es Evaluation Support Scotland

Third Sector Interface Outcome Framework September 2018

Scottish Government
Riaghaltas na h-Alba
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Ministerial foreword

I am delighted to introduce the Third Sector Interface Outcome Framework in my role as Cabinet Secretary for Local Government and Communities.

This document highlights the value of collaborative working, with involvement from Third Sector Interfaces, Evaluation Support Scotland and the Scottish Government. I would like to thank all partners involved in shaping this work.

I welcome the possibilities that this framework presents. TSIs provide a rich source of knowledge on third sector issues and perspectives that can feed into both local and national policy. This framework will allow TSIs to continue to do this, whilst affording flexibility to respond to local need and pressures.

We want TSIs to be forces for change within Scotland's communities, supporting and driving a dynamic, flourishing third sector that has a vital role to play in progressing national outcomes and realising Ministers' ambitions for people and communities across Scotland.

I look forward to working together on this important agenda.

Aileen Campbell MSP
Cabinet Secretary for Communities
and Local Government
Scottish Government

Background

Previously TSIs were asked to deliver and report on four core functions. The 2016 review of TSI's[1] found that in practice the Scottish Government grant only enables TSIs to deliver each of the four functions on a limited scale. Many of the TSIs lever in additional funding from their local authority and other external sources which enable them to increase the scope of the core functions they deliver.

The review recommended that there should be a move away from funding the existing four functions. Instead the focus would be on TSIs taking a strategic role in third sector involvement in community planning and integration and in responding to local needs and outcomes.

The review has prompted Scottish Government to review both their vision for and their relationship with TSIs in the light of an ever changing policy landscape.

An outcomes framework

The review also recommended that government in conjunction with the TSI network develop an outcome framework[2]. This should include a menu of common outcomes that TSI could be expected to work towards (although recognising that actual outcomes will be co-produced at the local level).

This has involved thinking through the key roles that the Scottish Government wants to fund and the outcomes that might come from that. We have identified that work undertaken under the four functions is still important. Scottish Government still see that there is a need for volunteering and social enterprise development, basic support around setting up and running a charity, funding advice etc. However the response to meeting those needs might well vary, dependent upon the local context.

We identified that it is not realistic to expect TSIs to contribute to every relevant government strategy. TSIs will be asked to link their work to the National Performance Framework (NPF)[3], the Social Enterprise Strategy[4] and the Volunteering outcomes Framework (once developed). However the framework puts the emphasis on responding to local needs and outcomes within the broad roles that Scottish Government have identified.

We envisage this framework will help Scottish Government and TSIs to move to a more outcome focussed funding and reporting. It will enable funding to be less prescriptive about activities and to allow more flexibility to respond to local circumstances within a shared broader vision.

It will also help make clear what TSU funding does and does not cover.

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[1] Evaluation of Scotland's Third Sector Interface Network Model and Voluntary Action Scotland. December 2016
[2] Recommendation 10

[3] Scotland's National Performance Framework
[4] Scotland's Social Enterprise Strategy 2016-2026,

Our view of TSIs

TSIs play an important role in the third sector landscape. They are a key point of intelligence about local third sector organisations and volunteering. They understand the local landscape and how it effects the third sector's ability to contribute to local outcomes and national strategies (such as health and social care, community empowerment). They are well positioned to identify support needs for local community groups, voluntary organisations, social enterprises and around volunteering. TSIs can identify third sector issues and perspectives that can feed into both local and national policy.

The TSI role is complex, they support people and the general sector as well as member organisations. They provide support across all policy areas and client groups. They must understand both the local and national context. The local sector itself is very diverse with different needs and different perspectives. Whilst this is challenging it does mean that TSIs occupy a unique and important place.

TSI's are working in very diverse contexts with differences in relation to:
- Needs and priorities
- Geography and demographics
- Infrastructure support to local third sector organisations from both statutory and other third sector agencies
- The extent to which the third sector are recognised, valued and involved in planning and delivery of services

TSIs need to respond to these different contexts and will look different in different parts of the country.

