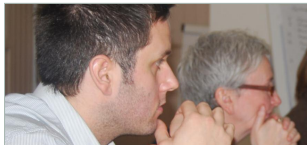


# Glasgow Council for the Voluntary Sector



## ANNUAL REPORT

2010 - 2011



2010/11 was an action-packed year for GCVS. With the difficult operating environment for third sector organisations in the city, it could hardly have been otherwise! We saw our members experiencing difficulties on all sides - getting cuts in funding and reduced public donations, facing dwindling reserves, coming to terms with the disappearance of much-valued corporate sponsorship and in-kind support, and seeing work they had previously done well going out to tender, and often being won by organisations with no connections to their clients, localities or communities.



We all had to try to make sense of the major change and churn taking place within public sector agencies and public service delivery in the city. This included the collapse of the CHCPs, the sudden abandonment of the 5 key Community Planning themes which the sector had been reporting to, changes in Council leadership, and the major redundancy programmes within public sector agencies, that resulted in the abrupt removal of experienced staff and managers across service areas and departments, and resultant loss of their expertise and knowledge of the city.

Uncertainty over any sort of longer-term sustainability was a recurring theme – our members told us it was becoming increasingly difficult for them to forward plan, husband their resources and deliver their services in a strategic fashion when their funding sources and relationships with funders and commissioners had become so fragile and uncertain. Another recurring concern was the increasing demand our members were experiencing for their services from vulnerable people, as the economic recession reduced access to mainline services and increased levels of dependency on non-statutory services of last resort, of the kind provided mainly by charities and voluntary organisations.

As this Annual Report shows, in 2010/11 GCVS continually faced the pressure of finding creative and proactive ways of delivering tried and tested, really important core support services to as many third sector organisations as possible, to ensure they remained fit for purpose and to help them get up to speed with the rapid changes in legislation, in policy and in practice. Our major thrust – evident both in our 'Thrive' and in our 'Connect' activity - was on building technical competence, know-how, flexibility and resilience, and on making connections. We worked flat-out to increase the frequency and pace of our events programme, our training and our intelligence-gathering and 'connect' activity. We continued to provide one-to-one support where necessary, but increasingly our focus was on one-to-many

activity, e.g. group briefings and workshops –through which we could reach wider audiences, and on disseminating information, tools and services remotely, through our website, e-bulletins and e-learning.

As the Annual Report highlights, a great many agencies in the city put in a great deal of work to support the emergence of strong, coherent Third Sector Interface structures in the city, and we thank them sincerely for their support. We are all increasingly conscious that there are likely to be very lean years ahead, and that only by working more closely together, sharing expertise and agreeing common goals will our sector survive and our city and our community prosper.

## The Inaugural ‘State of the Sector’ Report, 2011

Since 2006 GCVS has collected the most comprehensive data on the third sector of almost any city in the UK, thanks to the expertise of our in-house ‘Source’ Research Team who maintain Infobase (our data set on the staffed third sector organisations in Glasgow) and Engage (our data set on community-based volunteer-only organisations), both of which we refresh quarterly, and update annually.

In 2010 we were delighted to be able to add nearly 200 Faith Groups in the city to ‘Engage’, with support from Community Planning, and in 2011 we are committed to begin a major ‘mapping’ of the services to older people in the city, with funding from the Change Fund.

To celebrate the formation of the Third Sector Interface,

we worked with partners and networks across the city to produce a ‘**State of the Sector’ 2011 Report**, providing a snapshot of Glasgow’s Third Sector, illustrating the size, diversity, scope and value of the work undertaken by community and voluntary organisations and social enterprises in the city, and by the tens of thousands of people who volunteer their services day and daily, to help their fellow citizens.

We believe we are the only Interface in Scotland to have gathered this information from the outset of our Partnership.

This Report offers an excellent baseline from which we intend to build in future years. It tells an impressive story about the sector’s major contribution to the well-being of Glasgow’s people.

