



*supporting, developing and representing community groups,
voluntary organisations, social enterprises and volunteering*

Operational Workplan for 2015/16

12 month progress update (April-March 2016)

Introduction

Our operational workplan sets out the activities we aim to undertake during the financial year, in furtherance of our strategic objectives. The workplan also sets out key performance indicators and targets for the year.

Background

Fife Voluntary Action is a Third Sector Interface and receives core funding from the Scottish Government and Fife Council to support the third sector, social enterprises, volunteering and the third sector's contribution to community planning.

This operational workplan is submitted to our core funders in advance of the financial year and it forms a key element of the monitoring and reporting framework. We are required to submit performance reports after 6 months and 12 months, typically by the end of October and by the end of April.

The operational workplan covers all of the activities of FVA. Project activity is therefore included. This improves reporting, monitoring and accountability whilst allowing for more efficient use of staff time - maximising resource allocation to service delivery.

Development of the plan

The Board and full staff team were involved in the development of the Strategic Plan towards the end of 2014/15. The full staff team were involved in the development of this operational workplan. Fife's Third Sector Strategy Group was consulted on the workplan activities in February 2015. Discussions were also held with key, senior officers in Fife Council, Fife Community Planning Partnership and NHS Fife to influence and shape the plan. Stakeholder and user feedback is collected routinely throughout the year, across the staff team, and this influences our activities during the year, not just when writing the operational workplan.

We are committed to further developing our engagement around our services and activities going forward and will actively consult with a broad range of stakeholders, using a variety of methods, during 2015/16.

Accountability

The CEO is the owner of the workplan and along with the Management Team will monitor performance against the plan regularly throughout the year. The CEO will report progress to the Board on a quarterly basis, with formal reporting to core funders at least 6 monthly.

The workplan for the year (prior to performance updates) will, from 2015/16, also show the targets from the previous year, highlight any new activities and also any activities which have been removed.

As part of our commitment to transparency and accountability, from 2015/16, we will publish our strategic plan, operational plan and performance updates on our website and actively tell stakeholders where they can be accessed. We will also report progress and seek feedback from Fife's Third Sector Strategy Group, as part of a recent agreement to strengthen accountability and to seek constructive challenge and support for our plans.

Updates to the plan

The operational workplan is a live document and will be updated on a quarterly basis with performance information. It is also subject to change, based on environmental factors, changes in funding/income, emerging or changing priorities and so forth. Minor changes will be made within the Management Team with substantive changes requiring Board and core funder approval. To ensure transparency, performance targets will not be reduced or removed and will always be shown as they were prior to the start of the financial year.

Layout of the plan

The tabular format of the operational plan is laid out to demonstrate which activities contribute to our outcomes and strategic objectives. A few activities appear under more than one outcome area where this is appropriate and helps readers to identify the range of activities undertaken in furtherance of a particular outcome.

The Common Services column shows how the activity relates to the nationally agreed Third Sector Interface Common Services document. This is a funding requirement of Scottish Government. We have to demonstrate that we will undertake at least one activity under each of the Common Services. The Common Services document is published on our website for reference.

The Previous Year column shows how the performance indicator target compares with the previous year, a legend is provided below. New activities are easily identifiable from this column. Any activity undertaken in the previous year which is not planned for the current year has been shown at the end of the outcome section.

Feedback

We would be pleased to receive feedback from any stakeholder by e-mail at info@fifevoluntaryaction.org.uk or by phone on 08456 006 046.

Operational Workplan Summary

Key themes:		Page	Outcome areas	Activity Totals	2014/15 Totals
	Third sector organisations in Fife are well governed, managed and deliver quality outcomes	5	3 key outcomes	27 activities	25 activities ▲
	Provide support to, and the promotion of, volunteering	8	2 key outcomes	32 activities	26 activities ▲
	Social enterprise develops and grows	12	1 key outcome	17 activities	14 activities ▲
	Third sector organisations feel better connected and are able to influence and contribute to public policy	14	3 key outcomes	27 activities	22 activities ▲
	Fife Voluntary Action is recognised for excellence	18	4 key outcomes	38 activities	29 activities ▲
TOTALS	5 key themes		13 key outcomes	141 activities	116 activities ▲

Legend

The following symbols are used in this workplan:

- ▲ indicates that the total is higher than the previous years'
- ◀ indicates that the total is the same as the previous years'
- ▼ indicates that the total is lower than the previous years'
- * indicates that this activity is a priority for the current year because it has featured in the previous years' workplan but was not completed. Progress for these activities will be reported at Management Team Meetings and to the Board. The target is the same as the previous years'.

