

VOLUNTEER CENTRE WORKPLAN

VOLUNTEER CENTRE: WESTERN ISLES

OPERATIONAL YEAR: 2010.11

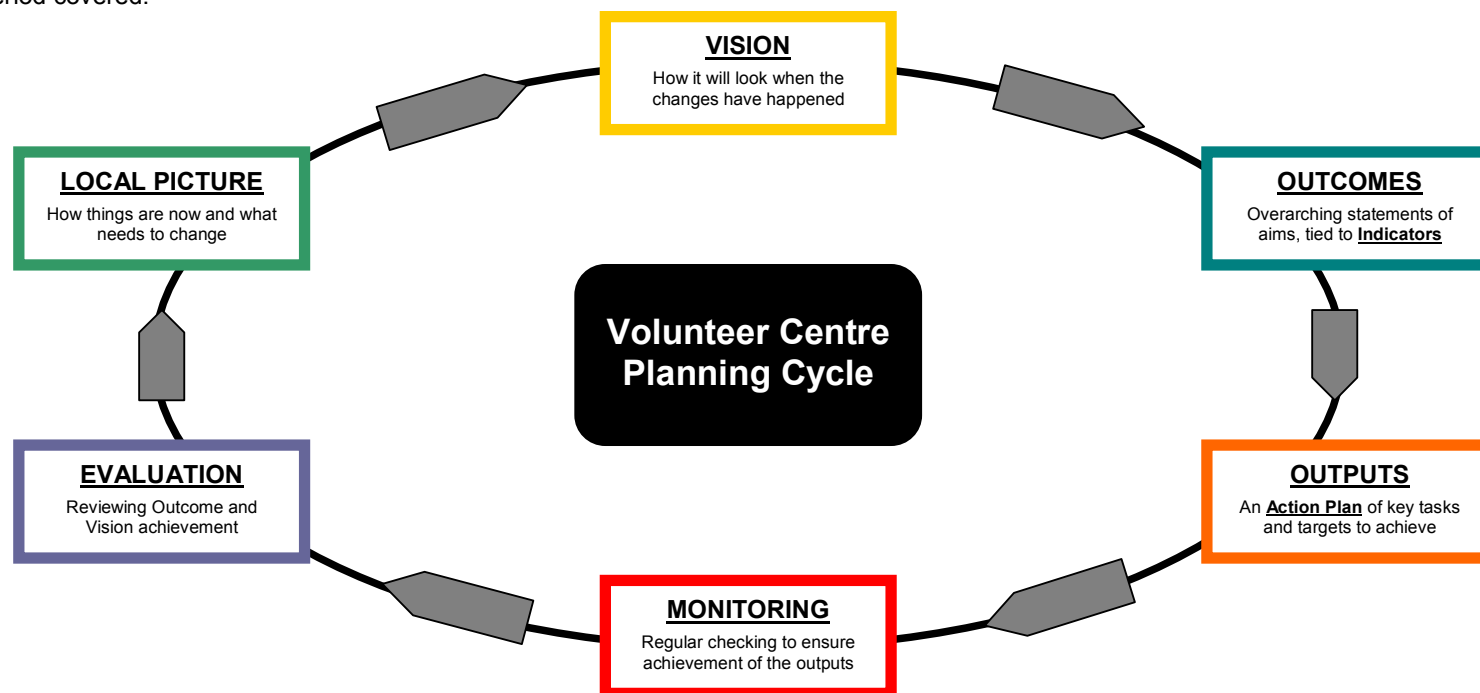
• Introduction

This Workplan describes how the Volunteer Centre plans to progress towards realising its **Vision** for local volunteer development. It has been developed using the LEAP (Learning Evaluation And Planning) Framework. It is based around the Scottish Executive **Volunteering Strategy**, and relates to the **VC National Standards**.

The Workplan begins by describing the volunteering **Local Picture** or current baselines from an evidence-base, particularly highlighting what needs to change. The Volunteer Centre's Vision is simply a statement of how things will look when the positive changes have been made. The Vision is used to create a set of desired **Outcomes and Indicators** that are expected to bring about an improved quality of life through volunteering for people and communities.

The Outcomes themselves will be achieved by implementing an **Action Plan** that identifies specific **Outputs** – key tasks and targets – that will be the focus of activity for Volunteer Centre staff and volunteers during the operational year. Delivery of the Outputs will be subject to an internal programme of **Monitoring** to gather evidence of achievement. The achievement of the overarching Workplan Outcomes will be assessed through completing an **Evaluation** in accordance with the LEAP Framework.

Thus the following, when taken together, constitutes the Workplan of the Volunteer Centre. It is a working document that requires regular reviewing and updating throughout the period covered.



- **Local Picture & Community Engagement – Identifying What Needs to Change**

[Research and other investigations undertaken to establish baselines of activity and need.]

Local Picture Volunteer Centre Western Isles

Location and environment

The Western Isles are an isolated, peaceful and unspoilt chain of more than 29 islands, off the north west coast of Scotland. (Also known as the Outer Hebrides). The Western Isles is home to a wide variety of interesting species and habitats and beautiful landscapes in a relatively compact area. The environment is recognised internationally as being of global importance.

The quality of the natural environment in the Western Isles is unique. A large percentage of land, areas of inland water and marine sites are designated for nature conservation purposes. The Islands are also home to a number of rare species such as the golden eagle, basking shark, whale, dolphin, otter and corncrake.