### Our part in creating the Glasgow Third Sector Interface

After many months of hard work, one of our biggest achievements of the year was the **formation of the Glasgow Third Sector Interface (TSI)**, with GCVS sitting at the heart of this initiative. Working with our core partners – **Volunteer Centre Glasgow (VCG)** and **Community Enterprise in Scotland (CEiS)** - we worked hard to produce a robust, **Strategic Framework Agreement** for the Scottish Government, outlining our vision and priorities for the new Glasgow Interface in 2011-12.

We also gained endorsement from the third sector in the city for the creation of a **Third Sector Forum** – to which every Third Sector organisation in the city now automatically belongs - and to the formation of **Third Sector Executive Committee (TSEC)** which aims to connect the third sector to planning and decision-making in the city and to increase the sector's influence. In late 2010 Community Planning agencies in the city formally accepted the proposed structures and agreed to engage fully with them.

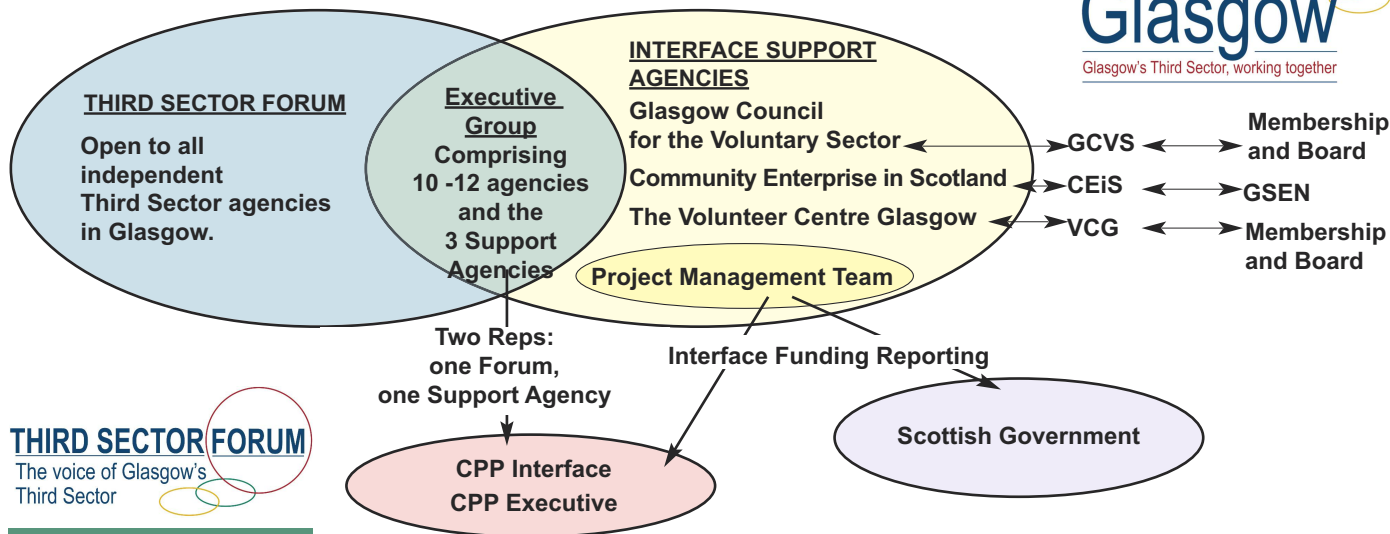
The Executive Committee of the Forum was established by **March 2011**; it comprises 19 representatives from key forums and networks in the city, who together reflect a wealth of knowledge and expertise about the Third Sector. Quickly thereafter, the TSEC nominated representatives to the Board and Executive Group of the CPP, establishing a direct link in to decision-making structures in the city that had been absent since 2007. We believe this partnership has the potential to greatly strengthen the position of the third sector in Glasgow.

### TSIs - The national picture

TSIs now exist in all 32 local authority areas in Scotland, and are supported by a new agency – Voluntary Action Scotland (VAS) which is now recognised by the Scottish Government - alongside SCVO, Volunteer Development Scotland (VDS) and Social Enterprise Scotland (SES) – as one of the 4 key third sector infrastructure bodies representing the views and interests of the third sector.

