Collaborating for Community Impact

The third annual report into the activities of Scotland’s 32 third sector interfaces 2014/15
Third Sector Interfaces (TSIs)

There are 32 third sector interfaces (TSIs) in Scotland, each operating within a specific local authority. They are charged with the task of supporting and developing local third sector activity in all its forms and receive funding from the Scottish Government to deliver six core outcomes:

- More people have increased opportunity and enthusiasm to volunteer;
- Volunteer involving organisations are better able to recruit, manage and retain volunteers;
- Social enterprise develops and grows;
- Third sector organisations are well governed and managed and deliver quality outcomes;
- Third sector organisations feel better connected and are able to influence and contribute to public policy; and
- The third sector interface is well governed, managed and effective.

Within this framework, however, each operates in a distinct way, reflecting local needs, priorities and heritage. For example, while some operate as single agencies, others have developed formal partnerships. This enables them to better respond to the needs and expectations of their own local third sector.

Voluntary Action Scotland (VAS)

Voluntary Action Scotland (VAS) is the national network organisation that champions, connects and develops Scotland’s Third Sector Interfaces (TSIs) to support the third sector locally.
Contents

Foreword ................................................................................................................................. 4

TSI Infographic - the difference we made ........................................................................... 5

3. Developing Volunteering ................................................................................................. 18
   Activities ............................................................................................................................ 18
   Challenges ......................................................................................................................... 30
   Outcomes .......................................................................................................................... 31

4. Developing Social Enterprise ........................................................................................... 32
   Activities ............................................................................................................................ 32
   Challenges ......................................................................................................................... 40
   Outcomes .......................................................................................................................... 41

5. Supporting Third Sector Organisations ........................................................................... 43
   Activities ............................................................................................................................ 43
   Challenges ......................................................................................................................... 52
   Outcomes .......................................................................................................................... 53

6. Supporting the Third Sector to Influence Public Policy .................................................. 54
   Activities ............................................................................................................................ 54
   Challenges ......................................................................................................................... 63
   Outcomes .......................................................................................................................... 65

7. Key Findings ..................................................................................................................... 66
   Going forward ...................................................................................................................... 68

Appendix One - Third Sector Interfaces in Scotland ............................................................ 69
Foreword

This year’s Impact Report covering the outcomes achieved by TSIs in 2014-15 arrives at a critical time for the network, its partners and the communities they support. No one needs reminding that these are still austere times, that welfare reform is biting harder still and that our network and the wider third sector faces ever growing pressure. Two things stand out though; firstly that TSIs are ever resourceful – under pressure they are seeking creative solutions, for example building constructive relationships with local job centres. Secondly that TSIs continuously seek to build bespoke support for organisations and volunteers. In this way they reject ‘box-ticking’ in favour of supporting the third sector to meet the needs of organisations and volunteers. These two factors alone are important pointers to the future for TSIs and emphasises their unique value.

However, the falling staff and volunteer numbers reported to us is concerning. This is a symptom of the funding pressures TSIs face and creates the risk of being more reactive than proactive – as TSIs would wish to be. Going forward credible and long term sustainable resourcing will remain an issue. Equally though how we effectively measure, support and continuously improve delivery will be key.

For now though one figure can’t go ignored. In 2014-15 nearly 24,000 young people achieved a Saltire Award for youth volunteering. That’s a rise from 19,000 in the year before. National volunteering rates have dipped but the thousands and thousands of young people improving their communities through volunteering is wholeheartedly celebrated by VAS and the TSIs. They provide great hope for the future and deserve the best support possible.

Calum Irving
Chief Executive
Voluntary Action Scotland
Third Sector Interfaces (TSIs) - 2014/15

Who we are:
- 32 TSIs
- 11 partnerships
- 21 single agencies
- 59 organisations

What we do:
- Developing volunteering
- Supporting social enterprise
- Supporting and developing voluntary and community organisations
- Supporting the wider third sector to influence and contribute to public policy

The difference we made:
- Almost 24,000 young people achieved Saltire Awards
- Over 90 organisations supported to achieve a quality standard
- Almost 78% of third sector organisations we supported felt they were better managed or delivered better services
- More than 785 forums and network meetings held for our wider third sector
- 78% of volunteer involving organisations said they were better able to recruit, manage and retain volunteers
- More than 1,000 training events delivered for third sector organisations
- More than 83% felt more confident to develop their social enterprise due to our support
- Over 11,800 third sector organisations received support from us
1. About this Report

Introduction

1.1 This is the third annual impact report for Scotland’s third sector interfaces (TSIs).

1.2 It highlights the range of activities that the interfaces undertook to support third sector activity in Scotland and the difference that they made. It summarises the information provided by the TSIs in their annual monitoring forms to the Scottish Government for the financial year 2014/15.

Context

1.3 TSIs are charged with the task of supporting and developing third sector activity locally in all its forms.

1.4 There are 32 TSIs in Scotland – each one operating in a specific local authority area – and they currently receive funding from the Scottish Government to deliver six key outcomes:

- More people have increased opportunity and enthusiasm to volunteer;
- Volunteer involving organisations are better able to recruit, manage and retain volunteers;
- Social enterprise develops and grows;
- Third sector organisations are well governed and managed and deliver quality outcomes;
- Third sector organisations feel better connected and are able to influence and contribute to public policy; and
- The third sector interface is well governed, managed and effective.

These underpin the TSI Common Values and Services which were previously agreed with the Scottish Government.¹

1.5 TSIs are also charged with supporting youth volunteering and administer the Saltire Awards; a national scheme owned by the Scottish Government to recognise and reward the achievements of young volunteers aged 12 to 25.

1.6 Despite sharing six main outcomes, the TSIs are all unique and have each evolved to meet the local needs, priorities and assets of their communities. For example, while some are single agencies, others operate as a formal partnership between two or more organisations, each with a responsibility for a different core function or geographical remit.

¹ The Common Services Framework can be downloaded from the Scottish Government’s website: http://www.gov.scot/Topics/People/15300/Localism (last accessed 09.09.15)
1. About this report

1.7 Some of the TSIs secured funding out with their grant from the Scottish Government and so may have also delivered activities which were additional to their core roles. This report, however, tries to focus specifically on the activities and impact relating to their common service delivery.

The TSIs’ monitoring form

1.8 All of the TSIs were required to submit a standard monitoring form to the Scottish Government. This outlined their main activities, achievements and challenges from 1 April 2014 to 31 March 2015.

1.9 The form was sent to the TSIs electronically. It asked for information about the activities which they had undertaken during the year as well as exploring some of the wider issues, opportunities and challenges they had encountered. The report was themed around the six outcomes and asked for any particular successes, challenges or learning they wanted to share in relation to each outcome. It also requested a case study for each outcome.

1.10 As part of their ongoing monitoring and reporting, TSIs were expected to collect core data from individuals and organisations they had engaged with. This included volunteers, third sector organisations and public sector partners. Guidance on this was sent out with the monitoring return and is available to view on the Scottish Government’s website.²

1.11 TSIs were also required to submit a completed work plan for the year. This demonstrated the specific activities the interface had undertaken in relation to the grant from the Scottish Government and whether the agreed targets had been met, surpassed or missed. Some of the information contained in the work plans was used for the quantitative data in this report, for example, the number of third sector organisations supported and the number of volunteer enquiries received.

Analysis

1.12 This report was produced by Voluntary Action Scotland (VAS); the national network organisation which champions, connects and develops Scotland’s TSIs.

1.13 VAS sorted the survey responses into a matrix and analysed the numerical answers using formulae in Excel.

1.14 The qualitative responses were analysed using ‘manual thematic coding’ where key themes were noted and linked together. Divergences in responses were also acknowledged and analysed. It is important to note that this report does not

² The Guidance note on the TSIs’ monitoring and evaluation processes can be downloaded from the Scottish Government’s website: [http://www.gov.scot/Topics/People/15300/Localism](http://www.gov.scot/Topics/People/15300/Localism) (last accessed 09.09.15)
present an exhaustive list of the TSIs’ activities and impact during 2014/15, instead it highlights some of the main trends across their experiences.

1.15 In their monitoring reports, TSIs were asked to provide at least one case study for each of the outcomes they were reporting against. Some of these have been included in this report to illustrate the activities the TSIs undertook and some of the outcomes they achieved as a result. The information for each of them was either taken directly from the TSI’s monitoring form or, where additional information was required, the TSI was contacted by telephone or email. As a result these case studies have been written from the perception of the TSI: VAS did not ask any external organisations or individuals for information or feedback.

1.16 Where a TSI operates as a formal partnership the monitoring form sometimes specified which organisation had undertaken each project or activity. In these instances the case study or example has been attributed to the organisation in question. If a specific organisation was not mentioned then the Impact Report refers to the TSI as a whole. A full list of the TSIs and the partnership organisations which form the network is included in Appendix One.

1.17 Where possible, longitudinal analysis has been conducted to compare the findings from the TSI monitoring reports in 2012/13 and 2013/14. This includes a comparison of both the quantitative data from the previous year’s reports and an analysis of some of the overarching trends in the qualitative data. This allows us to look at how the role and impact of the TSI network is changing over time.

Structure

1.18 Each of the sections in this report relates to a different outcome which the TSIs reported on. The only exception are the two outcomes relating to volunteering which have been collated into a single section on ‘developing volunteering’ (section three).

1.19 It should be noted that there are a number of overlaps between the activities being undertaken for each outcome, with some activities contributing to more than one outcome. For example, supporting volunteer involving organisations will have a positive impact on both volunteering and the sustainability of third sector organisations, just as the training and support for social enterprises will often relate to the support given to wider third sector organisations.

1.20 Nonetheless VAS has maintained some distinctions between the different activities and outcomes in this report in order to highlight the positive difference the TSI network has made across each of their roles.
Language

1.21 This report has been predominantly written in the past tense. This is because it analyses the activities and impact of the TSIs for a fixed 12 month period. Nonetheless it should be noted that some of the activities and projects may have continued beyond the end of the monitoring period and may still be ongoing.

1.22 It should also be noted that a distinction between social enterprises and other third sector organisations has only been made in section four of this report – ‘Developing Social Enterprise.’ This was done to reflect the current distinction which exists in the key outcomes for the network. In the rest of the report the term ‘third sector organisations’ encompasses the vast array of organisations which form the third sector including social enterprises, voluntary and community groups, registered charities, SCIOs and some Community Interest Companies.
2. An Overview of the TSIs

The TSI network

2.1 In 2008 the Scottish Government set out proposals to establish 32 TSIs. The aim was to ensure that third sector activity was being supported in all of its forms at a local level throughout Scotland. Although they are still relatively new in their current forms, the interfaces have emerged out of a long tradition of third sector infrastructure, including Councils for Voluntary Services, Volunteer Centres and Social Enterprise Networks.

2.2 At the end of the reporting period for 2014/15 there were 59 organisations which together formed the TSI network. Some of these operated as single agency TSIs while others worked together in a formal partnership and were recognised collectively as the TSIs for a specific local authority area. In total there were:

- 11 formal partnerships; and
- 21 single agencies.

This marks a small shift from previous years: 13 TSIs operated as formal partnerships in 2012/13 and there were 12 in 2013/14.

2.3 The TSIs all share a number of common values and services to ensure that third sector organisations, volunteers and volunteer involving organisations can access consistent services, regardless of which local authority area they are based in. Nonetheless, the way these are offered and the management and branding of the TSIs have evolved separately, according to local needs and expectations.

Staff and volunteers

2.4 At the time of reporting, TSIs employed around 824 staff across the network:

- 451 were full time (working 30 hours or more)
- 373 were part time (working less than 30 hours)

This represents a decrease of 4% from the reporting year 2013/14.

2.5 It should be noted that in 2013/14 only 31 of the TSIs provided figures for their staff and volunteer numbers. VAS has made an assumption for the missing figures, using an average from the two years that were provided. As a result we should recognise that there may be a slight margin of error in the total number of staff and volunteers, although the actual figures are unlikely to vary by more than one or two.
2.6 Issues around funding were highlighted as one of the key challenges across the network, both in terms of reduced grants and contracts being awarded by the local authority and increased competition for third sector grants from trusts and funders. These are likely to have had some effect on the TSIs’ ability to retain the same number of staff from the previous year.

2.7 The number of staff employed by each TSI varied immensely with full time staff ranging from 1 to 55 and part time staff ranging from 0 to 39. This shows how different each of the TSIs are in terms of their size alone.

2.8 The average number of full time staff for a TSI was 14 and the average number of part time staff was 12.

2.9 Although the monitoring report asked for the total number of full and part time staff employed by the TSI, some provided further detail and noted that the minority of those were paid for through the Scottish Government’s grant. For example:

- One TSI reported a total of 39 full time and part time staff. Of these, 8% received all of their salary from the Scottish Government grant and 15% received some of their salary through the grant. This means that 23% of the staff received all or some of their salary from the Scottish Government.

