

tsiMORAY

Outcomes Framework

2020-2022

tsiMORAY's vision

A vibrant third sector in a resilient and sustainable Moray

tsiMORAY's mission

To bring together and support our third sector, enabling its full participation in the sustainable development of Moray

About this plan

This plan reflects our aspirations for the focus and further development of **tsi**MORAY during the period from September 2020 to 31 March 2022. It includes a broad statement of our intentions and priorities in supporting communities of place and communities of interest, and provides a framework for our activities, including those for specific projects and initiatives, presented in the form of 'logic models'.

"A logic model is a diagram that tells the story of your project or programme. It shows a link between the need you have identified, what you do and how you make a difference, short, medium and long term. It allows us to see how we make a difference to the people we directly work with and how that contributes to strategic outcomes."¹

At the time of publication, this plan includes four logic models, covering work largely funded by Scottish Government and supported locally by Highlands & Islands Enterprise and the Moray Drugs & Alcohol Partnership. Additional and more detailed plans are developed as needed for specific projects, initiatives and strands of work.

This plan provides the basis for monitoring and evaluating our work, and for the development of partnerships and joint projects with existing and potential partners across the public, private and third sectors, as well as providing context for funding applications.

The plan is based on guidance jointly developed by the network of Third Sector Interfaces (TSIs) and Scottish Government with the support of Evaluation Support Scotland.

Context

The relationship between communities and government is changing, with communities demanding more control over what happens in their areas. Across Moray, we have supported communities to lead the way in a spontaneous response to the challenges of Covid-19 and lockdown, with informal volunteering and mutual support groups often the first to respond to emerging need in their community.

The crisis has had, and continues to have, profound impacts not only on the most vulnerable members of our communities and on the volunteers who have stepped forward to help, but also on the groups whose support will be essential to the resilience and sustainability of our communities, and to their ability to thrive as the impacts of climate breakdown continue to increase.

However, the crisis offers an opportunity to reshape our society through the development of an economy where the wellbeing of people, places and planet comes before profit. Given enough support, the third sector – i.e. community groups, voluntary organisations and social enterprises – can lead the way in grasping this opportunity; this plan sets out the part we intend to play in supporting this transformation.

¹ <https://www.gov.scot/publications/third-sector-interface-outcome-framework-september-2018/>

Who we are

We are a dynamic, independent local charity operating as a company limited by guarantee. Membership is open to any third sector organisation – i.e. community groups, voluntary organisations and social enterprises – based or operating in Moray. We are governed by a Board of unpaid trustees elected by our members.

We are currently the only third sector organisation to be full members of the Moray Community Planning Partnership. The Partnership brings together many public bodies to work together, with each other and with local communities, to design and deliver better services and to make Moray a better place to live, work, visit and enjoy.

Our key values and principles

Like most third sector organisations, the work we do is rooted in our values; our behaviours and our activities are informed by the things we believe are important.

We subscribe to the common values of leadership, collaboration, integrity, diversity, equality and excellence agreed with other groups in our national network.

In addition to these, we are also committed to a common set of values shared by our staff and our trustees: honesty, empathy, compassion and respect.

The approach we take to our work is based on well-established community learning & development principles.

- self-determination – respecting the individual and valuing the right of people to make their own choices
- inclusion – valuing equality of both opportunity and outcome, and challenging discriminatory practice
- empowerment – increasing the ability of individuals and groups to influence issues that affect them and their communities through individual and/or collective action
- working collaboratively – maximising collaborative working relationships with colleagues, including participants, learners and communities
- promotion of learning as a lifelong activity – ensuring that individuals are aware of a range of learning opportunities and are able to access relevant options at any stage of their life.

What we do

We have very broad charitable aims, all intended for the benefit of the people of Moray. They include the advancement of: education, health, citizenship, community development, social enterprise, environmental protection & improvement, the arts, heritage, culture, science, and urban & rural regeneration, as well as the prevention & relief of poverty and the promotion of growth within the third sector.