GCVS is represented on the Board of VAS, and plays an important, strategic role representing VAS and the network of TSIs in discussions with the Scottish Government and other sector organisations in the fields of Procurement, Learning and Workforce Development, and Reshaping Care for Older People (RCOP)

# Interface and Forum Composition



## THIRD SECTOR FORUM

- Two large gatherings, including a State of the Sector event
- Six Executive Group meetings
- Several thematic events / groups
- Representative on CPP Executive
- Reps to meet Interface Support Agencies

## INTERFACE SUPPORT AGENCIES

- Deliver support programme
- Report to Scottish Government
- Consult with stakeholders' forum and members
- Provide secretarial support for Forum
- Mapping

## CPP INTERFACE

- Invite two Third Sector reps to CPP Executive
- Refresh Compact with Third Sector Forum
- Brokerage of public sector relationships
- Engage Third Sector in strategic planning for Glasgow

## **Evidence and Impact: Our work in influencing decision makers**

In our 2010 Strategy Survey our members strongly supported an increased role for GCVS around campaigning, and in 2010/11 we took this forward, actively targeting our Connect resources to help strengthen the sector's voice, and make the views, concerns and ideas of our member heard by politicians and policy makers, on a wide range of important subjects including equalities, health inequality, welfare reform and funding issues.

We regularly met with politicians and their researchers throughout 2010 – at both local and national level – to provide briefings on the key issues faced by the sector in Glasgow. Our input included :

- Sharing the findings of our on-going Recession Survey with the Scottish Government, collecting and presenting evidence to contribute to the Equality Impact Assessment of the Scottish Budget.
- Hosting the UK Select Committee on Work and Pensions which met and took evidence in our Albany Centre
- Giving written evidence to the Scottish Government on the impact on the sector of the Independent Budget Review and giving verbal feedback to Crawford Beveridge, co-author of the report.
- Giving evidence at the Scottish Parliament to the Communities Committee on the disproportionate impact which funding cuts were having on the third sector, and on communities
- Holding a very poignant workshop with Scottish Government staff which enabled our members to share the desperately sad stories behind the statistics in the Recession Survey
- Co-ordinating the input of the sector to a meeting in the Autumn 2010 to engage in dialogue with the Leader of the Council around the Council's planned cuts to budgets and services.

We supported the work of the Poverty Truth Commission, in its ground-breaking work in ensuring the real engagement of people living in poverty, working alongside power brokers, to seek lasting solutions . We provided research and data on sectoral issues – including a comprehensive 'State of the Sector' report which has provided a baseline from which the TSI can measure change

We had active involvement in demonstrating the impact of the Council's policy change on concessionary rents which emerged in December 2010, surveying members and brokering meetings between local politicians and our members affected by huge rental increases, and having active dialogue on this issue with our Interface partners and newly elected MSP's within the Scottish Government.

Other emergent areas of concern included the proposed changes to the Council's Financial Inclusion Strategy, the impact of increased rates for school lets on afterschool care, the gendered impact of the withdrawal of childcare provision by city colleges and the proposed increased personal contributions for care – all of which are now on-going agendas which we are working with our members to resolve.

## **Our website**

Since relaunching in June 2010, our website has proved to be a strong focal point for GCVS communications with 900 registered users of the Connect area and 3500 average monthly visits. 856 articles have been posted to date and the content is updated daily and reviewed quarterly to ensure that it is fresh and relevant to our varied audience.

The website features a voluntary sector noticeboard on which users regularly post their own news and information. News content from Third Sector and herald.com are available via feeds on newpage. We were delighted to gain positive Feedback from CLD Standards Council recently about our website - [gcv.org.uk](http://gcv.org.uk) is first on their 'Sites we like' list. They said:

"Glasgow Council for the Voluntary Sector's website is a great portal for discussion and information sharing for colleagues; the noticeboard section lists events, consultations and fundraisers and the training programme section offers a comprehensive list of opportunities. Our favourite feature is the banner across the top of the site which runs striking statistics about the contribution the voluntary sector is making in Scotland's biggest city."

