

ABERDEENSHIRE COMMUNITY PLANNING BOARD – 10 JUNE 2015

ABERDEENSHIRE THIRD SECTOR INTERFACE (TSI) WORKPLAN 2015-16

1 Recommendations

The Board is recommended to:

1.1 Discuss and endorse the TSI Workplan 2015-16.

2 Background

2.1 Third Sector Interfaces provide a single point of access for support and advice for the third sector within the local authority area. They should provide a strong, coherent and cohesive representation of the third sector with clear links to Community Planning Partnerships and Single Outcome Agreements.

2.2 Interfaces are funded to deliver the following four areas of activity across the whole local authority area:

- Volunteering development
- Social Enterprise development
- Supporting and developing a strong third sector
- Building the third sector relationship with community planning

2.3 Aberdeenshire Voluntary Action (AVA) is the local Third Sector Interface in Aberdeenshire and is an amalgamation of three former separate charities: CVS Aberdeenshire - Central and South, Bridge CVS and Volunteer Centre Aberdeenshire. AVA was formed in December 2014.

2.4 TSIs must prepare an annual workplan which should be endorsed by the Community Planning Partnership and agreed with the Scottish Government. The Aberdeenshire TSI Workplan for 2015-16 is attached in the appendix. Due to tight deadlines, the workplan has been submitted to the Scottish Government in advance of the Board meeting. However, Board members are asked to discuss the document and any suggested amendments / improvements will be fed back to the Scottish Government by AVA.

2.5 The second column in the attached workplan, entitled “outcome and common service”, details the common services that the TSI is expected to deliver against each of the common outcomes for TSIs. Details of the monitoring and evaluation guidance for TSIs on outcomes, common services and performance indicators can be viewed at this link <http://www.gov.scot/Resource/0043/00430173.pdf>

3 Implications for Local Community Planning Groups and Consultation with Local Community Planning Groups

- 3.1 An AVA representative sits on each of the six local community planning groups.

4 Equalities, Financial and Staffing Implications

- 4.1 There are no implications for the Board as a result of this report.

David Rodger, Chief Executive, AVA and Erin Wood, Strategic Development Officer (Community Planning)
May 2015



TSI WORKPLAN 2015-16

DRAFT

Version 5.0

OUTCOME 1 VOLUNTEERING IS PROMOTED AND SUPPORTED IN ABERDEENSHIRE					
OUTCOME 1.1 MORE PEOPLE HAVE INCREASED OPPORTUNITY AND ENTHUSIASM TO VOLUNTEER					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
1.1 a) AVA will lead on the development and implementation of a Volunteering Strategy for Aberdeenshire in collaboration with the Community Planning Partnership.	1.6	<ul style="list-style-type: none"> Volunteering Strategy adopted by Aberdeenshire CPP 	<ul style="list-style-type: none"> December 2015 	n/a	n/a
	1.7				
1.1 b) Awareness of volunteering, and of volunteering opportunities, is increased through promotional activity including published articles, media coverage of events, presentations and representation at relevant local groups.	1.7	<ul style="list-style-type: none"> # talks given promoting volunteering # of targeted volunteer recruitment initiatives per year 	<ul style="list-style-type: none"> 60 talks 3 recruitment initiatives per year <ul style="list-style-type: none"> January - Volunteers Week (1-7 June) October 	60	59
	1.8				
1.1 c) Volunteering opportunities are promoted and supported by providing user friendly access to appropriate and relevant information. Guidance and advice on volunteering and local volunteering opportunities will be	1.1	<ul style="list-style-type: none"> % increase in new volunteering enquiries # website hits specific to volunteering 	<ul style="list-style-type: none"> 10% increase (baseline 1347) 400 website hits 	n/a	n/a
	1.4				
	1.5	<ul style="list-style-type: none"> # opportunities offered (KPI) % of people who engage with the TSI go 	<ul style="list-style-type: none"> 1000 opportunities 200 Short term opportunities 60% of people who engage with the TSI go on to active volunteering 	750	878
	1.8				
					82%

