



Voluntary Action Orkney

Workplan 2020-2021

Approved by the VAO Board of Directors/Trustees on 27th July 2020



Introduction

VAO is a well-established and respected local charity operating as a company limited by guarantee and managed by a volunteer board elected by and from our membership. We have developed positive working relationships with the local third sector, public sector and community planning partners and have a lead role in The Orkney Partnership amongst others. VAO strives to respond to current and emerging needs and to deliver quality services which reflect the four main aims/roles of interface activity and which will ensure that the local third sector is recognised as an equal partner in the delivery of services to the Orkney community.

Our main activities are the promotion of community participation through supporting and promoting the development and sustainability of third sector activity ie volunteering, community groups, charities, voluntary organisations and social enterprises. We facilitate third sector engagement in planning structures through networking and collaboration with each other and with a range of local partnerships and agencies to influence decision making and to develop joint approaches to addressing local challenges.

VAO also recognises the importance of establishing and maintaining national relationships with the interface network, the Scottish Government and other national agencies to ensure the views and interests of the local third sector and the communities they serve are fully integrated into policy design and implementation.

Vision and Values

Vision: Orkney has sustainable, resilient, inclusive communities with a thriving third sector at their heart

Values: pursuit of excellence, flexible and responsive, ethical, open and honest, committed to collaborative working, committed to equalities, fairness and human rights, nurture and develop our staff and volunteers.

Funding

We are funded by Scottish Government through an annual grant which underpins our capacity to develop, promote and manage a wide range of projects and services. Additional support is provided by Orkney Islands Council and by a number of other funding bodies and we continuously review our fee-paying services to ensure they are appropriate and sustainable as we work to become a more enterprising third sector organisation

Current Priorities

This plan is being drafted at a time of unprecedented challenge as the impact on our communities and economy of covid-19 becomes more evident and as lockdown eases. During the crisis period third sector organisations and volunteers across Orkney responded with speed and creativity and our role will be to enable them to continue to do so as the needs of the most vulnerable in our community intensify. Whilst many of our existing activities will continue, they will be reviewed and refocused to enable the sector to respond to change, retain what worked well, to share experiences and learning, to develop effective partnerships and to grasp the opportunities now available to enhance their role in shaping recovery and renewal plans. This workplan sets out in the form of a logic model what we will do to meet changing local needs and to meet the aims/roles set out by Scottish Government.

Monitoring and Evaluation

To deliver the planned actions effectively and efficiently VAO will adhere to the internal performance management system. We will also work to ensure that the organisation is well governed and managed and utilises to good effect all available resources including staff skills and experience.

Role/Aim: Covid-19: Work constructively with Scottish Government, local partners and third sector in responding to Covid-19, as required

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	National Performance Framework/LOIP
<p>At the outset of the covid-19 pandemic Orkney's third sector immediately rose to the challenge of ensuring that the most vulnerable in their communities received the support they needed. This is particularly evident in our non linked islands</p> <p>VAO became a member of the statutory resilience groups as soon as they were established and we have consistently gathered information from our network of local voluntary organisations to report into these groups to ensure that any issues and challenges for our small communities were highlighted and dealt with; however the lack of co-ordination in areas of the mainland has led to gaps in data making gaps in services more difficult to identify.</p>	<p>Continue in membership of three joint community planning/local recovery and renew groups:</p> <ul style="list-style-type: none"> • Focus on people, community and economy • Co-chair the joint Strong Communities Delivery Group/Community Recovery Group <p>Establish a third sector recovery and renew sub group:</p> <ul style="list-style-type: none"> • to represent the diversity of the sector • to identify emerging needs and plan to to address them • to inform statutory renew groups • to foster innovation and collaborative working within and between sectors <p>Continue to gather and report third sector data to inform local and national planning</p> <p>Attend TSI North and TSI Chief Officers meetings to:</p> <ul style="list-style-type: none"> • identify and address areas of common concern • share information, learning and good practice • collate and present information that is representative of all TSI geographic areas 	<p>Local and national partners are better informed about the value to Orkney of third sector activity</p> <p>Local organisations are better informed how to contribute to local and national policy and strategies</p> <p>Organisations are able identify and implement innovative solutions to challenges they face</p>	<p>1 People are more involved in their local community</p> <p>5 Key decision making includes third sector input</p> <p>6 Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National Outcomes:</p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are healthy and active</p> <p>Local Outcomes</p> <p>Orkney's communities and individuals are fulfilling their potential</p> <p>Our people are resilient and live well</p> <p>Orkney has a vibrant economic environment</p>

Role/Aim: Central Source of Knowledge about: *the third sector locally, local and national policy and how it might affect local third sector, communities and citizens; how the third sector can contribute to those agendas*