The main activities we carry out to achieve these aims are the promotion of community participation in the public life of Moray, mostly through supporting and promoting formal and informal volunteering, community groups, charities, voluntary organisations and social enterprises, collectively known as the third sector, and facilitating third sector engagement in local planning and decision-making processes, including the development and implementation of the Local Outcomes Improvement Plan.

This includes helping these groups to communicate and collaborate with each other and with public sector organisations, such as Moray Council, the NHS, Highlands & Islands Enterprise, Police Scotland and more. By doing this we help people – self-organised in community-led groups and organisations – to influence decision-making and get involved in the design and delivery of public services in Moray.

We are the only third sector organisation in Scotland delivering our area's LEADER, a European programme supporting community-led local development. This is managed by a local team governed by a Local Action Group (LAG) of community, business and public sector members. We are keen to secure a way to build on the success of the Programme, which is currently scheduled to end in March 2021.

All our capacity-building activities continue to support a shift to community-led local development, and contribute to making progress towards our intended outcomes.

How we are funded

We are supported by Scottish Government through an annual grant of £201,600, which underpins our capacity to develop, promote, secure support for, manage, monitor and evaluate a wide range of projects to provide a variety of services to volunteers, third sector organisations and partners.

Our ability to carry out our work relies on the additional support we received from a range of sources. Much of this comes from local partners, including Highlands & Islands Enterprise, LEADER, Moray Council, and the Moray Alcohol & Drugs Partnership.

We will work towards ensuring continued and where appropriate increased support from our partners for the period covered by this plan, and we will continue to look for additional resources from both local and national sources, so that we can continue and expand our work.

We aim to review our policies and may introduce charges for some of the services we provide, to make sure they remain appropriate and sustainable, in line with our aims and principles, and enabling us to continue to develop as an enterprising third sector organisation.

Our priorities

We will prioritise our work in line with the aims and principles set out in this plan, and addressing the overarching aim we share with our local partners: creating an enabling environment within which the people of Moray can thrive.

We will continue to focus on the area of work within which we can make the greatest difference, and which is our specialism and key purpose: connecting people creating change.

Our approach directly supports our local Community Planning Partnership priority of 'empowering and connecting communities'. We see this as the foundation underpinning the Partnership's other three priorities: developing a diverse, inclusive and sustainable economy; building a better future for our children and young people; improving the wellbeing of our population.

We have seen and supported local communities coming together to lead the way in the response to the challenges of Covid and lockdown. We will prioritise supporting them to lead a renewal of our economy and society, helping to focus our collective attention on building a kinder, fairer, more inclusive, better connected, more resilient and more sustainable Scotland.

While we are extremely concerned about the impact of the pandemic, we recognise this offers communities opportunities as well as challenges. We will prioritise support for activities helping people to connect with each other and helping communities to take greater control of what happens in their lives and in their areas, making services and opportunities more accessible to the people of Moray.

We will continue to provide support to volunteers, to our members and to other third sector organisations. Where demand exceeds our capacity, we will prioritise support for people and activities helping the most vulnerable and disadvantaged members of our communities.

Wherever possible we will opt for collective means of support and encourage peer learning and mutual exchange. This is in line with our community development approach; it recognises people's existing skills and knowledge, avoids encouraging dependency, and fosters resilience. An added benefit of this approach is that, while it may require greater initial investment, it builds capacity and helps reduce demand in the longer term.

Our priorities and approach are in line with our charitable aims and with our continued support for the Scottish Government strategic aims for third sector development:

- effective governance and leadership
- deepening collaborative approaches across the sector to maximise impact
- helping to deliver greater fairness and equality.

*tsi*MORAY – 3 September 2020

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Third Sector Interface Moray is a Company limited by guarantee, No SC416994, and registered as a Scottish Charity, No SC042954

tsiMORAY: connected people creating change

Role / Aim: Central Source of Knowledge about: Third Sector Locally; Local & National policy and how it might affect local third sector, communities and citizens; How third sector can contribute to those agendas