- Another TSI reported a total of 38 full time and part time staff. Of these 37% received all or some of their salary from the Scottish Government. The TSI had calculated that this amounted to a full time equivalent of 14% of its staff being paid for through the grant from the Scottish Government.
2. An Overview of the TSIs

2.10 TSIs were also asked to record the number of volunteers who were involved in their activities, including Trustees. A total of 3,821 volunteers were reported by the TSIs. This marks an increase of 48%.

2.11 It should be noted that this dramatic increase is largely due to one TSI which reported that the number of volunteers involved in its activities rose by almost 1,000 from 2013/14 to 2014/15. This was attributed to effective recruitment campaigns and an increase in the number of projects being managed by the TSI which involved volunteers. If this TSI’s volunteer figures are removed, the remaining 31 interfaces reported a collective increase of 12%.

2.12 The numbers recorded by each TSI ranged from 5 to 1,400 which highlights the diversity of activities across the network. The average was 78.

Perceptions of the TSIs

2.13 As part of their ongoing monitoring and evaluation, third sector organisations were surveyed to gather feedback about their perceptions of their local TSI and whether or not they felt it met their needs.

2.14 The responses were largely positive. From all of the survey respondents, an average of:

- 81% confirmed the TSI understood them and their needs.\(^3\)
- 86% felt the TSI provided services and support that were suitable for their organisation.\(^4\)

\(^3\) This is the average of 2,439 responses that were reported by 31 of the TSIs (97% of the network).
\(^4\) This is the average of 1,892 responses that were reported by 31 of the TSIs (97% of the network).
Key issues

2.15 As well as requesting specific information about what activities and outcomes TSIs had achieved during 2014/15, the monitoring form also provided an opportunity to highlight some of the key challenges they and their wider third sector had experienced during the reporting period. Within this a number of key themes emerged.

2.16 Contraction of public funding – This has been raised as one of the key challenges facing the third sector for the last three years. Increased competition for funding coupled with reductions in public sector budgets has led to negative impacts across the third sector. In particular it is causing issues around:

- the retention of staff on fixed term contracts;
- the continuity of services and the ability of third sector organisations to plan further than one year ahead;
- resources being redirected away from service delivery and instead being focused on identifying and applying for external funding; and
- third sector organisations’ ability to be innovative due to limited internal resources.

For example, at a recent event held by a TSI, 90% of the attending organisations felt that the current trend for short-term funding was limiting their organisation’s ability to develop and plan service and adversely affecting the consistency of their services.

TSIs are continuing to provide funding support and training to organisations and raising awareness about the value of the wider third sector and the challenges it faces.

2.17 Volunteers and volunteering – During 2014/15 a number of TSIs reported an increase in the amount of enquiries they received from potential volunteers. They also demonstrated a variety of activities which were undertaken to promote volunteering locally and the positive outcomes they achieved as a result. Despite this, TSIs referred to a number of challenges they faced when supporting volunteers, including:

- difficulties in recruiting volunteers for committees and boards;
- ability to track people who engage with volunteering through TSI adverts which are placed on other websites such as Volunteer Scotland;
- managing the often conflicting expectations of volunteers and placement organisations;
- an increase in the number of potential volunteers who require additional support before they are ready for a placement;
2. An Overview of the TSIs

- overall volunteering rates dipping across Scotland; and
- a rise in the amount of individuals who are seeking volunteering opportunities as a route to employment and the type of opportunities they are seeking as a result.

TSIs recognise and promote the value of volunteering and so many are looking at how they can re-allocate internal resources in order to meet current needs and priorities.

2.18 Health and social care integration – This has become increasingly prominent in the last 12 months as all of the local integration arrangements are required to be in place by 1 April 2016. Although TSIs recognise the valuable role that they have to play in this agenda in terms of strengthening engagement with and from the third sector, they also reported a number of challenges. For example;

- a lack of clarity about how public sector agencies will practically engage with the third sector;
- uncertainty for third sector organisations that had grants from the Reshaping Care for Older People (RCOP) Change Fund about what would happen to their services in the transition to integration;
- limited capacity of the wider third sector to engage effectively with integration; and
- increasing expectations that the TSI will assume the roles and responsibilities of an equal partner within health and social care, without being given adequate - or in some cases any - resources to do so.

As section six of this report demonstrates, TSIs have completed a number of activities which enable their wider sector to engage with, and influence, health and social care integration. Nonetheless it requires a large amount of internal resources which may need to be re-allocated from other activities unless sufficient, additional resources are provided for the network.

2.19 Other national policies and initiatives – As well as health and social care integration, TSIs also referred to a number of other national policies and initiatives in their monitoring forms. These included the recently passed Community Empowerment (Scotland) Act 2015, Early Years Collaborative, RCOP and Self-Directed Support. Although the TSI network recognised and welcomed the opportunities that these brought to their wider third sector, they also noted challenges around the level of internal resources the different agendas required. Some TSIs also noted that the breadth and pace of change was a challenge, just as it was in the previous year. Although the network continued to achieve positive outcomes across each of these policy initiatives, TSIs may have to start prioritising certain activities or initiatives as it is unlikely they will have the capacity for them all.
2. An Overview of the TSIs

"We cannot sustain this in the long run, and we are concerned not only for our immediate ability to fully support and represent the sector, but for our complete inability to handle any future initiative that might present."

2.20 Community planning – TSIs reported a number of different challenges under the heading of community planning. Some of these were associated with a specific partnership while others related to the community planning process more generally. For example, some TSIs noted that structural and thematic changes within their community planning partnership had led to increased demand on them to inform their wider third sector of the changes and their implications. Other interfaces acknowledged that the broad remit of some of the thematic partnerships they attended created difficulties for a single representative to have the necessary knowledge and understanding for all of the meetings. Although some of the TSIs reported improved relationships with public sector funders, others still felt that they were being viewed as a lesser partner.

2.21 Welfare reforms – A number of TSIs referred to the ongoing welfare reforms as being one of the key issues facing their wider third sector in 2014/15. This is due to an increase in demand for certain types of organisations, for instance Citizens’ Advice Bureaux, and an increase in the number of people who were told that they risked losing their benefits if they did not volunteer. Other organisations have identified skills gaps in their teams which are impacting on their ability to meet the changing needs of service users. This was particularly mentioned with reference to digital skills as there is an increasing requirement for benefits claims and job searches to be done online. TSIs continued to develop partnerships with organisations such as local Job Centres, as well as facilitating relevant networks which enabled organisations to share learning and develop collaborative approaches where relevant.

2.22 Changes to procurement – Changes to procurement continued to be a challenge for the wider third sector. In particular TSIs noted that smaller organisations were often unable to respond to large-scale tenders. Short time-scales for the tendering process was also mentioned as it meant that TSIs often had little time within which to provide adequate support to the third sector organisations. Some of the interfaces noted that they were working closely with the local authority to encourage more effective communication with the wider third sector. A few had also managed to secure specialist training in order to give more effective support to the organisations that required it.
2.23 Whilst the themes above were reiterated by a number of different TSIs, there were many others which were referred to by smaller numbers of TSIs. In some cases this may be because they were specific to a particular area, in others it may be because they were not seen as such big priorities. Some of these include:

- Organisational changes within the TSI potentially changing the relationship between the interface and its wider third sector;
- Geographical challenges, particularly regarding transport across remote and rural areas;
- Reluctance of third sector organisations to engage in collaborations as they viewed themselves as being in competition with each other;
- Lack of suitable premises for third sector organisations and increasing rent for properties;
- Recruitment and retention of staff posts across the sector; and
- Monitoring and evaluation, both in terms of funding requirements and TSIs being able to evidence outcomes around policy influence and preventative interventions.

2.24 Despite the number of challenges facing the TSIs and the wider third sector, the network of interfaces continued to achieve a number of positive outcomes which helped to strengthen and promote third sector activity in all its forms. These are discussed in more detail in the following sections.
3. Developing Volunteering

3.1 One of the core areas of the TSIs work is to develop volunteering. They do this through a range of approaches which are designed to:

- Promote the benefits of volunteering for both individuals and communities;
- Create new volunteering opportunities;
- Support volunteers; and
- Ensure volunteer involving organisations are supported to implement effective policies for recruiting and managing volunteers.

Activities

3.2 Many TSIs referred to bespoke support they had given to volunteer involving organisations throughout the year.

3.3 This covered a variety of areas including recruiting and managing volunteers and understanding equalities legislation and how this impacts on the rights and responsibilities of the organisation and volunteers.

3.4 In most cases the support described related to one-to-one support which helped organisations to identify and recruit appropriate volunteers, manage and retain them. For example, Argyll Voluntary Action supported Bute Credit Union by discussing its specific volunteering needs and assisting a recruitment drive to fill the opportunities.

Example – Volunteering Support in Clackmannanshire

Activities: A local care home approached CTSi – the TSI in Clackmannanshire - as it needed support to recruit volunteers to provide entertainment services to the patients, for example reading to them, listening to their stories and playing musical instruments. The care home was also looking to develop a community garden for the patients to enjoy during the summer months. The TSI’s Volunteer Development Officer worked with staff at the care home to develop appropriate volunteer policies and then facilitated an information session for interested volunteers. The TSI was also able to connect the care home to volunteers who were already placed with a local allotment project. They were able to help develop the garden project.

Outcomes: through regular meetings with the TSI, the care home is more confident in recruiting and retaining volunteers. It also received recognition at a recent Volunteer Awards Ceremony held in Clackmannanshire.
3.5 Some TSIs also referred to ways in which they had proactively sought to help organisations to operate more effectively by involving volunteers. For example, CVS Falkirk and District noted that through its personalised support it had been able to identify other areas of required support such as reviewing and updating policy and procedures, funding support and training needs. Similarly West Dunbartonshire CVS continued to build strong relationships with local organisations and conducted ‘review visits’ periodically to identify areas of support.

3.6 In some cases external organisations, such as the local authority, recognised the quality of support being provided by the TSI and requested specific interventions with regards to the placement and management of volunteers.

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**Example – Supporting Day Care Centres in East Lothian**

**Activities:** East Lothian Council identified the recruitment and management of volunteers as a potential weakness in day care delivery in the area. As a result they asked STRiVE – the TSI in East Lothian – to work with 10 local day care centres to strengthen this area of delivery. Each centre has been assessed to identify their specific training and support needs. Following this they were all given one-to-one support and have attended a number of relevant training modules. They are being supported to progress towards Volunteer Friendly Accreditation.

**Outcomes:** All of the centres has received relevant support for their specific needs. From this one has already been awarded Volunteer Friendly Status.

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3.7 It should be noted that TSIs did not just support third sector organisations to manage volunteers effectively. A few interfaces also referred to support that they had offered to public sector organisations, in particular to departments within the NHS.

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**Example – Working with NHS Borders to promote and develop volunteering opportunities**

**Activities:** Borders Third Sector Partnership – the TSIs for the Scottish Borders - worked closely with NHS Borders to promote volunteering, for example through recruiting volunteers for specific, health-related projects. It also sits on the NHS Borders Volunteering Steering Group. Through this it was asked to mentor a new Volunteer Co-ordinator for the NHS, which included supporting them to create new projects, promote opportunities, and establishing links with other volunteer managers. Alongside the co-ordinator, the TSI provided tailored management
3. Developing Volunteering

training to 10 leads, created specific documents for policies and procedures to suit their roles, advised on appropriate recruitment methods and supported the re-assessment for Investing in Volunteers.

**Outcomes:** As a result of these activities the TSI has been able to develop stronger links between the NHS and the third sector. There are more updated volunteering opportunities across NHS sites and better policies regarding the recruitment and retention of volunteers with NHS Borders.

3.8 Alongside bespoke support TSIs also provided a range of other support for organisations to ensure the individuals and organisations had access to up-to-date information as required. These included:

- **Information sessions** – for example, Fife Voluntary Action delivered 19 support and information sessions to volunteer involving organisations as well as 11 bespoke sessions to organisations that were experiencing specific issues around managing and retaining volunteers. The feedback for each of these sessions was positive with organisations confirming that they were better equipped to support volunteers and to value the contribution that they made.

- **Good practice guides** – for example, Edinburgh Third Sector Interface produced a number of good practice guides and online resources which were continually used to assist organisations to better manage their volunteers.

  “The volunteer management course and best practice guides and information on the website have been really useful to me. They have helped design our volunteer programme efficiently and have saved me lots of time on research, creating policies all entirely from scratch.”

  *[VIO on Edinburgh Third Sector Interface]*

3.9 TSIs also developed and delivered a range of **training courses** for volunteer involving organisations. These were designed to share good practice information as well as to provide networking opportunities for organisations. They covered a number of different topics including: PVG training; equality; recruiting and supporting volunteers; volunteer management; and CPD sessions for volunteer managers.

