

Impact area	Title	Outcomes required	Approach (outputs planned)
Futures	Develop Sector funding policy 2017-19	Clearer appreciation by sector and decision makers of optimal funding models for sector Better understanding of options for replacement of EU funding	Planning session bringing together SCVO activity on funding (Oct 2018) Analysis for TFN magazine funding edition (Oct 2018) Support cross-team work to organise funding Gathering event (Feb 2019) Follow Gathering event with more engagement work around funding options - ideally directly with funders. (Mar-May 2019)
Futures	Engage with health and social care agenda 2017-19	Stronger sector influence on Scottish Government health and care practice and policy	Coordination and monitoring of sector engagement (monthly) Strategic paper for SCVO board (Oct 2017) Self-directed Support and Community Development research (Jan-Mar 2017) Wiki for Community directed support (Apr 2017) Secondment engagement with Health Improvement Scotland (Mar 18-May 19) Public Health third sector engagement event (Nov 2018)
Futures	Engage with I love charity campaign 2017-19	High rates of public trust in charities in Scotland Better awareness of the contribution of charities in Scotland	IPSOS Scottish Public Opinion Monitor data (Nov 2017) Analysis of survey data (Dec 2017) Report and briefings for Gathering (Feb 2018) Script for I love charity promotional video (Aug 2018) Interactive charity stats resource launched as part of campaign (Oct 2018) Storytelling comms event with sector (Nov 2018) Third sector forecast survey (Jan 2019) Gathering presentations and briefings on forecast survey (Feb 2019) Roadshow on I love charity (Mar to Aug 2019)
Futures	Engage with Public Health Reform Programme 2018-19	Programme is more open and transparent to sector and beneficiaries Public health priorities links with SDGs and Human rights More sector participation in programme development	Secure feature for third force news re Public Health Reform and priorities (Jun 18) Co-host a collaborative event as part of programme to launch priorities (Aug 18) Support programme to develop a charter on engagement and reform (Oct 18) Consultation event with third sector for Scottish Government (Nov 18) Support for engagement with subgroups (Dec - Mar 2019) Sector response to Public Health Body proposals (Jun 2019)
Futures	Develop a debate around future of civil society 2018-20	Better understanding by sector and partners of sector's future operating environment Clearer sense of shared values and principles driving sector Stronger overarching narrative for sector on how it navigates changes in technology, politics and society.	Wiki development - Aug 2018 Futures event - Oct 2018 Intelligence paper - Nov 2018 Gathering debate - Feb 2019 Policy Commission - Feb to Feb 2020 Interim report from Commission - May 2019 Gathering report launch - Feb 2020
Futures	Engage with UN Special Rapporteur on extreme poverty and human rights 2018-19	A meeting between the UN Special Rapporteur on extreme poverty and human rights and colleagues in the third sector.	Blog for awareness raising (Oct 18) Press release on day of statement (Nov 18) Work with Consortium and Poverty Alliance to push for debate on Human Rights Day (Dec 18) Prepare suggested parliamentary questions and motions (Tbc) Promote findings to fulfil rights and achieve SDGs (to be planned) Briefing on social security regulation and income supplement. (Mar 2019)
Futures	Engage sector in AI, automation, new technologies agenda 2019-20	More sector organisations engage in automation policy and share their views Better appreciation of sector perspectives in government digital strategy Better understanding of impact of automation on reshaping sector jobs	Blog series around and linking to the wiki (Nov to Jan 2019) Blog series by colleagues in the sector (Oct to Feb 2019) Gathering event 2019 Make links to broader futures events spring 2019 and Autumn 2019 SCVO capacity building - attend events to build knowledge and contacts, and developments (ongoing) Response to debates and consultations (tbc) Briefings on links to rights, poverty, inequality, futures agendas (Spring 2019)

Futures	Engage with new employability landscape Post 2019-20	Improved engagement between scotgov employability action plans and views of third sector Employability procurement process better involves sector and marginalised groups Employability system puts people at the centre of its strategies	Direct engagement with MSPs and Scotgov (ongoing) Engagement with Skills Development Scotland (Dec-Feb 2019) Third Sector engagement events, blogs and briefings (Feb-May 2019) Survey of sector on new employability approaches (Jun 2019) Report on sector approaches to employability (Aug 2019)