The importance of the environment of the Western Isles extends beyond the land to the seas around the Islands. Not only is the coastal landscape of the Islands unique and beautiful in its variety but also the coast and coastal waters are important for a range of species and habitats.



13 islands of the Western Isles are currently inhabited and are usually grouped into the following 4 main groups, Lewis with the largest population and the main town of Stornoway, Harris which is joined to Lewis but is very much considered an island in its own right and incorporates Scalpay. The Uists a chain of islands joined by causeways and Barra and Vatersay the most southerly islands connected to Eriskay and South Uist by an hour's ferry journey.

The western isles are connected to mainland Scotland by a number of ferry routes and airlinks. The costs of which are currently discounted through the Air discount scheme and Road equivalent tariff. The cost of fuel is 14% higher than in mainland

urban areas (Rural Price Survey). The extent of Fuel Poverty in the Western Isles, based on the 2002 Scottish House Condition Survey is 38% against a revised Scottish average of 17%. Over 72% of the data zones in the Western Isles are within the 10% most deprived zones in Scotland in relation to Geographic Access / Telecommunications.

Migration and Achieving a Sustainable Population

While in recent years the Outer Hebrides is estimated to have experienced positive net in-migration (more people



moving to the islands than leaving) it has not been enough to combat the persistent year-on-year negative natural change (more deaths than births). Despite, a higher than average fertility rate (2nd highest in Scotland in 2006), annual births are projected to decline by 50% in the next 20 years as our age structure is currently skewed to older age groups, leaving a significant deficit of young people and young families within our population structure.

Our legacy of an ageing population profile has created a momentum so well established, that based on current trends, our population is set to continue to decline and age at a worrying rate. While we cannot modify the natural change patterns already set in place, by reducing out-migration and encouraging complimentary in-migration we can help to ensure our communities, services and workforce are sustainable for the future.

Population Projections

Using the 2006 population estimate (26,350) as a base and taking into account key assumptions (mortality, fertility and migration); the total population of the Western Isles is projected to fall to 24,892 by 2031. This is a projected decline of 5.5% or 1,458 people between 2006 and 2031. The equivalent figure for Scotland over the same time period is a decline of 5%.

Projections suggest an increased proportion of the population will be elderly with a corresponding reduction in younger age groups, as they are based on the continuation of current trends, as figure 5 illustrates.

Between 2006 and 2031, the Western Isles is projected to see a large decline in the key age groups of 0-15 years (-25%) and those of working age, 16-64 yrs (-11%). By this date, 33% of the population is expected to be 65 years and over.

The Western Isles is projected to see a large percentage decline in annual births between 2006 and 2031 at -38%. Births are set to fall from 250 in 2006/07 to 154 in 2030/31. In Scotland the percentage decline in annual births is 11%.

Unemployment*

In December 2003 (based on claimant counts) unemployment was 4.1% in the Western Isles. This is compared to 2.7% for the HIE area; 3% for Scotland and 2.4% for the UK as a whole. In the Western Isles the proportion of those unemployed and over 54 years old is double the national average, 10% compared to a Scottish figure of 5%. The proportion of the unemployed that is long-term unemployed is also greater. 40% of those unemployed in the Western Isles at the 2001 Census last worked between 1996-1999 or prior to 1996 compared to a national figure of 33%.

Employment*

Between 1997 and 2002 there was an 8% decline in the number of people employed in the Western Isles compared to a 10% increase in Scotland. In 2002 approximately 61% of jobs were full-time. Only 2% of the workplaces in the Western Isles employ over 200 people however, they account for 36% of employees.

Educational Attainment*

The proportion of adults with no qualifications in the Western Isles is 13% above the Scottish average. (NHS Scotland - Community Health Profile 2004). In contrast to this the Western Isles has the highest proportion, in Scotland, of school leavers with 3+ SCQF Level 6 or 1 or more SCQF Level 7 qualifications at 43%.

The 2001 census indicated that 6% of the working age population were participating in further or higher education compared to the Scottish average of 9%. However the Scottish School Leaver Destination Report for 2002/03 showed that the Western Isles is above the Scottish average for school leavers with positive destinations with 41% entering higher education, 21% entering further education and 11% entering training although the HE/FE entry rates, as a percentage of the Scottish average, have dropped from 175% in 1998/99 to 119% in 2002/03.

Life Expectancy*

In the Western Isles as a whole, based on 1998/02 figures, 4% fewer 15-year-old boys are likely to survive to 65 compared to elsewhere in Scotland. In South Uist 20% fewer boys and 5% fewer girls will reach the age of 65, compared against national figures. (NHS Scotland - Community Health Profile 2004).

(*Research and Statistics taken from Western Isles Community and Learning strategy 2005-8)

Volunteering

The 2007 Outer Hebrides Community appraisal found:

Just over half (55%) of Outer Hebrides residents say they have undertaken work or activities on a voluntary basis in the past 12 months. Around a quarter of residents say they have undertaken voluntary work with a voluntary organisation, charity or community group, while a similar proportion have undertaken voluntary work with a church, religious or faith based group. This is more than double the 25% SNHS 2005 figure for Scotland.

However, the need remains to highlight volunteering as a positive force in the community and to encourage participation with both existing and new volunteers.