Progress

The right most column (column 7) indicates the progress for the financial year against the Key Performance Indicators in column 4. Columns 5 and 6 show achievements for the 12 months in 2014/15 and the 2014/15 indicators which were set out in our workplan of that year as a comparator.

The progress column is colour coded:

Green – targets have been achieved for the year <i>(121 (86%) activities were completed during the year)</i>	Amber – on track to achieve targets during the current year <i>(16 (11%) activities were almost completed during the year)</i>	Red - no or limited progress so far – remedial action required <i>(4 activities were not sufficiently progressed during the year)</i>
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1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
1.1 Third sector organisations are successful and resilient - complying with legislation, demonstrating good governance and have skilled and informed staff and volunteers.	1.1.1	Engage with appropriate key people in partner agencies and local third sector organisations to promote and develop the role and services of FVA	50 meetings 11 events 4 consultations 2 surveys	51 12 4 2	25 10 4 2	▲ ◀ ◀ ◀	235 meetings 49 events 2 consultations 2 surveys
	1.1.2	Provide support to a range of organisations on: good governance, statutory compliance business planning; constitutions; recruitment of staff; recruitment of volunteers; financial management; policy development etc.	12,000 enquiries 550 organisations 15 case studies	12,662 524 8	4,000 500 6	▲ ◀ ▲	6,860 enquiries 723 organisations 2 case studies
	1.1.3	Provide extensive one-to-one support to organisations in need of help or through crisis	40 organisations	44	30	▲	38 organisations
	1.1.4	Provide support to organisations in their recruitment of board members	2 events 25 organisations 1 publication 1 toolkit produced	2 21 1 1	2 15 1 1	◀ ◀ ◀ ◀	2 events 24 organisations 1 publication Toolkit produced
	1.1.5	Promote, deliver and evaluate a range of appropriate training opportunities through consultation and needs analysis	1 training needs analysis 2 training programmes 30 training e-mail bulletins 50 training sessions held 600 participants	0 2 20 44 560	1 2 40 48 400	* ◀ ◀ ◀ ▲	1 training needs analysis 3 training programmes 20 bulletins 48 sessions 480 participants
	1.1.6	Create , develop and publish a range of communications to inform the third sector in Fife through a variety of mediums, including policy briefings, newsletters, networks, website, social media, press	60 e-mail bulletins 8 policy briefings 0 newsletters 1,200 tweets 20 press articles	60 5 0 1,172 3	50 8 4 200 20	◀ ◀ ▼ ▲ ◀	87 bulletins 4 briefings 0 newsletters 1,881 tweets 35 press articles

1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
	1.1.7	Produce information briefings on, and for, the local sector, on thematic topics such as welfare reform, services for children, older people etc.	8 briefings	6	8	◀	46 briefings
	1.1.8	Develop a directory of third sector organisations, with core data fields completed in the Milo database	3,100 organisations in Milo	3,000	2,000	▲	2,739 organisations
	1.1.9	Review and maintain FVA website as a portal for good practice, current news, events and opportunities for the sector	20 new pages 50 updated pages 80,000 visits Website user feedback report	5 20 70,325	20 50 50,000	◀ ◀ ◀	16 new pages 36 updated pages 90,235 visits (391k page views) Report not done
	1.1.10	Organisations are supported to improve their awareness and practice on equality and diversity	6 training sessions 70 participants 6 briefing papers 40 website/newsletter articles	4 46 1 10	6 70 6 40	◀ ◀ ◀ ◀	12 training sessions 109 participants 4 briefing papers 35 articles 1 guidance paper 17 e-bulletins
	1.1.11	Support organisations in response to any concerns raised through SLA monitoring	100% of organisations supported	5 (100%)	100%	◀	14 of 14 (100%)
1.2 Better partnership working through improved communication	1.2.1	Research needs through consultations, surveys etc., to raise awareness with appropriate partners and stakeholders	3 surveys 3 consultations	2 2	3 3	◀ ◀	5 surveys 3 consultations 4 pieces of research
	1.2.2	Review and maintain website to include sections on partnership working, community planning and networks	20 new pages Website user feedback report	1	20	✳	16 new pages Report not done

