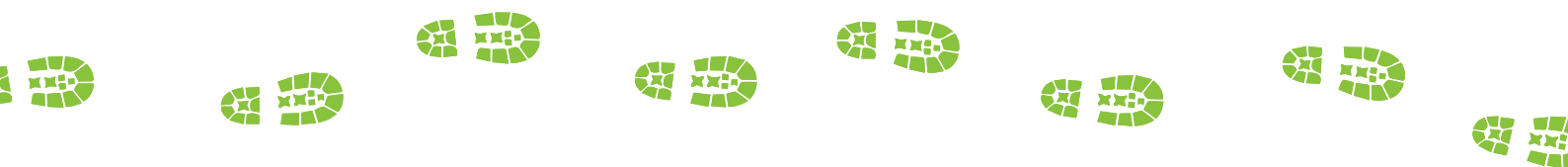


Fife's Third Sector strategic approach

to tackling inequality
and promoting
fairness in Fife



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introduction

Fife's third sector (community groups, voluntary organisations, charities and social enterprises) will do everything in our power to tackle inequality and promote fairness in Fife.

Working closely, as equals, with our public and private sector partners we have a shared vision of a fairer Fife by 2030 where all residents have the capability to live good lives, make choices and reach their full potential and where all children are safe, happy and healthy. We set out in this document our ambitious approach to achieving the vision. We identify the three interlinked themes and supporting aims that make up our approach to tackling inequality and promoting fairness in Fife. We also set out the values which make our sector distinctive and underpin our whole approach.

We call on the community groups, voluntary organisations, charities, social

enterprises, co-operatives, community activists, and volunteers that make up Fife's third sector pledge their support to the approach and to apply it as they seek to tackle inequality in Fife. We also call on our public, private and academic sector partners, and Fife residents, to embrace this strategic approach as we, collectively, strive to create a fairer Fife by 2030.

We recognise the poverty and inequality that many people in Fife experience stems from complex issues that are outwith the full control of both a Fife-based and third sector focused and voluntary sector focused strategy. However, our approach aims to address the issues we can influence and soften the impacts of those we can't.

We will work together to improve places, people and possibilities.

background and context

We are responding directly to the Fairer Fife Commission recommendation, in the Fairness Matters report, which states that the Third Sector Strategy Group 'develop an agreed strategic approach to the community and voluntary sector's role in tackling inequality and promoting fairness'.

The Commission was established by Fife Council to review the scale, scope and nature of poverty in Fife and the effectiveness of existing activity to address such poverty. The community and voluntary sector was represented on the Commission alongside the public, academic and private sectors. The Commission's report **Fairness Matters** is an ambitious document that aims for a Fair Fife where 'all residents have the capability to live good lives, make choices and reach their full potential, and where all children are safe, happy and healthy' by 2030. Fairness Matters' summary is shown below.



You can view a full copy of Fairness Matters at www.fifevoluntaryaction.org.uk/downloads/Fairness_Matters_Report_2015.pdf

Fife's Third Sector Strategy Group

Fairness Matters contains 40 recommendations across the above headings including the call for the Third Sector Strategy Group to develop a strategic approach to the community and voluntary sector's role in tackling inequality and promoting fairness.

Fife's Third Sector Strategy Group aims to strengthen the connections between the third sector and community planning - enhancing partnership working, to provide a mandate for those representing the sector, and to advocate and campaign on behalf of the sector to grow our influence and profile. The Group acts as a high-level lead for the sector, covering a range of issues. It provides strategic thinking and direction for partnership issues. Members, from a range of third sector organisations, are asked to step out of their organisational roles and think more broadly about the needs and aspirations of the sector as a whole.

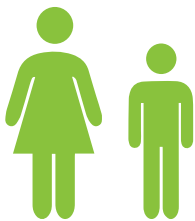
The Third Sector Strategy Group held five civic society discussions with key stakeholders throughout 2016 to discuss the sector's approach to tackling inequality and promoting fairness, and drafted a Values Framework. In March 2017, approximately 130 people, mainly from Fife's third sector attended a one-day conference organised by the Third Sector Strategy Group to consider the sector's role in tackling inequality and promoting fairness in Fife.