3.10 In some cases they were standardised courses while in others they could be adapted to meet the specific needs of organisations attending. Examples included:

- **STRiVE** organised a suite of Volunteer Management Training modules covering all areas of volunteer management;
3. Developing Volunteering

- Borders Third Sector Partnership developed new seminars for volunteer involving organisations which could be adapted to meet the particular requirements of attendees. Each participant is also given handouts on all of the seminar topics, for example public speaking, committee skills and supporting volunteers so that they have it for future reference; and
- Inverclyde Third Sector Interface provided training and awareness sessions on the PVG scheme, registration and process for organisations. This course is then supported by monthly PVG drop-ins where organisations can access one-to-one support with forms, processes and enquiries relating to PVG.

3.11 Some TSIs also referred to training sessions which they had arranged for volunteers to help support them to access, or get more from, their volunteering. For example:

- West Dunbartonshire CVS ran an ‘introduction to volunteering course’ for individuals new to volunteering; and
- Third Sector Dumfries and Galloway co-ordinated a ‘Sponsor a Volunteer’ campaign which enabled them to provide access to a range of training. Through this 11 volunteers were able to complete Health and Safety training through sponsorship from the Cumberland Building Society. This benefits the organisations they currently volunteer with as well as contributing to their personal development by providing them with new skills.

3.12 During 2014/15 TSIs also played a significant role in supporting volunteer involving organisations to receive accreditation via various volunteering quality standards including Volunteer Friendly Award and Investors in Volunteers.

Over 95 organisations were supported to achieve a quality standard award.⁵

Many more are currently registered for a quality standard and are either working through it or awaiting assessment.

“Through undertaking the Volunteer Friendly Award we have improved our volunteering service, what we can offer volunteers and shows how important volunteers are to our vital work.”

[TSO that successfully achieved Volunteer Friendly Award]

⁵ This was the number confirmed in 20 of the TSIs’ work plans (63% of the network).
3.13 In order to do this, interfaces referred to bespoke support they had given to organisations as well as training courses which they had developed. These often ran alongside the Volunteer Friendly Award and helped organisations to develop and demonstrate the necessary skills.

3.14 Some TSIs also facilitated Volunteer Friendly Award peer support networks. These provided opportunities for participating organisations to share learning and resources.

> Personally, I have found the peer support groups really useful. It’s been a great opportunity to ask questions or just hear what other people are doing.”

[TSO that successfully achieved Volunteer Friendly Award]

3.15 A minority of TSIs also highlighted that they had developed their own local volunteering quality standards. These included:

- Voluntary Action Orkney created ‘Quality Volunteering’ which allows organisations to work through various aspects of good volunteer management. Support and additional training are provided for participating organisations, as required; and
- Co-Cheangal Innse Gall – the TSI in the Western Isles – supports organisations to achieve WAVE (Western Isles Award for Volunteering Excellence). This is based on a simple self-assessment form which enables organisations to review their internal volunteering policies. The award and associated support is free and it is sometimes used as stepping stone to the more comprehensive Investors in Volunteers.

3.16 As well as facilitating peer support networks for the Volunteer Friendly Award, a number of TSIs also referred to more general networking opportunities which they facilitated to support their local volunteer involving organisations. As before, these provided increased opportunities to network and to share best practice and challenges. In most cases these were face-to-face networks for volunteer managers. For example, Voluntary Action Perthshire varied the location of its Volunteer Manager’s Network meetings so that they would be accessible to people across the region.

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**Example – Networking and Sharing Information in Moray**

**Activities:** tsIMORAY facilitates a Volunteer Managers’ Forum which brings together managers from a number of volunteer involving organisations. At the sessions they...
are given the opportunity to promote their own activities, as well as learning from others. Recently the forum has reviewed local managers’ volunteer recruitment processes and it is now looking at creating a bank of good practice examples of documents, policies and procedures which can then be shared across the forum members. Members are keen to learn from each other and to share experiences. Indeed, they continually comment on the value of meeting other managers who are facing similar challenges and being able to talk through different approaches to addressing these.

**Outcomes:** As a result of networking and shared learning the Volunteer Managers have strengthened their approaches to volunteering, both as a network and as individual organisations. It has also led to increased communication between the organisations.

3.17 A few of the interfaces also referred to virtual networks which they had established. This enabled wider accessibility and more immediacy in terms of sharing information. For example, Glasgow’s Third Sector Interface facilitated an online discussion group through LinkedIn.

3.18 Volunteers and volunteer involving organisations valued the support they received from their local TSI and the feedback they gave was largely positive:

86% of volunteer involving organisations said the service they received was good or excellent.\(^6\)

\(^6\) This is the average of 1,918 responses recorded by 32 TSIs (100% of the network).
3. Developing Volunteering

88% of volunteers said the service they received was either good or excellent.\(^7\)

78% of volunteer involving organisations said they were better able to recruit, manage and retain volunteers due to support from their TSI.\(^8\)

3.19 As well as developing the knowledge and skills of volunteer involving organisations, TSIs also played an active role in promoting a range of opportunities across their local area.

More than 6,660 new volunteering opportunities were registered by TSIs.\(^9\)

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\(^7\) This is the average of 3,496 responses, reported by 32 TSIs (100% of the network).

\(^8\) This is the average of 1,485 responses, reported by 30 TSIs (94% of the network).

\(^9\) This is the total number recorded in 21 of the TSIs’ work plans (66% of the network).
3.20 In most cases the promotion of opportunities was done via specific volunteering newsletters, e-bulletins for external organisations such as local colleges, websites, information sessions and social media. For example:

- ACVO hosted a weekly third sector and volunteering programme on a local community radio station;
- Stirlingshire Voluntary Enterprise attended a number of university open days, job fairs and community events; and
- Voluntary Action South Lanarkshire worked closely with South Lanarkshire College and had a volunteer representative present at all of the college’s events. This has resulted in students having increased awareness of the voluntary sector and has led to more people enquiring about personal volunteering as a result.

3.21 A few TSIs also referred to information sessions they had held or events they had attended in order to highlight the value of volunteering for both the individual and the wider community. Often the focus of these was on young people who could develop new skills through volunteering and increase their employment and education options.

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**Example – Promoting volunteering to young people in Shetland**

**Activities:** Voluntary Action Shetland – the TSI in Shetland – hosted an information session on volunteering as a way of enhancing employability skills. The local college offers a training course for young people who want to get into work called, New Directions. As part of this the students visited Market House: a third sector hub which is managed by the TSI and hosts a number of other third sector organisations. Staff from the TSI provided information on some of the benefits of volunteering, the Saltire Awards and showed what opportunities were currently available. Residents at Market House were also invited to speak about their services and the roles of volunteers within their organisation.

**Outcomes:** Out of 10 people who attended the information session, seven enquired further about the possibility of volunteering. Four of these found suitable placements and went on to volunteer within the community.

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3.22 As with the previous two years, TSIs also recognised the importance of rewarding volunteers as a way of promoting volunteering more generally.
3.23 The Saltire Awards was the main way in which this was achieved. This is a national scheme which rewards young people aged 12 to 25 according to the number of hours they have spent volunteering. The scheme is owned by the Scottish Government and is delivered by all of the 32 TSIs in Scotland.

Almost 24,000 Saltire Certificates were awarded.\(^\text{10}\)

In detail:

In Shetland alone a record breaking 163 young volunteers requested a total of 435 certificates. Collectively they volunteered with 64 different local groups, voluntary organisations and schools. They volunteered 16,400 hours (5,030 more than last year). 25% of the current school roll is now signed up for the Saltire Awards.

Example – Saltire Ambassadors in West Dunbartonshire

Activities: West Dunbartonshire CVS – the TSI in West Dunbartonshire – extended the role of Saltire Ambassadors within its own organisation. Saltire Ambassadors are young people who have completed the Ascent and been invited to take on additional roles regarding the administration and promotion of the Saltire Awards locally. In West Dunbartonshire they were involved in co-producing and successfully delivering a promotional activity action plan. Members participated in the design of a core presentation, identified key promotional opportunities and supported the development of a dedicated twitter account.

Outcomes: The contribution of the Ambassadors has helped to increase awareness of the Saltire Awards and has led to an increased uptake of certificates, particularly within the local high schools.

\(^{10}\) This number is taken from figures provided by 31 of the TSIs (97% of the network).
3.24 Some TSIs have also developed their own award schemes to reward older and younger people who were out with the age range for the Saltire Awards. For example, West Dunbartonshire CVS has developed its own ‘West Dunbartonshire Volunteering Certificate’ which recognised the achievement of primary school volunteering. This has been particularly well received and is helping to embed a culture of volunteering before people reach secondary school.

3.25 In order to facilitate wider recognition of volunteers’ achievements, a number of TSIs also hosted an Awards Ceremony. For example, TSI North Ayrshire organised a ceremony which took place during Volunteers’ Week.

3.26 TSIs were involved in a number of activities throughout national Volunteers’ Week. These were designed to acknowledge the achievement of current volunteers as well as promoting volunteering more generally. Voluntary Sector Gateway West Lothian, for example, was the lead organisation for the planning and delivery of a number of events throughout the week.

3.27 Some TSIs also highlighted instances where they had helped to create new volunteering opportunities in their local authority area. Sometimes this was through projects which they ran and sometimes it was done through support and guidance for wider third sector organisations. For example, Third Sector Midlothian extended its ‘Transform’ Projects to provide more supported volunteering opportunities for young people.

Over 8,600 Volunteers were supported to find placements. 11

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**Example – Developing youth volunteering opportunities in Inverclyde**

Activities: Through consultation with young people, Trust Volunteering – one of the partner organisations in Inverclyde’s TSI – recognised that some young people were wanted to use their existing social media skills or to gain new ones. Alongside this, many third sector projects and activities wished to engage wider audiences through social media but lacked the time or skills to use different channels effectively. Some also lacked the capacity to provide the necessary support to younger volunteers.

11 This was the total figure reported in 17 of the TSIs’ work plans (53% of the network).
This led to the iVolunteer pilot project. Young people aged 14-25 were matched with a volunteer involving organisation and supported by Trust Volunteering on a weekly basis to generate, update and promote social media content using Facebook and Twitter. Volunteers also received training in social media platforms and engagement methods to support their activities.

**Outcomes:** The young volunteers gained new skills, for example, learning to use scheduling and page management systems. The organisations benefitted from wider publicity, for example, collectively the organisations have gained 1,073 new ‘likes’ on their Facebook pages and have run competitions and targeted promotional activities.

3.28 TSIs played a vital role in identifying and connecting potential volunteers to appropriate opportunities. For example, CTSi arranged an eight week volunteering placement at Alloa Community Enterprises. This was completed as part of a broader employability course run by Forth Valley College and it benefitted both the organisation and the students.

Of volunteers who engaged with the TSI went on to active volunteering.\(^{12}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2013/14</td>
<td>68%</td>
</tr>
<tr>
<td>2012/13</td>
<td>64%</td>
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</tbody>
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3.29 It is worth noting that while the number of volunteers that TSIs have supported into placements has risen by 4% since 2012/13, the Scottish Household Survey for 2014 reported a 4% decrease in overall volunteering numbers from those recorded in 2010.\(^{13}\)

\(^{12}\) This is the average of 3,112 responses reported by 32 TSIs (100% of the network).

3.30 Many of the TSIs asserted that addressing inequalities was a key focal point for them during 2014/15. In order to achieve this they completed a variety of activities and projects aimed at removing some of the potential barriers to volunteering. These included:

- Voluntary Action East Renfrewshire adopted a targeted approach for people living in areas of high deprivation. In the second half of the year they also negotiated a more targeted approach to referrals from the local Job Centre. This led to a significant increase in the number of volunteers they might not have reached otherwise;
- Aberdeenshire Voluntary Action continued to run its ‘Skills for Volunteering and Employability Learning Project.’ This provides a variety of accredited and non-accredited learning and development courses which help individuals to realise and achieve their potential; and
- Voluntary Action Orkney’s Youth Development Team developed a ‘Get Ready to Volunteer’ programme. This was an eight week course designed to support and encourage young people aged 16-25 to get involved with their communities. Some of the sessions were run in the local Job Centre so that they were widely accessible.

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**Example – Assisting a volunteer with additional support needs in North Ayrshire**

**Activities:** North Ayrshire Third Sector Interface - the TSI in North Ayrshire – received a volunteer referral from an Occupational Therapist. At the time of the referral, X – the individual - was not ready to volunteer due to a number of issues they were facing. The TSI was able to support X through some of the issues as well as working alongside other service providers to make sure the right support was being received. One of the contributing factors for X was being extremely isolated so the TSI used its knowledge of the wider third sector to identify a number of community activities that they could attend. This allowed X to socialise with other people facing similar difficulties. After a period of time the TSI was able to support the individual to sustain a local volunteering opportunity.

