



TAGSA UIBHIST



STRATEGY 2022-25

SLÀINTE AGUS SUNND

HEALTH AND WELLBEING IN OUR COMMUNITY

Our Vision

All people in Uist have the opportunity and support they need to be healthy, to live with dignity, to experience wellbeing at all stages in their lives, and to be part of an inclusive and caring community.



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
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1. INTRODUCTION

We are delighted to share our strategy for 2022-2025. This has followed in-depth discussions between staff, clients, directors, community members, and with other agencies. We set out here what we hope to achieve in this period as we work collaboratively to improve health and wellbeing in the communities of Benbecula and Uist. This action plan also gives us the opportunity to recommit to our work and to our strong connections with our Uist community.

Guided by our vision and mission, our focus will be on what we can actually change and where we can make a meaningful contribution. We will directly provide care and support, promote independent living, support social participation and community wealth building, whilst also speaking up on behalf of community members. A key emphasis will be to help to strengthen the capacity and impact of the third sector in Uist through positive joint working. Taghsa has a strong track record in delivering the following services:

-  Care at Home
-  Respite Care and Support to Carers
-  Adult Support
-  Mental Health and Wellbeing
-  Post Diagnostic Support for people living with dementia
-  Community Transport
-  Community Gardens.

Over the coming years, in addition to the above, we will further develop our work in the following areas:

-  Employability and Volunteering
-  Social Enterprise
-  Sustainable Uist - Responding to the Climate emergency.

Taghsa Uibhist strives to be a dynamic employer, focused on attracting and retaining talented employees, particularly those starting in their careers. We aim to offer a positive work environment, with training and development opportunities and competitive terms and conditions.



Tagsa has always had a focus on responding to the needs of our more elderly community members. This will remain absolutely central to our work, but we know that challenges to health and wellbeing affect people at every stage in life. For this reason, we will widen the reach of our services, to include a focus on younger people.

We work hard to rise to the challenge of securing sufficient funding to be able to respond to growing needs in the community. However, at a time in which our costs have increased, overall local authority funding has been static. With increasing demands for our services, we need to constantly seek new sources of funding while making efficiency savings where possible.

Perhaps our greatest challenge is to recruit enough staff to meet these rising needs. Day in day out we grapple with the reality of more people needing care and a dwindling social care workforce. This leads to delays in hospital discharges and more vulnerable people not receiving care. This has been exacerbated by Brexit, and by the relatively low rates of pay for social care staff relative to the demands of their role.

This period ahead will bring changes in the landscape for our work, for example the introduction of a new National Care Service. In the meantime, through collaboration and taking responsibility for our specific contribution, we will apply ourselves to delivering high quality services and promoting the resilience of our clients and our own staff as we adapt so that our community will thrive in the face of growing challenges.

2. OUR VISION, MISSION, AND GUIDING PRINCIPLES

Taking a person-centred approach, we understand that there is no 'one size fits all' way to support people towards achieving health and wellbeing in their particular circumstances. Our work is led by our guiding principles and is based on the needs, lived experiences and aspirations of the people we work with.



Our Vision


All people in Uist have the opportunity and support they need to be healthy, to live with dignity, to experience wellbeing at all stages in their lives, and to be part of an inclusive and caring community.

Our Mission

From Eriskay to Berneray, we aim to enhance health and wellbeing at all stages of life by providing care and support and promoting social inclusion, participation, and dignity for all.

Our Guiding Principles

We are guided by our organisational values, or core principles. All Tagsa Uibhist employees and volunteers always strive to be:

-  Welcoming
-  Trustworthy
-  Caring
-  Community Driven
-  Collaborative
-  Committed

Alongside access to essential services, the following factors are vital for people to achieve wellbeing: dignity, respect, connectedness, inclusion, and equity. Our work embraces the unique realities of Uist, recognizing that for many of our clients, wellbeing is closely related to participation in Gaelic culture and language and by being active members of their communities.

We recognise that the human quality of interaction and communication with service users can be just as important as delivering the services themselves. We also value the local and cultural knowledge that our staff possess which enables them to provide appropriate and personalised care for our clients.



3. WHY OUR WORK IS NEEDED

Many of the broader challenges faced by people across Scotland are especially acute in island communities. Alongside the cost-of-living crisis, we contend with the acute demographic challenges of an ageing population, fewer economically active people, crippling workforce shortages, austerity cuts to local authority funding, the economic and social impacts of Brexit, a housing shortage and limited and unreliable transport links both on the islands and to and from the mainland.