Fife's Third Sector

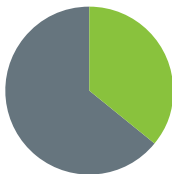
The sector in Fife is incredibly diverse and consists of more than 3,500 community groups, voluntary organisations, charities, trusts and social enterprises. These organisations employ around 7,500 people and engage tens of thousands of volunteers. They work in every community in Fife and support thousands of people, families, communities and causes every year. The sector in Fife turns over approximately £500million per annum.

Some results from Fife Voluntary Action's 2017 third sector research, based on data from 90 organisations of varying sizes and thematic interests:



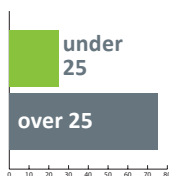
Gender Ratio

Almost two thirds of employees are women



Living Wage Ratio

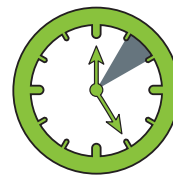
Just over a third of those employing staff are accredited Living Wage employers



Age Ratio

Almost one quarter of the workforce is under 25 years old

Volunteers Commitment



4,000
volunteer
hours each
week

The sample set organisations benefited from over 4,000 volunteer hours each week, or 208,000 hours per annum, which has a value of **over £3million**.

Our strategic approach has been developed in a time of change and the broader context is very likely to continue to evolve as we move forward. Key elements of the changing context include:

- 1.** Austerity measures implemented in the last decade have constrained public expenditure and introduced significant change to the welfare system. This has impacted on the nature and extent of poverty and inequality in Fife. The rollout of Universal Credit will bring further change to the welfare system and evidence from elsewhere has shown this has led to increased hardship for some people.
- 2.** Selected social security powers were devolved to the Scottish Government in the Scotland Act 2016. The Scottish Government has stated that it will use these powers to create a Scottish social security system based on dignity, fairness and respect, which will help to support those who need it, when they need it.
- 3.** In the face of budgetary pressure, the public sector and other grant giving bodies have struggled to maintain funding levels for the community and voluntary sector. At the same time, demand for our services has increased, making the funding environment ever more competitive.
- 4.** The increasing demand for community and voluntary sector input reflects, in part, the changing nature and extent of poverty and inequality. It also reflects the changing role of local authorities where joint working with, and commissioning of, other organisations, including our sector, are more common. We also recognise there are significant changes occurring with our public sector partners, such as the ongoing integration of health and social care.
- 5.** Funding is increasingly aligned to the achievement of outcomes. Although we welcome the transparency of this approach it has led to increasing compliance, bureaucracy, workload, and professionalisation of the sector.
- 6.** The community and voluntary sector has numerous opportunities presented by the Community Empowerment (Scotland) Act 2015. Overall, the Act aims to help empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services, including in the community planning process. The Act is a key element of an emerging localism in Scotland with an increasing focus on local decision making, and service delivery.
- 7.** The Act introduced a requirement for Community Planning Partnerships to produce a Local Outcome Improvement Plan (LOIP). The priorities in Fife Partnership's evolving LOIP such as community-led services, provide the community and voluntary sector with significant opportunities which we need to be ready to take.
- 8.** Recent elections and referendums in Scotland demonstrate that the political context in Fife and Scotland continue to evolve.

values

As a sector, we pride ourselves on our values – they are the things that define us and help make our sector distinctive. The following values underpin our approach to tackling inequality and promoting fairness in Fife.



themes

To deliver on our ambitious vision, Fife's community and voluntary sector will work across three interlinked themes to:



thematic aims & actions



To *enhance the way we work as a sector* organisations across Fife's community and voluntary sector will:

1. AIM Develop greater understanding and awareness of other organisations in the sector.

- POSSIBLE ACTIONS**
- community and voluntary sector organisational mentoring/buddying.
 - arrange and promote regular networking sessions by theme and area.
 - regularly updating and circulating local and thematic directories.
 - regularly updating mailing lists.

2. AIM Increase collaboration and co-operation with organisations across the sector by sharing information, resources and accommodation wherever appropriate.