With an ageing population and general out -migration of young people, there is still a need to encourage more involvement among the younger age ranges. Our recent survey shows that up to 75% of the 16 – 25 age groups say they volunteer at some point in the year, with many regularly giving of their time.

Asked what would encourage them to undertake work or activities on a voluntary basis in the future, the Community Appraisal found that just under a third say if the work fitted in with their interests and skill and if it fitted in with their other work commitment. Other things that residents say would encourage them are if they had more time and if they could volunteer when they felt like it. However, nearly a third of residents say they are not interested in volunteering.

Men are more likely than women to say they are not interested in volunteering in the future (33% compared with 25%). Additionally, attitudes to volunteering differ by age. Older residents (aged 65 and over) are most likely to say they are not interested in volunteering. Conversely, younger residents (aged 44 and younger) are more likely to say they would be encouraged to volunteer if the work: fitted in with their other commitments; if they had more time; if it was good fun; if it would help improve their skills; and if they had more confidence. In addition, younger residents (aged under 35) are more likely than all other age groups to say they would be encouraged if they knew more about the opportunities available.

Comments on local volunteering :

We are pleased with the level of enquiries from young people over the last year. Young people have been well involved in VC special events during the year, particularly in Ness and Harris, where Volunteers Weeks and MADD events took place. MV Awards have been ongoing, though numbers did not increase significantly due to changeover of staff in all offices. In the islands, participants are mainly in the 16 – 19 age group as many leave to go to university at 18/19. This requires focus and encouragement to get them through it in time. We consider it important to get them signed up and onto collecting MV hours quickly. Duke of Edinburgh has been busy in Harris and WAVE under 16 has been taken up by the Youth Council but this has been slow elsewhere. Uist has just signed some WAVE under 16 participants after an initial slow start. Contact with schools had also lapsed during the time of staff changeover, and possibly other factors have come into play, such as new teachers: contact is being re-established with all schools. Harris is the exception, where contact has been maintained throughout. We have made good progress with Student Volunteering, taking up where we left off previous year. We were able at last to give a presentation to lecturers, to good effect; we were subsequently invited back to talk to one class.

There has been an excellent response to VC events in the islands: Volunteers Week in Ness and Barra; MADD in Ness and Harris; Womens' Day in Harris; Spring Cleans in Uist: this suggests that these events do help raise the profile of volunteering and to celebrate it. We also had good radio and some TV coverage of some events. This aspect of our work needs to continue. Working on better media coverage is also ongoing as it is a good way of gaining publicity. The VC in Stornoway has promoted volunteering through displays, public visits and organisational meetings. We have interviewed and placed a high number of volunteers while dealing with a huge level of volunteer enquiries.

Numbers of higher support needs volunteers are quite small, but several placements have been made in different locations. This will continue to be a need. Knitting continues to be a major focus for many people who might have not done other volunteering; this is very popular throughout the islands. Job Centre work has expanded, partly with the DWP project. Numbers remain small, but we have established a good partnership with the Job Centre.

Attempts to encourage Employer Supported Volunteering did not develop as hoped. There was a very small response to the mail shot and press coverage before Volunteers Week. Only 2 employers responded and this did not lead to developing the promotion as planned. However, one organisation was the college, with whom we are developing a stronger relationship, so their interest can be covered in with the student volunteering. Ad hoc requests can be dealt with if and when they arise.

WAVE Awards were a bit slow to follow on the initial awards ceremony but there are some in line now. This has been well received when discussed on a one to one basis and clearly needs this contact to facilitate the process. It can be quite time consuming: best done when new organisations are setting up. Face to face contact continues to be a vital part of our work as this is what encourages involvement with the VC and events. We are continuing to receive and deal with a high level of organisational enquiries which are registered on Vbay. We have identified a need to run VC award ceremonies so that proper recognition can be given to those achieving our own awards. Volnet meetings were not very successful last year, but this would be a good time to promote WAVE. We could experiment with different timings for the meetings.

We used Survey Monkey for the first time, with good results. We got positive and useful feedback from organisations and volunteers, which we will use in the coming year. We have done well this year with case studies and all staff understand the value of gathering this information. We will continue to gather a range of case studies in the coming year.

We have continued to develop our partnerships with a range of organisations, and have some very strong links eg with HVS, VABV, Community Education, Job Centre Plus, Lews Castle College and are developing our work with the Health Board.. Some partnerships have not developed fully, eg Sports Development, but we hope to change this in the coming year.

We have again this year spend a huge amount of time on legal and strategic matters, including the change to becoming a company limited by guarantee. The creation of the new interface for the Western Isles has been time-consuming and challenging and has on occasion detracted from other work. Despite best efforts, getting volunteering well recognised in the SOA did not come about, nor did we manage to secure a seat on the CPP. We are, however, active in the CLD Strategy Group.

Comments on progress towards our vision:

We have made a good contribution to the wider community again through our work. We made significant progress with student volunteering and have developed our relationships with schools in Barra and Harris. We have undertaken work that encouraged young volunteers to be involved in their wider community. More young people achieved their MV awards, and a number are working on the WAVE under 16. We are re-establishing relationships with schools across the islands.

Media coverage has been good and we have had excellent responses to VC events throughout the islands. We have also had good responses to individuals who might not otherwise be involved with volunteering, including a small number with HSN. We have had a good level of promotional work across the four islands and strive to raise awareness of the potential of volunteering in each area.

