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

Operational Workplan for 2016/17

Last updated: 03 May 2016

Introduction

Our operational workplan sets outs 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 2015/16. 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 2016. Discussions were also held with Fife Council 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 also conducted an online survey to get feedback and suggestions from all stakeholders. This informed submissions to Scottish Government on 2015/16 performance as well as the plan for 2016/17.

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 2016/17.

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) shows the targets from the previous year, highlights any new activities and also any activities which have been removed.

As part of our commitment to transparency and accountability we 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 0800 389 6046.

Operational Workplan Summary

Key themes:		Page	Outcome areas	Activity Totals	2015/16 Totals	
	Third sector organisations in Fife are well governed, managed and deliver quality outcomes	5	3 key outcomes	29 activities	27 activities	▲
	Provide support to, and the promotion of, volunteering	8	2 key outcomes	32 activities	32 activities	▲
	Social enterprise develops and grows	12	1 key outcome	19 activities	17 activities	▲
	Third sector organisations feel better connected and are able to influence and contribute to public policy	14	3 key outcomes	27 activities	27 activities	▲
	Fife Voluntary Action is recognised for excellence	17	4 key outcomes	37 activities	38 activities	▲
TOTALS	**5 key themes**		**13 key outcomes**	**144 activities**	**141 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'.

1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
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	5.3, 5.8	180 meetings 35 events 4 consultations 2 surveys	235 49 2 2	50 11 4 2	▼ ▼ ▲ ◀
	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.	3.1, 3.5, 3.6, 3.7, 3.8	12,000 enquiries 650 organisations 20 case studies	6,860 723 2	12,000 550 15	▲ ▼ ▲
	1.1.3	Provide extensive one-to-one support to organisations in need of help or through crisis	3.1, 3.5, 3.7, 3.8	40 organisations	38	40	▲
	1.1.4	Provide support to organisations in their recruitment of board members	1.14, 3.7	2 events 30 organisations 12 completed toolkits New website area	2 24 n/a n/a	2 25 n/a n/a	◀ ▲ – –
	1.1.5	Promote, deliver and evaluate a range of appropriate training opportunities through consultation and needs analysis	3.4, 3.6	1 training needs analysis 0 training programmes 12 training e-mail bulletins 50 training sessions held 520 participants	1 3 20 48 480	1 2 30 50 600	◀ ▼ ▼ ▲ ▲
	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	3.11, 5.4	90 e-mail bulletins 6 policy briefings 1,500 tweets 30 press articles	87 4 1,881 35	60 8 1,200 20	▲ ▲ ▼ ▼
	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.	3.1, 4.8	15 briefings	46	8	▼
	1.1.8	Develop a directory of third sector organisations, with core data fields completed in the Milo database	5.1	3,000 organisations in Milo	2,739	3,100	▲

1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	1.1.9	Review and maintain FVA website as a portal for good practice, current news, events and opportunities for the sector	3.1, 3.3, 3.5, 3.7	25 new pages 50 updated pages 100,000 visits Website user feedback report	16 36 90,235	20 50 80,000	▲ ▲ ▲ ▲
	1.1.10	Organisations are supported to improve their awareness and practice on equality and diversity	1.14, 3.1, 3.5, 3.6, 3.7, 3.11, 4.6	2 training sessions 18 participants 1 briefing papers 10 website/newsletter articles/bulletins	12 109 4 35	6 70 6 40	▼ ▼ ▼ ▼
	1.1.11	Support organisations in response to any concerns raised through SLA monitoring	3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8	100% of organisations supported	14 (100%)	5	◀
	1.1.12	Develop a range of governance checklist products to promote best practice	3.1, 3.4, 3.5, 3.6, 3.7, 3.8	New website tool New toolkit	New for 2016/17		
1.2 Better partnership working through improved communication with a wide range of stakeholders	1.2.1	Research needs through consultations, surveys etc., to raise awareness with appropriate partners and stakeholders	3.5, 3.9, 3.11, 5.2, 5.13	3 surveys 3 consultations 3 pieces of research	5 3 4	3 3 n/a	▼ ◀ ▼
	1.2.2	Review and maintain website to include sections on partnership working, community planning and networks	5.1	25 new pages Website user feedback report	16	20	✳
	1.2.3	Promote collaboration and support opportunities to collaborate	5.7	2 information briefings 1 case study 3 information sessions	4 6 14	2 1 3	◀ ◀ ◀
	1.2.4	Develop thematic policy framework documents showing national and local policy and context	3.3, 3.5, 3.11	3 frameworks	2	3	▲
	1.2.5	Increase the profile of the third sector with partner agencies and within communities	5.4, 5.5, 5.6	2 publications 10 press articles 15 events	2 12 15	2 10 15	◀ ◀ ◀
	1.2.6	Organise a variety of networking events and information sessions, forums, surgeries etc.	3.6, 5.6, 5.7, 5.8	20 networking/ information events	24	12	▼