**Outcomes:** X has now overcome all of their previous concerns and is able to look after them self. They socialise daily with the network they built up over the last year. Feedback received from the individual shows that they did not know where else to turn but that the TSI was able to put X’s needs first and was able to support them to address each of their specific needs.
Challenges

3.31 Throughout 2014/15 TSIs worked closely with volunteers and volunteer involving organisations to promote the benefits of volunteering, increase the number of opportunities available, support individuals into volunteering and to ensure volunteer involving organisations used best practice. Nonetheless they also reported a number of challenges which they had experienced with regards to developing volunteering. Some of these are outlined below.

- **The impact of the ongoing welfare reforms** – this was also raised as one of the main challenges in the previous TSI impact report for 2013/14. In particular TSIs have seen an increase in the number of inappropriate referrals from Job Centre Plus. Although TSIs recognise the value of volunteering for individuals some of the difficulties they reported were:
  - Jobseekers being advised that they would face sanctions if they did not volunteer;
  - Volunteers being referred by Job Centre Plus but not turning up for placements;
  - An increase in the number of people who require additional support before they are ready to volunteer; and
  - Some volunteer involving organisations feeling increased pressure to provide opportunities that meet employability needs rather than organisational needs.

In order to address these issues a number of TSIs worked closely with their local Job Centres to ensure that there as clarity around the definition of volunteering and that all of their referrals had an interest in, and desire to, volunteer.

- **Increased number of volunteers with additional support needs** – although TSIs recognised the value of supporting volunteers with complex needs and their placement organisations they also noted the increased demands that this placed on their resources: supporting an individual with complex needs and their placement organisation requires more staff hours than placing a volunteer who does not require any additional assistance. Despite this increased demand they have not seen a commensurate rise in income and this has put an internal strain on their capacity. A few TSIs also referred to staff training they had organised such as Mental Health First Aid so that they were better able to meet the needs of potential volunteers. Some TSIs were looking at how they could re-allocate resources in order to meet this need more effectively.

- **Matching volunteers to relevant placements** – Some TSIs reported a rise in the number of potential volunteers who are looking to gain employability skills through specific placements. Interfaces noted a shortage of opportunities in some of the desired areas, such as the care sector, medical sector or animal care. They also mentioned that in the acute sector organisations are looking for a longer
commitment than the young people in particular can offer. This makes it harder to match some volunteers with suitable organisations. Where relevant TSIs are actively working with local volunteer managers to identify the changing demographic of volunteers and to identify potential solutions for meeting these needs.

3.32 In addition to the themes identified above there were also some challenges which were referred to by fewer TSIs and which may be more relevant to specific interfaces. These included:

- An expectation from volunteer involving organisations that the TSI will either process PVG checks itself or cover the cost;
- Gathering data about online registration for opportunities which are advertised on external websites such as the new ‘Reach Out’ mobile app from ScotRail and websites such as ALISS, Volunteer Scotland and myworldofwork.co.uk; and
- Limited capacity of some third sector organisations to attend relevant training sessions and/or cover appropriate volunteer experiences.

Outcomes

3.33 As this section has demonstrated, TSIs have achieved a number of positive outcomes with regards to developing volunteering. These are linked to positive experiences of volunteers and the volunteer involving organisations. Some of the outcomes evidenced above include:

- Volunteer involving organisations are better able to recruit, retain and manage volunteers;
- There are more diverse volunteering opportunities available across Scotland;
- More volunteers with additional support needs are supported into volunteering; and
- The benefits of volunteering for volunteers, organisations and communities are more widely recognised and understood.
4. Developing Social Enterprise

4.1 In 2014/15 the TSIs completed a number of activities designed to support and build the capacity of new and existing social enterprises.

Activities

4.2 The majority of TSIs referred to one-to-one support which they offered to social enterprises, social entrepreneurs and enterprising third sector organisations.

4.3 In some cases this was reactive support, responding to a specific request from the organisation or individual. In other instances the support was offered more proactively, in response to needs identified by the TSI. For example, the Network Manager for Glasgow Social Enterprise Network (GSEN) – a member of Glasgow’s Third Sector Interface - met with every new member that joined the network. This gave GSEN an insight into the specific needs of each member and enabled them to connect the social enterprise to relevant resources both locally and nationally.

4.4 TSIs reported bespoke support being offered to social enterprises and social entrepreneurs at various stages of the organisation’s journey. For example many referred to individuals and groups they had supported to start-up a new social enterprise.

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**Example – Supporting a new start-up social enterprise in Argyll and Bute**

**Activities:** Argyll Voluntary Action – one of the partners in Argyll and Bute’s TSI – has worked with a number of social enterprises and entrepreneurs. One example is a group of young people it provided sustained support to so that they could establish a new social enterprise company. The group was very diverse and so the TSI supported them in discussions about whether they should be one company with various streams of activity or to be two or three separate companies. Once it was agreed that support and joint working would better suit the organisation, the TSI helped them to identify and establish an appropriate legal structure, including drawing up their Memorandum and Articles. The TSI also assisted the group to identify potential markets and gaps in the market and from that drafted a business plan for future operations. Other support and training provided by the interface included marketing, website development, use of social media and infrastructure support for the new company.

**Outcomes:** The social enterprise has started operating and has a small customer base. It receives ongoing support from the TSI so that it will continue to operate as effectively as possible.
4.5 Some referred to a range of support they had given to established social enterprises in order to help them deliver better outcomes for their beneficiaries and to become more sustainable.

Example – Improving sustainability of social enterprises in East Ayrshire

Activities: An established social enterprise approached Voluntary Action East Ayrshire – East Ayrshire’s TSI – with concerns about its capacity and sustainability. Following an initial conversation with some of the board members a few fundamental issues were identified within the organisation: in particular, some skills gaps within the board and an inability to effectively cost their services and show their impact for future funding applications. The TSI provided training to the existing board members and also helped the organisation to recruit new board members who would fill some of the skills gaps. TSI staff also explained the principles of full cost recovery to the board and worked through some examples so that they could calculate an effective unit cost for their services. The organisation is still receiving support from the TSI, including assistance to apply for funding for a full SROI report to be carried out.

Outcomes: Support to this organisation is ongoing but it already has increased capacity within its board as well as improved strategies for future income generation. This will make the organisation more effective and sustainable.

4.6 Examples were also provided of support being given to social enterprises that had reached crisis point. In these cases TSIs were able to evidence how their intervention had prevented the closure of the organisations and, moreover, improved their sustainability going forward.

Example – Crisis Support in Stirling

Activities: Stirlingshire Voluntary Enterprise – the TSI in Stirling – was approached by a local social enterprise which had reached crisis point. Although it was delivering effective services, all of the trustees had left the board and it did not have appropriate financial procedures in place. The TSI helped the organisation to recruit a new board of trustees and provides an advisory role at governance meetings. It also facilitated a planning evening with the new trustees and volunteers to identify goals for the next three years and to create action plans for the next six months, one
year and three years. The TSI provided a robust financial system which has now been implemented by the organisation and the social enterprise was supported to produce its annual account so that they were ready for independent examination.

**Outcomes:** Through support from the TSI the social enterprise is now better governed and has improved financial systems. This has led to it securing additional funding and it is also applying for SCIO status from OSCR.

4.7 In addition to bespoke support for social enterprises and enterprising third sector organisations, a number of TSIs also explicitly referred to the wide range of training courses which they provide.

4.8 The courses that were referred to covered a wide range of themes including:

- Leadership training;
- Marketing;
- Business planning;
- Financial management;
- Tendering for contracts;
- Managing volunteers; and
- HR services

4.9 They were delivered both internally (by the TSI) and externally (by other appropriate local and national support agencies). For example, CVS Falkirk and District delivered a comprehensive training programme in partnership with the Social Enterprise Academy and Just Enterprise. This enabled the participants to benefit of a range of experience and expertise through the courses.

4.10 Alongside informal training courses, a few TSIs referred to training they had organised for their area which led to formal accreditation of local social enterprises. For example, Voluntary Action East Ayrshire noted that it had put together a funding package, including a bursary from the Scottish Government, to offer a training programme for social enterprises which was delivered by the Social Enterprise Academy. ‘Develop your Social Enterprise’ was attended by 16 organisations, 14 of which completed the training and gained an Institute of Leadership and Management (ILM) qualification.

4.11 As well as direct service delivery, a minority of TSIs also referred to ways in which they had supported external partners to adapt relevant training to ensure it was relevant for local social enterprises. Voluntary Action South Ayrshire, for example, mentioned an informal relationship which it has with Business Gateway. Through this they have been working together to ensure that all of Business Gateway’s
4. Developing Social Enterprise

courses are ‘third sector friendly.’ This has led to an increased number of social enterprises taking part in this training.

4.12 Some TSIs also referred to training that they had completed themselves in order to develop their own knowledge and skills. For example, Social Enterprise Alliance Midlothian acknowledged an increase in the number of start-up organisations wanting to become Community Interest Companies (CICs); developing purely as social businesses rather than as charities. In order to address this need it brought in SENSCOT Legal to deliver training on constitutional and legal matters relating to CICs. This was delivered to all of its own social enterprise advisors and was also extended to include staff from neighbouring TSIs and Midlothian Council’s Economic Development Team. This not only enabled participants to split the cost of the course but it also provided increased opportunities for networking between TSIs and their partnership organisations.

4.13 A number of TSIs referred to events which they had hosted. These were either specific to, or attended by, local social enterprises and served a range of purposes, including:

- **Sharing learning** – Some TSIs hosted events designed to increase networking opportunities for social enterprises and share learning about what and does not work. For example, Third Sector Dumfries and Galloway hosted a conference in May 2014 called, ‘An Enterprising Third Sector?’ It attracted 78 delegates from across the local authority area and had input from social enterprises that were successfully trading, policy leaders looking to embed co-production in the development of future social enterprises and funders looking to fund enterprising activity. Feedback from the event underlined the importance of individuals and organisations being able to hear from people who had set-up and developed their own enterprises.

- **Identifying the needs of social enterprises** – some TSIs used events as a way of consulting with a range of social enterprises to identify their specific needs and priorities. For example, Aberdeenshire Voluntary Action held consultation lunches in Inverurie and Peterhead. These were attended by 30 different agencies in Aberdeenshire and helped to determine the needs of attendees. The lunches were followed up with a survey and visits to a number of different social enterprises. This has led to an outline Action Plan for the TSI and wider sector.

- **Promoting social enterprises** – some TSIs mentioned events which were primarily designed to promote social enterprising activity within the area. For example, West Dunbartonshire CVS hosted a business show which showcased social enterprises and encouraged new social entrepreneurship across all sectors. Another example is Dundee Third Sector Interface which held a joint event with Scottish Business in the Community and the Dundee and Angus Chamber of Commerce. This helped to raise the profile of the work of social enterprise in the city with the private sector.
Example – Big Action Plan in Aberdeen

Activities: Aberdeen Council for Voluntary Organisations (ACVO) – Aberdeen’s TSI – hosted a conference for 200 delegates from the public, private and third sector, including a number of social enterprises. The keynote speaker was Lord Andrew Mawson, author of ‘The Social Entrepreneur: Making Communities Work.’ The event included workshops, ask the expert sessions and café table discussions. All of these led to the development of a Big Aberdeen Action Plan. Delegates were identified to deliver certain action points, including some which will have specific support from the TSI. These include actions which are particular to supporting social enterprises and social entrepreneurs in the area, for example, ‘teaching social enterprise in schools,’ ‘providing business mentors for aspiring social entrepreneurs’ and ‘identifying local examples where social enterprise is working locally and some of the challenges which exist.’ The Big Aberdeen Action Plan has been underway since the end of March 2015.

Outcomes: The TSI has a clearer understanding of what support is required locally by social enterprises and social entrepreneurs. The development of an Action Plan through a collaborative event has also brought together a range of stakeholders from the start which will ensure more skills, knowledge and experience can be used to support social enterprises in Aberdeen.

4.14 Alongside events, training courses and face-to-face support, TSIs also highlighted other methods they had adopted to share information across their sector. This was often achieved via public newsletters, case studies and online directories of social enterprises operating in the area. For example, GSEN published a monthly newsletter containing a variety of information. The subscription for this publication grew by 40% during the year.

4.15 A number of TSIs explicitly referred to partnerships and collaborations which they had developed or strengthened throughout the 12 month period. These were predominantly mentioned with regards to national support agencies and individual local authority’s Economic Growth/Development Teams. The main reasons behind this desire for collaboration were to:

- Avoid duplication with other support agencies;
- Draw on the particular skills and expertise of external support agencies, for example SENS Cot Legal;
- Share resources across organisations; and
- Strengthen the connections and networks of local social enterprises and enterprising third sector organisations.
Over 380 social enterprises were signposted to another local or national support agency.  

