

VOLUNTARY ACTION WEST KENT



Strategic and Business Plan
2005 – 2008

May 2005

VOLUNTARY ACTION WEST KENT
Strategic and Business Plan 2005 - 2008

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VOLUNTARY ACTION WEST KENT

Strategic Plan 2005 - 2008

A INTRODUCTION

Voluntary Action West Kent, formerly known as the West Kent Council for Voluntary Service, has been serving the local voluntary and community sectors in the boroughs of Tunbridge Wells, Sevenoaks and Tonbridge and Malling for over forty years. In order to ensure the continued delivery of quality, effective and appropriate services to front line organisations, we have developed a framework for strategic development which we believe will positively influence the future direction of our services and activities over the next three years.

This framework has been based on a detailed examination of both national policy and local need, together with a thorough assessment of the threats and opportunities that exist in our operating environment. In addition to informing our activities over the next three years, we believe that this framework will keep us focused on meeting our strategic aims, provide a basis for continuous improvement and enable us to relate positively to the ever changing governmental agenda for the voluntary and community sector.

In setting out our overall strategic aims, we have also begun to define the outcomes that will demonstrate that we have achieved our stated aims and that our activities have brought about real change and benefits to those we serve. Our business plan will detail the activities and indicators that will lead to the fulfilment of our strategic aims.

Terminology

For clarity, we define below how we interpret the terms used in this document:

Strategic Plan:	The framework which underpins the direction, activities and services of the organisation
Mission:	Our overall strategic aim which will remain constant, regardless of changes in our operating environment
Values:	The principles and beliefs that underpin the way we work to achieve our mission and aims
Context:	The environment and rationale that informs our work
Strategic Aims:	The over-arching benefits and changes that we wish to achieve
Outcomes:	The changes, benefits or other effects that happen as a result of our activities
Business Plan:	The detail of how our activities will fulfil our aims and outcomes, how these will be measured and when we hope these will be achieved.

B MISSION

To promote, develop and support, through partnership, a dynamic and diverse voluntary and community sector.

C VALUES

The following values underpin all our activity:

Independence

We will serve the best interests of our community without favour

Openness

We will be honest and transparent in all our dealings

Professionalism

We will deliver a quality, effective and reliable service to our partners, community and stakeholders

Collaboration

We believe in sharing knowledge and resources and building and maintaining robust relationships across organisational and sectoral boundaries

Equality

We believe that no person should suffer oppression or lack of opportunity; our support and services will be readily accessible to all

Empowerment

We will enable others to take responsibility for identifying and achieving their own objectives

Innovation

We will develop new ways of working, new ways of delivering services, and new ways of meeting our community's needs

D CONTEXT

D.1 National

Over the past few years, the voluntary and community sector (VCS) has been increasingly recognised as a key player in civic society. Late in 2002 the Treasury published its Cross Cutting Review, "The Role of the Voluntary and Community Sector in Service Delivery" which opens by stating:

"This Government is passionately committed to the work of the voluntary sector. We believe that voluntary and community organisations have a crucial

role to play in the reform of public services and reinvigoration of civic life. We in Government can not do this on our own."

In particular, this review recognised the unique and independent contribution made by the sector with its specialist knowledge, experience and skills, its ability to involve users, its access to wider communities and its freedom and flexibility from institutional pressures.

Following on from this review, in June 2004, the Active Community Unit (ACU) launched its Capacity Building and Infrastructure Framework, now known as ChangeUp. In particular, this sets out a 'high level' vision for the organisation of VCS support at local, sub-regional and national levels. For example, it recommends that infrastructure services should be easily accessible and reflect the diversity of the local VCS. There is a strong message that infrastructure should be "*structured for maximum efficiency*" and that overlap and confusion between different providers needs to be reduced.

The framework also highlights the need for more sustainable funding for infrastructure services. It suggests that barriers to this can be overcome through a combination of better income generation and more stable public funding. By highlighting the vital role of the CVS at the heart of local voluntary and community activity, it sends a strong message to those who fund, or should be funding, our core work.

In June the Government launched *Local Vision*, a campaign which aims to chart its long-term intentions for local government over the next ten years. The objective is to devolve decisions about service and spending priorities to the local level, as long as they meet certain national standards. An early indication of how the Government will deliver on this agenda is set out in *Local Area Agreements: a prospectus*. The intention is to break down the silos that operate between and within so many local agencies and encourage them to work together for the wider public benefit.

At the heart of the prospectus lie a number of proposals for radical changes in the administration of local funding. Local Area Agreements (LAAs) will bring together a number of individual funding streams that flow into a particular area, currently being administered by a range of different agencies – local authorities, Police, Primary Care Trusts and Job Centre Plus. The intention is to coordinate the planning and policy development processes locally, thus leading to a greater coordination of effort and reducing the level of bureaucracy and duplication of administration.

LAAs present a significant opportunity for the local VCS to influence local decision making on behalf of local people. Kent has been chosen as a pilot and it is essential that our role is about influence, policy and engagement and not just about service delivery.

