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Briefing Papers

The definitive guides to Glasgow's community and voluntary sector



Number 3:
The workforce

Introduction

I am very pleased to present this briefing paper from Infobase our core information service for the voluntary and community sector in Glasgow. The focus is on the voluntary and community sector workforce and for the first time we are able to publish definitive information about who works in the sector in the city, the kinds of jobs they do and the rewards they get for delivering essential services.

The sector accounts for 4% of Glasgow's workforce and as such is a major employer in the city. It is also a major source of volunteering and training opportunities for people moving into employment.

Over the years much has been written about the sector's workforce, often based on small scale research and survey material. With Infobase we are able to provide robust, comprehensive data that examines some of the assumptions we have previously made about for example the number of women who work in the sector or how many part time employees there are.

Our focus is not only on the here and now. Infobase is a tool for future planning and we want to use the analysis presented here to inform future plans for workforce planning and development in the sector and in the city. The material on equalities is key to informing our work in this area and we will be looking to take this forward in conjunction with our partners in the city.

Finally, we are constantly looking to build and develop Infobase and would be happy to discuss with you any ways in which we can tailor our future work to your specific requirements. Each time we are funded to carry our further research, it adds to the overall resource available in the city. If you would be interested in exploring any of the analysis presented here in more detail, we want to hear from you.

Sue Rawcliffe
Head of Policy & Strategy, GCVS

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The Infobase information service is provided and currently funded by Glasgow Council for the Voluntary Sector. The initial phase of Infobase was funded by Social Justice Resources. Social Justice Resources are allocated by Communities Scotland, through the Scottish Executive.

The Infobase Briefing papers

This is the third in a series of Infobase briefing papers, each focusing upon a different issue central to Glasgow's community and voluntary sector.

All the statistics referred to in this briefing paper are based on information gathered for Phase 1 of Infobase.

This includes data over 750 community and voluntary organisations in Glasgow, with paid employees, representing around 85% of Glasgow's resourced sector. The data was gathered through structured interviews with participating organisations.

CONTACT INFOBASE

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Infobase is available online at
www.infobaseglasgow.org

The Infobase team can also produce tailored reports on Glasgow's community and voluntary sector. To find out how this can benefit you, simply contact Mary or Gavin on 0141 332 2444.



The Sector's Workforce

Shape and size of Glasgow's voluntary sector workforce

Glasgow's community and voluntary sector has a sizeable workforce, with over 16,000 paid employees. This represents almost 4% of Glasgow's workforce and 11% of all 'other' services including public administration, education, health and others as categorised in the Glasgow Economic Review 2006.

Glasgow's community and voluntary sector employees represent over 13% of the entire Scottish sector. *1

In 2004 organisations reported a 12.7% increase in the number of staff employed from the previous year. This is accompanied by a 14% staff turnover rate in 2004 for the sector overall.

Glasgow's voluntary sector has a relatively low staff

turnover rate at 14%, compared to 20% for Scotland's voluntary sector and 24% for other sectors within Scotland, as reported in the Futureskills Scotland 2005 report.

Anticipated changes to staff levels within organisations varied, although very few organisations (3%) expected the number of paid employees to decrease. See Figure 1, below.

Figure 1

Anticipated changes (over the following year) in the number of employees within organisations (%)



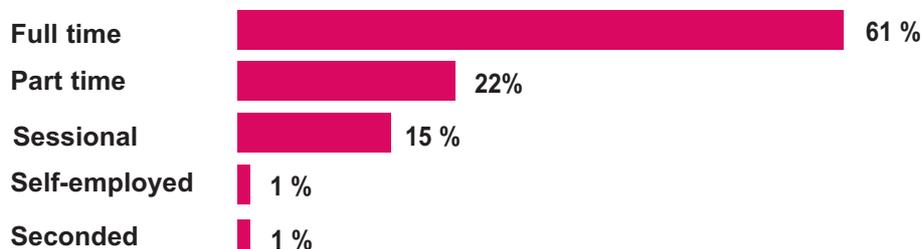
The majority (61%) of positions of employment are full time (see Figure 2). However, the significant percentage of part time and sessional employees indicates a degree of flexibility in terms of voluntary sector employers, particularly when compared to Glasgow's overall employment, with 77% full time, 23% part time and 8% self employed. (Glasgow City Economic Briefing 2006)

With this significant amount of staff it is unsurprising that staffing costs account for an overall 60% of the sector's expenditure.