We tried case studies and dip samples to good effect – found they enthuse others and create positive images. We have interviewed and placed a higher than usual number of volunteers and got more hits on our web site. We are still getting a high level of organisational enquiries. We have also developed some new partnerships and continued to build on existing good relationships.

We have dealt with challenges to our autonomy and the future interface. The managers have spent a great deal of time on staff matters and developing our board of directors, constantly striving towards the best internal operation for the organisation.

What needs to change...?

Further raise the profile of Volunteering as a positive activity to young people:

- We are continuing to build on our relationships with schools and the college. We have made significant steps forward with the college, and this will be continued as a tool for promotion of student volunteering. We plan to focus on encouraging MV awards to be done in a short time scale in schools across the islands, particularly in Barra. New relationships need to be forged in schools throughout the islands.
- We will use specific events as a way of encouraging a range of young people into volunteering, eg school National Spring Clean campaigns in Uist.
- Holding our own VC ceremony for awards during Volunteers Week should highlight the MV for 16 – 24 year olds and WAVE under 16 awards. We will continue to promote the MV award to all young people between 16- 24. We will be monitoring the number of enquiries from young people about volunteering and the number of MV awards presented. We will continue to promote the WAVE under 16 award.
- We will continue to support the Duke of Edinburgh Awards, particularly in Harris. We will also try and establish contact with more youth groups.
- We will actively seek opportunity for intergenerational work with groups, especially in Ness.
- We will continue to gather photos of young people volunteering to use as promotional and celebratory material.
- Work with 16+ Learning Choices co-ordinator to encourage this target group to volunteer.

Maintain and develop work with the media, use projects, campaigns and outreach work to promote volunteering to all:

- A large part of our work is about raising the profile of volunteering and trying to get the message across that volunteering is for anyone. To do this we try to make best use of the media throughout the islands and use local papers, Island Eye and the Gazette to help us reach our potential market. We will continue the very successful series of feature articles in the Island Eye which we help to co-ordinate, focusing on a wide range of volunteers. We also need to try and get good radio coverage as this help raise the profile of volunteering.
- We wish to further develop a marketing strategy to help us co-ordinate publicity and target potential volunteers, including those harder to reach volunteers and organisations who might not be registered with us. We will develop a leaflet on 'Marketing your Organisation' We plan to have more co-ordinated islands-wide volunteering promotions, using our own high quality materials and will continue to look for opportunity to develop the quality and scope of our promotional activity.
- We will continue to develop the use of Volunteers Week and Make a Difference Day as tools for encouraging participation and promoting volunteering, as we have had a number of outstanding events in the islands in the last year.
- We plan to hold more VC award ceremonies for MV, WAVE(organisations), WAVE under 16 and others awards such as volunteer of the year.
- We have further developed our partnership with Job Centre Plus and will continue to work closely with their advisors and managers to promote volunteering as a potential route back to work.
- We will continue to support and encourage the Loving Hands knitting project, which enthuses so many volunteers across the islands.
- We plan to investigate more ways of outreach, including places such as the library in Stornoway, Tarbert and Castlebay, North Lewis Carnival.
- We will be monitoring the number of enquiries from individuals about volunteering, number of volunteers recruited for one off events, number of items in the local press and radio.
- We plan to increase in the number of opportunities registered with us, particularly sports, HSN and young people friendly, so that we offer a wider range of options to suit different individuals.

Maintain and enhance our role as the local centre of excellence for good practice and volunteering:

- We will continue to promote our Western Isles Award for Volunteering Excellence (WAVE) award to encourage improvement on the overall standard of volunteer management within organisations. This has been a very successful tool to date.
- Aim to run a number of short training sessions throughout the islands.
- We need to commit time to working individually with organisations in the coming year, as our stakeholders have again clearly indicated a need for meetings on a one to one basis. We also need to use resources creatively, maintaining contact via a range of methods such as e mail and phone. We aim to run 3 Volnet meetings in Stornoway and try one in Ness.
- We hope to have the resources for an audit of organisations and map any that are currently not registered with us. We will target sports organisations to encourage registration on vbay and hopefully establish relationships.
- Work needs to continue on raising our profile throughout the Western Isles allowing more organisations to access our support and advice; to this end, we will run another promotional campaign during the year. We will expect to see an increase in enquiries from organisations over the year and will take another dip sample of volunteer experience to gain feedback on their experience, as this was most helpful in 2009 – 2010.

Develop relationships with key community leaders/activists/organisations:

- We will further develop good partnership working and keep alert to new possibilities. Continue to work closely with well established partners and build on things eg Youth Council, Youth Action Team, CLD strategy group and Community Capacity Building Action Team etc. maintain contact with agency workers.
- We still need a presence at national level in the VCNS partnership. Must consider membership of Voluntary Action Scotland.
- Be active voices in the development of the WI Voluntary Sector Interface.

Develop staff competencies in evidence collection and research (including Vbay).

- Further develop competence for all staff in use of Vbay and practice using reports and other functions.
- Collect more photos of volunteers in action.
- Gather a wide range of case studies and quotes from customers.
- Make even more use of the web site as promotional and information tool. Involve staff more in contribution of articles.