Futures	Engage with third sector research community 2019-20	Better connected and less duplication, plus better sharing of intelligence on third sector between those researching sector issues.	Explore What Works third sector scotland with WWS academics (Dec 2018) State of third sector research meeting with Government (Dec 2018) Bring together research community through Third sector Research conference (Feb-Mar 2019) Publicity drive around Third sector evidence library (Mar-May 2019) State of third sector research briefing (Jan 2019)
Futures	Develop policy on UK Shared Prosperity Fund 2019-20	Better understanding of sector's funding environment post-Brexit Stronger influence of sector in design of Successor funds Better recognition of sector's offer in delivering Successor funds Successor funds are more receptive to local need in Scotland	UKSPF policy proposition from SCVO and sector (Nov 2019) Secure sector input to UKSPF consultations (Nov-Jan 2019) Engage UK Ministers, MPs and SG ministers on sector views (Feb 2019) Inform sector about UKSPF developments and encourage involvement (ongoing) Respond to technical design of UKSPF funds (Apr-Jun 2019)
Futures	Engage with Dormant Assets Proposals	Dormant Assets proposals are subject to Scotparl oversight Dormant Assets policy and practice is fully informed by sector needs	Respond to UKG plans for Dormant Assets (Jan 2019) Survey sector views on DA (May 2019) Engage Scotgov on Scottish policy proposals (Aug 2019) Engage Scotgov and Big Lottery on practical proposals (Oct 2019)
Futures	Develop Sector financial sustainability strategy 2019-20	Clearer intelligence for sector on future sustainable finance options	Review financial models being used by sector (Jul-Aug 2019) Sector finance discussion roundtable (Sep 2019) Gathering event on sector finance (Feb 2020)
Resilience	Engage with Scottish Government procurement strategy 2016-19	Procurement process is easier for sector involved in delivery Procurement process is more open New model of procurement that puts people at the centre	Assess and respond to SG developments (ongoing) Continuing to engage via SG fora (the Supplier Group and the Procurement Advisory Board quarterly) Discussion paper on alternative approaches to commissioning and procurement (Feb 2019) Also checking in on members' experiences of procurement - engagement with CCPS and potentially a repeat survey in 2019
Resilience	Develop a Scottish Governance Code for the Third Sector	New governance code developed for the third sector by the third sector in Scotland Strong sector engagement and awareness of governance code	Webpages to host code of Governance - Jan 2018 <a href="https://scotlandsgovernanceforumblog.wordpress.com/2017/10/13/charity-governance-code/">https://scotlandsgovernanceforumblog.wordpress.com/2017/10/13/charity-governance-code/</a> Gathering event - Feb 2018 Develop joint work plan with Third Sector Governance forum - Apr 2018 Survey on draft code - July 2018 Final code published and launched - Nov 2018 Website developed - Dec 2018 Gathering awareness event - Feb 2019 Roadshows on charity governance - Mar -Aug 2019
Resilience	Develop Community Capacity and Resilience Fund 2017-19	Improved understanding and interest in how to support community-based activity that tackles welfare demand	Secure applications Deliver fund to recipients Evaluate and learn collaboratively
Resilience	Deliver trustee governance support package 2017/18	Trustees better supported in their governance role Greater public confidence in the governance of the sector secured.	Develop a support offer based on need/demand - in planning Engagement with new governance code (Nov 2018 - Mar 2019)
Resilience	Develop Strengthening Partnerships with local authorities 2018-20	Stronger joint working and mutual trust between third sector delivery and local public sector commissioning partners.	Setting up project; identifying potential local authorities (discussions & meetings); identifying Advisory group members; arranging meeting with potential members and COSLA; internal meetings and info exchanges (Jan-Mar 2017) Project delivery phase June - Dec 2017 Project review phase Jan - Feb 2018 Project delivery phase Jan - Aug 2019 Project evaluation phase Aug - Sep 2019

