Third Sector Support in Argyll and Bute

Argyll and Bute Third Sector Interface

Final Report
December 2009

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Executive Summary

- We were asked by Argyll and Bute Council to provide an overview of the support needs of third sector organisations in Argyll and Bute, the support arrangements already in place and how these could influence the development of a third sector interface.

- There are currently five intermediary organisations providing support to the third sector in Argyll and Bute; one provides support to social economy organisations, the others are geographically based; two are working towards merger and two are working towards a shared service model.

- The environment in which these organisations are working is changing radically. The Scottish Government expects local intermediary organisations to develop interfaces in agreement with their community planning partnership.   These will allow the third sector to influence and support the delivery of the outcomes agreed by the CPP. From April 2011 funding for third sector infrastructure will be provided through a single allocation to each CPP which will be distributed by the local interface.

- We consulted a small sample of 16 third sector organisations operating in Argyll in a range of different environments around their current support needs. We found that, whilst some used local intermediary organisations, others relied on a far wider network of support organisations. In addition to traditional training events, they were looking for other support arrangements such as networks and mentoring.

- Many had not taken a pro-active approach to identifying their training needs in a systematic way. When we tested a matrix of potential support requirements for different types of organisations, we found that many of those we consulted used it as a tool to help identify their potential needs.

- In addition to scoping the services provided by local intermediaries, we identified those provided by a number of other organisations. Overall we found there to be a wide and fragmented range of providers. There appeared to be overlap and duplication in some of the services offered, and no cohesive approach to co-ordinating the delivery of support services.

- There is no systematic method of assessing or updating the support needs of third sector organisations across Argyll and Bute as a whole. It is therefore not possible to ensure that resources are being targeted effectively or whether there are any gaps in current provision.

- There is no coherent approach to signposting organisations seeking support to the most appropriate service provider. Whilst local intermediaries are generally working to capacity, a number of other support organisations are potentially being underutilised.

- It is currently not possible to assess what outcomes the support being provided is delivering across Argyll and Bute.

- We would suggest that there are three principles that should underpin the development of an interface:
  - o it must be able to demonstrate that it understands and can reflect the needs and aspirations of all parts of the third sector across the whole of Argyll and Bute, and the environment in which they operate;
  - o it must build trust with other partners and give them confidence that it provides an authoritative voice in representing the third sector as a whole; and
  - o it must be able to demonstrate that it is making the most effective use of the resources available to it locally, and harness the wider resources that are available to support the third sector in a strategic way.

- There are two main options for the structure of an interface:
  - o A formal partnership arrangement; or
  - o A single intermediary organisation.

- Each has advantages and disadvantages but either option must be able to demonstrate that it meets the objectives identified. In this respect the development process of engaging with, and building the trust of partners, is as important as the outcome.

- Local intermediary organisations need to consider how they can build on the work they have already undertaken in an inclusive way.

1. Introduction

1.1 The Objectives of the Study

In September 2009 we were engaged by Argyll and Bute Council to identify:

- the support needs of third sector organisations in Argyll and Bute; and
- who provides what support and where.

The aim was to review existing information sources to form a view on organisational support needs and undertake primary research to identify current support providers. The study covers the entire third sector ranging from voluntary to social enterprise organisations.

Voluntary organisations	Social economy	Social enterprise
Totally voluntary No employees	Charitable approach Do employ staff Core costs covered by grants Grant reliant	Business approach Employ staff Trading to be grant independent / CIC's trading arms
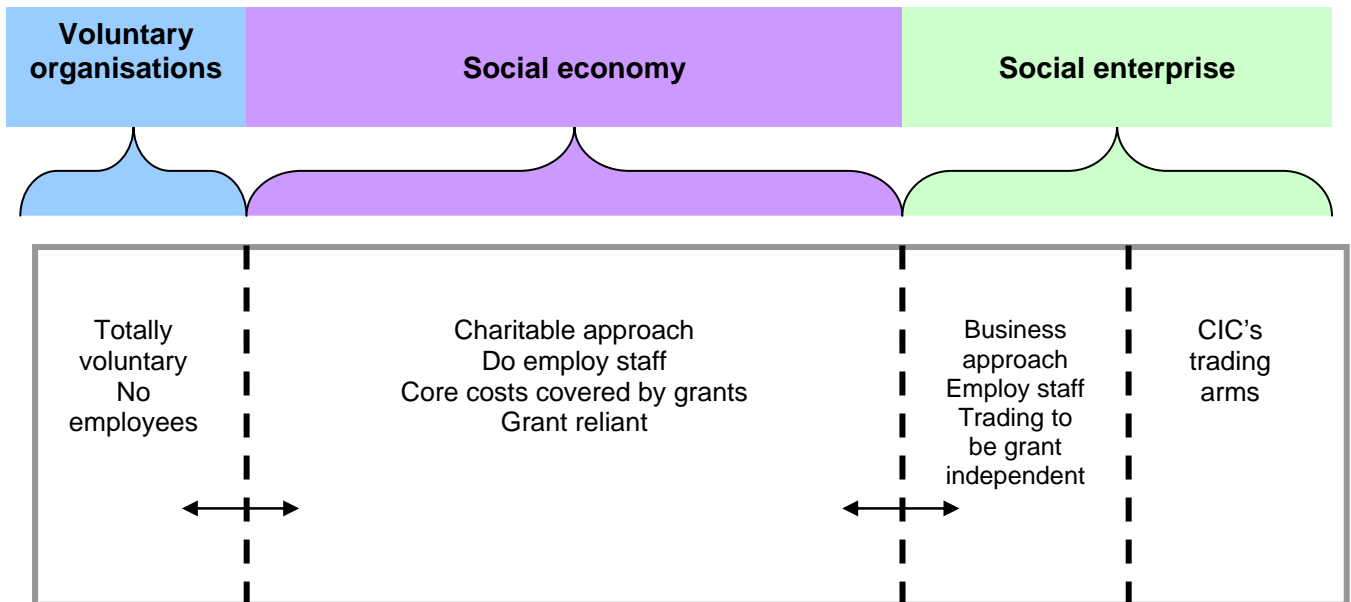
Figure 1 – The Third Sector Landscape
(Core model adapted from Colin Campbell – Assist Social Capital and Mike Geraghty – ABSEN)

The purpose of the study is to assist a dialogue amongst Argyll and Bute Community Planning Partnership and third sector partners about:

- the future structure and co-ordination of services to support development of the third sector in Argyll and Bute; and
- the development of the 'interface' so that the third sector has an authoritative voice and influence in the Community Planning Partnership and with partners individually.

1.2   Methodology

The study has involved:

- a desktop review of support requirements of third sector organisations tested with a sample of organisations based in Argyll and Bute;
- telephone interviews with key support providers to identify the nature of support provided, the organisations they were delivering services to and their future capacity;
- consultations with a limited number of stakeholders on the strategic issues regarding representation of the third sector in community planning; and
- identifying lessons from elsewhere through case study examples.

A list of those consulted is attached as Annex 1.

2.   Background - Supporting the Third Sector

2.1   Introduction

This section provides background on issues relevant to support for the third sector. It considers the national context in relation to representation for the third sector in political structures and the changing funding landscape. It also considers support issues for the third sector in Argyll and Bute and draws on recent research into existing support provision.

2.2   The National Context

The Scottish Government has consistently recognised the role that the third sector can play in building a successful Scotland. A letter issued to all Volunteer Centres and Councils Voluntary Service (in March 2008) stated:

> *"...the Scottish Government has identified its purpose as being to increase sustainable economic growth for Scotland and believes that the third sector in all its forms has a major contribution to that purpose and ensuring that all of Scotland flourishes."*[1]

The relationship between government and the third sector (and the financial environment in which the sector operates) is evolving and has been changed significantly by the signing of the Concordat between the Scottish Government and COSLA. The Concordat establishes an improved relationship between central and local government based on mutual respect and partnership. A key element of the new relationship is the ending of ring fencing of local government funding and the establishment of Single Outcome Agreements (SOAs), initially between each council and the Scottish Government but as of 2009/10 between each Community Planning Partnership (CPP) and the Scottish Government. Each SOA outlines the CPPs strategic priorities for their local area, articulates these as outcomes to be delivered by the partners, and demonstrates how these outcomes contribute to the Scottish Government's National Outcomes.

2.2.1   The Joint Statement

In recognition of this new landscape, and the impact that this will have for the third sector, the Scottish Government, COSLA, SOLACE (Scotland) and the SCVO have recently published a *Joint Statement on the Relationship at the Local Level between Government and the Third Sector.* The Joint Statement recognises that the level of effective partnership

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[1] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 18 March 2008

between local government and the third sector is inconsistent across Scotland and is *"often dependent upon personality rather than process and culture"*[2]. The statement promotes a supportive relationship between the Scottish Government, local government and the third sector based on *"mutual respect and a joint understanding of the roles played and challenges faced by each partner"*.

The statement makes the following reciprocated commitments:

"Local authorities and the Scottish Government will value the third sector as an integral part of shaping and delivering better services for Scotland's people and will be flexible in their approach to partnership and funding so as to recognise their role in the sustainability of the sector alongside the delivery of public service."

"The third sector will organise itself so as to effectively participate in mutually acceptable decision making structures, in a transparent and accessible way. The third sector will be committed to working with Local Government to deliver efficiencies, promote Best Value, and achieve improved outcomes for local communities."

In relation to the first commitment on funding, the statement recommends that funders should carefully consider and be able to justify what grant and contract funding period is most appropriate to meet service use outcomes. Funders should "aim" to take a three year approach to both grant and contract funding although it is recognised that in certain circumstances shorter or longer funding periods may be justifiable. The statement also recognises the potential to create efficiencies by working across local authority boundaries, as well as across funding streams and sectors within local authority areas.

The statement promotes greater consideration *"at the outset of contract negotiations as to the treatment of any surplus or deficit with a view to promoting continuous improvement in service delivery"*. It also recognises the impact that inflation has on third sector organisations and states that local authorities will be open to discussions on inflationary uplifts in contract negotiations:

"It is often the case that Local Authorities are investing in the sustainability of the organisation and the sector as much as they are purchasing a service."

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[2] *Joint Statement on the Relationship at the Local Level between Government and the Third Sector,* Scottish Government, 2009

In relation to the effective participation of the third sector in decision making structures, the statement promotes the establishment, by local third sector infrastructure organisations, of a *Third Sector Interface* in each community planning area. Given the large number and range of organisations, the third sector itself has a responsibility to identify what type of organisation and individuals to involve in partnerships *"and to be organised in such a way that this involvement recognises the various groupings within the wider third sector".* The establishment of an Interface will provide a visible connection and communication between the third sector and Community Planning Partnerships (CPPs).

For its part, local government agrees to be more transparent about the structures for partnership, planning and decision-making to enable the third sector to identify how best to contribute.

2.2.2   Reforming infrastructure

The Scottish Government issued guidance letters in March and October 2008 outlining *The Funding of the Volunteer Centres and Councils for Voluntary Service 2008-2011*. These letters outlined the practical approach to establishing a stronger 'interface' between the third sector and CPPs and the funding landscape in which this would take place. The March 2008 letter outlined the continued funding award for Local Social Economy Partnerships (LSEPs) and local Social Enterprise Networks via Senscot (the Social Entrepreneur Network Scotland). These networks are expected to develop a coherent infrastructure which will allow third sector organisations to connect effectively with public sector partners and funding for this activity will cease in March 2011[3].

The October 2008 guidance letter gave more detail on the proposed interface with CPPs which will *"enable the SOA to be informed by the knowledge and experience of the third sector; and for the third sector to have a real opportunity to show how it could deliver SOA outcomes"*[4]. The Scottish Government has *"no preconceived ideas on the form of the infrastructure providing that interface"* stating that the form or structure should be decided at the local level. The guidance letter anticipates that future funding for third sector infrastructure will be provided through a single pot for each CPP area – i.e. central funding

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[3] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 18 March 2008

[4] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 21 October 2008

paid directly to the new interfaces. Decisions on the distribution of funding within the pot would be for the local interface and not central or local government.

"It may be that some areas decide to go for a co-ordination arrangement for existing bodies; others might seek to replace existing organisations with new forms, perhaps single bodies. While we expect to provide funding towards whatever form is eventually chosen, organisations which choose to remain outside the new arrangements will no longer be funded."[5]

2.3   Developing the Third Sector Nationally

The *Enterprising Third Sector Action Plan 2008-11*[6] sets out the Scottish Government's strategy for encouraging the sector to thrive. The Action Plan aims to enable the third sector to play a full role in the development, design and delivery of policy and services in Scotland. The Action Plan sets out a series of actions for the sector to be delivered around seven key objectives:

- *Opening markets to an enterprising third sector* - The public sector market working with purchasers to recognise the benefits of contracting with an enterprising third sector including their contribution to delivering national outcomes. The public sector market: working with the third sector to make organisations better able to compete for and win contracts; developing social-to-social business; encouraging collaboration with the private sector.
- *Investing more intelligently* - Direct investment in an enterprising third sector; measuring social return; collaboration between funders and development of new funds; finance training for the third sector.
- *Promoting social entrepreneurship* - Providing funding to support social entrepreneurs; promoting social entrepreneurship in schools and colleges.
- *Investing in skills, learning and leadership across the third sector* - Funding for skills; developing the learning infrastructure; improving governance.
- *Providing support for business growth* - Creating an effective supply of business development support; mentoring for an enterprising third sector.
- *Raising the profile of enterprise in the third sector* - Supporting third sector infrastructure; awards; international exchange and learning.