Contribution to government strategies

National Performance Framework
Particular pieces of work may contribute to any one of the eleven national outcomes, but of particular relevance to TSIs are the following outcomes:

> We respect and fulfil human rights and live free from discrimination
> We tackle poverty by sharing opportunities, wealth and power more equally
> We live in communities that are inclusive, empowered , resilient and safe
> We are healthy and active
> We are well educated, skilled and able to contribute to society

Social Enterprise Strategy
Within the Social Enterprise Strategy, TSI's (working alongside others) have an important role to play in:
> stimulating local development (priority 1);
> in enabling the development of stronger organisations (priority 2)
> in helping realise market opportunities (priority 3).

Volunteering Outcomes Framework
Once developed, TSIs will play an important role in promoting and supporting volunteering at a local level, including through the ongoing delivery and promotion of Saltire Awards.

How we have developed this framework

Scottish Government commissioned Evaluation Support Scotland (ESS) to facilitate the coproduction of an outcomes framework.

ESS
- Consulted with the TSIs Chief Executive Officers at a network meeting
- Recruited and facilitated a working group of 10 people(17 TSIs applied)
- Met with TSU to better understand the role they envisioned for TSIs
- Kept the TSI network on general progress.

The working group met three times. The group included Helen Webster and Robert Mitchell from TSU. In developing this framework
- The group considered previous models developed by the network in June[5] and August[6] 2017, and looked at the Understanding intermediaries impact resource[7].
- The group asked for feedback from colleagues and partners within their TSI and local stakeholders and tried out the framework locally.

This finalised framework has now been adopted by the Third Sector Unit and should be used by TSIs to develop and report on their work plans in conversation with TSU. It will be kept under review in dialogue with the network.

A logic model approach

A logic model is a diagram that tells the story of your project or programme. It shows a link between the need to 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's contributes to strategic outcomes.

For more information about logic models go to ESS guide developing a logic model.

We chose this approach because it allowed us to reconcile how you respond to local need within a broader vision of the network and some shared outcomes, as well as showing Scottish government how we are contributing to the National Performance Framework.

See the model overleaf

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[5] TSI Strategic Framework: a developing proposition, June 2017
[6] Local Third Sector Infrastructure Strategic Framework: a developing proposition, August 2017
[7] A resource for understanding intermediaries' impact, February 2018

TSI Network vision: Resilient and empowered communities creating a stronger, fairer and more equitable Scotland with a thriving third sector at it's heart Or your own vision

Role/ Aims	Local situation	Activities	Short term outcomes	Medium term outcomes	National performance framework
This describes the roles funded by the Third Sector Unit **To be a central source of knowledge** about • Third Sector locally, • local and national policy and how it might affect local TS, communities and citizen • how Third sector can contribute to those agendas. ***Dependent upon local context*** (needs, other providers etc.) ***Voice*** Ensuring a strong third sector voice at a strategic level within local planning structures and nationally **Build capacity** Developing the capacity of volunteering, community groups, voluntary organisations and social enterprise to achieve positive change **Connect** Providing leadership, vision and coordination to the local third sector to better respond to local priorities, including through partnership and collaboration	**TSI to identify local context** Questions What is current state of play with TS involvement with HSC and community Planning other strategic forums? What local outcomes might TS contribute to and who needs to be connected? What capacity needs do TS have, who might meet those needs, what might TSI do to ensure they might be met?	**To be decided by TSI** **Should have some activity in relation to each role** **You will report on these planned activities, but they are not set in stone**	**These local outcomes to be set by TSI** **Should have at least one outcome in relation to each role** **These are the main outcomes you will measure and report on**	**Link your outcomes to one or more of these common TSI outcomes** 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	**Link to at least one of these outcomes and relevant national indicator** We have a globally competitive, entrepreneurial, inclusive and sustainable economy. We are open, connected and make a positive contribution internationally. We tackle poverty by sharing opportunities, wealth and power more equally. We live in communities that are inclusive, empowered, resilient and safe. We grow up loved, safe and respected so that we can realize our full potential. We are well educated, skilled and able to contribute to society. We have thriving and innovative businesses, with quality jobs and fair work for everyone. We are healthy and active We value, enjoy, protect and enhance our environment. We are creative and our vibrant and diverse cultures are enjoyed widely. We respect, protect and fulfil human rights and live free from discrimination.

