



# Third Sector Interface (Perth & Kinross)

2026 ANNUAL REPORT

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## **Executive Summary**

The past year has been one of change and growth for TSI Perth & Kinross, marked by strengthened partnerships, increased collaboration and continued commitment to supporting the third sector in a challenging landscape. Guided by our four pillars - Voice, Connect, Build Capacity and Volunteering, we have focused on unifying and amplifying the third sector voice, deepening relationships and equipping organisations to navigate funding pressures, shifting policy priorities and increasing community needs.

Across Perth and Kinross, we have delivered targeted support, training and guidance; enhanced local volunteering pathways; and helped organisations build resilience and share learning. Our work has created stronger connections, improved sector representation and contributed to a more confident and collaborative third sector.

## Introduction

TSI Perth & Kinross is pleased to present our Scottish Government Business Report for the year ended 31 March 2025.

This report provides a recap of the key activities, priorities and outcomes delivered during 2025/26. While it offers a snapshot of the work undertaken across our core functions - Voice, Connection, Volunteering and Building Capacity, it reflects the breadth of initiatives, partnerships and support we provide to strengthen the third sector locally.

Over the past year, communities across Perth and Kinross have experienced both opportunities and ongoing challenges. Throughout this period, we have focused on learning, adapting and continuously improving how we work. Guided by our core values, we remain committed to showing compassion, working collaboratively and championing the organisations and volunteers who shape our communities.

We would like to thank our partners and stakeholders for their continued support and engagement over the past year. As we look ahead, we remain committed to working collaboratively with third sector organisations across Perth and Kinross and to strengthening key partnerships that enable positive and sustainable impact.

We hope this report demonstrates our dedication to amplifying local voices, supporting organisational resilience and contributing to positive change across Perth and Kinross.



Roisin Smith

TSI Strategic & Operational Lead

## **Our Vision**

Resilient, empowered communities contributing to a healthy, fair and thriving society, with a strong and vibrant third sector at its heart.

## **Our Mission**

We work independently to strengthen and champion the third sector across Perth and Kinross. Our mission is to ensure local organisations are well connected, confidently represented, and fully supported to deliver meaningful impact in their communities.

Through capacity building, volunteering development, and strong partnership working, we help create a vibrant, resilient and collaborative third sector where groups have the tools, networks and voice they need to thrive.

## **Our Values**

- **We show compassion**

We lead with empathy, kindness and understanding, placing people and communities at the heart of everything we do.

- **We're in this together**

We collaborate, support one another and build strong relationships, recognising that lasting change happens when we work collectively.

- **We speak from the heart**

We are open, honest and authentic, championing the voices of our sector and staying true to our purpose.

- **We make an impact**

We focus on actions that create real, positive change and strengthen the third sector across Perth and Kinross.

## Meet the team

The TSI Perth & Kinross team may be small, but it provides dedicated, hands-on support to communities across one of Scotland’s most geographically diverse areas. Together, we deliver a broad range of functions that strengthen and connect the third sector.

Across the team, we offer capacity building support, volunteering development, training and skills development, and community voice and connection work. Individually and together, we help organisations grow, collaborate and influence change—ensuring that even our most rural communities have access to the guidance, networks and opportunities they need to thrive.



**Roisin Smith**  
TSI Operational & Strategic  
Lead



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Communities



**Emily Skilton**  
Development Officer:  
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Development Officer:  
Equalities



**Juana Sahagun**  
Anti-Poverty Taskforce  
Project Manager /  
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**Robbie Greer**  
Marketing and Social  
Media Assistant

## **Local Context & Landscape**

### **Overview of the Third Sector Environment**

Perth & Kinross has a diverse and geographically spread third sector serving rural, semi-rural and urban communities. Organisations continue to manage rising demand, funding pressures and persistent inequalities, while also engaging in opportunities linked to community wealth building, prevention and local economic development. Local groups remain central to delivering early intervention, mental health and wellbeing support, community food provision, youth work and initiatives tackling isolation. They also contribute to employability, volunteering pathways and community led place planning, supported by new digital tools such as our bespoke volunteering website, *Be the Change PK*.

Social enterprises are a vital part of the third sector landscape in Perth & Kinross, combining community benefit with sustainable economic activity. They support inclusive employment, skills development and local supply chains, particularly in rural and disadvantaged areas, and play an important role in place-based regeneration and preventative service delivery. Social enterprise activity aligns closely with the Local Economic Action Plan and Community Wealth Building principles, contributing to inclusive growth, business resilience and local economic development, while also supporting national priorities around fair work, net zero, employability and tackling poverty.