Year-on-year more people in Uist need care and support whilst the human and financial resources needed to provide this are in decline. This makes it increasingly difficult to deliver services and leads to vulnerable people not receiving the care they need, and to which they are entitled.

Considering Tagsa's role, expertise and development potential in the community, our focus will be on responding to the following challenges to health and wellbeing:

3.1. *Social Isolation*

Uist's geography can be a factor in the social isolation of older and more vulnerable people. Loneliness can lead to declining health, loss of independence and fewer opportunities to participate in social activities and individual interests. Homes in the scattered crofting communities of Uist are often far away from local services, shops, and community hubs, not to mention important services on the mainland. Public transport is limited to a few runs on the major routes, not reaching many more remote townships. A high proportion elderly people live on their own and may not have close family living nearby. In short, social, and physical isolation is a major challenge to the health and mental wellbeing of many individuals who once lived active lives in their community.

3.2. *Increasing Care and Support Needs*

As people tend to live longer and more people are able to live at home until the end of their lives, the need for care at home and support services will continue to increase in Uist. The fact that the Western Isles has the greatest prevalence of obese adults, coronary heart disease and dementia in Scotland, the highest



rate of blocked hospital beds and the third highest rate of alcohol related hospital stays adds to the already acute pressures on services caused by the workforce crisis.

3.3. Challenges to Mental Health and Wellbeing

The incidence of mental health problems among people of all ages is on the increase. Almost two thirds of people will experience mental illness at some point in their lives. People in Uist who experience depression, anxiety, and suicidal ideation may not receive the support that they need due to a lack of information and insufficient services. In a close-knit community, whilst there may be personal support close at hand, it is also true that mental health problems can be exacerbated by stigma.

More accessible mental health support for people of all ages is needed in Uist. NHS services tend to be focused on crisis intervention and due to long term vacancies and absences among CPNs, Psychiatry and Psychology, mental health services are drastically limited and rely heavily on GPs, community nursing, and some small and time limited voluntary sector projects. There is also a need for preventative interventions to help people maintain wellbeing when they are going through difficulties and transitions.

3.4. Poverty and Social Exclusion

The spectre of poverty and associated social exclusion is a reality for many people in Uist who struggle to pay spiralling energy, housing, transport, and food costs. Added to this are the increased costs of living in larger, older, and poorly insulated rural houses. As well as the health risks associated with living in cold and damp homes, people may be forced to spend less on nutritious food, and transport. This can lead to loss of social contact with family and friends and reduced opportunities for employment, training, and participation in community life.

This can lead to a downward spiral in physical health and mental wellbeing. For some people, poor coping mechanisms can lead to further problems such as alcoholism, other addictions, and unmanageable debt. Due to the fear of stigma, there can be a reluctance to seek support to resolve problems or to claim benefits to which they are entitled.



3.5. *Depopulation and the Workforce Crisis*

Whilst there have been some hopeful signs of young families choosing to stay and settle in Uist, the population continues to shrink, with a drop of 20% since the 1980s and a loss of a further 14% projected by 2040. The situation has been described as a demographic time bomb, that threatens the sustainability of island society; lower birth rates, an exodus of young people and decline in the working age population, and an increase in the older population. One driver of depopulation is the lack of affordable housing and the competition faced by local young people from wealthy people buying second homes and retirement homes.

3.6. *The Climate Emergency*

The increasing intensity of disasters caused by global heating has led to a stronger commitment to reducing CO2 emissions to mitigate the severity of the climate emergency now, and on future generations. The low-lying landscape of the western seaboard of Uist is vulnerable to rising sea levels. Given that a significant proportion of the population of Uist live on or close to the coast, it is inevitable that many people will be affected by flooding and erosion, possibly leading to losing their homes and livelihoods.

Climate change has been described as the biggest threat to public health this century. As the impacts will affect different people and places unevenly, it will lead to new inequalities within and across nations, and between current and future generations. Tagasa is therefore committed to playing a part in redressing these injustices by setting an example locally; taking a lead in efforts to achieve net zero as soon as possible and exploring and promoting ways to achieve a more sustainable future.

