers		Group of Volunteer led Organisations
Citizens Advice Scotland	Capability Scotland	Various	Carter Rae		Individual supporters
Community Care Providers Scotland	RSVP	Voluntary Action West Lothian	Chamber of Commerce		Local assistance from identified source
GCVS	SCDC		GT4		Older People's Forums across Scotland
LINK	SCVO		Political Wizard		partner organisation
Social firms Scotland			Textlynx, Edinburgh; Hay Nisbet, Glasgow (and others)		
VDS					
Volunteer Development Scotland					
Youthlink					

Networking Support

Specific Sources of Networking Support					
Intermediary bodies	**Other national voluntary organisation provider**	**Other local voluntary organisation provider**	**Private company / consultancy**	**Charitable trust**	**Other providers**
Angus Out of School Network	Capability Scotland	A. E. C. V. S	Framework. Also London Web.		ACOSVO
CCPS	Children in Scotland	AOOSCN	HBOS		Citizens Advice Scotland
CCPS	Crossroads - Scotland	East Lothian SEN	Plexus		Community health partnership, cross party group on older people, age and ageing, RCVS
Community Care Providers Scotland	HIV Scotland	Eildon Housing, Brothers of Charity			East End Youth Network
EVOC	Other organisations with similar views, CAB & CVS	Forth Sector			Grpou of Volunteer Led Organisations
GCVS	SCDC	Glasgow Homelessness Network			Local Community Development Group
Local Authority	SENSCOT	Voluntary Action Orkney - Voluntary Sector Forum			local network
Local CVS's - East Lothian & Midlothian	Volunteer Development Scotland	West Lothian Voluntary Arts Council			Orkney Islands Council, NHS Orkney, DASAT
Local Health Board, Local Authority	Volunteer Health Scotland				Other Charities
Local multiagency group	Volunteering England, Scottish Helpline for Older People				Scottish Care Association
Scottish Enterprise, Borders					Traditional music forum
SOSCN					Voluntary
Voluntary Arts Scotland					
Volunteer Centre Network					
Youthlink					
Youthlink					
YouthLink / YoungScot					

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