Example – Developing stronger links with stakeholders in Midlothian

Activities: Social Enterprise Alliance Midlothian (SEAM) – one of the partner organisations in Midlothian’s TSI – sought to develop closer working relationships with the local Business Gateway team. This was to ensure that social enterprises were able to benefit from holistic support from a range of partners. In order to build the relationship SEAM attended the Business Gateway Start-up Coffee Morning. This served to provide socially-minded business start-ups with information about local support for social enterprises and also helped SEAM to build personal contacts with the Business Gateway Team. As a result of the improved connections, SEAM and the Business Gateway team have held joint support meetings with two clients. Business Gateway staff have also attended CIC training to develop a better understanding of social enterprises and now refer more social enterprises to SEAM for support.

Outcomes: External stakeholders have a better awareness of social enterprise as a trading model and are more confident about referring appropriate organisations to SEAM for support across a range of issues.

4.16 A few TSIs also explicitly noted formal links they were making with private sector organisations. This was designed to broaden the skills and knowledge of local social enterprises and to raise awareness of social enterprises within the private sector.

4.17 It is important to note that none of the activities listed above acted in isolation. Instead, a number of TSIs provided examples showing a holistic approach to their support for social enterprises. That is to say, that while a social enterprise may have approached the interface with a specific request, other potential areas for support and guidance may also have been identified and implemented.

14 Please note that although the remaining 11 TSIs did not provide a number for the amount of referrals they had made in the year it does not mean that they were not actively referring social enterprises to other appropriate support, or receiving referrals from external support agencies.
4. Developing Social Enterprise

Example – Holistic support in South Lanarkshire

Activities: A local social enterprise contacted Voluntary Action South Lanarkshire – the TSI in South Lanarkshire – seeking support while it registered as a Community Interest Company (CIC). The organisation was working with SENScot Legal to finalise the CIC application but also required support across a number of different areas including governance support, business planning and increasing its operational capacity. The TSI offered a range of support and training including: a board skills audit template to help identify any gaps in the existing board; information on payroll services, HR information and PAYE; a course on supporting volunteers; and basic book-keeping. The TSI also signposted the social enterprise to relevant external support and has helped to broker a collaboration between this organisation and another local social enterprise.

Outcomes: The social enterprise is better governed and managed and is therefore more sustainable. As a result of the collaboration brokered by the TSI, the two organisations will also explore how they can deliver their services more effectively, and therefore provide greater benefit to their local communities.

4.18 Overall the services provided by TSIs received largely positive feedback from social enterprises and enterprising third sector organisations in 2014/15:

87% of social enterprises and social entrepreneurs rated the TSI as excellent or good.\(^{15}\)

In 2013/14 this was 85%.

83% felt more confident to develop their social enterprise.\(^{16}\)

In 2013/14 this was 79%.

\(^{15}\) This is the average of 872 responses, provided by 31 of the TSIs.

\(^{16}\) This is the average of 922 responses which were provided by 31 of the TSIs (97% of the network).
4.19 In order to address this and to ensure their resources are being targeted effectively, a number of TSIs noted ways in which they had scoped the needs, priorities and assets of their sector. This was sometimes achieved via public events, as referenced above, but some also completed extensive mapping exercises of their enterprising third sector. For example, Voluntary Action Angus carried out a local mapping exercise to get a better understanding of social enterprises and enterprising third sector organisations which operate across Angus. It also explored the level of understanding that individuals and organisations have with regards to social enterprises.

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**Example – Mapping social enterprises in South Ayrshire**

**Activities:** During 2014/15, Voluntary Action South Ayrshire – South Ayrshire’s TSI – undertook a comprehensive mapping of the social enterprises operating in the area. The research gathered quantitative information about local social enterprises including their structure, location and income. Alongside this it also asked social enterprises how well they understood terms such as ‘social enterprise’ and ‘social economy’ and what they thought their future training needs were. The information gathered from this will then be used by the TSI to provide greater support, more opportunities and tailored assistance to help local, and aspiring social enterprises, across South Ayrshire. The report also explored the relationship between social enterprises and volunteering. This will enable the TSI to provide more holistic and outcome-focused support across all third sector activity in its area, rather than dividing its four core functions into separate activities.


**Outcomes:** Voluntary Action South Ayrshire has a stronger, evidence-based understanding of the needs and perceptions of existing and aspiring social enterprises. It is anticipated that this will lead to more targeted support across South Ayrshire and improve the sustainability and effectiveness of local social enterprises.

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4.20 Building on their role of connecting the wider third sector to community planning, a few TSIs highlighted instances where they had supported social enterprises to connect with a range of national agendas including health and social care integration and GIRFEC. This helped to strengthen links between the wider third sector and statutory partners and allowed the wider third sector to play a key role in service design and delivery to provide better outcomes for individuals and communities.
Example – Connecting social enterprises to national agendas in East Dunbartonshire

Activities: East Dunbartonshire Voluntary Action – the TSI in East Dunbartonshire – has provided ongoing support to a local social enterprise which previously did not recognise itself as such. This has included supporting the development of a new network which enables social enterprises with similar interests and activities to share learning, seek advice and identify future areas of collaboration. Through its role as a conduit between the wider third sector and local and national policy initiatives, the TSI also connected the social enterprise to the Early Years’ Collaborative (an area of work which is being facilitated by the TSI). In particular it has been identified as potentially being able to meet a demand in service delivery and so the TSI and other third sector organisations are exploring how this could best be achieved.

Outcomes: The social enterprise has increased opportunities to network and learn from other organisations in the area. It is also better able to contribute to the outcomes of national agendas through service delivery and its own knowledge.

Challenges

4.21 As well as reporting on the activities they had undertaken throughout 2014/15, TSIs were also asked to comment on some of the key challenges they had faced. Again, there were a number of themes that recurred across the network including:

- **Social enterprises not identifying themselves as such** – this is an ongoing issue which was also referred to in the previous impact report for 2013/14. One of the reasons given for this was that cuts in public funding mean that voluntary and community groups are increasingly seeking to generate their own income via trading activities. Despite this many continue to identify themselves as a voluntary or community group, rather than as new social enterprises. In order to address this challenge a few interfaces referred to ways in which they tried to make their support and training as accessible as possible, regardless of how an organisation identifies itself. For example, Voluntary Action Orkney has adapted its language and promotional material so that those who resist being called social enterprises can still benefit from it.

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4. Developing Social Enterprise

- **Increasing competition from other support agencies** – A few TSIs referred to the number of Scottish Government support agencies which currently exist to support social enterprises. Many actively sought to build collaborative relationships with relevant agencies, including community planning partners and national support organisations. This was done to avoid duplication of efforts and activities as well as providing better outcomes for local social enterprises. Despite this, some struggled to develop effective relationships suggesting, for example, that organisations would arrange training sessions without first contacting the local TSI. This could mean that there was repetition of training and that the interface could not promote the event to its own network. In the coming year TSIs will continue to try and build effective working relationships with external partners. This will include establishing a common purpose and developing proactive referral pathways both to and from the TSI.

- **Increase in the number of complex requests** – Some TSIs noted that they had seen an increase in the number of complex requests coming from social enterprises. These included areas such as charities looking to create a trading subsidiary for enterprising activities, tax advice (particularly around VAT) and support around procurement and community asset transfer. In order to address this, TSIs have sought out specific training for their own staff and continue to build relationships with appropriate organisations such as HMRC and OSCR (the Scottish charity regulator). This enables them to support more organisations internally but also to signpost individuals and organisations to other suitable sources of advice.

4.22 In addition to the trends listed above there were also some challenges which were referred to by fewer TSIs and which may be more relevant to specific interfaces. These included:

- Geography and issues of rurality impacting on both travel for networking events and potential numbers for a social enterprises’ customer base.
- Organisational changes for TSIs affecting their ability to implement proactive, rather than reactive, support for social enterprises.
- Lack of clarity across the public, private and third sectors with regard to what a social enterprise is and the benefits and opportunities this model can bring.

4.23 In each case interfaces are working to identify and implement appropriate ways to address and limit these challenges.

**Outcomes**

4.24 As a result of the ongoing activities being undertaken by TSIs with regards to supporting social enterprise locally, a number of positive outcomes have been
achieved across Scotland. These have each been evidenced throughout this section and include:

- More individuals and organisations are supported to start-up new social enterprises;
- Social enterprises are governed more effectively and have increased sustainability; and
- Social enterprises are better connected to each other and to relevant policy initiatives.
5. Supporting Third Sector Organisations

5.1 TSIs played a vital role in supporting and developing voluntary and community organisations across their local authority area. In particular they provided a range of support and training opportunities aimed at increasing the sustainability of third sector organisations.

Activities

5.2 TSIs referred to training courses they had delivered for third sector organisations. These covered a number of themes including:

- PVG training;
- Trustees’ responsibilities;
- Constitutions;
- Financial procedures;
- Preparing financial accounts; and
- Policy areas such as the Scottish National Action Plan for Human Rights.

TSIs delivered more than 1,000 training sessions to their local third sector.\(^{18}\)

This is an average of 34 per TSI.

5.3 Some of the courses were delivered by TSI staff while others were commissioned from external organisations. For example, Voluntary Action Shetland asked Keegan & Pennykidd (Insurance Brokers) Ltd to deliver a session on the new statutory regulations regarding pensions and auto-enrolment to its Third Sector Forum. Ernst & Young also presented on VAT regulations and how they affect charities.

\(^{18}\) A total number of 1,079 sessions were reported in the work plans of 27 TSIs (84% of the network).
Example – CRBS training in West Lothian

Activities: Voluntary Sector Gateway West Lothian (VSGWL) – West Lothian’s TSI – worked in partnership with CRBS (Criminal Record and Barring Service) to deliver effective training for third sector organisations in the area. CRBS have recognised that one in six of the PVG forms it receives has errors and so it was seeking new ways to improve and deliver its training. As part of this it worked closely with Voluntary Sector Gateway West Lothian to provide support to third sector organisations throughout the area. During 2014/15 it delivered three training sessions, all of which were promoted and hosted by the TSI. CRBS provided positive feedback about the benefits to its own organisation and the wider third sector:

“... We have been delighted to work with VSGWL over the past year. In fact, based on our experience here and with a couple of other centres, we are making a determined effort to travel more in the next year and ensure that we keep in touch with centres around Scotland.”

Outcomes: Training around PVG legislation is more widely accessible to third sector organisations. The TSI has also developed stronger relationships with CRBS which will enable them to provide more effective support to their wider third sector.

5.4 TSIs also referred to bespoke support which they had provided to third sector organisations. Again, this encompassed a number of different themes and was delivered in response to the particular, and often diverse, needs of their wider third sector.

5.5 One of the key areas of support and training the TSIs offered was around governance, in particular compliance, trustees’ responsibilities and finance.

5.6 In some cases this was proactive support, aimed at increasing the capacity of local third sector organisations. For example, STRiVE recognised that young people were under-represented at committee and board level and so it held a promotional event at Queen Margaret University as part of Trustees’ Week. From this 22 young people expressed an interest in becoming a trustee and four went on to actively find out more.

5.7 Some TSIs also referred to crisis support which they had given to third sector organisations. This often resulted in organisations being saved from closure and becoming more sustainable for the future. For example, Aberdeenshire Voluntary Action provided mediation for a few board disputes.
5.8 In some cases the third sector organisation in question approached the TSI directly – seeking support for a specific challenge it was facing.

**Example – Conducting health checks for after-school clubs in Dundee**

**Activities:** Dundee Third Sector Interface – the TSI in Dundee – was approached by a children’s club that was experiencing some difficulties after its manager left unexpectedly. The TSI worked closely with the organisation to strengthen its governance and financial procedures. While doing this the TSI found that other clubs and groups were also experiencing similar issues. The TSI worked in collaboration with other stakeholders to develop an Organisational Health Check Form for the groups to use. They have each been supported to complete this and to put in place the necessary procedures to address any issues which are raised.

**Outcomes:** The third sector organisations are better governed and able to deliver more effective services to their beneficiaries. They have also developed stronger links with the TSI which may help them to seek additional support as required.

5.9 In other cases the TSI received referrals from external organisations such as OSCR once an issue had been identified.

**Example – Crisis intervention in Highland**

**Activities:** Highland Third Sector Partnership – the TSI in Highland – was asked by OSCR to support a registered charity which was experiencing some difficulties. The charity had not filed returns with OSCR for a few years and was not responding to calls or letters from the regulator. The organisation had continued to deliver efficient services to its beneficiaries but was experiencing some challenges around its governance. The TSI supported the organisation to produce annual accounts for the current and previous years, had them independently examined, and submitted them to OSCR. It also helped the organisation to update its constitution, recruit new trustees, create agendas for its governance meetings, identify what should be included in the minutes, and apply for suitable funding.