3.7. *Improving Collaboration and Engagement*

We are committed to collaborative practice within Tagasa, that is, our various departments work as one united team to achieve positive outcomes for our clients. Access to services for vulnerable people are often negatively affected when organisations compete rather than collaborate. Here, where options for services are limited, it is vital for community-based organisations and statutory agencies to work together to optimize service delivery and access. Joint working can enable organisations to deliver outcomes that are not easily

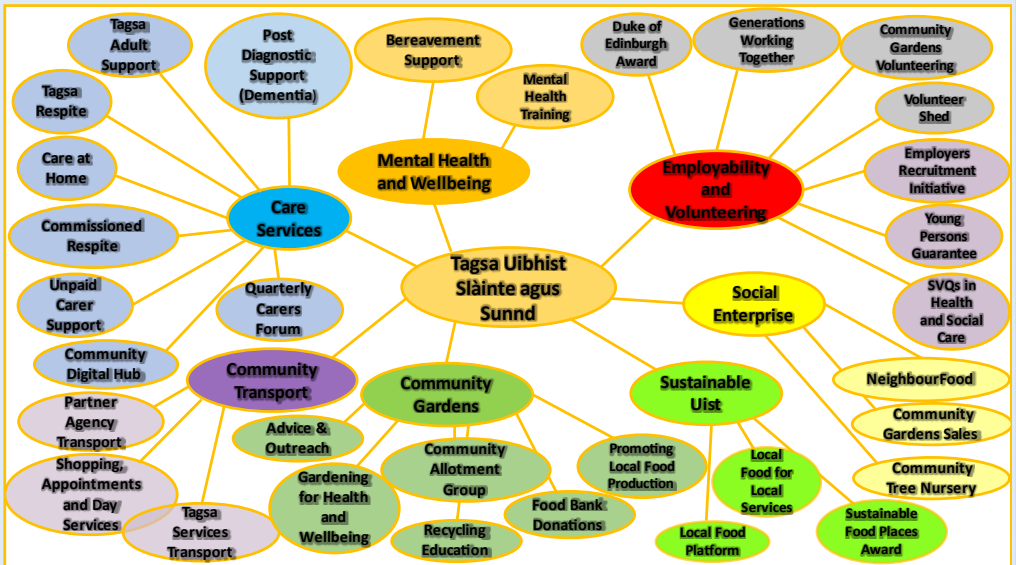


achieved by working alone. Our goal has to be achieving a seamless service for people who may have a range of support needs that can be met by more than one agency. This requires positive and inspiring leadership in each organisation.

Community based organisations in Uist provide a relatively high proportion of services compared with Lewis and Harris. Going forward we hope for greater strategic direction from, and engagement with, the Comhairle nan Eilean Siar and the NHS in relation to key services in health and social care, and wellbeing, as well as in transport which can make planning and service development an on-going challenge. There is a need for more robust representation and engagement between statutory agencies and the third sector in relation to service delivery and strategic planning.









4. OUR WORK AND OUR OUTCOMES

Tagsa Uibhist works to support people in the communities of Uist to achieve health and wellbeing, delivering services that meet a range of needs, whilst also providing opportunities for people to be physically and socially active. We work in an integrated way to provide a holistic response to each person, working collaboratively between our various services as and when this is helpful and appropriate. An overview of our work is as follows:





Our programmes are as follows:

-  Care Services
-  Adult Support
-  Mental Health and Wellbeing
-  Community Transport
-  Community Gardens
-  Employability and Volunteering
-  Social Enterprise
-  Sustainable Uist - Responding to the Climate emergency

Here we will set out the outcomes that we aim to achieve in each of our programmes:

4.1. CARE SERVICES

Our Home Care Service provides flexible support so that our clients can live active and fulfilling lives in their homes and communities. Those in need of care are assessed by the Comhairle and care packages are then arranged with Tagasa's team of Care Assistants on an on-going basis. Our accredited service supports people to live well in their own homes for as long as they want and can.






We provide respite care to allow family members and others who care for their loved ones to take a regular break from caring to deal with your own day-to-day affairs and family commitments, or a couple of days off a week to work or study.

Using a person-centred and empowering approach, we aim to encourage independent living and to support clients to flourish and maintain active and socially connected lives. Through our daily support and regular review of care plans we make sure that the care we provide is personalised and responsive to any change in circumstances.

