



# **Voluntary Action Orkney**

## **Strategic Plan 2023 - 2026**

## Chief Executive Introduction

Firstly, I would like to say a huge thank you to Voluntary Action Orkney Staff, Trustees, the Third Sector in Orkney and all those who I have met since being appointed as Chief Executive. You have all made me feel very welcome and I am excited to be leading such a wonderful organisation, albeit in challenging times.

This next 3-year Strategic Plan outlines the foundations already made to build on the compassion, commitment and determination the wider Third Sector here in Orkney has started.

Over the next three years we will bring together statutory bodies, third sector organisations and experts by experience to establish and support a collaborative approach to the delivery of identified actions to specifically but not solely address poverty across Orkney.

Our goal is to embed effective collaborative working to create preventative, joined-up pathway of support.



Morven Brooks  
Chief Executive

## About Voluntary Action Orkney

Voluntary Action Orkney (VAO) aims to improve the lives of people living in Orkney mainland and outer isles. We do this by supporting and developing the Third Sector in Orkney, by listening to their needs and working collaboratively with them.

Our main activities involve furthering community participation through supporting and promoting the development and sustainability of local third sector activity, for example, volunteering, community groups, charities, voluntary organisations and social enterprises.

We are a Third Sector Interface (TSI). TSIs provide a single point of access for support and advice for the third sector within local areas. There is a TSI in each local authority area in Scotland. One of the TSI's roles is to represent the third sector in community planning.

We work in partnership with the local third sector, public sector and community planning partners and have a lead role in The Orkney Partnership (the Orkney Community Planning Partnership) and Integration Joint Board, amongst others to address poverty

and inequalities and to create opportunities for everyone in Orkney.

We facilitate third sector engagement through networking and collaboration with a range of local partnerships and agencies to influence decision making and to develop joint approaches to addressing local challenges.

This work increased in importance during the Covid-19 pandemic and through our strong networks and relationships we will continue to ensure the third sector is a major contributor to and beneficiary of recovery and renewal plans.

We recognise the importance of maintaining national relationships with the TSI Scotland network, the Scottish Government and other national organisations to ensure the views and interests of our local third sector and the communities we support are fully integrated into policy design and implementation.

## About Orkney's Third Sector

Orkney's Third Sector provides support to people in need. At least 840 Third Sector organisations / groups operate within Orkney, of which 328 are registered charities. They include non-governmental and non-profit-making organisations or associations, including charities, voluntary and community groups.

People working through voluntary organisations or groups provide highly valued services that range from social care and housing, to sport and leisure and much more, helping people to get their voices heard, and enabling people to enjoy life and live independently.

These various activities are central to the way our local communities work, and more so here in Orkney. Nevertheless, a mix of demographic changes – the population as a whole ageing, with many people experiencing a Cost-of-Living crisis, and the wider impacts of austerity require a re-focused approach by many third sector organisations to achieve their aims.

## Our Vision

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

## Our Values

Our values and people are at the heart of everything we do including how we recruit our staff. It is important for us to find people who share our values, which are:

- **Integrity and Honesty:** We are fair, honest and responsible. We work to always achieve inclusion and equalities in all

that we do.

- **Collaborative:** We are committed to collaborative working in an ethical way. We nurture and develop our staff, volunteers, partners to achieve excellence in all we do.
- **Kindness and Respect:** We treat people with kindness and respect, recognising everyone across our

We are committed to equalities, inclusion, fairness and human rights. We are also committed to collaborative working in an ethical, open, honest, flexible and responsive manner. We nurture and develop our staff/volunteers, to achieve excellence in all we do. We also subscribe to the TSI Scotland Network values of leadership, collaboration, integrity, diversity, equality and excellence and to community development principles<sup>1</sup>.

## Our Mission

Our mission is to work with trust, care and empathy to give the Third Sector in Orkney a voice. We will advocate for and enable change to improve our communities.

## Our Funding

We are funded by Scottish Government through an annual grant, which underpins our capacity to develop, promote and manage a wide range of projects and services. Additional support is provided by Orkney Islands Council and by several other funding bodies and we continuously review our income-generating services to ensure they are appropriate and sustainable as we work to become a more innovative third sector organisation. VAO is also funded to deliver a range of projects that directly support vulnerable people, several of which have been co-produced with communities, third and statutory sectors.