## Our Newsletters and Briefings

We know how busy our member are, so we have increased the information and news we provide. This was a key 'ask' in feedback we got from our survey of members at the end of 2010. During 2010 we began producing specialist **weekly briefings just for members and networks** with a circulation of approximately 700 contacts. The bulletin features information briefings on policy issues, a section highlighting public sector meetings of note and useful web resources as well as links to the GCVS website noticeboard and other features of the website.

Since changing to a weekly format, we have widened our readership and have had very positive feedback from members who have found the content useful and informative.

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**Our Interchange bulletin increased in circulation from 1600 subscribers to 2200 current users. The format of Interchange has been revised to incorporate a wider range of information and resources for readers and GCVS graphics ads have been added to promote GCVS' services and link to the website.**

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## GCVS Social media

To enhance our communications, we are now using Twitter and Facebook to engage with colleagues and partners and send out news on events, training, funding, and any other issues that are of interest to our members and the wider sector.

The website has been developed to incorporate social media 'like' buttons which are on all articles, training/events and noticeboard posts for ease of information sharing. We continue to provide Equalities (extract from 2010 report); in addition, we provided Third Sector infrastructure organisations across Scotland with equalities information.

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*"Great idea - very useful and worth the work"*  
**(Members News Bulletin)**

*"Thank you for all this information"*  
**(Members News Bulletin)**

*"I don't know if you collected it personally, or if it was a team effort to disseminate among us, but it is a huge piece of work to get out to people".*  
**(Welfare Reform briefing).**

## **Our Learning and Work-force Development Activities**

**In 2010/11 we consolidated our position as the largest local provider of generic learning and development services for the third sector in Scotland, with a very targeted programme of training courses, accredited learning programmes and e-learning, coupled with an innovative programme of events, workshops, Q & A sessions and bite-size briefings.**

We achieved this despite the reduced ability of many third sector organisations to fund even mandatory staff training. Through positive support from skills Development Scotland many of our course participants were able to secure 50% Flexible Learning funding, and others used ILA's to fund their training.

### **SVQ centre**

For the past 15 years Our SVQ Centre has helped third sector staff achieve qualification in social care, social care management, administration, advice and guidance and community work, and more recently have supported a broad range of Modern Apprenticeships. This year our Centre staff:

- Supported 137 local West of Scotland candidates, of whom 81 completed their SVQ awards during the year
- Helped train 24 Modern Apprentices
- Piloted very successful a Targeted Pathways pre-Apprenticeship programme
- Prototyped a support programme – which included e-learning – for sister CsVS and Volunteer Centres across Scotland. Through this very successful Big Lottery-funded SVA initiative, 17 staff members from 10 different agencies achieved SVQ qualifications in Management, Advice and Guidance and Administration.

## Our Short-Course Training Programme

Our short course training programme continued to be very popular.

We worked hard to make it even more targeted, and we worked closely with SCVO and EVOC (our sister CVS in Edinburgh) to seek to ensure that there was no course duplication, or clashes of dates, and that there was a good spread of varied courses throughout the year across central Scotland.

During 2010/11 we ran 50 training courses, with 446 participants from 211 different organisations. Our evaluation processes recorded an extremely high level of satisfaction with 91% saying training was either very good or excellent.

## Learning Events

We delivered 19 innovative learning events during the year, attended by 10590 people, on topics as varied as:

- Forward planning for Senior Managers
- Improving Partnership Working
- Accessing Funding
- Community Capacity Building in a Time of Change
- New Care Legislation
- Proving Your Worth
- Interface Forum consultation event.

For the second year we ran a series of evening events called *Glasgow in the Making* celebrating Glasgow's 'civic society' and rich multi-cultural heritage, and for the 35th time we organised the Annual Charities Fair, held in Glasgow City Chambers, which was attended by well over 2000 people

## Other Learning initiatives

We are involved in a broad range of other learning activity in the city, and – on behalf of Voluntary Action Scotland (VAS) – lead on a number of national initiatives.