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[5] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 21 October 2008

[6] *Enterprising Third Sector Action Plan 2008-11,* Scottish Government, June 2008

- *Developing the evidence base* - Demonstrating the value of the third sector; increasing our knowledge of the third sector in Scotland.

2.4   Supporting the Third Sector in Argyll and Bute

There are currently five intermediary organisations based in Argyll and Bute although two of these are working towards merger in 2010. These are:

- Argyll CVS - which covers the mainland and smaller isles;
- Argyll and Bute Volunteer Centre – which covers the whole of Argyll and Bute, and currently shares a Board and is due to merge with Argyll CVS in 2010;
- Islay and Jura CVS;
- Bute Community Links – which is currently working to develop a shared service model with Islay and Jura CVS; and
- Argyll and Bute Social Enterprise Network (ABSEN) – which covers the whole of Argyll and Bute.

In Argyll and Bute partners have articulated the contribution that the Fairer Scotland Fund (FSF) will make to the SOA in a separate strategic plan: the Fairer Argyll and Bute (FAB) Plan. The FAB Plan sets out objectives to tackle deprivation and health inequalities and includes the outcome: *"More vibrant third sector, actively engaged in community planning, with equitable access to support across all communities"*.[7] Under this outcome, a key action for infrastructure organisations is to bring about *"Radical change to support third sector organisations to ensure equitable access to higher quality services"*.

In June 2008 a Third Sector Steering Group (TSSG) was established, comprising the infrastructure organisations in Argyll and Bute and representatives from third sector organisations.   The aim of the TSSG was to produce proposals for effective support to the third sector. In February 2009 the Steering Group put proposals to the Fairer Argyll and Bute (FAB) Partnership for co-ordinated training and the development of a website. The TSSG did not succeed in developing a proposal for the interface due to differing stances among member organisations. Although a Memorandum of Understanding was drafted (to enable organisations to draw down and manage FSF funding), it was not signed by all intermediary organisations and it is operational only for three intermediaries. The three organisations that signed this joint working agreement (Argyll CVS; Argyll and Bute

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[7] *Fairer Argyll and Bute Plan*, Argyll and Bute CPP, March 2008

Volunteer Centre and ABSEN) went on to establish the Third Sector Partnership. The Partnership aims to:

"...ensure appropriate representation and to act as a conduit enabling the sector to be fully engaged with statutory partners, to have a voice at community planning and the ability to influence decisions affecting our communities."[8]

The Third Sector Partnership has stated that it would ultimately like to be recognised by the CPP as the single interface for the third sector in Argyll and Bute.

2.4.1   Previous mapping exercise

In an effort to move the process forward Argyll CVS undertook some brief mapping research to provide an overview of the support provided by interface organisations to the third sector in Argyll and Bute[9]. More detail on the findings of the mapping exercise is included at Annex Two.

2.4.2   Harnessing the potential of the Third Sector in Argyll and Bute

In June 2008 a Demonstration Project was established to harness the potential of the third sector in Argyll and Bute to help achieve Argyll and Bute Council objectives. The Project was taken forward by the Demonstration Project Board, led by the Council and including statutory and third sector stakeholders. A review of existing policies and procedures was undertaken to identify barriers and opportunities to enable the Council to strengthen its role in supporting communities to achieve their potential. At the same time the Argyll and Bute Social Economy Partnership (ABSEP) was agreeing a strategic plan to develop the social enterprise sector. There were four key outcomes for the Demonstration Project:

- funding streams are appropriate and linked to strategic plans;
- improved community sustainability through the third sector's ability to acquire assets;
- procurement policies of Argyll and Bute Council and CPP partners have a clear and strategic view of the third sector as a service deliverer; and social enterprises are able to access appropriate training and information to help them develop.[10]

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[8] Third Sector Partnership website - http://www.argyllcommunities.org/TSP/index.asp

[9] *Overview of organisational support to the third (voluntary, community and social enterprise) sector in Argyll and Bute*, Argyll CVS, 2009

[10] *Harnessing the Potential of the Third Sector to Achieve Argyll and Bute Council's Corporate Objectives*, Argyll and Bute Council, February 2009

The findings of the first phase of the Demonstration Project include:

- Although there are examples of good practice in working with the third sector by some Council departments, awareness of the benefits of working with the third sector varies significantly.
- The Council has undertaken work to help identify and measure social benefits in resource planning and has a strategy for working with the third sector (which includes a range of toolkits and performance frameworks). This needs to be consolidated and developed into a coherent overarching framework for the Council's relationship with the third sector.
- There is not a general awareness within the third sector of how to contract services from the Council, apply for grant assistance or have an impact on service delivery. There is no framework for the flow of information between the Council and the third sector.

The second phase of the Demonstration Project involved a dialogue (between May and July 2009) with partners to develop the initial findings and gather views on proposed actions. Discussions took place with Council officers working with the third sector, community planning partners and third sector intermediaries. Discussions were also held with third sector organisations delivering services in Argyll and Bute.

Significant alterations have been made as a result of the findings. Of particular relevance to this study are the draft recommendations relating to communication, and skills and training. There are also important recommendations on funding, assets and procurement. The recommendations will be considered by the Demonstration Project Board early in 2010.

2.4.3   Argyll and Bute Council - Best Value Review of Community Learning and Development (CLD)

A Best Value Review of the Council's CLD services was published in October 2009. The Review was carried out in parallel with the Demonstration Project and supports the finding that there should be a single point of contact within the Council for engagement with the third sector in relation to funding, development and support.

In relation to the support provided by CLD to the third sector the Review Team made the following findings:

- There is no clear link between the community capacity building work being carried out within the CLD service and the wider engagement of the Council with the third sector.
- There is little co-ordination among the various third sector funding streams throughout the Council.

The review proposed that there should be a single point of contact within the Council for engagement with the third sector in relation to funding, development and support.

3. Support Needs of the Third Sector

3.1 A Matrix of Support Needs for the Third Sector

Based on previous research and work undertaken to develop 'protocols' (for the provision of support) in other parts of Scotland, we have developed a matrix outlining the likely support needs of third sector organisations.

The matrix illustrates key areas where support is required by the third sector and relates these to the organisational types identified in the brief:

- Voluntary organisations;
- Social economy organisations; and
- Social enterprises.

We then categorised organisations as being either 'developing' or 'mature':

- Developing organisations – are those that have recently been established and still require ongoing support to achieve their objectives.
- Mature organisations – are those that have probably been established for a number of years and take a more pro-active approach to managing their support needs.

We considered different organisational types a stage further by their turnover but found that this did not add any particular value to the matrix.

In identifying the support needs of different types of organisations, we have identified key themes rather than list every area of support. The matrix can be found at 3.4 in this section of the document.

3.2 Case Study Approach

To test the matrix, we sought feedback from a sample of third sector organisations in Argyll and Bute. We identified 20 organisations using local knowledge and the Office of the Scottish Charity Regulator (OSCR) website. We selected a mix of organisations based on their location, type, age and annual budget/income.

We contacted each of the selected organisations (generally by email), setting out the nature and purpose of the study. We provided a copy of the draft matrix with supporting notes to

explain it. We also provided a discussion guide. This asked organisations about the type and source of support currently received; views on support currently available and how support to organisations should be provided in future. We then asked whether the matrix provided a relevant picture of their support requirements. A copy of the discussion guide is attached as Annex Three.

Having allowed organisations a week to consider the matrix, we then contacted them by telephone to arrange a suitable time to conduct an interview. We successfully interviewed 14 of the selected organisations and received email responses from a further two. A list of those that participated is contained in Annex One.

This part of the study was not intended to provide a comprehensive overview of all support services being used by organisations in Argyll and Bute, but provides a 'snapshot' of the way support services are being accessed and allowed us to test the matrix.

3.3   Feedback from the Case Study Organisations

3.3.1   Current support

Argyll CVS, Argyll and Bute Volunteer Centre and ABSEN were identified by a number of the organisations we spoke to as providing support. Individual organisations also had experiences of working with other support agencies.

Some of the organisations we spoke to had very specific support needs and accessed these through dedicated organisations. For example, Crossroads provides respite care for carers in Cowal and Bute and access training on health and safety from First Safety, a private provider as well as first aid training from the Red Cross. Similarly, the Cowal Council on Drugs and Alcohol receive support and training from STRADA (Scottish Training on Drugs and Alcohol) from Glasgow University.

A number of organisations have developed their own peer support networks nationally. For instance, Registered Social Landlords (RSLs) have a 'group training scheme' that provides tailored training and peer support to its members across the country.

Some organisations had attended training courses organised by Argyll and Bute Council. Commonly mentioned courses were health and safety, human resource management and first aid. The support and training that had been accessed was all received positively.

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Knowledge of the support structures available was varied. For instance, one newly established voluntary organisation was looking to national organisations for support and was unaware that assistance might be available 'on their doorstep'. Knowledge and understanding about the role and development of a third sector interface in Argyll and Bute appeared to low.

The following is a list of organisations from which our case study organisations have accessed training and support in the last year:

- Argyll & Bute Council
- ABSEN
- Argyll and Bute Volunteer Centre
- Argyll CVS
- Islay and Jura CVS
- HIE
- The Big Lottery
- CADISPA
- DTA Scotland
- STRADA
- Alcohol Focus Scotland
- British Red Cross
- First Safety
- Out of School Care Network
- Scottish Disability Equality Forum
- Social work
- SHARE
- Local Leisure Centres
- Argyll College

Some examples of the types of support accessed were as follows:

- Support with business planning / action planning
- Support sourcing grant funding
- Support with website development
- Skills training in youth work
- Training on monitoring / evaluation
- Child protection issues
- Providing football training

- First aid

- Drug and alcohol training

- Childcare legislation

- Food hygiene

- 'Moving and handling' of older people.

Example: Isle of Jura Development Trust (Mature Social Economy Organisation)

The Development Trust delivers a range of services relating to tourism and business development, and social and leisure facilities on the Island. They employ six members of staff and have an approximate annual turnover of £80/90k. Currently training and support comes from a number of sources:

- HIE – provides very good support. They fund consultants to run training courses. These are generally around skills development. Some are held in Oban (HIE funds travels costs), others are local.

- Islay and Jura CVS – run social enterprise courses and provide funding advice. They have a partnering agreement with the Development Trust (30 days per annum) which funds the Trust to provide local support.

- The Big Lottery – as a condition of funding, they provide training and support in monitoring and evaluation.

- CADISPA – have provided help with preparing business plans. They have also organised clustering events which have been very useful.

- DTA Scotland – have provided support in areas such as employment contracts, leases that are 'on tap' when required.

Example: Argyll Youth Theatre (Mature Voluntary Organisation)

Established in 1999, there are now approximately 80 young people involved. They rent a hall in Oban for their meetings as there are no theatre facilities. There are no paid staff, only parents and teachers who help out by volunteering.

Their funding comes from local businesses who pay for adverts in the programmes and give donations. The group have tried in the past to access funding - from the Oban Common Good Fund and other sources of funding – but they rarely receive large sums of money. They raise money themselves to put on shows and rely on donations. They indicated that their support needs primarily related to grant funding and applications, with which they currently receive no support.

3.3.2 Future support

Many of the organisations identified areas in which they felt they would like further support and training. The most commonly mentioned area of support was help with funding – typically accessing different funding streams and grant application forms. Argyll and Bute Council offer degrees of funding to eight of the organisations we consulted. Other funding streams accessed by the organisations include the Big Lottery, NHS, Scottish Arts Council, Children's Partnership, and donations from the public.

Linked to this is sustainability. Several of the organisations indicated they would appreciate support to help their organisation grow and develop. Some organisations said that there is a need for continued support with the recruitment and retention of volunteers.

In addition to traditional type training events, networking and mentoring were seen as valuable support mechanisms. A number of people (particularly those working in smaller organisations) felt relatively isolated particularly when dealing with challenging issues such as funding crises. Whilst board members were often very supportive, the need for external support was apparent. Peer networks were seen as one way of providing this. But a number of people also spoke of the value of some form of mentoring or one to one business management advice being available.

There was little evidence of organisations planning training in a systematic way or undertaking organisational training needs analyses. And training was seen as something almost exclusively applicable to staff. Voluntary board members were often identified as bringing particular skills to support an organisation with paid staff. However, as they gave their time voluntarily and were often described as 'busy people', ongoing training was not seen as something applicable to them.   There were however examples of voluntary board members participating in training.

Example: Craignish Village Hall (Mature Social Economy Organisation)
The Village Hall is run by a management committee of volunteers. The hall is the venue for all the local events and concerts which the volunteers organise and arrange. They have identified that training in minute taking and business management would help them, as well as developing skills in grant applications – as the Village Hall is currently operating at a slight loss. They have received funding from an arts programme and Argyll and Bute Council.

They have also identified the need for more specialised training in the use of the lighting and

technical equipment for their events. They currently pay for someone to operate the lights during events but would rather do this in-house.

Example: Oban Youth Cafe (Mature Social Economy Organisation)

The Oban Youth Cafe has been a charity since 2001. They currently receive most of their support from their funders (LloydsTSB make it a condition of funding – and funders are talking to each other now so that they take a corporate approach to providing support). Over the past 12 months the cafe has participated in:

- Conferences and an online community in terms of youth work activities
- Skills training in youth work
- Training on evaluating activities
    …which have been provided by charitable bodies
- Child protection provided by social work
- Football training provided by Atlantis Leisure, a local social enterprise.

Support with funding applications and ad-hoc support has been provided by the Volunteer Centre.