Recognizing the challenges that unpaid carers have on a daily basis, Tagasa convenes regular opportunities to meet, share experiences, receive information, consult with experts, and attend presentations by relevant speakers at our Quarterly Carers Forum. Tagasa can provide respite care to



people who wish to attend and can provide transport if needed. Our team also inform carers of our other relevant services such as respite care, bereavement counselling, use of our new Community Digital Hub and Carer's Room, as well as consultation with our Post Diagnostic Support Link Worker, as well as projects such as Generations Working Together, Sensory Garden and Uist Golden Years Ceilidh Club.

Care at Home and Commissioned Respite	Outcomes 2022-25
<ul style="list-style-type: none"> Achieve an 'excellent' grade in each and every inspection by the Care Inspectorate. Deliver at least 1,100 hours per month of Care at Home and Commissioned Respite in our contract with Comhairle nan Eilean Siar for 2022-23 and increasing to at least 1,300 for 2023-24 and at least 1,500 2024-25. Deliver at least 100 hours per month of direct support through Self Directed Support options. Deliver a high-quality Carers Forum each quarter with min. 30 participants at each event. Provide support, advice, and signposting to carers in Uist.	

4.2. TAGSA ADULT SUPPORT









Tagsa's Adult Support team make regular one-to-one companionship home visits and provides 'Tagsa Respite' for unpaid carers, over and above respite commissioned by the Comhairle. Our goal is that people who receive care and support from Tagsa staff, as well as their family or unpaid carers are supported to live the best lives possible, building on their own strengths and capabilities. We support people to participate in community life and in healthy social activities, directly and by making connections with other organisations in the community.

-  Uist Golden Years Ceilidh Club
-  Gardening Club
-  Sensory Garden
-  Art Workshops



Tagga Adult Support

Outcomes 2022-25

-  Deliver a regular schedule of visits to clients in their homes to reduce the impact of isolation and isolation, achieving a minimum of 25 hours of one-to-one companionship each month.
-  Provide regular opportunities for social interaction for elderly people or those with dementia.
-  Deliver at least 120 hours each month of Tagga Respite.
-  Work collaboratively within the Care Department with the Post Diagnostic Support Coordinator (Dementia) to ensure that clients' needs are responded to and that opportunities for social inclusion and healthy activities are made available.
-  Proactively collaborate with all relevant statutory and community-based organisations to enhance outcomes for clients.
-  Work closely with Tagga's Community Gardens, Community Transport and other Tagga initiatives to maximise support to client's health and wellbeing.
-  Deliver regular opportunities for inter-generational working.
-  Develop Tagga's cultural and community connections, in particular to Gaelic language, music and dance to enrich and enhance our services.

4.3. POST DIAGNOSTIC SUPPORT (DEMENTIA)






Within our Care Department, with funding from the NHS, Tagga has a Post Diagnostic Support Link Worker (Dementia) whose role is to support people newly diagnosed with dementia. Working as an integral part of the NHS Community Mental Health Team, the aim of the service is to empower people living with dementia, and those who care for them, with the tools, connections, resources and plans they needed to live as well as possible and prepare for the future. Ensuring a person-centred approach is at the heart of the service to support people living with dementia to face the future as positively and independently as possible.

For newly diagnosed patients, Tagga's PDS Coordinator receives referrals directly from the NHS Psychiatry, but we also aim to respond to requests for support from GP surgeries, Social Work, from within Tagga's Care Services and from other community-based organisations.



Post Diagnostic Support (Dementia)

Outcomes 2022-25

-  Working as an integral part of the NHS Community Mental Health Team providing support to all referrals from NHS for at least one year following diagnosis.
-  Working within Tagsa's Care Services and Adult Support teams to ensure a seamless service and inclusion of referrals to broader Tagsa services when helpful and appropriate.
-  Work closely with Caraidean Uibhist, Cothrom, Taigh Chearsabhagh, Penumbra, Art and Music Therapists, Alzheimer Scotland, and other relevant organisations to facilitate the best possible support for service users.
-  Provide transition support to service users who go into long term residential care.
-  If capacity allows, provide on-going support beyond the first year, as patients may need advanced dementia care.