Whilst larger organisations with an income greater than £500,000 spend relatively less on staffing costs at an average of 50% of their total expenditure, organisations with an income less than £500,000 spend at least 62% on average.

Figure 2

Workforce by type of employment (%)



*1 This figure calculated based on SCVO data 2004.

Job functions within the sector

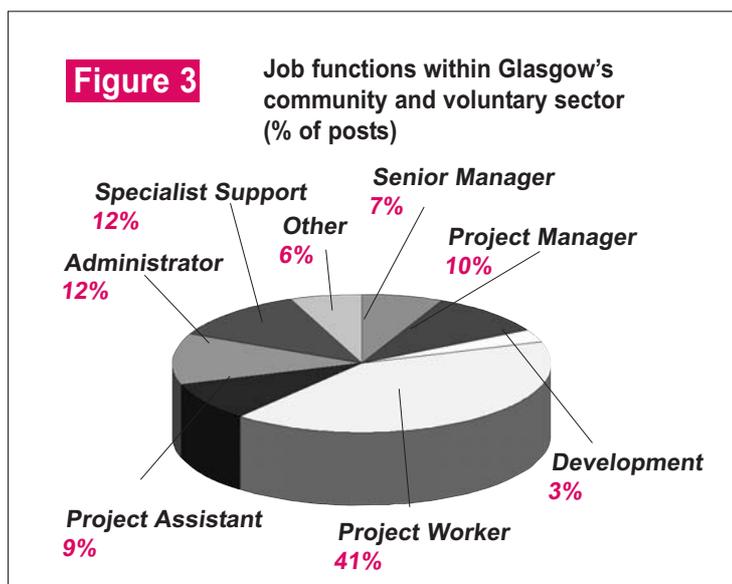
The Infobase team gathered information on the number of paid employees within each organisation that can be categorised within a variety of job functions. The responses to this are summarised in Figure 3.

The largest number of employees falls within the 'Project Worker' job function, with 41% of all staff represented here. 'Project Manager' and 'Senior Management' positions comprise 17% of the sector's workforce.

Whilst the 'Development' staff category comprises only

3% of the workforce, this may be affected by many 'Project Workers' undertaking development work.

At least 1 in 10 of all positions within Glasgow's voluntary sector involves some kind of administrative work. Similarly, 12% of the workforce is engaged in providing 'specialist support'.



The jobs reported under 'Specialist Support' were varied, ranging from accounts to pastoral support to IT and marketing.

Where an organisation's main focus was on a specialist service provision, they did not categorise these staff as 'Specialist Support', but instead felt that it was more appropriate to include them as 'Project Workers'.

The jobs included within the 'Other' category included: catering; caretaking; cleaning; maintenance; trainees and placements; drivers; gardeners and security.

Whilst the average gross hourly rate is broadly in line with the national average of around £9.00, there are other clear differences. Those earning less than £5.25 is slightly greater (15%) for Glasgow's sector than nationally for all sectors at 10%. Similarly there are fewer Glasgow voluntary sector employees (5%) earning more than £19.65 per hour in comparison to 10% of the whole national workforce.

This indicates that for Glasgow's voluntary sector there are more employees earning in the middle pay ranges. See Figure 4 for more details.

The percentage of employees at each pay grade is illustrated in Figure 4.

Figure 4

Salary categories (% of employees)

< £10K	15 %
£10K - 15	25 %
£15K - 20	37 %
£20K - 30	18 %
£30K - 40	4 %
> £40K	1 %

Disclosures

78% of Glasgow's voluntary organisations with paid employees report that one or more of their activities necessitate paid staff or volunteers having Disclosures conducted.

Only 22% of organisations report that they don't require Disclosures to be conducted.

Staff training

66% of organisations report having a training budget for paid employees.

This compares to 55%, having a training budget for volunteers and 36% having a training budget for governing body members.

Futureskills 2005 report that voluntary sector employers are more likely to have funded or arranged training for their staff than employers in other sectors – 81% of voluntary sector employers compared with 61% in other sectors.