In the future they would like to receive more support on sustainability. They felt particularly isolated last year when there was a funding crisis. It would be good to have more hands on support – through better local networks and mentoring.

Very few of the organisations we spoke to were in a position to offer support to others. The Development Trust organisations said that they benefitted from shared expertise and experiences of other development trusts facilitated through the Development Trust Association Scotland.

"We can offer support to others - and have been to see other development trusts who have bought buildings to see how they do it."

However, organisations stated that they were often able to tap into existing expertise through their committee members – who often came from a variety of backgrounds with experience in relevant topics.

"A lot of the skills we can get in-house from members of the committee like skills in grant applications or legislation."

The majority of organisations seemed happy to receive support by way of attending training programmes, but with the caveat that it would be dependent on the type of support that was necessary and in some cases, organisations were equally happy to benefit from distance learning or paper based support.

3.3.3   Matrix of support requirements

We discussed the draft matrix with each of the interviewees. In some cases it was clear that they had not considered it prior to the interview and we had to spend time explaining it before they were able to provide feedback.

A number of organisations felt uncertain as to which category they fell into – particularly whether they were a developing or mature organisation. They suggested that the boundaries could be blurred and care was required not to 'pigeonhole' organisations into specific categories for the sake of it.

The majority of the case studies felt that the matrix was a useful tool and covered the types of support that were relevant to their organisation. A number commented that it helped them to think about their support needs more strategically rather than focus on the immediate issues. It also helped to reinforce the idea that organisations need to be thinking more like a business and to be demonstrating sustainability.

"It made us think about the kind of support we probably do need."

In one example, the matrix helped one organisation think about their current human resource management arrangements. Currently this organisation uses a company based in England who also deal with their insurances. The matrix helped to highlight that if they invested some time, they could find a local, more focussed human resource company.

"We're probably paying over the odds for a poor service."

However, it was also clear that the matrix has its limitations. It is a generic tool that can provide an aide memoire to organisations considering their own support needs or by an intermediary organisation identifying the needs of a third sector organisation. But clearly it needs to be tailored to the specific needs of individual organisations.

There were very few suggestions to changes to the content of the matrix. There were a few comments on improving the presentation which we have taken into account.

3.4 Matrix of Third Sector Support Requirements

Types of Support*	Voluntary Organisations • Totally voluntary • No employees		Social Economy • Charitable approach • Employ staff • Core costs covered by grants • Grant reliant		Social Enterprise • Business approach • Employ staff • Trading to be grant independent	
	Developing	Mature	Developing	Mature	Developing	Mature
Governance and leadership:						
Constitutional advice	✓		✓			
Committee skills		✓	✓		✓	
Income generation:						
Sources of grants	✓	✓	✓	✓		
Fundraising	✓	✓	✓		✓	
Sustainability				✓		✓
Training:						
Developing skills	✓	✓	✓	✓	✓	✓
Developing knowledge	✓	✓	✓	✓	✓	✓
Human resource management			✓	✓	✓	✓
Direct support / business services	✓	✓	✓			
Business planning			✓	✓	✓	✓
Volunteering	✓	✓	✓			
Procurement & contracting				✓	✓	
Business & performance management				✓		✓
Succession planning		✓		✓		✓
Marketing and communication				✓	✓	
Facilitated networking			✓	✓	✓	
Equalities and diversity				✓	✓	✓

*see notes below

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3.4.1   Notes for support matrix

Governance & leadership: Constitutional advice – support with the development of appropriate constitutional model, legal issues, writing of constitutional documents.
Governance & leadership: Committee skills – support with participation and management / administration of committee structure.

Income generation: Sources of grants – support identifying funding sources and information on application procedures.
Income generation: Fundraising – direct help accessing funding e.g. making grant applications.
Income generation: Sustainability – support and advice in relation to increasing income from trading and moving away from grant dependence.

Training: Developing skills – training for the range of practical skills required by staff and volunteers to deliver services.
Training: Developing knowledge – training relating to key issues (e.g. legal and financial) and context in which organisations are operating.

Human resource management – support / advice on the recruitment, retention and management of staff members.

Direct support / business services – provision of day-to-day business services or facilities e.g. office premises, administrative functions, salaries etc.

Business planning – support / advice with developing strategic business plans including help developing outcomes for the organisation.

Volunteering – support / advice on the recruitment and management of volunteer workers.

Procurement & contracting – support / advice on public procurement procedures and on winning and delivering contracts.

Business & performance management – support with the development of meaningful outcomes for the organisation and a robust framework for ongoing monitoring and evaluation.

Succession planning – support / advice on planning for transitions when key individuals move on from the organisation.

Marketing & communication – support with promotion / marketing of services to potential users, partners and funders / contractors.

Facilitated networking – support with networking events putting organisations in touch with like-minded groups and individuals.

Equalities & diversity – advice and support to ensure equalities and diversity issues are addressed successfully.

4.   Current Support Provision in Argyll and Bute

4.1   Introduction

This section sets out the support currently being provided to the third sector in Argyll and Bute. It draws on consultations with each of the relevant support organisations. A copy of the discussion guide used is included as Annex Five.

4.2   Argyll and Bute Intermediaries

As previously outlined there are currently five intermediary organisations based in Argyll and Bute. These are:

- Argyll CVS;
- Argyll and Bute Volunteer Centre;
- Islay and Jura CVS;
- Bute Community Links; and
- Argyll and Bute Social Enterprise Network (ABSEN).

Argyll CVS and Argyll and Bute Volunteer Centre are working towards merger in 2010. Islay and Jura CVS and Bute Community Links are developing more collaborative practices to reduce duplication.

This section gives a detailed account of the services the intermediaries provide, their most common areas of support and the organisations that they work with. We also provide information on the partnerships they have with other support providers, service areas they are planning to develop in future, and views on whether there are gaps in support in Argyll and Bute.

In addition to the five intermediary organisations, Mull and Iona Community Trust (MICT) is a development trust which has provided different levels of support to a range of local third sector organisations.

4.2.1   Argyll CVS / Argyll and Bute Volunteer Centre

Argyll CVS (ACVS) and Argyll and Bute Volunteer Centre (ABVC) currently share premises in Oban, Lochgilphead, Campbeltown, Dunoon and Helensburgh. ABVC also have offices in Rothesay (where Bute Community Links is the CVS). ACVS is responsible for the mainland

and the islands of Lismore, Kerrera, Seil, Easdale, Luing, Scarba, Gigha, Sanda and Davaar. ABVC covers all of Argyll and Bute.

ABVC has an annual budget of £220,000; ACVS budget is £60,000. The current staff complement is:

- 1 x full-time manager;
- 1 x 33 hrs training manager;
- 2 x part-time CVS development staff;
- 1 x part-time website and communication officer;
- 1 x part-time finance officer;
- 2 x part-time VC development staff; and
- 7 x part-time project staff.

ACVS and ABVC have been working jointly (with a shared management structure) for the past year. They have received consent from the OSCR to merge which they anticipate will take place in March 2010 when they will become Argyll Voluntary Action (AVA).

The merger process has been driven by the content of their existing constitutions. In January 2010 they will change the name of VC and change its constitution (as it is the most 'up to date' of the two) incorporating some elements of the CVS constitution. They will then wind down the CVS at the end of the financial year.

ACVS and ABVC provide a wide range of support services as set out below:

ACVS / ABVC services:
- Time banking
- Volunteer matching
- Investing in volunteers' training
- Training on a full range of topics appropriate to voluntary, community and social enterprise sector, including:

  Setting up a charity or other constituted organisations – structures; Induction and governance; training for trustees; developing a constitution; memorandum and articles; skills for management committee members; raise your profile!; advertising and marketing; the funding maze; OSCR training; governance best practice (and toolkit); accountability; organisational policies – the essential guide to essential policies; CRBS and disclosure – protection of vulnerable groups (previously child

protection)

- Training for third sector organisations employing staff, including:

  team building (1 day or 4 day course); HR in a nutshell; policies and procedures guidance; recruitment made easy; time management; assertiveness; first time management and supervision; time management and delegation; leadership skills; confidence at work; listening and learning skills; stress management; data protection – a guide; excellent customer services; telephone skills; dealing with difficult people; identifying and managing anger; decision making; effective business communication; equality and diversity.

- Bespoke training

- Start up support for groups

- HR support

- Linking groups to catalyse actions / initiatives.

- Various toolkits and references, e.g. representation, accountability, finance, and OSCR specific legislation

- Representation and advocacy – independent voice

- Raising and resolving complaints/problems between voluntary and statutory sector

- Liaison with local and national government and national agencies

- General advice

- Communication network - information to groups e.g. new funding, legislation, offers etc.

- Support to volunteer involving organisations

- Chairing LEADER LAG

- Facilitate local groups e.g. PHN, MCMC

- Referrals from range of agencies and third sector groups

- Display posters in prominent windows

- Funder finder and grants online availability funding support

- Partnership resourcing, support mechanisms e.g. administration and finance

- Use of resources – rooms, digital projector, screen, internet access, etc

- Mail / post restante facility for groups.

- Payroll services and website services from ABVC / AVCS

- Support and funding voluntary sector forums

- Learning Bytes short online courses for volunteers and groups (They are Learndirect Centres also)

- Personal development, STEPS and Breakthrough (now Px2) for individuals and staff

> teams. Employment readiness and support
>
> - Millennium volunteering, youth work, supported youth work courses, tutoring
>
> - Assessors and verifiers for range of training accreditations
>
> - Provide local knowledge - contacts / signposting
>
> - Provide national knowledge - contacts / signposting.

Staff told us that the most common areas of work for them are:

- volunteer matching and supporting volunteer involving organisations (VIOs);

- funding advice;

- advice on governance and related matters;

- training (cover a wide range); and

- human resources and employment issues.

ACVS and ABVC are available to provide support to all community groups, voluntary sector organisations, and social enterprises in their area of coverage. This includes umbrella groups, local and national organisations, volunteer involving organisations, faith groups, the statutory sector, and RSLs. They also work with statutory organisations e.g. the NHS where there is a requirement to achieve Investing in Volunteers (as they are the only accredited training provider / assessor in Argyll and Bute).

They receive approximately 3,500 enquiries per annum. These come from in excess of 500 organisations and individuals. In 2008/09 there were:

- 3,221 enquiries;

- 58 community engagement events;

- 314 organisations supported directly plus 52 VIOs;

- training delivered to 260 organisations;

- 215 individuals attending courses, e.g. STEPS and Breakthrough;

- 25 JobCentre surgeries; and

- 17,425 website hits.

Staff told us that demand exceeds supply in some areas. They have insufficient funding to employ CVS staff at each office which would allow equitable coverage. Staff (including the Manager) need to travel long distances and work in excess of contracted hours to keep pace with demand. They are concerned that as funding for project-based work comes to an end, services – and the sector will suffer.

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ACVS and ABVC currently have no spare capacity but respond to all enquiries within three days and can usually arrange support / advice / action regarding advocacy, volunteering, etc. within a reasonable time. Visits to organisations seeking support are normally made within two to three weeks except to island communities which may be longer.

ACVS and ABVC link to and share information with other intermediaries through:
- the Third Sector Partnership;
- direct contact with the other CVSs in Argyll and Bute;
- local level partnership with Community Learning and Regeneration (Argyll and Bute Council); and
- various other networks and forums.

Plans for developing the service are set out in the ACVS / ABVC Business Plan[11]. They would like to continue the work they are undertaking on personal development due to the success of this project, which will end March 2010 – at that time staff numbers will decrease.

ACVS and ABVC are delivering a suite of training in partnership with ABSEN through the Third Sector Partnership Training Programme 2009-10. These training sessions are being delivered in locations across Argyll and Bute.

They hope to expand their training remit and work to upskill voluntary and social enterprise sector, work towards quality standards. The ability to ensure access is available across the county will require commitment and financial support from Scottish Government and / or local government as well as their own fundraising activities.

They also note that work with the Third Sector Partnership is taking an increasingly vital role - and is the channel through which many of the sector's views can be heard. Development of this strand will expand areas of work and has increased enquiries from all sectors.

4.2.2   Islay and Jura CVS
Islay and Jura CVS (IJCVS) provide services throughout Islay and Jura. They have their main office in Bowmore on Islay. They also provide a Cybercafe at Port Ellen on Islay, and a Servicepoint at Craighouse on Jura (in partnership with Jura Development Trust).

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[11] *Developing Stronger Support to the Voluntary Sector*, Argyll and Bute Volunteer Centre and Argyll CVS, September 2008.

IJCVS is a charitable company limited by guarantee and is governed by a board of directors. Their annual budget varies between £72,000 and £140,000. The CVS has one full-time Development Officer / Executive Officer post and a part-time administrative post (0.4 FTE). They provide a range of support services which deliver on the agreed set of outcomes in the CVS National Business Plan. Their detailed strategy and business plan for 2008/11 is available online at http://www.argyllcommunities.org/islay/Srategy-and-Business-Plan-g.asp:

IJCVS services:

A Thriving Voluntary Sector

- Advice and guidance
- Legal frameworks
- Funding applications
- Support services
- Consultancy

A Connected Voluntary Sector

- Represent sector locally and nationally on:
  - Regional CVS network
  - National CVS network
  - SCVO partnership
  - Third sector team

A United and Recognised CVS Network

- Work with regional/national network to achieve an affiliation scheme or partnership agreement to regulate relationships and mutual supports
- Support the development of National Standards for CVS work
- Participate in the mediation group seeking to resolve relationship issues with SCVO

Campaigning

Additionally, the board has asserted the need for the CVS to be involved in local and national campaigns and the principal issues and activities are listed below. Campaigning is not funded by any public sector agencies or bodies and includes:

- Halls for All
- Older People Services redesign
- Reinstatement of Advice Service
- Free Ferry for Educational activities

- Development of Carer Support networks across the islands
- Radio Islay and Jura
- Fairer deal for community enterprises
- The development of community ownership of key elements of the islands' infrastructure.