### **Community Needs Identified**

Engagement with communities, forums and local planning processes highlights several ongoing priorities:

- Mental health and wellbeing support for young people, carers and people experiencing poverty or isolation.
- Anti-poverty work, with continued need for coordinated action across sectors.

- Place-based needs, including transport, outdoor spaces, local economic support and improved health and wellbeing services.
- Cost of living, housing and access to services, which affect both rural areas and urban centres.

These insights reinforce the essential role of the third sector in ensuring support is accessible, community-led and responsive.

## **Key Demographic and Economic Factors**

Several local trends continue to shape the operating environment:

- An ageing population and high proportion of adults aged 45–64 driving increased demand for community health and preventative services.
- A mixed local economy reliant on sectors such as tourism, health and social care, retail and food & drink—many of which depend on strong community infrastructure and volunteering.
- High house prices and affordability issues placing pressure on low-income households and contributing to rural depopulation.
- The draft Perth & Kinross Local Economic Action Plan (2025–2030), which prioritises tackling inequalities, supporting business resilience and progressing net-zero ambitions—all areas closely linked to third sector activity.

These factors highlight the importance of TSI support in capacity building, partnership working and securing sustainable funding.

## **Alignment with Local and National Strategies**

TSI work in Perth & Kinross aligns with several strategic frameworks, including:

- The TSI Outcomes Framework, guiding work across Voice, Connect, Build Capacity and Volunteering.
- The Local Economic Action Plan, emphasising inclusive growth, reduced inequalities and community wellbeing.

- Local Development Plan 3 (LDP3), shaped by extensive community conversations on place, infrastructure and services.
- National priorities such as the Mental Health & Wellbeing Fund, Community Wealth Building, and Volunteering Action Plan.

Collectively, these frameworks support a shared ambition for strong, resilient and well-connected communities where the third sector plays a crucial role.

## Outcomes

Over the past year, the team has supported more than 200 organisations, including 49 engaging with us for the first time. Across our four pillars - Voice, Connect, Build Capacity and Volunteering - we delivered **1,064** individual interactions, offering tailored guidance, training, connection and support.

The chart below shows how these interactions were distributed across our core themes, with the highest volume focused on capacity building, followed by connection, volunteering, and voice.



These engagements span a wide range of work delivered by the team, reflecting the depth and diversity of support provided across Perth and Kinross. This includes running a comprehensive training programme, generously funded by The Gannochy Trust, which has helped build skills, confidence and organisational resilience across the sector. The team has also continued to drive forward the Partnership Volunteering Strategy alongside Perth & Kinross Council, strengthening local volunteering pathways and improving coordination across partners.

In addition, we have deepened connections at a strategic level through parliamentary engagement and sector advocacy, ensuring local voices are represented in national conversations. The successful delivery of Year 4 of the Communities Mental Health and

Wellbeing Fund further enabled us to support vital grassroots initiatives responding to local need.

## **Capacity Building**

This year, our capacity building support TSI Perth & Kinross focused on strengthening the long-term resilience, governance, and sustainability of third sector organisations across Perth and Kinross. With organisations facing financial uncertainty, workforce pressures and increasing demand, we prioritised interventions that supported strategic planning, risk management and improved organisational readiness.

By offering practical, relationship-based support to organisations of all sizes—including many newly established and rural groups—we helped strengthen internal systems, improve leadership confidence, and build the foundations necessary for sustainable, community-led impact. Our work has contributed to a more resilient and better-prepared sector, capable of adapting to emerging challenges and opportunities.

## **Tailored Organisational Support**

We provided one-to-one and group-based development support to organisations of all sizes, with particular emphasis on smaller and rural groups. This support included governance reviews, constitutional updates, board development, strategic planning, funding guidance, financial planning, policy development and compliance. By offering relationship-based, practical support, we helped organisations increase their confidence, improve their internal systems and strengthen their long-term sustainability.

## **Training and Skills Development**

Our training programme was designed to address both immediate operational needs and longer-term strategic resilience. Rather than delivering standalone sessions, we curated a programme that strengthened organisational capacity across governance,

compliance, volunteer management, safeguarding, financial leadership and trauma-informed practice.

This strategic approach ensured that learning translated into improved policies, stronger governance frameworks and enhanced service quality. The programme has supported organisations to operate more confidently, reduce risk, and embed robust structures that will strengthen their sustainability in the years ahead.

