

# THIRD SECTOR FIRST

## STAKEHOLDER REPORT

October 2013



**THIRD SECTOR FIRST**  
Dumfries and Galloway

### HIGHLIGHTS

In six months we have:

Created a brand that is widely recognised as Dumfries and Galloway's Third Sector Interface.

Developed a culture of continuous improvement and excellence in all that we do.

Invested in new ways of working.

Developed tools for communicating with those with an interest in the third sector in Dumfries and Galloway.



**THIRD SECTOR FIRST**  
Dumfries and Galloway

Third Sector First Brand & Logo

### INTRODUCTION

This is our first report to our stakeholders. It reports on a significant period in the development of Third Sector First as Dumfries and Galloway's Third Sector Interface. Much of our energy in our first six months has been expended on the many tasks involved in the setting up of a new organisation. Despite this we are on track or have exceeded many of our work plan targets.

### Brand recognition

Our operating name is a play on words. As a sector we are not in third place to anyone – and our task is to work together to put the third sector first in all that we do. A strong brand is important for any organisation, but what matters is that the brand has a high level of recognition where it matters, and ultimately that we achieve a brand reputation for excellence.

### Continuous improvement

We have committed ourselves to developing a culture of continuous improvement. This means listening to those with whom we work and to our staff, challenging what we do, and making incremental changes. It is a process that has no end.

### New ways of working

We have made significant investment in cloud based IT infrastructure. This enables our staff team to be mobile and work flexibly across Dumfries and Galloway. At the same time we have developed a base of operations in Dumfries within ground floor premises with a prominent street frontage. This is our "Touchdown Zone" – a place where the staff team can touch base with their colleagues and report back before going out again into the field.

### Communications

We have developed an on line community of people to connect and network around issues that affect the third sector and our communities. From Lochans to Langholm - Kirkconnel to Kirkbean [Third Sector First Community](#) is rapidly becoming the place to go on line for third sector news, events and funding opportunities in Dumfries and Galloway. The site has grown from small beginnings to an active membership of almost 350 people from across the third and public sectors.

## Members

Members are at the centre of Third Sector First. Our members elect our Charity Trustees and hold the Board to account. Our members provide us with feedback on our effectiveness. Our members guide the way in which we represent the interests of the sector. A sizeable and active membership is not only an asset to Third Sector First it is an asset to the sector as a whole.

In six months our membership has grown from a baseline of 99 to 235, a growth of 137%.

## Our people

We recognise that our people are our greatest asset. Our staff team have gone through a very unsettling period. We are asking them to challenge everything that they have known about their jobs and to change and adapt to a new working environment.

We have committed ourselves to restructure the staff team – to create a team structure that is fit for purpose and can deliver.

Our people need our support to help them change and adapt. That is why we have invested in setting aside a minimum of one day a month for staff training and development. That is why any of our employees can raise concerns with our Chief Executive on a one to one and confidential basis.

Everyone in our organisation, from the Chief Executive to our office cleaner, is a leader. To reflect this view we do not have a management team, but a leadership team, into which we bring our staff as the issues that we are dealing with demand.

## Partners

Instinctively we know that we cannot deliver all that we need to on our own.

We must therefore look to community based partners who can help us deliver. That is why we are working closely with Langholm Initiative to explore ways in which we can extend our reach to each and every community in Dumfries and Galloway – and to help communities work towards a sustainable third sector.

Through a pilot project called the Eskdale Third Sector Pathfinder we will create a local first point of contact for our services in Eskdale – and at the same time help the communities of Eskdale work towards the creation of a Community Development Trust as the vehicle that the community and public sector can turn to with confidence to take forward community empowerment.

(The picture opposite shows David Yarrow and Chick McKenna signing off on the partnership agreement between Langholm Initiative and Third Sector First.)

[Note: Where targets are reported upon below, the top figure is the six month target, the middle figure the actual, and the lower figure the % of the target achieved. There are three zones, green (target achieved or exceeded), amber (mitigation measures needed) red (review needed)].