Support and supervision

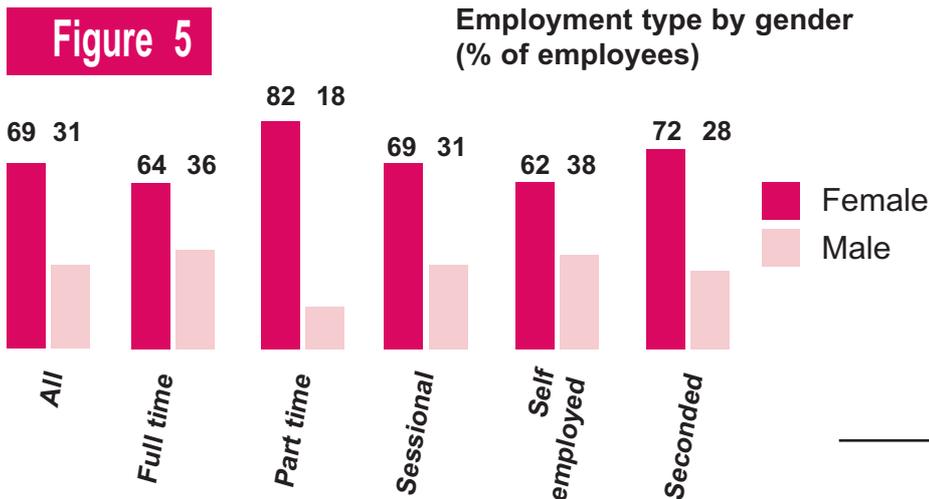
- . 87% of organisations report having a formal system of staff supervision in place.
- . 75% of organisations report having a staff appraisal system.

Equalities and the sector's workforce

As is the case Scotland wide, the majority of paid employees are female.

However Glasgow has a slightly lower percentage of women employed at 69% than is reported by SCVO for Scotland at 75%.

However, this percentage increases substantially to 82% when considering part time employees.



The age breakdown of employees within Glasgow's voluntary sector is broadly in line with Scotland's voluntary sector overall.

However, in comparing these to figures provided in Futureskills 2005 report, there are relatively less younger people (16-24yrs) employed in Glasgow's voluntary sector, at 7%, in comparison to the national average of 15% for all sectors.

There are also relatively less older people (50 yrs plus) than overall amongst all employees, with this increasing marginally for part time employees and those seconded.

Figure 6 Employment type by age (% of employees)

Age group	16-24	25-50	>50
All	7%	82%	11%
Full time	5%	83%	12%
Part time	8%	78%	14%
Sessional	11%	84%	5%
Self employed	7%	90%	2%
Seconded	8%	75%	17%

Figure 7

Employees reporting a disability (%)

All	2%
Full time	3%
Part time	2%
Sessional	2%
Self employed	1%
Seconded	0%

The overall figure is marginally lower than the 3% reported for Scotland's voluntary sector. (SCVO data 2004).

Figure 8

Black and Minority Ethnic (BME) employees (%)

All	4%
Full time	4%
Part time	6%
Sessional	5%
Self employed	0%
Seconded	6%

The total figure for BME employees, at 4%, is higher than for Scotland's voluntary sector workforce overall at only 1%. (SCVO data 2004).

This 4% of the workforce is slightly less than the BME population in Glasgow, which is approximately 5.4% (2001 Census).

Overall, there appears to be more diversity in relation to part time work than full time employment.



For more information on mainstreaming equalities in the workplace, visit SCVO's "Building Bridges Across the Voluntary Sector" pages. This project brings together a wide range of, information, policy development, research, training, and events on how to mainstream Equalities in the workplace.

www.scvo.org.uk/equalities



There is a huge amount of diversity within Glasgow's sector in terms of how people from all different backgrounds, age and motivations, do all kinds of jobs and get into them in various ways.

The case studies included in this briefing paper build upon the data provided earlier on the different kinds and levels of posts, to illustrate this and to show how the sector is also diverse in terms of experience, qualifications and career paths.

Eileen McKee

Assistant Treasurer with Castlemilk Credit Union

Remit

The Credit Union is a Financial Co-operative aimed in assisting its members by encouraging them to save and borrow on the base of their savings at a low rate of interest, 1% on a reducing balance per month. My remit is to assist in providing this service.