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	High Level Strategic Outcomes (NPF / LOIP)
<p>The development of a comprehensive central source of information about the third sector (e.g. access to services or volunteering opportunities, economic impact etc) is in progress but not yet complete</p> <p>There is still no reliable up to date information about the size, reach, scope and social and economic impact of the third sector in Moray</p> <p>There is increased awareness of the key contribution the third sector makes to the wellbeing and sustainability of Moray, but the full breadth and depth of the local third sector is still not readily seen or widely accessed</p>	<p>Further develop & populate our information management system to:</p> <ul style="list-style-type: none"> • support internal and external reporting of our activity and impact • support external reporting to wider stakeholders, identifying scope, reach and impact of the sector • feed into website to provide information on services and volunteering opportunities available to local communities <p>Further develop our web presence to include:</p> <ul style="list-style-type: none"> • searchable information about third sector services available in Moray above and beyond Covid response services • up to date calendar of training and events, including forums <p>Within the limits of available resources and capacity, continue to facilitate existing forums and networks including:</p> <ul style="list-style-type: none"> • Children & Young People • Health & Wellbeing • Future Governance • Volunteer Managers • Social Enterprise (MSEN) <p>and introduce new ones, e.g. Funders Forum, as appropriate</p> <p>Continue to develop our communications:</p> <ul style="list-style-type: none"> • continue to review and implement effective communication and engagement plans • capture and communicate our impact, as an organisation, as members of networks, and as a sector – (see also Voice) • continue to communicate news & information regularly through newsletters, social media and Slack as a communication platform • continue to engage with national conversations and forums 	<p>People can more readily access up to date, current information relating to services and volunteering opportunities available through the third sector</p> <p>Local and national influencers and decision makers have a better understanding and knowledge of the scope and impact of tsiMORAY and of Moray’s wider third sector, and are better able to engage with it and support it</p> <p>Organisations and voluntary boards’ members are more aware of local and national opportunities, policies and strategies</p>	<p>People are more involved in their local community</p> <p>Third sector organisations are better able to respond to local need</p> <p>Key decision making includes third sector input</p> <p>Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National outcomes</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>Local outcomes</p> <p>Raising Aspirations: Creating an enabling environment within which the people of Moray can achieve expanded choices, improved livelihoods, and wellbeing by:</p> <p>Empowering and connecting communities</p>

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Role / Aim: Voice - Ensuring a strong third sector voice at a strategic level within local planning structures and nationally

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	High Level Strategic Outcomes (NPF / LOIP)
<p>Third sector engagement in all strands of community planning locally is improving, but continues to face challenges due to lack of capacity and lack of confidence regarding impact of engagement</p> <p>Thanks to the work of third sector liaisers and our support, appreciation of the third sector has increased, however, there is scope for the voice of smaller third sector organisations and community groups to reach further and be more influential</p> <p>While the impact and added value of the third sector have gained greater recognition, they are not always fully appreciated at a strategic level</p> <p>Investment by HIE and MADP in tsiMORAY and third sector capacity has shown good returns; additional investment by local public sector partners would help maximise Moray's potential</p>	<p>Within the limits of available resources and capacity, further develop the role of Third Sector Liaisers in facilitating two-way communication between private, public and third sector organisations in Moray; specifically:</p> <ul style="list-style-type: none"> • identify key gaps in third sector engagement, and the key reasons for these • promote and recruit to the role, including facilitating sessions on the role • support the role, particularly regarding the facilitation of communication between the liaisers and the wider third sector and support for liaisers in communicating potentially challenging messages from the third sector to public sector colleagues <p>Within the limits of available resources and capacity, continue to facilitate themed forums and networks to share information both to and from third sector liaisers</p> <p>Further develop communication platforms (such as Slack) to support increased speed of information sharing</p> <p>Continue to participate in national TSI forums and networks sharing knowledge and information</p> <p>Continue to maintain and develop strong links between the third sector in Moray and the wider national bodies</p> <p>Capture and communicate our impact, as an organisation and as a sector, through producing / helping the sector to produce better evidence and articulating / helping the sector to articulate powerful narratives – (see also Central Source of Knowledge)</p> <p>Make the case for and secure adequate investment in the capacity of the sector to engage and in the capacity of tsiMORAY to support it</p>	<p>The third sector is more, and more effectively engaged in all aspects of community planning in Moray</p> <p>There is greater understanding and appreciation of the assets and needs of Moray, its communities and its third sector at local, regional and national level</p>	<p>Improved cross sector collaboration</p> <p>Key decision making includes third sector input</p>	<p>National outcomes</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>Local outcomes</p> <p>Raising Aspirations: Creating an enabling environment within which the people of Moray can achieve expanded choices, improved livelihoods, and wellbeing by:</p> <p>Empowering and connecting communities</p>