## Our Staff

VAO is committed to the Fair Work Principles (dimensions) of effective voice, opportunity, security, fulfilment and respect. All staff are paid above the living wage and we are a gender equal organisation. In addition, along with commissioning research into an Orkney Living Wage we will promote the principles of fair work as a mechanism for supporting that development. It is worth noting that the principle of security is more difficult for some in the Third Sector to achieve, due to the static and short-term nature of funding. Despite this, third sector staff continue to demonstrate loyalty and commitment to their organisations and those they support. We are aware of the importance being placed on Fair Work and anticipate that an increasing number of funders will seek assurances from applicants that they adhere to the Fair Work Dimensions. As an organisation we are committed to both encouraging and supporting the third sector to develop Fair Work Action Plans and to evidence that they meet the criteria in full.

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<sup>1</sup> [What is community development? | SCDC - We believe communities matter](#)

We will promote Fair Work and will encourage organisations that we work with to make use of the self-assessment tools available via [www.fairworkconvention.scot](http://www.fairworkconvention.scot)

## Our Third Sector Interface Core Functions

As a Third Sector Interface our core functions are:

- **Building Capacity:** Developing the capacity of volunteers, community groups, voluntary organisations and social enterprise to achieve positive change and support future generations of our communities.
- **Source of Knowledge:** To be a central source of knowledge about: Third Sector locally, local and national policy and how it might affect local TS, communities and citizens, and how the Third Sector can contribute to those agendas.
- **Connecting partners:** Providing leadership, vision and coordination to the local third sector, to better respond to local priorities, including through partnership and collaboration.
- **Voice of the Local Third Sector:** Ensuring a strong local third sector voice at a strategic level within local planning structures and nationally.

## Our Strategic Priorities

Orkney has a strong and resilient third sector delivering a wide range of services and activities to our communities of geography and interest.

Over the next three years our Strategic Priorities are:

1. **Poverty and Inequalities:** We will work constructively with Scottish Government, local partners and third sector in responding to poverty and inequalities
2. **Central Source of Knowledge:** We will support and provide information and advice to the third sector across Orkney
3. **Voice:** We will ensure there is a strong third sector voice at strategic level within local planning structures in Orkney and represented nationally
4. **Capacity Building:** We will develop the capacity of volunteering, community groups, voluntary organisations and social

enterprises to achieve positive change across Orkney

5. **Connect:** We will provide leadership, vision and co-ordination to the local third sector to better respond to local priorities, including through partnership and collaboration

Our goal is to embed effective collaborative working to create preventative, joined-up pathway of support. We will develop a sustainable infrastructure for shared decision making, strengthened partnerships and networks thereby building community resilience and ensuring the sustainability of our approaches.

## Third Sector Interface Outcomes

Listed below are common outcomes that each Third Sector Interface across Scotland aims to meet. We have outlined in this Strategic Plan how our Aims and Objectives align with these outcomes:

1. People are more involved in their community
2. Improved cross-sector collaboration
3. Third sector organisations are better able to lead and develop shared agendas
4. Third sector organisations are better able to respond to local need
5. Key decision-making includes third sector input
6. Third sector organisations are better able to contribute to a strong and inclusive local social economy

## National Performance Framework Outcomes

Scotland's National Performance Framework (NPF)<sup>2</sup> was developed with the people of Scotland. It reflects our values as a nation and our aspirations for the future.

The NPF also incorporates Scotland's commitment to the United Nation's Sustainable Development Goals (SDGs). The SDGs aim to improve wellbeing across the world.

Our work contributes to any one of the eleven national outcomes, but of relevance to TSIs are the following outcomes:

1. We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
2. We are open, connected and make a positive contribution internationally.
3. We tackle poverty by sharing opportunities, wealth and power more equally.

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<sup>2</sup> [What it is | National Performance Framework](#)

4. We live in communities that are inclusive, empowered, resilient and safe.
5. We grow up loved, safe and respected so that we can realize our full potential.
6. We are well educated, skilled and able to contribute to society.
7. We have thriving and innovative businesses, with quality jobs and fair work for everyone.
8. We are healthy and active We value, enjoy, protect and enhance our environment.
9. We are creative and our vibrant and diverse cultures are enjoyed widely.
10. We respect, protect and fulfil human rights and live free from discrimination

Our strategic plan outlines which of the above National Performance Outcomes our Aims and Objectives work towards. This plan also aligns with the Volunteering Action Plan<sup>3</sup> which aims to create a Scotland where everyone can volunteer, more often, and throughout their lives.

## Orkney's Community Plan

Community planning brings together local providers of public services to improve outcomes for individuals, families, and communities, and especially to combat inequality and prevent disadvantage. Orkney's Community Plan describes what the members of the Orkney Partnership aim to achieve by working together, and how this adds value to what we can achieve as individual organisations. Voluntary Action Orkney are a member of The Orkney Partnership<sup>4</sup>. The Community Plan also serves as the statutory Local Outcomes Improvement Plan (LOIP).