Resilience	Develop intermediaries impact awareness 2017-18	Better understanding by all audiences of the difference sector intermediaries make in Scotland.	Support ESS review (Sep 17) Set up intermediaries impact working group (Oct 17) Mapping of intermediaries impact - workshop exercise (Nov 17) Meeting of impact review group and liaison with ESS group (Nov-Dec 2017) Development of Activity matrix - Mar-May 18 Development of PowerBI Interactive guide to intermediaries and their Impact - Sep-Dec 18 Develop impact indicators that SCVO and other intermediaries can use (Dec 2019) Follow up meeting of impact review group with ESS and Scotgov (Jan 2019) Collaborative impact peer support activity (Feb - Apr 2019) Collective impact report for intermediaries (Aug 2019)
Resilience	Engage with academia 2018-20	Links to higher education sector and academics strengthened, with sector benefiting from knowledge, insights and profile of academic partners.	Incorporating What Works Scotland resources into TS Evidence Library (Dec-Jan 19) Research conference in partnership with Edinburgh University (Mar 19) Peer review contribution to third sector academic research proposals (ongoing) Hosting doctoral interns to develop third sector analysis (in planning)
Resilience	Develop Post Career Advice Service 2018/19	Creation of a 'post-careers advice service' to encourage older people to plan for retirement and to pursue volunteering as an option beneficial to themselves and communities.	Develop concept and explore options to operationalise (Dec 18) Present ideas to key stakeholders incl. Basecamp (Jan 19) Prepare proposal for a pilot (Mar 19) Explore roll out with Scotgov (Nov 19)
Resilience	Develop one-to-one's with MSPs and MPs 2018/19	More MSPs and MPs are fully conversant with sector interests, agenda and offer	Various meetings with politicians for awareness raising about sector issues with sector delegations where possible (monthly) Record of meetings with Influencers (Quarterly). Compiled for external reporting for Lobbying Register as required Meetings with MSPs to review information on sector that will be useful to them (Nov 2018) Develop briefing backs localised for MSPs for I love charity campaign (Feb 2019) SCVO Parliamentary reception engagement (Sep 2019)
Resilience	SCVO Women's network 2018/19	Increased confidence and empowerment of women working in sector More gender balanced understanding of sector challenges	Scoping work with sector networks (May 2018) Events and network development plan, based on evaluation of need/desire (June 2018) First discussion sessions (August-Oct 2018) Initial review (Nov 2018) Christmas networking event (Dec 2018) Gathering networking lunch (Feb 2019) Collaboration with ACOSVO on joint events (Mar - Jun 2019)
Resilience	Engagement with Fundraising reference group 2018/19	Fundraising complaints systems well known and communicated Effectively supported governance for fundraising in Scotland	Review rationale for SCVO involvement in group (Nov 2018) Participation in meetings of Reference group (Ongoing) Comms support as required (Ongoing)
Resilience	Deliver Carers third sector fund - 2018-20	More carers support organisations have the capacity to meet demand and operational challenges	Delivery of fund (Aug 18 - Mar 19) Evaluation of fund (Apr 19)
Resilience	Engage with UK election campaigning rules 2018-19	Stronger guidance for charities on compliance with rules Better legislation around third party campaigning	Engage with Electoral Commission guidance (Aug 2018) Roundtable for EC with sector (Nov 2018) SCVO Comments on EC guidance (Nov 18) SCVO Briefing on a better approach to legislating third party campaigning (May 2019) Brief UK and SG ministers on improved legislation opportunities (Jun 2019)
Resilience	Engage with National Lottery policy 2018/19	Lottery policy maximises resources for third sector in Scotland Lottery is coherent and easy to access for third sector in Scotland	Response to DCMS Society Lotteries review (Sep 2018) Respond to BIG UK strategy (Feb 2019) Respond to BLF Scotland strategy (Mar 2019)
Resilience	Engage with Audit Scotland 2019-20	Audit Scotland better understands value of sector and builds this into their audits Audit Scotland champions the National Performance Framework	Contribution to Audit Scotland community engagement group (quarterly) Review meeting with Audit Scotland on third sector engagement (Jan 2019)