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	National Performance Framework/LOIP
<p>There is a database of all known local third sector services with contact details and directories available in printed and electronic form</p> <p>There is no up to date information about the economic and social impact of Orkney's third sector</p> <p>There is limited knowledge of the scope and breadth of the local sector's work and impact</p>	<p>Revise current databases to include additional third sector information eg income, staff, volunteers</p> <p>Launch new website:</p> <ul style="list-style-type: none"> • Improved interface • Improved functionality • Searchable information on local sector information and volunteering opportunities • Links to useful resources • Links to member websites • Links to local partnerships and third sector forum <p>Facilitate forums:</p> <ul style="list-style-type: none"> • Third Sector Working Group • Health and Social Care Sub Group • Youth Workers Forum • Recovery and Renew Sub Group <p>Review and improve the management information system:</p> <ul style="list-style-type: none"> • external and internal data gathering and reporting <p>Review and update the communications strategy:</p> <ul style="list-style-type: none"> • stakeholder matrix • communication channels/media 	<p>The quality and breadth of local third sector information is improved;</p> <p>Local and national partners are better informed about the value to Orkney of third sector activity</p> <p>Local organisations are better informed of how to contribute to local national policy and strategies</p>	<p>1 People are more involved in their local community</p> <p>5 Key decision making includes third sector input</p> <p>6 Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National Outcomes:</p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>Local Outcomes</p> <p>Orkney's communities and individuals are fulfilling their potential</p> <p>Our people are resilient and live well</p> <p>Orkney has a vibrant economic environment</p>

Role/Aim: Voice: *ensuring a strong third sector voice at strategic level within local planning structures and nationally*

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	National Performance Framework/LOIP
<p>Third sector representation and involvement in community planning has improved however small organisations with part time staff or no staff find it difficult to engage fully in the number and range of local partnerships that would benefit from their contribution.</p> <p>Third sector services are valued by partners but the focus has primarily been on the work of health and social care organisations. As we move into recovery and renew representation from a diversity of services need to be encouraged</p> <p>The sector as a whole values VAO's support in ensuring their views, concerns and insights are represented or reinforced within partnerships; however, communication within and between VAO and sections of the third sector could be improved</p>	<p>Facilitate forums and networks to</p> <ul style="list-style-type: none"> • share learning, contribute to local and renew strategies and plans, • share information and knowledge • nominate third sector representatives local partnerships/forums • invite local and national speakers • establish themed forums as required <p>Continue to contribute third sector information and perspectives to local partnerships and statutory services eg:</p> <ul style="list-style-type: none"> • Community Planning Partnership • Integration Joint Board • Recovery and Renew Groups • <p>Attend national TSI forums and networks to</p> <ul style="list-style-type: none"> • share information and good practice internally and externally • raise awareness of the Orkney context <p>Engage and involve the third sector in local and national consultations</p> <p>Review and update the communications strategy (see above)</p>	<p>4 third sector organisations are more effectively engaged in local partnerships</p>	<p>2 Improved cross sector collaboration</p> <p>5. key decision making includes third sector input</p>	<p>National Outcomes:</p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are well educated, skilled and able to contribute to society</p> <p>Local Outcomes</p> <p>Orkney's communities and individuals are fulfilling their potential</p> <p>Our people are resilient and live well</p> <p>Orkney has a vibrant economic environment</p>

Role/Aim: Capacity Building: *developing the capacity of volunteering, community groups, voluntary organisations and social enterprises to achieve positive change*

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	National Performance Framework/LOIP
<p>Many organisations, need additional information and support to enable them to safely resume service delivery as lockdown eases</p> <p>Local organisations continuously need support to access the resources they need to sustain and develop their organisations eg funding and volunteers, particularly trustees, these challenges have been exacerbated by covid-19</p> <p>Increasingly, organisations require specialist support to enable them to develop services and facilities in response to the needs of their communities; island communities have support from development trusts who galvanised a response to the covid crisis; mainland responses were less co-ordinated.</p>	<p>Provision of one to one and one to many support to third sector organisations to meet their specific needs:</p> <ul style="list-style-type: none"> • information, guidance, resources • training and development sessions including introduction of e-learning • facilitation of networks, learning circles • business planning/feasibility studies/ community consultation <p>Promote and develop volunteering for all¹ utilising new approaches:</p> <ul style="list-style-type: none"> • promotion of opportunities • development of employee volunteering • development of micro volunteering <p>Promote and develop effective volunteer management in a post covid environment</p> <ul style="list-style-type: none"> • website resources and links • volunteer management training <p>In collaboration with local partners promote, facilitate and support the development of an enterprising third sector²; to address emerging recovery and renewal priorities post covid-19 with a specific focus on enhancing the sustainability and developing the capacity and capabilities of organisations and communities across Orkney</p>	<p>Organisations have increased access to the support, resources and knowledge they need</p> <p>Volunteers and organisations have an improved volunteering experience</p> <p>Organisations have improved ability and capacity to develop innovative services</p>	<p>1 More people are involved in their community</p> <p>4 Third sector organisations are better able to respond to local need</p> <p>6 Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National Outcomes:</p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are well educated, skilled and able to contribute to society</p> <p>Local Outcomes</p> <p>Orkney’s communities and individuals are fulfilling their potential</p> <p>Our people are resilient and live well</p> <p>Orkney has a vibrant economic environment</p>