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Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
available to the public and support agencies.		on to active volunteering (KPI)			
1.1 d) Volunteers and people interested in volunteering receive support, advice and guidance to help them continue volunteering, or to access a new volunteering opportunity	1.5 1.7 1.8	<ul style="list-style-type: none"> # number of people receiving support, advice and guidance % of people who receive support, advice and guidance rate this as helpful and enabling 	<ul style="list-style-type: none"> 150 people receive focused support, advice and guidance per year 90% of those people rate this as helpful and enabling 	50 60%	252 100%
1.1 e) Young people engage in and receive recognition for volunteering in their communities through Saltire Awards and Young Aberdeenshire Volunteering Awards (YAVA). This will be achieved by engaging with a minimum of 10 Academies in Aberdeenshire and their Community School Network (CSN). <i>The Young Aberdeenshire Award is for 5-15 year olds, it is a local award party sponsored by the Aberdeenshire Community Planning Partnership. This work is focused on engaging primary school pupils in volunteering. It complements Saltire as we transition young people from Young Aberdeenshire onto Saltire.</i>	1.2	<ul style="list-style-type: none"> # schools involved # young people registered (KPI) # Challenge Awards issued (KPI) # Approach Awards issued (KPI) # Ascent Awards issued (KPI) # Summit Awards issued (KPI) # Young Aberdeenshire Volunteer Awards (YAVA) certificates issued 	<ul style="list-style-type: none"> 17 academies 400 young people 60 Challenge Awards 100 Approach Awards 100 Ascent Awards 4 Summit Awards 250 YAVAs per year 	17 350 60 100 100 4 250	17 741 138 311 382 1 526

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OUTCOME 1.1 MORE PEOPLE HAVE INCREASED OPPORTUNITY AND ENTHUSIASM TO VOLUNTEER					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
1.1 f) People actively engaged in volunteering receive appropriate information response and to their enquiries e.g. phone, drop-in, email or web contacts	1.1	<ul style="list-style-type: none"> % of volunteers who rate the TSI as excellent/good (KPI) 	<ul style="list-style-type: none"> 90% of volunteers rate the TSI excellent or good 	80%	100%
	1.3 1.4 1.5				
1.1 g) An increased number of people are recruited and registered for volunteering in Aberdeenshire.	1.1	<ul style="list-style-type: none"> # volunteers referred to an organisation # volunteers placed (KPI) % increase in registered volunteers 	<ul style="list-style-type: none"> 300 150 volunteers placed per year (KPI) 5% increase per annum 	150	103
	1.3 1.4 1.5 1.7				
1.1 h) Volunteers are valued, feel supported and their achievements are recognised.	1.2	<ul style="list-style-type: none"> # Aberdeenshire Volunteer Awards issued 	<ul style="list-style-type: none"> 100 Aberdeenshire Volunteer Awards per year 	100	104
	1.3 1.5 1.8				
1.1 i) Volunteers and people interested in volunteering are engaged in learning activities, courses and SQA Award Programmes facilitated by our Skills for Volunteering & Employability Learning Project.	1.5	<ul style="list-style-type: none"> # number of people who engage in Learning Activities % of people engaging report a positive benefit of engaging in Learning Activities 	<ul style="list-style-type: none"> 300 engage in learning activities per year 90% of people engaging in learning activities report a positive benefit 	160	532
	1.8				