Resilience	Engage with Apprenticeship Levy 2019-20	Third sector better able to navigate the apprenticeship levy and make the best of the opportunities through recouping costs and participating in apprenticeships.	Review UK Budget propositions (Oct 18) Assess future actions that may be required (Nov 2018)
Resilience	Engage with PVG and Disclosure Scheme changes 2019-20	PVG and disclosure compliance is not unduly burdensome to sector PVG and disclosure is coherent with sector's safeguarding responsibilities Volunteer checks continue to be free for sector	Engage with Centre for Youth and Criminal Justice coalition and Disclosure Scotland on PVG review (ongoing) Monitor developments that affect sector, including free volunteer checks (ongoing)

Resilience	Develop Brexit third sector perspective and positioning 2019-20	<p>Third Sector better able to articulate its perspectives in order to influence SG and UK priorities on:</p> <ul style="list-style-type: none"> <li>- Devolution of powers (from Europe &amp; UKG?)</li> <li>- Funding and engagement with European Projects e.g. Erasmus</li> <li>- Third sector priorities &amp; engagement with SG/EU</li> <li>- human rights</li> <li>- migration and workforce</li> </ul> <p>More transparency for sector about Brexit negotiations and planning Links between sector and European networks is protected</p>	<p>Develop and consult on position on People's Vote (Nov 2019)</p> <p>Discussion paper on Common Frameworks vs Devolution (Feb 2019)</p> <p>Briefing on Successor funding and shared UK/EU schemes (Mar 2019)</p> <p>Develop proposals with sector on Impact assessments (Jun 2019)</p> <p>Continue engagement and resources for EUareValued (ongoing)</p> <p>Secure Scottish engagement and input to Brexit Civil Society Alliance (ongoing)</p>
Resilience	Develop charity tax agenda 2019-20	<p>Greater clarity and choices for sector's position on the following:</p> <ul style="list-style-type: none"> <li>Irrecoverable VAT developments post-Brexit</li> <li>Future of Gift Aid</li> <li>Future of Business rates</li> <li>Transition to new water rates relief criteria</li> </ul>	<p>Sector discussion event (Feb 2019)</p> <p>Discussion paper on devolved charity tax (June 2019)</p> <p>Engagement with UK Charity Tax Group (quarterly)</p>
Resilience	Develop Policy network development and business events 2019-20	<p>Well received high quality and well attended series of meetups for sector policy networks</p> <p>Better take up and use by networks of digital approaches where possible</p> <p>Clearer terms of reference</p> <p>Better informed sector networks with latest intelligence</p>	<p>Develop and publish rationale for all the sector networks (Nov 2018)</p> <p>Develop forward business events for each of the networks (Dec 2018)</p> <p>Secure and maintain the Basecamp platform (ongoing)</p> <p>Moderate and build collaboration across networks (ongoing)</p>
Resilience	Review how to evidence and articulate sector impact 2019-20	Better understanding on how sector can evidence its impact to government and others	<p>Incorporation of What Works Scotland resources into third sector evidence library (Jan - Mar 2019)</p> <p>Joint sector roundtable with intermediary and SCVO policy networks (Aug 2019)</p> <p>Short profiles of specific sectors (Nov-Dec 2019)</p>
Resilience	Develop Intermediaries network development 2019-20	Strong and vocal support for third sector organisations from their sector support bodies in place.	<p>Intermediaries network event forward schedule (Dec 2018)</p> <p>Advertise and grow network (ongoing)</p> <p>Develop arrangements to Publish papers and minutes to wider audience (Jan 2019)</p>
Resilience	Develop Safeguarding resources for sector 2019-20	<p>Sector is better informed about safeguarding issues and knows where to go for support and advice</p> <p>Better trust in charity brand</p>	<p>Development of a website to bring together safeguarding advice for charities (Feb 2019)</p> <p>Discussions with OSCR and Scottish Government (ongoing)</p> <p>Advice delivered as part of SCVO Information roadshows (Spring 2019)</p>
Resilience	Develop State of the Sector statistics 2019-20	Refreshed intelligence on scale, scope and shape of sector and sector funding	<p>Develop plan for financial analysis (Dec 18)</p> <p>Assess existing data and integrate for analysis (Jan-Mar 19)</p> <p>Secure data from OSCR, Companies House and other sources (Feb-Apr 19)</p> <p>Analyse accounts data and develop financial model (May-Aug 19)</p> <p>Calculate, review and publish new stats (Sep 19)</p> <p>Engage audiences with new stats (Sep-Oct 19)</p>