During 2010/11 we were an active contributor to the **Glasgow Community Learning Strategic Partnership** (GCLSP), alongside the City Council, Glasgow Life, all the Glasgow Colleges, NHSGG & C and the Chamber of Commerce.

We played a proactive role in three of its Sub-Committees – the **Adult Learning Group** (overseeing the work of the Glasgow Literacies Partnership), the **Community Capacity Building Group** and the **Equalities Sub-Group**.

Through this work we:

- continued to support the development of a Community Capacity Building Strategy for the city
- further developed CLD Continuous Professional Development (CPD) support services
- secured funding for CLD up-skilling, and used it to develop an a CLD competencies programme which was designed to support the CLD workforce to be more skilled in addressing the challenges of working in a change environment
- continued to develop and roll out - locally and nationally – the Glasgow's *Learning About Equalities* Toolkit

## Adult Literacies

For almost a decade we have supported the range of third sector agencies in the city delivering Adult Literacy services, in particular the 21 organisations which currently receive funding from the ALN Partnership who are the nucleus of our ALN network. During 2010/11 we provided them with intensive technical support (35 support visits made), we held 6 network meetings and we ran four learning events. We also produced 12 learning newsletters which go out to our Network, and to the wider learning community in Glasgow.

After successive years of funding cuts to the infrastructure supporting ALN in Glasgow, and a further forecast cut of 30% in 2011/12, in late 2010 the ALN Partnership agreed the need to amalgamate the Voluntary Sector and Further Education support functions, to create a new cross-sector ALN support service.

It was agreed that GCVS would manage this work from 2011/12 onwards, on behalf of the Partnership. A large part of the work of the Team will involve reviewing existing ALN services, to ensure their best fit with local and national priorities, and to help providers and partners develop more sustainable services, to cope with further funding reductions.

## Capacity Building : Organisational Development

**‘Back-Office’ Services Our portfolio of essential support services - helping organisations work effectively to achieve their objectives**

**Capacity building** is the generic title we use for the range of essential support we offer as the main third sector development agency in Glasgow. We help organisations flourish and grow, by providing customised, tailored information and advice about how to run their organisations efficiently, effectively, safely, keeping within legal and regulatory frameworks like (OSCR and Companies Act) meeting occupational standards, and quality frameworks like PQASSO.

The term encompasses the **Good Governance** support we provide to help build strong, effective Boards and Committees and the **Organisational Development** support we provide to organisations of all sizes to help them put in place – and work to - the appropriate policies and procedures and systems, to manage risks, and to plan and manage their present and their future.

It reflect the **Training, Learning and Development** work we do, through the major programmes we run to assist volunteers, staff and to have the technical knowledge, expertise and qualifications the . Finally it

encompasses the **Back-office Services** we provide, giving high quality, affordable HR, Finance, IT and admin technical support.

In 2010/11 our delivery on all 4 of these areas expanded, to meet growing need.

160 organisations were provided with one-to-one capacity building support services – 80%of these involved face to face meetings. Support was hugely varied but ranged from signposting, support to become a charity or company limited by guarantee and support with securing funding. We also helped with board development, financial management and strategic planning.

### Community Planning Change Management Funding

We delivered a range of Community Planning funded activities. In total 232 individual members of staff or board members benefited from this funding either through training or learning events. *We would like to thank Glasgow Community Planning for their continued support to do this invaluable work.*

## **HR Support - Our Employers Advice Service**

The support we offer to third sector organisations on all HR matters continues to be one of our most highly valued services, offering Boards and Managers peace of mind that they can receive timely, very accurate advice, sort any immediate problems out, and manage risk effectively in an increasingly complex and litigious area.

The GCVS EAS service is based very much on co-production, with organisations working with our Advisors, and building up their own knowledge, confidence and capacity, so that they can understand better their responsibilities as good employers, and put in place robust, up to date, effective processes and procedures.

Some 61 organisations took out subscriptions with EAS during 2011/12 and 950 requests for advice were answered. 60 consultancy sessions were also undertaken; quarterly news briefings were provided to all clients, and the lively and popular 'Question Time' HR Workshop was held once again, attracting 45 organisations.