OUTCOME 1 VOLUNTEERING IS PROMOTED AND SUPPORTED IN ABERDEENSHIRE					
OUTCOME 1.2 VOLUNTEER INVOLVING ORGANISATIONS ARE BETTER ABLE TO RECRUIT, MANAGE AND RETAIN VOLUNTEERS					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
1.2 a) Regular contact with relevant organisations is maintained to ensure that volunteering opportunities being promoted by AVA are current and accurate.	1.1 1.9 1.10 1.13 1.15	<ul style="list-style-type: none"> # organisations contacted to update opportunities 	<ul style="list-style-type: none"> 100 organisations contacted 	100	64
1.2 b) An increased number of volunteering opportunities are available in Aberdeenshire.	1.1 1.13 1.15	<ul style="list-style-type: none"> # new long term opportunities registered % increase in new volunteering opportunities per year 	<ul style="list-style-type: none"> 50 new long term opportunities registered 5% increase in opportunities per year (baseline 233) 	50	33 n/a
1.2 c) Increased number of VIO staff, volunteers & volunteer managers engaging in networking meetings or participating in training workshops.	1.9 1.11	<ul style="list-style-type: none"> # number of attendees % of VIOs who feel better able to recruit, manage and retain volunteers as a result of using TSI services (KPI) 	<ul style="list-style-type: none"> 100 attendees 80% of VIOs feel better able to recruit, manage and retain volunteers as a result of using TSI services 	50 80%	66 100%
1.2 d) Building the capacity of VIOs through best practice information and support; <ul style="list-style-type: none"> enabling them to be more inclusive and to better support and value their volunteers 	1.9 1.10 1.12 1.14	<ul style="list-style-type: none"> # of organisations supported % of VIOs who rate TSI as excellent or good (KPI) 	<ul style="list-style-type: none"> 35 VIO's supported 90% rate TSI as excellent/good (KPI) 	n/a 80%	n/a 100%
				10	5

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OUTCOME 1.2 VOLUNTEER INVOLVING ORGANISATIONS ARE BETTER ABLE TO RECRUIT, MANAGE AND RETAIN VOLUNTEERS					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<ul style="list-style-type: none"> ➤ Supporting a diverse range of volunteers to participate on boards/committees of VIOs ➤ Supporting VIOs to achieve the Volunteer Friendly Award (VFA). 		<ul style="list-style-type: none"> • # organisations supported to achieve the Volunteer Friendly Award (VFA) 	<ul style="list-style-type: none"> • 10 organisations supported to achieve VFA 		

OUTCOME 2 SOCIAL ENTERPRISE DEVELOPS AND GROWS					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>2</p> <p>a) Ensure a proactive and innovative approach is taken to the development and support of social enterprises throughout Aberdeenshire, including:</p> <ul style="list-style-type: none"> ➤ In partnership with the Social Enterprise Reference Group and Social Enterprise Network, develop an Action Plan with the objective of strengthening peer advice and support. ➤ Continue to populate MILO with detailed information about Social Enterprises 	2.4	<ul style="list-style-type: none"> • # Social Enterprises identified on MILO with information in core fields plus social economy fields completed • # of Social Enterprise reference groups held per annum • Aberdeenshire Social Enterprise Action Plan agreed and implemented 	<ul style="list-style-type: none"> • 25 social enterprises identified and information available • 4 Reference Group meetings • Action Plan agreed by May 2015 	25	17
				n/a	n/a
				n/a	n/a

OUTCOME 2 SOCIAL ENTERPRISE DEVELOPS AND GROWS					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>2 b) Providing a resource and taking an active lead in supporting the Aberdeenshire Social Enterprise Network, including:</p> <ul style="list-style-type: none"> ➤ providing admin support for the setting up of Network meetings ➤ promoting relevant training and events through newsletters and e-bulletins ➤ promoting the network to new, emerging and existing Social Enterprises through newsletter and/or ebulletin articles 	2.4	<ul style="list-style-type: none"> • # SEN meetings held • # relevant training and events promoted • # articles promoting the Social Enterprise Network • # SE organisations receiving newsletters/e-bulletins • Increase in number of organisations taking an active part in Aberdeenshire SEN 	<ul style="list-style-type: none"> • 6 meetings per year • 6 training sessions/ events • 6 articles about the network in AVA newsletter/e-bulletin • 60 SE organisations will regularly receive newsletters/e-bulletins • Increase to 35 organisations 	6 6 2 40 TBC	2 9 4 50 TBC
<p>2 c) Consolidating and developing strategic links with the private and public sector ensuring social enterprise is understood, supported and developed:</p> <ul style="list-style-type: none"> ➤ TSI Development Officers to engage with and attend meetings of local business associations to explain and to promote Social Enterprise ➤ Representatives of local business associations to attend SE network meetings ➤ Contacts and synergies between SEs and other local businesses to be promoted through press and TSI Newsletter articles 	2.6 2.7 2.8	<ul style="list-style-type: none"> • # meetings of local business associations attended • # attendances private sector representatives at SE network meetings • # Public sector attendances at Social Enterprise network meetings 	<ul style="list-style-type: none"> • 4 meetings of local business associations attended • 2 meetings attended by private sector representatives • 4 meetings attended by Public sector representatives 	4 2 n/a	0 0 n/a