A major element of this work was delivered through the £20,000 Capacity Building Fund, provided by The Gannochy Trust. This fund enabled a comprehensive programme of online and in-person training, tailored to the diverse needs of the sector. More than 350 individuals from 80 organisations took part, including many from rural and remote communities who benefited from accessible, blended delivery options.

Training topics included governance, finance, volunteer management, health and safety, first aid, mental health first aid, trauma-informed practice, MIDAS minibus driving and project cost recovery. Many organisations used this learning to update or create essential policies such as safeguarding frameworks, reserves policies and risk management processes.

Participants reported strengthened governance, clearer leadership structures, enhanced volunteer processes and increased confidence in meeting regulatory requirements. Several organisations redesigned or expanded services as a direct result of the training, improving wellbeing support, community outreach, youth activities and administrative systems. Peer-learning opportunities also fostered stronger collaboration and shared practice across the sector.



More than 350 people from 80 organisations were trained over the course of the programme.



Training was delivered both online and in-person, enabling wide reach including rural and remote areas.



Policies created or updated on areas such as mental health, safeguarding, reserves and risk management.



Organisational improvements in governance, volunteer processes and service delivery.



Increased networking, collaboration, and sharing of best practice.

## **Strengthening Sector Sustainability**

Alongside training delivery, we supported organisations to navigate funding challenges, explore collaborative approaches and develop more sustainable operating models. This included guidance on partnership bids, support to articulate impact and value, and the facilitation of shared learning between organisations experiencing similar pressures.

## **Impact**

In summary, our capacity-building work, enhanced significantly by the Gannochy Trust's investment, has strengthened organisational resilience across Perth & Kinross, created lasting improvements in governance and service delivery, and demonstrated the value of targeted, locally informed support for the third sector.

### **Case Study: Trustee Training**

A trustee from a local community development organisation attended the TSI's four-part Board Finance training programme, funded by The Gannochy Trust. The organisation delivers physical, wellbeing, and educational activities for people of all ages from modern community facilities.

The trustee found the finance training extremely valuable, particularly in understanding different types of charitable funds and the legal requirements attached to each. The sessions highlighted the importance of establishing a reserves policy and planning to ensure financial sustainability. He reported that the materials and slides will serve as useful ongoing reference tools and expressed interest in attending future TSI training relevant to his role.

**Feedback:**

“These sessions will be a great help going forward, and the slides will serve as future reference material when required.”

“Three newer trustees attended and found the information helpful. I appreciated the guidance now that I have taken on the role as chair.”

## Volunteering



The Perth & Kinross Volunteering Strategy 24-27 sets out a shared vision for a region where volunteering is accessible, valued and central to strong, connected communities. Co-developed by TSI Perth & Kinross and Perth & Kinross Council, it reflects the crucial role volunteers play across the area and the need to support and grow this contribution.

The strategy highlights the wide range of volunteering - formal, informal, micro, digital and community-based - and acknowledges the significant social and economic benefits volunteers provide, including improved wellbeing, stronger services and greater community resilience. It identifies three core aims: increasing participation in volunteering, improving access to meaningful and inclusive opportunities, and ensuring volunteers are supported, recognised and able to thrive. The strategy also emphasises the importance of *Be the Change PK* as a local platform for connecting volunteers and organisations.

Developed through extensive engagement with local organisations and communities, the strategy provides a roadmap for strengthening volunteering across Perth & Kinross and building a more resilient, compassionate and empowered region.

### Be the Change

Throughout its second year, the *Be the Change* volunteering platform has continued to grow steadily, demonstrating a clear and ongoing need for an accessible digital space that connects individuals with meaningful volunteering opportunities. Volunteering remains vital to the strength and resilience of communities across Perth and Kinross, and the platform plays an increasingly important role in supporting this.

During the reporting period, thirty-six new organisations registered with *Be the Change*, bringing the total to 120. User engagement has continued to rise, with 293 additional individuals joining the platform and bringing total registrations to 809. Seventy-five new opportunities were added to the site, contributing to a total of 239 listings since launch. Volunteer activity remained strong, with 320 applications submitted overall and 75 accepted or placed on reserve during the year. Volunteers also recorded 3,205 hours of participation, and the platform attracted 11,167 unique visitors, with youth and wellbeing opportunities generating the most interest.