The Strategic Priorities and Outcomes of the LOIP are as follows:

- **Cost of Living:** To co-ordinate an agile response to the cost-of-living crisis, supporting both immediate need and the longer-term prevention of poverty and disadvantage.
  - Adoption of advice and cash first approach to address hardship
  - Improved uptake of locale administered funding and support
  - Co-ordination of partnership action plans relating to child poverty, food dignity and fuel poverty
  - Wider understanding of poverty and its prevention in terms of human rights, equality and fairness and community wellbeing
- **Sustainable Development:** To exploit the synergy between two themes which in Orkney are intrinsically linked: the development of a wellbeing economy and combatting the climate emergency.
  - Integrated route map for the well-being economy and climate action
  - Inclusive progress towards a wellbeing economy focusing on climate change, fair work and diversity

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<sup>3</sup> [Scotland's Volunteering Action Plan \(www.gov.scot\)](http://www.gov.scot)

<sup>4</sup> [The Orkney Partnership | Home \(orkneycommunities.co.uk\)](http://orkneycommunities.co.uk)

- Shared understanding, adoption and implementation of Community Wealth Building
- Adaptation and mitigation strategy to protect our communities, habitats and wildlife from the effects of climate change
- Measurable progress towards Orkney's target of net zero emissions by 2030
- **Local Equality:** To improve the viability of Orkney's most disadvantaged communities by levelling up the availability of services, facilities and opportunities.
  - A Locality Plan which supports local community-led development plans
  - Digital connectivity in every community improved to the best standard achievable
  - Transport connectivity in every community improved to the best standard achievable
  - Improvement in the population, demographic balance, resilience and wellbeing of Orkney's most fragile communities
  - Improvement in the ratings of Orkney's most disadvantaged communities in the Scottish Index of Multiple Deprivation.

Our strategic plan outlines which of the above LOIP outcomes aligns with our Aims and Objectives.

## Definitions

Our stakeholders include third sector organisations, volunteers, volunteer involving organisations (including in the private and public sector), partners (including the private and public sectors), funders and the public.

The Third Sector is made up of community groups / associations, voluntary organisations, charities, social enterprises, co-operatives and individual volunteers (wherever they volunteer). An organisation is regarded as being in the third sector if it:

- has a positive community purpose
- run by an unpaid (or mostly unpaid) committee
- is not principally set up to distribute profit to shareholders
- is not run by or affiliated to a political party or a government body

## How we Monitor and Evaluate

To deliver the planned actions effectively and efficiently VAO will adhere to the internal performance management system. Activities and performance will be evaluated quarterly and at six monthly staff/trustee development sessions. Should major adjustments be required we will consult with Scottish Government as main funders. We will also work to ensure that the organisation is managed and utilises to good effect all available resources including board and staff skills and experience.



## Aim 1: Poverty and Inequalities

VAO will work constructively with Scottish Government, local partners and third sector in responding to poverty and inequalities

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>To develop and manage an Advice-and-cash-first referral pathway in place for those in financial need in Orkney (Orkney Money Matters Project)</b> People living in Orkney have access to financial inclusion advice and support, and to get cash in their pockets if struggling financially, to reduce the incidence and impact of financial insecurity and destitution.</p>	<p><b>1. Accessing the referral pathway</b> Work in partnership and facilitate forums with local third sector organisations to develop a pathway where individuals can either self-refer or be referred by an organisation to CAB, who will act as the publicised entry point into the referral pathway.</p> <p><b>2. Linking the individual to support</b> Work with partners and facilitate forums to ensure the referral pathway focuses on three primary forms of support that an individual in financial crisis may need: financial inclusion advice, energy advice, and mental health support.</p>	<ol style="list-style-type: none"> <li>1. The number of individuals who know how and where to access support increases</li> <li>2. The number of referrals made according to the advice-and-cash-first pathway increases</li> <li>3. The number of people experiencing financial hardship who access financial inclusion advice increases.</li> <li>4. The amount of money accessed by those experiencing financial hardship increases.</li> <li>5. The wellbeing of individuals engaged with the referral pathway improves</li> </ol>	<ol style="list-style-type: none"> <li>1. People are more involved in their community</li> <li>2. Improved cross sector collaboration</li> <li>3. Third sector organisations are better able to lead and develop shared agendas</li> <li>4. Third sector organisations are better able to respond to local need</li> <li>5. Key decision making includes third sector input</li> <li>6. Third sector organisations are better able to contribute to strong and inclusive local social economy</li> </ol>	<p><b>National Outcomes</b></p> <ol style="list-style-type: none"> <li>1. We have a globally competitive, entrepreneurial, inclusive and sustainable economy.</li> <li>2. We tackle poverty by sharing opportunities, wealth and power more equally.</li> </ol> <p><b>Local Outcomes</b></p> <ul style="list-style-type: none"> <li>• Adoption of advice and cash first approach to address hardship</li> <li>• Improved uptake of locale administered funding and support</li> <li>• Co-ordination of partnership action plans relating to child</li> </ul>