1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
with a wide range of stakeholders	1.2.3	Promote collaboration and support opportunities to collaborate	2 information briefings 1 case study 3 information sessions	2 0 6	2 1 3	◀ ◀ ◀	4 briefings 6 case studies 14 events
	1.2.4	Develop thematic policy framework documents showing national and local policy and context	3 frameworks: employability, health, children's services	New for 2015/16			2 frameworks produced: employability and health. Framework started for children's services.
	1.2.5	Increase the profile of the third sector with partner agencies and within communities	2 publications 10 press articles 15 events	1 2 16	4 10 4	▼ ◀ ▲	2 publications 12 press articles 5 events
	1.2.6	Organise a variety of networking events and information sessions, forums, surgeries etc.	12 networking/ information events	8	12	◀	24 events 527 attendees
	1.2.7	Support public sector partners to support the role of link officers	2 meetings 2 training sessions 2 publications	1 1 1	2 2 2	◀ ◀ ◀	No link officer sessions were held during the year
	1.2.8	Support and provide, in partnership, a Creative Breaks Time To Live grants programme for unpaid carers in Fife	80 grant applications 60 grants awarded 58 grant evaluations	101 78 15	70 50 40	▲ ▲ ▲	79 grant applications 69 grants awarded 14 grant evaluations
	1.2.9	Operate, in partnership, a small grants scheme for autism carers	22 grant applications 15 grants awarded 14 grant evaluations	New for 2015/16			Project Plan produced. 12 grant applications 11 grants awarded 0 grant evaluations
1.3	1.3.1	Provide shared office and meeting space through third sector hub developments	4 hubs operating 20 tenants	3 8	3 10	▲ ▲	5 hubs operating 25 tenants

1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes						
Outcomes	Activities		Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)
Organisations are financially robust	1.3.2	Host funding events/surgeries locally/fundraising sessions/form filling workshops	3 events 12 funding surgeries	2 9	3 12	◀ ◀ 3 events 4 funding surgeries
	1.3.3	Provide information on a range of funding/tendering opportunities	150 website articles 4 newsletters 50 e-mail bulletins	60 0 42	150 4 50	◀ ◀ ◀ 66 articles 0 newsletters 52 bulletins
	1.3.4	Organisations are helped in identifying appropriate sources of funding	50 organisations helped 60 funding applications	66 73	50 60	◀ ◀ 87 organisations 56 funding applications (> £1m secured)
	1.3.5	Organisations have access to an affordable, high quality Independent Examination and payroll system	50 payroll clients 50 IE clients 7 book-keeping clients 25 evaluation returns	47 35 7 0	50 50 5 25	◀ ◀ ▲ ◀ 43 clients 55 clients 3 clients 0 evaluations
	1.3.6	Provide support in financial governance of organisations	12 organisations 4 training courses 2 publications	12 2 1	10 4 2	◀ ◀ ◀ 17 orgs 7 training courses 2 publications
	1.3.7	Develop and deliver Treasurer's training session	Materials produced 2 sessions held 14 participants	New for 2015/16		Materials produced 3 session held 11 participants Organised Pension auto enrolment sessions (12 participants) and developed & delivered Gift Aid session

2. Providing support to, and the promotion of, volunteering							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
2.1 More people in Fife benefit from volunteering	2.1.1	Develop marketing strategy, information leaflets etc. to encourage people to volunteer and promote the benefits of volunteering activity and raise awareness of opportunities through e-mail bulletins, local press releases, website, posters, etc.	18 e-mail bulletins 15 press articles 5 posters 6 leaflets	17 8 3 3	12 15 5 6	▲ ◀ ◀ ◀	14 bulletins 4 press articles 4 posters 3 leaflets
	2.1.2	Provide an introduction to volunteering presentation for potential volunteers and offer presentations to staff teams within organisations/businesses and support local Job Clubs, IT drop-ins and welfare reform hubs	70 presentations 600 participants 25 informal drop-in sessions	85 615 23	12 120 12	▲ ▲ ▲	102 presentations 705 participants 19 drop-in sessions
	2.1.3	Support volunteers with higher support needs into volunteering by providing tailored one-to-one solutions	200 volunteers supported	176	200	◀	215 volunteers
	2.1.4	Operate appropriate procedures to match volunteers with opportunities and support individuals to take up placement opportunities	800 new, registered volunteers 2,250 matches made 1,500 placements	651 2,000 1,600	800 1,800 1,000	▲ ▲ ◀	874 volunteers 1,822 matches 857 placements
	2.1.5	Develop protocols and procedures for the safe involvement of ex-offenders	Protocol with partners Policies in place 15 volunteers placed	0	15	*	Protocol signed Policies in place 2 volunteers placed
	2.1.6	Young people are assisted to volunteer and matched with suitable placements	200 registrations 1,000 Saltire certificates	133 1,033	200 1,000	◀ ◀	210 registrations 935 certificates
	2.1.7	Pre-retirement events organised and attended, and contacts developed with national and local elderly groups	2 presentations Information leaflet produced	1	2	◀ ◀	1 presentation (15 attendees) No leaflet