Getting the job

I started off as Administrator, having seen the job advertised in the local Job Centre. I then progressed onto Assistant Treasurer through in-house training

A typical day

Involves assisting members in loan applications, share withdrawals and signing up new members.

Skills and experience required

Skills needed are varied, with new challenges every day. The main skills required are good listening skills, customer care and a wide understanding of the membership's needs.

Most memorable experience

Through studying for the Diploma for Credit Union and Mutual Business at the University of Cork I've had the opportunity to attend tutorials in Dublin and to meet other Credit Union employees from Ireland and have enjoyed learning all about the Irish Co-operative movement.

Best things about the job

The best things about this job are getting to meet new people from all different walks of life, working with volunteers and encouraging them to learn new skills.

Future career plans

My plan for the future is to continue with my studies and hopefully attain my degree in Credit Unions and Mutual Business.

Tips for getting into this work

I would fully encourage anyone to work or volunteer within a Credit Union, but would emphasise that you must be dedicated in assisting others and keeping an open mind.

Shabir Banday

**Policy & Research Officer
with REACH Community
Health Project**

Remit

Co-ordinating the Public Policy, Active Citizenship Project, that is aimed at facilitating BME Community participation and engagement into the new policy and planning structures of Community Health and Care Partnership. I also oversee the 'Research Unit' and various research.

A typical day

Co-ordinating and supervising the co-researchers, submitting ethical approval for research projects and designing research designs, delivering presentations, reading (skimming!) new policy documents and submitting responses to draft policy papers and liaising with stakeholders.

Getting the job

I picked up this vacancy from Guardian online jobs

Educational background

MBA and MSc in Public Health (Environmental Epidemiology)

Skills and experience required

In addition to good IT skills and understanding of research methods, it's important to have the ability to network with cross sector representatives to engage with people from diverse backgrounds.

Understanding of current and emerging areas of policy and planning and of funding applications and sustainability is

also required.

Most memorable experience

Being quizzed for my first research proposal by a panel including the chair of NHS GG&C, the head of Public Health Department of Glasgow University and the Director of Public Health, with a positive outcome!

Best thing about your job

I'm able to work with grass-roots communities while engaging with policy makers at a strategic level, and able to facilitate the development of needs-based health and social care services for disadvantaged communities.

Most challenging aspects

Working on multiple projects and juggling completely different tasks, in addition to carrying out research of academic standard while maintaining the community aspect. Also keeping in mind the long term sustainability of the projects.

Future career plans

A similar role nationally, perhaps at a strategic position. At some point I would be interested in working with the World Health Organisation.

Top tips for getting into this work

Being innovative, rational and up for new challenges, as well as having up to date knowledge and understanding of new policies. Considering that "if you want to fight against junk food industry it will be more effective if you use their way of marketing and strategic thinking, but of course in an ethical way".

Millie Crawford

Support Worker with RNIB Scotland

Remit

To support clients to live an independent life in their own homes.

A typical day

Providing support with cleaning, food preparation, finances, safety and shopping to clients in their home. Also attend reviews, prepare reports and pass on relevant information to other agencies and network with the health care team.

Getting the job

Applied for the job advertised in local paper

Skills and experience required

Whilst no specific training is required, I have worked in the care sector for 30 years, where various courses were always available to improve my skills. I gained valuable experience from work in an Adult Training Centre, a hospice and an augmented home care team.

I also worked at the Beatson Oncology unit for a short time but really missed being out in the community.

Most memorable experience

My role in caring for a young woman who lived at home with very elderly parents. She lived with Downs Syndrome and early onset dementia accompanied with epileptic seizures.

She was the most affectionate, adorable and loveable person I have had the pleasure and joy to work with. In supporting her on a one to one basis, every day was different: we spent a lot of time laughing. As her health deteriorated, her prognosis became terminal and she required two-to-one support.

For the last six months she lost the power of speech, however as we had a good rapport, and I could interpret her body language and expressions.

Sadly, she passed away last year, but I am proud to have had the opportunity to support this young woman and her parents throughout their difficult period.

Best thing about your job

Supporting clients' every day needs and well being, and to achieve long term goals.

Most challenging aspects

Meeting clients for the first time and hoping I can ensure a better quality of life and a good relationship.