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>To manage the co-ordination, monitoring and reporting of partnership action plans relating to child poverty, food dignity and fuel poverty.</b></p> <p>Key priorities for the new LOIP (2023-2030) is the immediate cost of living crisis, with a longer term aim to ensure that fewer Orcadians live in poverty in future. This will see the Cost-of-Living Task Force established as a long-term delivery group reporting directly to The Orkney Partnership Board.</p>	<p><b>1. Cost of Living Delivery Group</b></p> <p>Support and facilitate The Cost of Living Task Force as a long-term delivery group reporting directly to the Board which will be known as the 'Cost of Living Delivery Group'.</p>	<ol style="list-style-type: none"> <li>1. The co-ordination, monitoring and reporting of partnership action plans relating to child poverty, food dignity and fuel poverty.</li> <li>2. The implementation of specific projects or workstreams as actioned by the Partnership.</li> <li>3. The adoption of cash-first and human rights-based approaches to the mitigation of poverty and hardship in Orkney.</li> <li>4. Public understanding of the need for cash-first and human rights-based approaches to the mitigation of poverty and hardship.</li> <li>5. Demonstrable mitigation of the immediate cost of living crisis in Orkney.</li> <li>6. A measurable reduction in persistent poverty in Orkney.</li> </ol>		<p>poverty, food dignity and fuel poverty</p> <ul style="list-style-type: none"> <li>• Wider understanding of poverty and its prevention in terms of human rights, equality and fairness and community wellbeing</li> <li>• Improvement in the ratings of Orkney's most disadvantaged communities in the Scottish Index of Multiple Deprivation.</li> </ul>

## Aim 2: Central Source of Knowledge

VAO will support and provide information and advice to the third sector across Orkney

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>Local Third Sector Directory</b> Develop and maintain a directory of local third sector services which is accessible to use and accurate.</p>	<p><b>1. Promotion and Participation</b> Promote participation and request updates for directories of information on the MILO database:</p> <ul style="list-style-type: none"> <li>• Adult Services Directory</li> <li>• Children’s Services Directory</li> </ul> <p><b>2. Accessible Processes</b> Redesign the method in which the information we hold is made accessible to the public and professionals via our community directories.</p> <p><b>3. Website Development</b> Develop new website: Ensuring accessible and easy to navigate. Understand stakeholder needs and review internal processes to ensure consistency.</p> <p><b>4. Monitor and Evaluate</b> Track analytics on new website to assess audience and use data to map which audiences we are reaching.</p>	<p>The quality and scope of local third sector information is improved</p> <p>Local and national partners are better informed about the value to Orkney of third sector activity</p> <p>Organisations are better informed of how to contribute to local and national policy and strategies Orkney’s communities and individuals are fulfilling their potential</p> <p>Orkney has a vibrant economic environment</p>	<p>1. People are more involved in their local community</p> <p>5. Key decision making includes third sector input</p> <p>6. Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p><b>National Outcomes</b></p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We respect, protect and fulfil human rights and live free from discrimination.</p> <p><b>Local Outcomes</b></p> <ul style="list-style-type: none"> <li>• Wider understanding of poverty and its prevention in terms of human rights, equality and fairness and community wellbeing</li> <li>• Improvement in the ratings of Orkney’s most disadvantaged communities in the Scottish Index of Multiple Deprivation.</li> </ul>

## Aim 3: Voice

VAO will ensure there is a strong third sector voice at strategic level within local planning structures in Orkney and represented nationally