**Outcomes:** As a result of the TSI’s support the organisation was able to continue operating. It is now compliant with OSCR and is better governed by its Trustees.
5.10 Some TSIs reported that they had actively sought to develop or strengthen partnership working between their organisations and OSCR. This was because it would enable the interfaces to identify local organisations that required additional support and to target their internal resources accordingly.

5.11 Whilst most of the crisis interventions TSIs referred to led to positive outcomes being achieved it should be noted that the interventions tended to be very labour intensive and required more resources than anticipatory support and training.

5.12 Many TSIs also mentioned specific advice and support they provided for third sector organisations in order to help them secure funding. This was seen as particularly important as issues around funding - including stand-still budgets, increased competition and heightened demand for services – were noted as one of the key challenges facing the third sector in 2014/15.

5.13 Some TSIs referred to specific training courses they had delivered on various aspects of applying for, and managing, grants. For example, Voluntary Action Perthshire asserted that it had to run two sessions of its ‘Writing Successful Funding Applications’ training course in order to meet demand.

5.14 A few of the interfaces also mentioned events and meetings they had held alongside funders. These helped to raise awareness of different funding streams as well as allowing wider third sector organisations to speak directly to some of the funders. For example, West Dunbartonshire CVS adopted a more strategic approach to funding support in 2014/15 and focused directly on increasing uptake of two external grant funders: Children in Need; and Heritage Lottery Fund. As part of this it worked closely with the organisations to organise local ‘meet the funder’ events. These were followed by one-to-one support meeting opportunities.

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**Example – A Funders’ Fair in Aberdeenshire**

**Activities:** In October 2014, CVS Aberdeenshire – Central and South (CVSA) - one of the partner organisations in Aberdeenshire’s TSI - hosted a Funders’ Fair in Inverurie. The aim was to raise awareness of, and access to, a range of funds for third sector organisations. The event included presentations, a speed networking session, workshops and individual appointments for organisations to discuss their needs with funders. A member of CVSA’s staff was also available to help groups use the Grantfinder funding searches. Funders who attended the Fair ranged from large, national organisations to small, local ones and included representatives from: Big Lottery Fund; Garioch Partnership; Comic Relief; The Robertson Trust; Bank of Scotland Foundation; Aberdeenshire Council – CLLD funding; and Aberdeenshire Drugs and Alcohol Forum. Feedback for the event was overwhelmingly positive with 100% respondents rating the event as either ‘good’ or ‘excellent.’
Outcomes: Following a conversation held at the Fair between a funder and third sector organisation, an application was submitted to the Climate Challenge Fund. This was successfully and the organisation was awarded £150,000 for its project.

5.15 TSIs were able to demonstrate ways in which these activities had led to improved outcomes for their wider third sector and, therefore, to the individuals and communities the sector supports. For example:

- Voluntary Action South Lanarkshire helped 32 third sector organisations to secure a total of £1,435,041.

- Fife Voluntary Action supported two local foodbanks to collectively obtain £128,000 from a local trust and national third sector funder.

5.16 TSIs also provided a variety of training courses and one-to-one supports aimed at helping organisations to identify and adopt appropriate legal structures for their organisational aims. For example, Voluntary Action Shetland helped all of the 19 SCIOs which are currently registered in Shetland to apply for this status via OSCR.

5.17 As well as providing support to existing organisations, TSIs also noted ways in which they had helped new organisations to become established. This involved a range of activities, including:

- Identifying an appropriate legal structure;
- Assisting with the recruitment of volunteers;
- Providing support to the new trustees;
- Securing initial funding;
- Finding suitable premises
- Connecting the new organisation to relevant networks, forums to share learning; and
- Brokering relationships with potential cross-sector partners in order to discuss areas of common interest.

“As a new organisation and without your support we would still be looking to find a way forward.”

[third sector organisation providing feedback to their TSI]
Example – Collaborating with the local Criminal Justice System in Edinburgh

Activities: EVOC – one of the partner organisations in Edinburgh’s TSI – supported a group of women leaving the criminal justice system to constitute a new group and to develop its activities. The women were also being supported by a criminal justice worker (CJW) and so EVOC worked closely with the CJW and the women to develop a programme of support and training to empower and strengthen the group. The women often had differing visions for the group but EVOC and the CJW were able to bring them together, establish their understanding and skills in forming and running a committee, and develop their knowledge in fundraising and budgeting. Through this partnership work the TSI and CJW were able to share resources and the strengths of each other’s knowledge and expertise in order to achieve better outcomes for the women and their group.

Outcomes: This activity has achieved a number of positive outcomes for the individual women - for example, developing new skills – and for the group – for example, it is now stronger and more sustainable.

5.18 As with the previous year, feedback for the TSIs’ services was very positive:

rated their TSI as either good or excellent.19

In 2013/14 this was 87%.

5.19 TSIs were often unable to refer to one type of support and training which they had given to a specific organisation without also mentioning a range of other support and advice. This ability to provide holistic support to meet the diverse and often changing needs of local third sector organisations helped to develop increased sustainability of organisations.

19 This is the average of 2,136 responses reported by 31 TSIs (97% of the network).
Example – Holistic support in the Western Isles

Activities: Co-Cheangal Innse Gall – the TSI in the Western Isles – provided a range of support to help the ongoing development of a local third sector organisation. This included support around:

- Governance, e.g. recruiting new board members and management committee training.
- Volunteering, e.g. working on policies relating to volunteer management and helping it to achieve the local quality standard for volunteer involvement (WAVE).
- Funding, e.g. help to complete various funding applications and completing a fundraising strategy for the coming years.
- Operational planning, e.g. creating new job descriptions, developing a marketing strategy.
- Brokering collaborations, e.g. facilitating meetings with private sector partners and connecting the organisation to neighbouring TSIs when services may be delivered across local authority boundaries.

Outcomes: The organisation is more able to expand its services and is better governed and managed.

5.20 Survey respondents confirmed that the support provided by the TSI had led to positive outcomes for their organisation:

78% believed that their organisation was better managed or delivered better services.\(^{20}\)

\(^{20}\) This is the average of 1,921 responses reported by 32 TSIs (100% of the network).
5. Supporting Third Sector Organisations

5.21 A few TSIs also referred to approaches they had developed to share relevant information across their local authority area. In particular they referred to the use of websites, social media, databases, e-bulletins and newsletters.

5.22 The type of information being shared and its purpose varied across the network and included:

- **Toolkits to improve the knowledge and skills of third sector organisations** — for example, TSI North Ayrshire developed online tools for easy access by third sector organisations which were unable to attend training sessions.

- **Directories which highlight the range of services available within a specific area** — for example, Inverclyde Third Sector Interface manages Inverclyde Life which takes organisational and volunteer data from MILO, including public sector services, and connects that to local people.

- **Up-to-date information on a range of local and national policies** — for example, Glasgow’s Third Sector Interface circulates regular newsletters on different themes which aim to keep interested organisations and individuals informed of key developments.

"Thank you for this regular newsletter. It’s one of the most informative and helpful I’ve come across. The stats help us in our grant applications making it easier to note how our service meets needs shown in current research [...] I find it full of interesting information about what’s going on, research proposals, plans etc.”

[Feedback on Glasgow Third Sector Interface’s ‘Everyone’s Child’ e-bulletin]

5.23 In addition to practical advice and support for third sector organisations, TSIs also played a vital role in brokering relationships and collaborations across third, public and private sector organisations. This not only helped organisations to share resources, skills and expertise but it also resulted in improved outcomes for individuals and communities across Scotland. For example, CTSi supported a new organisation to develop in response to a recognised need around transport to and from hospital. As well as providing relevant information, advice and practical support it also acted as a catalyst between the Clackmannanshire Older People’s Forum, NHS Forth Valley and Clackmannanshire Council. All of these helped the creation of the new organisation.
5. Supporting Third Sector Organisations

Example – Providing networking opportunities in Orkney

**Activities:** Voluntary Action Orkney – Orkney’s TSI – facilitated a specific networking and development workshop aimed at lunch clubs. In total 12 representatives from nine established lunch clubs attended the session. Two individuals who were interested in setting-up a new lunch club also attended. There were speakers from a range of relevant organisations including: Age Concern, advertising the help it could give to the people who attended lunch clubs; Dementia Friendly Orkney, who provided advice on understanding dementia and how to support someone with the condition; and a representative from the local authority giving advice on potential sources of grant funding; and OIC Frozen Meals Services who brought along details of prices and availability of the frozen meals they could supply to clubs or individuals.

**Outcomes:** As well as the learning which individual organisations gained as a result of the session the TSI was also able to identify organisations that needed additional support. For example, one received subsequent support on its financial procedures and is now better managed. Another was supported to become a constituted group and now delivers effective services in its local community.

5.24 TSIs also provided targeted support to increase the capacity of third sector organisations so that they could contribute more effectively to local and national agendas. This frequently involved local mapping exercises to identify relevant third sector organisations and their needs and then developing relevant support and training to address these.

Example – Capacity building in North Lanarkshire

**Activities:** Voluntary Action North Lanarkshire – the TSI in North Lanarkshire – delivered a dedicated support service to build the capacity and enhance the development of local third sector organisations with an early year’s focus. The aim was to help relevant third sector organisations in North Lanarkshire better connect with, and benefit from, local and national supports and strategy for Early Years and Childcare Development. In order to achieve this the TSI offered a range of free training, development and bespoke interventions to ensure that local third sector organisations were well equipped to effectively play a vital role in early year’s advancement. The TSI also believes that significant benefits can be gained through
structured Scottish Government Early Years Change Fund investment in local third sector organisations. The TSI’s Third Sector Early Years Development Service has already begun to make connections regarding this.

Outcomes: In the first few months of this tailored service the TSI has increased the sustainability of the organisations it has supported and enabled them to deliver valuable early years interventions within local communities.

Challenges

5.25 In addition to the successes which they achieved during 2014/15, TSIs also reported on a number of challenges which they, and their wider third sector, had faced during the 12 month period. These included:

- **Public sector budget cuts** – Funding was reported as one of the challenges facing the wider third sector in 2014/15, as it was in the previous year. Much of this stems from budget cuts in the public sector which has led to a reduction in the amount of money available to the wider third sector. This is particularly challenging for smaller organisations that used to rely on funding from public sector organisations. Most third sector organisations have either reported a stand-still or reduced budget, at the same time that they are seeing increased demand. This situation is likely to worsen over the next few years and may result in more requests for the TSIs to assist with funding support and advice.

- **Reactive rather than proactive support** – Some TSIs acknowledged that, due to limitations of their internal capacity, they had struggled to meet demand from their wider third sector. As a result they were more likely to provide reactive support to third sector organisations - addressing a need that has already arisen – than proactive support - where they develop the skills of individuals and organisations before an issue arises. This was particularly noted around governance issues with the challenge being how to educate and inform operational staff, management and trustees about good governance, rather than just responding reactively to crisis or issue. This is an ongoing area of work across the network.

- **Referrals for community asset transfer** – Although it was recognised that the local authorities should refer third sector organisations to their local TSI for support around community asset transfer, this was often done on an ad hoc basis. This created challenges in terms of the TSIs own internal capacity and its ability to respond to the often short timescales set out by the local authority as part of the bidding process. Most TSIs had provided bespoke support around community asset transfer but some felt that collective training support might be more effective and
provide better value for money. In order for this to work though TSIs may need to establish a more formal referral route between them and their local authorities.

5.26 In addition to the trends listed above there were also some challenges which were referred to by fewer TSIs and which may or may not be more relevant to specific interfaces. These included:

- The capacity of third sector organisations to attend information and engagement events.
- Difficulties for some third sector organisations to recruit for specific posts. For example, trustees and some posts within the health and social care sector.
- The amount of resources required to support one organisation in crisis.

5.27 In each case interfaces are working to identify and implement appropriate ways to address and limit these challenges.

Outcomes

5.28 As a result of the activities undertaken across the TSI network a number of positive outcomes have been achieved for third sector organisations and, therefore, for the individuals and communities they support. These outcomes have been evidenced above and include:

- Third sector organisations are governed more effectively and deliver better services;
- Third sector organisations are more sustainable; and
- Third sector organisations have increased opportunities to network and collaborate with third, public and private sector organisations in order to share learning and resources, and to deliver better outcomes for individuals and communities.
6. Supporting the Third Sector to Influence Public Policy

6.1 One of the core outcomes that the TSI network currently delivers on is:

Third sector organisations feel better connected and are able to influence and contribute to public policy.

In order to achieve this outcome TSIs developed a number of approaches which were designed to support and encourage wider third sector engagement in a range of local and national agendas.

Activities

6.2 TSIs explicitly referred to a number of national agendas which they had actively sought to connect their wider third sector to. These included:

- Health and social care integration;
- Reshaping Care for Older People (RCOP);
- The Community Empowerment Bill;
- Community Planning; and
- Getting it Right for Every Child (GIRFEC).