Continue to develop organisational planning:

- Continue to support staff in their work.
 - Arrange support groups meetings and other meetings to encourage and involve our board
 - Keep the website up to date.
 - Attend national meetings, including Communications Working Group.
 - Encourage staff participation in team and national meetings.
 - Develop a formal policy on environment and community impact, including assessing recycling, fair trade, e mail policy and other environmental issues relevant to greening the office.
 - Develop and implement a marketing strategy for the organisation considering :
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- Include set question on supervision meeting record to prompt discussion about training undertaken and gather feedback.
- Encourage uptake of relevant PDP.

Record of Community Engagement Activity Undertaken to Inform the Workplan

Organisation, Group, Forum or Network Targeted	Type of Engagement Activity	Main Findings
Dip Samples	Survey Monkey	Volunteer feedback
Organisation Health Checks	Face to face meetings with organisations	Organisation feedback
Young People's Report	Research into young people's volunteering	Young people's feedback
Feedback from one off events	Evaluation forms	Volunteer/participant feedback
Quotes from customers	Recorded at the time of being made	Volunteer/organisation feedback

- **Vision – How We Want Things to Be**

The Volunteer Centre has adopted the Universal Declaration on Volunteering and has an overarching Vision and set of Values that guide the development and delivery of its services. For the purposes of this Workplan, however, the Volunteer Centre has created a specific Vision for local volunteering development in this operational year in collaboration with partners and other stakeholders listed above and based on the Local picture analysis. It describes positive changes through volunteering that contribute towards helping local people, organisations and communities improve their quality of life:

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“Our vision is of a Western Isles where young people are more aware of volunteering, its value, and how to get involved. A place where the barriers to volunteering are being dismantled and there is a greater awareness of volunteering as a positive force; where organisations are more aware of simple steps they can take to improve volunteering. By ongoing investment in the VC staff, high standards of service are achieved and maintained.”

Outcomes – Desired Changes

The Outcomes are derived by considering the Vision and breaking it down into more thematic aspirations. They are based around the four strands contained within the Scottish Volunteering Strategy and on the results of a quality improvement analysis on compliance with the Volunteer Centre Standards. The validity and desirability of the Outcomes has been confirmed through the process of community engagement. It is anticipated that achievement of the Outcomes will ensure that the Vision is realised to a measurable extent. The Outcomes will be evaluated against a set of Indicators of Achievement that are selected to provide evidence of progress towards realisation their when taken together. Outcomes are also matched to some (not all) relevant policy Contexts (such as the Volunteering Strategy for Scotland, the VC National Standards, Social Justice Milestones, etc. as well as any locally operative strategies such as Community Planning and Community Learning and Development).

Outcome (changes for the better)		Indicators of Achievement		VCNS Key performance indicators	Outcomes Gov and Local
1	People are enthused by, and involved in volunteering, particularly young people (starting a cycle of “life-long volunteering”)	1A	Number of Enquiries from Young People about Volunteering (08/09 = 442 enquiries) (09/10 = 254 enquiries,	<p>By March 2011 there will be 120,000 placements available to volunteer across Scotland registered on the national volunteering database by Volunteer Development Scotland and the Volunteer Centre Network Scotland</p> <p>By March 2011 there will be a 20% increase in the number of young people not in education, employment or training signposted to and undertaking volunteering via the Volunteer Centres compared to the baseline established during 2008-2009.</p> <p>By March 2011 45% of opportunities across Scotland registered by the Volunteer Centre Network Scotland and Volunteer Development Scotland on the national volunteer opportunity database are appropriate for volunteers aged 16-25 and are flagged as being MV compatible.</p> <p>By March 2011 75% of those who register annually for the MV Awards go on to achieve their 50 hour MV Award</p>	Healthier, Safer Stronger, Smarter 3,6,7, 10, 11, 15 National Outcomes 3, 4,5,6, 7, Local SOA outcomes
		1B	No of MV awards achieved (08/09 = 8x 50hr, 10x100hr, 7x 200hr) (09/10 = 15 x 50hr, 10x100hr, 6 x 200hr)		Contexts (fit with policy initiatives)

		1C	<p>Number of young volunteers newly registered with VC</p> <p>(09/10 - 47 young volunteers recorded)</p>	<p>By March 2011 50% of those who register annually for the MV Awards go on to achieve their 200 hour MV Award</p> <p>By March 2011 Volunteer Development Scotland and the Volunteer Centre Network will register 6000 young people for the MV Awards</p>	<p>VCWI youth volunteering research.</p> <p>16 + Learning – highlights Volunteering as one of 3 choices.</p> <p>Community Learning and Development Strategy, Cnes Volunteering Policy, Towards a mentally flourishing Scotland, Young people and the historic environment, Joint Health Improvement Plan</p> <p>Western Isles community plan, Creating communities of the future, Scot Gov enterprising third sector.</p> <p>Project Scotland Working Group Report</p>
Outcome (changes for the better)		Indicators of Achievement		VCNS Key performance indicators	Outcomes Gov and Local
2	Volunteering is barrier free, inclusive to all and embraces diversity	2A	<p>Number of enquiries from individuals about volunteering</p> <p>(08/09 = 658 enquiries)</p> <p>(09/10 = 838 enquiries, including 254 from young volunteers and 60 anonymous)</p>	<p>By March 2011 there will be 120,000 placements available to volunteer across Scotland registered on the national volunteering database by Volunteer Development Scotland and the Volunteer Centre Network Scotland</p> <p>By March 2011 there will be a percentage increase in the number of people who take up volunteering as a direct result of visiting a Volunteer Centre, based on an annual dip sample with the baseline and target to be established during 2009-2010.</p>	<p>Wealthier, fairer, healthier, Safer Stronger, Smarter</p> <p>1,2,3, 7,9,10,11,15 National Outcomes</p> <p>1,2,3, 4, 5, 6,7Local SOA Outcomes</p>
		2B	<p>Number of activities undertaken to promote VC</p> <p>Number of activities undertaken to promote Volunteering</p>	<p>By March 2011 there will be a 10% increase in the number of people accessing www.volunteerscotland.org.uk</p>	<p>Contexts (fit with policy initiatives)</p>
		2C	<p>Increase in the number of opportunities registered</p> <p>(08/09 = 305 new opportunities registered during the year)</p> <p>(09/10 = 116 new opportunities registered during the year)</p>		<p>Community Development and Learning Strategy, Cnes Volunteering Policy, Towards a mentally flourishing Scotland, Young people and the historic environment, Joint Health Improvement Plan</p> <p>Western Isles community plan, Creating communities of the future, Scot Gov enterprising third sector.</p>