Resilience	Review political interest in third sector 2019-20	A better shared understanding of MSP perspectives, political developments of relevance to sector.	<p>Continue to build direct relationships with MSPs through briefings and visits (ongoing)</p> <p>Monitor engagement (opens and reads) with our campaign briefings</p> <p>Review case for annual MSP survey (Mar 2019)</p> <p>Review interest in sector with heads of policy network (Jul 2019)</p>
Voice	Engage with Scotland's future devolution settlement 2017-19	Strong engagement by third sector in constitutional debates to ensure better quality information for people on key sector issues	<p>To be planned (as timetable tbc)</p> <p>Map developments</p> <p>Prepare thoughts on approach</p> <p>Policy development and response strategy as required</p>
Voice	Engage with Scottish tax plans 2017-19	Stronger focus on tax principles as it affects people i.e. transparency, simplicity and fairness	<p>Discussion paper - focus on Income tax and Council tax (Jan 18)</p> <p>Roundtable policy event (Feb 18)</p> <p>Engagement with IPPR and CoVi (Sep-Oct 2018)</p> <p>Sector discussion event (Dec 2018)</p> <p>Sector Tax hypothecation briefing (Jul 2019)</p> <p>Tax consultation responses (Sep 2019)</p>
Voice	Engage with Scotland for Europe campaign 2018-19	<p>Clearer, stronger Brexit positioning for sector</p> <p>Clearer, bolder Brexit positioning for SCVO</p> <p>Firm evidence base on sector's views on Brexit</p>	<p>Engage with Scotland for Europe campaign (May 2018)</p> <p>Review Brexit political positioning for SCVO and sector (Jun 2018)</p> <p>Survey sector on Brexit intentions (Jul 2018)</p> <p>Reviewing SCVO position on People's Vote and Scot in Europe (Nov 2018)</p> <p>Review SCVO's support for resources for the campaign (Jan 2019)</p>

Voice	Develop Lobbying 20 in 20 sector showcase report - 2018-19	Increased confidence for sector in its ability to influence policy change Increased trust in sector's lobbying activities	Convene external lobbying review group (June 2018) Solicit case studies of lobbying best practice from sector (July 2018) Select 20 examples for report with lobbying review group (Aug 2018) Prepare report (Oct 2018) Review forward Publicity plan (Jan 2019) Publish and print report (Feb 2019)
Voice	Engage with Scottish and UK Budgets 2019-20	Evidence that SG budget is better informed by expertise and offer from sector Evidence of greater citizen and civil society participation in budget process	Blogs and articles (ongoing) Inform through evidence and submissions to Scottish Parliament (Aug-Nov 18) SCVO briefing meeting with Scottish Government ministers (Nov 2018) Assessment of Spending review post-Brexit deal (Jun-Aug 19) Inform through evidence and submissions to Scottish Parliament (Aug-Nov 19) SCVO briefing meeting with Scottish Government ministers (Nov 2019)
Voice	Engage with Local Democracy Review 2018-19	To ensure participatory approaches and local democracy include a broad range of people. To support the sector to strengthen participation.	Meetings with influencers and sector experts to gain understanding of current knowledge (Oct-Dec 2018). Engagement with academics and research to understand challenges to cross-community participation and best ways to overcome that (Nov-Feb 2019). External-facing work to begin Spring 2019, based on analysis of above. Potential Scotgov legislation preparation (Summer 2019) Engagement with Scottish Parliament on new Bill (Oct 2019)
Voice	Engage with the development of Social Security 2018-21	Third sector is better prepared for upcoming regulations, roadshows, events and other opportunities to engage Social Security increasingly reflects a rights-based approach in Scotland	Monitor and brief on progress of Social Security Scotland (ongoing) Monitor and brief on regulations progress and sector concerns (ongoing) Maintain sector relationship with Government and share concerns between Government and the third sector (ongoing)  Contribute to SCoWR Steering Group and support SCoWR meetings, responses, planning and tactics (ongoing) SCOWR meeting with Cabinet Sec (Dec 2018) Support SCoWR to get a Development Officer and website (By Jan 2019?) Plan SCoWR stall at Scot Parl to raise profile of SCoWR (April 2019)  Engage on specific policy: Continue to support colleagues across the sector in issue we supported at Bill stage (Advocacy, terminal illness, split payments, fraud, charter, rights) Engage with Income Supplement plans (By June 2019) Engage with changes to eligibility of carers (tbc) Make links between social security and human rights related activities e.g. UN special rapporteur on Poverty and Human Rights /Universal Periodic review (Nov 2018, Dec 2018, 2019)