 **36**  
New organisations  
registered

 **293**  
New users joined

 **75**  
New opportunities  
added

 **32**  
Volunteer  
applications

 **3,205**  
Volunteer hours

 **11,167**  
Unique visitors

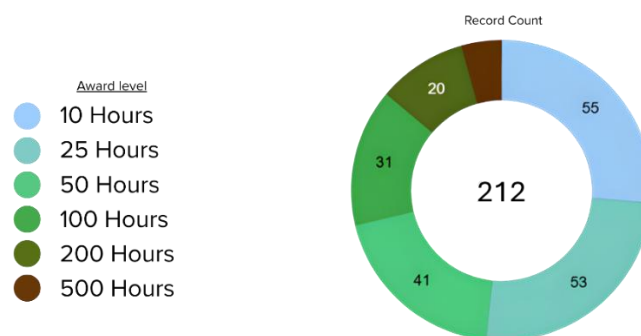
Steady growth in users and organisations reflects increasing awareness of the platform's value, and trustee recruitment proved particularly effective, with organisations frequently using the dedicated trustee tag. The platform has become embedded within local youth work infrastructure, with a specific youth volunteering section now well used by volunteer-involving organisations. Efforts to widen reach also continued, including linking *Be the Change* with Aviva's employer-supported volunteering portal.

Challenges remain, particularly in relation to limited marketing capacity, which has reduced the platform's visibility and slowed broader growth. Engagement across rural areas has also been lower than anticipated, and further work is required to strengthen awareness among partners. Shifts in national asylum processes have contributed to increased applications for roles that are not always suitable or accessible, and young people continue to experience barriers in finding opportunities that match their

interests and circumstances. Employer-supported volunteering also remains an area of untapped potential.

Despite these challenges, *Be the Change PK* has continued to demonstrate strong progress and clear strategic value, strengthening volunteering pathways and contributing meaningfully to community participation across Perth and Kinross.

## Saltire Awards



Two hundred and twelve new Saltire Awards were achieved over the past financial year, recognising volunteer contributions from 10 to 500 hours. In total, volunteers dedicated an exceptional 18,151 hours of their time, an outstanding testament to their commitment and impact across Perth and Kinross.

## Volunteer Managers' Forum

The Volunteer Managers' Forum continues to be a key mechanism for driving quality, consistency and learning across the local volunteering ecosystem. Beyond sharing updates, the forum now acts as a space for collective problem-solving, reflective practice and knowledge exchange, helping volunteer-involving organisations strengthen their leadership, improve inclusion and enhance the volunteer experience.

This collaborative approach supports a more confident and connected volunteering infrastructure - one that is better equipped to respond to local need, adopt good practice, and contribute to the delivery of the regional Volunteering Strategy.

To ensure accessibility for both rural and urban communities, sessions alternate between online and in-person formats, making it easier for everyone to take part. Over the past year, the forum has explored a wide range of topics, including employer-supported volunteering, managing volunteer endings, avoiding burnout, and opportunities for family volunteering.

More than 100 people have attended during the year, demonstrating the value of a supportive, inclusive space for volunteer managers to enhance the quality of their practice.

### **Case Study: Inclusive Volunteering for Refugees and Asylum Seekers**

As part of our commitment to the Volunteering Strategy 2024–2027, the TSI prioritised improving access to volunteering for refugees and asylum seekers. To begin this work, we hosted a Volunteer Managers' Forum focused on inclusive volunteering, featuring input from a migrant-led organisation and the Scottish Refugee Council. Volunteer managers discussed barriers and opportunities, highlighting the importance of asking people directly, avoiding assumptions, providing clear role descriptions, improving access to translation, and creating supportive progression pathways.

Building on these insights and following conversations with asylum seekers themselves, the TSI worked with three local volunteer-involving organisations, the local authority equalities team, and Mears to create a dedicated volunteering event during Volunteers' Week. A pre-event briefing session helped address misconceptions about asylum seekers' right and capacity to volunteer, with contributions from the Scottish Refugee Council and Oxfam.

The volunteer fair, held at a hotel which was housing asylum seekers, welcomed 80–100 residents. Multiple organisations attended, supported by translators, ESOL activities, and culturally welcoming materials. The event successfully connected individuals with meaningful opportunities:

- 42 people registered interest with one organisation, with 7 already volunteering
- 48 people signed up with another, leading to a dedicated project for asylum seekers, attended by 6 participants

This initiative strengthened partnerships, reduced barriers, and demonstrated the positive impact of inclusive approaches to volunteering.