6.3 Many also mentioned local partnerships they were involved in which covered a range of topics. These included:

- Community Safety;
- Early years’ Collaborative;
- Integrated Children’s Services;
- Mental health; and
- Employability forums. These were sometimes linked to the wider welfare reforms.

6.4 Throughout 2014/15 TSI staff attended a number of strategic partnership meetings at which they advocated for their wider third sector. For instance, all of the 32 TSIs were represented at the highest level of their community planning partnerships and each one also has a seat on the Integrated Joint Board as part of health and social care integration.
6. Supporting the Third Sector to Influence Public Policy

TSIs attended more than 2,000 partnership meetings at which they advocated for their wider third sector.\(^{21}\)

*This is an average of 105 a year for the 19 TSIs that provided figures on this; or 2 meetings per week.*

6.5 Because of the knowledge they have of their local third sector, TSIs were often viewed as best placed to highlight the value and potential of its sector:

> It is vital that [the TSI] has representation on the [community planning] partnership. Allows other partners to understand and gain knowledge of the third sector.”

*[Feedback recorded by a TSI]*

6.6 Feedback provided by public sector partners in the TSIs’ annual surveys to stakeholders was largely positive:

felt that the TSI brought knowledge of the third sector and its views to partnerships.\(^{22}\)

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\(^{21}\) This is the number collectively reported by 19 TSIs in their work plans (59% of the network).

\(^{22}\) This is the average of 492 responses provided by 30 TSIs (94% of the network).
6. While TSIs have a seat at the highest level of agendas such as health and social care and community planning, many also supported other third sector organisations to attend sub-group meetings on behalf of the sector. For example, Engage Renfrewshire facilitates the Renfrewshire Forum for Empowering Communities which draws its members from the local third sector and community operated organisations in Renfrewshire. The Forum deploys a member to attend each of the other five community planning partnership thematic board members, all of which are supported by staff from the TSI.

6.7 When TSIs did attend strategic meetings on behalf of the sector they recognised that their role on various strategic partnerships was to be a conduit for their wider third sector—they were not there to replace third sector organisations but to reflect the diversity of voices and experience from the network. Because of this they sought to identify, develop and strengthen a variety of ways to gather and share information to and from their local sector.

6.8 One of the primary ways in which this was achieved through the facilitation of different forums and networks. These served a number of useful purposes including:

- Providing an opportunity to present relevant information on local and national policies to third sector organisations;
- Enabling third sector organisations to share their diverse experience and perspectives on various issues;
- Supporting third sector organisations to identify shared priorities or actions for the sector which the TSI then shared with the other strategic partners; and
- Creating increased opportunities for third sector organisations to connect with each other and share learning.

29 TSIs recorded more than 785 forums they had facilitated.\(^\text{23}\)

This is an average of 27 forums a year, for each TSI that reported on it.

\(^\text{23}\) This was the number reported collectively in 29 of the TSIs’ work plans (91% of the network).
**Example – Health and Social Care Strategic Forum in Perth and Kinross**

**Activities:** Voluntary Action Perthshire – the TSI in Perth and Kinross – facilitates a Health and Social Care Strategic Forum. The purpose of the forum is to promote the third sector’s engagement in strategic and locality planning and to raise the profile of the sector’s contribution to the nine National Health and Wellbeing Outcomes. The Forum is open to any third sector organisation and meets every five/six weeks. 26 organisations regularly participate and there is a mailing list of 387 health and social care related organisations that receive themed e-bulletins and invites to related partnership events and training. The Forum has six elected thematic representatives on the Perth and Kinross Health and Social Care Strategic Planning Group and participants share information across various other planning groups including Mental Health Strategy Groups, the Alcohol and Drug Partnership and Early Years Partnerships. The Forum also held a specific workshop to inform the priorities of the Integrated Care Fund. Input is well reflected in the Fund’s criteria and its scoring processes.

**Outcomes:** A survey of the Forum showed that participants felt better informed and had more knowledge about health and social care in Perth and Kinross as a result of the meetings.

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**Example – Community Care and Health Forum in Falkirk**

**Activities:** CVS Falkirk and District – the TSI in Falkirk – facilitates the Community Care and Health Forum which meets six times a year. It provides a focal point for local organisations to gain more information and learn about current, local and national priorities. The Forum is keen to participate fully with Health and Social Care Integration but felt that it did not have enough information or opportunities to engage with the fast moving agenda. In response to this the TSI organised a Health and Social Care Integration Development Day which focused on how the local third sector could support, engage and further contribute to the health and social care process and outcomes. It also provided information about how the third sector would be represented in the new structures. The event was well attended with speakers from both the local authority and the NHS focusing on the process, the governance structures, representation and the opportunities for working together to deliver better outcomes.

**Outcomes:** As a result of the workshop the Forum feels more informed about the move to Health and Social Care Integration. It also feels more able to engage on local priorities and to work in partnership with others.
6.9 The majority of survey respondents provided positive feedback regarding their participation in networks and forums:

Third sector respondents felt more connected with organisations as a result of taking part in networks and forums.\(^{24}\)

It is worth noting that in some cases TSIs included the respondents who answered ‘not applicable’ in the calculation for their average rating. This led to some of the percentages being lower than in the previous year.

6.10 A number of TSIs referred to **policy and engagement events** which they had hosted. These covered a range of themes and purposes. For example:

- Stirlingshire Voluntary Enterprise held a number of events to initiate discussions and gather feedback. Topics included a consultation for the Smith Commission and health and social care integration.
- East Dunbartonshire Voluntary Action supported the Public Partnership Forum to host a full day health information event. This served to increase its presence in the community and gather feedback and views on current service provision so that it could be shared with the statutory partners.
- Highland Third Sector Interface hosted a Safer Communities seminar which included presentations from the Scottish Fire and Rescue Service and Police Scotland. These provided an overview of the community planning partnership’s activities in this area. The event also included workshops on different topics such as the Highland Drug and Alcohol Forum and home fire safety visits.

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**Example – Inspiring Empowerment Event in Angus**

**Activities:** Voluntary Action Angus – the TSI in Angus – supported an empowerment event which was organised by the Community Planning Partnership in February 2015. ‘Louder than Usual’ was a one day dialogue event which brought more than 100 people together. Participants heard a number of stories of individual change and empowerment, where people most affected by deprivation and injustice illustrated...
their journeys from service users to providers. The aim of the event was to promote meaningful community engagement and purposeful dialogues on what needs to change and how this could be done. The TSI promoted the event widely through its own channels to ensure that there as strong representation from the third sector and the communities it seeks to support.

**Outcomes:** As a result of the event individuals and communities are more empowered and able to have their voices heard regarding the issues that really matter to them.

6.11 Whilst networking opportunities were seen as important in terms of strengthening links within the third sector and with cross-sector organisations, TSIs also recognised the need to use other tools for disseminating information. In particular electronic tools such as e-bulletins and websites were seen as useful ways of sharing information more widely and enabling greater communication both to and from the wider third sector. For example, Engage Renfrewshire conducted social media training with its community planning partners to raise awareness about how to improve communication with the public.

6.12 Some TSIs also referred to the development of online resources which were designed to increase awareness of different processes to third sector organisations and to support them to engage more fully.

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**Example – Community Right to Buy Map in Fife**

**Activities:** Fife Voluntary Action – the TSI in Fife – supported Fife Council to develop policy frameworks on non-domestic rates, Community Right to Buy and Asset Transfer. The TSI also successfully supported a local community to purchase a former reservoir from Scottish Water and to secure funding through the Scottish Land Fund. Following this it produced a Community Right to Buy process map information leaflet indicating what steps need to be followed as well as what the interface can do to support an organisation that wants to register an interest.

**Outcomes:** Third sector organisations are better informed about the steps involved in Community Right to Buy. They are also more aware of what support they can receive from the TSI.
6.13 Some TSIs mentioned research or mapping exercises which they had done for their local third sector. This ensured that the TSI had useful evidence in order to help it highlight the value and potential of its sector to relevant statutory partners. It also gave the TSIs a stronger understanding of its local third sector so that it could approach specific organisations for information, advice or feedback as necessary.

**Example – RCOP research shaping integration in Glasgow**

**Activities:** Over the past four years, GCVS – one of the partnership organisations in Glasgow’s TSI – has completed a range of research across Glasgow’s third sector. The aim is to demonstrate the contribution of the third sector to prevention and early intervention as part of RCOP and to contribute to the development of a new strategic commissioning strategy and plan for older people’s services in Glasgow. Learning was gathered from: a major mapping exercise of third sector services across the city; a £1.2m Transformation Fund which supported over 40 third sector demonstration projects; a consultation with over 500 third sector organisations, service users and carers; and expertise from health economists based at the Yunus Centre for Social Business and Health at GCU. This work is now informing new models of partnership and investment decisions as part of the new Health and Social Care Integration arrangements across Glasgow.

**Outcomes:** The evidence gathered has given the TSI a better understanding of its wider third sector and the range of services and projects currently being delivered. In addition to this it has also provided them with relevant evidence to advocate on behalf of their sector and to strengthen the third sector’s voice in integration.

6.14 A number of TSIs also referred to ways in which they were proactively seeking to build the third sector relationship with community planning and other national agendas. In some cases this involved helping organisations to see how and where they could contribute to different policy areas and themes. This was particularly relevant to smaller organisations which might not otherwise have known where their activities fitted within broader agendas.

**Example – Community planning toolkit in Renfrewshire**

**Activities:** Engage Renfrewshire – Renfrewshire’s TSI – played an active role in supporting third sector engagement community planning through its own specific activities and through the Renfrewshire Forum for Empowering Communities which it facilitated. The Forum, on behalf of the Community Planning Partnership, had
6. Supporting the Third Sector to Influence Public Policy

Responsibility for launching the Renfrewshire 2023 community planning website. The aim was to make the community planning process more accessible to a range of audiences and to help organisations develop a better understanding of how they can contribute to it. As part of this the TSI developed a toolkit which enables third sector organisations to identify which community planning themes are most relevant to their area of work and helps them to see how their activities might link with other organisations involved in community planning.

A copy of the toolkit can be accessed here: http://www.engagerenfrewshire.com/content/resources/PresentationPowerpoint.pdf

Outcomes: Through the TSI’s engagement activities third sector organisations have a better understanding of the community planning process and how they can influence and inform that agenda.

6.15 Other TSIs had developed formal plans to ensure that third sector engagement in areas such as community planning, health and social care integration and the Community Empowerment Bill was as effective as possible.

Example – Developing an Engagement Framework in Dumfries and Galloway

Activities: Third Sector Dumfries and Galloway – the TSI in Dumfries and Galloway – has developed an ‘Engagement Framework for the Third Sector and Community Planning.’ The purpose is to ensure that the third sector’s engagement with community planning is from the bottom up and that it is actively involved in shaping the direction for the community planning partnership. The Framework includes a number of layers and methods of engagement to ensure that the voices of individuals, communities and organisations are listened to and considered. These methods include:

- Community gatherings across Dumfries and Galloway to hear from a range of experiences;
- These feed into four locality forums which reflect the community planning partners’ approaches. Each locality forum has an independent convener, appointed by the board of the TSI. It is their job to make sense of the key messages coming out of discussions and to feed those into the Strategic Forum;
- The Strategic Forum is formed by the four Conveners and the third sector representatives on the Community Planning Strategic Partnership. This is where the messages are considered and priorities decided.
6.16 The feedback which TSIs received from their wider third sector was largely positive. From the survey responses:

**Felt better able to engage in and contribute to public policy with support from their local TSI.**

In 2013/14 this was 68%.

6.17 A few TSIs also referred to training which they had provided to third sector organisations to help them to engage more effectively in different policy areas. For example, Glasgow’s Third Sector Interface delivered a training programme on various aspects of policy around GIRFEC including the new Children and Young People Act.

6.18 Another way in which TSIs reported increasing the capacity of third sector organisations was through additional funding such as the Integrated Care Fund.

6.19 In some cases TSIs supported their wider third sector to access potential funding. This was done through raising awareness of the grants, helping to identify and/or develop appropriate applications, and helping with the application process. For example, Voluntary Action Orkney held two workshops for its wider third sector to explain what the Integrated Care Fund was and to agree priority activities. These were discussed at the Health and Social Care Integration Planning Group, along with suggestions from the other partners. In the end three of the third sector’s recommendations were included in the final plan and were approved.