4.4. MENTAL HEALTH AND WELLBEING

Mental health support for adults from both the NHS and the third sector in Uist has been short of what is needed. Some support for mental health and addictions is provided through Penumbra, Caraidean, Cothrom and Taigh Chearsabhagh. Tagsa has a partnership with Penumbra to provide counselling and support for people who have been bereaved. In partnership with SAMH, we are also delivering a series of in-person training events in Mental Health at different levels for our staff and for other organisations and we plan to continue this. We have been working with qualified counsellor for additional support for our managers and plan a new collaboration with Taigh Chearsabhagh to provide Art and Music Therapy for our clients, based in our Community Gardens.

With high levels of alcoholism and substance misuse in Uist, there is a need for joined-up care of people with a dual diagnosis of mental health and addictions. Research shows that in addition to accessing good clinical services, people experiencing these challenges can also benefit hugely from non-clinical community-based support to maintain wellbeing and prevent the deterioration of their mental health.



Tagsa has been active in mapping the current provision of mental health and related support services in Uist to identify gaps and to build consensus on the services that are needed. Over the next three years, Tagsa will maintain our positive partnerships with specialist organisations such as SAMH and Penumbra to support and develop new services and to deliver training. We will also make the most of our wider activities and projects to provide positive opportunities for people to take care of their of their wellbeing, for example through volunteering, gardening, participation in our events and through one-to-one support. As we are part of a network of agencies, we will make referrals and signpost to mental health support when this is helpful and appropriate.








Mental Health and Wellbeing	Outcomes 2022-25
<ul style="list-style-type: none"><li data-bbox="118 560 1003 660"> Provide inclusive community-based activities that support positive mental health and wellbeing and which address isolation and improve and promote physical and mental wellbeing.<li data-bbox="118 663 990 730"> Work with Penumbra to maintain the existing Uist Bereavement Support Project.<li data-bbox="118 734 938 801"> Work with SAMH to provide regular training events in mental health awareness and skills for front-line workers and managers.<li data-bbox="118 804 936 904"> Work with the Health and Social Care Partnership, local services, community organisations and members to develop more accessible, responsive, and inclusive mental health support in Uist.<li data-bbox="118 908 936 975"> Work to increase awareness and knowledge and to reduce stigma in relation to mental health challenges.<li data-bbox="118 978 936 1043"> Consider introducing a Mental Health Support position and / or host counsellors within Tagsa.	

4.5. COMMUNITY TRANSPORT

Tagsa delivers a vital lifeline Community Transport service to assist clients to attend medical appointments, day care, adult learning, and respite, as well as shopping and to access other appointments that they need to attend. This service is available for individuals with support needs and/or mobility difficulties, and who have may not have access to public transport services and who do not have a vehicle or a family member who can provide transport for them. As part of our efforts to respond to the climate emergency, we utilise



three zero emission electric vehicles in addition to vehicles adapted for wheelchair users.

Community Transport	Outcomes 2022-25
<ul style="list-style-type: none"> Provide community transport to eligible clients from Eriskay to Berneray. Aim for covering at least 4,000 miles each month in client trips. Increase the number of clients we assist each month to a minimum of 50, with a particular focus on increasing coverage in South Uist and Eriskay. Work closely with the NHS, the Comhairle, Citizen's Advice Bureau to support people to access the most appropriate and affordable transport for their needs. Use zero emission vehicles for all trips unless necessary due to access or distance, with at least 75% of miles to be covered by electric vehicles. Secure funds for two wheelchair accessible electric vehicles. Work as an integral part of Tagsa Uibhist, providing transportation for our projects when helpful and possible.	

4.6. COMMUNITY GARDENS












Tagsa's Community Gardens are a busy and highly valued part of the social landscape in Uist; a welcoming space for allotment group members to grow fruit, vegetables and decorative plants, a place to learn new skills with our trained gardeners, to volunteer, for internships, community service, for recycling, a place to buy fresh produce and as a therapeutic environment for people with support needs. The gardens are a friendly environment to grow food, socialise, volunteer, and become more active. The garden team also run regular events and workshops.

Community members visit the gardens to collect seedlings to grow on at home and to share their gardening experiences. We receive visits from school groups and provide advice in the wider community at the growing sites established by Tagsa. We prepare boxes of freshly harvested produce and local restaurants and other customers come to buy vegetables and herbs fresh from our raised beds and polytunnels. We encourage biodiversity by planting wildflowers, taking care of our soil, and by avoiding chemicals. This year we built a spacious Volunteer Shed and a Summer House within our Sensory Garden to create indoor spaces for the comfort of our clients.