Their most common areas of work are:

- community development through advice;
- guidance support to project planning and funding applications;
- making links for organisations to work together; and
- training and development opportunities.

They also encourage organisations to develop services for each other rather than providing these directly themselves (opportunities to develop income streams are more finite in island communities and the CVS should not compete with member organisations in such developments).

Key areas that they hope to develop are better information networks using online audio and video links – and more participative forums for older people.

IJCVS work with small local charities and social enterprises, large national charitable organisations, community planning partners, other local intermediaries, national networks of intermediaries, and private companies. In 2008/09 they provided support to 48 individual organisations.

They do not think they are operating with spare capacity – they cannot always respond immediately to requests for assistance. These are prioritised or referred to other support organisations as appropriate.

IJCVS has active links with other intermediary organisations through: regular contact at staff level; planning and implementing shared tasks and training courses; publishing all reports and policies on a shared website. They have a Memorandum of Understanding with Bute Community Links for the sharing of administrative functions (see below), are a member of ABSEN, attend meetings supported by SCVO, and participate in conference and workshop planning with SCVO and Supporting Voluntary Action (SVA).

IJCVS feel that the following gaps in support need to be considered:

- Geography - There has been a significant increase in expenditure by public agencies in the last six months attracting LEADER and other funding to provide substantial resources for community development to support the third sector. These are intended to cover geographic gaps in service.

- There is a gap in political participation in the process and in effective and proactive community engagement – the area based CPP may help to address both these points.

- Very small local charities tend to focus on single issues and support initiatives with only short-term impact. There is a need for support in these communities.

- There is also a gap in effective governance development and training – *"SVA programme may address this – we are short of people with time to devote to governance of organisations and that needs to be made more attractive to a greater spread of people".*

- The third sector in Argyll and Bute also needs to be more inclusive of national organisations such as Alzheimer Scotland, Capability Scotland, Barnardos and others.

4.2.3   Bute Community Links

Bute Community Links (BCL) is the CVS for the island of Bute. Their offices are based in Rothesay. It is a legally constituted charity with an annual budget of £65,000. BCL is run by one Organiser and one clerical assistant. BCL provide the following support services:

BCL services:

- Office services (providing mailing address, admin support)
- Support for organisations looking for premises – help with negotiations, and have been able to provide office accommodation directly at the CVS offices.
- Financial advice
- Support with constitutions
- Support establishing organisation
- Providing meeting space
- Organising training if required
- Producing publicity materials for the sector - two information booklets for local people / organisations
- Support with community transport.

The most common area of support is office services – the mailing address is used by a range of organisations.

They work mainly with small community groups but have helped with the establishment of some social enterprises, notably the local Credit Union. BCL provide a vehicle to transport service users at the local older persons' day centre. They are currently developing a motobility project which will provide electric scooters and wheelchairs both to residents on Bute and visitors to the island.

BCL works with approximately 40 organisations each year. There is healthy demand for the service but no waiting list currently. They respond to support needs as they arise.

Staff at BCL did not think there are any significant gaps in the support available to organisations in Bute – and if any gaps arise (perhaps in relation to support to a new type of service) they endeavour to make sure that support is in place.

4.2.4   Proposed collaboration between IJCVS and BCL

BCL and IJCVS are in the process of developing a "shared service delivery model" which would see collaboration on some service provision and project management. The aim of collaboration would be to reduce duplication and bring down running costs for each organisation. They have developed a Memorandum of Understanding with an initial focus on sharing 'back office' functions e.g. part time administrative staff will share the services across the day. They have developed a programme for sharing administrative tasks. They will share responsibility for delivering the organisations' strategic aims: BCL will be responsible for the activities aiming to develop a 'thriving' voluntary sector; IJCVS will be responsible for activities relating to a 'well connected' voluntary sector e.g. the IJCVS Manager will represent both organisations in community planning structures (reducing travel time / costs). The two organisations are negotiating how the new arrangement will be resourced.

4.2.5   Argyll and Bute Social Enterprise Network (ABSEN)

ABSEN is a membership network representing social enterprises across the whole of Argyll and Bute (plus Arran and the Cumbraes as these are included in the HIE boundary). ABSEN currently employs one part-time Development Worker who works from his home in Dunoon. ABSEN is constituted as a company limited by guarantee with an elected board and a membership of around 60. It is not a charity (but would have the option of applying for charitable status if this was felt appropriate).

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They provide a wide range of support and advice services to the third sector:

ABSEN service:

- Promotional work – on the concept of social enterprise: attend public meetings and produce case studies. They promote social enterprise at the local level – in schools (in Argyll and Bute, services have historically been limited outside main towns – there is a tradition of self-sufficiency and social enterprise sits well with this).

- Training courses (in conjunction with others: Social Enterprise Academy; Firstport; BRAG (social enterprise in Fife); HISEZ; CEiS. Training opportunities are for members but there is also training for ABSEN officers to develop their services. ABSEN are planning to provide bespoke Business Health Checks for Social Enterprise – CEiS will train them to undertake these. There will be an additional training programme from Jan 1st - this is being funded by LEADER and delivered by ABSEN and ACVS / ABVC.

- Advising, signposting, general 'hand-holding' – advice focuses on funding, HR problems, governance issues (often find Social Enterprise set objectives have become out of date and need updated – they will help redraft). They help with changes to SLAs and any problems regarding contracts (some organisations finding their services are not up-to-date with Council expectations e.g. changing approach to adult care – move towards tailoring to individual).

- Support with financial issues: managing budgets and overheads (e.g. amenities).

- They hold an annual conference, Trade Fair, and run Dragons' Den (where people make case for additional funding). At the Dragons Den event last year they gave out £10k; this year £7.5k – they run a three hour session in conjunction with Social Enterprise Academy, CEiS, and HISEZ. Pitches are made in public so that other organisations see how to present, and the types of questions funders ask. Developing organisations also get business ideas (there is limited competition in the sector and people are encouraged to share ideas).

- They provide advice to any social enterprise that qualifies under HISEZ criteria. HIE contracted HISEZ to provide consultancy support. ABSEN have been sub-contracted by them to provide support (as the Area Advisor for Argyll and Bute).

- Skills Banks - With SCVO they are trying to pilot 'skills banks' in rural areas (they had hoped to launch this in Islay but did not get the level of participation they had hoped for).

- They are developing a new service "ABSEN Associates" to develop local consultancy support – the local consultant will provide support. They will be an ABSEN member, will charge for support and 15% of cost will go to ABSEN.

- They currently hold a quarterly network meeting. They are developing a decentralised

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federal structure – this will see a local ABSEN agent in each area. They will act as a conduit to members and bring any issues to the network meeting. There will be an agent for each of the four (Council) areas. They hope to have this operating properly within the next 18 months (have appointed 3: one working well but 2 not (too busy)). The Development Worker does not think ABSEN needs to have a f/t staff member – it is better to have p/t management and local agents.

- They also issue fortnightly newsletters (and occasional 'specials') and have a website. They don't charge members for services – they aim to make income through SLAs (this is compatible with what a network should be doing). The main objectives are:
  - helping establish social enterprises
  - working with voluntary organisations/charities that are being supported to become social enterprises
  - developing partnerships with a range of agencies.

Their most common areas of work are:

- Networking and sharing experience – they provide links to national agencies in the Social Enterprise Coalition, Senscot and the Social Enterprise Academy.
- Represent members politically – they represent the local social enterprise sector at the CPP, Economic Development Board and Demonstration Project Board. Their Chairperson is also a representative on the Third Sector Partnership.

ABSEN work primarily with social enterprises – they provide support to both established and 'embryonic' social enterprises. They also work with council officers, schools, community groups and national agencies and have dealings with technical groupings (such as CRNS and retail groups).

ABSEN don't operate a waiting list but they have to prioritise requests as they come in. They will respond to requests for support as they are placed and the Development Worker often has to do unpaid work – and board members also contribute to the workload periodically.

The main area that ABSEN are hoping to develop is their federal structure with local ABSEN agents in each area.

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The ABSEN Development Worker found it difficult to identify specific gaps in support provision. If people come to them with technical questions that they can't answer they will signpost on to organisations or individuals with expertise. They have found it useful to stay in contact with specialists (e.g. legal / financial) that can be approached on an ad hoc basis.

To offer a complete (fully comprehensive) range of support to the third sector would require an extensive organisation – the difficulty is that some services wouldn't be needed all the time (so there is a need to bring in additional support as required).

Previously ABSEN has funded external agencies to deliver training in Argyll and Bute. This is something ABSEN would have liked to continue as there is an ongoing need for locally delivered training.

The ABSEN Development Worker does not think there are identifiable geographical gaps – ABSEN can deliver support all over Argyll and Bute. They are interested in setting up a federal structure in order to overcome geographical issues. They also use conference calls and are developing their business health checks in certain way as these can be delivered remotely.

As outlined above, ABSEN work in partnership with a range of other support organisations. ABSEN is represented on the Argyll & Bute Social Economy Partnership (ABSEP) which also includes Argyll & Bute Council, the Scottish Government, HIE Argyll and the Islands, Federation of Housing Associations in Argyll & Bute and Argyll CVS. ABSEP provides the strategic framework, funding and in-kind support for the development of the sector. ABSEP is chaired and serviced by Argyll & Bute Council (Community Learning and Regeneration).

ABSEN have a contract in place with ABSEP for the provision of support to local social enterprises which is managed through a service level agreement. Over a 15 month period to the end of October it received in the order of £80,000. Around half came from LEADER, around £23,000 from the Scottish Government, around £9,000 from Argyll and Bute Council and £9,000 from HIE.

This budget has now reduced to around £45,000 annually but most of the funding will go directly to ABSEN. ABSEN anticipates that it will generate additional funding from other sources including HISEZ and the Fairer Scotland Fund.

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4.2.6   Mull and Iona Community Trust

Mull and Iona Community Trust (MICT) have their main office in Tobermoray and offices in Craignure and Bunessan. MICT is a development trust. It is a company limited by guarantee with charitable status. The charitable element of MICT provides support for organisations on Mull and Iona, but they have also established a trading subsidiary which provides training and consultancy support for those living elsewhere. They have an annual turnover of £400,000. In total, they employ 14 staff members (FTE 9.5 staff) – this includes one chief executive, one administrator, and five project officers. The remaining staff members are frontline staff (working in charity shops and as Country Rangers). MICT provide the following support services:

MICT support services:

- Fundraising – providing advice and will directly undertake fundraising for a fee.
- Project management – assisting community groups
- Distributing funding – (as a Development Trust) they run charity shops and give out small grants to community groups on the islands.
- Advice on governance / constitution – but will also refer clients on to Argyll CVS / VC and Argyll Community website. *This type of advice is not the responsibility of MICT but to date they have been happy to provide advice to small organisations for free.*
- Providing training to island groups (e.g. Directors) as required – tends to be charged for as they don't get funded for this by the Scottish Government (unlike CVSs). If unable to pay for it they will signpost them to CVS courses.
- Administration – administration support provided to 1 or 2 orgs – e.g. minute taking / reviewing accounts.
- Provide educational support to community groups (e.g. youth groups) through their Country Ranger service.

The most common areas of work for MICT are:
- funding enquiries – and people applying to them directly for funding; and
- constitution advice.

They provide support to lunch clubs, youth clubs (mainly sports based), local environmental groups (e.g. ornithology), local rugby club, village groups – basically, any voluntary community group on the island can apply to them for grant support. If they are approached by a for-profit organisation they will refer them on to HIE / Business Gateway. MICT deal with between 30 and 40 organisations each year.

MICT is not currently operating a waiting list for those seeking support but they feel they are probably working over-capacity for the size of the organisation.

They are involved in activities as a development trust in addition to the social economy support work they do. They are involved in a number of projects which include a woodland expansion project, renewable energy projects, and the development of a business centre (which will include training facilities which can be used by third sector). MICT is also contracted by Argyll and Bute Council to provide a Country Rangers service and recycling facilities. They also run charity shops – generating income to provide small community grants.

In addition to the employment these activities generate, they are also able to provide a lot of volunteering opportunities on the islands.

MICT's trading subsidiary will work with any organisation. It will provide consultancy support, training and planning advice for other social enterprises (e.g. development trusts) and private companies. MICT is building up its trading activities – providing consultancy support due to the knowledge and expertise it has built up.
In terms of future activities, their priority as a development trust is to generate sufficient income to be self-sustaining. As a result they will be offering more consultancy support and training – but this is specialised and to a national market. When they open the business centre there will be more capacity for training on Mull.

MICT gives a lot of free advice and support to local organisations but may in the future signpost them to ACVS (or the relevant local intermediary). At one level they recognise that they are depriving the CVS of potential work. But their hope in the future would be that, if a local organisation is seeking support from a CVS, MICT's trading subsidiary would be contracted to provide where appropriate on a fee earning basis. They believe there could be mutual benefits from such an arrangement.

Staff at MICT felt that there may be geographical gaps in support to the third sector across Argyll and Bute although they recognised that the landscape of support is changing. In some parts of Argyll there is not a visible presence from Argyll and Bute Council's CLR team. They felt Coll and Tiree was not served particularly well but people "got by". Other areas that historically have not had great support included Helensburgh, Lochgoilhead and the Kintyre peninsula.   However, over the last few years communities have become better linked as a result of the internet. The Argyll Community website was felt to have made a

difference. The impending partnership between ACVS and ABVC was also seen as a positive move in terms of improving services.

