



THIRD SECTOR
Dumfries and Galloway

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BUSINESS PLAN

April 2022 – March 2023

Introduction

Welcome to Third Sector Dumfries and Galloway's business plan for the funding period covering 1 April 2022 to 31 March 2023. It replaces the previous business plan for 1 April 2021- 30 September 2022. 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.

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 our recovery from the Covid-19 pandemic.

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. 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. The additional funding provided by our partners goes some way towards addressing the pressure created by the static level of core funding from the Scottish Government since 2013.

The Scottish Government outcomes framework continues 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 but that we need to improve our ability to demonstrate this.

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.

Plan Preparation

The development of this version builds on the original business plan for April 2021 – September 2022. It includes the additional responsibility for administering the Communities Mental health and Wellbeing Fund for Dumfries and Galloway and the Scottish Borders. It also introduces actions from the Regional Economic Strategy delivery plan of November 2021 where the TSIs are identified as a key partner. It continues the work on the priorities from the Big Report of 2020 and is informed by the membership survey of 2022.

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 pandemic 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. Aspire to excellence in all TSDG activities, acting as an example to the third sector.
4. Develop a culture of collaboration and partnership working to maximise the influence and impact of the third sector.
5. Encourage effective communications, networks and sharing of resources, energy, learning and ideas.
6. Stimulate an environment for ideas to emerge, grow and become embedded.

We will continue throughout 2022 to deliver on these objectives in the context of the recovering economy and the post-Covid needs of the third sector, 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.

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>Increased supply of, and demand, for volunteers in Covid response, recovery and beyond will be supported by TSDG volunteering strategy</p> <p>TSDG is involved in a wide range of partnerships including CPP, IJB and Equalities Partnership and are reviewing different ways of ensuring the sector has a voice.</p> <p>Low level of social enterprise activity in D&G to be addressed by SSEAL project and refreshed strategic approach.</p> <p>The increased need for hybrid networking will be met by increased activity by TSDG forums, networks and groups.</p> <p>Building on successful Covid partnership work, TSDG leads locality working via locality hubs including CPP, H&SC and SoSE</p> <p>Poverty strategy and Strategic Commissioning Plan in development involving third sector input, TSDG chairs the Strategic Planning Group</p> <p>Current work on the future of D&G town centres will create opportunities for TS which will be supported by TSDG</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"> • Create capacity and capability within communities via roadshows, 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 the 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 • Complete the Digital Exclusion research project and act on recommendations, and link to the D&G College mapping • Develop links between TS and UoG School of Interdisciplinary Studies in relation to the Future Leaders scheme • With the appointment of the Employability Manager, map employability services and develop employability strategy which links volunteering and LLL opportunities in the employability pathway • Continue to participate in the Community Transport PSP and support the introduction of the CT hub and Strategy • 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 • Building on the mentoring for leadership pilot, embed the role of TSDG as the lead agency in TS mentoring • Develop actions which educate and model TSO the Fair Work principle and increase TS participation • Continue to support refugee integration in D&G via TSOs <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 	<p>1a) TSOs and social enterprises have increased skills and knowledge relating to good governance</p> <p>2a) Volunteer involving organisations have more diverse, accessible and meaningful volunteering opportunities</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>