Community Gardens

Outcomes 2022-25

-  Provide opportunities for Gardening for Health and Wellbeing.
-  Providing a welcoming, inclusive, and accessible environment.
-  Support Tagsa Adult Support activities, volunteering, inter-generational work, the Community Allotment Group, school visits, and other relevant use of the Gardens.
-  Collaborate with other agencies accompanying people with support needs to the Gardens.
-  Establish a 'Market Garden' social enterprise selling fruit, veg., herbs, flowers, and plants.
-  Construct a Community Café to provide employment, training, and a focus for local food.
-  Re-start outreach community growing projects.
-  Enhance the appearance and accessibility of the site through infrastructural improvements.
-  Provide an environment for education and employability (Employers Recruitment Initiative, Volunteering programme, Community Service, internships, and placements).
-  Contribute to improving food security in Uist through producing crops at scale to meet local needs.
-  Make a regular donation of produce to the Uist and Barra Food Bank.
-  Provide an inspiring example of ecologically sustainable gardening; recycling, local food production, supporting schools in all of above, composting, responsible gardening, use of local growing materials.

4.7. EMPLOYABILITY AND VOLUNTEERING

As part of our response to reversing depopulation we will contribute to making Uist an even more attractive place for people to live, work and settle. This means adding to the range of social and economic opportunities for young people and providing professionally fulfilling employment for school leavers, graduates and people who would like to return to Uist or settle here for the first time.

We will aim to help school leavers and adults who are seeking work but need support to overcome barriers to employment. We will continue our collaboration with the Comhairle to host employability placements and



internships for people who would like to develop new skills through schemes such as Developing the Youth Workforce, the Young Persons Guarantee, the Employer Recruitment Initiative and Modern Apprenticeships.

Tagga has a growing and vibrant volunteer programme which is based in our Community Gardens where we have recently built a beautiful new Volunteer Shed. We host volunteers from the age of 14 upwards, including for the Duke of Edinburgh and the Saltire Award. We aim to provide a social environment in which learning takes place between our team of Gardeners and volunteers, each of whom brings their own knowledge and experience.

Employability and Volunteering

Outcomes 2022-25

-  Work with the Comhairle to host new internships and employability schemes in Community Gardens, Health and Social Care, office administration, horticulture, broader skills development.
-  Deliver presentations to schools and colleges on career opportunities in Tagga.
-  Have employment / recruitment Open Days twice each year.
-  Develop our Volunteering Programme, offering opportunities to more volunteers of all ages and abilities.
-  Provide formal and informal learning opportunities for volunteers.
-  Participate in the Saltire Award and Duke of Edinburgh Awards.

4.8. SOCIAL ENTERPRISE








Tagga works to tackle social challenges through delivering a range of goods and services. As a charity, all of our income, whether from grants, donations services, or sales are deployed to achieve our vision and mission. Alongside striving to achieve our outcomes, in order to strengthen our long-term sustainability, we will further develop our entrepreneurial approach over the next three years and beyond. This will enable us to diversify our income streams, build new skills and capacity within Tagga whilst also creating more positive opportunities for people, and thereby building community resilience.

As part of our social entrepreneurial efforts, we host 'NeighbourFood', an initiative in which locally grown and produced food is sold to local people as part of our efforts to boost local value chains. Alongside facilitating the sale of



local food, we contribute fresh garden produce to the local food bank. We also work in partnership with the Community Woodland Trust to grow indigenous trees which will be part of a wider afforestation scheme in Uist.

Local Authorities are increasingly commissioning from organisations that offer wider community benefits, that is, how the services improve the economic, social, and environmental well-being of the area they operate in. We believe that this will open new opportunities for Taga Uibhist going forward in relation to our care, adult support, transport, employability, and local food value chains.

Social Enterprise	Outcomes 2022-25
<ul style="list-style-type: none"> Provide funded employability placements in health and social care, community gardens, and other potential areas of work. Undertake research and development on social and economic opportunities that further our vision and mission, for example in access to affordable nutritious food, skills development, and employability. Establish a 'Market Garden' social enterprise selling fruit, veg., herbs, flowers, and plants. Construct a Community Café to provide employment, training, and a focus for local food. Further develop and expand NeighbourFood. Scale up our work with Community Woodland Trust to grow indigenous trees. Continue to provide excellent, accredited, and cost-effective services in care, adult support transport and volunteering.	

