

# Restructuring the Third Sector Forum

## Introduction

Following consultation with Forum members and also members of the Third Sector Working Group, the following structure at Appendix 1 and a revised Terms of Reference are proposed and will be presented to the TSF to consider at its meeting in March.

It is proposed that the new structure is implemented through 2017/18 and a review undertaken with members in April 2018, to reflect on the structure. Questions to be asked would include: is it meeting needs, is it effective for collaborative working and network support across the sector and more widely with statutory partners across a number of partnerships in Orkney.

## The Third Sector Forum: Draft Terms of Reference

### 1 Role & Purpose

The Forum is the collective voice of the Third Sector<sup>1</sup>, securing representation for strategic groups in Orkney and co-ordinating existing work. It does not itself deliver services, but seeks to create an environment where Third Sector organisations can work effectively and fulfil their potential. The Forum aims through a collective voice to increase the Sector's input in key areas of public policy and planning.

We aim to ensure that the Forum is

- Involved in strategic discussions with public sector partners.
- Is actively involved in the shaping agendas rather than reacting to them.
- A connecting point for dialogue, discussion and influence so that the Third Sector can better shape planning and decision-making for communities in Orkney.

### 2 Aims:

Provide a coherent<sup>2</sup>, (appendix 2) collective voice for the Third Sector and strengthen communication and engagement between the Third Sector and strategic partnerships across Orkney such as community planning partners; *The Orkney Partnership*, the Integration Joint Board; *Orkney Health & Care, Community Justice Partnership, Childcare and Children and Young People's Partnership etc.*

Increase the Third Sector's input in key areas of public policy locally and impact on the delivery of public services and influence regarding national policies with direct local impact.

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<sup>1</sup> Third Sector: For the purposes of the Forum and its membership, we describe Third Sector organisations as comprising community groups, voluntary organisations, charities, social enterprises, co-operatives and individual volunteers. The third sector is independent from local and national government and is self-governing.

<sup>2</sup> The Forum operates to a Third Sector Strategy, underpinned by a set of Common Values and Principles which have been devised by and for the sector in Orkney

Increase awareness of the diversity and impact, socially and economically, which the work of the Third Sector has across Orkney.

### **3 Responsibilities:**

- To identify where the voluntary sector can contribute to the development and implementation of strategic planning across Orkney.
- To co-ordinate cross agency and partnership working within and across sectors and establish the most effective means and mechanisms whereby outcomes can be achieved.
- Act as a representative grouping to provide the sector with a cohesion and unity in terms of engagement and consultation in relation to issues affecting and important to the sectors, members and those they deliver services to
- To facilitate effective consultation and/or engagement with the sector on a range of issues and on behalf of statutory partners, as appropriate.
- To co-ordinate consultation and research activity relating to sector activity.
- To co-ordinate reviews of services and activities.
- To manage and review the effectiveness of the Working Group and any supporting sub-groups.
- Offer mutual support through events, meetings and communications in order to have a positive impact on communities.
- To provide an opportunity for information exchange, bring to the attention of third sector organisations examples of good practice adopted by others, helping all organisations to explore new ways of working, including co production to become more effective and efficient
- To identify training needs among third sector organisations and encourage collaboration between statutory and voluntary training providers whenever appropriate

### **4 Membership**

The Forum will operate a membership register which is open to any third sector group in Orkney. Third sector groups do not have to be members, all groups are welcome, to attend the Forum meetings, however membership is encouraged to ensure continuity of communication and a comprehensive and diverse representation for the sector, ensuring a collective voice.

Members can choose to sign up purely for eComms monthly updates.

### **5 Meetings**

Forum meetings shall take place 4 times (quarterly) per year and shall follow the format of a general business meeting followed by a themed discussion.

Meeting papers and call for agenda items will be circulated to members 10 days before the meeting. VAO will provide the secretariat and administration for the Forum.

The Forum chair will be drawn from the VAO Board of Trustees for a term of **XX** years.

## **6 Communications**

The Forum has a dedicated web page on the VAO website and will post all meeting papers and minutes, once agreed, on the webpage. Links to other Partnership strategic documents and consultation documents will also be posted.

The Forum will provide monthly eComms to all Forum members ensuring a regular conversation across the sector on key matters such as areas of policy and governance.

For effective development of the Forum, members will be encouraged to participate in two way communication, not only providing information but also feeding back to their respective groups, circulating minutes within their organisations to staff, volunteers and trustees

## **7 Third Sector Working Group (TSWG)**

The TSWG is the working group of the Forum. It is the group that provides a platform for organisations who directly contract with public bodies to come together and share common issues. The membership also includes chairs of the Forum sub groups and third sector representatives to The Orkney Board (TOP), Integrated Joint Board (IJB) and Strategic Commissioning Group (SCG). The TSWG meets monthly and is chaired by the VAO Chief Executive.