2. Providing support to, and the promotion of, volunteering							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
	2.1.8	Track and evaluate volunteer experiences to identify progression, e.g. health, confidence, employability etc.	800 registration forms 200 evaluation forms/follow up	651 172	800 200	◀ ◀	874 registrations 237 evaluations
	2.1.9	Promote Volunteers Week and develop a range of activities	4 events organised 3 press articles	3 0	4 3	◀ ◀	6 events (105 attendees, 17 organisations) 2 press articles
	2.1.10	Recognise and reward volunteering by hosting a Volunteer Awards Ceremony	300 people attending event 15 awards made 3 website/press articles	265 16 0	300 15 3	◀ ◀ ◀	250 attendees (limited by venue size) 15 awards 3 articles
	2.1.11	Promote Saltire Awards and the benefits of being involved in Youth Volunteering (12-25 years old), encourage participation to achieve Challenge (127) Approach (100) Ascent(770) and Summit Awards (3)	50 local organisations supporting Saltire 19 schools involved 1,000 Saltire certificates (see category targets)	52 19 1,033	20 19 1,000	▲ ◀ ◀	48 organisations 19 schools 935 certificates (Challenge 81 Approach 271 Ascent 492)
	2.1.12	Encourage people to volunteer by developing and supporting the organisation of team challenges	6 team opportunities created 4 team challenges completed 3 case studies developed	2 1 3	6 4 3	◀ ◀ ◀	7 team opportunities 1 challenge 2 case studies

2. Providing support to, and the promotion of, volunteering							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
	2.1.13	We support local employers, across sectors, and of varying sizes, to promote and support volunteering within their workforce (employer supported volunteering)	6 organisations registered 40 volunteers placed 4 case studies developed	3 35 1	6 30 4	◀ ◀ ◀	6 organisations 47 volunteers placed 2 case study
	2.1.14	Support NHS Fife to build on Investing in Volunteers, working closely with their volunteer champion and volunteer co-ordinators to support and evaluate progress	100% meeting attendance liV renewed 3 case studies developed	14 2	100% 3	◀ ◀	4 meetings 3 case studies
	2.1.15	Deliver Kingdom Companions befriending service	150 volunteers recruited 120 matches made Evaluation report	31 22	30 25	▲ ▲	80 volunteers 20 matches made Report Completed Befriending funding only secured in August
	2.1.16	Pilot a programme, with NHS Fife and Fife Council, to support people who have displayed sexually harmful behaviour but who are assessed as low risk for re-offending to volunteer in partnership with VIOs who will be involved in risk assessing and reviewing this activity	Protocols agreed 3 VIOs engaged 6 volunteers placed Regular review meetings	New for 2015/16			Protocol agreed 2 VIOs engaged 2 volunteers placed 6 volunteers awaiting places 3 meetings held
	2.1.17	Young people (16-19) at risk of not achieving a positive destination are given tailored support to volunteer and recognise their achievements	50 young people engaged 35 placements	New for 2015/16			54 young people 36 placements
	2.1.18	Deliver Footcare Fife service – recruiting, training and supporting volunteers to deliver a high quality, safe service	25 volunteers 80 clients 250 sessions held	New for 2015/16			27 volunteers 800 new clients 1,550 total clients 2,160 appointments 3 training sessions 3 case studies

2. Providing support to, and the promotion of, volunteering						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)	
	2.1.19	Develop new ways of reaching more people to promote volunteering in Fife		New for 2015/16	In development – rewrite of Milo caused issues	
2.2 Volunteering is safe and rewarding through inclusive, meaningful opportunities	2.2.1	Provide support to organisation on volunteering issues and assist with the development, including relevant policies recruiting and managing volunteers, supervision of volunteering roles, etc.	200 organisations receiving information and support	191	200 ◀	215 organisations
	2.2.2	Support organisations to achieve Volunteer Friendly (VF) Award	12 information sessions	12	6 ▲	7 sessions
			9 organisations working towards VF	12	5 ▲	16 organisations
			6 achieved VF	3	No target	1 achieved
	2.2.3	Work closely with DWP and other partners to make volunteering accessible to those seeking work and receiving benefits	3 meetings 4 training sessions 1 publication 4 media releases	New for 2015/16		8 meetings 4 training sessions 1 publication 2 media releases
	2.2.4	Support local organisations involving volunteer by providing relevant information, signposting for PVG/Disclosure related purposes	40 organisations 3 briefing papers 6 website items	46 2 0	30 2 5 ▲ ▲ ▲	58 organisations 1 briefing paper 3 website items
	2.2.5	Deliver a range of training programmes on volunteer management topics to organisations involving volunteers	20 sessions delivered	19	12 ▲	14 sessions 149 attendees
2.2.6	Work with potential referrers and participate in partnerships, e.g. working with Local Planning Groups (LPGs)	35 meetings attended	32	20 ▲	76 meetings attended	