D.2 Local

Central Government, through ChangeUp, has established Regional Consortia to carry forward its agenda for local infrastructure activities. The Voluntary Infrastructure Consortium Kent (VICK) has been tasked with drawing up an infrastructure plan for Kent, with the aim of improving the support available to front-line voluntary and

community sector organisations. Government's intention is that revised support arrangements will be *"efficiently structured, will reflect and promote diversity, and crucially will be sustainably funded"*.

Central Government believes that it is the responsibility of the local public sector to ensure that essential core infrastructure services are adequately funded. However, there is great disparity in funding both at a County and West Kent level.

At a local level, infrastructure organisations must ensure that they are service and needs led, however patchy the required funding might be. In particular, they need to identify those areas in which the support needs of the local VCS are unmet, or could be better met, and work collaboratively to ensure that better information and advice is made available in a variety of formats to suit the needs of different types of organisations.

There is a need for development work to be particularly focused on the most disadvantaged communities in West Kent, working with diverse VCOs, and in particular groups working with vulnerable youth, older people, people with disabilities, the homeless, black and minority and ethnic groups (BME) and in areas of deprivation in order to improve the quality of community life.

Infrastructure activities need to add value to the local community by facilitating and supporting partnership working. This results in an improved flow of information, advice and linkages as well as identifying and reducing duplication of effort. Through these efforts, VCOs will become more involved in appropriate networks and partnerships locally. The capacity building activities that are provided, such as local training, will enable them to better influence and affect local decision-making.

Capacity building activities support front line delivery and typically involve removing barriers to involvement and investing to maximise the contribution that VCOs can make. It is as much about releasing existing capacity as about developing new capacity.

An increasing number of VCOs are exploring social enterprise as a vehicle for achieving their objectives, whilst securing greater financial independence. The need for specialist advice and assistance in this area is therefore growing. Although there is currently some specialist support available, at national, regional and local levels the Home Office concedes, *"coverage is patchy"*.

BME VCOs bring a distinctive value to local communities, in particular to race equality, social inclusion and the promotion of civil society. They enable BME individuals to contribute to public life, and in particular to their local community. The deep-rooted disadvantage faced by BME communities and organisations demands continued targeted support. However, there are very few BME groups who access infrastructure support in West Kent.

The three published community strategies for the West Kent area all refer to the need to maintain and further develop a stronger and more coordinated VCS, both for the delivery of key services and to create more sustainable communities. In addition, the

West Kent Compact recognises the importance of the sector in delivering key services to the community.

D.3 Internal

Achieving sustainable funding for our core activities remains a constant goal for VAWK. More and more we are undertaking project work in order to adequately fund our core functions and it is imperative that this project focus does not detract from our core activities but rather adds value to the support we offer.

In this regard, reliance on large income generating projects such as the Patient and Public Involvement (PPI) forums can also leave VAWK vulnerable to the ever changing political agenda.

Resources in terms of space, staff and funding are continually stretched to capacity. Increasingly VAWK finds itself operating in a competitive environment with other agencies offering traditional CVS functions such as training, advice and information. Attracting and retaining skilled staff remains a key issue for all locally based voluntary organisations.

The hidden costs of the services VAWK provides are continually increasing. There is an optimum level for membership charges and new and innovative ways of attracting fee income should be sought to ensure that services to the sector remain of the highest quality and standard.

E STRATEGIC AIMS

1. Enhancing Capacity And Quality

- To enhance the capacity and quality of existing VCOs to be independent and effective service providers

2. Facilitating Liaison And Collaboration

- To facilitate liaison and collaboration in the local VCS and between the voluntary, statutory and private sectors

3. Providing Support

- To enable VCOs to gain greater access to appropriate, timely and quality support, information and facilities
- To promote VCOs as key agents of change through the provision of services

4. Enabling Strategic Partnerships, Representation And Influence

- To promote strategic partnerships to encourage shared responsibility
- To enable the diverse views of the local VCS to be heard
- To influence local planning and policy making

5. Meeting Community Needs

- To identify and prioritise the needs of local communities and develop appropriate responses
- To recognise and meet gaps in service provision

6. Operating As A Centre Of Excellence And A Model Of Good Practice

- To ensure that VAWK strives to be a centre of excellence
- To be a model of good working practice throughout the VCS

F SPECIFIC AIMS AND OUTCOMES

1. Enhancing Capacity And Quality

- To enhance the capacity and quality of local VCOs to be independent and effective service providers

Outcomes

- 1.1 The local VCS demonstrates increased knowledge, confidence and skills
- 1.2 VCOs are encouraged and facilitated to adopt appropriate quality initiatives
- 1.3 VCOs have explored and are actively working towards securing sustainable funding
- 1.4 The take-up of VAWK's services are actively encouraged throughout the local VCS
- 1.5 Infrastructure services within the locality are accessible to all

2. Facilitating Liaison And Collaboration

- To facilitate liaison and collaboration in the local VCS and between the voluntary, statutory and private sectors