A worrying trend has been the marked increase in requests from clients for support to manage redundancies, to cut back on staff hours, and to change terms and conditions, as funding gets ever-tighter. On a positive note, we significantly expanded our Health and Safety advisory services, and Linden Stables, our much respected, highly experienced lead EAS Advisor, was awarded Fellowship status of the CIPD.

## **Payroll and Account Management Services**

Despite the economic downturn, both our payroll and our account management services showed a slight growth in their customer base in 2010/11 of around 5%. It was noticeable that the aggregate number of employees within organisations decreased, and that a number of organisations had to cut back on staff hours. We held our prices stable for another year, in recognition of the financial difficulties. We undertook an in-depth review of our ILF activity. At our request we exchanged visits with Independent Living Fund Scotland Team based in Nottingham and we received very positive feedback about the quality of our systems and processes, which ILF identified as best practice.

## **ICT and Admin Support Services**

As well as providing ICT technical support for GCVS' own internal systems, our ICT Officer is available to help our member organisations with their hardware and software purchases and installations, to upgrade systems and to trouble-shoot when problems arise. He provided a regular maintenance service to over 20 organisations, and additional one-off support to many more.

### Organisational Development: our Healthy Organisations service

Our Healthy Organisations delivery model has long been recognised as a 'national exemplar' – the gold standard for OD support for third sector organisations. Our skilled Co-ordinator works over a sustained period with client organisations, building trust, developing the necessary insight into each organisation and its people (Board, Management, Staff and Volunteers) and understanding of their needs, then helps design, plan and oversee delivery of appropriate support interventions, using a pool of experienced and specialised GCVS staff and associate consultants

Since 2005 we have been contracted by NHSGG&C to provide Healthy Organisations OD support to the **50 third sector health improvement organisations which they grant-fund**. During 2010/11 Glasgow Community Planning (GCP) jointly funded this work, referring to us specific organisations which could benefit from this client-managed approach.

In 2010/11 we worked extensively with **76 organisations and 17 Networks**, on a variety of short-term and longer-term OD and networking intervention. The external evaluation of the contract in December 2010 showed that the client organisations, the consultants and the funding partner were overwhelmingly positive about the quality and level of services provided, and the outcomes achieved.



Unfortunately, the Glasgow CHP decided in March 2011 to cease funding the service, primarily on the basis that in future it would have no responsibility to fund support services, because its intention is to cease grant funding third sector organisations, and instead to procure services it needs from the open 'market'. This is a disappointing and worrying trend.

## The Albany Learning and Conference Centre grows apace

Since the Albany opened in early 2008 we have worked determinedly to establish our vision of the Centre as a hub for Glasgow's voluntary and community sector. Our research shows the Albany is now recognised among the sector and public agencies alike - and also well beyond Glasgow's boundaries - as centre of excellence valued for it's important work.

One of the Albany's key functions is as a centre for our training and learning events, as detailed in this Report, and the building also houses many of our staff

### Training Accord Group

Through another SVA funded initiative led by GCVS – the **Training Accord Group** – GCVS worked with colleagues from other infrastructure support organisations across Scotland to develop a bank of useful generic 'capacity-building', 'good governance' and organisational development training materials and courses.

We also trained a 'bank' of third sector interface staff to become accredited trainers, thus enabling voluntary and community organisations to access the same level of high quality training whether they operated in in urban, rural or remote island settings.

who work to support voluntary and community groups in the city.

We have also worked hard to establish the commercial arm of the Centre, and external room hires again beat the targets for the year that we had set. And we took on some longer-term tenants, namely the Voluntary Action Fund and the Charities Aid foundation.

This year we also took on our own café staff and as a result have seen significant improvement in catering and café facilities.

### Mainstreaming Equalities

GCVS is building on its innovative mainstreaming equalities programme and has now delivered training for 54 staff in 34 third sector support agencies in Scotland.

