



THIRD SECTOR
Dumfries and Galloway

THIRD SECTOR DUMFRIES AND GALLOWAY

BUSINESS PLAN

April 2023 – March 2024

Introduction

Welcome to Third Sector Dumfries and Galloway's draft business plan for the funding period covering 1 April 2023 to 31 March 2024. It replaces the previous business plan for 1 April 2022- 31 March 2023. It includes activities that relate to TSDG's role in the delivery of the Regional Economic Strategy, our Employability Project and the increased investment in Health and Social Care and the third sector. It also covers the community engagement work we undertake for Dumfries and Galloway Council and the ongoing development of the Voice project. The plan also covers our work with Social Enterprises, the SEDG network and the delivery of our Social Enterprise Strategy and Action Plan.

This plan describes the impact we want our services to have through the activities funded by the Scottish Government's third sector interface (TSI) grant for Dumfries and Galloway during the cost of living crisis. Our priority will be on activities that support our sector to be resilient and sustainable.

We gratefully acknowledge our other funding sources: Dumfries and Galloway Council (DGC), South of Scotland Enterprise (SoSE) and the Dumfries and Galloway Health and Social Care Partnership (H&SCP). We also recognise the importance of the income we generate ourselves.

This business plan also includes the activities which will build on our successful CLVF projects; Digital Exclusion research and Mapping of Children and Young People services. We also cover the work we anticipate will be involved in the administration of the Community Mental Health and Well Being (CMHWB) fund in D&G and the Scottish Borders on behalf of the Scottish Government. This year will provide a transition for this fund to the new Scottish Borders TSO, Borders Community Action (BCA)

Each of these sources of funding contributes to improving the extent and quality of the activities that are described in this report. Where DGC, SoSE or H&SCP funding is contributing to our activities and outcomes, we have italicised the activity. While we acknowledge the recent announcement by the SG to increase our core grant by 4%, this is the first increase in our core funding since 2013. The additional funding provided by our partners goes some way towards addressing the pressure created by the almost static level of core funding from the Scottish Government since 2013.

The Scottish Government outcomes framework and the TSI outcomes framework continue to provide Third Sector Dumfries and Galloway with the opportunity to review the support it offers to the third sector. We have found that our work has a wide range of impacts and we are using our database and KPIs to record and monitor these.

We are committed to being an enabling and supporting organisation that advocates the interests of the third sector and develops the sector's ability to represent itself in a collective way. The Voice framework will continue to be introduced and embedded in our representation work.

Plan Preparation

The development of this version builds on the original business plan for April 2022 – March 2023. It also introduces actions from the Regional Economic Strategy delivery plan of November 2021 where the TSIs are identified as a key partner. It is informed by the membership survey of 2023.

Our Vision

Our vision remains the same with its greater emphasis on partnership working:

An improved quality of life for the most vulnerable and disadvantaged people and communities in Dumfries and Galloway by working in partnership.

This vision is even more relevant as we begin to understand the impact of the cost-of-living crisis on the rural communities in our region and consider the role of the third sector plays in meeting the needs of these communities.

Our Strategy

Our strategy is based on the four purposes defined for the third sector interfaces by the Scottish Government:

- Ensure a strong third sector voice
- Develop the capacity of the sector to achieve change
- Be a central source of knowledge about the third sector
- Provide leadership, vision and co-ordination

We have developed these purposes into our TSDG objectives:

1. Enable the third sector organisations (TSOs) in D&G to be the best they can be.
2. Inspire TSOs to create a diverse, accessible and meaningful range of volunteering opportunities, and increase levels of volunteer participation amongst people of all ages and backgrounds across the region.
3. Develop a culture of collaboration and partnership working to maximise the influence and impact of the third sector.
4. Encourage effective communications, networks and sharing of resources, energy, learning and ideas.
5. Stimulate an environment which strengthens leadership in the third sector to grow and become embedded.
6. Aspire to excellence in all TSDG activities, acting as an example to the third sector.

We will continue throughout 2023 to deliver on these objectives in the context of the challenges faced by the third sector due to the cost-of-living crisis, some of which are not yet known. We will make every effort to understand the sector's needs in this dynamic environment.

Our culture

In all our work we will be a values-led organisation that strives for excellence, has a commitment to inclusiveness and is a strong and fair organisation to work both with and for. Our values are:

- We welcome and support all participants and partners of the third sector
- We work together

- We listen to understand
- We operate with professionalism and integrity
- We recognise, respect and celebrate the qualities of third sector organisations and volunteers
- We deliver what we say we are going to deliver

These values are at the heart of all we do. We regularly reflect on them and review their application in our work. Our wider organisational strategy will continue to focus on the difference we make through a range of core activities and projects that demonstrate and strengthen the TSI purposes outlined above. In our new home in Monreith House, we hope to exploit the opportunity to demonstrate our values on a day-to-day basis with our neighbours and colleagues from the third sector who also are based on the Crichton campus.