Their view was that one of the biggest gaps was a clear map of support. Groups seeking support often do not have sufficient knowledge about "who is out there". Currently there's nobody to say 'here's the phone number to call for support'. Providing basic information and signposting is therefore a priority. These are issues being considered in the Demonstration Project and Best Value Review of CLD services.

4.3   Other Organisations Providing Support to the Third Sector in Argyll and Bute

As well as the main intermediary organisations there is a range of local, regional and national organisations providing support and advice to third sector organisations operating in Argyll and Bute. We have identified a number of these operating at a local, regional and national level which we describe in the following section. And there will be many others that are sector specific.

4.3.1   Opportunity Kintyre

Opportunity Kintyre provides mentoring and coaching for businesses operating in Kintyre. They currently have one p/t staff member and an annual budget of approximately £50,000. They are a company limited by guarantee and are applying to become a charity.

Opportunity Kintyre provides coaching to any type of business, and to anybody interested in setting up a business in Kintyre. A small part of their work (about 10%) is with voluntary organisations – they have provided support to 11 non-profit organisations over the past two years (for a total of 107 business and individuals supported).

Their most common area of support is helping people with their business concept. The main focus of the coaching is on: productivity; marketing; and project management. They also provide support with team building and help organisations access networking opportunities.

4.3.2   Cowal Community Care Forum

Cowal Community Care Forum (CCCF) has its office in Dunoon and represents the community care sector in Cowal. The Forum has an annual budget of £35,600 (2009 figure) and employs one Development Officer. CCCF is governed by a voluntary Management Committee.

Service provided by CCCF:

- CCCF administers and provides development support for the Locality Public Partnership Forum for Cowal. This promotes partnership working between statutory agencies and service users and local third sector groups.

- CCCF also chairs and provides development support for the Local Public Health Network in Cowal. This is an important network for statutory agencies and third sector groups to work together to target health inequalities throughout the population of Cowal.

- Currently developing a website to provide information widely and encourage dialogue between statutory agencies, users, carers and voluntary groups. There is potential for this to link to the Argyll Communities website (as a central site for the third sector in Argyll and Bute).

- CCCF produced a transport information booklet for users and carers to fill the information gap on transport information for health related and social services related journeys.

CCCF indicated that their most common area of work is ensuring marginalised, hard to reach individuals and groups are properly consulted about services. They are very active in public consultations on services.

They work, potentially, with all community and voluntary sector groups in Cowal that have a remit related to care provision. This ranges from voluntary sector groups which provide specific services, such as support for carers or support for older people, to special interest groups, such as elderly forums and access panels. Last year CCCF provided support to 33 organisations in Cowal.

They also work with statutory agencies providing: information about user and carer and voluntary sector views; information and advice about good practice in participation methods and processes; independent consultancy to gather user views, conduct community surveys; expertise in constructing participatory processes e.g. questionnaires.

CCCF does not operate a waiting list and tries to meet need for support as this arises. They indicated that they have a long list of things they would like to do and work under pressure to ensure people are represented. In relation to 'spare capacity', they felt that their Development Officer could work a further 15 hours a week if funding was available. CCCF is currently trying to gain funding to expand their activities into remote rural areas. They hope

to be able to provide training and IT equipment so that isolated service users can easily take part in service planning processes.

They link with other service providers through their membership of Argyll CVS. They use the CVS website and other services, such as advice about funding applications.

In relation to gaps they felt that there is not enough support from ACVS / AVA due to either underfunding or the way resources are used. There is a lack of information on the third sector on services, training and funding.

4.3.3   Highlands and Islands Enterprise (HIE) – Argyll

The Strengthening Communities Team within HIE have their office in Lochgilphead. They are responsible for Argyll and Bute excluding Helensburgh and Lomond. They are able to provide some support to larger social enterprises in the area but are not a major provider of support to third sector organisations locally.

HIE support services:

HIE works with a number of social enterprises to maximise projected growth in turnover, through an Account Management process. HIE's support is through staff time, targeted consultancy and sometimes grant funding. The Account Management process is intensive and involves an advisor meeting with the organisation and getting them to think about what they would like to do differently – and how to do that (so if they want to improve marketing, the advisor asks them to talk through their existing marketing strategy and discuss what the issues are). The aim of this process is to enable growth and increase income so that these organisations are not so reliant on grant funding.

Their most common areas of work are:
- Growth of Social Enterprise – support for growth in turnover; and
- Community Account Management - this is where the whole community are involved and develop a community growth plan. For example, HIE may be trying to encourage a growth in population or more small businesses – they try to find out what would most benefit the area and try to help them achieve it. One organisation would take the lead in advertising for a local development officer and they would be in place for two to three years. HIE make the decision which communities will get this help (based on population statistics, deprivation information and an assessment

of which has the most issues and which could benefit the most) although communities do approach HIE wanting to be considered. Three areas are community account managed each year across the HIE area.

HIE support social enterprises with projected growth in turnover (of 20% in three years) – these are already established social enterprises. They no longer work with community groups. The focus is on larger organisations that have a significant impact upon their community, and have a clear business plan incorporating growth. Organisations working in fragile areas are a priority (areas of high deprivation and these tend to be remote rural areas of the Islands). In 2008/09 there were five Account Managed initiatives and initial development work with a further 10 to 15 in Argyll and Bute.

HIE work in partnership with other infrastructure organisations through networking and participation in the CPP. They feel that there may be gaps in support for smaller community based organisations. If HIE come across organisations who do not meet their criteria in terms of the 20 per cent growth target then they can pass them onto Business Gateway, or CVS depending on the sorts of information and advice that they are looking for. They feel that there is good support for social entrepreneurs but there is perhaps a gap in support for those just wanting to start a community organisation that is unlikely to have any great turnover.

4.3.4 Highlands and Islands Social Enterprise Zone (HISEZ)

The HISEZ team are based in Inverness and cover the whole of the Highlands and Islands. They have two f/t officers, one p/t officer and around six contractors spread geographically across their area of operation.

HISEZ services:

- Some HISEZ services have been subcontracted to ABSEN and Social Enterprise Academy. As part of this arrangement, ABSEN are the Area Advisor for Argyll and Bute. Area Advisors conduct site visits to discuss business proposals (and consider whether the social enterprise model is appropriate). They then propose suitable action including establishing contacts and undertaking suitable training.

HISEZ directly deliver the following support services:

- Signposting. This is delivered to different categories as follows:
  - Individuals: introductions to Firstport, Social Enterprise Academy etc
  - Voluntary organisations: introductions as above and signposting to assist them to

> become social enterprises
>
> - Social enterprises: signposting and support to assist them to bring about the changes that they may require to progress their business.
> - Monthly newsletters for the sector.
> - Regular networking events and an Annual Conference.

HISEZ say that their most common area of work is assisting organisations to overcome their lack of funds by helping them to realise how to run their business in a more efficient manner. Most enquiries come to them because people are running out of money and are looking for more grant-funding. HISEZ helps them to consider new ways of running the business side of the organisation.

HISEZ works with social enterprises and individuals / groups that wish to create a social enterprise. They supported 100 organisations in 2008/09. In terms of service uptake, they are flexible enough to meet current demands and as yet their waiting list has not been stretched.

There are many service areas that they would like to develop in future. They are interested in doing more 'back office work'. They are also thinking about offering staff as board members for other social enterprises. They said that they are always looking for new contracts and services. They have piloted working lunches in other areas and are keen to partner with ABSEN to deliver these in Argyll.

They communicate with other infrastructure organisations in Argyll and Bute as openly as possible. They use their website and newsletters to encourage people and organisations to work with them. Some information is covered by the data protection act, but they share everything outwith that. ABSEN is a sub-contractor of HISEZ, as is the Social Enterprise Academy and the Chief Executive Officer (CEO) of HISEZ is on the Board of the Social Enterprise Coalition.

4.3.5   Business Gateway

Business Gateway has offices in Lochgilphead providing support to all of Argyll and Bute with the exception of Helensburgh and Lomond (there is a separate office in Helensburgh managed by a different contract). They have a staff team of six and three business advisors.

In the past, support had been offered by Highlands and Islands Enterprise but Argyll and Bute Council took over responsibility for this. As a result, Business Gateway has only been operating in the area since April 2009, making it a relatively new service.

Business Gateway service:
- Provide advice and signposting. They are not a funding body – but they do have a database of funders that they can signpost organisations to for information.
- Business Gateway website which gives information on legislation, employment, etc.
- National phone line people can call for advice and have information sent to them in the post.
- In Argyll and Bute they hold local workshop events – which can be for start-up businesses – such as finance, IT, tax returns, etc.

Their most common area of work is supporting people to develop and explore ideas and training through workshops. Business Gateway has a series of national workshops which have been adapted for local use – these include topics such as tax returns, website design, etc. This can be demand led if enough people want a particular workshop.

They work mainly with local businesses – sole traders, but there are also six existing social enterprise companies who have received their services. They are also putting together a large referral network where they work with banks, job centres, accountants, etc so that they can learn more about Business Gateway and refer their clients on for additional support.

There is no waiting list. Advisors make the best use of their time, in terms of meeting with people. People can meet with an advisor within five working days. Since April 2009 they have had 224 enquiries and 141 advisor appointments.

They share information with other support organisations in Argyll and Bute. The Council website promotes Business Gateway and their workshops, and sends emails to particular organisations to promote their service and specific workshops that are coming up. They feel that there could be an overlap between the workshop training they provide and the needs identified by the Demonstration Project – and would be willing to work collectively to deliver this service.

In terms of developing their service, they are interested in feeding into economic development priorities, looking at how to strengthen networks and how to link these with the

third sector. They are continually looking to find new products to help growth or start up businesses.   They do not have any views on whether there are gaps in support services as they have limited experience to date of the third sector.

4.3.6 Firstport

Firstport is a national organisation providing business advice and funding to social enterprises. There are two main elements to their service:

Firstport services:

- Client support managers – providing business advice and training to organisations (including start-ups).
- Awards programme – funding awarded at two levels (up to £5000; up to £200,000).

They have been providing a series of master classes across Scotland looking at: marketing; outcome measurement; operational planning; and legal issues. They have been providing training to third sector organisations in Argyll and Bute in collaboration with ABSEN.

4.3.7 Realise Mentoring

The Realise Mentoring team is located across Scotland, with the programme managed centrally by four partners and delivered locally through the Chambers of Commerce and the CVS network and their team of mentors around the country.

The aim of the Third Sector Mentoring programme is to provide mentoring support to leaders of third sector organisations to help them to improve the financial sustainability of their organisations and to make a step-change to become more enterprising.

Realise Mentoring service:

- Provide Third Sector Mentoring programme – this involves a 'health check' to ascertain status of the organisations and areas where support is required. Organisations are then allocated a mentor and agree aims and programmes of support. Mentoring support takes place at least one day a month for each organisation and is available for up to 12 months. Mentors provide support with operational and developmental issues. They do not offer business advice - their role is always to facilitate open discussion, share their knowledge and experience, offer an alternative perspective and challenge the mentee to look beyond the immediate future.

To be accepted on to the programme, an organisation will need to show that:

- it is non-profit distributing and principally has social aims.
- It is governed by a voluntary management committee or board.
- It is independent of government.
- It seeks to diversify its income base and has, or aspires to have, some trading and/or contracting activity that it wishes to develop.
- It is committed to becoming more enterprising and is actively looking to develop long-term sustainable income. There should be evidence of intent, which is shown in a business plan or development plan.
- It is prepared to commit at senior management level to the mentoring programme for a period of up to a year.

The programme is open to organisations irrespective of turnover, staffing level, location or sector. It is open to any leader or decision maker of a third sector organisation that has aspirations to grow, diversify income streams and become more sustainable.

Since it was launched in April 2009 Realise has had in the order of 75 enquiries, resulting in around 20 mentoring arrangements being established. To date only one enquiry has been received from an Argyll based organisation.

4.3.8   The Prince's Trust, Lochgilphead

The Prince's Trust is a national charity which supports young people through training, skill building, business loans, grants, personal development and study support outside school. They have an office in Lochgilphead which provides services to Argyll and Bute and the Islands. There is one staff member supported by a team of volunteers.

Prince's Trust services:
- The Trust offers financial awards to young people (aged 14 to 25) to help them achieve goals.
- They run various courses in self development and specific skill areas to ensure young people reach their full potential.
- They engage with other organisations to network and ensure their clients can access our activities within other parts of the country.
- They have a contract with the Council to support the XL Initiative in secondary schools throughout Argyll and Bute. This is a Prince's Trust initiative looking at young people in S3 and S4 who are not achieving for whatever reason.

They work with a range of organisations including: schools, careers service, police, social work department, criminal justice teams, council departments, Forestry Commission, SNH, youth services, job centres, ASET, and local networks.

They are in contact with intermediary organisations through membership of various forums: Youth Connections, MCMC, the Volunteer Centre and CVS (online).

4.3.9   The CADISPA Trust

CADISPA (Conservation & Development in Sparsely Populated Areas) is an independent, applied research and rural community development project based in Glasgow. They work in all rural local authority areas in Scotland. They are a company limited by guarantee and are governed by a Board of Directors. They have one chief executive officer and one project administrator, and an annual budget of £100,000.