2. Providing support to, and the promotion of, volunteering							
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)	
	2.2.7	Information held on the database is regularly monitored, reviewed and amended where required	50% of opportunities have been added or updated during year	100%	40%	▲	60% achieved: 290 new opportunities, 34% of existing opportunities updated
	2.2.8	Monitor and evaluate volunteer experiences to establish what benefits have been achieved	12 case studies 200 evaluations returned	10 0	12 200	▲ ✱	20 case studies 237 evaluations
	2.2.9	Facilitate volunteer manager's forum to share good practice, promote networking and engage with key stakeholders	4 forum events	1	4	✱	4 forum meetings New bulletin developed - 8 bulletins sent
	2.2.10	Develop new types of opportunity to match unmet demand, especially in response to welfare reform hub developments and other policy developments	10 new opportunities registered	11	10	◀	20 new opportunities
	2.2.11	Seek to develop new project for supporting ex-services personnel into volunteering	Proposal developed	0		◀	Capacity building support provided to external local group
	2.2.12	Promote FVA's volunteering support and development role with partner agencies, potential referrers and other interested groups	20 presentations	New for 2015/16			19 presentations 77 attendees
	2.2.13	Promote volunteering as a route to employment as part of Fife's third sector employment consortium – main focus will be on areas of greatest deprivation	10 presentations 12 drop-in sessions 120 registrations 100 placements 18 job outcomes	New for 2015/16			13 presentations 36 drop-in sessions 100 registrations 68 placements 16 job outcomes

3. Social enterprise develops and grows						
Outcomes	Activities		Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)
3.1 Organisations are supported to more enterprising, resulting in increased income generation and greater social benefit across Fife	3.1.1	In partnership with Social Enterprise providers (e.g. BRAG) develop joint awareness raising events and promote social enterprise	4 joint meetings with BRAG 2 events organised 2 joint publications	0 5 0	4 2 2 *	5 joint meetings 3 events 1 publication
	3.1.2	Maximise local benefit from Just Enterprise programme by bringing events to Fife, making appropriate referrals and joint working	2 meetings 4 events held 1 publication	1 0 0	2 4 1 ◀ ◀ ◀	2 meetings 4 events 1 publications
	3.1.3	Produce good practice information literature and ensure social enterprises know about FVA and the services we provide	4 articles published Good practice toolkit developed	0	4 *	1 article 1 information leaflet Toolkit not complete
	3.1.4	Raise awareness of a socially enterprising third sector with partners – promote opportunities, successes and raise awareness of needs including ways of engaging and commissioning with third sector providers and potential providers	Attend relevant events Meeting attendance Commissioning policy			◀ 3 events 3 key meetings attended Policy in draft
	3.1.5	Provide existing capacity building support to social enterprises	12 cases	26	12 ◀	16 cases
	3.1.6	Support existing organisations to be more socially enterprising	4 Information sessions 2 Publications	0 2	4 2 ◀ ◀	6 sessions 4 publications
	3.1.7	Support new start-up social enterprises	12 new starts supported	33	5 ▲	7 new starts
	3.1.8	Support collaborations or mergers where the purpose is to tender for a contract	2 sessions 2 cases	2 0	2 2 ◀ ◀	3 sessions 2 cases