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>Third Sector Representation</b> Ensure a strong local third sector voice and representation across Orkney.</p>	<p><b>1. Facilitate forums and networks.</b></p> <ul style="list-style-type: none"> <li>• Third Sector Forum</li> <li>• Third Sector Working Group (closed group)</li> <li>• Health and Social Care Subgroup</li> <li>• Youth Workers Forum</li> <li>• Volunteer Support Forum</li> </ul> <p><b>2. Develop, Learn and Share</b></p> <ul style="list-style-type: none"> <li>• share learning, contribute to local and renew strategies and plans,</li> <li>• share information and knowledge</li> <li>• provide peer support</li> <li>• nominate third sector representatives to local partnerships/forums</li> </ul>	<p>Orkney's communities and individuals are fulfilling their potential</p> <p>Orkney has a vibrant economic environment</p>	<p>2. Improved cross sector collaboration</p> <p>5. Key decision making includes third sector input</p>	<p><b>National Outcomes</b></p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are well educated, skilled and able to contribute to society</p> <p><b>Local Outcomes</b></p> <ul style="list-style-type: none"> <li>• A Locality Plan which supports local community-led development plans</li> <li>• Wider understanding of poverty and its</li> </ul>

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
	<ul style="list-style-type: none"> <li>hear and inform local and national speakers</li> <li>establish themed forums as required</li> </ul>			<p>prevention in terms of human rights, equality and fairness and community wellbeing</p> <ul style="list-style-type: none"> <li>Inclusive progress towards a wellbeing economy focusing on climate change, fair work and diversity</li> </ul>
<p><b>Third Sector Visibility</b> Ensure local third sector services are valued by partners and their visibility increased.</p>	<p><b>1. Contribution</b> Continue to contribute third sector information and perspectives to local partnerships and statutory services e.g.:</p> <ul style="list-style-type: none"> <li>Community Planning Partnership</li> <li>Integration Joint Board</li> <li>Recovery and Renew Groups</li> <li>Public Protection Committee</li> <li>Children and Young People's Partnership</li> <li>Strategic CLD Partnership</li> </ul> <p><b>2. Communicate</b> Publish news / case studies / updates in our newsletter, website and social media</p>	<p>Third sector organisations are more effectively engaged with each other and in local partnerships</p> <p>Increased visibility of third sector organisations</p>		
<p><b>Third Sector Communications</b> The sector values VAO's support in ensuring their views, concerns and insights are represented or</p>	<p><b>1. Represent</b> Attend regional and national TSI forums and networks (such as TSI North and TSI Chief Officers meetings) to:</p> <ul style="list-style-type: none"> <li>identify and address</li> </ul>	<p>Increased engagement between third sector and VAO</p>		

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
reinforced within partnerships.	<p>areas of common concern share information, learning and good practice</p> <ul style="list-style-type: none"> <li>• collate and present information that is representative of all TSI geographic areas share information and good practice internally and externally agree a collaborative approach to national policy issues raise awareness of the Orkney context</li> </ul> <p><b>2. Engage with local third sector</b> Engage and involve the third sector in local and national consultations.</p> <p><b>3. Engage with communities</b> Engage and involve communities in activities that will help address local issues.</p>			

## Aim 4: Capacity Building

VAO will develop the capacity of volunteering, community groups, voluntary organisations and social enterprises to achieve positive change across Orkney

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>Volunteer Support</b> Develop and support the capacity of Orkney's third sector to ensure flexibility in their service delivery and to ensure the most vulnerable in the community have been and are supported.</p>	<p><b>1. Provide support</b> Provide support to third sector organisations to meet their specific needs:</p> <ul style="list-style-type: none"> <li>information, guidance, resources</li> <li>training and development sessions including introduction of e-learning on new website</li> <li>facilitation of networks, learning circles</li> <li>business planning/feasibility studies/ community consultation</li> </ul> <p><b>2. Promote and develop volunteering</b> Promote and develop volunteering for all utilising new approaches:</p> <ul style="list-style-type: none"> <li>promotion of opportunities</li> <li>development of employer supported volunteering (ESV)</li> </ul>	<p>Organisations have increased access to the support, resources and knowledge they need</p> <p>Volunteers and organisations have an improved volunteering experience</p> <p>Orkney's communities and individuals are fulfilling their potential</p> <p>Increasing the diversity of those volunteering</p> <p>Increased level of volunteering</p> <p>Third sector organisations able to fill vacant roles in a timely manner</p> <p>Increase in Orkney businesses and organisations running</p>	<p>1. People are involved in their community</p> <p>2. Improved cross-sector collaboration</p> <p>4. Third sector organisations are better able to respond to local need</p> <p>6. Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p><b>National Outcomes</b></p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are well educated, skilled and able to contribute to society</p> <p><b>Local Outcomes</b></p> <ul style="list-style-type: none"> <li>Co-ordination of partnership action plans relating to child poverty, food dignity and fuel poverty</li> <li>A Locality Plan which supports local community-led</li> </ul>