OUTCOME 2 SOCIAL ENTERPRISE DEVELOPS AND GROWS					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>2</p> <p>d) Support increased use of social enterprises by the public sector:</p> <ul style="list-style-type: none"> ➢ TSI to keep Aberdeenshire Social Enterprises and other Third Sector organisations informed of Scottish, UK and European procurement law and current best practice, with particular attention to the use of Community Benefit Clauses in public procurement tenders and contracts ➢ AVA Training to develop and publicise a programme of courses and other training opportunities to increase and maintain the readiness of Aberdeenshire-based SEs and other TSOs to tender successfully in competitive public procurement exercises. 	<p>2.5</p> <p>2.9</p>	<ul style="list-style-type: none"> • # newsletter articles explaining developments in Scottish, UK and European public procurement law and best practice, highlighting opportunities for SEs • # training courses or events organised to enable local SEs to become 'tender ready' 	<ul style="list-style-type: none"> • 2 articles in TSI Newsletter and other TSOs and signposting what support is available to such bodies. • 6 training courses or events 	<p>2</p> <p>6</p>	<p>0</p> <p>1</p>
<p>2</p> <p>e) Encouraging social enterprise activity and supporting its development:</p> <ul style="list-style-type: none"> ➢ Promoting and publicising successful Social Enterprises through newsletter articles ➢ Development workers supporting social enterprises on a one-to-one basis to enable them to set up suitable structures, and maintain good governance ➢ Encouraging and promoting social enterprise activity within Town Centre 	<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.6</p> <p>2.7</p>	<ul style="list-style-type: none"> • # organisations that have received start up information & support from TSI • # organisations that commenced trading • % of organisations who report they are more able and confident to develop their SE as a result of using TSI services 	<ul style="list-style-type: none"> • 30 organisations • 5 commence trading • 90% 	<p>15</p> <p>n/a</p>	<p>30</p> <p>n/a</p> <p>100%</p>

OUTCOME 2 SOCIAL ENTERPRISE DEVELOPS AND GROWS					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>Regeneration and Action Plans in Peterhead, Fraserburgh and Banff</p> <ul style="list-style-type: none"> ➤ Signposting to appropriate specialist knowledge ➤ Providing peer support through the experience of other social enterprises ➤ Provide information and access to potential contract and business opportunities via the AVA website and newsletter ➤ Assisting with Grantfinder searches ➤ Guidance and resources on a dedicated Social Enterprise area of the TSI website 		<ul style="list-style-type: none"> • # Social Enterprises signposted to specialist support services • # Social Enterprises supported with Grant Finder searches • % of social enterprises / social entrepreneurs who rate TSI as excellent or good 	<ul style="list-style-type: none"> • 10 Signposted to specialist support • 12 SE & potential SEs supported with Grant Finder searches • 90% 	6	0 4 n/a

OUTCOME 3 THIRD SECTOR ORGANISATIONS ARE WELL GOVERNED AND MANAGED AND DELIVER QUALITY OUTCOMES					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>3 a) New organisations will be supported to ensure that they operate best practice from the start:</p> <ul style="list-style-type: none"> ➤ One to one support from Development Officers ➤ Provision relevant training opportunities 	3.1	<ul style="list-style-type: none"> • # new groups supported 	<ul style="list-style-type: none"> • 25 new groups supported 	25	23
3	3.4		<ul style="list-style-type: none"> • 60 organisations supported 	60	39