Outcomes

- 2.1 The local VCS is more effective through sharing information, providing complementary services, and joint working
- 2.2 Organisations have increased opportunities to meet and communicate with one another
- 2.3 VCOs work collaboratively, where relevant forming partnerships or consortia to address particular needs or tasks
- 2.4 Added value to local services is displayed as a result of cross sectoral multi-agency working

3. Providing Support

- To enable VCOs to gain greater access to appropriate, timely and quality support, information and facilities
- To promote VCOs as key agents of change through the provision of services

Outcomes

- 3.1 VCOs have demonstrated an increased knowledge of relevant, current, local and national developments
- 3.2 Local VCOs are better equipped to function effectively and deliver quality services
- 3.3 VCOs have an increased awareness of available services and facilities

4. Enabling Strategic Partnerships, Representation And Influence

- To promote and participate in strategic partnerships to encourage shared responsibility
- To enable the diverse views of the local VCS to be heard
- To influence local planning and policy making

Outcomes

- 4.1 There will be a heightened awareness amongst external agencies about the expertise, role and value that the VCS can contribute to discussion and local decision-making
- 4.2 The VCS has a greater involvement in the development and operation of strategic partnerships, including Compacts
- 4.3 VAWK has established transparent and appropriate methods of consultation to ensure cogent representation of the diverse voice of the local VCS
- 4.4 The VCS has an increased ability, confidence and opportunity to influence strategic priorities and policies, locally, regionally and nationally.
- 4.5 Key external agencies actively seek the views of the VCS at all stages of consultation

5. Meeting Community Needs

- To identify and prioritise the needs of local communities and develop appropriate responses
- To recognise and meet gaps in service provision

Outcomes

- 5.1 The VCS has an increased awareness of changing and emerging needs within the locality, both met and unmet
- 5.2 VCOs are supported to adopt relevant strategies for developing responses to fulfil unmet need

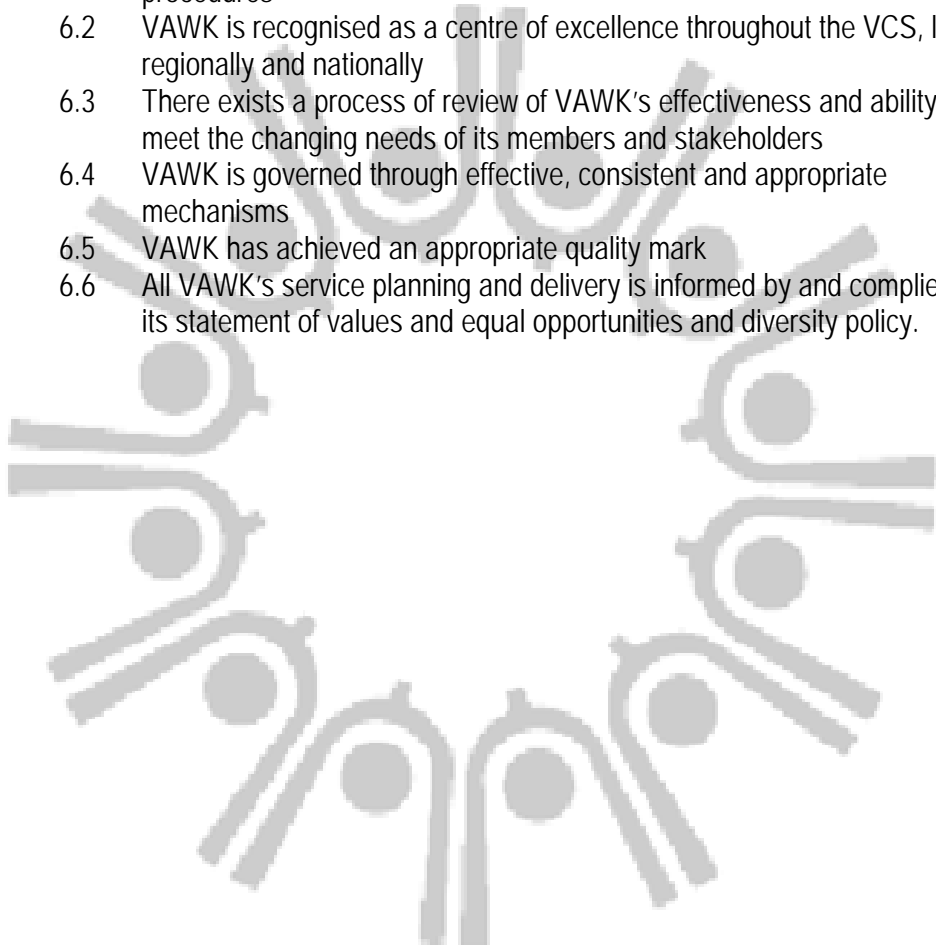
- 5.3 VAWK has developed, adapted or brokered appropriate initiatives within its existing structures to meet identified gaps in service provision

6. Operating As A Centre Of Excellence And A Model Of Good Practice

- To ensure that VAWK strives to be a centre of excellence
- To be a model of good working practice throughout the VCS

Outcomes

- 6.1 The development of good practice is endorsed by all systems, policies and procedures
- 6.2 VAWK is recognised as a centre of excellence throughout the VCS, locally, regionally and nationally
- 6.3 There exists a process of review of VAWK's effectiveness and ability to meet the changing needs of its members and stakeholders
- 6.4 VAWK is governed through effective, consistent and appropriate mechanisms
- 6.5 VAWK has achieved an appropriate quality mark
- 6.6 All VAWK's service planning and delivery is informed by and complies with its statement of values and equal opportunities and diversity policy.