1. Third sector organisations in Fife are well governed, managed and delivery quality outcomes

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	1.2.7	Support public sector partners to support the role of link officers	3.6, 5.7, 5.8	2 meetings 1 training session 1 publication	0	2 2 2	✳ ▲ ▲
	1.2.8	Support and provide, in partnership, a Creative Breaks Time To Live grants programme for unpaid carers in Fife	5.3	75 grant applications 60 grants awarded 30 grant evaluations	79 69 14	80 60 58	▼ ▼ ▲
	1.2.9	Find ways of reaching organisations that don't engage with us with a view to promoting best practice in governance and compliance	3.1, 3.7, 3.9, 3.11	20 new client orgs 15 evaluations	New for 2016/17		
1.3 Organisations are financially robust	1.3.1	Provide shared office and meeting space through third sector hub developments	3.2	4 hubs operating 29 tenants	5 25	4 20	◄ ▲
	1.3.2	Host funding events/surgeries locally/fundraising sessions/form filling workshops	3.2, 3.3	2 events 20 funding sessions	3 4	3 12	▼ ▲
	1.3.3	Provide information on a range of funding/tendering opportunities	3.3, 3.5	100 website articles 0 newsletters 52 e-mail bulletins	66 0 52	150 4 50	▲ ◄ ◄
	1.3.4	Organisations are helped in identifying appropriate sources of funding	3.3, 3.4, 3.5	80 organisations helped 60 funding applications	87 56	50 60	▼ ▲
	1.3.5	Organisations have access to an affordable, high quality Independent Examination and payroll system	3.7	49 payroll clients 60 IE clients 5 book-keeping clients 25 evaluation returns	43 55 3 0	50 50 7 25	▲ ▲ ▲ ▲
	1.3.6	Provide support in financial governance of organisations	3.7	20 organisations 6 training courses 2 publications	17 7 2	12 4 2	▲ ▼ ◄
	1.3.7	Develop and deliver Treasurer's training session	3.7	4 sessions held 18 participants	3 11	2 14	▲ ▲
	1.3.8	Develop and host a large scale funders event	3.3	10 funders 150 delegates	New for 2016/17		

The following activity has not been taken forward into 2016/17:

1.2.9	Operate, in partnership, a small grants scheme for autism carers	This was a one-off opportunity to lever in available funding in 2015/16

2. Providing support to, and the promotion of, volunteering

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
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.	1.7, 1.8, 1.13	20 e-mail bulletins 15 press articles 3 posters 3 leaflets	14 4 4 3	18 15 5 6	▲ ▲ ▼ ◀
	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	1.7, 1.8	100 presentations 700 participants 20 informal drop-in sessions	102 705 19	70 600 25	▼ ▼ ▲
	2.1.3	Support volunteers with higher support needs into volunteering by providing tailored one-to-one solutions	1.1, 1.2, 1.3, 1.4, 1.5, 1.8, 1.9	20 volunteers supported	215	200	▼
	2.1.4	Operate appropriate procedures to match volunteers with opportunities and support individuals to take up placement opportunities	1.1, 1.3, 1.4, 1.5, 1.8	800 new, registered volunteers 2,000 matches made 1,000 placements	874 1,822 857	800 2,250 1,500	▼ ▲ ▲
	2.1.5	Develop protocols and procedures for the safe involvement of ex-offenders	1.3, 1.4, 1.5, 1.6, 1.8, 1.9, 1.10, 1.11, 1.15	60 volunteers with offending history placed	2	15	▲
	2.1.6	Young people are assisted to volunteer and matched with suitable placements	1.1, 1.2, 1.4, 1.5	200 registrations 1,000 Saltire certificates	210 935	200 1,000	▼ ▲
	2.1.7	Pre-retirement events organised and attended, and contacts developed with national and local elderly groups	1.4, 1.5, 1.6, 1.7 1.8	2 presentations Information leaflet produced	1	2	▲
	2.1.8	Track and evaluate volunteer experiences to identify progression, e.g. health, confidence, employability etc.	1.1, 1.3, 1.4, 1.5 1.8	800 registration forms 300 evaluation forms/follow up	874 237	800 200	▼ ▲
	2.1.9	Promote Volunteers Week and develop a range of activities	1.7	10 events organised 4 press articles	6 2	4 3	▲ ▲