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
	<ul style="list-style-type: none"> <li>• promotion of short term &amp; micro volunteering</li> <li>• encourage youth volunteering</li> <li>• supported volunteering</li> </ul> <p><b>3. Promote and develop volunteer management</b> Promote and develop effective volunteer management in a post Covid environment</p> <ul style="list-style-type: none"> <li>• website resources and links</li> <li>• volunteer management training</li> <li>• risk management</li> </ul>	successful and active ESV schemes.		<p>development plans</p> <ul style="list-style-type: none"> <li>• Integrated route map for the well-being economy and climate action</li> <li>• Co-ordination of partnership action plans relating to child poverty, food dignity and fuel poverty</li> <li>• Wider understanding of poverty and its prevention in terms of human rights, equality and fairness and community wellbeing</li> <li>• Digital connectivity in every community improved to the best standard achievable</li> <li>• Transport connectivity in every community improved to the best standard achievable</li> </ul>
<p><b>Opportunities and Innovation</b> Develop and maintain strong connections between communities, third sector and partners providing opportunities for innovation and enterprise.</p>	<p><b>1. Enterprising third sector</b> In collaboration with local partners promote, facilitate and support the development of an enterprising third sector, with a specific focus on enhancing the sustainability and developing the capacity and capabilities of organisations and communities across Orkney.</p> <p><b>2. Membership</b> Grow and build of our</p>	<p>Organisations have improved ability and capacity to develop innovative services</p> <p>Orkney has a vibrant economic environment</p> <p>Increase in VAO members, providing larger voice for the third sector in Orkney</p>		



VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>Isles Wellbeing Project</b> Ensure improved access to services, increased wellbeing and community led service development amongst ferry-linked isles.</p>	<p>membership service</p> <p><b>1. Advocacy and Support</b> Supporting individuals on the islands with information, advocacy, advice, and support</p> <p><b>2. Social Activities</b> Supporting on-island groups and social activities – including developing new groups and supporting existing groups</p> <p><b>3. Island Health and Care</b> Systemic support for island health and care – including ‘linking’ health and social care, linking mainland support services with island communities, and utilising networks to secure resources for additional projects</p> <p><b>4. Co-production</b> Co-production of health and social care services – including working with mainland services in social care, befriending, aids to support with daily living, and community led support to develop innovative service solutions.</p>	<p>There is an increase in the number of preventative community-led wellbeing initiatives across the ferry-linked isles.</p> <p>Local people have more influence over decisions which affect their lives and communities.</p> <p>Partnerships between community, voluntary, public, private and cultural organisations are strengthened within and across the isles.</p>	<p>1. People are more involved in their community</p> <p>4. Third sector organisations are better able to respond to local need</p> <p>5. Key decision making includes third sector input</p>	

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<p><b>Orkney Befriending</b> To provide befriending support to young people, young adults, adults, and older members of our community. Support is provided either weekly or fortnightly for a few hours at a time to undertake purposeful activities.</p>	<p><b>1. Children and Young People - 5 to 18 years</b> To support vulnerable young persons between the ages of 5 and 18 years who are experiencing significant difficulties and who would benefit from the input of a volunteer on a one - to - one basis.</p> <p><b>2. Adults – 18+ Years.</b> To support vulnerable individuals aged 18+ years that are currently living in their own home, who are significantly socially isolated with very limited social contact with others, who may be experiencing a period of significant loss or change in their lives and would benefit from the input of a volunteer. This will be done by undertaking the following types of befriending: Group, one-to-one, telephone and intergenerational.</p> <p><b>3. Orkney Befriending ‘The Charity’</b> To develop the Orkney Befriending project from 1</p>	<p>Creating connections and building confidence in and through the people we work with living across Orkney.</p> <p>Promoting fullness of life, reducing loneliness and isolation through friendship and companionship in Orkney</p>	<p>1. People are more involved in their community</p> <p>4. Third sector organisations are better able to respond to local need</p>	