D&G situation continued.	TSDG Objectives and Activities continued	Short term outcomes continued
<p>The DGC culture strategy and Culture Collective approach to creative regeneration will be supported by TSDG</p> <p>TSDG has identified priorities of the third sector in key areas: digital inclusion, employability, community transport and community empowerment</p> <p>Creation of SoSE and REP to address the regional economy challenges through the emerging regional economic strategy with TSDG representing third sector</p> <p>Emergence of the Sustainability and Modernisation (SAM) programme and home teams has scope for third sector input through TSDG</p> <p>The Feeley Report provides opportunities for third sector in social care</p> <p>The role of TSDG as an administrator of funding programmes provides opportunities to secure more external funding for the TS in D&G</p> <p>The Borderlands regional partnership also creates opportunities for the third sector to participate in place planning</p> <p>The SG Fair Work principle is an opportunity for TSDG to lead the embedding of the FW principle in TSOs</p>	<p>3. Aspire to excellence in all TSDG activities, acting as an example to the third sector.</p> <p>Activities</p> <ul style="list-style-type: none"> • Annual review of employment and operational policies • Embed new appraisal process • Deliver all aspects of risk management policy • Update development plan for TSDG Board <p>4. 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"> • Building on research, develop the Voice project, the new model of third sector representation on Partnership Groups • Continue to invest in and strengthen our role on key decision-making bodies (IJB, CPPB, REP) • Facilitate agreed third sector campaigns which highlight the role and needs of the sector • Building on the review of the locality hubs, start introducing recommendations to strengthen the role of the hubs in the post Covid period, and complete SWOT analysis • Provide collaboration platform at place-based roadshows for innovation • Form strategic collaborations via COGITS, The Voice, Engagement Work • Seek funding for research into the third sector health and social care workforce • Embed the Communities Facilities Association and its aims <p>5. Encourage effective communications, networks and sharing resources, energy, learning and ideas.</p> <p>Activities</p> <ul style="list-style-type: none"> • Deliver Communications Strategy and Action Plan • Ensure TS events are developed and included in D&G Culture Strategy • Identify, engage and enable thematic forums (Health and Social Care, Tackling Poverty, Children and Young People, Employability and Social Enterprise DG) • Continue to develop the Chief Officers Group in the Third Sector (COGITS) <p>6. Stimulate an environment for ideas to emerge, grow and become embedded.</p> <p>Activities</p> <ul style="list-style-type: none"> • 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 • Maintain and develop STAN client-management database • Continue annual members survey and incorporate its findings into planning • Promote and develop new website and DG Locator app • Create an innovation culture of open dialogue connecting and sharing via locality hubs, forums, partnerships and roadshows • 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 • Create a funding and fundraising strategy, by encouraging effective, needs-based and innovative use of funding resources which includes Community Wealth Building and innovative procurement models with anchor organisations 	<p>3a) TSDG maintains effective and contemporary business policies and practice</p> <p>3b) TSDG improves its delivery of members' services</p> <p>4a) TSOs have greater influence and impact in planning and decision making</p> <p>5a) TSDG and TSOs are better informed about opportunities for the third sector</p> <p>6a) TSOs have an increased number of innovative ideas that have been developed</p>

National performance framework	Local Outcome Improvement Plan Outcomes
<p>We have a globally competitive, entrepreneurial, inclusive and sustainable economy.</p> <p>We tackle poverty by sharing opportunities wealth and power more equally.</p> <p>We live in communities that are inclusive, empowered, resilient and safe.</p> <p>We are well educated, skilled and able to contribute to society.</p> <p>We are healthy and active, we value, enjoy and protect and enhance our environment.</p> <p>We respect, protect and fulfil human rights, and live free from discrimination.</p>	<p>LO 1. Everyone who needs help to work receives the right support.</p> <p>LO 3. Health and wellbeing inequalities are reduced.</p> <p>LO 7. People are well connected.</p> <p>LO 8. Individuals and communities are empowered.</p>
Assumptions	Factors that might affect outcomes
<p>Continued funding from the Scottish Government, DG Council and our own trading income</p> <p>There will be a transition from Covid response to a need for sustained support for TSOs</p> <p>There will be varying degrees of hybrid working in TS</p> <p>The current willingness and openness to partnership working may be temporary</p>	<p>Further Covid-lockdowns resulting in further delays to third sector recovery</p> <p>Economic uncertainty will lead to less giving and reduced public funding</p> <p>Ability to recruit/retain staff</p> <p>Unanticipated issues relating to Brexit and an uncertain political future</p>