2.1.10	Recognise and reward volunteering by hosting a Volunteer Awards Ceremony	1.7, 1.11	250 people attending event 14 awards made 3 website/press articles	250 15 3	300 15 3	◀ ▼ ◀
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) Assent(770) and Summit Awards (3)	1.2,1.7, 1.8	50 local organisations supporting Saltire 18 schools are involved 1,000 Saltire certificates	48 19 935	50 19 1,000	▲ ▼ ▲
2.1.12	Encourage people to volunteer by developing and supporting the organisation of team challenges	1.7, 1.8, 1.15, 1.16	10 team opportunities created 7 team challenges completed 7 case studies developed	7 1 2	6 4 3	▲ ▲ ▲
2.1.13	We support local employers, across sectors, and of varying sizes, to promote and support volunteering within their workforce (employer supported volunteering)	1.7, 1.8, 1.9, 1.15	6 organisations registered 40 volunteers placed 4 case studies developed	6 47 2	6 40 4	◀ ▼ ▲
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	1.6, 1.9, 1.12	100% meeting attendance 5 case studies developed	100% (4 meetings) 2	100% 3	◀ ▲
2.1.15	Deliver Kingdom Companions befriending service	1.15	100 volunteers recruited 80 matches made 12 case studies	80 20 -	150 120 -	▲ ▲
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	1.1, 1.3, 1.4, 1.5, 1.6, 1.8, 1.9, 1.10, 1.15	Continue pilot 3 VIOs engaged 8 volunteers placed Regular review meetings	Protocol agreed 2 VIOs engaged 2 volunteers placed 6 volunteers awaiting places 3 meetings held	3 6	◀ ▲
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	1.1, 1.2, 1.3, 1.4, 1.5, 1.7, 1.8	50 young people engaged 35 placements	54 36	50 35	▼ ▼

	2.1.18	Deliver Footcare Fife service – recruiting, training and supporting volunteers to deliver a high quality, safe service	1.4, 1.6, 1.7	25 volunteers 1,600 total clients 2,500 appointments 14 venues 3 training sessions 6 case studies	27 800 new clients 2,160 7 3 3	25 80 250 - - -	▼ ▲ ▲ ▲ ◀ ▲
	2.1.19	Develop new ways of reaching more people to promote volunteering in Fife	1.7	Develop and publish mobile/tablet app 20 Volunteering bulletins	In development -		◀
	2.1.20	Develop a project proposal to pilot a Timebank	1.4, 1.7, 1.15	Project proposal written Funding application made	New for 2016/17		
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.	1.6, 1.9, 1.10	220 organisations receiving information and support	215	200	▲
	2.2.2	Support organisations to achieve Volunteer Friendly Award	1.9, 1.10, 1.12	12 information sessions 15 organisations working towards VF 10 achieved VF	7 16 1	12 9 6	▲ ▼ ▲
	2.2.3	Work closely with DWP and other partners to make volunteering accessible to those seeking work and receiving benefits	1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.9, 1.14	5 meetings 4 training sessions 1 publication 4 media releases	8 4 1 2	3 4 1 4	▼ ◀ ◀ ▲
	2.2.4	Support local organisations involving volunteer by providing relevant information, signposting for PVG/Disclosure related purposes	1.9, 1.10, 1.12, 3.10	50 organisations 1 briefing papers 3 website items	58 1 3	40 3 6	▼ ◀ ◀
	2.2.5	Deliver a range of training programmes on volunteer management topics to organisations involving volunteers	1.9, 1.10, 1.11, 1.12	15 sessions delivered 150 attendees	14 149 attendees	20 -	▲ ▲
	2.2.6	Work with potential referrers and participate in partnerships, e.g. working with Local Planning Groups (LPGs)	1.6, 1.11	60 meetings attended	76	35	▼
	2.2.7	Information held on the database is regularly monitored, reviewed and amended where required	1.1, 1.9, 1.13, 5.1	40% of opportunities have been added or updated during year	60%	50%	▼