Future career plans

Social Work assistant

Top tips for getting into this work?

Wanting to make a difference, enriching quality of life and supporting your client's rights and independence, striving to maintain their trust and confidence.

And remember that textbooks and qualifications are no substitute for experience!

Ruth Dorman

Head of Community Health & Social Care with Momentum Scotland

Remit

As part of the strategic management team, I have overall responsibility for care services within Momentum, including development of new services. I also consult with other parts of the organisation regarding care issues.

A typical day

I can be spending time with service users, working on tender applications, preparing reports for the senior management team, attending board meetings, addressing enquiries from staff across the organisation, and speaking with the care commission. I spend at least one day a fortnight in Aberdeen and Ayr where we have other services. It's safe to say there are no typical days; each day brings different challenges.

How did you get into this job?

I became aware of Momentum while attending a postgraduate course and applied for this position soon after.

Educational background

Being a Registered General Nurse (first level nurse) and a qualified social worker was a job requirement. 25 years experience of both working in Health and Social work also equipped me for this position.

Skills and experience required

Experience of delivering community care services at a senior level. Knowledge of local authorities and health systems. Flexibility and openness to the changing landscape of the not-for-profit sector. The ability to embrace positive change for the service users and staff

Most memorable experience

Each day brings memorable experiences. Some are positive, such as a service user telling us our services have changed their life. More challenging experiences include dealing with sensitive staff issues.

Best thing about your job

Less bureaucracy and the autonomy to pursue and develop services with a fantastic staff group.

Most challenging things

'Dumping' my learned behaviour from working for Local Authorities and Health for so long and realising what 'full cost recovery' really means! Working at a pace that responds quickly to the needs of stakeholders while maintaining a value base and quality within my work.

Future career plans

At the moment my plans are to continue to develop in my current post. This was an unplanned career move for me therefore I need to consolidate my skills and knowledge before considering my future.

Top tips for getting into this work

Go for it and be creative.

Recruitment within the voluntary sector

Almost a third (32%) of Glasgow organisations report experiencing difficulties in recruitment and filling vacancies, this is more or less on a par with 36% Scotland wide reported in the IDS Survey 2002.

12% report this being due to a lack of suitable candidates with the appropriate skills and / or qualifications

This is slightly lower than the 14% of voluntary sector organisations across Scotland that Futureskills 2005 report anticipating the challenge of attracting appropriately skilled staff in the coming 12 months. This compares to only 8% in other sectors. This may reflect the specialist skill set required by the voluntary sector.

9% suggest that it's because the salary and terms & conditions within the voluntary sector are not attractive

4% claim that part time posts don't appeal to potential candidates.

A lack of appeal to part time posts may provide an indication as to the higher levels of diversity within part time posts in relation to relatively more women, people with disabilities, BME people, younger and older people.

Retaining staff is also identified as a problem with **13%** of organisations reporting a problem with this.

Of the organisations stating that they experienced difficulties retaining staff the main reasons reported include:

- Funding uncertainty and short term contracts
- Low pay
- Career development and people using posts as a stepping stone
- Lack of guaranteed work

Best practice in recruitment

At all stages of the recruitment process there are numerous ways to ensure best practice is in place. Recruitment practice can often be improved by simply removing or breaking down unnecessary barriers and reviewing current practice. This needs to be done at all stages of the recruitment process including:

- Advertisements
- Job and person specifications
- Application forms Response to applications
- Shortlisting
- Interviewing
- References
- Offers of employment

GCVS now provides a bespoke service to assist organisations with their recruitment that will ensure best practice is in place at every stage. This will particularly benefit organisations that have recently been successful in securing grant funding, a new service level agreement or a new contract who wish to fill a new full time or part time vacancy. The recruitment service is tailored to suit your organisations' individual needs, including:

- Drafting advert, job and person specifications, ensuring they are carefully laid out and don't contain criteria that could invite direct or indirect discrimination.
- Putting together your application pack including an equal opportunities form, application form and any other relevant information you would need
- Compile Equal opportunities statistics
- Deal with any vacancy queries / requests for information
- Co-ordinate responses to your advertisement
- Compile shortlisting packs
- Set up your interview process
- Carry out reference and disclosure checks
- Provide progress updates