TSI Network Vision: Resilient and empowered communities creating a stronger, fairer, and more equitable Scotland with a thriving third sector at its heart.

TSDG Vision: An improved quality of life for the most vulnerable and disadvantaged individuals and communities in Dumfries and Galloway by working in partnership.

D&G situation	TSDG Objectives and Activities	Short term outcomes	Medium term outcomes
<p>Covid experience has strengthened partnerships, created opportunities and exacerbated existing issues for rural third sector (see Big Report).</p> <p>TSOs are beginning to experience the re-emergence of the power imbalance.</p> <p>The cost-of-living crisis presents challenges around the sustainability of volunteering, our volunteering strategy will continue to support. There are challenges associated with the cost-of-living crisis.</p> <p>TSDG is involved in a wide range of partnerships including Community Planning and Health and Social Care. TSDG is piloting the Voice framework to strengthen the voice of the sector.</p> <p>Social enterprise activity is being addressed by the SEDG network and the SE strategy. There is currently no additional funding for this work.</p> <p>The preference for in-person, online and hybrid events will be met by increased flexibility for attendance at TSDG forums, networks and groups.</p>	<p>1. Enable the third sector organisations (TSOs) in Dumfries and Galloway to be the best they can be.</p> <p>Activities</p> <ul style="list-style-type: none"> • Working with Scottish Recovery Network, pilot the SRN model for engaging with people with lived experience in all aspects of our work • Create capacity and capability within communities via events, key partnerships, and strategic collaborations • Provide 1:1 surgery appointments for TSOs as required • Deliver a planned schedule of engagement events online or place-based as appropriate which includes roadshows and thematic forums • Maintain key partnerships with national intermediaries • Identify and support emerging social enterprises as outlined in the social enterprise strategy and action plan including social enterprises led by young people • Develop the social enterprise network SEDG • Define and embed our role in creating and growing social enterprises • Encourage and support needs-based and innovative transfer of assets to the community • Deliver employability services which raise the profile of the third sector in the employability pipeline • Continue to participate in the Community Transport Steering Group and support the creation of a CT Social Enterprise • Administer and add value to the Communities Mental Health and Wellbeing Fund for D&G and Scottish Borders by creating collaboration opportunities • Seek new fund administration opportunities via for example the Shared Prosperity Fund • Develop actions which educate and model TSO the Fair Work principle and increase TS participation • Develop the Digital Exclusion Research Project Action Plan • Support TSOs involved in health and social care to recruit and retain staff and contribute to workforce planning. 	<p>1a) TSOs and social enterprises have increased skills and knowledge relating to good governance and leadership</p> <p>1b) More joined up approach with community planning partners to address digital exclusion1c) Increased capacity and capability within the third sector to contribute to the employability pipeline</p> <p>1d) Increase participation of CT organisations in the delivery of the CT strategy</p>	<p>1. People are more involved in their community</p> <p>2. Improved cross sector collaboration</p> <p>3. Third sector organisations are better able to lead and develop shared agendas</p> <p>4. Third sector organisations are better able to respond to local need</p> <p>5. Key decision making includes third sector input</p> <p>6. Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>