## MEMBERS AT THE CENTRE

In six months we have grown our membership by 137%

## OUR PEOPLE ARE OUR GREATEST ASSET

We have invested in our staff by:

Setting aside one day per month for staff training and development.

Allowing staff the regular opportunity to meet with our Chief Executive on a confidential one to one basis.

Developing the idea that every member of the staff team is a leader.

Taking the temperature of staff morale in by means of a regular and confidential staff survey.

## PARTNERS

We are exploring ways in which we can extend our reach to each and every community in Dumfries and Galloway.



## COMMUNITY PLANNING

Third Sector First has been recognised as the voice of the third sector in our Community Planning Partnership.

For the first time the third sector is now represented on the Community Planning Executive Group (CPEG).

The Chief Executive of Third Sector First has parity with other chief officers on CPEG

## ENGAGE AND INFLUENCE

We are working to:

Establish a clear vision and sense of purpose.

Provide focus to work streams.

Develop a framework within which third sector organisations can be more effectively networked and engaged in community planning and decision making.

Establish how our community planning partners will support Third Sector First so that parity of influence is made "real".

## Community Planning

The work that we are expected to do around [community planning](#) and the associated proliferation of 'forums', 'partnership meetings', committees is a considerable

challenge not only in terms of capacity and resources, but also in terms of parity of influence and understanding of the landscape of public policy and decision making.

Whilst we can claim that relationships with our community planning partners has improved with the creation of a single third sector interface, and our participation in the Community Planning Executive Group – it is not yet clear if we are able to influence decision making.

The Scottish Government is committed to reforming community planning and ensuring a role for the third sector. They are aware of the challenge both in terms of resources and securing the influence of the third sector as a community planning partner, but as yet there is no clear vision of what specifically a Third Sector Interface can bring to community planning beyond the broad objective of ensuring that the third sector is better able to understand and influence public policy.

There is a desire amongst our community planning partners, at least at the level of the Community Planning Executive Group, to support Third Sector First to engage with and influence community planning and decision making.

## Engage & Influence

Engage and Influence is a work stream designed to establish a clear vision and sense of purpose to our role in Community Planning - and to establish a baseline of understanding and bring new thinking to the way that we work within the Community Planning Framework.

We are working to deliver on 4 key milestones:

- Develop a comprehensive understanding of community planning partnerships and other public sector partnerships, work streams and change programmes where there is an expectation of engagement from the third sector;
- Develop a database of and record information about the people currently representing the third sector – and a panel of people that we can call on to represent the sector in future;
- Develop and implement systems for supporting (including training and briefings on issues) third sector representatives and ensuring that they are accountable for their work;
- Develop effective thematic networks of third sector organisations and to ensure that these networks are supported, able to set and prioritise issues of concern, and can influence the work of staff and third sector representatives.

Dumfries &

Galloway

Together is  
Better

## Advocate and lobby

If Third Sector First is to be successful we must ensure that we are able to influence decision makers and opinion formers. The task is to ensure that our local decision makers and opinion formers have an understanding of the third sector, what the sector contributes to the wellbeing and prosperity of the people and communities of Dumfries and Galloway – and what we might achieve in future with their support.

In the first six months our Chief Executive has met with the Labour, Independent and SNP Groups and with Alex Ferguson MSP.

## Public relations

Our communications plan envisages that we will work to ensure that stories about the third sector are reported in the local print and broadcast media. We are working to increase our public relations activity.

We sponsor West Sound Radio's Community Helpline, where volunteering and other third sector activities are promoted.

In September Stacey Pointer, who was the first to achieve the Saltire Awards Summit in Dumfries and Galloway, became our first Youth Ambassador. Stacey's role will be to promote the volunteering (specifically the Saltire Awards) in our schools and youth organisations.

## Social Enterprise

Social enterprises trade for a social purpose – and for profit.