To find out more on the new recruitment service, how we can support you and save you time, money and effort, contact Pam Baird, GCVS Human Resources Advisor, on **0141 332 2444** or by email at pam.baird@gcvs.org.uk

Advertising Vacancies

There are a wide variety of voluntary sector sources now available to advertise new posts and current vacancies:

www.goodmoves.org.uk



Subscribe to the Equality Networks Forum Equality Extra Jobs Updates at:

www.enf.org.uk

EqualityNetworksForum

Check out Voluntary Arts Scotland for arts related jobs within the voluntary sector

www.voluntaryarts.org



Subscribe to Positive Action in Housing's QuickMail for various sector job vacancies.

www.paih.org

Many larger voluntary sector organisations advertise their own job vacancies on their websites, so it's often worth checking them out.

Good employment practice

Being A Good Employer

Being or becoming an employer can be a rewarding experience but can also seem daunting at times. How will you know you're getting it right? How will you make sure that you're offering good terms and conditions of employment? How will you recruit and keep staff?

There are some good publications and websites that provide information, aimed at management committees, on how to recruit and manage staff, and meet legal obligations.

Sometimes, though, you want someone to advise you or to talk a situation over with. The Employers Advice

Service at GCVS offers access to personnel specialists who can offer support, advice and information on all aspects of employing staff. From recruitment to support and supervision, from equal opportunities policies to dealing with absence and discipline, it's good to know that there is someone you can call or meet with.

The subscription based service offers unlimited telephone support, consultancy time, quarterly bulletins on employment issues, and discounted rates with top employment lawyers.

Further information about the Employers Advice Service:

www.gcv.org.uk/services or email linden.stables@gcv.org.uk

Publications

Working With Us : Good Employment Practice for Voluntary Organisations in Scotland
from SCVO Tel 0131 556 3882 www.scvo.org.uk

Just About Managing? : Effective MANAGEMENT FOR Voluntary Organisations and Community Groups
by Sandy Adirondack www.sandy-a.co.uk/books.htm

Useful websites

www.acas.org.uk : Lots of information on the law and best practice

www.scvo.org.uk : Information and advice on and for Scotland's voluntary sector

www.dti.gov.uk : Good source of information on employment law

Other sources of help

www.slpu.org.uk : The Scottish Low Pay Unit. Information and advice to employers and employees. Tel 0141 552 5922

www.greatereasterhouse.co.uk/community/cetsu.html

Community Employers Training and Support Unit (Cetsu), based in Easterhouse, offers training and employment support to local management committees. Tel: 0141 771 6420

www.ev.org.uk Employers in Voluntary Housing provides personnel and HR management services. Tel 0141 352 7435

Communications, workforce representation and partnership working

Employee communications and consultation are essentially about involving and developing people in an organisation. Whatever the size of an organisation, employees will only be able to perform at their best if they know their duties, obligations and rights and have an opportunity of making their views known to management on issues that affect them.

In addition, the law gives employees in organisations employing 150 or more staff the right to be informed and consulted on certain matters. This will cover organisations with 100 staff by April 2007, and 50 staff by April 2008.

Infobase shows that less than half (39%) of Glasgow's community and voluntary organisations with paid employees have a formal recognition agreement in place with a Trade Union.

The reasons for such low numbers are probably varied, but may include such perceptions as 'small organisations don't need TU's', or 'there are no suitable unions for this sector'. Management Committee members may have had negative experiences of dealing with TU reps in previous workplaces.

In fact, involving a TU in the workplace can be a very positive and beneficial experience for employers as well as staff. For example, in relation to changes to terms and conditions of employment, the employer

can use the set-up to more efficiently and effectively negotiate and consult with staff. TU reps can also be a valuable source of support for staff and knowledge for employers in keeping up to date with employees rights and other workplace issues.

Whereas traditionally TUs tended to be associated with the private and public sector, they are now much more attuned to the Voluntary sector and our particular issues and challenges. Unison and the T&G have branches specifically for the sector (see below for details).