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D&G situation	TSDG Objectives and Activities	Short term outcomes
<p>TSDG continues to lead local working via locality hubs including CPP, H&SC and SoSE</p> <p>TSDG chairs the Strategic Planning Group, the P&I sub-group and vice chairs the P&I participation and engagement sub-group.</p> <p>TSDG will continue to champion the third sector contribution to DGC culture strategy, events strategy and the Culture Collective approach to creative regeneration.</p> <p>TSDG continues to identify priorities of the third sector in key areas: digital inclusion, employability, community transport and community empowerment. The emergence of place planning as the basis for economic development is also recognised as a priority for TSDG.</p> <p>We now have unique primary research in relation to rural digital exclusion – Implications for the sector.</p>	<p>2. Inspire TSOs to create a diverse, accessible and meaningful range of volunteering opportunities, and increase levels of volunteer participation amongst people of all ages and backgrounds across the region.</p> <p>Activities</p> <ul style="list-style-type: none"> • Deliver TSDG Volunteering Strategy and Action Plan. Continue to support refugee integration in D&G via TSOs • Strengthen volunteering and LLL opportunities in the employability pathway <p>3. Develop a culture of collaboration and partnership working to maximise the influence and impact of the third sector.</p> <p>Activities</p> <ul style="list-style-type: none"> • Facilitate agreed third sector campaigns which highlight the role and needs of the sector • Building on the review of the locality hubs, strengthen the role of the hubs , and deliver action plans • Provide collaboration platform at place-based roadshows for innovation • Seek funding for research into the third sector health and social care workforce • Embed the Communities Facilities Association and its aims • Develop a strong understanding of need across our communities and localities via locality hubs as part of the embedding of the locality hubs’ role • Form key-partnerships with third sector organisations • Form strategic collaborations via COGITS, The Voice, Engagement Work <p>4. Encourage effective communications, networks and sharing of resources, energy, learning and ideas.</p> <p>Activities</p> <ul style="list-style-type: none"> • Deliver Communications Strategy and Action Plan • Promote and enable thematic forums (Health and Social Care, Tackling Poverty, Children and Young People, Employability and Social Enterprise DG, Chief Officers Group in the Third Sector (COGITS)) • Develop and maximise DGLocator app and website • Maintain and develop STAN client-management database • Continue annual members survey and incorporate its findings into planning • Deliver a programme of engagement events both online and place-based which allow networking, peer-to-peer support and sharing of good practice • Implement recommendations of marketing appraisal 	<p>2a) Volunteer involving organisations have more diverse, accessible and meaningful volunteering opportunities</p> <p>3a) More TSOs participate in the Voice Framework</p> <p>3b) More TSOs participate in COGITS</p> <p>3c) More TSOs participate in mentoring</p> <p>4a) More TSOs attend TSDG events</p> <p>4b) TSDG improves its delivery of members’ services using the members survey</p> <p>4c) TSOs are better informed about TSDG opportunities for the third sector</p>

D&G situation continued.

TSDG will continue to work with key partners on the delivery of the RES.

We will facilitate stronger links between the TS and H&SC through the establishment of a Wraparound Co-ordinator and support of the home teams.

The role of TSDG as an experienced fund administrator provides opportunities to secure more external funding for the TS in D&G.

The Borderlands regional partnership also creates opportunities for the third sector to participate in place planning. We will continue to represent the TS on the DGC Place Planning Partnership.

The SG Fair Work principle is an opportunity for TSDG to lead the embedding of the FW principle in TSOs

The Scottish Government commitment to net zero is an opportunity for TSDG to support the sector on its net zero journey.

TSDG Objectives and Activities continued

5. Stimulate an environment which strengthens leadership in the third sector to grow and become embedded

Activities

- Continue to develop and expand COGITS
- Continue to encourage leadership through our governance training programme
- Enable key-partnerships and strategic collaborations between TSDG and TSOs, directly between TSOs and between TSOs and TSDG strategic partners via a major annual event
- Building on the mentoring for leadership pilot, embed the role of TSDG as the lead agency in TS mentoring
- Building on research, embed the Voice project (the new model of third sector representation on Partnership Groups) via the pilot
- Continue to invest in and strengthen our role on key decision-making bodies (IJB, CPPB, REP)

6. Aspire to excellence in all TSDG activities, acting as an example to the third sector

Activities

- Annual review of employment and operational policies
- Deliver all aspects of risk management policy
- Create a strategic approach for TSDG for its access to and use of external funding, by encouraging effective, needs-based and innovative use of funding resources which includes Community Wealth Building and innovative procurement models with anchor organisations
- Update Board Champions with TSDG board and staff
- Update development plan for TSDG Board
- Review of TSDG Constitution
- Review of staff wellbeing

Short term outcomes continued

5a) TSOs have greater influence and impact in planning and decision making

5b) TSOs have greater involvement in the production of Place Plans

5c) More TSOs adopt Scottish Recovery Network model for working with People with Lived Experience

6a) TSDG maintains effective and contemporary business policies and practice

6b) TSDG improves its delivery of members' services

National performance framework

We have a globally competitive, entrepreneurial, inclusive and sustainable economy.

We tackle poverty by sharing opportunities wealth and power more equally.

We live in communities that are inclusive, empowered, resilient and safe.

We are well educated, skilled and able to contribute to society.

We are healthy and active, we value, enjoy and protect and enhance our environment.

We respect, protect and fulfil human rights, and live free from discrimination.

Local Outcome Improvement Plan Outcomes

LO 1. Everyone who needs help to work receives the right support.

LO 3. Health and wellbeing inequalities are reduced.

LO 7. People are well connected.

LO 8. Individuals and communities are empowered.

Assumptions

Continued funding from the Scottish Government, DG Council, DG HSCP, and our own trading income

There will be varying degrees of hybrid working in TS

The current willingness and openness to partnership working may be temporary

Factors that might affect outcomes

Continued impact of cost-of-living crisis which results in further delays to third sector recovery

Economic uncertainty will lead to less giving and reduced public funding

Ability to recruit/retain staff

Unanticipated issues relating to Brexit and an uncertain political future