For many charities and voluntary organisations, developing profitable trading strategies is now part of the thinking that they must do to secure funding for their core work – to be sustainable.

Our role is to promote, support and develop social enterprise. In order to be effective we have committed resources to training (delivered by the [Social Enterprise Academy](#)) all of our staff so that they understand what social enterprise is, how social enterprises are started and grow, and how social enterprise can improve the wellbeing and prosperity of the people and communities of Dumfries and Galloway.

We have convened a Social Enterprise Round Table at which organisations that promote social enterprise across Scotland and Dumfries and Galloway gathered to discuss how we co-ordinate the promotion of social enterprise in Dumfries and Galloway. The round table was attended by [Business Gateway](#) (Dumfries and Galloway), [SENSCOT](#), [Social Enterprise Scotland](#), the [Social Enterprise Academy](#), [Co-operative Development Scotland](#) and Dumfries and Galloway Social Enterprise Network.

We are providing practical support to Dumfries and Galloway Social Enterprise Network as the forum for social enterprises and social entrepreneurs in Dumfries and Galloway.

We are working to develop social enterprise solutions to meet the needs of the third sector in Dumfries and Galloway: for example developing a co-operative consortia approach to meet the needs of our Day Centres Consortium and the development of a Community Development Trust to meet the needs of the community in Eskdale.

## ADVOCATE & LOBBY

In the first six months our Chief Executive has met with the Labour, Independent and SNP Groups and with Alex Ferguson MSP.

## PUBLIC RELATIONS

Third Sector First sponsors West Sound Radio's Community Helpline – where volunteering opportunities and other third sector activities are promoted.

Stacey Pointer became our first Youth Ambassador.

We placed a two page advertorial in Dumfries and Galloway Standard

## SOCIAL ENTERPRISE

We have

Committed resources to training all of our staff – so that they understand social enterprise.

Convened a Social Enterprise Round Table – to co-ordinate how we promote social enterprise across Dumfries and Galloway.

Supported DGSEN as the forum for social enterprise in Dumfries and Galloway.

We are working to develop social enterprise solutions to meet the needs of the third sector

## SOCIAL ENTERPRISE TARGETS

We measure our success by recording the number of groups that we have:

- Provided with information that enables them to access contract and business opportunities
- Helped, by providing advice on appropriate structures for social enterprise, to set up
- Provided with business advice
- Signposted to other support organisations (including local service providers and those funded by Scottish Government)

## DUMFRIES & GALLOWAY CHAMBER OF COMMERCE

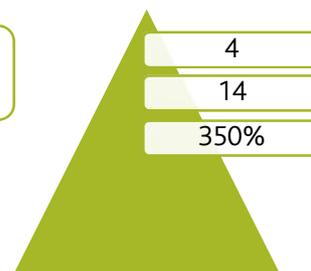
We are working with the Chamber of Commerce to:

- Promote social enterprise
- Lobby on issues of mutual concern
- Jointly deliver events and training
- Share premises and other resources

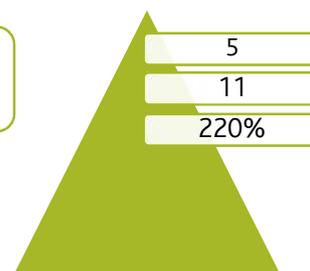
Number of Social Enterprises Supported to Access Contracts & Business Opportunities



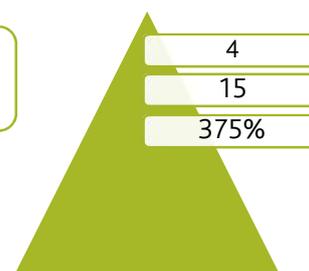
Number of New Starts Supported



Number of Social Enterprises Directly Supported



Number of Social Enterprises Supported via referrals



## Working with the Chamber of Commerce

Dumfries and Galloway Chamber of Commerce represents the business sector – including social enterprise. We are developing a mutually beneficial working relationship with the Chamber of Commerce that will allow us work together to; promote social enterprise; lobby on issues of mutual concern (for example the commissioning/tendering policies of the public authorities); jointly deliver events and training; and to share premises and other resources.