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Role / Aim: Capacity Building: Developing the capacity of volunteering, community groups, voluntary organisations and social enterprise to achieve positive change

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	High Level Strategic Outcomes (NPF / LOIP)
<p>Moray has seen an amazing community response to the Covid-19 pandemic, with hundreds of volunteers coming forward, often in self-organised mutual aid groups, to help those in need. Many of these have benefited from support and guidance from tsiMORAY</p> <p>However, many third sector organisations face serious challenges in accessing the resources they need, particularly in terms of funding and volunteers (capacity), and in terms of access to specialised knowledge, skills and expertise (capability)</p> <p>There is an opportunity to build on existing community strength by supporting robust planning and strong connections between communities, in preparation for the crises which we can expect in the future</p>	<p>Within the limits of available resources and capacity, continue to provide support to third sector organisations in a range of ways and settings, including:</p> <ul style="list-style-type: none"> • 1 to 1 (e.g. development officer supporting a third sector organisation) • 1 to many (e.g. facilitation of training & development sessions) • many to many (e.g. facilitation of forums, networks and action learning groups) <p>Within the limits of available resources and capacity, continue to support the further development of volunteering and volunteer management through promotion and development activities</p> <p>Seek resources for continuing to support the further development of an enterprising third sector and of its ability to lead place- and asset-based community-led local development, and its fuller participation in key local priorities in relation to resilience, sustainable and inclusive economic development, health & wellbeing, and children & young people</p> <p>Seek resources for continuing our Community Led Local Development programme and for our Moray Resilient Communities project to support community-led renewal through:</p> <ul style="list-style-type: none"> • animating local communities, i.e. providing support for existing, and supporting the formation of, new groups and initiatives • supporting communities in formalising their planned responses to crises, e.g. supporting the development of Resilience Plans • supporting communities in the development of funding and investment propositions and plans for sustainable activities 	<p>Communities and third sector organisations have increased capacity and ability to:</p> <ul style="list-style-type: none"> • control things which affect them • adopt enterprising approaches and engage in an enterprising, inclusive, resilient and sustainable wellbeing economy • lead place- and asset-based community-led local development and renewal <p>Third sector organisations offer, and volunteers enjoy, an improved volunteer experience</p> <p>Third sector organisations have greater access to the knowledge and resources they need</p>	<p>People are more involved in their community</p> <p>Third sector organisations are better able to respond to local need</p> <p>Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National outcomes</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 have thriving and innovative businesses, with quality jobs and fair work for everyone</p> <p>Local outcomes</p> <p>Raising Aspirations: Creating an enabling environment within which the people of Moray can achieve expanded choices, improved livelihoods, and wellbeing by:</p> <p>Developing a diverse, inclusive and sustainable economy</p> <p>Empowering and connecting communities</p>

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Role / Aim: Connect: Providing leadership, vision and coordination to the local third sector to better respond to local priorities, including through partnership and collaboration