### **Feedback:**

“These meetings are very useful, and it is very good to network face to face”

“I really enjoyed my first time at the Volunteer Manager's Forum. I really appreciated all the interesting information and news ... provided. I also enjoyed the activities and hearing about each other's work and perspectives. Thank you!”

## **Voice**

Over the past year, TSI Perth & Kinross has continued to strengthen the collective voice of the third sector, ensuring organisations across the area are informed, included and able to influence the decisions that shape local services. Through improved engagement mechanisms, clearer communication and consistent representation, the TSI has championed community-rooted organisations and amplified lived experience within key policy and planning discussions.

## **Gathering Sector Intelligence**

To understand sector needs, pressures and emerging trends, the TSI delivered a range of engagement activities. These included thematic forums on areas such as mental health and wellbeing, children and families, employability, volunteering and community development. Peer-learning through our Knowledge Network sessions allowed organisations to share practice, highlight local issues and identify opportunities for collaboration.

Intelligence was also gathered through one-to-one engagement, attendance at partnership meetings, targeted outreach to smaller and rural groups, and digital tools such as surveys, and sector newsletters. Platforms like *Be the Change PK* further supported real-time insight gathering from volunteer-involving organisations. These mechanisms collectively strengthened the TSI's understanding of sector priorities and the lived realities of organisations across Perth & Kinross.

## **Representation and Influence**

The TSI continued to represent the third sector within a broad range of strategic partnerships, ensuring sector perspectives, expertise and challenges were embedded in local decision-making. This included contributions to Community Planning Partnership groups, anti-poverty and wellbeing initiatives, mental health structures,

employability partnerships, locality planning groups and strategic volunteering forums. Through this consistent presence, the TSI ensured organisations of all sizes had a route to influence agendas that affect communities.

### **Strengthening Sector Voice**

To further support collective influence, agreement has been reached to establish a new Third Sector Forum for Perth & Kinross. This forum will bring organisations together to coordinate insight, share experience and strengthen the sector's contribution to strategic discussions with partners such as Perth & Kinross Council, major funders and national bodies.

Alongside this, the Anti-Poverty Task Force facilitated a series of focus groups to capture the voices of lived experience. These insights are helping organisations across the region understand community needs more deeply and adapt or redesign services, programmes and support accordingly and will be built upon in the coming years.

## **Connect**

Over the past year, the TSI has strengthened its role as a connector and facilitator, supporting a more collaborative, aligned and joined-up third sector across Perth & Kinross. By creating shared spaces for partnership, enhancing communication, and promoting cross-sector learning, we have contributed to rebuilding relationships, increasing transparency, and strengthening trust between organisations, communities and statutory partners.

### **Strengthening Networks and Collaboration**

The TSI delivered a series of network events, thematic gatherings and focused sessions designed to bring organisations together to share experiences and knowledge, align their work and explore collective opportunities. These sessions helped deepen understanding of shared challenges such as funding pressures, workforce sustainability and rising community demand, while creating clearer pathways for partnership development between grassroots groups and larger, established organisations. Collaboration increased across key themes including mental health, children and families, rural community support and poverty reduction.

### **Improving Cross-Sector Engagement**

We continued to work closely with Perth & Kinross Council, NHS partners and other statutory bodies to ensure that the third sector remained visible, informed and influential in major strategic developments. Improved communication channels ensured organisations stayed connected to emerging opportunities, funding streams and partnership forums.

A key highlight of the year was coordinating a parliamentary visit linked to the Equalities, Human Rights and Civil Justice Committee's inquiry into rural human rights. Through three sessions in Blairgowrie and Rattray, MSPs heard directly from local organisations,

volunteers and community members about lived experiences related to healthcare, transport, food security and fuel poverty. This work strengthened our relationship with the Participation and Communities Team of the Scottish Parliament and elevated the profile of rural issues within Perth & Kinross.

Our growing contribution to cross-sector work was further recognised through an invitation to join the Children & Young People's Partnership, providing a formal platform to bring the insights, needs and expertise of the third sector into strategic planning for children, families and early intervention services.

### **Enhancing Communication and Information Sharing**

To support deeper connectivity across the sector, we strengthened our communication infrastructure. Regular newsletters kept organisations informed about funding opportunities, training and sector developments, while revitalised digital platforms, particularly *Be the Change PK*, helped volunteer-involving organisations reach wider audiences and share opportunities more effectively. Increased use of data and local intelligence enabled organisations to better understand community trends, operational challenges and emerging needs.