	<p>1.2 VCOs are encouraged and facilitated to adopt appropriate quality initiatives</p>	<ul style="list-style-type: none"> ▪ No of Action Learning Sets facilitated ▪ Mentoring and coaching programme developed ▪ No of mentoring and coaching arrangements brokered ▪ No of Annual consultations returned <ul style="list-style-type: none"> ▪ No of quality workshops delivered ▪ No of organisations signing up to a quality model 	<ul style="list-style-type: none"> ▪ Social enterprise toolkit ▪ Develop series of good practice guides <p>1.1.3 Facilitate effective, relevant and sustainable partnerships</p> <ul style="list-style-type: none"> ▪ Produce partnership protocols toolkit ▪ Develop and deliver partnership workshops <p>1.1.4 Provide affordable, appropriate and accessible learning and development opportunities</p> <ul style="list-style-type: none"> ▪ Deliver a regular training programme ▪ Accredite current training programmes with OCN ▪ Franchise with West Kent College ▪ Through ESF project, research and identify current training needs ▪ Through ESF project, develop organisational and individual training plans ▪ Through ESF project, deliver appropriate training to meet organisational and individual needs ▪ Action Learning Sets facilitated through ESF project ▪ Develop and deliver a programme of mentoring and coaching activities <p>1.1.5 Consult annually with members to ensure that services are appropriate and accessible</p> <p>1.2.1 Promote appropriate quality systems, i.e. IIP, PQASSO and deliver quality workshops using PQASSO</p>	<p>CF/CS</p> <p>CF/CS/JW/TS</p> <p>JW</p> <p>CS/CF</p>	<p>Dec 05 Mar 06</p> <p>Nov 05 Mar 06</p> <p>Aug 05 Mar 06 Mar 06 Dec 07 Dec 07 Mar 08</p> <p>Dec 06</p>
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	1.3	VCOs have explored and are actively working towards securing sustainable funding	<ul style="list-style-type: none"> ▪ No of 1-1 advice sessions ▪ No of successful VCO funding applications ▪ £'s raised by VCOs after advice ▪ Funding for grantfinder obtained ▪ Social enterprise toolkit produced ▪ No of organisations using social enterprise toolkit 	1.3.1	Offer fundraising advice and support	CF/DJ	
					<ul style="list-style-type: none"> ▪ Developing fundraising strategies ▪ In-house fundraising expertise ▪ IOF Self-regulation of fundraising project ▪ Explore alternative forms of sustainable funding, i.e. social enterprise ▪ Maintain up to date funding reference information ▪ Grantfinder 		Dec 06
	1.4	The take-up of VAWK's services are actively encouraged throughout the local VCS	<ul style="list-style-type: none"> ▪ Increased membership ▪ No of 1-1 advice sessions ▪ Revised promotional material produced ▪ Revamped website, updated regularly ▪ Increased press coverage ▪ 40th Anniversary Events held 	1.4.1	Promotion of VAWK as Centre of Excellence through increased infrastructure activities	CS/CF/DJ/TS	Dec 05
				1.4.2	Raise awareness of VAWK's activities and services	JW/JM	
					<ul style="list-style-type: none"> ▪ 40th Anniversary Events ▪ Revise promotional material ▪ Increase press coverage ▪ Website – to be expanded and updated 		Mar 06 Mar 06
				1.4.3	Increase membership across all 3 Boroughs	CS/CF/DJ/JW	Oct 05
					<ul style="list-style-type: none"> ▪ Promoting benefits of membership through activities, multi-agency partnerships and forums 		
	1.5	Infrastructure services within the locality are accessible to all	<ul style="list-style-type: none"> ▪ Health & Social Care network developed ▪ BME network set up ▪ nABLE website developed ▪ Increased membership ▪ Accessible promotional material produced 	1.5.1	Raise awareness and promote VAWK	CF/DJ	
					<ul style="list-style-type: none"> ▪ Administer DSI forum ▪ Set up BME network ▪ nABLE website project ▪ Flexibility with membership fees ▪ Increased activity with community and resident groups ▪ Targeted promotional literature 		Mar 06 Jul 05
							Dec 06