The TSWG can receive specific tasks for example policy matters and issues that will have direct impact on the sector and undertake short pieces of work on behalf of the Forum and report back. The TSWG provides a meeting for third sector representatives of OPB and IJB to feed into and gather views from the sector. The TSWG will be asked to act as an 'expert' panel for urgent responses to partnerships to provide a considered view /response for the sector.

## **8 Sub groups**

The Forum operates a number of sub groups to enable third sector groups to meet around specific themes and common areas of interest. These groups may develop, change or disband over time depending on their membership and priorities locally for the sector.

- Health & Care
- Enterprise, Environment & Learning
- Culture, Heritage & Leisure

Each Forum sub group will elect an independent Chair from their members and a Vice chair. The Chair will be a member of the TSWG.

The Forum sub group will meet as often as the sub group members require, but it is anticipated that they will meet at least four times per year, in advance of the Forum quarterly meetings. VAO will provide the administrative support and the minutes and agenda will be shared across sub groups and posted on the Forum webpage.

## **9 Review**

As part of the implementation of the new Forum structure it is recommended that a review of the approach and whether this meets the need for third sector is carried out after 12 months ( 2018), ensuring the process takes account of developments affecting the sector and learning what is working and what may need to change /improve going forward.

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Appendix 1: Figure 1- proposed Structure Version 2



## Appendix 2: Draft Strategy

### The Strategy:

#### Overall aim:

“To build sustainable third sector capacity to meet the emerging needs of Orkney’s diverse community, by providing equal representation and an effective contribution to shape future services in collaboration with stakeholders”

#### Values & Principles

The Third sector is committed to working together to deliver better outcomes and sustainable benefit for the individuals and communities that we support by:

- Recognising the value volunteering makes to overall wellbeing and economic sustainability of the community.
- Commitment to a needs led approach which is innovative, adaptable and responsive.
- Empowering individuals, families and communities through challenging, campaigning, and influencing change in order to build resilience and improve community wellbeing.
- Supporting equality and diversity through accountability, democratic processes, professionalism and good governance.
- Ensuring effective consultation and communication within and across partners and communities
- Being equal partners at all levels within The Orkney Partnership and others by playing an active role in policy development, decision making and service delivery.

The *DRAFT* key priorities that have been identified are:

- Demonstrating the real costs and economic impact of the sector: the ability to demonstrate the impact and value of volunteering and the wider economic impact of the third sector and the breadth of professional skills and expertise being provided.
- The requirement for a joint approach for the planning, design and development of policy, support and services that impact on our communities and the third sector both across third sector partners and with our statutory partners.
- Recognition of the diversity of the sector, and supporting the impact for our service users by developing sustainable collaboration and reducing duplication, encouraging integration at all times and shared resources where practicable.

- The requirement for the sector to take a longer view, ensuring organisations and groups are positioned and enabled to influence for the short, medium and longer term, by effectively capturing and raising emerging issues.

### **Benefits for the sector by developing a shared strategy and greater representation.**

- 1- The sector has a greater voice by working together to effect change and influence development
- 2- It will provide clarity to our statutory partners of a shared vision and enable representatives to have a 'mandate'; an overarching shared vision to support their role
- 3- To ensure the sector is working collaboratively and signed up to the changes that are impacting on Orkney, nationally and locally and can demonstrate progress towards these aims ( action plan)
- 4- To enable effective representation at all levels in community planning in response to the local Community Planning Improvement Programme findings and recognition of the wider needs that the sector demands
- 5- To support the TSI role and remit across Orkney, by developing an integrated sector approach, preparing for present and future challenges

### **Impacts locally**

The reducing resources across the national and local public sector with the demand to deliver more for less for all, including the third sector, has identified the need to work collaboratively and innovatively to maximise reducing resources and also to strengthen accountability across partnership working

The pressing need to develop the case for realigning resource to support third sector delivery by demonstrable cost effective delivery and measurement of impact of outcomes for individuals and communities.

To achieve these it is essential to continue to build the capacity of the third sector.

### **External Drivers**

Health & Social Care Integration, joint commissioning

The Orkney Partnership (restructure of Community Planning Partnership)

The Community Empowerment (Scotland) Act 2015

Population: The growth of demand especially across health and social care needs; ageing population; living with multiple chronic conditions and the current and future impacts on the third sector