Voice	Engage with UK Welfare system 2018-19	Sit on and support the SCoWR Steering Group and other to realise their aims around reserved social security, particularly on the Universal Credit roll-out Promote the rights based approach to social security beyond Scotland	Attend SCoWR meetings, and support responses, planning and approach (ongoing) Responsibility for SCoWR social media (ongoing) Support SCoWR to get a Development Officer and website (Dec 2018) Support SCoWR with UC campaign including SCoWR UK Parl event (Jan 2019) Make links between social security and human rights related activities e.g. UN special rapporteur on Poverty and Human Rights /Universal Periodic review (Nov 2018, Dec 2018, 2019). Briefing on UC and in work poverty (Mar 2019)
Voice	Develop Open Government Meet-ups 2019-20	Meet-ups to be created to discuss Open Government and identify local issues of interest. Meet-up groups increasingly become a source of engagement for sector beyond the sector's usual circles	Secure existing meetup groups in Edinburgh, Glasgow and Dundee (Mar 19) Link content on areas of interest from sector to meetups (Apr 19) Grow meetup communities from current 450 (Apr-Dec 2019)

Voice	Engage with UK Human Rights agenda 2019-20	British Institute of Human Rights (BIHR) UK civil society responses to human rights policy of UK Government and to UN reflects Scottish sector perspectives	Support BIHR letters and campaigns as required (ongoing) Contribute to BIHR advisory board (ongoing) Briefing on Scottish HR declaration for Westminster (Jan 2019) Engage joint campaigns on Brexit-human rights (Jun-Aug 2019)
Voice	Develop Community Jobs Scotland - positioning and promotion 2019-20	Increased visibility of community-based approach to employability Better understanding of how third sector approaches such as the Community Jobs Scotland model can fit within Scotland's employability landscape.	Briefing pack contents for MSPs (Feb 2019) Innovative more localised engagement for MSPs with CJS (Feb - Nov 2019) Review policy opportunities for CJS model (Feb-Mar 2019) Discussion paper on CJS model within new employability landscape (Apr 2019)
Voice	Develop Inclusive Economy agenda 2019-20	Better understanding by sector and scotgov on value added by sector – with a focus on inclusion, pathways for people rather than skills, fair work & living wage, connect to sustainable development goals	Participation and contribution to Scotgov roundtables and events (ongoing) Briefing ministers and scotgov officials on sector views (ongoing) Support for wellbeing economies alliance (ongoing) Discussion paper on SDG approach to the economy (Feb 2019)
Voice	Engage with Scottish Human Rights agenda 2019-20	Scotland declaration has strong sector engagement and political buy-in Recommendations of FM's Human Rights leadership group is implemented	Political party engagement to sign declaration (Apr 2019) Engage with FM human rights leadership reference group (ongoing) Engage with new human rights legislation (Sep 2019)
Voice	Engage with Sustainable Development Goals and National Performance Framework 2019-20	Better understanding of how SDGs could open up collaborations between third sector and private sector Clearer sector propositions for embedding NPF and SDGs into government strategy	Make links between SDGs, NPF and sector policy interests in our briefings (ongoing) SCVO strategic briefing on SDGs published (Dec 2018) future plans tbc.
Voice	Engage with Open Government Pioneers Project 2019-20	Stronger link between open government approaches to sustainable development goals and third sector policy discussions	Secure the next phase for the open government and SDG movements (Nov-Feb 2019)
Voice	Engage with review of Scottish Charity legislation 2019-20	Better legislation and regulation for Charities in Scotland Better trust in charity brand in Scotland	Review SCVO positions on charity definitions with sector (Feb 2019) Engage with Scotgov (Ministers and SPADs) (May 2019) Public discussion paper on a modern charity concept (Jul 2019)
Voice	Support SCVO Policy Commission 2018-20	Strong independent policy voice for sector Strong manifesto for third sector	Develop terms of reference for new Policy Commission (Nov 2018) Organise and host series of meetings for Policy commission (ongoing) Maintain platform for policy commission resources (ongoing)