CADISPA has two primary objectives:

- Firstly, to enable local people, living and working in rural communities to become powerful and informed about the future development options of their community.
- Secondly, to ensure that this development is located within the 'triangle of sustainability' and takes into consideration environmental, economic and social issues - they work towards this by helping local people develop a definition of sustainable development that is relevant and meaningful to them.

CADISPA support service:

- This is achieved by working closely with local community groups both remotely and on the ground, by providing support and advice on strategic issues.
- Host CADISPA networking events - gatherings, clustering and roadshow events, creating opportunities for community groups across rural Scotland to meet informally, with each other and experts, to discuss a variety of issues including funding, village halls, project management and environmental concerns.

Some examples of CADISPA support provided in Argyll and Bute include supporting Isle of Jura Development Trust with business planning, support to Lismore Historical Society for the development of a Gaelic Heritage Museum and Community Centre, and a 'clustering' event held in Oban.

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CADISPA work closely with other support organisations in Argyll and Bute including: HIE; Argyll and Bute Council, Islay and Jura CVS; LEADER Community Energy Company; ALI Energy.

In terms of gaps in support services, they feel that other organisations working in the area are not able to provide a comprehensive service in the form of 'hands on' support provided directly to community groups.

4.3.10 SHARE

SHARE is a national membership organisation providing training and development support for the housing sector in Scotland. SHARE provides a wide range of training focusing on three themes:

- committee training;
- staff training; and
- IT training.

In addition, SHARE organises in-house training as well as facilitating review days, strategy days and teambuilding events for members. SHARE is a charitable Company Limited by Guarantee. It is controlled by an executive committee elected by its member organisations (there are currently over 80 members). SHARE provides training to non-member organisations at a higher fee.

There are four Registered Social Landlords (RSLs) based in Argyll and Bute and all have accessed support from SHARE in the past year. The type of support provided iicludes:

Examples of SHARE support to RSLs:

- IT training
- Plain English training
- Diversity training
- Finance training
- Project Management training
- Customer Care and Databases
- HR training (e.g. best practice and appraisals; recruitment and diversity; group structures and shared services
- Governance training
- Communication training (including lobbying and influencing strategies).

4.3.11 Development Trusts Association Scotland

Development Trusts Association (DTA) is the trade association for development trusts with approximately 142 members. DTA has limited resources and employ 4.5 staff nationally. One staff member is responsible for rural areas (which make up three quarters of their membership).

DTA support:

- Working with communities who want to become Development Trusts – speaking to groups, running workshops but do not offer 'hands on' support as there are resources issues (e.g. they are often asked to attend DTs board meetings but they can't do this).
- Signposting (and try to signpost to other DTs who can help smaller or newer DTs).
- Working with organisations who want to become a DT (and existing members always get priority) – those who approach the DTA and have no intention of becoming a DT are signposted to other organisations.
- They also have an arrangement with some private and third sector organisations offering a legal helpline and an employment policy and practice helpline.

There is not one 'most common' area of support – but people who keep in touch with the DTA are the ones who get the most out of them. They do not provide ongoing support – but will support members if and when they require it. Key areas they are involved in are enterprise and helping DTs acquire assets.

They have trained other organisations to carry out their work in the most rural parts of Argyll and Bute – for example the support role taken up by Mull and Iona Community Trust. Other membership organisations that they support in Argyll and Bute include:

- Colonsay Community Development Company;
- Arrochar & Tarbet Community Development Trust;
- Isle of Luing Community Trust;
- Eilean Eisdeal;
- Tiree Community Development Trust;
- Island of Kerrera Residents' Association;
- The Isle of Jura Development Trust;
- North West Mull Community Woodland Company; and
- Ardrishaig Community Trust.

They are in contact with other organisations offering support to the third sector such as ABSEN and ACVS. They will call them up if they are offering training or a workshop in Argyll and Bute to find out if there is local demand and to ask the CVS to help promote their events.

They feel that there are gaps around enterprise support. HIE have a strong presence but they have changed their focus from start-up organisations to those who are more established. DTA want to develop in this area themselves to offer more 'enterprise support' in a more focussed and intensive way as at the moment this is 'light touch'. In the past (with a previous funding stream from the Esmee Fairbairn Foundation) they were able to bring in outside consultants to help organisations. They would like to offer more tailored and bespoke support like this – but do not currently have the resources.

They also think that there are gaps in terms of mentoring and succession planning (for example, a common problem for development trust boards is handing over to the next generation once they want to move on (or burn out) – the loss of a few key people can destabilise a trust or cause it to lose momentum.

They would also like to develop their service to give more support on asset acquisition – how to get hold of an asset, how to manage it and get the best out of it.

4.3.12 Social Enterprise Academy

The Social Enterprise Academy (SEA) is a national organisation providing learning and development for people working in, or towards, a leadership role in the third sector.   The Academy is a social enterprise itself, and delivers courses to the public and private sectors, as well as the social economy sector. The Academy has three staff members covering the Highlands and Islands and seven tutors available to supplement courses.

SEA services:

- Training and learning - The SEA offers learning programmes to third sector organisations, such as one day training on enterprise and sales and two day courses on 'understanding social enterprise' and accounting, procurement, etc.

  They can tailor their training courses to suit individual organisations and be flexible to their needs. There is no criteria for accessing training. Some of the courses are better suited to new organisations or charities – such as the 'understanding social enterprise'

> course - while other courses such as the level seven leadership course (aimed at
> Postgraduate level) are for those in more established organisations.

In terms of their most common area of work, shorter courses – such as Understanding Social Enterprise are a good starting point and seem to be popular. In terms of numbers of users, the leadership courses are the most popular.

They predominantly work with the third sector but have offered courses to HIE staff and to private sector businesses. Last year they provided support to 200 learners (across the wider HIE area). They currently have spare capacity and suggest that they can be both reactive to requests for help and proactive – in an attempt to target specific organisations. If organisations approach SEA then they will do all they can to work with them.

The SEA promote their work through ABSEN, HISEZ, and Business Gateway and other intermediary organisations.

In terms of gaps in support provision, they feel that there needs to be more support for individuals on a personal level – not just business plans people need support with, but personal learning plans.

4.3.13 Supporting Voluntary Action (delivered by SCVO)

Supporting Voluntary Action (SVA) is a national programme funded by the BIG Lottery Fund and delivered by SCVO which aims to strengthen local support for the voluntary sector. It focuses on local CVS networks and has been looking at the development of third sector interfaces. SVA involves a range of projects; SCVO provides the day-to-day support and management for all the projects.

> **SVA** has a number of elements:
> - *Quality Matters* – this strand involves developing a quality framework and a shared brand identity for the CVS network;
> - *Managing Intelligence* – focusing on developing a coordinated approach to data on the third sector. This will see better matching of local data with SCVO and OSCR requirements;
> - *Collaboration and Connectivity* – helping put resources and tools in one place to help collaborative working between CVSs and other intermediaries;
> - *Leading in Change* – supporting CVS boards and senior staff to develop their skills for

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> leadership;
> - *Developing Organisations* – aiming to provide better and more consistent organisations development support to voluntary organisations delivered through single interfaces (eg sharing common organisational tools);
> - *Think Tanks* – which allow local and national infrastructure organisations to network to develop best practice in support.

SCVO told us that there has been buy-in to the SVA programme in Argyll and Bute with intermediaries getting involved in the "change champion" work they have been doing. This is about identifying good practice and trying to roll it out across other organisations (for example, though sharing administrative functions as is proposed for IJCVS and BCL). Individuals have also been taking part in the Think Tanks events.

4.3.14 Association of Argyll and Bute Community Councils

The Association of Argyll and Bute Community Councils (AABCC) is a statutory body providing a voice to the 56 community councils throughout Argyll and Bute. It does not offer advice and support to third sector organisations – but the individuals involved on the community councils can give advice and support where necessary (this is on an individual basis through their own experience and skills). They have an important role in signposting given the level of contact they have with community organisations.

Charities, or small local organisations representing the church, the village hall, or childcare organisations can receive help or support from individuals on the community councils. Most of the work that they are involved with relates to communities concerns about issues such as infrastructure (the condition of roads), water supplies (in discussions with Scottish water about maintenance), and environmental issues such as refuse collection – anything that they can exert influence over.

They feel that community councils do a great job locally influencing different councils and affecting communities, but there are missed opportunities in terms of influencing strategic decision making.

In relation to support to the third sector they feel that there are geographic gaps – the Social Enterprise Network, CVS, and to an extent community councils, can only do as much as the resources allow and because of the geography, this means that not everyone can access it.

4.4 Support from Argyll and Bute Council, Community Learning and Regeneration

Another key source of support to the third sector is Argyll and Bute Council's Community Learning and Regeneration (CLR) Team. The team is part of the Council's Community Services division and work out of offices in Dunoon, Oban, Lochgilphead, Campbeltown, Rothesay and Helensburgh.

CLR provide support to all types of organisations in the third sector. They provide a range of support including: advice on grant aid, assistance with capacity building, youth work, adult learning, training, financial assistance through grant aid, accommodation in community centres and through school lets and minibus hire.

Their three main areas of work are: community based adult learning (including adult literacy and numeracy work), community capacity building and youth work. In relation to these they operate in a variety of roles: direct sole provider; providing jointly with the third sector; and supporting the third sector to provide.

CLR engage with the intermediary organisations through a variety of forums including the Fairer Argyll and Bute Partnership (part of the CPP) and the Argyll and Bute Social Economy Partnership. Local CLR teams are engaged in local networks and the local Area Development Groups.

CLR officers told us about the main areas of support they currently provide at the local level. Details of the support currently provided by CLR across its four operational areas are given in Annex Four.

As previously stated, a Best Value Review of the Council's CLD services was published in October 2009. The Review Team found that in relation to CLD support to the third sector:

- There is no clear link between the community capacity building work being carried out within the CLD service and the wider engagement of the Council with the third sector.
- There is little co-ordination among the various third sector funding streams throughout the Council.

The review proposed that there should be a single point of contact within the Council for engagement with the third sector in relation to funding, development and support.

4.5   Summary Findings from the Scoping Exercise

This section outlines some broad findings from the scoping exercise:

1. **A fragmented range of providers** – We found that there is a wide range of providers that third sector organisations can look to for support. These vary in their geographical area of coverage (national, regional and local); typography of organisation they work with (e.g. social enterprises only); type of support provided; and sectors they work with (e.g. some organisations providing support to the housing or care sectors). However, in reality, the majority of support provided and 'first port of call' for third sector organisations are the core local intermediaries based in Argyll and Bute.

2. **Overlap and duplication** – There is overlap and duplication in some services being provided. Support organisations providing the same or similar services is not a problem in itself. There does not however appear to be a cohesive approach being taken to co-ordinating and delivering support services in Argyll and Bute. This means that resources are potentially not being used as effectively as they could be.

3. **Organisational partnerships** - However, there is evidence of local support organisations starting to come together – with ACVS and ABVC merging to form Argyll Voluntary Action in 2010 and IJCVS and Bute Community Links developing shared functions, the landscape of support is becoming more coherent in Argyll and Bute. Fewer disparate support providers will help the task of developing a meaningful single interface for the third sector.

4. **Uptake of support** – Local and other intermediaries are working independently of each other. Whilst local support organisations are generally working to capacity, a number of other support organisations have resources that are potentially being underutilised and could be of value to third sector organisations operating in Argyll and Bute.

5. **Identifying needs** – There is no systematic or unified way to assessing and updating the support needs of third sector organisations across Argyll and Bute. Individual support organisations have an understanding of the context in which they operate to varying degrees but there is no Argyll and Bute wide view. This means that it is difficult to ensure that resources are being most effectively targeted – or whether there are any significant gaps in current provision.

6. **Organisational capacity** - Some third sector organisations need support in starting to identify their training and support needs. Tools such as the matrix of support requirements may be useful in encouraging organisations to think about their support needs.

7. **Signposting** - Currently, there is no coherent approach to signposting organisations seeking support to the most appropriate service provider. No single point of contact or source of information means that third sector organisations access support in a relatively opportunistic way. This is something that Argyll and Bute Council is starting to look at as a result of their Best Value Review but it is not clear how this will fit with the wider picture.

8. **Support outcomes** - To date, there has been little consistent gathering of evidence of the outcomes of support. While there has been relatively strong monitoring of services delivered and the numbers of organisations accessing support, it is not clear how effective different types of services have been.

5.   Developing the Interface in Argyll and Bute

5.1   Introduction

As discussed in para 2.2.2, the Scottish Government is encouraging a 'third sector interface' be established in each community planning area with the agreement of the CPP to influence and contribute to the delivery of the SOA. Whilst no specific model is prescribed, the Scottish Government anticipates that it will only provide funding to those intermediary organisations that participate in the new arrangements.

This section considers the options available for the development of an interface. It draws on our understanding of the current position in Argyll and Bute, and on experiences elsewhere in Scotland. At this stage we have not consulted support organisations operating in Argyll and Bute on their views on any options, nor do we make recommendations on a preferred option.

5.2   Overview of Argyll and Bute

As we have highlighted in the previous section there are a range of organisations providing support to the third sector in Argyll and Bute. The delivery of services is fragmented. They have developed in different environments and contexts, which has led to differing organisational cultures. Locally they are geographically separate. In addition to organisations providing generalist support to the voluntary sector as a whole, there is a specific support available for social enterprise organisations.

Historically they have not had to work together. There is no voluntary sector network operating across Argyll and Bute as a whole. And there is no compact in place setting out the relationship between the local authority and the third sector.