Also promoting closer links, SCVO/STUC Partnership Forum is made up of representatives of voluntary sector employers and various Trades Unions. The Chair is shared on rotation between SCVO and the STUC. The aim of the Partnership Forum is to promote good employment practice and a partnership approach to addressing employment issues of common interest to employers, employees and their trade unions in the voluntary sector.

www.unison.org.uk/voluntary/index.asp

www.tgwu.org.uk/Templates/RegionHomepage.asp?NodeID=42540

www.scvo.org.uk/working%5Ftogether/partnership_forum/index.html

www.acas.org.uk/index.aspx?articleid=663 : **Communications**

www.acas.org.uk/index.aspx?articleid=338 : **Information and Consultation**

Only **39%** of organisations with paid employees report that they formally recognise trade unions

58% of organisations have a formal staff representation or staff consultation mechanism in place

The Voluntary Sector Human Resources Network Forum

This group was established to provide support and network opportunities for voluntary sector HR staff. There is a large number of different organisations involved, with a variety of HR departments – from standalone to 11+ staff.

The forum meets quarterly (East/West alternately) providing an opportunity to discuss HR issues, best practice and access presentations from relevant organisations, such as Health at Work or ACAS, etc.

The forum provides an excellent opportunity (particularly those in stand alone HR posts) to table queries and access best practice and sector benchmarking, both at the meetings and ongoing through email.

If you work within HR and would like to join the group, please contact Katherine O'Reilly at Quarriers:

katherine.o'reilly@quarriers.org.uk

Workforce development

The Voluntary Sector Workforce Issues Unit

Hosted by CCPS and funded by the Scottish Executive, the Workforce Unit has a remit to support workforce development in voluntary sector social services. It aims to promote the development of the voluntary sector social services workforce in Scotland.



The Unit aims to promote the development of the voluntary sector social services workforce in Scotland through learning and training that enables people in our organisations to achieve their potential and grow and advance in their learning.

The Unit cannot do its work without YOU. If you are interested in joining their mailing list and/or workforce development network, please contact Laura Weir at vswu.admin@ccpsctoland.org

The Unit's website can be accessed at www.ccpscotland.org/workforceunit

Workforce development and SVQs

The GCVS SVQ centre has been up and running now for over ten years, supporting small voluntary organisations with their staff training needs and offering the appropriate workplace qualification to match to their individual skills and requirements, as well as aiding the organisation to provide support for staff so that they can achieve their SVQ within an allocated and agreed time scale.

The GCVS Assessment Centre is made up of a consortium of voluntary organisations. The Centre is unique in that we only apply to SQA for approval of qualifications asked for by our member groups. We work a very good ratio of 1 assessor to 20 candidates full time and 1 to 2 for workplace. This is so that candidates get the support that they require from meeting their assessors on a reg-

ular week to week basis, therefore allowing them to complete their award within the given time gaining knowledge, confidence and a positive experience in learning.

Our main contribution at this time to workforce development is in the Health and Social Care sector, as this sector is going through major changes in relation to regulation of the workforce with the introduction of the Regulation of care Scotland act 2001. This has seen the implementation of a monitoring body (Care Commission) who's remit is to ensure that all workplaces adhere to appropriate legislation and we support this by providing our organisations with relevant training, qualifications and advice.

The contribution of volunteers

In addition to the paid employees that form part of Glasgow's voluntary sector workforce, Glasgow's voluntary organisations also have a sizeable volunteer workforce.



67% of organisations engage volunteers in service delivery

This includes almost **30,000 volunteer positions**.

This is in addition to **5,986 individuals** that voluntarily contribute their time towards governing organisations

Volunteers contribute an amazing **1,541,618 hours** every year.

This is equivalent to **847 full time posts**, with an estimated contribution of over **£12million** every year. This excludes the contribution of volunteers engaged with groups and organisations that have no paid employees and that are solely reliant on volunteer effort.

To find out more about volunteering go to Volunteer Centre Glasgow's website at:

www.volunteerglasgow.org tel 0141 226 3431



Glasgow's information service
for and about its voluntary and
community organisations

Briefing Papers

What Infobase does for Glasgow's voluntary and community sector:

- It clarifies and quantifies the contribution that the sector makes to Glasgow
- It improves the quality and consistency of research about the sector
- It identifies trends that affect the sector, such as staff turnover
- It supports key social justice and social inclusion initiatives and helps public agencies to deliver their social inclusion agendas
- It allows for better links between voluntary sector organisations and public agencies
- It reduces the amount of time spent by sector workers on surveys and questionnaires



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