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
	April 2023 to 31 March 2025 into an established charity to be launched from 1 April 2024.			
<p><b>CONNECT Project</b> Young people aged 16-19 who are school leavers, involved with the criminal justice system or have additional support needs will have:</p> <ul style="list-style-type: none"> <li>improved employability skills and prospects</li> <li>improved soft skills (confidence, self-esteem and motivation)</li> </ul>	<p><b>1. Improved employability skills and prospects</b></p> <ul style="list-style-type: none"> <li>Employability sessions with partners</li> <li>Cooking</li> <li>Budgeting</li> <li>STEM Project</li> <li>Digital/online activities</li> <li>Supported volunteering</li> <li>YA project work</li> <li>Fundraising</li> <li>Work visits/ experience</li> <li>College visits</li> </ul> <p><b>2. Improved soft skills</b></p> <ul style="list-style-type: none"> <li>Teamwork</li> <li>Gardening project</li> <li>Community volunteering</li> <li>HES Project</li> <li>Sport/Fitness</li> <li>Health/Wellbeing sessions</li> <li>18+ social evenings Sport/Fitness</li> </ul>	<p>Young people have increased motivation to participate in learning activities. Young people will have improved their level of self-awareness and understanding of positive and healthy lifestyles.</p> <p>Young people will have increased their personal skills including attendance and teamwork.</p> <p>Young people will have personal strengths, transferrable skills and gaps identified in their personal learning plans.</p> <p>Young people will have increased confidence and self-esteem.</p> <p>Young people will have developed a trusting relationship with staff and other participants.</p>	<p>1. People are more involved in their community</p> <p>2. Improved cross sector collaboration.</p>	

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
		<p>Young people will have increased awareness of local employment, training and education opportunities.</p> <p>Young people will make a successful transition into employment.</p> <p>Young people will make a successful transition into formal employability courses, further education or training.</p>		

## Aim 5: Connect

VAO will provide leadership, vision and co-ordination to the local third sector to better respond to local priorities, including through partnership and collaboration

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
<p><b>Access to Resources</b> Ensure Orkney has a strong and empowered third sector.</p>	<p><b>1. Membership</b> Facilitate connection and communication between the third sector, statutory sector and wider community:</p> <ul style="list-style-type: none"> <li>continue in membership of local partnerships</li> <li>ensure and increase third sector membership of local partnerships</li> <li>gather third sector information/views for submission to local and national agencies and partnerships</li> <li>disseminate information/guidance using a range of media channels</li> </ul>	<p>Organisations can identify and implement innovative solutions to the challenges they face</p>	<p>2. Improved cross sector collaboration</p> <p>3. Third sector organisations are better able to lead and develop shared agendas</p> <p>4. Third sector organisations are better able to respond to local need</p> <p>6. Third sector organisations are better able to contribute to a strong and inclusive local social economy</p>	<p><b>National Outcomes</b></p> <p>We live in communities that are inclusive, empowered, resilient and safe</p> <p>We tackle poverty by sharing opportunities, wealth and power more equally</p> <p>We are well educated, skilled and able to contribute to society</p> <p><b>Local Outcomes</b></p> <ul style="list-style-type: none"> <li>Co-ordination of partnership action plans relating to child poverty, food dignity and fuel poverty</li> <li>Inclusive progress towards a wellbeing economy focusing on</li> </ul>
<p><b>Local Impact</b> Provide a leadership role to address current challenges around uncertainty of funding to sustain and develop the local third sector.</p>	<p><b>1. Facilitate</b> Facilitate meetings, events, forums and networks utilise on-line meetings/platforms to connect and communicate more effectively with</p>	<p>Orkney's communities and individuals are fulfilling their potential</p> <p>Orkney has a vibrant economic environment</p>		

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
	geographically dispersed organisations <b>2. Raise awareness</b> Increase membership and raise awareness of existing third sector forums.  <b>3. Leadership</b> Take the lead in community consultations in collaboration with partners.			climate change, fair work and diversity <ul style="list-style-type: none"> <li>A Locality Plan which supports local community-led development plans</li> </ul>
<b>Partnership and Collaborative Working</b> Ensure connections and relationships within and between sectors remain strong. These need to be developed further to ensure that our collective, local resources are utilised to meet the needs of Orkney's people, communities and economy.	<b>1. Collaborate</b> Establish an outreach approach to facilitate links between organisations / services from all sectors with similar aims, challenges and to share learning, develop new ways of working, joint projects and or collaborative approaches where appropriate.	Organisations are more connected to each other and better able to collaborate		
<b>Community Link Practitioners</b> To establish, deliver and provide leadership and management of the Orkney Community Link Practitioner programme.	<b>1. Person-centred approach</b> The Community Link Practitioner will provide a person-centred service that is responsive to the wider needs and interests of GP Practice patients.  <b>2. Supporting patients</b>	Increased sense of being seen and valued as a 'whole person'  Improved knowledge of available services locally  Improved Signposting to Third Sector Organisations	1. People are more involved in their community  2. Improved cross sector collaboration  3. Third sector organisations are	