STRATEGIC AIM 2: Facilitating Liaison and Collaboration

SPECIFIC AIMS	OUTCOMES	OUTCOME INDICATORS	ACTIVITIES	LEAD	TIMING
<p>To facilitate liaison and collaboration in the local VCS and between the voluntary, statutory and private sectors</p>	<p>2.1 The local VCS is more effective through sharing information, providing complementary services, and joint working</p>	<ul style="list-style-type: none"> ▪ Partnership protocols toolkit developed ▪ Partnership workshops developed and delivered ▪ Health & Social Care network developed ▪ BME network set up ▪ No of VCS forums held ▪ No of community capacity building projects researched ▪ No of community capacity building projects developed ▪ West Kent virtual network created ▪ No of themed interest groups developed ▪ Increased VCS representation on multi-agency partnerships 	<p>2.1.1 Facilitate effective, relevant and sustainable partnerships</p> <ul style="list-style-type: none"> ▪ Produce partnership protocols toolkit ▪ Develop and deliver partnership workshops <p>2.1.2 Organise, develop and facilitate a range of accessible and appropriate fora</p> <ul style="list-style-type: none"> ▪ DSI ▪ West Kent Voluntary Sector Forum ▪ Sevenoaks Voluntary Sector Forum ▪ Health & Social Care Network ▪ BME Network <p>2.1.3 Research and develop community capacity building projects</p> <ul style="list-style-type: none"> ▪ Children's and Families ▪ Young People ▪ Elderly ▪ Disabilities ▪ Health & Social Care ▪ BME ▪ Social Enterprise ▪ Volunteering <p>2.1.4 Facilitate networking opportunities within and between voluntary, statutory and private sectors</p> <ul style="list-style-type: none"> ▪ West Kent virtual network ▪ Themed interest groups 	<p>CF/CS</p> <p>CS/CF/MC</p> <p>CF/SW</p> <p>JW</p>	<p>Nov 05 Mar 06</p> <p>Mar 06</p> <p>Mar 06 Mar 06</p>

	<p>2.2 Organisations have increased opportunities to meet and communicate with one another</p>		<p>2.2.1 Organise, develop and facilitate a range of accessible and appropriate fora</p> <ul style="list-style-type: none"> ▪ See 2.1.2 <p>2.2.2 Facilitate networking opportunities within and between voluntary, statutory and private sectors</p>	<p>CS/CF/MC</p> <p>CS/CF/DJ</p>	
	<p>2.3 VCOs work collaboratively, where relevant forming partnerships or consortia to address particular needs or tasks</p>		<p>2.3.1 Facilitate effective, relevant and sustainable partnerships</p> <ul style="list-style-type: none"> ▪ See 2.1.1 	<p>CS/CF</p>	
	<p>2.4 Added value to local services is displayed as a result of cross sectoral multi-agency working</p>		<p>2.4.1 Promote VCS representation on multi-agency partnerships</p> <p>2.4.2 Facilitate effective, relevant and sustainable partnerships</p> <ul style="list-style-type: none"> ▪ See 2.1.1 	<p>CS/CF/DJ/SW</p> <p>CF/CS</p>	

STRATEGIC AIM 3: Providing Support

SPECIFIC AIMS	OUTCOMES	OUTCOME INDICATORS	ACTIVITIES	LEAD	TIMING
To enable VCOs to gain greater access to appropriate, timely and quality support, information and facilities	3.1 VCOs have demonstrated an increased knowledge of relevant, current, local and national developments	<ul style="list-style-type: none"> ▪ No of VCOs receiving newsletter ▪ No of VCOs signed up for electronic newsletters ▪ No of Website hits ▪ Increased knowledge of VCOs of information services ▪ No of Annual consultations returned ▪ No of VCS forums held ▪ No of VCOs using VAWK's resources 	<p>3.1.1 Provide timely, appropriate and accessible information</p> <ul style="list-style-type: none"> ▪ See 1.1.1 <p>3.1.2 Organise, develop and facilitate a range of accessible and appropriate fora</p> <ul style="list-style-type: none"> ▪ See 2.1.2 <p>3.1.3 Dissemination of local, regional and national consultations</p> <p>3.1.4 Provide access to practical resources</p> <ul style="list-style-type: none"> ▪ Meeting space ▪ Presentation equipment ▪ Photocopier 	JW/JT	
To promote VCOs as key agents of change through the provision of services	3.2 Local VCOs are better equipped to function effectively and deliver quality services	<ul style="list-style-type: none"> ▪ No of training courses delivered ▪ No of 1-1 advice sessions ▪ No of quality workshops delivered ▪ No of organisations signing up to a quality model 	<p>3.2.1 Provide timely, appropriate and accessible advice</p> <ul style="list-style-type: none"> ▪ See 1.1.2 <p>3.2.2 Provide affordable, appropriate and accessible learning and development opportunities</p> <ul style="list-style-type: none"> ▪ See 1.1.4 <p>3.2.3 Promote appropriate quality systems, i.e. IIP, PQASSO and deliver quality workshops using PQASSO</p>	CF/DJ	
				CF/CS/JW/TS	
				CS/CF	Dec 06