		2D	No of volunteers recruited for one off events (09/10 310 recorded)		Volunteer Centre National Standards Framework
Outcome (changes for the better)		Indicators of Achievement		VCNS Key performance indicators	Outcomes Gov and Local
3	Volunteers have a good experience of volunteering and are welcomed and valued wherever they volunteer.	3A	Number of Organisations signed up to WAVE award (08/09 = 9 awards achieved) (08/09 = 1 awards achieved, 5 more underway)	By March 2011 95% of the opportunities registered on VBay meet the Volunteer Centre Network Scotland and Volunteer Development Scotland minimum standards.	Wealthier Fairer, Healthier, Safer Stronger, Smarter 1,2,3, 7, 9, 10, 11, 15, National Outcomes 1,2,3,4,5,6,7Local SOA Outcomes
		3B	Number of organisation enquiries (08/09 = 900) (09/10 =772)		Contexts (fit with policy initiatives)
		3C	Number of events we have supported through the recruitment of volunteers		Community Development and Learning Strategy, Cnes Volunteering Policy, Towards a mentally flourishing Scotland, Young people and the historic environment, Joint Health Improvement Plan Western Isles community plan, Creating communities of the future, Scot Gov enterprising third sector.
Outcome (changes for the better)		Indicators of Achievement		VCNS Key performance indicators	Outcomes Gov and Local
4	The value and impact of volunteering is measured and recognised in local and national policy development and community planning.	4A	Number of case studies (08/09 = 3) (08/09 = 12)	By March 2011 there is an improved understanding of volunteers' experiences across Scotland through increased tracking and monitoring by Volunteer Development Scotland and Volunteer Centres. On an annual basis Volunteer Centres complete a review of volunteering in published Single Outcome Agreement and other local strategies using a standard template developed by the Planning Reporting and Compliance Working Group All Volunteer Centres and Volunteer Development Scotland report performance towards achieving the	Wealthier fairer, Healthier, Stronger, Greener 1,10,11,13 National Outcomes 1,2, 5, 6, 7 Local SOA Outcomes
		4B	Number of new Orgs, Opps, and Vols registered (08/09 = 87 orgs, 305 opps, 180 vols) (09/10 = 26 orgs, 116 opps, 121 vols + 60 anon enq)		Contexts (fit with policy initiatives)

		4C	survey of volunteer experience. (08/09 = 0) (09/10 = 44)	outcomes identified in Volunteering Achieving Scotland's potential using the KPIs agreed.	Scottish Compact Working & Learning Together to Build Stronger Communities Community Learning and Development Strategy, Cnes Volunteering Policy, Towards a mentally flourishing Scotland, Young people and the historic environment, Joint Health Improvement Plan Western Isles community plan, Creating communities of the future, Scot Gov enterprising third sector.
Outcome (changes for the better)		Indicators of Achievement		VCNS Key performance indicators	Outcomes Gov and Local
5	Volunteer Centres, and the VC/VDS partnership, have in place good governance, organisational standards and infrastructure to ensure continuous improvement, growth and development.	5A	Increase in own website hits <i>see below</i> (08/09 = 13329 unique visits) (09/10 = 18,757 unique visits)	On an annual basis Volunteer Centres complete a review of volunteering in published Single Outcome Agreement and other local strategies using a standard template developed by the Planning Reporting and Compliance Working Group All relevant VC staff and volunteers to have completed www.volunteerscotland.org.uk database training All Volunteer Centres and Volunteer Development Scotland report performance towards achieving the outcomes identified in Volunteering Achieving Scotland's potential using the KPIs agreed.	Wealthier Fairer, Smarter, Greener 1,3,14 national Outcomes 1,2,3,6 Local SOA Outcomes
		5B	Annual report produced		Contexts (fit with policy initiatives)
		5C	All staff trained, competent and confident in daily use of Vbay.		Community Development and Learning Strategy, Cnes Volunteering Policy, Towards a mentally flourishing Scotland, Young people and the historic environment, Joint Health Improvement Plan Western Isles community plan, Creating communities of the future, Scot Gov enterprising third sector.
		5D	Achieve EFQM C2E		Volunteer Centre National Standards Framework VCWI Development Plan

Targets and timescales: taken from appraisals.