	2.2.8	Monitor and evaluate volunteer experiences to establish what benefits have been achieved	1.1, 1.3, 1.4 1.8, 1.9	20 case studies 300 evaluations returned	20 237	12 200 ◀ ▲
	2.2.9	Facilitate volunteer manager's forum to share good practice, promote networking and engage with key stakeholders	1.9, 1.10, 1.11, 1.12	4 forum events 12 e-mail bulletins	4 8	4 ◀ - ▲
	2.2.10	Develop new types of opportunity to match unmet demand, especially in response to welfare reform hub developments and other policy developments	1.10, 1.15	15 new opportunities registered	20	10 ▼
	2.2.11	Promote FVA's volunteering support and development role with partner agencies, potential referrers and other interested groups	1.9, 1.10, 1.11	20 presentations 85 attendees	19 77	20 ▲ - ▲
	2.2.12	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	1.1, 1.3, 1.4, 1.5, 1.7, 1.8	10 presentations 40 drop-in sessions 100 registrations 80 placements 20 job outcomes	13 36 100 68 16	10 ▼ 12 ▲ 120 ◀ 100 ▲ 18 ▲

The following activity has not been taken forward into 2016/17:

2.2.11	Seek to develop new project for supporting ex-services personnel into volunteering	This has been removed because there has been no demand for this. We have supported an ex-forces organisation to establish in Fife and we will continue to support them with capacity building.

3. Social enterprise develops and grows

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
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	2.1	4 meetings with providers 2 events 2 publications Redevelop SE website area	5 3 1	4 2 2	▲
	3.1.2	Maximise local benefit from Just Enterprise programme by bringing events to Fife, making appropriate referrals and joint working	2.9	2 meetings 4 events promoted	2 4	2 4	◀ ◀
	3.1.3	Produce good practice information literature and ensure social enterprises know about FVA and the services we provide	2.2, 3.6	4 articles published Good practice toolkit developed	1 article 1 leaflet Toolkit not complete	4	✳
	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	2.1	Attend relevant events Meeting attendance Commissioning policy	3 events 3 meeting Policy in draft		◀
	3.1.5	Provide existing capacity building support to social enterprises	2.4, 3.4, 3.6, 3.8	15 cases	16	12	▼
	3.1.6	Support existing organisations to be more socially enterprising	2.4, 2.5, 2.6, 3.6	4 Information sessions 2 Publications	6 4	4 2	▼ ▼
	3.1.7	Support new start-up social enterprises	2.4, 2.9	20 new starts supported	7	12	▲
	3.1.8	Support collaborations or mergers where the purpose is to tender for a contract	2.9	2 sessions 2 cases	3 2	2 2	▼ ◀
	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	2.1, 2.4, 2.6, 2.9	5 appropriate referrals	5	5	◀
	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	2.7	4 meetings attended 2 joint events/publications	11 2	4 2	▼ ◀