¹ Volunteering for All – Our National Framework, Scottish Government

² Social Enterprise Strategy 2016-23, Scottish Government

Role/Aim: Connect: providing leadership, vision and co-ordination to the local third sector to better respond to local priorities, including through partnership and collaboration

Local Situation	Activities	Short Term Outcomes	Medium Term Outcomes	National Performance Framework/LOIP
<p>Orkney has a strong and empowered third sector however many, particularly, small community groups continue to face challenges in accessing the resources they need.</p> <p>In common with all services, those challenges have been exacerbated by the Covid-19 crisis and the uncertainty of funding to sustain and develop their organisations at a time when need will increase</p> <p>There are positive relationships and partnerships, formal and informal, between some third sector organisations and statutory agencies but these need to be developed to ensure that our collective, local resources are utilised to meet the needs of Orkney's people, communities and economy as we move out of lockdown</p>	<p>Facilitate connection and communication between the third sector, statutory sector and wider community:</p> <ul style="list-style-type: none"> • continue in membership of all local recovery and renew groups • ensure third sector involvement in recovery and renew groups • increase third sector membership of local partnerships • gather third sector information/views for submission to local and national agencies and partnerships • disseminate information using a range of media channels • facilitation of meetings, events, forums and networks • utilise on-line meetings/platforms to connect and communicate with geographically dispersed organisations • increase membership of existing third sector forums <p>Establish an outreach approach to facilitate links between organisations with similar services, similar challenges and similar aspirations to share learning, develop new ways of working, joint projects and mergers where appropriate.</p>	<p>Organisations are more connected to each other and better able to collaborate</p> <p>Organisations are able to identify and implement innovative solutions to the challenges they face</p>	<p>2 Improved cross sector collaboration</p> <p>3 Third sector organisations are better able to lead and develop shared agendas</p> <p>4 Third sector organisations are better able to respond to local need</p> <p>6 Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p>National Outcomes:</p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are well educated, skilled and able to contribute to society</p> <p>Local Outcomes</p> <p>Orkney's communities and individuals are fulfilling their potential</p> <p>Our people are resilient and live well</p> <p>Orkney has a vibrant economic environment</p>

Assumptions	External factors that might affect outcomes
<p>VAO maintains and develops positive relationships with the local third sector (ie community groups, voluntary organisations, social enterprises and volunteers) and statutory agencies</p> <p>VAO is secure, can be trusted and delivers services to a high standard</p> <p>VAO is effectively governed and adopts a culture of continuous improvement</p> <p>VAO has capacity to ensure intractable, emerging problems are identified and addressed in collaboration with stakeholders</p> <p>VAO gains intelligence through supporting and connecting the local third sector</p> <p>There is recognition that good governance is essential to the efficiency, effectiveness and reputation of local third sector organisations</p> <p>The level of volunteering in Orkney can be increased</p> <p>The level of enterprising activity in Orkney can be increased</p>	<p>VAO has the resources to respond to additional challenges posed by the impact on our sector, community and economy of covid-19 and of Brexit</p> <p>Organisations have the resources required to sustain and develop their services</p> <p>VAO has the resources to engage with, interpret and disseminate policy/legislative information in a way that enables and encourages a geographically dispersed sector to respond effectively</p> <p>Organisations have the resources and motivation to engage with policy/legislation</p> <p>VAO is able to retain/recruit staff with the required skills and experience</p>

Separately Funded Projects and Services

Activity	Outcomes	LOIP	National Outcomes
In collaboration with 5 development trusts, HIE, Robert Gordon and Orkney Health and Care extend a community led wellbeing project in 5 non linked isles	Enhanced wellbeing in our island communities	<p>Orkney's communities and individuals are fulfilling their potential</p> <p>Our people are resilient and live well</p> <p>Orkney has a vibrant economic environment</p>	<p>We live in communities that are inclusive, resilient, empowered and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p>
Adult Befriending Service	Older people are less socially isolated and are able to live at home for longer		Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
Children and Young People's Befriending Project	Children and young people have improved life chances		We grow up loved, safe and respected so that we realise our full potential
Connect Project	Children and young people have improved life chances		
Work with Orkney Island Council to finalise preparations for a new shared accommodation building	Organisations have improved access to the support and resources they need		<p>We live longer, healthier lives</p> <p>We have tackled the significant inequalities in Scottish society</p>
Deliver the community link practitioner project in collaboration with NHS Orkney and two GP practices	<p>Improved patient health and wellbeing</p> <p>Reduced pressure on GP practices</p> <p>Enhanced contribution to addressing health inequalities in Orkney</p>		
Dismantling Barriers Co-producing Solutions Project (Strong Communities Delivery Group Action led by VAO)	<p>Communities', including those who are seldom heard, confidence, capacity and capability to influence and develop services alone or in partnership has been enhanced</p> <p>Partnerships and networks are developed and/or enhanced in order to facilitate knowledge sharing, avoid duplication and adopt innovative approaches</p> <p>Improved access to services that are shaped to meet identified needs</p> <p>People will be better informed of the services that are available to them</p> <p>Service providers have increased information and support meet identified needs</p>		<p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p>



Supporting The Orkney Community

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