3. Social enterprise develops and grows						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)	
	3.1.9	Ensure organisations have access to specialist business support services and information where FVA don't have that expertise, e.g. BRAG, Business Gateway, Just Enterprise	5 appropriate referrals	25	20 ▼	5 referrals
	3.1.10	Engage with and support the work of the Fife Social Enterprise Network, including influencing and engaging in order to promote social enterprise interests	4 meetings attended 2 Joint events/ publications	2 0	4 2 ◀	11 meetings 2 events
	3.1.11	Promote social enterprise successes locally	10 e-bulletin/website articles 2 publications	0 0	10 2 ◀	12 articles 1 publication
	3.1.12	Engage with communities and organisations to explore right to buy and other community ownership opportunities	3 consultations 2 events 6 meetings 3 cases	3 2 12 4	3 2 4 3 ◀	3 consultations 2 events 7 meetings 4 cases
	3.1.13	Engage with private sector organisations to promote trading opportunities	2 events 3 meetings	0 3	2 3 *	2 events 2 meetings
	3.1.14	Socially enterprising organisations are aware of, and contribute to, Fife's Town Centre Action Plans	Action Plans promoted	New for 2015/16		Drafts prepared for 1 town (Cupar) and 1 village (Colinsburgh) collaboration with Planning Aid Scotland
	3.1.15	Develop trading area on our website for organisations to promote services and products	Website area functional 50 listings	New for 2015/16		Website area produced 3 listings
	3.1.16	Work closely with Fife Council's new social enterprise support resource	3 meetings 1 joint event	New for 2015/16		2 meetings 0 events

3. Social enterprise develops and grows					
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)
	3.1.17	Work with public sector partners to develop policy and systems for community empowerment, including asset transfers	5 meetings Strategy/plan produced	New for 2015/16	6 meetings Strategy and Asset transfer policy produced

4. Third sector organisations feel better connected and are able to influence and contribute to public policy						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)	
4.1 Fife third sector is supported to have a strong voice and their contribution is recognised and valued by the CPP.	4.1.1	Attend and actively participate at relevant Fife Community Planning Partnership (CPP) meetings	Attendance at all relevant meetings – target 300	338	150 ▲	342 meetings
	4.1.2	Develop and maintain an appropriate communication strategy and create a Community Planning section on FVA website	4 articles published 1 leaflet published Website section published	0 <i>new indicator</i>	4 * ▲	9 articles published 0 leaflets Section published
	4.1.3	Facilitate and support voluntary sector forums: health and social care, children's services, mental health, Fife Third Sector Strategy Group and employability	25 forum meetings held Minutes, notes and action plans distributed and published on website	14	16 ▲	34 forum meetings held (80 regular attenders)
	4.1.4	Fife third sector representatives secure places on local forums and partnerships and are supported by FVA in their role	Regular contact with representatives and support provided where needed	Ongoing	◀	13 rep support meetings
	4.1.5	The sector has opportunities to contribute to consultations and policy development and FVA informs the sector about relevant consultations, survey monkeys and policy developments in a timely manner	10 consultations promoted 5 consultations supported	8 3	5 ▲ 3 ▲	10 consultations promoted 4 consultations supported

4. Third sector organisations feel better connected and are able to influence and contribute to public policy						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators		12 month progress (to 31/03/2016)
	4.1.6	Produce briefing report for community planning partners and publish on our website	Report published on website	1 report published	1	* Not done
	4.1.7	Facilitate opportunities for CPP partners to gain better understanding of the TSI and the sector	6 papers submitted 2 presentations	4 3	6 2	◀ 2 papers ◀ 2 presentations
	4.1.8	Facilitate strong third sector involvement in local community planning in all 7 areas within Fife	Attendance at each local community planning group – target 12 7 meetings with Area Services Managers (ASMs)	New for 2015/16		15 Local planning group meetings attended 7 ASM meetings
	4.1.9	Jointly deliver Third Sector Community Planning events with focus on local community planning	3 events held	1	1	▲ 4 events held
	4.1.10	Develop and promote a programme of events relevant to the sector including training, open days, conferences, forum meeting dates etc.	400 articles Events calendar on website	372	200	▲ 846 articles 1 events calendar
	4.1.11	Local people are more aware of voluntary sector contribution through regular features in the local press and radio station about successes	8 articles in local press/media	2	8	◀ 8 press articles 2 radio items
	4.1.12	Develop communication strategy to build the profile and create an open access approach	Strategy document			* Completed
4.2	4.2.1	Lead on ensuring that the third sector is recognised as a credible and valued partner locally	6 publications 4 case studies	3 0	4 4	◀ 6 publications ◀ 3 case studies 1 survey (29 respondents) 1 presentation