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	High Level Strategic Outcomes (NPF / LOIP)
<p>tsiMORAY connections (local, regional, national and international) are a valuable asset thanks to the impact of: increased, widespread use of ICT; funded and cooperative projects like Our Communities, Moray Ecovillage Development and the Enterprising Third Sector Collaborative pilot; joint and cross-sectoral working to support Community Led Local Development (CLLD), social entrepreneurship and response to COVID</p> <p>However, many communities and third sector organisations face increasing challenges in accessing the resources they need, in terms of both capacity and capabilities, as they seek to lead social & economic renewal at a time of increasing demand & reducing resources combined with continuing volatility, uncertainty, complexity and ambiguity (VUCA)</p>	<p>Enable connection and communication between third sector organisations, and between them, the public and the statutory sector, in a range of ways, including through:</p> <ul style="list-style-type: none"> • dissemination of information (e.g. publishing information through email, e-bulletins, social media and local news channels, both traditional and online) • facilitation of meetings (e.g. forums and networking events) • facilitation of electronic collaboration platforms (e.g. Slack, Zoom and Facebook) <p>Within the limits of available resources and capacity, continue to facilitate links and collaboration between organisations facing similar issues or working on similar approaches to enable shared learning and mutual support, including collaborative projects and mergers when appropriate</p> <p>Seek resources to further support the development of an inclusive, socially responsible, enterprising, resilient and sustainable wellbeing economy including through supporting and facilitating access to, e.g., employability and entrepreneurship development programmes</p> <p>Seek resources for continuing our Community Led Local Development (CLLD) programme and for our Moray Resilient Communities project to support community-led renewal through:</p> <ul style="list-style-type: none"> • facilitating access to resources like expertise and funding, including direct distribution of grants for CLLD • facilitating and supporting connections and collaborations between people, organisations and initiatives at all levels, from hyper-local to international • bringing stakeholders together to plan for the future and unite around a shared vision 	<p>Third sector organisations, volunteers and communities are better connected and better able to cooperate, including in relation to the development of:</p> <ul style="list-style-type: none"> • innovative solutions to common challenges • enterprising approaches • an inclusive and sustainable wellbeing economy • place- and asset-based community-led local development and renewal • new management and governance approaches to respond to the pressures associated with VUCA 	<p>Improved cross sector collaboration</p> <p>Third sector organisations are better able to lead and develop shared agendas</p> <p>Third sector organisations are better able to respond to local need</p> <p>Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National outcomes</p> <p>We live in communities that are inclusive, empowered, resilient and safe.</p> <p>We are open, connected, and make a positive contribution internationally</p> <p>Local outcomes</p> <p>Raising Aspirations: Creating an enabling environment within which the people of Moray can achieve expanded choices, improved livelihoods, and wellbeing by:</p> <p>Developing a diverse, inclusive and sustainable economy</p> <p>Empowering and connecting communities</p> <p>Improving well-being of our population</p>

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Generic assumptions underpinning our plan

The third sector encompasses social enterprises, small community groups and voluntary organisations. Each have different support needs and link into different strategies

Volunteers are fundamental to thriving communities; all third sector organisations are run by voluntary boards, many organisations use volunteers to deliver services

Many third sector organisations contribute to the local economy through their spending, their investment and their employment of staff

TSIs are independent bodies and are able to use that to take a leadership role in challenging others

Good governance is the building block of an effective third sector and leads to continued public confidence

We also need to be well governed and focused on improvement and sharing learning

TSIs role is to act as brokers and facilitators for local third sector perspectives and community needs, to create connections between people and showcase how the third sector can contribute to local outcomes

TSIs take a human rights approach by championing the involvement of local people and communities

TSI's gain their intelligence in part through supporting and connecting the sector, but may use different models for doing this, dependent upon who else is supporting the sector locally

Generic external factors

Extent to which:

- tsiMORAY is allowed and supported at a local level to contribute to policy and practice development, decision-making, integration and community engagement
- TSIs have support to stay ahead of policy developments
- TSI staff can come together to raise common concerns with government and other national organisations
- the threats and impacts of Covid-19 and Brexit impact on resources and confidence

Specific external factors:

The extent to which resources can be secured for us to continue, introduce or further develop: locality-based work, community-led local development, social enterprise support, and third sector engagement in and contribution to health & social care integration and the integration of children services

Note:

Medium term outcomes are drawn or adapted from the list of common TSI outcomes agreed with the rest of the network and Scottish Government. The full list includes:

1. People are more involved in their community
2. Improved cross sector collaboration
3. Third sector organisations are better able to lead and develop shared agendas
4. Third sector organisations are better able to respond to local need
5. Key decision making includes third sector input
6. Third sector organisations are better able to contribute to a strong and inclusive local social economy

In addition, we will work constructively with Scottish Government, local partners and third sector in responding to Covid-19, as required.

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