## Learn and grow

Third Sector First works to ensure that third sector organisations are well managed and deliver quality services – that they are able to learn and grow.

### MILO

MILO is a national database of third sector organisations. We are working to populate MILO with information about the third sector in Dumfries and Galloway. This work is essential if we are to better understand the sector and how it impacts on the wellbeing and prosperity of the people and communities of Dumfries and Galloway. There is currently information recorded on some 1900 organisations and groups.

### Working across Dumfries and Galloway

Whilst we are developing an operational base in Dumfries, and a secondary base in Stranraer our small staff team work with organisations, no matter how remote, across Dumfries and Galloway. When a group contacts us looking for help they will be allocated a named officer whose job it is to listen and understand the issue(s) at hand and help the group develop a project plan to address that issue(s).



## LEARN AND GROW

### MILO

We are working to populate MILO with information about the third sector in Dumfries and Galloway

There is currently information recorded on some 1900 organisations and groups.

### WORKING ACROSS DUMFRIES AND GALLOWAY

When we are asked for help we will:

- Allocate a named officer
- Listen to understand the issue(s)
- Develop a project plan

### TARGETS

We measure our success by recording the number of groups that we have:

- Provided support to set up with advice on appropriate legal structure
- Helped understand charity law and the role of charity trustees
- Helped review their legal structure
- Helped make applications for grant/financial support

- Helped diversify their income streams
- Helped with organisational planning and development
- Helped recognise future opportunities and risks
- Given advice on achieving good governance
- Supported in managing organisational change
- Provided support to meet Protection of Vulnerable Groups (PVG) obligations

132 funding opportunities posted on Third Sector First Community.

£114,000 in external funding secured

## REVIEW

In the second half of 2013/14 we will review how we deliver support on:

- Achieving good governance
- Meeting PVG obligations

Number of groups helped to make applications for grant/financial support

15  
45  
300%

Number of groups given advice on achieving good governance

25  
19  
76%

Number of groups supported to meet PVG obligations

25  
7  
28%

In six months we have posted information on 132 funding opportunities on Third Sector First Community. We estimate that we have helped groups bring in approximately £114,000 in external funding.

Our performance on groups given advice on achieving good governance is in our amber zone – but only just. We will therefore review how we deliver support in this area in the second half of the year.

Our performance on groups supported to meet their Protection of Vulnerable Groups obligations is well below our target – and therefore in our red zone. Working with Disclosure Scotland we will therefore review how we deliver support in this area in the second half of 2013/14.

**Disclosure**  
SCOTLAND

For information on PVG checks go to [Disclosure Scotland](http://www.disclosure-scotland.gov.uk) web site.

## Funding for the third sector from Dumfries and Galloway Council.

Dumfries and Galloway Council provides financial assistance in the form of grants to the third sector.

Our role is to support the third sector to make applications to the Council for financial support. The closing date for grant applications for 2014/15 is 5pm on Friday 6th December (different arrangements apply in the Stewartry).

The arrangements currently in place are that, in addition to providing support to groups wishing to submit a grant application, we take part in the Council's scoring panels. This arrangement could result in an actual or perceived conflict of interest – as Third Sector First staff both provide advice on making an application and then score it.

We are therefore seeking to persuade the Council to change our engagement in the scoring panels – by nominating independent scorers from the third sector and moving the role of Third Sector First to that of a consultee. We are awaiting the Council's response.

### Capacity assessment & planning.

Much of our work in the first half of 2013/14 has been re-active. In other words we have responded to requests for help.

We are working to develop an on line health check that will enable organisations to assess their practices and capacity in respect of:

- Organisational structure and governance
- Financial management
- Human Resource Management
- Information Communications Technology
- Volunteering
- Training
- Communications and marketing
- Funding arrangements including dependency on grants and capacity to bid for commissioned work

We will then use the information to work with organisations to prepare a development plan that will set out how, working with Third Sector First and others they can improve their practices and capacity.