4. Third sector organisations feel better connected and are able to influence and contribute to public policy						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)	
The third sector is fully involved in the delivery of high quality public services	4.2.2	Engagement in, and support for, the Third Sector Strategy Group to facilitate implementation of a variety of thematic policies	100% meeting attendance 2 events organised 12 website/bulletin articles	100% 6 0	100% 2 12	100% meetings attended 2 events 7 website articles
	4.2.3	Promote and maximise third sector contribution to key policy areas such as poverty, children's services, mental health, housing, self-directed support etc.	No of meetings attended No of papers/reports submitted	49 6		44 meetings 4 papers submitted
	4.2.4	Co-ordinate and support Community Capacity Building and third sector activity within the Integrated Care Fund	6 ICF Board meetings attended 12 Other ICF meetings attended 4 Reports produced	New for 2015/16		6 ICF Board meetings 1 ICF presentation 12 other ICF meetings 3 reports produced
	4.2.5	Support public sector partners in their review of third sector service provision with a view to improving service delivery and securing further investment in third sector public service provision	2 reviews supported	10	2	3 reviews 1 conference 1 proposal
	4.2.6	Support public sector partners to review potential issues with funded activity to ensure any organisation experiencing difficulties receives timely and appropriate support	100% of referrals supported	6	100%	13 organisations (100%) supported
	4.2.7	Provide FVA performance reports to Fife's Third Sector Strategy Group and seek feedback and challenge	2 reports produced	New for 2015/16		1 report submitted Discussed at 3 meetings
	4.2.8	Promote Fife CPP's Prevention Framework within the third sector	1 publication 2 events	New for 2015/16		1 publication Promoted at forums

4. Third sector organisations feel better connected and are able to influence and contribute to public policy						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)	
	4.2.9	Project manage the delivery of the Family Nurture Centre in South West Fife	PSP MoU PSP Project Plan PSP Project Reports	Completed	◀ ◀ ◀	Progress reports produced and submitted Project completed
	4.2.10	Contribute to, and support the implementation of, the Fife Single Outcome Agreement	Contribution to SOA monitoring		◀	Ongoing through FPEG and Fife Partnership Board
	4.2.11	Support the emerging Housing PSP	PSP MoU PSP Project Plan	New for 2015/16		In place In place - completed
	4.2.12	Maximise the third sector's contribution to joint resourcing, prevention and early intervention	Attend CPP meetings Forum meetings Report published	New for 2015/16		6 meetings attended
4.3 Public sector partners are more effective through third sector support and challenge	4.3.1	CPP partners are supported to improve their awareness and practice on equality and diversity	6 meetings 6 consultations 2 publications 6 training sessions	New for 2015/16		3 meetings 7 consultations 4 publications 8 training sessions
	4.3.2	Support health and social care (H&SC) integration	Attend board meetings 8 H&SC forum meetings 20 bulletin/web articles 2 publications 4 events 1 policy framework paper	New for 2015/16		31 Integration meetings 10 forum meetings 9 dedicated bulletins 2 publications 3 events (to launch) 1 framework paper
	4.3.3	Contribute to the work of the Fairer Fife Commission in partnership with Fife's Third Sector Strategy Group to promote the sector's role and contribution to alleviating poverty	2 reports produced 2 website/bulletin items	New for 2015/16		3 reports/submissions 6 website items 4 meetings

5. We are recognised for excellence						
Outcomes	Activities		Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)
5.1 Our people are more skilled and are supported to deliver high quality services	5.1.1	Hold regular staff meetings	10 meetings held	7	10 ◀	9 meetings held
	5.1.2	Support HR Sub-Committee to lead on staffing matters and review progress	4 meetings held Agenda and papers for meetings Minutes of meetings held	1	6 ▼	4 Meetings held
	5.1.3	Adopt Healthy Working Lives	Health and wellbeing assessment Action Plan Bronze Award received		*	1 working group 3 meetings Assessment material submitted
	5.1.4	Review skills matrix and staff structure to ensure we can deliver against our plans, implement training where required	Skills matrix Action plan Structure review report	New for 2015/16		All staff surveyed Draft plan produced Staff structure revised
	5.1.5	Operate effective and consistent support and supervision system with annual performance appraisals	Documentation produced Session notes		◀	Complete and ongoing
	5.1.6	Review health and safety policy, staff handbook and terms and conditions of service	Consultations Updated H&S policy New staff handbook Terms and conditions reviewed		◀	In progress Draft policies produced Terms & conditions review in progress
	5.1.7	Achieve Volunteer Friendly Award	Documentation produced Recognition achieved		*	Achieved
	5.1.8	We review our development plans for staff, volunteers and Board members	Report produced Plans updated Training sessions attended / work plan Staff feedback recorded	5	◀	Draft report produced and being considered by HR Sub Committee