OUTCOME 3 THIRD SECTOR ORGANISATIONS ARE WELL GOVERNED AND MANAGED AND DELIVER QUALITY OUTCOMES					
Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>b) Third sector organisations in Aberdeenshire will operate best practice and good governance and will be supported to deliver quality services:</p> <ul style="list-style-type: none"> ➤ One to one support from development workers on planning and development ➤ Support and signposting for organisations dealing with change or difficult situations ➤ Signpost to manuals on website: Effective Community Group Pack; Governance Pack; Volunteering Good Practice Guide; Planning & Evaluation Pack; Funding Pack ➤ Provide relevant training ➤ Inform groups of PVG requirements ➤ Carry out independent examinations for charities 	<p>3.6 3.7 3.8 3.10</p>	<ul style="list-style-type: none"> • # organisations directly supported with best practice/governance, organisational or constitutional change • # of organisations who access best practice manuals • # organisations supported with PVG • # IE carried out • % organisations who say their organisation is better managed or delivers better services as a result of using TSI services 	<ul style="list-style-type: none"> • 40 organisations accessing manuals • 15 supported with PVG • 10 IEs • 90% 	<p>40</p> <p>10</p> <p>5</p> <p>77%</p>	<p>97</p> <p>9</p> <p>6</p> <p>77%</p>
<p>3</p> <p>c) Support organisations through all aspects of business & financial planning:</p> <ul style="list-style-type: none"> ➤ Support with business plans ➤ Support organisations with Grantfinder searches ➤ Support organisations with funding applications 	<p>3.2 3.3</p>	<ul style="list-style-type: none"> • # orgs./groups supported with business planning • # Grantfinder searches carried out each year • # orgs./groups supported with funding applications 	<ul style="list-style-type: none"> • 10 organisations/groups • 30 organisations supported with Grant Finder searches • 30 organisations/groups • 90% 	<p>n/a</p> <p>20</p> <p>15</p>	<p>n/a</p> <p>27</p> <p>29</p> <p>97%</p>

OUTCOME 3 THIRD SECTOR ORGANISATIONS ARE WELL GOVERNED AND MANAGED AND DELIVER QUALITY OUTCOMES

Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>3 d) Third sector organisations will be up to date with new developments and relevant information:</p> <ul style="list-style-type: none"> ➢ TSI subscribes to regular publications on relevant issues and disseminates relevant information ➢ Regular newsletter and e-bulletins to keep groups informed 	3.5 3.11	<ul style="list-style-type: none"> • % organisations who rate TSI training/support as excellent or good • # newsletters/e-bulletins produced per annum • # TSOs and stakeholders receiving newsletters/e-bulletins 	<ul style="list-style-type: none"> • 12 newsletter/e-bulletins • 500 distribution list 	500	12 1100