## Community Mental Health and Wellbeing Fund Distribution

This year, 23 organisations in Perth and Kinross benefitted from the distribution of £418,883.86 through year four of the Community Mental Health & Wellbeing Fund. These groups delivered a wide range of early intervention and wellbeing support, including peer support, therapeutic programmes, community connection projects, and initiatives designed to reduce loneliness and isolation.

In November, we began the distribution process for years five and six of the fund, marking a significant milestone for the TSI. For the first time, the programme included a mix of single year and multi-year awards, enabling organisations to plan with greater confidence and long-term stability. In total, over £500,000 was committed to third sector organisations providing vital mental health and wellbeing support across Perth and Kinross.

Following a robust assessment and decision-making process, 32 organisations received funding. The fund achieved wide geographic reach, strengthened existing services, and supported the development of new and innovative approaches. Many organisations reported that access to multiyear funding enabled them to retain skilled staff, embed learning and extend their impact in a more sustainable way.

The successful administration of the fund reflects the strengthening relationships between the TSI, local partners and the wider third sector. It also demonstrates the commitment, resilience and innovation of organisations working tirelessly to improve mental health and wellbeing across Perth and Kinross. By investing in community led solutions, the fund continues to support meaningful and lasting positive outcomes for individuals, families and communities.

More information on the distribution of the Community Mental Health and Wellbeing Fund can be found on [our website](#).

## **Next Steps**

### **Strengthening Third Sector Coordination**

In the coming year, TSI Perth and Kinross will build on progress in coordination, representation and volunteering development by establishing stronger structures and clearer channels for third sector influence. A central focus will be the launch and embedding of the new Perth and Kinross Third Sector Forum. This will include finalising its remit, membership and schedule, alongside the introduction of a simple and consistent insight-to-influence process through themed discussions and quarterly briefings. This work will ensure the Forum becomes a trusted and effective mechanism for shaping local strategic agendas.

### **Deepening Cross Sector Partnerships**

TSI Perth and Kinross will further enhance collaboration with public sector partners by maintaining consistent representation across key strategic groups, including the Children and Young People's Partnership, the Local Employability Partnership and the Anti-Poverty Task Force. Using external funding, we will work with key stakeholders to build on our existing leadership development programme, engaging third sector leaders with Columba 1400. This work will strengthen leadership capacity and deepen relationships both within the third sector and with key partners across Perth and Kinross Council and NHS Tayside.

### **Enhancing Sector Communications and Intelligence**

We will continue to strengthen communications, insight and data sharing by implementing a robust communications strategy. TSI Perth and Kinross will prioritise monthly and quarterly outputs that deliver timely information and data targeted to key stakeholders. We will also review data collection and feedback processes to support

strategic planning, improve reporting and strengthen sector wide understanding of emerging trends, pressures and opportunities.

## **Developing the Volunteer Landscape**

As 2026 is the United Nations Year of the Volunteer, TSI Perth and Kinross will deliver a programme of activity to recognise and celebrate the vital contribution of volunteers across communities. This will include a volunteer award celebration, with nominations invited from across the region. We will also relaunch the *Be the Change* website, introducing a new Volunteer Management System alongside an Employer Supported Volunteering system and guidebook. Together, these developments will strengthen corporate partnerships, broaden routes into volunteering and ensure the platform continues to meet the evolving needs of the sector.

## **Improving Transparency, Trust and Feedback**

To strengthen relationships across the sector, TSI Perth and Kinross will prioritise transparency and clarity in how it communicates. A public engagement calendar will set out upcoming meetings, events and opportunities to engage. This will be supported by a simple “you said – we did” approach following forums and consultations, alongside open sharing of progress, challenges and learning. Together, this work will build trust, demonstrate accountability and provide assurance that third sector voices directly shape TSI priorities and actions.

## **Capturing Lived Experience and Building Inclusive Practice**

TSI Perth and Kinross will launch a new project focused on strengthening how lived experience informs decision making, service design and strategy at both local and system levels. The project will work directly with communities and individuals to ensure lived experience voices are heard safely, ethically and meaningfully, while also

supporting third sector organisations to build the skills, confidence and frameworks needed to capture, evidence and share lived experience well. Through practical tools, peer learning and guidance, this work will improve consistency, quality and influence, ensuring lived experience insight is embedded across planning, commissioning and partnership processes and contributes to more responsive, person-centred services.



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