## COUNCIL SUPPORT FOR THE THIRD SECTOR

We support organisations to make applications to the Council for financial support

We are seeking to clarify our role in the scoring of applications for grant funding

## CAPACITY ASSESSMENT & PLANNING

We are working to develop an on line health check that will:

Enable organisations to assess their practices and capacity

Prepare a development plan

## VOLUNTEERING STRENGTHENS OUR COMMUNITIES

We promote volunteering by:

- Encouraging more young people to become involved in volunteering
- Making volunteering more accessible to everyone
- Ensuring that volunteers are welcomed and valued and are given guidance, training and support by those organisations that engage them
- By raising standards so the impact of volunteering on individuals, organisations and communities can be measured and maximised

## Volunteering strengthens our communities.

Volunteering not only benefits our communities and the people of Dumfries and Galloway, but also the volunteers who can develop their personal knowledge, skills and experience.

Volunteering can be a positive force for change.

Sustainable volunteering just doesn't happen. It needs leadership - good volunteer management, integrated infrastructure support and a broad range of volunteering opportunities.

The economic, political and social landscape within which volunteering takes place is going through a significant period of change.

- As austerity measures increase volunteering has been seen by some as a means to lessen the impact of public sector cuts. Volunteering is a cost effective measure but not a cost free activity. Volunteers can complement the work of paid staff – but are not a direct substitute.

- Volunteering is subject to an intense political and media spotlight. Active citizenship and public participation have become a major political focus nationally and locally. Increasingly consideration is being given to the role volunteering can play in facilitating and enabling social action - with voluntary organisations and groups often acting at the forefront of change.

- The employability agenda grows ever stronger and with it the role that volunteering plays in helping people develop hard and soft skills which are transferable within the labour market. Increasingly people are seeking volunteering as a new way to gain skills that will help them get back into work.

- Requests for short term volunteering opportunities and one off roles have increased as people are looking for different ways to volunteer that complement their lifestyles, skill sets and interests.

- As interest in volunteering grows, those organisations that involve or aspire to involve volunteers need to be supported to embed the values of volunteering in their policies, develop best practice and build their capacity to recruit, retain and support volunteers.

Third Sector First promotes volunteering and the role that volunteers can play throughout the communities of Dumfries and Galloway. We do this by encouraging more young people to become involved in volunteering; making volunteering more accessible to everyone; ensuring that volunteers are welcomed and valued and are given guidance, training and support by those organisations that engage them; and by raising standards so the impact of volunteering on individuals, organisations and communities can be measured and maximised.