OUTCOME 4 THIRD SECTOR ORGANISATIONS FEEL BETTER CONNECTED AND ARE ABLE TO INFLUENCE AND CONTRIBUTE TO PUBLIC POLICY

Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>4 a) Third sector organisations are encouraged and enabled to play a role in public service reform and the design and delivery of public policy and services:</p> <ul style="list-style-type: none"> ➤ Establish a membership base for Aberdeenshire Voluntary Action from which the TSI will improve the collective representation and influence of the Third Sector on public policy in Aberdeenshire ➤ Establish network structures within AVA that will encourage and support TSO's to contribute to thematic priorities such as Health and Social Care Integration, Tackling Poverty and Inequalities and GIRFEC. ➤ AVA will host an annual conference for Aberdeenshire based TSOs ➤ Publicise consultations and encourage/support appropriate organisations and groups to contribute ➤ Participate in national or regional consultations when appropriate on behalf of the Third Sector in Aberdeenshire 	<p>4.1 4.2 4.3 4.4 4.5 4.6 4.7</p>	<ul style="list-style-type: none"> • # of TSOs, groups and organisations who become members of AVA • Annual Conference held for Aberdeenshire based TSOs • # consultations publicised • # consultation responses from the TSI • # organisations participating in networks/forums • % of TSOs that say network is excellent or good • % of organisations that say as a result of taking part in networks/forum they feel more connected • % of organisations that wish to contribute to 	<ul style="list-style-type: none"> • 250 in year 1 (15/16) • October 2015 • 20 consultations will be publicised • 5 consultations responses from the TSI • 50 organisations • 85% • 90% • 90% 	<p>n/a</p> <p>n/a</p> <p>15</p> <p>5</p> <p>n/a</p> <p>0%</p> <p>0%</p> <p>43%</p>	<p>n/a</p> <p>n/a</p> <p>20</p> <p>4</p> <p>n/a</p> <p>0%</p> <p>0%</p> <p>43%</p>

OUTCOME 4 THIRD SECTOR ORGANISATIONS FEEL BETTER CONNECTED AND ARE ABLE TO INFLUENCE AND CONTRIBUTE TO PUBLIC POLICY

Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>4 b)</p> <ul style="list-style-type: none"> ➤ Represent voluntary sector views at key strategic partnerships: ➤ Attend and participate in Community Planning Partnership meetings ➤ Feedback on discussions where relevant ➤ Ensure that Third Sector issues are taken into account in discussions and regularly appear as agenda items at strategic CPP meetings ➤ Support partnerships and partner agencies in specific activities and projects ➤ Undertake a 'State of the Sector' audit and analysis to understand the capacity, scope, value and future requirements of the Third Sector in Aberdeenshire. ➤ Support in an advisory capacity the Aberdeenshire Health and Social Care Joint Integration Board, representing the issues and views of the Third Sector 	<p>4.1 4.5 4.6 4.8 4.9</p>	<p>public policy who feel that the TSI helps them do so</p> <ul style="list-style-type: none"> • # Community planning meetings attended • # items put forward by AVA staff and included on agenda at Community Planning Partnership • # of Health and Social Care Joint Integration Board meetings attended by AVA representatives • % of public sector partners who feel the TSI brings extensive knowledge of the third sector and its views to partnerships • 'State of the Sector' Audit and Analysis completed 	<ul style="list-style-type: none"> • 100% AVA attendance and representation to CPP Board • 3 items/issues per annum @ Regional CPP • 10 items/issues per annum @ local area CPPs • 100% AVA attendance at • 90% • Completed by October 2015 	<p>n/a n/a n/a n/a</p>	<p>n/a n/a n/a n/a 87% n/a</p>

OUTCOME 4 THIRD SECTOR ORGANISATIONS FEEL BETTER CONNECTED AND ARE ABLE TO INFLUENCE AND CONTRIBUTE TO PUBLIC POLICY

Service / Activity	Outcome & Common Service	Performance Indicators	Target / Timescale	2014/15 Target	2014/15 Actual
<p>4 c) The TSI will support TSOs to contribute to effective public participation in citizenship and communities, and will work to improve social capital, cohesion and resilience:</p> <ul style="list-style-type: none"> ➤ By working collaboratively with Rural Partnerships in Aberdeenshire and contributing to the development of community action plans. ➤ By proactively supporting community groups to implement innovative approaches to identified needs (e.g. Men's Sheds, Insch Hospital Link Worker) ➤ Guidance and support in community asset transfer 	<p>4.2 4.3 4.5 4.7</p>	<ul style="list-style-type: none"> • # Community Action Plans developed with TSI participation • # of organisations/ community groups provided with guidance and support in relation to Community Asset Transfer 	<ul style="list-style-type: none"> • 4 Community Action Plans 15/16 • 6 Community Groups 	<p>n/a</p> <p>n/a</p>	<p>n/a</p> <p>n/a</p>