- POSSIBLE ACTIONS**
- Establish new and maximise participate in existing sectoral and local forums.
 - Promoting and sharing good practice.
 - Improving awareness and accessibility of FVA's resource bank.
 - Making better use of existing, and developing additional, third sector hubs.
 - Seeking out opportunities to hold joint events.
 - Assess the feasibility of a timebanking initiative for third sector staff and volunteers.
 - regularly updating mailing lists.

3. AIM Be more ambitious, creative, and innovative in the way we work, as well as efficient and effective.

- POSSIBLE ACTIONS**
- Third Sector Strategy Group to undertake regular horizon scanning exercises to proactively seek out new opportunities for the sector, and subsequently develop appropriate actions.
 - Develop more consortium working, where appropriate and where it does not unfairly exclude other providers.
 - Consider mergers where supported by interested parties and where clear benefits can be evidenced.
 - Share examples of good practice or innovation from other areas.

4. AIM Improve engagement of local communities and service users to ensure the issues that affect them, or that they prioritise, are at the centre of our approach.

- POSSIBLE ACTIONS**
- Groups and organisations actively gathering views from local communities or service users, where relevant, via consultation, feedback form frontline staff, outreach for example.
 - Sharing of good practice and information related to community activism in Fife, including for example, participation in the Scottish Community Alliance, and assessing the merits of a local equivalent.
 - Ensure involvement and appropriate support for community and voluntary sector involvement in Neighbourhood Planning Groups and associated Action Plans

5. AIM Enhance the way we recruit, train, support and respect our volunteers.

- POSSIBLE ACTIONS**
- Increase the number of organisations accredited with Investing in Volunteers and Volunteer Friendly Awards.
 - Increase the number of volunteers.
 - Develop clear pathways for volunteers to progress into employment within the sector.
 - Work with private sector partners to enhance corporate volunteering opportunities.

6. AIM Improve workforce development to strengthen our organisations and enhance our services.

- POSSIBLE ACTIONS**
- Make available workforce development opportunities, including access to partner resources
 - Periodically update FVA's 'Third Sector as Employers in Fife' survey and report.
 - Maximise the number of third sector employers with Scottish Living Wage accreditation.
 - Support the development of a Living Wage Place in Fife.

7. AIM Enhance our sustainability by diversifying income sources.

- POSSIBLE ACTIONS**
- Improved dissemination of information on new funding opportunities.
 - Additional funding seminars and training sessions.
 - FVA monitoring national and local funding allocations by area, sector and issue, leading to relevant actions to increase awards in Fife.
 - Lobbying for fair and affirmative allocations for communities, issues and initiatives focused on tackling disadvantage.
 - Identify ways to generate alternative sources of investment/income generation.
 - Promoting and developing social enterprises.

8. AIM Provide inspiring and effective leadership.

- POSSIBLE ACTIONS**
- TSSG members to promote roll out of this strategic approach to tackling inequality and promoting fairness across the sector.
 - Better dissemination of information from strategic meetings (including TSSG meetings) by third sector reps to the rest of the sector to include regular feedback from reps on meetings and follow-up actions.
 - Training and increasing use of participatory leadership techniques.
 - Ensure that structures and processes are in place that enable the voice of all community and voluntary sector organisations to be heard and taken up by third sector reps. To include ensuring strong links exist between area-based third sector forums and strategic forums and partnerships.
 - Review, and if necessary, enhance FVA's communications with the sector.
 - Annually review the state of the sector to identify needs, opportunities and progress e.g. Annual Hearing/Gathering and Annual FVA survey.

9. AIM Campaign and actively influence the poverty and inequality agenda in Fife and, where relevant, Scotland.

- POSSIBLE ACTIONS**
- Develop and promote a blog featuring people in Fife experiencing poverty and inequality or staff working with them.
 - Use the media to promote our positive work in tackling inequality and promoting fairness.
 - Lobby local and national politicians on poverty and inequality issues.
 - Input into local and national consultations.
 - Ensure areas of disadvantage are a key element in funding allocations and programme development.
 - Raise awareness of Child Maintenance Campaign and implement next steps.