	3.3	VCOs have an increased awareness of available services and facilities	<ul style="list-style-type: none"> ▪ Increased membership ▪ Revised promotional material produced ▪ Revamped website, updated regularly ▪ Increased press coverage ▪ 40th Anniversary Events held 	<p>3.2.4 Maintain up-to-date and relevant resource library of VCS appropriate material</p> <p>3.2.5 Disseminate and signpost VCS to ICT resources sub-regionally, regionally and nationally</p> <p>3.3.1 Raise awareness of VAWK's activities and services</p> <ul style="list-style-type: none"> ▪ See 1.4.2 <p>3.3.2 Increase membership across all 3 Boroughs</p> <ul style="list-style-type: none"> ▪ Promoting benefits of membership through activities, multi-agency partnerships and forums 	JW	
					JW/DJ	
					JW/JM	
					CS/CF/DJ	

STRATEGIC AIM 4: Enabling Strategic Partnerships, Representation and Influence

SPECIFIC AIMS	OUTCOMES	OUTCOME INDICATORS	ACTIVITIES	LEAD	TIMING	
To promote and participate in strategic partnerships to encourage shared responsibility	4.1	There will be a heightened awareness amongst external agencies about the expertise, role and value that the VCS can contribute to discussion and local decision-making	<ul style="list-style-type: none"> ▪ Increased membership ▪ Revised promotional material produced ▪ Revamped website, updated regularly ▪ Increased press coverage ▪ 40th Anniversary Events held ▪ No of newsletters distributed to public & private sector organisations ▪ No of public & private sector organisations attending forums ▪ Partnership protocols toolkit developed ▪ Partnership workshops developed and delivered ▪ Increased VCS representation on key local partnerships ▪ No of multi-agency partnerships attended by VAWK 	<p>4.1.1. Raise awareness of VAWK's activities and services</p> <ul style="list-style-type: none"> ▪ See 1.4.2 <p>4.1.2 Promote and raise awareness of contribution and activities of VCS to public & private sectors</p> <ul style="list-style-type: none"> ▪ Newsletter ▪ Voluntary Sector Forums ▪ Attendance at strategic partnerships ▪ Increased press coverage ▪ Directory ▪ Electronic directory <p>4.1.3 Facilitate effective, relevant and sustainable partnerships</p> <ul style="list-style-type: none"> ▪ See 1.1.3 <p>4.1.4 Work with VCS to identify and implement appropriate representation and membership on key local partnerships</p> <p>4.1.5 Advocate for the sector with strategic and other relevant partnerships</p> <ul style="list-style-type: none"> ▪ Attend multi-agency meetings 	JW/JM	Dec 07
	4.2	The VCS has a greater involvement in the development	<ul style="list-style-type: none"> ▪ Increased no of VCOs signed up to local Compact ▪ No of partnerships using partnership 	<p>4.2.1 Encourage the involvement of the VCS in the establishment of compacts and protocols with external agencies</p>	CS/CF	