3. Social enterprise develops and grows

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	3.1.11	Promote social enterprise successes locally	2.5, 5.4	12 e-bulletin/website articles 2 publications	12 1	10 2	◀ ◀
	3.1.12	Engage with communities and organisations to explore right to buy and other community ownership opportunities	2.5, 3.9	10 consultations 2 events 12 meetings 6 case studies	3 2 7 4	3 2 6 3	▲ ◀ ▲ ▲
	3.1.13	Engage with private sector organisations to promote trading opportunities	2.7	2 events 3 meetings	2 2		✳
	3.1.14	Socially enterprising organisations are aware of, and contribute to, Fife's Town Centre Action Plans	2.1, 2.5, 2.7, 2.8, 2.9	7 Action Plan contributions	1 town 1 village		▲
	3.1.15	Develop trading area on our website for organisations to promote services and products	2.2, 2.7, 2.9	Website area functional 50 listings	Complete 3 listings	 50	▲
	3.1.16	Work closely with Fife Council's new social enterprise support resource	2.5, 2.8, 2.9	4 meetings 1 joint event	2 0	3 1	▲
	3.1.17	Work with public sector partners to develop policy and systems for community empowerment, including asset transfers	4.2, 4.7, 4.8	5 meetings Strategy/plan produced	6 Policy produced	5	▼
	3.1.18	Support establishment of a new CDFI/white goods affordable purchase scheme in Fife	2.4, 2.6, 2.7, 2.8	3 meetings attended	New for 2016/17		
	3.1.19	Support the development of credit union services in Fife	2.2, 2.4, 2.6, 2.7	5 meetings attended	New for 2016/17		

4. Third sector organisations feel better connected and are able to influence and contribute to public policy

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
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	4.1	Attendance at relevant meetings – target 300	342	300	▲
	4.1.2	Develop and maintain an appropriate communication strategy and create a Community Planning section on FVA website	5.4	7 articles published 1 leaflet published Website section developed	9 0	4	✳
	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	4.2, 4.5	30 forum meetings held Minutes, notes and action plans distributed and published on website	34	25	▲
	4.1.4	Fife third sector representatives secure places on local forums and partnerships and are supported by FVA in their role	4.1, 4.2	Regular contact with representatives and support provided where needed	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	3.5	15 consultations promoted 5 consultations supported	10 4	10 5	▲ ▲
	4.1.6	Produce briefing report for community planning partners and publish on our website	4.6	Report published on website	Not done	1	✳
	4.1.7	Facilitate opportunities for CPP partners to gain better understanding of the TSI and the sector	4.9	6 papers submitted 2 presentations	2 2	6 2	◀ ◀
	4.1.8	Facilitate strong third sector involvement in local community planning in all 7 areas within Fife	4.2, 4.6, 4.8	Attendance at each local community planning group – target 18 7 meetings with Area Services Managers	15 7	12 7	▲ ◀
	4.1.9	Jointly deliver Third Sector Community Planning events with focus on local community planning	4.9	3 events held	4	3	▼

4. Third sector organisations feel better connected and are able to influence and contribute to public policy

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	4.1.10	Develop and promote a programme of events relevant to the sector including training, open days, conferences, forum meeting dates etc.	4.6	750 articles Events calendar on website	846	400	▼
	4.1.11	Local people are more aware of voluntary sector contribution through regular features in the local press and radio station about successes	5.4, 5.6	10 articles in local press/media	8 press 2 radio	8	◄
	4.1.12	Develop communication strategy to build the profile and create an open access approach	4.4	Implement strategy	Strategy written		◄
4.2 The third sector is fully involved in the delivery of high quality public services	4.2.1	Lead on ensuring that the third sector is recognised as a credible and valued partner locally	4.1, 4.2, 4.8	4 publications 4 case studies	6 3	6 4	▼ ▲
	4.2.2	Engagement in, and support for, the Third Sector Strategy Group to facilitate implementation of a variety of thematic policies	4.4, 4.7	100% meeting attendance 2 events organised 12 website/bulletin articles	100% 2 7	100 2 12	◄ ◄ ◄
	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.	4.1, 4.2, 4.7	20 meetings attended 4 papers/reports submitted	44 4	- -	▼ ◄
	4.2.4	Co-ordinate and support Community Capacity Building and third sector activity within the Integrated Care Fund	4.5	5 ICF Board meetings attended 6 Other ICF meetings attended 2 Reports produced	6 12 3	6 12 4	▼ ▼ ▼
	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	4.8, 4.9	2 reviews supported	3	2	▼
	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	4.8, 5.7	100% of referrals supported	13	-	◄