- **Action Plan – What We Plan to Do**

The Outcomes describe how the Volunteer Centre desires things to be, but justifying the use of time, skills and resources requires that specific, measurable Outputs (key tasks/targets, or delivered products) be established in an Action Plan. While acknowledging that the focus is on achieving Outcomes, any such aspirations can really only be realised if they are backed up by Outputs that are calculated to bring about the desired results. Thus Outputs are selected thoughtfully, in line with best practice, and endorsed by experience. Targets and/or Timescales are specified to aid monitoring and encourage improvement. Those with Key Roles or lead responsibilities are identified to ensure accountability and to streamline supervision and reporting arrangements. Performance Indicators (both quantitative and qualitative) are created to provide scope for gathering evidence of achievement. *(Each Output will require certain Inputs (resources) and Processes (methods of working) to be applied. Inputs include skills, knowledge, energy, time, money, equipment, facilities, etc. Processes include training, network development, research, campaigning, group work, marketing, project planning, etc. These are not listed on the tables since they are repeated in relation to most tasks but they should be accounted for.)*

OUTCOME 1 : People are enthused by, and involved in volunteering, particularly young people (starting a cycle of “life-long volunteering”)				
Output (key task, action, product)		Targets/Timescales	Key Roles (leadership)	EVIDENCE (this should be kept in your evidence folder)
1A	Raise the profile of volunteering with younger people	Island wide promotional campaigns promoting youth volunteering	Development Workers	Photos of displays Copies of press releases
		Media coverage of positive examples of youth volunteering	Development Workers	Copies of submissions to press, radio, web and newsletters
		Continue to develop a photo library of youth volunteering	Development Workers	Photos
		Visits to schools/colleges/ youth groups to promote youth volunteering (with staff, leaders and young people).	Development Workers	Sign up sheets, emails, feedback forms, photos
1B	Support young people to access volunteering opportunities through a variety of routes	Respond to youth volunteer enquiries	Development Workers	Vbay records
		One to one interview with prospective young volunteers	Development Workers	Vbay records
		Facilitate WAVE award for under 16's in Western Isles	Development Workers	Photos of award ceremonies, vbay records and paperwork
		Facilitate the MV Awards in the Western Isles and hold award ceremony.	Development Workers	Photos of award ceremonies, vbay records and paperwork
		Work with Community Education to assist in the delivery of Youth Achievement Awards and Duke of Edinburgh	Development Workers	Photos of award ceremonies, vbay records and paperwork

OUTCOME 2 : Volunteering is barrier free, inclusive to all and embraces diversity

Output (key task, action, product)		Targets/Timescales	Key Roles (leadership)	EVIDENCE (this should be kept in your evidence folder)
2A	Promote volunteering as a positive activity	Island wide campaigns promoting volunteering and distribution of materials promoting volunteering.	Development Workers	Photos of displays, copies of press items list of distribution points for leaflets etc
		Media coverage of positive examples of volunteering	Development Workers	Copies of submissions to press, radio, web, and newsletters
		Update our collection of photographs, to more accurately reflect local volunteering in 2010	Development Workers	photos
		Visits to public places/events/offer outreach sessions to promote volunteering	Development Workers	Evaluation forms, contacts sheets photos and emails
2B	Keep Vbay up to date with correct information on opportunities	Carry out audit to check opportunities matching organisations	All staff	Audit held
		Ensure new opportunities are registered and marketed.	All staff	Correct matches on vbay
2C	Offer advice and information on volunteering to volunteers from a variety of backgrounds	Respond to volunteer enquiries	Development Workers	Vbay records
		Actively recruit new volunteers for one off events or specific needs of organisations.	Development Workers	Feedback forms, photos, press clippings, vbay records.
		Use new introduction to volunteering pack for volunteers visiting the VC	All staff	Pack available
		Interview prospective volunteers, outline available options and arrange visits to suitable placements.	All staff (Vbay)	Vbay
2D	Volunteering is viewed as an inclusive opportunity open to all	Create new opportunities that encourage volunteering in a different format. (short term/ from home)	All staff	Vbay
		Actively encourage and support people who are disengaged or have higher support needs to take up volunteering	Development Workers	Vbay records.

OUTCOME 3 : Volunteers have a good experience of volunteering and are welcomed and valued wherever they volunteer.

Output (key task, action, product)		Targets/Timescales	Key Roles (leadership)	EVIDENCE (this should be kept in your evidence folder)
3A	Promote good practice through advice, information, training and support	Stay up to date with legislative policy changes, volunteering issues, information and services (including VC services) and disseminate information to relevant VIOs, using media, email, web etc.	All Staff	Copies of newsletter and email.
		Run short training sessions for volunteer managers	Manager	Evaluation form, sign up sheets

		Respond to organisation enquiries	All staff	VBAY
		Meet with VIOs to discuss support	All staff	Vbay
		Support VIO's to run events involving volunteers	Development Workers	
		Offer opportunities for volunteer managers to network, share their good practice and resources (managers network meeting, and newsletter and website)	Stornoway	Photos, sign up sheets, copies of web pieces.
3B	Use locally developed tools to promote good practise	Support organisations to achieve Wave Quality standards award	All staff	Vbay records, assessment forms and photos of awards.
		Use introduction pack for VIO's new to VC and sample policy library	All staff	Pack and library available in each office
		Newsletter issued to VIO's	All staff	Copies of Newsletters
3C	Work with VIO's to encourage widening their range of volunteer opportunities and encourage and support organisations to be inclusive	Respond to organisation enquires – inclusive volunteering	Development Workers	Vbay records
		New organisations signed up for MV and paperwork completed	Development Workers	Vbay records
		Support vio's to create and develop new opportunities	Development workers	Vbay records
3D	Target groups that are not registered on Vbay and encourage registration.	Make contact with new organisations and get basic contact details and opportunities.	All staff	Vbay records

Outcome 4 The value and impact of volunteering is measured and recognised in local and national policy development and community planning.

