



# Dundee Volunteer and Voluntary Action Strategic Plan: Meeting the Challenge

*April 2022 to January 2025*

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# INTRODUCTION

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Dundee Volunteer and Voluntary Action (“DVVA”) is an independent charity that aims to ensure the third sector (charities, social enterprises, community and voluntary groups etc.) is robust, resilient and delivers high quality services for the people of Dundee.

Our programmes are managed by staff who support a volunteer workforce (citizens of our community) through building capacity and enabling them to lead and support our diverse range of programmes and projects.

This Strategic Plan has been produced during the Covid-19 Pandemic and is a route for the organisation to move beyond this period. The pandemic has significantly changed the delivery landscape across Scotland. The third sector has been at the centre of this in Dundee and critical to the support of vulnerable individuals across the city. We commit to support the third sector to grow stronger and ensure their voice is heard going forward.

We provide a wide range of support to third sector organisations and have expertise in a wide range of skills and topics including governance, funding, legislation, policy, planning and problem solving to name just a few key areas.

We have a primary role in ensuring the continuation and development of a vibrant third sector in Dundee, and achieve this by supporting organisations to be:

- well governed and managed to enable them to deliver quality outcomes
- better connected and able to influence and contribute to public policy

We are part of Dundee's Third Sector Interface in partnership with Dundee Social Enterprise Network (DSEN) set up by the Scottish Government in 2011. Everything we do as an organisation is integral to that role.

Ensuring that stakeholders and partners had the opportunity to contribute to this review process was vital to the success of the new strategy. The objective of the engagement exercise was to learn what has worked well and identify areas for improvement, and to assess what changes in approach to the strategy might be necessary, by seeking views on:

- The current vision, mission statement, priorities and principles;
- The impact of the current strategy; and
- The future priorities for Dundee Volunteer and Voluntary Action.

Following internal discussion with our staff and volunteers we opened up a consultation process for external stakeholders. To do this we collected responses through a survey that ran throughout October and November as well as an online engagement event in November 2021. Thank you for all those who contributed.

# OUR VISION, MISSION AND VALUES

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## **Our Vision**

Our Vision is of a strong and sustainable third sector that can make a lasting contribution to the health, wellbeing and prosperity of the people and communities of Dundee.

## **Our Mission**

Our Mission is to work together with the third sector in Dundee to be its voice; and to become a centre of excellence for the promotion of the sector and the provision of support and services to the sector.

## **Our Values**

- **Openness** in our response, communication, processing of information and consultation
- **Respect** for the range and diversity of organisations and interests within the voluntary sector
- **Equity** in the way we work to redress inequality and disadvantage
- **Integrity** in the way we conduct our business in an open and professional manner, including confidentiality, honesty, open agendas and informed decision-making
- **Accountability** in the way we record, conduct and audit our services and activities.

## The Strategy has four main aims:

**Enabling the local Third Sector to strengthen its financial resilience and to grow and become more enterprising in the process**

**Growing active citizenship and voluntary activity in the local community**

**Maximising the Third Sectors contribution to improving the health & wellbeing of the community and redressing inequality**

**Helping our communities to feel safe**

DVVA will meet these aims through supporting and building the capacity of the third sector, communities and citizens of Dundee to make positive change in their lives and their communities by:

- Using an evidence-based approach to enable and assist individuals and communities to create positive and long-lasting change
- Amplify the voices of under-represented groups and communities through meaningful participation, engagement and representation
- Provide third sector forums and network meetings which align to the community planning process
- Provide a central resource of knowledge about the third sector locally, regionally and nationally
- Ensure a strong third sector voice at a strategic level within local planning structures and nationally

- Promoting and supporting voluntary and community action
- Promoting and supporting volunteering
- Provide holistic wellbeing support to individuals, communities and organisations to create a fairer Dundee
- Promoting good governance across third sector organisations
- Supporting and developing our staff to maximise their effectiveness



# THE SHAPE OF THE THIRD SECTOR IN DUNDEE

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The third sector includes not for profit independent, voluntary and community groups or organisations formed by local people, or those with a local interest, which seek to improve the quality of lives for themselves and/or fellow citizens.

According to the Scottish Household survey 2018, 25% of adults in Dundee City, an estimated 31,402 people, volunteer formally through an organisation or group. This amounts to 2.9 million hours which equates to £41.3 million to the local economy.