Over the course of 2011-12 the main focus will be on getting the programme accredited through Institute of Leadership and Management. We will also be working on a **Statement of Principles** and on line support resource to help organisations think about best practice within their organisations.

This work was funded through Big Lottery SVA Programme.

## Employability activity during 2010/11

Employability activity was an important strand of our work in 2010/11, with a particular focus on **youth employment initiatives**, through **FJF (Future Jobs Fund)**, **MCMC (More Choices, More Chances)** and through our work supporting **Modern Apprenticeships** and **internships**.

### Future Jobs

Through the Glasgow Works FJF contract, we helped place 53 young people into very high quality jobs in the voluntary sector in Glasgow.

As a result, 27 participants then went on to secure permanent employment and 3 entered further education. These outcomes were the most successful among Glasgow Works partners in the city.

Internally we were lucky enough to have a further 25 FJF young people working with us during the year in GCVS.

They made a really positive, valued contribution to our work, and in return they gained marketable skills, knowledge and experience, which meant that

ultimately 11 of our employees gained jobs - 2 within GCVS - and 3 went on to study college.

### Progress To Work

With the advent of the Work Programme in June 2011, it became clear that 2010/11 would be our final year delivering our P2Work employability service for people who have had addictions.

Our highly specialist staff worked with 127 people, helping them to access a broad range of advice and information – on housing, benefits, access to health and social services – and supported them to gain work experience, confidence and new skills.

As a result, 17 people gained permanent jobs, and 8 went into education.

## **Reshaping Care for Older People (RECOP) January - March 2011**

In December 2010 the Scottish Government announced the establishment of a new national Change Fund (2011/2015) to be used to re-shape care services for older people.

In January 2011 GCVS met with Glasgow Community Health Partnership and the Social Work Department of Glasgow City Council to discuss the third sector working in a 4-way partnership – which also included the independent sector - to develop the Change Plan for Glasgow. This initiative promised an additional £7.9 M funds to invest in the Reshaping Care for Older People agenda during 2011-12.

As a core Interface partner, we were asked to develop and sign off the Plan on behalf of the Third Sector in the city.

Aware that this - the first piece of work to be Interface branded – would be crucial in establishing the credibility of the Interface, we worked intensively during February to facilitate the contributions of key third sector partners in shaping the content of the Plan.

In doing so, we strengthened significantly the Plan's content – particularly around capacity building for the sector, the role of carers and those with long term conditions and the voice of older people themselves.

We also secured a firm commitment to third sector involvement in the governance arrangements for the Change Fund and a shared approach to future commissioning. By strong negotiation, we also succeeded in securing an additional £500K in funding for preventative approaches during year one to support the activities above.

### ***GCVS Fit for purpose***

***Fit for Purpose*** reflects the internal activity that GCVS undertakes to ensure that we have strong, effective governance, leadership and management, that we operate within a clear strategic policy framework, that we have financial, management and organizational systems and processes which are robust, that we manage risk effectively and that we are capable of reacting and adapting to the changing external environment.

Our Corporate Services Team continued to provide internal HR, IT, finance and administrative support services to the organisation and provided office support, equipment and room hire and IT and HR assistance to our members. We operate from two sites: Queens Crescent, which remains our headquarters, and the Albany Centre, where our customer-facing services such as training and learning, and our membership activities are located.

This year, our financial situation became slightly more robust, due in part to some painful cut-backs in 2009/10, and also to the renewed efforts of staff, who worked in a determined fashion to help to steer us through the worst financial recession in 80 years. Almost all of our 29 cost centres improved their budget position through the year, and we also expanded our funding base to help spread the financial risk. We worked hard to develop our tendering expertise, to improve our cost controls and to grow our financial reserves.

And we took on board new staff support, performance and risk management processes to help us cope with new challenges and new areas of work and maintain our high standards, quality of work and operating ethos and core values. One key very positive outcome was to achieve EFQM 'Committed to Excellence' status in February 2011

## GCVS Board activity during 2010/11

It was an active year too for our Board, who contributed their time and energy, despite facing some really difficult situations within their own organisations. Special thanks are due to members of both the Audit Committee – closely monitoring that key areas like the Albany and Training Programmes kept within budget - and the Policy and Strategy Committee, who oversaw the development of new strategic relationships, against a difficult background of reduced funding and resources for the third sector, and who increased the frequency of their meetings, to cope with large agendas.