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators
	4.2.7	Provide FVA performance reports to Fife's Third Sector Strategy Group and seek feedback and challenge	4.4, 4.9, 5.3, 5.12	2 reports produced	1 report	2 ▲
	4.2.8	Promote Fife CPP's Prevention Framework within the third sector	4.2, 4.3, 4.5, 4.6, 4.7	2 publications 1 event	1 2	2 ▲ 1 ▼
	4.2.9	Promote the content, values and ambitions of the Fairness Matters report and recommendations within the third sector	4.1, 4.2, 4.5, 4.6, 4.7, 4.8	2 publications 2 events	New for 2016/17	
	4.2.10	Contribute to, and support the implementation of, the Fife Single Outcome Agreement/LOIP	4.5, 4.7, 4.8	Contribution to SOA monitoring		◀
	4.2.11	Lead on the three third-sector led recommendations in Fairness Matters	4.1, 4.2, 4.5, 4.6, 4.7, 4.8	6 meetings 3 progress reports	New for 2016/17	
	4.2.12	Maximise the third sector's contribution to joint resourcing, prevention and early intervention	4.1, 4.2, 4.3, 4.5, 4.6, 4.7, 4.8	Attend CPP meetings Forum meetings Report published	6 meetings	- ◀
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	4.1, 4.2, 4.3, 5.6, 5.7, 5.8	6 meetings 6 consultations 2 publications 6 training sessions	3 7 4 8	6 ▲ 6 ▼ 2 ▼ 6 ▼
	4.3.2	Support health and social care (H&SC) integration	4.1, 4.2, 4.3, 4.5, 4.6, 4.7, 4.8, 4.9	Attend board meetings 10 H&SC forum meetings 32 bulletin/web articles 4 events 1 policy framework paper	31 10 9 2 3 1	- ◀ 8 ▲ 20 ▲ 2 ▲ 4 1 ◀
	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	4.1, 4.2, 4.5, 4.6, 4.7, 4.8	Attend relevant meetings 2 reports produced 2 website/bulletin items	3 6 4	– 2 ▼ 2 ▼

4. Third sector organisations feel better connected and are able to influence and contribute to public policy

The following activities have not been taken forward into 2016/17:

4.2.9	Project manage the delivery of the Family Nurture Centre in South West Fife	This project was completed in the previous year
4.2.11	Support the emerging Housing PSP	Our role was to establish and provide initial leadership – this was completed

5. We are recognised for excellence

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
5.1 Our people are more skilled and are supported to deliver high quality services	5.1.1	Hold regular staff meetings	5.2, 5.3, 5.13, 5.15	10 meetings held	9	10	▲
	5.1.2	Support HR Sub-Committee to lead on staffing matters and review progress	5.13	6 meetings held Agenda and papers for meetings Minutes of meetings held	4	4	▲
	5.1.3	Adopt Healthy Working Lives	5.14, 5.15	Develop action plan for Silver Award 8 meetings/activities	Bronze assessment submitted	n/a	▲
	5.1.4	Review skills matrix and staff structure to ensure we can deliver against our plans, implementing training where required	5.15	Skills matrix updated Action plan updated	Staff surveyed Draft plan Structure revisd	n/a	◄
	5.1.5	Operate effective and consistent support and supervision system with annual performance appraisals	5.15	Documentation produced Session notes 180 sessions	- - -	- - -	▲
	5.1.6	Review health and safety policy, staff handbook and terms and conditions of service	5.2, 5.3, 5.4, 5.10, 5.11, 5.14	Consultations Updated H&S policy New staff handbook Terms and conditions reviewed	In progress		✳
	5.1.7	Build on Volunteer Friendly (VF) Award – seek continuous improvement	5.15	Portfolio updated 4 FVA volunteer forums 4 FVA volunteer events	Achieved VF - -	◄ ▲ ▲	