Generic assumptions you might want to identify specific assumptions underpinning your 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 involve volunteers in delivering services
Most third sector organisations contribute to the local economy in spending and employing 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 focussed on improvement and sharing learning
TSIs role is to act as brokers 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

You might want to identify more specific factors that might affect your outcomes

Extent to which TSI are allowed at a local level to contribute to policy, development and community engagement
TSI have support to stay ahead of policy developments
TSI staff can come together to raise common concerns with govt and other national organisations

How the model works

Vision

At the top is an overarching vision, which frames the overall model. We should emphasise that this is only a vision for TSU funded work. The TSI network might want to reframe this for their purposes. Individual TSIs might want to insert and refer to their own vision statement.

Aims and roles

This describes the roles that Scottish Government want to fund. The key role is to be a source of intelligence about the sector locally and how they might contribute to and be affected by local and national policy. This should help to determine what action needs to be taken locally to enable third sector organisations to be heard, connected and be effective in responding to local need and outcomes.

Local situation

We recognise that each area is very different. The Scottish Government want to understand the situation you are addressing locally in terms of
- TS involvement in local planning structures,
- Local outcomes and priorities
- The particular capacity needs and gaps that you have identified.

Here you can talk about specific issues/audiences; for example what needs to be done to strengthen social enterprise networks/ plan or needs re volunteering.

Activities

You should decide what activities need to happen locally to address the situation that you have identified. We have given some examples below, but these are not prescriptive or comprehensive.

You can change your activities if you find better ways to achieve your outcomes, but you should keep TSU informed of any major changes.

Source of local intelligence	Enabling voices to be heard	Connect: leadership, vision and coordination	Build capacity needs
Forums Events Advice and one to one Support to TS Websites(to share intelligence with others) Newsletters Annual conference	TS forums and networks Responding to consultations Meetings with influencers Briefing papers Events bringing together people from different sectors	Forums and networks for third sector orgs or volunteers Annual conference Brokering connections Events Database of TS orgs and services Support to find volunteer opportunities	Meetings with support agencies to identify gaps Sharing Good practice events Workshops/ Training Training/ support needs analysis

Short term outcomes

These are local outcomes that can be delivered within or over a couple of years. They are the main outcomes you will measure and report on. They should follow on from your specific local activity and they should be within your power to deliver. See guide to outcomes on page 10

We suggest limiting the number of outcomes to between four and ten, but have at least one outcome for each role around 'Voice', 'Build Capacity' and 'Connect'.

Here are some examples, which are neither prescriptive nor comprehensive
- The public have greater access to volunteering
- Participants will have greater skills or understanding in relation to a specific area/work topic
- Local influencers have a better understanding of the role and contribution of social enterprises in a particular area (client group/ community)
- TSI and others will have better understanding of the needs of ….
- TS contribute more to planning and local decision-making
- Organisations are more connected and understand each other better
- Organisations are more aware of how to respond to new legislation/ policy
- Organisations have increased access to different funding

Medium term outcomes
These are common TSI outcomes. You need to say which of these outcomes your short term outcome relates to. It may be that with one strand of work you are contributing to more than one outcome. For example supporting good governance might be essential for every one of these outcomes.

Strategic outcomes
You should set your outcomes within a strategic context. Specify which NPF outcome and specific indicator this work contributes to.

Where you are working specifically with social enterprises and volunteering you should link to the relevant strategy (link your contribution to one of the priority areas within the Social Enterprise strategy[8] and action plan [9], or the volunteering outcome framework (once developed). You might want to say how this links to your Local Outcome Improvement Plan (LOIP).

Assumptions
We have identified a few generic assumptions about the TSI approach, but you might want to highlight other assumptions that are more specific to your plan, for example if you want to focus specific support to social enterprises, you might want to identify your assumptions around key target groups or your particular approach.

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[8] https://www.gov.scot/Publications/2016/12/4404/6
[9] https://www.gov.scot/Publications/2017/04/8804/0

External Factors

You might also want to identify particular factors that might affect your outcomes, positively and negatively. It may be important to report on these so TSU can understand and respond to factors which support change at a local level.