Anne Jarvie our Chairperson, continued in post to provide continuity and leadership while we arranged to appoint a new Chair.

### Our Board

Anne Jarvie	Non-Exec	<b>Chair</b>
Elaine Darling	Enable	<b>Vice Chair</b>
Bill Wallace	Unity Enterprise	<b>Vice-Chair</b>
Philip Brannan	Shaw Trust	
Loretta Gaffney	Easterhouse CAB	
Dr. Martin Johnstone	Faith in Communities Scotland	
Peter Kelly	Poverty Alliance	
Gordon Kennedy	Non-Exec	
Ali Khan	Roshni	
Margaret McIntyre	Pollok CAB	
Alexander Meikle	Rosemount Lifelong Learning	
Anne Strachan	Ascend	

### Our Staff

Aileen Harding	Helen Macneil	Mary Sinclair
Ailsa Watson	Helen Reilly	Matthew Dawson
Alan Summers	Helen Scammell	Matthew McMinn
Andy Heede	Ian McCarley	Maureen McMillan
Angela Hardie	Iona Macaulay	Melissa Bush
Angela Paton	Isabel Mearthur	Michael Cockcroft
Ann Osbourne	Isobel Traynor	Michael Love
Audrey Whiteside	Jacqui Tough	Neil Turner
Bridgid Corr	James Rodger	Pam Baird
Carol Young	Jamie Farquharson	Pamela McLeod
Charlene Tannock	Joe Rose	Patricia Scott
Clare Boag	John Robertson	Pietro Sabatini
David Marland	June MacLeod	Roberta Downes
Dominic McGonigle	Karen Armstrong	Ruth Farquharson
Donna Laird	Kate Henderson	Samira Adris
Edward Wallis	Kathryn Feeney	Sarah MacFarlane
Erica Taylor	Kimberley Reid	Seher Humayun
Farah Hanif	Lauren Douglas	Stacey Anderson
Farah Portela	Lauren Murray	Stephen Pritchard
Fiona McCallum	Linden Stables	Susan Kennedy
Fiona Mowat	Liz McCall	Susan Reid
Gary Leggat	Liz McEntee	Sylvain Schaeffer
Gillian McCamley	Lorien Ewing	Tamsin Morton
Gillian Scott	Louise McLaughlin	Toni Watson
Graham Harrison	Magloire Sanou	
Graham McFarlane	Marie Murray	

*Just wanted to say thank you for all the help you gave us through the difficult employment situation we went through... our EAS subscription was certainly money well spent!*

**The GCVS Employers' Advice Service saves you time, hassle and worry - at a fraction of the cost of a lawyer.**

*I can honestly say that (your) input has contributed to rebuilding trust with our main funder and rebuilding confidence within our staff team and management committee.*

**Ask us about our capacity-building services.**

*Glasgow Council for the Voluntary Sector's website is a great portal for discussion and information sharing with colleagues.*

**Our website relaunched in 2010**

*Thanks for making my role.. very easy.*

**Hirers of the Albany Centre can get help with their event organisation.**

*It was great to see Yan's work on display.  
It looked fantastic in the cafe!*

**We display up and coming artists in the Albany Café**

*Thank you for inviting me to contribute my story.*  
**Glasgow in the making looked at ethnic and cultural groups who have contributed to the city's story**

*This has helped us to turn our position into one of uncertainty to a much more secure and brighter future.*

**Ask us about our capacity-building services.**

*I really enjoyed the course and learned a lot from it. It was also good to network with people from different organisations within and outwith the sector.*

**GCVS runs over 100 training courses every year.**

*Found today really useful and thought provoking. Thank you!*

**We organise dozens of learning events every year**

*Great place for training – warm, cosy and lots of tea!*

**The Albany Centre's reputation continues to grow!**