Number of volunteer enquiries received

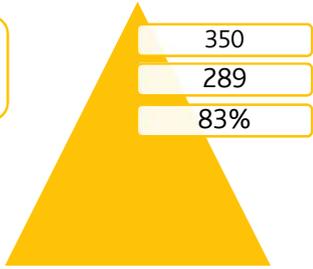
750

699

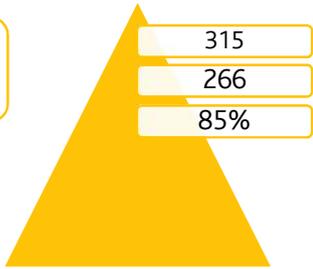
93%



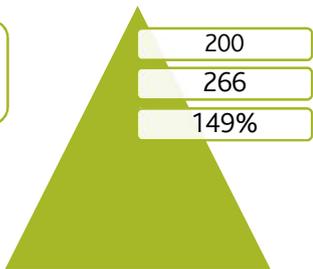
Number of volunteers registered



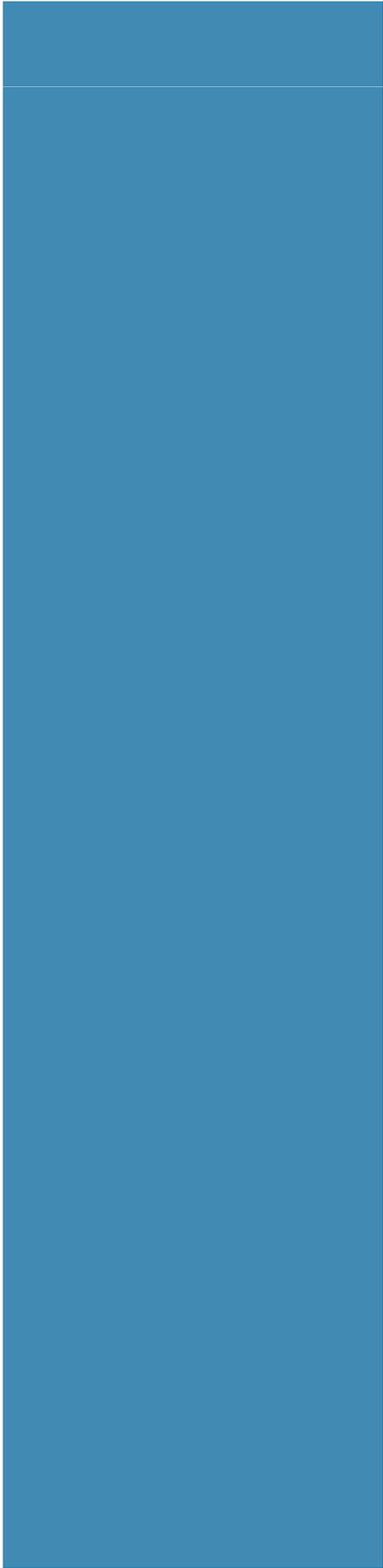
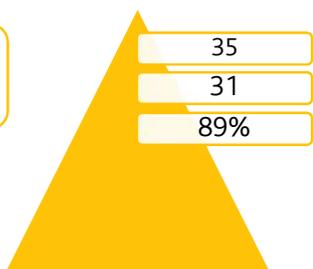
Number of volunteers placed



Number of follow ups completed



Number of new volunteering opportunities developed and promoted



## INVESTING IN OUR YOUNG PEOPLE

In six months:

- 33 young people achieved the Challenge Award (50 hours)
- 54 young people achieved the Approach Award (100 hours)
- 97 young people achieved the Ascent Award (500 hours)

Stacey Pointer of Dumfries achieved the Summit – and is now our Youth Ambassador

We have advertised the Saltire Awards on West Sound Radio

We are working with 7 of Dumfries and Galloway's 16 secondary schools.

A meeting with the head teachers of secondary schools is planned for December

## Investing in our young people

We invest in our young people by promoting the Saltire Awards.

Saltire Awards are the new Scottish awards designed to formally recognise the commitment and contribution of youth volunteering. Supported by the Scottish Government, the Saltire Awards enable young volunteers to record the skills, experience and learning gained through successful volunteering placements in school or provided by local and national voluntary agencies.

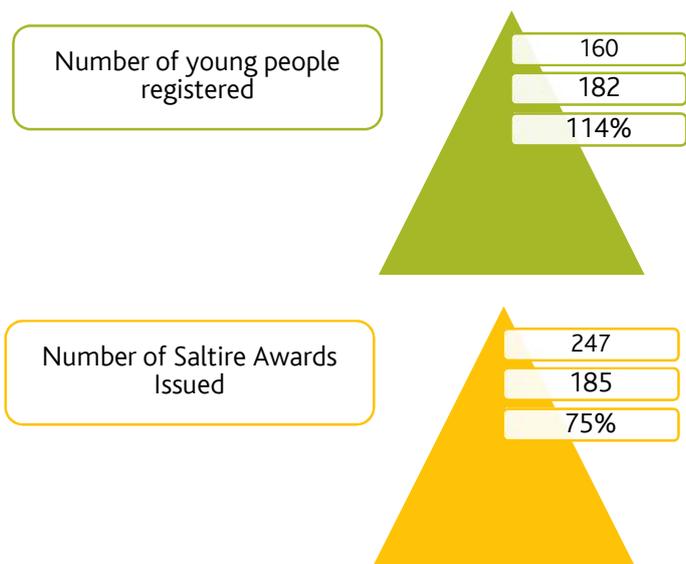
The Awards are split into four sections - The Challenge, The Approach, The Ascent and The Summit and achievement is recognised in the form of Saltire Award certificates and Young Scot reward points.