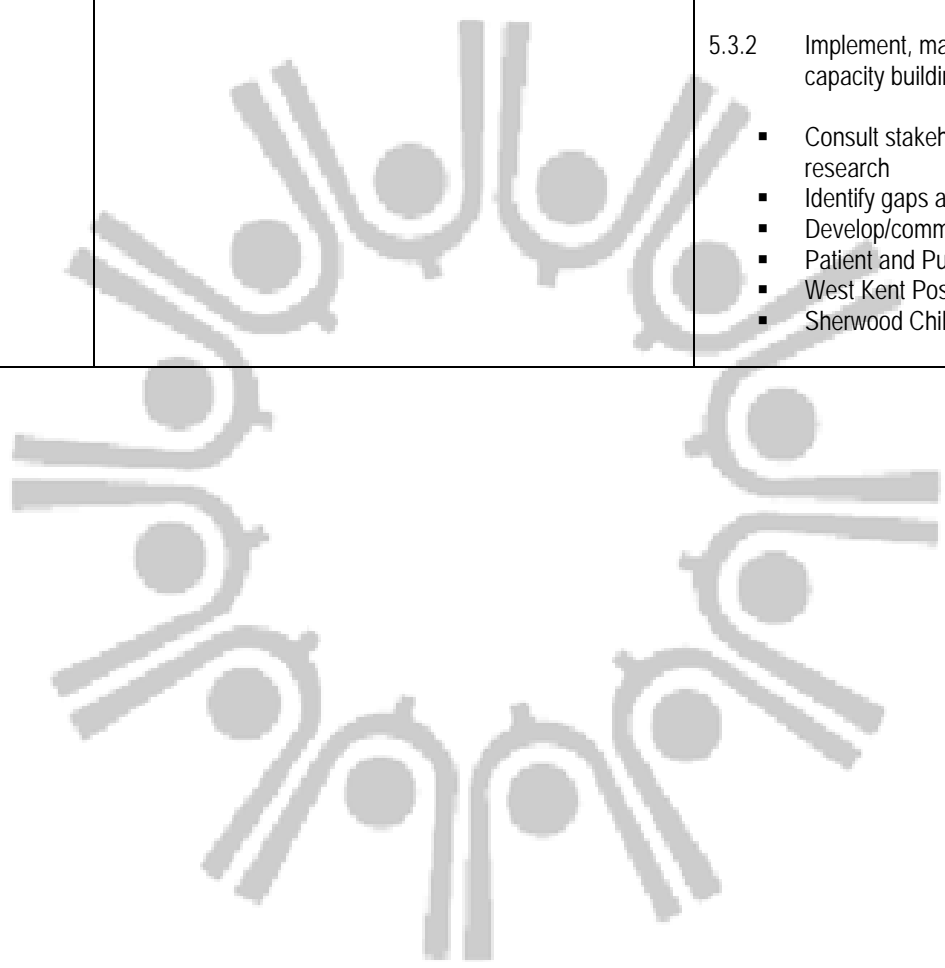
	<p>and operation of strategic partnerships, including Compacts</p>	<p>protocol model</p> <ul style="list-style-type: none"> ▪ Increased coverage of Compacts in VAWK newsletters ▪ Compact presentation at VCS forums 	<ul style="list-style-type: none"> ▪ Kent Compact ▪ West Kent Compact ▪ Protocols Project <p>4.2.2 Play an active part and monitor the development and implementation of compacts, keeping VCS informed of progress</p> <ul style="list-style-type: none"> ▪ Kent Compact Steering Group ▪ West Kent Compact Steering Group <p>4.2.3 Monitor and collate information received about how compacts are working, and feedback to relevant bodies</p> <ul style="list-style-type: none"> ▪ West Kent VCS Forum ▪ Newsletter 	<p>CS</p> <p>CS</p>	
<p>To enable the diverse views of the local VCS to be heard</p>	<p>4.3 VAWK has established transparent and appropriate methods of consultation to ensure cogent representation of the diverse voice of the local VCS</p>	<ul style="list-style-type: none"> ▪ No of annual consultations returned ▪ No of VCS forums held ▪ No of multi-agency partnerships attended by VAWK 	<p>4.3.1 Facilitate 2-way flow of information and views between the VCS and relevant external bodies</p> <ul style="list-style-type: none"> ▪ Annual evaluation ▪ Fora ▪ Multi-agency partnerships ▪ On-going development work <p>4.3.2 Consult widely with members to ensure VAWK's clear understanding of the diverse views of the sector</p> <ul style="list-style-type: none"> ▪ Annual evaluation ▪ Fora ▪ On-going development work 	<p>CS/CF/DJ./JW</p> <p>JW/CS CF/DJ</p>	
<p>To influence local planning and policy making</p>	<p>4.4 The VCS has an increased ability, confidence and</p>	<ul style="list-style-type: none"> ▪ No of VCOs receiving newsletter ▪ No of VCOs signed up for electronic newsletters ▪ No of Website hits 	<p>4.4.1 Provide timely, appropriate and accessible information</p> <ul style="list-style-type: none"> ▪ See 1.1.1 	<p>JW/JT</p>	

	<p>opportunity to influence strategic priorities and policies, locally, regionally and nationally</p> <p>4.5 Key external agencies actively seek the views of the VCS at all stages of consultation</p>	<ul style="list-style-type: none"> ▪ No of 1-1 advice sessions ▪ Networking structures are accessible and transparent ▪ No of Annual consultations returned <ul style="list-style-type: none"> ▪ No of multi-agency partnerships attended by VAWK ▪ No of newsletters distributed to public & private sector organisations ▪ No of public & private sector organisations attending forums 	<p>4.4.2 Organise, develop and facilitate a range of accessible and appropriate fora</p> <ul style="list-style-type: none"> ▪ See 2.1.2 <p>4.4.3 Dissemination of local, regional and national consultations</p> <p>4.5.1 Advocate for the sector with strategic and other relevant partnerships</p> <ul style="list-style-type: none"> ▪ Attend multi-agency meetings <p>4.5.2 Promote and raise awareness of contribution activities of VCS to public and private sectors</p> <ul style="list-style-type: none"> ▪ See 4.1.2 	<p>CS/CF/MC</p> <p>CS/CF</p> <p>CS/CF/DK</p> <p>CS/CF/DJ</p>	
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STRATEGIC AIM 5: Meeting Community Needs