4.9. RESPONDING TO THE CLIMATE EMERGENCY

Without radical and rapid reductions in CO2 emissions, global temperatures will increase by at least 2C over the course of the coming decades. Sea levels will rise causing devastation to Uist's low-lying coastal areas, with many machair townships destined to be submerged, potentially displacing whole communities.

The climate emergency, loss of biodiversity, sustainability, health, and health inequalities are inextricably linked. As an organisation committed to enhancing health and wellbeing, Taga commits to being in the vanguard of efforts to tackle the climate emergency and the environmental crisis, striving to become a









net-zero CO2 emissions organisation as quickly as possible. We have already embarked upon this journey by introducing zero emission vehicles to our Community Transport service, and by supporting local food production and consumption.

The case for Tagasa Uibhist to respond to the reality of the climate emergency stems from our vision and mission but also aligns us with the Climate Change Act 2019 which commits Scotland to Net Zero by 2045. The Public Bodies Climate Change Reporting Duties place a legal requirement on public bodies to set target dates for zero direct emissions and indirect emission reductions. At a regional level we will be in tune with efforts to achieve a Carbon Neutral Comhairle, Net Zero Islands and Climate Resilient Islands.

Responding to the Climate Emergency

Outcomes 2022-25

-  Become a net-zero greenhouse gas emissions organisation by 2040 or earlier if possible.
-  Make our assets and activities more resilient to the impacts of a changing climate, particularly extreme weather events.
-  Establish an internal organisational culture of stewardship, where we safeguard and responsibly use natural resources to provide environmentally sustainable services.
-  Ensure that we actively strive to be part of a circular economy in Uist through promoting and enabling local procurement, production, and consumption, keeping products and materials in use, and contributing to the regeneration of natural systems.
-  Increase our contribution to tackling the ecological emergency and restoring biodiversity.
-  Divest from banks, insurance companies and pension funds that continue to make profits from fossil fuel extraction and use (recognising decisions about pensions are for individual investors).







4.10. INCREASING ACCESS TO NUTRITIOUS LOCAL FOOD

With global food prices soaring and conflict in Ukraine, food production affected by droughts and floods, a revaluation of our food system has never been more critical. Tagasa will respond to these challenges by working with local producers, businesses, and the wider community to build better food security in the Western Isles. The aim is to open up access to affordable and nutritious



food by increasing the range and quantity produced and consumed locally. By encouraging and supporting households to grow more vegetables and fruit for their own consumption and supporting local producers to sell their food locally, the reliance on expensive food arriving on ferries will be reduced. This effort will draw upon local knowledge in the crofting and fishing communities of the Outer Hebrides whilst also bringing in new practices.

Tagsa will be leading on establishing the Western Isles Food Partnership with a view to becoming a member of the Sustainable Food Places network. Through this work we will bring together key stakeholders from across the local food system, from the local authority, health board and public sector establishments to food growers, retailers, and the hospitality sector. Through working together, each food partnership drives local activity to create more resilient and sustainable food systems and help deliver on Scotland's vision for a Good Food Nation. Scotland passed its Good Food Nation Bill this year showing the government's commitment to becoming a nation in which all people take pride in, and benefit from, the food they produce and eat.

Increasing Access to Nutritious Local Food	Outcomes 2022-25
<ul style="list-style-type: none"> Establish the Western Isles Food Partnership and chair meetings. Achieve Sustainable Food Place Award for the Western Isles through this partnership. Develop innovative solutions to local food needs, for example by encouraging the supply of locally grown food for local authority procurement and for sale to local businesses. Addressing poverty and social deprivation through food production, enabling others to produce food, creating a network and advocating campaigning vis-à-vis the Good Food Nation Bill. Encourage the sale of local food through NeighbourFood, creating new market opportunities. Supporting the Uist and Barra Food Bank to access fresh local food.	







