

* 1. NAME of organisation:

* 2. NAME of person completing the survey:

* 3. POSITION (Chief Executive preferred):

4. Are you more or less optimistic about the general business situation in your sector, than you were this time last year?

Much less optimistic

Less optimistic

Neutral

More optimistic

Much more optimistic

5. Levels of optimism

What are the main factors, other than COVID-19, influencing this feeling of more or less optimism?

How has COVID-19 influenced this feeling of more or less optimism?

6. What has been the trend for your organisation with regard to income? Compared to this time last year, income has gone:

Down by more than 10%	Down by 6-10%	Down by 1-5%	Stayed about the same	Up by 1-5%	Up by 6-10%	Up by more than 10%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Income

What are the main factors influencing this trend?

What is the impact of this income change on your organisation?

How has COVID-19 specifically influenced this trend?

8. What has been the trend for your organisation with regard to operating surpluses? Compared to this time last year, operating surpluses have generally gone:

Down by more than 10%	Down by 6-10%	Down by 1-5%	Stayed about the same	Up by 1-5%	Up by 6-10%	Up by more than 10%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

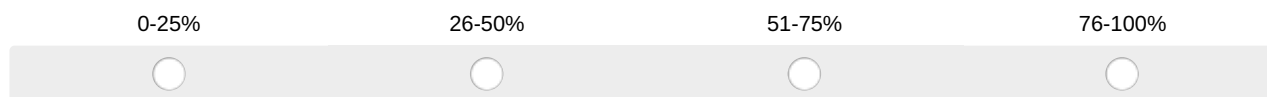
9. Have costs to run your services increased or decreased as a result of the response to the pandemic? (e.g. PPE costs, staffing, buildings, etc)

Costs have:

- Decreased by more than 10%
- Decreased by 6-10%
- Decreased by 1-5%
- Stayed about the same
- Increased by 1-5%
- Increased by 6-10%
- Increased by more than 10%

Please let us know what the drivers behind these increases or decreases are. If costs have varied across different regions or in different types of services, please let us know how.

10. What proportion of your services would you say are funded at sustainable levels?



What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

11. Sustainability of services

Has the proportion of services running at a deficit increased or decreased in the last 12 months?

What are the main factors behind this trend?

If some of your services are funded below sustainable levels, how are these services financed?

Has running services during the COVID-19 pandemic affected your level of reserves and/or service deficits? If so, how?

12. What has been the trend for your organisation with regard to service deficits? Compared to this time last year the number of services we operate at a deficit has

Decreased by more than 10%	Decreased by 5-10%	Remained about same	Increased by 5-10%	Increased by more than 10%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are these deficits threatening the sustainability of any service? What action, if any, are you planning to take to address service deficits?

13. What has been the trend for your organisation with regard to reserves? Compared to this time last year, reserves have gone:

Down by more than 10%	Down by 6-10%	Down by 1-5%	Stayed about the same	Up by 1-5%	Up by 6-10%	Up by more than 10%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

14. Did you temporarily close down any services during the lockdown period in late 2020 and 2021?

- Yes
 No

What affected your decision about whether or not to close services?

15. If you did close down any services during lockdown, what percentage of your total services were temporarily closed?

- 1-25%
 26-50%
 51-75%
 76-100%

Can you briefly describe the service(s) that were closed? Have these services re-opened again now?

16. Since the start of the COVID-19 pandemic, have you introduced use of digital technology as part of a solution to transform or prevent the closure of any services?

- Yes, to transform services
- Yes, to prevent closure of services
- No

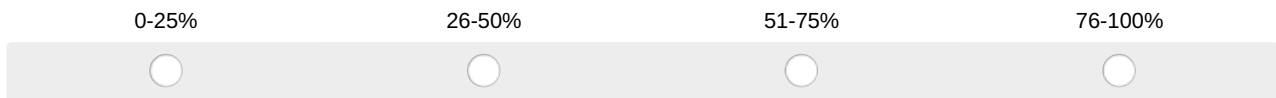
Please explain what technology you used and what difference it made

17. If you use digital technology in services, have you further expanded its use or changed how you use it in the last year?

- Yes
- No

Please explain how your use of digital technology has expanded or changed

18. What proportion of your services received inflationary uplifts since this time last year?



What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

19. Has your organisation experienced budget cuts by any local authority since this time last year?

- Yes
- No

Was this reduction in budget tied (or claimed to be tied) to the government's response to COVID-19?

20. What percentage of all of your services have been subject to local authority budget cuts?

- none
- 1-25%
- 26-50%
- 51-75%
- 76-100%

Is there a particular type of service that has been more affected by cuts? Have cuts been more or less significant in some types of services or particular areas?