These include:

- Registered charities
- Voluntary organisations
- Community groups
- Faith groups involved in social action
- Tenants' groups
- Cooperatives and mutual organisations
- Community interest companies and social enterprises





# CURRENT & FUTURE WORK PROGRAMMES

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- **Social Isolation**  
Reducing social isolation in Dundee through working with our volunteers to deliver befriending services and health and wellbeing activities
- **Mental Health and Substance Use**  
Improving support for people with mental health and substance issues in Dundee through building capacity to enable them to be meaningfully involved in the planning, review and implementation of services, policy and practice
- **Corporate Services**  
Improved governance and sustainability for DVVA through robust financial and policy structures, a skilled and informed workforce and effective use of resources.
- **Community Programme**  
Increase the communities' ability to build from the ground up and improve our support to third sector organisations through capacity building
- **Community Integrated Hubs**  
Provide a community space where essential partnership services are offered to promote the health and wellbeing of the community



# STRATEGIC DEVELOPMENT AND ALIGNMENT OF DVVA PROGRAMMES

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- Children & Young People – Growing Youth Volunteering and targeted support for Youth Organisations
- Older People – Develop and support an Older Persons Network of organisations
- Mental Health and Substance Use - Tayside Mental Health and Wellbeing Strategy – ADP Strategy- Protecting People Strategy – Frailty Strategy- Adult Support & Protection
- Organisation Development – Service Design Academy/Membership/Good Governance/ Volunteering/
- Training – Internal Learning and Development plan/External Training Plan for TSI and wider third sector partnership training based on above
- Staff Health and Wellbeing Support Strategy
- Communications Strategy



# PROGRAMME DRIVERS & OBJECTIVES

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**Project Objectives** – Securing high level priorities in relation to the drivers, outcomes and improvements to be delivered on completion of review and implementation of DVVA Strategy/Business Plan.

- The structure is sustainable and makes the best use of available resources
- The structure supports genuine and effective participation from stakeholders (organisational and community)
- The structure is visible to / understood by all multi-agency stakeholders
- There is an effective interface between the structure and other strategic/governance structures, particularly Community Planning
- There is an effective interface between the structure and operational planning and delivery arrangements
- The structure enables a sustained focus on governance and strategy (rather than operational issues)
- The structure supports a whole system approach wherever possible/ appropriate
- The structure maintains flexibility to respond to issue specific / specialist issues where these arise
- The structure supports existing and future commissioned requirements
- The structure enables a strong focus to be maintained on a smaller number of strategically important priorities
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**Business Benefits** – measurable benefit that will be delivered as a result of a business change

- Reduced duplication of effort
- Better strategic alignment/consistency
- Better use of available resources
- Efficient and consistent monitoring and evaluation of programmes through the implementation of Upshot monitoring programme
- Improved ability to deliver strategic priorities and outcomes
- Improved performance against quality indicators/scrutiny frameworks

- Clarity of governance/decision-making routes
- Reduced administrative burden
- Increased satisfaction amongst DVVA staff

### **Enabling Changes**

- DVVA Programmes Vision Reports and work plans are aligned to the business strategy as well as various strategic plans and the Dundee City Plan
- Experienced highly qualified staff will deliver the programmes
- Volunteers are an integrated part of planning, implementation and evaluation of programmes
- Estates include office premises at Number 10, Whitfield and Lochee within Dundee
- DVVA has and continues to develop strong cross sector partnerships with Dundee Health & Social Care Partnership, Dundee City Council and NHS Tayside as well as the Independent sector, which supports sustainability of Third sector and partnership programmes across Dundee
- Funding is paramount to the sustainability of third sector services within Dundee. DVVA work in partnership with a range of funders including the National Lottery Community Fund, Scottish Government, Dundee City Council, NHS Tayside, Dundee Health & Social Care Partnership (non-exhaustive).

# CONCLUSION

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DVVA has highlighted the business over the period of the next three years.

The Strategy has four main aims which will be delivered using a whole systems integrated partnership approach. Consideration will be given in relation to the ever-changing landscape.

This will be reviewed on an ongoing basis and will be reflected in the operational element through programme delivery plans.

In developing the strategy, we have talked to many key opinion leaders, external stakeholders, experts by experience and cross sector partner organisations.

We would like to thank everyone who has played a role in helping us forge this vision for the years ahead.

In particular we extend our thanks to the dedicated and committed staff, volunteers and Board members who continue to be key driving factors behind DVVA's success.





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*April 2022*