Output (key task, action, product)		Targets/Timescales	Key Roles (leadership)	EVIDENCE (this should be kept in your evidence folder)
4A	Identify and target relevant local and national networks, partnerships and policy makers gathering information and raising awareness of relevant volunteering issues.	Participate in the VC network Scotland and undertake any relevant duties relating to the network (conference, bulletins, feedback, vds website forums)	All staff	Work carried out, Vbay records
		Participate in local networks and partnerships and where relevant work together (CVS, Com Ed, Health Promotion, VIO's, Sports Development etc)	All staff	Work carried out, Vbay records, meeting minutes, photos.
		Develop strategic partnerships within the western isles and nationally.	Managers	Vbay records and minutes of meetings

		Meet with key community leaders and activists to promote volunteering (including councillors, MP's and MSP's) and invite community leaders and activists to participate in VC events	All staff	Vbay records and minutes, photos
		Keep key community leaders and activists up to date with Volunteering issues through newsletter mail out, annual report and broadcast.	Stornoway	Newsletters issued
				Broadcast Issued
				Annual Report Issued
4B	Identify and trial methods of gathering feedback and information on volunteering locally to inform plans, statistics, policy makers and local stakeholders	Identify and collect feedback, case studies and research volunteer experience	All staff	Case studies, evaluation forms, volunteer dip sample, photos, quotes, visitors book
		Use VBay to collect and collate data on volunteering trends	All staff	Vbay records
		Respond to requests for feedback from VDS and other national bodies	All staff	Reports and responses.
4C	Strategic reporting and influence	Attend CLD strategy group	Manager	Vbay records, meeting minutes
		Attend and represent VCWI and volunteering at strategic meetings, forums and other events including CPP	Manager	Vbay records, meeting minutes
		Strategic reporting to local and national bodies such as NHS western Isles, Cnes and Scottish Government	Manager	Reports and feedback given.
		NHS Western Isles PFPI Group	Manager	Vbay records, meeting minutes
4D	Maintain a strategic overview of Volunteering in the Western isles and promote Community engagement, empowerment and devolved democracy, giving the third sector a voice.	Publicise opportunities for the third sector to feed in/ participate in policy development	Manager	Emails, Vbay records.
		Work with CVS's and LSEP's in the Western Isles to develop an interface for third sector and CPP interaction.	Manager	Vbay records, meeting minutes

Outcome 5 Volunteer Centres, and the VC/VDS partnership, have in place good governance, organisational standards and infrastructure to ensure continuous improvement, growth and development.

	Output (key task, action, product)	Targets/Timescales	Key Roles (leadership)	EVIDENCE (this should be kept in your evidence folder)
5A	Staff participate in the planning of VC work providing managers and	Reports, information and feedback submitted	All staff	Reports, meeting minutes, completed risk assessments.

	committee with regular reports and information.	Staff maintain contact with each other, the managers and the committee, participating in team meetings, support and supervision, committee meetings and leap planning.		
		Staff undertake induction, any training identified in their PDP and bring to the managers attention details of any relevant training in their local area.		
5B	Managers lead and direct the delivery of VC work providing support and assistance to DW staff and committee as necessary	All new staff recruited according to procedures and receive induction training.	Manager	Personnel records
		Regular contact between Managers and development workers, including 3 supervision visits and 1 appraisal.	Manager	Meeting minutes
		Relevant training identified and attended by staff.	Manager	PDP and Vbay records
		2 face to face team meetings a year	Manager	Meeting minutes
		Managers ensure staff and committee can access information about each others work and the national network through ebulletin, phone, email, conference and meetings	Manager	Emails, phone records, Vbay records, photos, HR records
		The work of the VCWI is planned and monitored and evaluated in line with the LEAP workplan	Manager	Workplan in place, staff meetings held, monthly reports submitted
		Staff handbook and risk assessments are in place and reviewed regularly	Manager	Handbook in place
5C	Managers provide support and information to the committee	Information and reports produced for committee	Manager	Management Committee records
		Annual report produced for AGM	Manager	
		Committee meetings held 4 times a year and AGM in August	Manager	
5D	Develop and implement a marketing strategy for VCWI using corporate branding	Generic leaflet and displays about VC service available to all staff	Manager	Leaflet available
		Write a marketing strategy	Manager	Strategy in place
		Maintain and develop the VCWI website	Manager	Sample Web pages
		Items included on website from each office	All staff	Sample web pages
5E	The work of the VCWI is reviewed on an annual basis in relation to the National Standards framework.	Review on an annual basis	Managers and committee	Review held

5F	Financial supervision and management	Investigate new opportunities for funding and prepare funding bids	Manager	Application forms
		Produce reports for funding bodies	Manager	Reports
		Produce reports for committee	Treasurer, Manager and Finance officer	Management Committee records
		Monthly supervision of expenditure and income	Manager , Finance Officer and Treasurer	Vbay records, Management Committee records