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
	<p>Support patients to identify issues that affect their ability to live well and to overcome any barriers to addressing these.</p> <p><b>3. Community Link</b> They will 'link' patients to appropriate statutory and voluntary services, identify community resources and facilitate relationships between these resources and the GP Practice for the benefit of the patient.</p>	<p>Enhanced sense of empowerment to self-manage social, environmental and emotional conditions detrimental to health and wellbeing.</p>	<p>better able to lead and develop shared</p>	
<p><b>Tec Peer Mentor Service</b> To establish and deliver a Tec Peer Mentor Service in collaboration with Orkney Health and care.</p>	<p><b>1. Orkney Health and Care</b> Engage with Orkney Health and Care service teams to describe the role of the Tech Peer Mentor.</p> <p><b>2. Promotion</b> Promote the use of tech within statutory and third sector health care services.</p> <p><b>3. Collaboration</b> Promote the service to the community in collaboration with partners to raise awareness of tech</p>	<p>Health and social care services and service users are more aware of and confident in utilising tech solutions</p> <p>Awareness has increased about tech solutions</p> <p>The number of people using or trying tech solutions has increased</p> <p>An accessible up to date catalogue of available equipment / information</p>	<p>2.Improved cross sector collaboration</p>	

VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
	<p>solutions.</p> <p><b>4. Tec Library</b> Maintain and promote the tech library.</p> <p><b>5. Orkney Digital Champions</b> Liaise with partners to promote and support the development of the Orkney Digital Champions network</p> <p><b>6. Share Learning</b> Attend meetings with the East Ayrshire TSI team to share information, learning and progress</p> <p><b>7. Orkney Environment</b> Adapt/adopt approaches to the use of tech that would suit the Orkney environment</p>	<p>has been developed and reviewed</p> <p>A Peer mentoring and digital champion programme will be embedded within all health and social care services</p>		
<p><b>Isles Self-Management Group</b> To create a virtual self-management group for residents of Orkney's non-linked isles living with long-term conditions.</p>	<p><b>Phase 3</b></p> <ol style="list-style-type: none"> <li>1. Gather feedback and host a co-production workshop</li> <li>2. Mid-point evaluation</li> <li>3. Repeat co-production</li> <li>4. process</li> <li>5. End point evaluation</li> </ol>	<p>Reduced health inequalities: increasing the services and resources available to the non-linked isles.</p> <p>Enabled life-long learning: ensuring individuals are informed so they can pursue</p>	<p>1. People are more involved in their community</p>	



VAO Objectives (Local Situation)	Activities	Short term outcomes (VAO Outcomes)	Medium term outcomes (TSI Common Outcomes)	National Performance Framework (National Outcomes) / LOIP Strategic Priorities (Local Outcomes)
		<p>effective self-management</p> <p>Enabled opportunities to learn self-management techniques: providing access to activity tutors at no cost, so people can learn techniques to manage stress and to feel more in control</p> <p>Facilitated relationship building: bringing together individuals with a shared experience to develop relationships which enable peer-support and a stronger collective voice</p> <p>Build the capacity of individuals as leaders: empower people to lead the direction of the group and build their capacity to influence elsewhere</p>		

Assumptions	External factors that might affect outcomes
<ul style="list-style-type: none"> <li>• The importance to our community and economy of a sustainable third sector is recognised and supported</li> <li>• VAO maintains and develops positive relationships with the local third sector (i.e., community groups, voluntary organisations, social enterprises and volunteers) and statutory agencies</li> <li>• VAO gains intelligence through supporting and connecting with the local third sector</li> <li>• VAO is secure, can be trusted and delivers services to a high standard</li> <li>• VAO is effectively governed and adopts a culture of continuous improvement</li> <li>• VAO has capacity to ensure intractable, emerging problems are identified and addressed in collaboration with stakeholders</li> <li>• There is recognition that good governance is essential to the efficiency, effectiveness and reputation of local third sector organisations</li> <li>• The level of volunteering in Orkney can be increased</li> <li>• The level of enterprising activity in Orkney can be increased</li> </ul>	<p>VAO's ability to secure required additional resources to:</p> <ul style="list-style-type: none"> <li>• to engage with, interpret and disseminate policy/legislative information in a way that enables and encourages a geographically dispersed sector to respond effectively</li> <li>• to respond to additional challenges posed by the impact on our sector, community and economy of external factors out with our control</li> </ul> <p>VAO can retain/recruit staff with the required skills and experience.</p> <p>Local third sector organisation's ability to secure the resources required:</p> <ul style="list-style-type: none"> <li>• to sustain and develop their services</li> <li>• to engage with policy/legislation locally and nationally</li> </ul>

## Thank You

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