Against this background the move to establish a single interface with the Community Planning Partnership poses significant challenges: not only in terms of bringing diverse intermediary organisations together but also the uncertainty it creates in terms of future funding and sustainability.

Currently the Third Sector Partnership consists of ABVC, ACVS (soon to merge) and ABSEN. There is a memorandum of understanding between the partners. Islay and Jura CVS and Bute Community Links – as the other local intermediaries - have not entered into

this memorandum of understanding and are considering how they might participate in the Partnership.

The Partnership has received funding (through the FSF) to deliver additional training to the sector and create a website. Voluntary sector forums are operating on a geographical basis. However, the Partnership is not currently recognised as the interface by the Community Planning Partnership.

The Council and its community planning partners have placed high priority on achieving a stronger, more active third sector. An important component of this is an effective interface. Specific outcomes that the CPP wish to see achieved are:

- more active third sector, supporting more community activity;
- better quality support for third sector organisations across the whole of Argyll and Bute;
- equitable access to support for all communities in Argyll and Bute;
- a clear voice advocating the interests of the third sector in Argyll and Bute locally and nationally;
- stronger and more active social enterprises winning contracts to provide services.

On this basis it is unlikely that the current Third Sector Partnership arrangements would meet the requirements for the interface.

5.3   Lessons from Elsewhere in Scotland

In order to gain an understanding of the experiences of developing interfaces elsewhere in Scotland we contacted a range of intermediary organisations at different stages of interface development. We succeeded in speaking with representatives of organisations in five community planning areas: Aberdeenshire; Falkirk; West Dunbartonshire, West Lothian and Orkney. Perhaps not surprisingly those areas where progress was most challenging were the ones that were less willing to share their experiences.

Based on our discussions a number of headline issues emerged that are of relevance to Argyll and Bute, irrespective of the interface model established:

- As would be expected, those areas that have historically had a number of local intermediary organisations (often as a result of former local government boundaries)

and have traditionally not had to work in partnership appear to be facing the biggest challenges in establishing interfaces.

- Responding to change can be a slow and intensive process. Creating an environment in which people can work together has been more important than creating complex processes or structures. A change in personalities has sometimes provided the impetus to allow more substantial organisational change to take place.

- Providing an opportunity for third sector organisations themselves to be a catalyst for change rather than intermediaries is important to ensure that the views of the sector prevail.

- In some areas where interface development is proving complicated there has been dedicated impartial facilitation work to help bring organisations together.

- The focus of interface development has been on the involvement of local intermediary organisations. Whilst a number recognise the role played by other intermediaries in supporting local organisations, they do not form part of the formal interface with the Community Planning Partnership. However, examples are emerging of formalising arrangements to co-ordinate the delivery of support activities.

- All the organisations that were effectively engaging in their Community Planning Partnership told us that the process "had been worth it". Whilst it had sometimes involved difficult organisational change for intermediaries, the third sector was starting to see benefits from having a strong and coherent voice within the community planning framework.

5.4   Options for the Future

Based on our consultations we would suggest that there are three principles that we think any proposals for an interface must satisfy. These are:

- it must be able to demonstrate that it understands and can reflect the needs and aspirations of all parts of the third sector across the whole of Argyll and Bute, and the environment in which they operate;

- it must build trust with other partners and give them confidence that it provides an authoritative voice in representing the third sector as a whole; and

- it must be able to demonstrate that it is making the most effective use of the resources available to it locally, and harness the wider resources that are available to support the third sector in a strategic way.

Structures alone will not meet these principles. As we have already highlighted the development of a successful interface will ultimately be more about people and the way they work together than formal structures. However, there are two broad structural models that we can identify for the interface to proceed:

- **Establish a formal partnership arrangement**
  The intermediary organisations operating in Argyll and Bute could enter into a formal partnership arrangement. This option would build on the work of the Third Sector Partnership. Those organisations involved would work in a co-coordinated way to represent the third sector within the CPP delivering the single outcome agreement and providing support to the sector. The arrangements would be underpinned by a written agreement setting out the roles and relationships of the partner organisations.

  This would require considerable developmental work. In particular:
  - any partnership would require to demonstrate that it commanded the confidence of third sector organisations across the whole of Argyll and Bute, and community planning partners;
  - clear arrangements would need to be established covering governance and leadership, co-ordination of services, representation and accountability; and
  - a consistent approach would require to be taken to identifying and meeting support needs, and harnessing local and other resources in an effective way.

Aberdeenshire Third Sector Interface

Aberdeenshire Third Sector Interface (ATSI) is a partnership body consisting of CVS Aberdeenshire Central and South, Bridges CVS, and Volunteer Centre Aberdeenshire. The three chief officers represent the third sector within the Community Planning Partnership. As an unconstituted body, ASTI is unable to receive or distribute funding. However, it anticipates that one partner will take the lead role as banker. Further work requires to be undertaken in developing the model but it has in principle been accepted by the CPP

Operating beneath ATSI is Aberdeenshire Third Sector Network which provides a conduit for information to be passed 'up and down the line' with the Community Planning Partnership.

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> **West Dunbartonshire CVS**
>
> West Dunbartonshire CVS undertakes an annual audit of the third sector. This includes their areas of activity, staffing, skills base, assets, etc. They use the information collected to identify the support needs of the sector over the coming year. The information is also discussed with national and other intermediaries to agree their respective roles as part of an action plan. The plan clearly sets out what outcomes they want to achieve and which organisation is responsible for what. Discussions are currently underway to establish a memorandum of understanding between West Dunbartonshire CVS and a number of national intermediaries.

In its favour this model:

- o is less disruptive to the network of existing intermediary organisations;
- o builds on existing local relationships;
- o is relatively simple to implement and does not require constitutional or significant organisational change; and
- o could, over time lead to greater integration between support providers in an incremental way.

However there are a number of disadvantages:

- o there are significant challenges in managing voluntary partnership agreements which become greater when they involve organisations that do not necessarily share the same culture and do not have a track record of joint working;
- o managing variations in performance between partners can be challenging; and
- o incentives to strengthen performance and develop new ways of working may not be strong.

- **Establish a single intermediary organisation**

In most parts of the country where interfaces are now operational, a single intermediary organisation already existed or has been created through organisational mergers. In the latter case the process has often been challenging but, as we have highlighted, feedback to date appears to be positive. A variation of this theme would be a group or federal structure where a holding company is the 'parent' of a number of subsidiary organisations.

The option would require significantly greater developmental work than the pervious one. The challenges outlined previously would remain. A single organisation in itself does not necessarily command confidence nor ensure meaningful representation or accountability.

Voluntary Sector Gateway West Lothian

Voluntary Sector Gateway West Lothian has been established as a newly constituted body and will incorporate West Lothian Volunteer Centre and Voluntary Action West Lothian.

They have established a Voluntary Sector Strategic Group. This consists of representatives from the third sector covering 12 thematic areas. The group provides a conduit for meaningful consultation between the third sector and the Community Planning Partnership. Representatives on the group are responsible for cascading information to their own sectors.

A Voluntary Sector Forum has also been established which is open to representatives of all voluntary organisations and the local authority. Meetings tend to be arranged around a particular theme.

The option has the advantage of:
- o   creating a single organisation to be the voice of the third sector in Argyll and Bute;
- o   providing one framework for identifying and prioritising the support needs of the third sector;
- o   allowing resources to be channelled through a single organisation so that they can be targeted most effectively;
- o   potentially making relationships with other support organisations easier to manage; and
- o   creating the opportunity for new ways of working.

However, the option poses a number of disadvantages:

- it would require existing organisations to agree to give up their independence;
- it would require significant organisational change, creating uncertainty for staff for a period of time;
- it would require a number of legal and administrative issues in relation to company and employment law to be addressed; and
- it could create disruption in services during the implementation phase.

As we have already highlighted neither option provides a panacea for providing a more effective voice for the third sector and its relationship with community planning partners. Crucially either would require to demonstrate that it met the principles we have outlined. In this respect the development process of engaging with, and building the trust of partners, is as important as the outcome.

5.5   Conclusions and Next Steps

As we have highlighted there is a complex network of support provision available to third sector organisations in Argyll and Bute. There are no systematic arrangements in place to signpost organisations to the most appropriate support provider. Co-ordination in terms of identifying and addressing support needs does not happen at a strategic level. Resources, whilst stretched for some intermediaries, may not be being fully utilised from others.

The development of a third sector interface in Argyll and Bute provides the opportunity to address these issues, and to strengthen the role of the third sector in influencing and contributing to the outcomes agreed by the CPP.

Given the current arrangements for providing support and the geography of the area, the task is challenging. But the rewards could be great. Our view is the process is as important as the outcome in terms of identifying any particular model to deliver the interface. It provides an opportunity to build trust between partners and create confidence that the objectives set are appropriate and deliverable.

However, at the end of the day any arrangements proposed must:

- encompass all the third sector in Argyll and Bute;
- command the confidence of community planning partners;
- clearly demonstrate how they will work; and

- make the most effective use of resources available by considering new and innovative ways of working.

Third sector intermediaries operating in Argyll and Bute need to consider how they can build on the work they have already undertaken to achieve this. But they need to do it in an inclusive way involving the sector as a whole and other partners. This will require agreement on a framework for consultation, discussion and negotiation through the development of a workplan. Consideration will need to be given to the resources required, the role and responsibilities of different players and the need for any external support or facilitation.

To be successful the process is likely to be time consuming and intensive at times. But ultimately creating synergies from the skills that are available could lead to a stronger and more vibrant third sector, contributing to the growth of stronger communities across Argyll and Bute.

Annex One

List of Consultees

Intermediaries
- Argyll & Bute Social Enterprise Network (ABSEN) - Mike Geraghty

- Argyll and Bute Volunteer Centre – Glenn Heritage

- Argyll CVS – Glenn Heritage

- Association of Argyll and Bute Community Councils – David Price

- Business Gateway – Kate Fraser

- Bute Community Links – Jim Clinton

- CADISPA Trust – Geoff Fagan

- Cowal Community Care Forum – Irene Edwards

- Development Trust Association – Tom Black

- Firstport – Elaine Ogg

- Highlands and Islands Enterprise – Kerry Grant; Angela Vernal

- HISEZ – Lindsay Dunbar

- Islay and Jura CVS – John Davidson

- Mull and Iona Community Trust – James Hilder

- Opportunity Kintyre – Mary Turner

- Realise – Fraser Lusty; Orela Deane

- SCVO – Paul White

- SHARE – Rod Hunter

- Social Enterprise Academy – David Bryan

- The Prince's Trust – Lochgilphead – Linda Tighe

Argyll and Bute Community Learning and Regeneration Managers
- Argyll and Bute Council, CLR Principle Officer – Jim McCrossan

- Argyll and Bute Council, CLR, Helensburgh – Lorna Campbell

- Argyll and Bute Council ,CLR, Oban – Jeannie Holles

- Argyll and Bute Council, CLR, Mid Argyll, Kintyre – Felicity Kelly

- Argyll and Bute Council, CLR, Bute – Alan Donald

- Argyll and Bute Council ,CLR, Cowal – Liz Marion

Interface Case Studies

- Voluntary Action West Lothian - Richard Duffner
- Falkirk CVS - Kenny Ross
- Orkney Voluntary Action - Gaynor Jones
- West Dunbartonshire CVS - Selina Ross
- CVS Aberdeenshire Central and South - Alan Young

Other

- Argyll and Bute Council - Donald McVicar
- Argyll and Bute Council – Brian Barker, Policy and Strategy Manager
- Argyll and Bute Council – Margaret Fyfe Service Officer - Community Regeneration & Voluntary Support
- Spokesperson for the Third Sector, Argyll and Bute Council - Councillor John Semple
- The Scottish Government - Geoff Pearson

Testing the matrix

- Crossroads Cowal & Bute
- Isle of Jura Development Trust
- Argyll & Bute Women's' Aid
- Craignish Village Hall Committee
- Helensburgh & Lomond Community Care Forum
- Oban & District Disability Forum & Access Panel
- North Argyll Community Trust
- Arrochar & Tarbet Community Development Trust
- Re-Jig Argyll
- Argyll Youth Theatre group
- Oban youth cafe
- Furnace Kool Kids Klub, Argyll
- Cowal Council On Alcohol & Drugs
- Helensburgh Traditional music
- Fyne Homes Ltd
- Dunoon & Cowal Heritage Trust

Annex Two

Argyll CVS – Overview of organisational support to the Third Sector in Argyll and Bute

In 2009, Argyll CVS undertook some brief mapping research to provide an overview of the support provided by interface organisations to the third sector in Argyll and Bute[12]. The study was informed by consultation with over 50 third sector organisations. SWOT analysis carried out with voluntary sector forums for the TSSG gave the following results for the third sector in Argyll and Bute:

STRENGTHS	WEAKNESSES
▪ Vibrant mix of organisations ▪ Diversity of sector ▪ Number of organisations ▪ Responsiveness ▪ Existing organisations skills, experience and expertise ▪ Value for money ▪ Provide sector with effective conduit ▪ Shared context ▪ Innovative (a necessity) ▪ Local support from local infrastructure offices	▪ Fragmented sector ▪ Small groups not being heard ▪ Too much dependence on short term project funding ▪ Uneven spread of support services ▪ All money goes to the islands CVS ▪ Perception of no real engagement ▪ Lack of clear & effective communication routes ▪ Lack of compact with public sector bodies ▪ Information often received too late –from statutory authorities ▪ Premises are problematic
OPPORTUNITIES	THREATS
▪ To raise standards of local support structures ▪ Impact of 2011 unknown – opportunity or threat? ▪ Ability to engage with funders as a collective ▪ Identify structures paving securer future for sector – achieve sustainability ▪ Level playing field between the sectors?	▪ Potential and impact of changed funding not yet clear ▪ Change agenda imposes burdens on resources- financial and human ▪ Funding vs. procurement and tendering ▪ Sector is large – buy-in from some organisations ▪ Expectation this work can be achieved 'on the cheap' ▪ Speed of change expected from sector

The study drew on previous research (by Sheffield Hallam University and others) which had identified constraining factors for the third sector. The team from Argyll CVS found the following issues to be particularly relevant for organisations in Argyll and Bute:

- Uncertainty over funding, 'hidden agendas', and general financial constraints

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[12] *Overview of organisational support to the third (voluntary, community and social enterprise) sector in Argyll and Bute*, Argyll CVS, 2009

- Strategic planning has been patchy and there is limited time to devote to this issue

- Reporting to funders is often time-consuming and over-burdensome

- Efficiency gain is valued by the public sector over effectiveness (which is not the same thing). The third sector brings effective benefits but these are not always measured by public sector

- Some organisations have difficulty in recruiting and training a skilled and experienced board

- Patchy infrastructure support mechanisms, due to lack of resources

- Inadequate investment funds available for ICT and 'back office' functions

- Staff / workforce development constrained by funding levels (across the UK training budgets are traditionally 62% lower than private sector)

- Lack of recognition of social value by the public sector

- Competitive nature of funding works against collaborative working for many organisations

- Failure by statutory partners to recognise the investment required to implement and sustain development required

- Rurality issues including dispersion and accessibility, lack of critical mass, higher costs of services and physical infrastructure per capita, and the dispersed nature of social exclusion.