5. We are recognised for excellence

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	5.1.8	We review our development plans for staff, volunteers and Board members	5.14	Report produced Plans updated Training sessions attended / work plan Staff feedback recorded	Draft submitted to HR Sub-Committee		✳
	5.1.9	Review Board make-up and seek to recruit new Directors to fill any identified gaps	5.12	Review report Applications 2 Director induction sessions	1		▲
	5.1.10	Hold Board of Directors meetings regularly as well as relevant Sub Group meetings	5.2, 5.4, 5.7, 5.13, 5.14, 5.15	6 full Board meetings 6 HR Sub meetings 10 Finance Sub meetings	5 4 9	6 - -	▲ ▲ ▲
	5.1.11	Develop and implement a system for reviewing Board performance	5.14	System documentation produced	Draft report to HR Sub		✳
	5.1.12	Review premises and develop proposals to maximise benefit from our offices and facilities	5.1, 5.10	2 reports produced	4	4	▼
	5.1.13	Review our approaches to equality and diversity in recruitment, training and support to ensure we operate to best practice	5.15	New recruitment policy Updated application form 1 report produced	Policy drafted		▲
	5.1.14	Develop and deliver an ICT strategy for each building	5.2, 5.15	5 reports produced	0	5	✳
	5.1.15	Develop and implement an internal communications strategy and plan	5.2, 5.15	Strategy implemented Plan executed Staff feedback	Strategy written - -		▲
5.2 We can demonstrate the difference we make	5.2.1	Maintain and review evaluation system to focus on outcomes and end-user experiences	5.14	400 user evaluations	New system developed	-	▲
	5.2.2	Develop customer relationship management procedures for responding to, and managing, enquiries/requests for information, help, complaints, compliments etc.	4.4, 5.1, 5.14	100 helpdesk tickets 80 resolved within 3 days	New helpdesk ticketing system implemented		▲
	5.2.3	Explore EFQM Committed to Excellence Award	5.14, 5.15	Report on EFQM benefits	Training attended		✳

5. We are recognised for excellence

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	5.2.4	Produce and publish case studies showing impact on clients	5.5, 5.6	35 case studies published	35	15	◀
	5.2.5	Collect feedback from clients, respond accordingly and produce summary report with improvement actions	5.1, 5.14	100 survey responses Summary report	33 responses to main survey	100	✳
	5.2.6	Implement and review communications strategy and plan to promote our brand, values, services and successes	5.4, 5.5, 5.6	Review of comms plan	Develop plan	-	▲
	5.2.7	MILO database used to support workplan	5.1, 5.2	MILO reports	In place	-	◀
	5.2.8	Publish an annual report on performance	5.4, 5.11, 5.12	Report published	Completed	-	◀
5.3 Our services are better because we learn from others	5.3.1	Attend relevant TSI network meetings	5.9, 5.15	Attend 50% of meetings	5	50%	◀
	5.3.2	Attend national Social Enterprise networking and learning events	5.9, 5.15	6 events attended	3	3	▲
	5.3.3	Attend and contribute to national youth volunteering development practitioner's networks	5.9, 5.15	100% meeting attendance	2	100%	◀
	5.3.4	Attend national health and social integration practitioner's networks	5.9, 5.15	100% meeting attendance	3	100%	◀
	5.3.5	Attend appropriate networking events	5.7, 5.8, 5.9	90 events attended Evaluation forms	97	75	▼
	5.3.6	Attend conferences and training/learning sessions	5.15	25 sessions	27	-	▼
5.4 We seek to improve our financial stability	5.4.1	Develop new project proposals which meet with our objectives and local need	5.2, 5.3	5 proposals produced	7	5	▼
	5.4.2	Research possible sources of funding	5.2, 5.3	Develop a funding strategy 5 funding applications submitted	12	5	▼
	5.4.3	Generate income from meeting room hire, desk hire, office space hire and tenant services	5.10	1,200 room hires 20 tenants	1,522 25	750 20	▼
	5.4.4	Review financial procedures manual	5.13	Manual updated	-	-	◀
	5.4.5	Hold regular Finance Sub Committee meetings and provide up to date, accurate reports on financial performance and financial risk management	5.13	10 meetings held Agenda and papers Minutes of meetings	9	6	▲

5. We are recognised for excellence

Outcomes	Activities		Common Services	Key Performance Indicators	2015/16 achievement	2015/16 Indicators	
	5.4.6	Hold monthly internal financial management meetings to review all aspects of financial performance	5.13	12 meetings held Agenda and papers Minutes of meetings	10	12	▲
	5.4.7	Maintain project budgeting and review system	5.13	Spreadsheet for each project	-	-	◀
	5.4.8	Manage project activity	5.2	Project plan Project budget Project update reports	1 new project	-	◀

The following activities have not been taken forward into 2016/17:

5.4.9	Provide a high quality graphic design service to support internal and external customers, generating income and improving communications	There was limited demand for this. Some adhoc provision will take place during the year, but our internal demands mean most work will be for internal customers