OUTCOME 5 THE THIRD SECTOR INTERFACE IS WELL GOVERNED, MANAGED AND EFFECTIVE					
Service/ Activity	Outcome & Common Service	Performance Indicators	Target/ Timescale	2014/15 Target	2014/15 Actual
<p>5 a) AVA will ensure our employees and volunteers are equipped with the necessary skills, and are supported to deliver high quality services across Aberdeenshire:</p> <ul style="list-style-type: none"> ➤ Regular team & all staff meetings will be held ➤ Resolve anomalies in AVA organisational structure to provide improved accountability, management support and communication. ➤ Implement and manage a support and supervision system with annual review and performance appraisals ➤ Development plans are agreed with employees and volunteers. ➤ Implement a review of non-contractual employment policies and procedures and redraft staff handbook. ➤ An internal communications strategy will be developed ➤ Achieve Volunteer Friendly Award 	5.15	<ul style="list-style-type: none"> • Agendas & minutes of team meetings • Agenda & minutes of all staff meeting • AVA Organisational structure finalised • Development plans agreed • Revised AVA Staff Handbook developed • Internal communications Strategy implemented • Achieve Volunteer Friendly Award 	<ul style="list-style-type: none"> • Minimum of 6 per annum • Minimum of 2 per annum • April 2015 • 100% of staff and volunteers by July 2015 • Completed by June 2015 • June 2015 • March 2016 	n/a	n/a
<p>5 b) The AVA Board is equipped with the required skills, experience and support to provide effective governance of the TSI:</p> <ul style="list-style-type: none"> ➤ Review Board skills matrix and recruit new directors to meet identified gaps ➤ Board meetings will be held regularly ➤ Development plans are agreed with Directors 	5.14	<ul style="list-style-type: none"> • Agendas and minutes of AVA Board meetings • Agendas and minutes of Finance Sub Group • Development plans agreed with Directors 	<ul style="list-style-type: none"> • Minimum of 8 per annum • Minimum of 2 per annum • 100% of Directors by June 2015 	n/a	n/a

OUTCOME 5 THE THIRD SECTOR INTERFACE IS WELL GOVERNED, MANAGED AND EFFECTIVE					
Service/ Activity	Outcome & Common Service	Performance Indicators	Target/ Timescale	2014/15 Target	2014/15 Actual
<ul style="list-style-type: none"> ➤ Finance and HR sub-groups of the Board will be established and will meet regularly ➤ Develop and implement a system for reviewing board performance. ➤ Achieve the EFQM Committed to Excellence Award 		<ul style="list-style-type: none"> • Board performance measures agreed and baselines set • EFQM Committed to Excellence Award achieved 	<ul style="list-style-type: none"> • Indicator(s) to be confirmed • December 2015 	n/a n/a	n/a n/a
<p>5</p> <p>c) AVA will actively seek to improve our financial security and future sustainability:</p> <ul style="list-style-type: none"> ➤ Establish a Finance Sub Committee to review financial performance and risk management ➤ Implement a sustainable financial model ➤ Agreement of AVA Reserves Policy ➤ Appoint a Business Administration Manager with the lead for corporate functions, including financial reporting. ➤ Develop and agree a revised financial procedures manual ➤ Review and seek to develop the scope and capacity of self-generating income streams such as Magpie, AVA Training and the provision of office support services to TSOs. ➤ Where appropriate seek external funding to develop new projects/initiatives which meet both an identified need and the strategic objectives of AVA. 	5.14	<ul style="list-style-type: none"> • Revised financial procedures manual produced • Business Administration Manager appointed • Business plan, with three year financial projections, produced for each income generating programme • # of funding applications submitted • # of tenders submitted 	<ul style="list-style-type: none"> • May 2015 • May 2015 • Magpie – June 2015 • AVA Training – June 2015 • n/a • n/a 	n/a n/a n/a	n/a n/a n/a

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Service/ Activity	Outcome & Common Service	Performance Indicators	Target/ Timescale	2014/15 Target	2014/15 Actual
➤ Regular and proactive engagement with elected representatives and other community leaders					