5. We are recognised for excellence						
Outcomes	Activities		Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)
	5.1.9	Review Board make-up and seek to recruit new Directors to fill any identified gaps	Review report Applications Director induction sessions	1	*	1 new Director Induction session held
	5.1.10	Hold Board of Directors meetings regularly as well as relevant Sub Group meetings	6 full Board meetings	5	6 ◀	5 Board meetings 4 HR sub meetings 9 Finance sub meetings
	5.1.11	Develop and implement a system for reviewing Board performance	System documentation produced	Incomplete	*	Report submitted to HR Sub Committee
	5.1.12	Review premises and develop proposals to maximise benefit from our offices and facilities	4 reports produced	3	4 ◀	4 reports produced
	5.1.13	Review our approaches to equality and diversity in recruitment, training and support to ensure we operate to best practice	New recruitment policy Updated application form 1 report produced	New for 2015/16		New recruitment policy drafted awaiting Board approval
	5.1.14	Develop and deliver an ICT strategy for each building	5 reports produced	New for 2015/16		Not complete
	5.1.15	Develop and implement an internal communications strategy and plan	Strategy produced Plan produced Staff feedback	New for 2015/16		Completed
5.2	We can demonstrate the difference we make	5.2.1	Develop and implement an evaluation system to focus on outcomes and end-user experiences	System documentation produced	*	Completed User survey produced
5.2.2		Develop customer relationship management procedures for responding to, and managing, enquiries/requests for information, help, complaints, compliments etc.	Procedures developed	*	New helpdesk ticketing system implemented	

5. We are recognised for excellence						
Outcomes	Activities	Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)	
	5.2.3	Maintain EFQM Committed to Excellence Award	Self-assessment done EFQM awarded		◀	Training attended
	5.2.4	Produce and publish case studies showing impact on clients	15 case studies published	15	12	▲ 35 case studies produced
	5.2.5	Collect feedback from clients, respond accordingly and produce summary report with improvement actions	100 survey responses Summary report	0	100	* Survey Monkey developed Summary report produced
	5.2.6	Develop and implement a communications strategy and plan to promote our brand, values, services and successes	Communications strategy Communications plan	New for 2015/16		Completed
	5.2.7	Records of activity are entered into MILO database system	MILO reports	New for 2015/16		In place
	5.2.8	Publish an annual report on performance	Report published	New for 2015/16		Completed
5.3 Our services are better because we learn from others	5.3.1	Attend relevant TSI network meetings	Attend 50% of meetings	4	100%	▼ 5 meetings
	5.3.2	Attend national Social Enterprise networking and learning events	3 events attended	2	3	◀ 3 events
	5.3.3	Attend and contribute to national youth volunteering development practitioner's networks	100% meeting attendance	2	100%	◀ 2 meetings (100%) attended
	5.3.4	Attend national health and social integration practitioner's networks	100% meeting attendance	New for 2015/16		3 attended
	5.3.5	Attend appropriate networking events	75 events attended Evaluation forms	New wording for 2015/16 (We attended 65 events in 2014/15)		97 events attended
	5.3.6	Attend conferences and training/learning sessions		New for 2015/16		27 sessions
5.4	5.4.1	Develop new project proposals which meet with our objectives and local need	5 proposals produced	6	2	▲ 7 proposals produced

5. We are recognised for excellence						
Outcomes	Activities		Key Performance Indicators	2014/15 achievement	2014/15 Indicators	12 month progress (to 31/03/2016)
We seek to improve our financial stability	5.4.2	Research possible sources of funding	5 funding applications submitted	5	4 ▲	12 applications submitted
	5.4.3	Generate income from meeting room hire, desk hire, office space hire and tenant services	750 room hires 20 tenants	New for 2015/16 (A similar target existed in 2014/15 for 100 room hires and 2 tenants in our newest office, 588 room hires and 2 tenants were achieved. We achieved 264 room hires and 7 tenants across other offices).		1,522 room hires 25 tenants
	5.4.4	Review financial procedures manual	Manual updated		◀	Completed
	5.4.5	Establish a Finance Sub Committee and provide regular, up to date, accurate reports on financial performance and financial risk management	6 meetings held Agenda and papers Minutes of meetings	5	6 ◀	9 meetings
	5.4.6	Hold monthly internal financial management meetings to review all aspects of financial performance	12 meetings held Agenda and papers Minutes of meetings	7	12 ◀	10 meetings
	5.4.7	Maintain project budgeting and review system	Spreadsheet for each project		◀	Budget spreadsheet for each project
	5.4.8	Manage project activity	Project plan Project budget Project update reports	New for 2015/16		1 new project developed on financial inclusion
	5.4.9	Provide a high quality graphic design service to support internal and external customers, generating income and improving communications	10 external clients Graphic design section on website 15 internal publications	New for 2015/16		7 external clients No website section 20 internal publications