Saltire Awards are designed to encourage and enable youth volunteering and dovetail neatly into the four capacities of Curriculum for Excellence as participants will develop their abilities through volunteering to become successful learners, confident individuals, responsible citizens and effective contributors. The Saltire Journal is the resource provided to facilitate recording of skills and learning achieved, in addition the participants will be required to complete a self-evaluation (Footprints), which directly links their responses to Curriculum for Excellence.

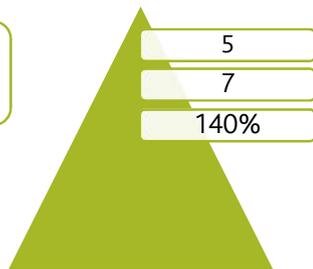
In six months 33 young people achieved the Challenge Award, 54 achieved the Approach Award and 97 the Ascent Award.

Stacey Pointer of Dumfries achieved the Summit – and is now our Youth Ambassador. (Note: The Summit is for an outstanding contribution to volunteering. It is awarded to recognise those who have not only completed the "Ascent" but have exceeded expectations. Volunteers must be nominated for the Award by the school or organisation they volunteer for. The nominations are peer assessed by a panel of Saltire Ambassadors who decide who merits the Award).

We are working with 7 of Dumfries and Galloway's 16 secondary schools. Our long term aim is that we should be working with all 16. We have therefore requested a meeting with the head teachers – and this is now planned to take place in December.



Number of participating schools in the Saltire Awards



## Income & expenditure

See panel opposite. The figures shown do not include restricted funds. Premises costs in the first six months included the costs of premises at two locations in Dumfries and in Creetown and Lockerbie. These costs will not be incurred in the second half of the year.

### Have your say

If you or your organisation have used our services in the six months April – October 2013 we would welcome your feedback. Our feedback form will be available on our web site from Monday 11<sup>th</sup> November.

### Join us

Membership of Third Sector First is open to all third sector organisations and groups operating in Dumfries and Galloway. If you are not a member and would like to join us please contact us at the address below or by sending an email to [secretary@thirdsectorfirst.org.uk](mailto:secretary@thirdsectorfirst.org.uk). An on line application form can also be found on our web site.

### Contact us:

Telephone: 0300 303 8558

Email: [rachel.reekie@thirdsectorfirst.org.uk](mailto:rachel.reekie@thirdsectorfirst.org.uk)

Web: [www.thirdsectorfirst.org.uk](http://www.thirdsectorfirst.org.uk)

On line community [www.thirdsectorfirst.ning.com](http://www.thirdsectorfirst.ning.com)

### Visit us at:

16 Queensberry Street, Dumfries, DG1 1EX

8 Castle Street, Stranraer, DG9 7RT

c/o Dalbeattie Initiative, 71 High Street, Dalbeattie, DG5 4HA

c/o Langholm Initiative, Buccleuch Mill, Glenesk Road, Langholm, DG13 0ES

## INCOME

Scottish Government

**£ 188,000**

Dumfries and Galloway Council

**£ 46,635**

**Total Income**

**£ 236,635**

## EXPENDITURE

Staff

**£ 147,656**

Premises

**£ 19,516**

Communications

**£ 3,756**

Capital purchases

**£ 22,791**

Operational costs

**£ 11,329**

**Total Expenditure**

**£ 205,048**