The overview study included a training needs analysis undertaken in consultation with 84 third sector organisations. This gives a picture of the most frequently requested training courses taken up by the organisations.

Courses requested by 87%+ of consultee organisations
▪ Confidence building and motivation (Steps & Breakthrough)
▪ Skills for management committee
▪ Raise your profile! Advertising and marketing
▪ The funding maze
▪ Funding surgeries
▪ HR in a nutshell, essential practice, policies and procedures
▪ Dealing with difficult people
▪ Setting up a charitable group
Courses requested by 60%+ of consultee organisations
▪ Effective volunteer recruitment
▪ Increasing volunteer effectiveness through training & development
▪ Supporting and supervising skills
▪ Health & safety in volunteer programmes
▪ Risk management in volunteer programmes

- Induction and Governance Training for Trustees
- Constitutions, Memoranda and Articles
- Time Management
- Stress Management
- Excellent Customer Service
- Work/Life Balance
- First Time Management & Supervision
- Equality and Diversity
- Data Protection
- Governance & Legislation (advanced)

Courses requested by 25% or less of consultee organisations

- Planning strategically for volunteer involvement
- Matching volunteers to roles and tasks
- Motivation, retention & development of volunteers
- Developing a Volunteer Portfolio
- Choosing the Organisational Model
- Assertiveness
- Recruitment policy and practice
- Decision making
- Listening Skills
- Leadership Skills
- Telephone Skills

The study also provided a brief summary of the training provided by the main infrastructure organisation operating in Argyll and Bute. The research authors note that this is only a brief descriptor of the service provided by each organisation, but this gives some indication of overlap in training provision.

Provider	Training Available	Other sources
Argyll and Bute Social Enterprise Network (ABSEN)	Governance. Legal & Financial. Training for social enterprise organizations. Public Sector Procurement & Social Enterprise Awareness.	Some availability through CLR. Governance training from VC and the CsVS.
Argyll and Bute Council, Community Learning and Regeneration (CLR)	Organisational structures, managing a voluntary organisation, Social enterprise training, Funding. Differences in availability between areas. Signpost to other agencies, Learndirect centres.	All available through ABSEN, VC and CsVS.
Argyll CVS	Range of support to organisations, from start up to governance (using NOS), Funding advice, Monitoring, evaluation, range of HR (CIPD), and skills development eg, communication, assertiveness, confidence. OSCR training. Tailored courses. Payroll	Some availability through CLR or ABSEN in some areas.

	service to sector.	
Argyll and Bute Volunteer Centre (VC)	Investing In Volunteers (IiV). Accredited provider all IiV modules (10 modules all available stand alone). CRBS training partner. STEPS & PX2, personal development (PI certificated). PVG. HR 'soft skills' (CIPD and CMI). Tailored courses. Learn Direct branded centre. Volunteer – related workshops. Timebanks and Shelter Pathways joint initiative. Community engagement training.	Sole accredited trainer for all IiV courses. Limited STEPS availability through Bute Healthy Living.
Opportunity Kintyre	Business mentoring, Sirolli 'enterprise facilitation' support for social enterprises, based on mentoring/coaching model instead of 'one off' courses	None.
Islay and Jura CVS	Organises training to support organisations generally through other sources. Eg, governance, OSCR, management	ABSEN / VC / national bodies.
Bute Community Links	Unable to obtain information and none on website. VC offers support and STEPS in partnership with Bute Healthy Living.	VC. Bute Healthy Living or STEPS.

Annex Three

Discussion Guide for Social Economy Organisations (use of support services and testing of support matrix)

Background information
- First of all some information about your organisation....
    - Type of service delivered
    - Location (base and any other offices)
    - Staff summary (paid or volunteers, numbers and positions)
    - Annual income/budget/current funding arrangements
    - Governance arrangements

Current support
- Which organisations or agencies do you know of currently offering support to third sector organisations like yours?
- Who do you currently get your support from?
- If you have accessed support in the last 12 months......
    - what kind of support have you accessed?
    - Which organisation offered you this support?
    - What did you think of it/how satisfied were you with the support?
- What are the support needs of an organisation like yours?
- In your view are there any gaps in the support available to third sector organisations like yours in Argyll & Bute?

Future support
- What would be the best way of delivering support to your organisation?
- Are there any particular areas that your organisation would like to develop in the future?
- Are there any areas of support that you could offer to other organisations (e.g. mentoring, training?)

Matrix
- What are your views on the matrix? Is it easy to understand? (probe for detail)
- Was it helpful? (probe: in what ways –did it tell you anything new?)
- Were the types of support listed relevant to you? Was there anything missing?
- What impact (if any) has it had on your day to day business? (probe if highlighted anything unaware of – what happened as a result? Sought information/advice?)
- Any other comments?

Annex Four

The following support to the third sector is currently provided by Argyll and Bute Council's Community Learning and Regeneration Department.

CLR Bute and Cowal

In **Cowal**, CLR mainly provide support to community groups but also supporting one social enterprise and one 'embryonic' social enterprise.

The support they provide depends on the individual organisations but includes:

- Training courses (e.g. ICT, confidence building)
- Advice / support for procedural issues (e.g. running meetings, governance issues, Disclosure)
- Administrative support
- Support for funding (searching for funding and supporting applications)

Support to social enterprises has tended to focus on procedural issues and admin support (This particular org is currently seeking funding for an officer to help with this).

Last year they provided direct support to seven organisations – this does not include ad hoc requests (e.g. for funding information).

There is no waiting list for the service in Cowal – they respond to requests as they come in and try to deal with them within a week.

In **Bute**, the CLR staff are supported by a FSF-funded officer who works with local organisations. There are three main elements to the support they provide:

- Information provision and support – they provide information for the sector through the Area Development Group (ADG) and its sub-groups. They disseminate information to the third sector through these groupings – and discuss relevant issues such as achieving greater sustainability.
- Office support - They provide support with administrative, PCs, and photocopying – but they are located beside the library which can also help with these things. This is

   a diminishing area of support as people are increasingly doing it themselves – or using Bute Community Links.

- FSF-funded posts (1.5 FTE) – an officer works out of the resource centre providing support with local community groups. Provides support to committees, helps with minutes, IT, producing newsletters, flyers, posters. Also supports funding applications and funding searches.

Bute CLR works with community voluntary organisations and some social enterprises. The FSF funded post tends to work with smaller community groups.

They work with around 40 organisations a year (from small info requests to full funding applications).

CLR Mid-Argyll and Kintyre

The CLR team in Kintyre provide the following support services:

- Training - life skills, committee skills, action planning, child protection issues
- Funding support
- Policy support
- Parenting support (Homelink).

Providing funding information and help with policy development are their most common areas of work. They also provide low cost accommodation (through Kintyre Community Education Centre and schools), use of minibuses and provide grants to voluntary organisations

CLR Helensburgh and Lomond

The CLR team in Helensburgh provide information and signposting, and helping people with funding applications for grants. They are responsible for promoting the available grants and encouraging people to apply for them. The team also support community representatives or existing groups to deliver their services.

Most of the organisations they work with are already established but some are new "projects" with community representatives (for example there is a new "Community Caretaker" project which involves members of the community looking after the children's play areas and grounds of local community organisations).

Their most common area of work is supporting community representatives. Sixty-eight groups are benefiting from this at the moment – a development officer has to recruit, train and support community reps to set up and run projects. This is all face to face work and takes up the bulk of their time. The development officer will work with an organisation for up to six hours per week for a year.

The Helensburgh team say that they can't currently meet demand for support. They have to prioritise requests for support, but due to resource issues they are unable to respond to every request for support.

CLR Oban

The CLR team in Oban offer support to the third sector as requested (and where their resources allow). This includes:

- Assisting with completing grant applications, or other funding forms.
- Supporting advisors on local groups, signposting, supplying information, and administration of letting of community resources.
- Working with the third sector to deliver Youth Work and Adult Learning (including Adult Literacies), at varying levels of involvement, from 'lead' through to 'support' functions.

Their most frequent areas of work with the third sector are signposting and supplying information – often they will be working with an organisation for a particular purpose (e.g. a funding application) and this communication will reveal further support needs.

They work with large, long established organisations and social enterprises as well as smaller voluntary and community groups. Last year they provided support to about 150 organisations with a whole range of input, from letting community facilities through to lead roles in partnership projects. Currently they have no 'spare' capacity, but this does not mean they can't provide support. They feel that they could 'work smarter' in partnership with other organisations, and would like to see support agencies coming together to see who could support what, assuming genuine collaborative intent from all involved would be forthcoming.

In terms of gaps in support, they feel that there is a need for more individual support for the smaller organisations that is tailored to their requirements and available at the time they need it – 'one size fits all' training can be useful, but can only scratch the surface of third sector needs.

Annex Five

Discussion Guide for Third Sector Infrastructure Organisations (scoping of support provision)

About your organisation

1. Can you provide the following information about your organisation:

Location (base and other offices)	
Geographical area of coverage	
Staff summary (posts and current staff level)	
Annual turnover / budget	
Governance arrangements	

About the services you provide

2. What support / advice services do you currently provide for 3rd sector organisations?

3. What types of organisations do you work with?

4. Do you categorise the organisations that you work with according to level of trading / turnover etc? If so, what criteria do you use?

5. Do you provide different types of support to different categories of 3rd Sector organisation?

6. Approximately, how many organisations did you support in 2008/09?

7. What is the most common area of work for your service?

8. Do you provide any additional services (other than support services for the 3rd sector)?

Measuring success

9. How do you measure success / progress against outcomes?

10. Do you have any evidence of the level of satisfaction with the service / outcomes achieved?

Demand, gaps and future direction

11. What other organisations do you know of that provide support services to the third sector in Argyll and Bute?

12. How do you relate to / share information with other intermediary organisations?

13. Do you think there are currently any gaps in support services for 3rd sector organisations in Argyll and Bute?

14. Does your organisation have a waiting list or is there currently any spare capacity?

15. Are there any service areas that your organisation would like to develop in future?

16. Do you have any immediate plans to change your service in any way?

Annex Six

Glossary of Acronyms

Aberdeenshire Third Sector Interface	ATSI
Area Development Group	ADG
Argyll Supported Employment Team	ASET
Argyll and Bute Social Economy Partnership	ABSEP
Argyll and Bute Social Enterprise Network	ABSEN
Argyll Council for Voluntary Service	ACVS
Argyll Voluntary Action	AVA
Association of Argyll and Bute Community Councils	AABCC
Bute Community Links	BCL
Central Registered Body in Scotland	CRBS
Community Education in Scotland	CEiS
Community Learning and Development	CLD
Community Learning and Regeneration	CLR
Community Planning Partnership	CPP
Conservation & Development in Sparsely Populated Areas	CADISPA
Convention of Scottish Local Authorities	COSLA
Cowal Community Care Forum	CCCF
Development Trusts Association	DTA
Fairer Argyll and Bute Plan	FAB Plan
Fairer Scotland Fund	FSF
Highlands and Islands Enterprise	HIE
Highlands and Islands Social Enterprise Zone	HISEZ
Islay and Jura Council for Voluntary Service	IJCVS
Local Social Economy Partnerships	LSEPs
More Choices, More Chances	MCMC
Mull and Iona Community Trust	MICT
National Health Service	NHS
Office of the Scottish Charity Regulator	OSCR
Registered Social Landlord	RSL
Scottish Council for Voluntary Organisations	SCVO
Scottish Natural Heritage	SNH
Scottish Training on Drugs and Alcohol	STRADA
Service Level Agreement	SLA
Single Outcome Agreement	SOA
Social Enterprise Academy	SEA
Social Enterprise Networks	SENs
Social Entrepreneur Network Scotland	SENSCOT
Society of Local Authority Chief Executives	SOLACE
Strengths, Weaknesses, Opportunities and Threats	SWOT
Supporting Voluntary Action	SVA
Third Sector Steering Group	TSSG
Volunteer Involving Organisation	VIO