To *influence the way others work with us* Fife's community and voluntary sector will:

1. AIM Seek to develop greater understanding and awareness of the sector among public, private and academic sector partners.

- POSSIBLE ACTIONS
- Develop work shadowing, mentoring and buddying opportunities with public, private and academic sector organisations.
 - Actively promote the sector's positive work to our partners.

2. AIM Enhance partnership working with the public, private and academic sectors, with all parties respecting each other's position, values, and opinions. Wherever appropriate partners will share information, resources and accommodation.

- POSSIBLE ACTIONS
- Develop a protocol that sets out expectations on involvement in cross-sector meetings.
 - Develop opportunities for co-location of services.
 - Assess the feasibility of a cross-sectoral timebanking initiative for staff and volunteers.

3. AIM Improve our representation in the policy setting and decision making process where membership of partnerships or groups is proportionate, and our views are more clearly articulated.

- POSSIBLE ACTIONS
- Review third sector membership of partnerships and groups (to include number of reps and who they are, information dissemination, and influence).



4. AIM Seek to develop fair funding arrangements with public sector partners and other funding providers.

- POSSIBLE ACTIONS
- Develop a Fife Fairer Funding Protocol with longer-term commitments, subject to satisfactory progress, with decisions communicated at least three months before funding starts/ends.
 - Lobby for fair and affirmative allocations by public sector partners for communities, issues and initiatives focused on tackling inequality and promoting fairness in Fife.
 - Explore the potential for Fife to lead the way in devolution of budgets to and through the third sector.

5. AIM Improve access to public, private and academic sector training and actively promote cross-sector training.

- POSSIBLE ACTIONS
- Develop and keep up-to-date an online training calendar.

6. AIM Seek to enhance and support local democracy.

- POSSIBLE ACTIONS
- Campaign promoting local democracy.
 - Enhance support and training for Community Councils, community groups and community activists.
 - Support individuals and groups to engage in community planning, participatory budgeting, Local Area Committees and other forums.
 - Encourage participation in the Scottish Community Alliance, and assess merits of a local equivalent.

7. AIM Increase collaboration with the private sector to mutual benefit and sharing of skills, knowledge and resources..

- POSSIBLE ACTIONS
- Cross sector organisational buddying.





To *act on the issues that will create a fairer Fife* the community and voluntary sector will work with the public, private and academic sectors to deliver:

f. AIM The recommendations of the Fairer Fife Commission outlined in Fairness Matters:

A Poverty Free Fife by eradicating deep and persistent poverty for individuals and families.

A Fair Work Fife by championing work as a route out of poverty and to progression and advancement.

An Affordable Fife by tackling the cost of living crisis to ensure everyone has sufficient resources for a decent and fulfilling life.

A Connected Fife by driving the universal availability and access to the opportunities and benefits offered by digital technology.

An Empowered Fife by engaging and offering local control as the key to improving local public services and delivering better outcomes for citizens.

A Skilled Fife by protecting and promoting the life chances of young people to escape a generational poverty cycle.

A Healthier Fife by strengthening the understanding of what works in reducing health inequalities and scaling up and sustaining proven activities.

- POSSIBLE ACTIONS**
- An inclusive campaign among the community and voluntary sector to raise awareness of Fairer Fife and increase pledging to take action(s).
 - Systematic dissemination of information by community and voluntary sector representatives directly involved in Fairer Fife meetings to the rest of the sector.
 - Production and broad dissemination of an annual Community and Voluntary Sector Progress Report on tackling inequality and promoting fairness in Fife.
 - Ensure funding applications directly address the Fairer Fife agenda.



pledges

Fife's Third Sector Strategy Group has overseen the development of the third sector's strategic approach to tackling poverty and inequality. Members of the Group have secured pledges from their own organisations to adopt and apply the approach and we call on all community and third sector organisations in Fife to do likewise. To do so please go to www.fifevoluntaryaction.org.uk/pledges

action plan

An accompanying Action Plan outlines the steps we will take to implement this approach over the next two years.

The Plan is available at www.fifevoluntaryaction.org.uk/strategy



Fife's Third Sector
towards a
Fairer Fife

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