5. WORKING WITH OTHERS

Tagsa is pro-active in working with statutory services, other voluntary sector organisations, informal groups and individuals who share our efforts to enhance health and wellbeing in Uist. We aim to build on, and support, the strengths and expertise of others whilst also developing our own capacity and



expertise. We also believe that by forming solid working relationships with other organisation in Uist, all involved will be in a better position to secure funding and will be in a stronger lobbying position. As an organisation that delivers accredited services, we engage positively with Comhairle nan Eilean Siar, the NHS and the SSSC, Care Inspectorate, Transport Scotland, the Community Transport Association and other relevant bodies and regulators.

It is crucial that we remain flexible and responsive, and that we continue to work in close partnership with the communities of Uist, our local government colleagues, third sector organisations and others with an interest in islands, including local businesses.

Working with Others	Outcomes 2022-25
<ul style="list-style-type: none"> Develop links with potential partnership organisations aiming to deliver joined up practical collaborative working. Where appropriate lead in creating new collaborations, platforms, and networks. Publicise our services to make them easily accessible. Help create an environment where innovation, change and better practice can flourish. Positively contribute to strategy development with the Comhairle nan Eilean Siar, Health and Social Partnership, NHS, and other relevant bodies. Build long term relationships with funding bodies through reliable and high-quality project delivery and reporting.	

6. ADVOCACY AND LOBBYING





It is important for Tagsa to retain autonomy and a capacity for independent public action and advocacy. In the social care sector, we believe that wholesale improvements are needed in salaries and job security, as well as recognition for the workforce in return for the invaluable and often difficult job they do. We are determined to provide opportunities for progression for our staff, and we believe that for this to be possible, there needs be a significant increase in funding for the sector. As pressure on unpaid carers increases we will also be advocating for more respite care to be available. As more people are being diagnosed with dementia, there is a need for more support for individuals as well as for establishing and maintaining Uist as a ‘dementia friendly community’.



We will continue to be a voice for our community, to play an active part in advocating for improved services and more opportunities for people in Uist. We will take part in local, regional, and national consultations on social care, health, environment, transport, housing, volunteering, employment, social inclusion, and community development.

Advocacy and Lobbying

Outcomes 2022-25

-  Actively engage in efforts to ensure that Carers Rights are upheld and improved.
-  Advocate for increased funding for Health and Wellbeing, Social Care, Mental Health, employability, volunteering, and community development.
-  Proactively participate in local efforts to respond to the Climate Emergency.
-  Lobby for funding for services that are helpful in maintaining good health and wellbeing, that is that are preventative of health crisis and decline.

7. ORGANISATIONAL DEVELOPMENT

A huge priority for Tagsa in the coming years will be continuing to improve our talent management, acquisition, and retention. We will be framing these efforts through achieving Investors in People status. This means investing in our staff and providing training, high quality support and supervision, continuous professional development, career progression opportunities, incentives, and the best possible working conditions. We will also renew efforts to enable and support well-being in the workplace for all of our staff, aiming to foster long-term relationships with employees and to strive for their happiness and fulfilment while working for Tagsa. As noted above, through our efforts in creating employability, internship, and apprenticeship opportunities we hope to provide attractive long term career opportunities for younger employees.











A challenge we face is that funders are often reluctant to fund core organisational costs and tend to support project activities new initiatives for short, fixed term periods. In order to secure the resources needed for impactful organisational development and employee support, it will be absolutely vital for us to strengthen our efforts in grant acquisition and fundraising as well as to access support from government schemes such as Skills for Growth. We will



build on our efforts in securing grants by emphasising a social entrepreneurial approach to income generation and will also hold our own local fundraising events.

Organisational Development

Outcomes 2022-25

-  Achieve Investors in People (IIP) accreditation by April 2024
-  Maintain our status as a Real Living Wage Employer.
-  Establish a new Salary Scale based on job evaluations with benchmarking by April 2023.
-  Conduct a training needs assessments and create Continuous Professional Development plans.
-  Maintain and build on our efforts to recruit staff including Skilled Workers visas.
-  Introduce a Human Resources position into Tagsa.
-  Maintain a strong focus on employability schemes as noted above.
-  Increase the number of Directors on the board, with an effort to bring in younger people.
-  Introduce two staff representatives on the board.
-  Create a Grant and Fundraising plan by December 2022.



Tagsa Uibhist Contact Details:

Email: info@tagsa.co.uk

Office: 01870 602111

<https://www.tagsauibhist.co.uk/>

Tagsa Uibhist

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Health and Wellbeing in our Community