SPECIFIC AIMS	OUTCOMES	OUTCOME INDICATORS	ACTIVITIES	LEAD	TIMING
To identify and prioritise the needs of local communities and develop appropriate responses	5.1 The VCS has an increased awareness of changing and emerging needs within the locality, both met and unmet	<ul style="list-style-type: none"> ▪ No of VCOs receiving newsletter ▪ No of VCOs signed up for electronic newsletters ▪ No of Website hits ▪ Networking structures are accessible and transparent ▪ No of VCS forums held 	5.1.1 Provide timely, appropriate and accessible information <ul style="list-style-type: none"> ▪ See 1.1.1 5.1.2 Organise, develop and facilitate a range of accessible and appropriate fora <ul style="list-style-type: none"> ▪ See 2.1.2 	JW/JT	Dec 06
To recognise and meet gaps in service provision	5.2 VCOs are supported to adopt relevant strategies for developing responses to fulfil unmet need	<ul style="list-style-type: none"> ▪ No of 1-1 advice sessions ▪ Series of good practice guides developed ▪ Community finance project developed ▪ No of successful VCO funding applications ▪ £ raised by VCOs after advice 	5.2.1 Provide timely, appropriate and accessible advice <ul style="list-style-type: none"> ▪ See 1.1.2 5.2.2 Support community to develop new initiatives and projects <ul style="list-style-type: none"> ▪ Model constitutions ▪ Charity Law ▪ Charity registration ▪ Governance ▪ Funding and Finance 	CF/DJ	
	5.3 VAWK has developed, adapted or brokered appropriate initiatives within its existing structures to meet identified gaps in service provision	<ul style="list-style-type: none"> ▪ No of community capacity building projects researched ▪ No of community capacity building projects developed 	5.3.1 Research and develop community capacity building projects <ul style="list-style-type: none"> ▪ Children's and Families ▪ Young People ▪ Elderly ▪ Disabilities ▪ Health & Social Care ▪ BME 	CF/SW/DJ	

			<ul style="list-style-type: none"> ▪ Social Enterprise ▪ Volunteering <p>5.3.2 Implement, manage and monitor community capacity building projects</p> <ul style="list-style-type: none"> ▪ Consult stakeholders and conduct community research ▪ Identify gaps and overlap ▪ Develop/commission services ▪ Patient and Public Involvement ▪ West Kent Positive Support ▪ Sherwood Children & Families Centre 	CF/SW/ DJ/MC/ JM	
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STRATEGIC AIM 6: Operating as a Centre of Excellence and a Model of Good Practice

SPECIFIC AIMS	OUTCOMES	OUTCOME INDICATORS	ACTIVITIES	LEAD	TIMING
To ensure that VAWK strives to be a centre of excellence	6.1 The development of good practice is endorsed by all systems, policies and procedures	<ul style="list-style-type: none"> ▪ No of new systems, policies and procedures implemented ▪ Annual review of systems, policies and procedures ▪ No of systems, policies and procedures updated 	6.1.1 Develop systems, policies and procedures to cover all activities	CS/KE/JW	Mar 06
			6.1.2 Regularly review systems, policies and procedures and up date as necessary	CS/KE/JW	
To be a model of good working practice throughout the VCS	6.2 VAWK is recognised as a centre of excellence throughout the VCS, locally, regionally and national	<ul style="list-style-type: none"> ▪ Increased membership ▪ Increased representation on appropriate external bodies ▪ Increased support for other infrastructure organisations 	6.2.1 Promotion of VAWK as Centre of Excellence through increased infrastructure activities	ALL	
			6.2.2 VAWK representation on external bodies <ul style="list-style-type: none"> ▪ VICK ▪ RAISE ▪ NACVS ▪ Other 	CS/CF/MC/DJ/TS	
	6.3 There exists a process of review of VAWK's effectiveness and ability to meet the changing needs of its members and stakeholders	<ul style="list-style-type: none"> ▪ No of annual consultations returned ▪ Business plan reviewed and updated ▪ Strategic plan reviewed and updated 	6.3.1 Annually consult with members on VAWK's activities and services	JW	
			6.3.2 Review business plan 6 monthly and up date accordingly	ALL	
6.3.3 Review strategic plan annually	ALL				
6.4 VAWK is governed through effective, consistent and appropriate mechanisms	<ul style="list-style-type: none"> ▪ Skills audit of trustees completed ▪ No of appropriate training courses completed ▪ Annual awayday held ▪ Increased number of trustees ▪ Sub committee structure reviewed and amended accordingly 	6.4.1 Further develop the skills of trustees to deal effectively with governance issues <ul style="list-style-type: none"> ▪ Skills audit ▪ Training and development ▪ Annual awayday 	CS		

			6.4.2 Promote VAWK to potential new trustees	CS	
			<ul style="list-style-type: none"> ▪ Membership ▪ Community ▪ Private sector 		
			6.4.3 Review the effectiveness of sub committee structure	CS	
6.5	VAWK has achieved an appropriate quality mark	<ul style="list-style-type: none"> ▪ Quality research undertaken ▪ Commitment to a quality system made 	6.5.1 Investigate quality and excellence models	CS/CF	
			6.5.2 Work towards achieving relevant quality mark	CS/CF	
6.6	All VAWK's service planning and delivery is informed by and complies with its statement of values and equal opportunities and diversity policy.	<ul style="list-style-type: none"> ▪ Statement of values, equal opportunities and diversity reviewed and updated ▪ All activities comply with statement of values, equal opportunities and diversity policy 	6.6.1 Annually review statement of values, equal opportunities and diversity policy	CS	
			6.6.2 Ensure all activities comply with statement of values, equal opportunities and diversity policy	ALL	