

## Appendix 1: Other organisational support providers

Annual Report  
Nov 2005 - Nov 2006

Type	How many used	What for	Comments
Scottish Enterprise Glasgow	2 organisations	Consultancy on Income Generation	For both of these larger sized organisations, the consultant has been useful, practical and able to work alongside the organisation over 10 months.
LEDG/ CEIS	11 of the organisations	ICT support Work Placements Social Audits Feasibility Studies	Most of the ICT support has involved substantial upgrading of system projects plus community web presence tasks. Placements tend to be for administrators, which for one organisation has proved significant addition resource. These detailed pieces of work can be invaluable in moving the business opportunities forward.
Policy/Information intermediaries such as CHEX, SCDP	23 of the organisations	National policy information loop Networking with other organisations, through conferences Direct input about HLC model from HLC support team	There are some organisations and managers who have close relationships with the networks and national policy initiatives. Most view this area of support as a useful information loop, which at times had been vital. Few of the 46 organisations were using the intermediaries for organisational support.
Independent Consultants (not HOS)	11 of the organisations	Team away days External Evaluations Business Plans Development Days	Independent Consultants were rated as the most effective organisational supports used. Several organisations have learned to contract out specific in depth pieces of work, or to use specific people to facilitate aspects of the organisational development. Because of the quality and client-focused nature these supports are viewed as well worth the money. This has been a project brokered by Healthy Organisations with the Department of Accounting, working with one organisation to improve their performance management system.
University	1 organisation	Management Control study	Some organisations have a proactive relationship with their accountants and lawyers who give them advice and consultancy on a regular basis.
Private Companies	11 of the organisations	Lawyers Accountants Architects	Only the Law at Work subscriptions are rated as hands on enough.
Other CVSS	7 organisations	Law at Work Mentor/Sentinel	
Other	3 organisations		

Appendix 2:  
Organisational life cycle: where organisations  
are at in 2007