6.20 A few TSIs asserted that they were also responsible for distributing and managing grants to third sector organisations. For example, CVO East Ayrshire was chosen to hold and distribute agreed third sector funding as part of the health and social care

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25 This is the average of 1,202 responses reported by 31 TSIs (97% of the network).
6. Supporting the Third Sector to Influence Public Policy

6.21 Some TSIs acknowledged that their partnerships with cross-sector organisations had improved during 2014/15. It is anticipated that this will lead to the third sector having more meaningful engagement in the design and delivery of new services and a stronger voice to influence policy. For example, tsiMoray mentioned that it has signed a Partnership Agreement with Moray Council. This set out the principles and behaviours underpinning the relationship of the two organisations.

6.22 TSIs were also able to use their knowledge of the local third sector to broker cross-sector partnerships which aimed to share resources, skills and experience to provide better outcomes for individuals and communities.

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**Example – Cross-sector partnership working in East Renfrewshire**

**Activities:** Voluntary Action East Renfrewshire – the TSI in East Renfrewshire – facilitates a Chief Officers’ Network for third sector organisations. In light of ongoing public sector reform and budget cuts the Network was keen to understand how it could best support local, public sector partners. This is because it felt that better partnership working would avoid duplication of efforts and may lead to increased resources. The Network invited the local Leader of the Council and his Conveners to attend a session to demonstrate the types of work already underway in the third sector and to explore potential areas of collaboration. The result was an event in February 2015 with more than fifty members of staff from East Renfrewshire Council and members of the Chief Officers’ Network. An external consultant was also brought into host a workshop on design-led leadership that would offer a new approach to collaboration for both the public and third sector.

**Outcomes:** There is now increased understanding between the public and third sector about their activities, challenges and the potential for collaboration. There is also improved communication between the sectors.

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**Challenges**

6.23 TSIs have a unique and increasingly important role to play in unlocking a wide range of voices, experience and knowledge within their local third sector and enabling that to influence public policy. Although the network recognises the vital part that it has to play both locally (as individual organisations) and nationally (as a collective), it
also reported a number of challenges in 2014/15 with regards to this outcome. These included:

- **Disseminating information** – Some TSIs noted that the scale of information which needed to be shared with the wider third sector was often overwhelming. In some instances, particularly around health and social care integration, the TSIs had a crucial role to play in translating materials from other organisations and sectors into language and formats that would be meaningful to their local sector. A challenge was also mentioned with regards to making the information accessible to those with varying levels of engagement with the agenda - from those that want to actively influence policy and service design and delivery, to those that just want to be informed of key changes. All of the TSIs had developed their own approaches in order to meet the identified needs, priorities and expectations of their area but continue to evaluate and adapt these to ensure they are as effective as possible.

- **Internal capacity of the TSIs** – A few TSIs reported that this was the outcome which required the largest amount of resourcing from the TSI. For instance, one strategic partnership meeting requires time and money for travel to and attendance at the meeting. It also requires resources in relation to preparing for the meeting, completing any follow-up actions, sharing relevant information with the wider sector and gathering any feedback. Some of the interfaces reported that they had secured some additional funding for additional staff time to be dedicated on such activities. In many cases though no additional resources had been secured meaning that existing staff time and resources was having to be prioritised and sometimes reallocated.

- **The third sector being viewed as an equal partner** – Although some TSIs noted improved relationships with their statutory partners, some still felt as though the third sector was not viewed as an equal partner. In some cases TSIs felt that the views of the third sector were not being fully respected, in others they suggested that the statutory partners had taken decisions with little or no involvement from the wider third sector. The TSIs are continuing to advocate for their sector in an effort to re-address this.

6.24 In addition to the trends listed above there were also some challenges which were referred to by fewer TSIs and which may be more relevant to specific interfaces. These included:

- **The time and cost implications for third sector organisations to attend network meeting and forums which the TSI facilitates.** This was particularly referred to by TSIs in rural or geographically diverse areas.

- **The diversity of the third sector as both a strength but also a challenge in terms of trying to gather and co-ordinate disparate voices.**
• Encouraging on-going support to service users, communities of interest and third sector organisations in thematic and strategic planning groups where there is not a dedicated member of staff.

6.25 In each case interfaces are working to identify and implement appropriate ways to address and limit these challenges.

**Outcomes**

6.26 As a result of the ongoing activities being undertaken by TSIs with regards to building the third sector relationship with various public policy agendas, a number of positive outcomes have been achieved across Scotland. These have each been evidenced throughout this section and include:

- Third sector organisations have more opportunities to influence public policy;
- Third sector organisations have more access to appropriate information relating to national and local agendas; and
- More third sector organisations are supported to develop cross-sector partnerships.
7. Key Findings

7.1 This report explores the activities and outcomes of Scotland’s 32 TSIs. In particular it focuses on work related to their core outcomes on developing volunteering; developing social enterprises; supporting wider third sector organisations; and supporting the wider third sector to influence and inform public policy.

7.2 Overall there is evidence that TSIs have played a key role in supporting and strengthening third sector activity locally through a range of activities including:

- bespoke support;
- training courses;
- facilitating networks and forums;
- advocating for their wider third sector at various strategic meetings;
- brokering cross-sector partnerships; and
- acting as a conduit between the local third sector and national policy initiatives.

7.3 Through these activities they achieved a number of positive outcomes for their local third sector and, by extension, the individuals and communities they support. These included:

**Volunteer involving organisations are better able to recruit, retain and manage volunteers;**

83% of survey respondents felt more confident to develop their social enterprise as result of their TSI’s services.

**More individuals and organisations are supported to start-up new third sector organisations and social enterprises;**

78% of volunteer involving organisations said they were better able to recruit, manage and retain volunteers due to support from their TSI.
7. Key Findings

**Third sector organisations and social enterprises are governed more effectively and deliver better services;**

78% of survey respondents felt that their organisation was better managed or delivered better services as a result of their TSI’s services.

**Third sector organisations and social enterprises are better connected to each other and to relevant policy initiatives;**

70% of survey respondents felt better able to influence and contribute to public policy as a result of the TSIs’ activities.

7.4 TSIs were able to provide a number of case studies which highlighted some of the outcomes they had met; some examples of which are included throughout this report.

7.5 In addition to this, survey responses from key stakeholders, including volunteers, third sector organisations and public sector partners, regarding the services provided by their local TSI was also positive.

86% of survey respondents felt that their TSI provided services and support which were suitable for their organisation.
7. Key Findings

Looking forward

7.6 An increasingly significant area of work for the TSI network during 2014/15 was building the third sector relationship with various national initiatives including community planning, health and social care, GIRFEC, RCOP and the recent Community Empowerment Act.

7.7 In particular TSIs had a unique role to play: enabling their wider third sector to understand, influence and inform key developments in local and national policy; and advocating on behalf of their sector. This ensured that public sector partners developed a better understanding of the value and potential of the third sector but also understood some of the potential challenges facing the sector, particularly around capacity and resources.

7.8 Although some of the TSIs reported improved relationships with their public sector partners, others felt that there was still some way to go. This is something they will continue to develop in the coming year, with support from various partnership programmes which are led, or assisted, by VAS.

7.9 It is also likely that TSIs will need to re-evaluate their current service delivery and prioritise certain activities over others. Most have reported either a stand-still budget or a reduction in the funding which they receive from stakeholders such as the local authority. At the same time they have seen an increase in the demand and expectation being placed on them. TSIs recognise and value the unique role they have as a conduit between their wider third sector and public sector partners but the activities required to do this effectively require additional resources. As a result, it may be that some TSIs need to re-allocate resources from some of their other activities, either in the short or the long term.

7.10 During 2014/15 TSIs increasingly built on their established roles to build and support collaborations across sectors that innovate in service design and delivery and provide better outcomes for individuals and communities. This is something they will continue to facilitate, with each one acting as a champion for their local third sector and fostering an environment for new, collaborative approaches.
## Appendix One - Third Sector Interfaces in Scotland

<table>
<thead>
<tr>
<th>Local Authority</th>
<th>TSI</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aberdeen</td>
<td>Aberdeen Council of Voluntary Organisations (ACVO)</td>
<td>Single agency</td>
</tr>
</tbody>
</table>
| Aberdeenshire   | Aberdeenshire Voluntary Action | Single agency since December 2014.  
**Previously it was a partnership between:**  
Bridge CVS  
CVS Aberdeenshire – Central and South (CVSA)  
Volunteer Centre Aberdeen (VCA) |
| Angus           | Voluntary Action Angus | Single agency |
| Argyll & Bute   | Argyll & Bute Third Sector Partnership | **Partners:**  
Argyll & Bute Social Enterprise Network (ABSEN)  
Argyll Voluntary Action (AVA)  
Islay and Jura CVS (IJCVS) |
| Clackmannanshire| Clackmannanshire Third Sector Interface (CTSi) | Single agency |
| Dumfries & Galloway | Third Sector First, Dumfries & Galloway | Single agency |
| Dundee          | Dundee Third Sector Interface | **Partners:**  
Dundee Social Enterprise Network  
Dundee Voluntary Action  
Volunteer Centre Dundee |
| East Ayrshire    | Voluntary Action East Ayrshire | **Partners:**  
Council of Voluntary Organisations East Ayrshire (CVO East Ayrshire)  
Volunteer Centre East Ayrshire |
<p>| East Dunbartonshire | East Dunbartonshire Voluntary Action | Single agency |
| East Lothian    | Volunteer Centre East Lothian (operational name: STRiVE) | Single agency |
| East Renfrewshire | Voluntary Action East Renfrewshire | Single agency |</p>
<table>
<thead>
<tr>
<th>Region</th>
<th>Third Sector Interface</th>
<th>Partners:</th>
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</thead>
<tbody>
<tr>
<td>Edinburgh</td>
<td>Edinburgh Third Sector Interface</td>
<td>Edinburgh Social Enterprise Network&lt;br&gt;Edinburgh Voluntary Organisation’s Council (EVOC)&lt;br&gt;Volunteer Centre Edinburgh</td>
</tr>
<tr>
<td>Falkirk</td>
<td>CVS Falkirk and District</td>
<td>Single agency</td>
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<tr>
<td>Fife</td>
<td>Fife Voluntary Action</td>
<td>Single agency</td>
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<tr>
<td>Glasgow</td>
<td>Glasgow’s Third Sector Interface</td>
<td>Glasgow Council for the Voluntary Sector (GCVS)&lt;br&gt;Glasgow Social Enterprise Network (GSEN)&lt;br&gt;Volunteer Glasgow</td>
</tr>
<tr>
<td>Highland</td>
<td>Highland Third Sector Interface</td>
<td>Caithness Voluntary Groups&lt;br&gt;CVS North&lt;br&gt;Ross-shire Voluntary Action Signpost Inc.&lt;br&gt;Skye &amp; Lochalsh CVS&lt;br&gt;Voluntary Action Badenoch and Strathspey&lt;br&gt;Voluntary Action Lochaber&lt;br&gt;Voluntary Groups East Sutherland</td>
</tr>
<tr>
<td>Inverclyde</td>
<td>Inverclyde Third Sector Interface</td>
<td>CVS Inverclyde&lt;br&gt;Trust Volunteering (part of Inverclyde Community Development Trust)</td>
</tr>
<tr>
<td>Midlothian</td>
<td>Third Sector Midlothian</td>
<td>Midlothian Voluntary Action&lt;br&gt;Social Enterprise Alliance Midlothian&lt;br&gt;Volunteer Centre Midlothian</td>
</tr>
<tr>
<td>North Ayrshire</td>
<td>TSI North Ayrshire</td>
<td>The Ayrshire Community Trust (TACT)&lt;br&gt;Arran CVS (ACVS)</td>
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<tr>
<td>Moray</td>
<td>tsiMORAY</td>
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<tr>
<td>North Lanarkshire</td>
<td>Voluntary Action North Lanarkshire (VANL)</td>
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<td>Orkney</td>
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<td>Single agency</td>
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<tr>
<td>Perth &amp; Kinross</td>
<td>Voluntary Action Perthshire (PKAVS)</td>
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<td>Renfrewshire</td>
<td>Engage Renfrewshire</td>
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<td>Scottish Borders</td>
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<tr>
<td>Shetland Islands</td>
<td>Voluntary Action Shetland</td>
<td>Single agency</td>
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<tr>
<td>South Ayrshire</td>
<td>Voluntary Action South Ayrshire (VASA)</td>
<td>Single agency</td>
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<tr>
<td>South Lanarkshire</td>
<td>Voluntary Action South Lanarkshire</td>
<td>Single agency</td>
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<td>Stirling</td>
<td>Stirlingshire Voluntary Enterprise</td>
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<td>West Dunbartonshire</td>
<td>West Dunbartonshire CVS (WDCVS)</td>
<td>Single agency</td>
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<tr>
<td>West Lothian</td>
<td>Voluntary Sector Gateway West Lothian</td>
<td>Single agency</td>
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<tr>
<td>Western Isles (Comhairle nan Eilean Sar)</td>
<td>Co-Cheangal Innse Gall</td>
<td>Single agency</td>
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