21. Since this time last year have you abstained from or withdrawn during a procurement process because the terms were not financially viable?

- Yes
- No

If you did decide to abstain or withdraw from a procurement process, what type of service was it? What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

22. Were any of these procurement processes run beyond the start of lockdown? If so, where were they run and what type of service were they procuring?

23. Since this time last year have you withdrawn from current contracts because they were no longer financially viable?

- Yes
- No

If you withdrew from a contract, what type of service was it? What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

24. If you withdrew from a current contract in the last year, what happened to the service?

- The service is now delivered by a different Voluntary Sector provider
- The service is now delivered by a different Private Sector provider
- The service is now delivered "in-house" by the Local Authority
- The service is no longer being delivered
- Not Known
- Other (please state below)

What has been the impact on the service and service users?

Workforce

25. What has been the trend for your organisation with regard to numbers employed (total headcount)? Compared to this time last year the numbers employed have gone

Down by 11-20%	Down by 6-10%	Down by 1-5%	Stayed about the same	Up by 1-5%	Up by 6-10%	Up by 11-20%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any notable details about the increase or decrease; i.e. the type of contracts (part-time, full-time, zero hours; permanent vs. fixed term, type of role, etc.); position within the organisation; proportion of agency staff.

26. What has been the trend for your organisation with regard to staff pay and conditions? Compared to this time last year pay and conditions have

	reduced a lot	reduced a little	stayed about the same	improved a little	improved a lot
Pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

27. What has been the trend for your organisation with regard to training and development budgets? Compared to this time last year these budgets have

Down by more than 10%	Down by 6-10%	Down by 1-5%	Stayed about the same	Up by 1-5%	Up by 6-10%	Up by more than 10%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

28. In the last 12 months, have you experienced difficulty recruiting suitable staff?

We've experienced a lot of difficulty

We've experienced some difficulty

We've not experienced very much difficulty

We've experienced no difficulty

Which job roles or service types, if any, have proved difficult to recruit into? What are the main factors influencing this and what is the impact on your organisation?

29. How has COVID-19 affected your ability to recruit suitable staff?

30. Has the 2.2% increase in Scottish Living Wage agreed in April 2021 been fully covered by increases in hourly rates?

- Yes, the cost has been completely covered in all LA areas
- The cost has been completely covered in some LA areas but not in others
- The cost has been partially covered in some areas
- No, the cost has not been covered in any LA area in which we work

What has been the impact on your organisation? If the costs have not been covered, how are you meeting the shortfall?

31. What percentage of staff did you place on furlough for any period of time in the last 12 months?

- 76-100%
- 51-75%
- 26-50%
- 1-25%
- None

Were there any particular roles or services that were more affected than others? Have these staff now returned to work?

32. Do you deliver services to Children, Young People or Families?

Yes

No

Children, Young People and Families

33. Are you involved with children's services planning in any of the areas where you work?

- Yes, all of the areas in which we work
- Yes, most of the areas in which we work
- Yes, some of the areas in which we work
- Yes, a few of the areas in which we work
- No, we are not involved in any integration structures
- not applicable

What was your involvement and what has been the impact on your organisation? What difference has this made to the plan and to services locally?

34. Have you had any experience since the COVID-19 pandemic began of innovation, collaboration or alternative methods (instead of competitive tendering) of planning and commissioning services, with statutory partners?

Housing Related Support

35. Do you provide housing related support in any part of your organisation?

* Housing related support services would include advice provision, visiting housing support, home adaptations, telecare, support for social engagement, helping with money management, benefit or money advice, mediation services, or other similar services.

Yes

No

36. If you provide housing related support, what has been the trend for your organisation with regard to the provision of housing related support? Compared to this time last year the amount of housing related support we provide has gone

Down by more than 25%	Down by between 10% to 24%	It has remained approximately constant	Up by between 10% to 24%	Up by more than 25%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

37. Has this trend been influenced by the COVID-19 pandemic? If so, how?

Early Intervention Services

38. Do you provide any early intervention services?

Yes

No

39. If you provide early intervention services, what has been the trend for your organisation with regard to early intervention services? compared to this time last year that amount of early intervention services we provide has gone

Down by more than 25%	Down by between 10% to 24%	it has remained approximately constant	Up by between 10% to 24%	Up by more than 25%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the main factors influencing this trend? What is the impact on your organisation? Do you expect this trend to continue or to change?

Thank You

Thank you very much for taking the time to complete this survey.

40. Do you have any other comments you would like to add?