Developing your plan

We are asking you to use the following headings. If it helps, you can present this as a logic model.

- What is the need locally
- What will you do (local activity)
- What local short term outcomes you want to achieve
- How this will link to common medium term outcomes
- How this will links to strategic priorities and outcomes (local and national)
- Specific assumptions being made about your approach
- External factors that might affect your outcomes

Your plan will be used as a basis for dialogue about funding.

Reporting

Your plan will also be used as a basis for:
Light touch monitoring of progress against your planned activities. TSU will ask you for a short report at 6 months. You might also have meetings or conversations with TSU, especially if you want to make major changes.

An annual outcome report. This should be based on the template at the back of this document. You will be asked
- What we expected to do - your original plan
- What we actually did - list activities, for who
- What difference we actually made – with evidence
- Challenges and changes -anything that you have found helpful in achieving your outcomes and any barriers
- Learning for the future -anything that you have learnt about how to do your work and unexpected outcomes

The template is flexible, you may want to take each outcome and show the difference you made, challenges and changes, showcase learning. Or you may want to evidence each outcome, but talk in more general terms about challenges and learning in relation to strands of work. It really depends upon what you have to say and what you have learnt. We do suggest that you keep the report short (no more than one side per outcome or strand of work).

The report will be used by TSU to
- Provide assurance that you are making a difference with Scottish Government money
- identify common issues and collate evidence to feed to other government departments
- better understand how change happens at a local level
- identify and find ways of sharing good practice
It will be easier to highlight issues and learning if reports are short. Further evidence/ discussions can be sought if needed.

TSU are also happy to accept a report that covers all of your work, as long as you can identify TSU funded activities.

Setting your outcomes: some guidance

See ESS guide to setting outcomes.

A quick reminder about outcomes

- o Outcomes are the changes or differences an organisation makes through its activities and services.
- o To write outcomes use words like:
  IMPROVE DECREASE REDUCE EXPAND DEVELOP SUSTAIN
  (This relates to the HOW i.e. in what direction? See below)

How to write an outcome:

WHAT is changing for **WHO** and **HOW** E.g.
  - o **Members** have **increased knowledge of policy**
  - o **Policy makers** have **improved understanding of the needs of the client group**

Outcomes link to our understanding of **need:**
Need: members lack opportunities to network with other providers
Outcome: members have increased connections with other providers

Activities must link logically and realistically to planned outcomes:
Activity: Provide business planning advice to social enterprises
Outcome: Social enterprises are more sustainable

Measuring your outcomes

The main outcomes you will measure will be your short term outcomes.

A monitoring and evaluation plan should help with collecting evidence about planned activities and outcomes. The plan might include:

- o Outcome indicators (what to measure to see if the outcome is happening)
- o The evidence collection methods or tools to use
- o How and when to capture baseline – the starting point
- o When to collect evidence – and who will do it
- o Where evidence or data will be stored (a database, a cupboard)

A template plan might look like this

Outcome	Indicators (what success looks like)	How to collect evidence	When and who collect (baseline)	When and who collect on review

See **ESS guides on indicators and methods.**

It would also be helpful to include examples of evidence of medium term outcomes. if helpful we could develop indicators for these.

Reporting template

What we expected to do
What goes here? A summary of what the organisation or project said they'd do (for example in an application form or at the start of the reporting period) including: • Planned differences or changes that you want to make for the people you work with (outcomes). • The main activities or services you provide to deliver your outcomes. [this section could also include a reminder of the overall aim of the organisation or project to set the context]
What we actually did
What goes here? The main facts and figures about actual activities, for example the number of people the organisation or project worked with and the main things they did.
For each outcomes: what difference we actually made
What goes here? Overall information about the outcomes achieved. Could also include examples of how individual participants or service users experienced the projects (such as case studies or quotes).
For each outcome challenges and changes
What goes here? Any problems you encountered that slowed progress, stopped the outcomes happening or things that were changed.

Learning for the future:
What goes here? Unexpected outcomes (positive or negative). Key learning points. Anything they will do differently in the future.
Other
For example – budget details

From: Harmonising Reporting (Scotland Funders' Forum/ESS)