

*Promoting, Supporting and Developing
West Lothian's Voluntary Sector*

VOLUNTARY SECTOR GATEWAY WEST LOTHIAN



April 2014 – March 2017

Company Limited by Guarantee 244154; Scottish Charity SC02761

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2. Executive Summary

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3. Functional Areas

Voluntary Sector Gateway West Lothian (The Gateway) operates throughout the whole of West Lothian providing representation and capacity building support to strengthen voluntary and community groups, charities, faith groups and other not-for-profit organisations such as social enterprises and community interest companies (the voluntary, community and faith sector) operating in West Lothian.

There are 800 voluntary, community and faith organisations in West Lothian registered with the Gateway, 458 of which are registered charities with the Office of the Scottish Charity Regulator (OSCR) . (as at 10 Sep 13). The Gateway had a membership of 130 voluntary and Community organisations; approximately eight applications for membership are received each month.

In the past three years, the Gateway has succeeded in changing the sector's perception of what an Interface can achieve as a representative organisation, at the same time developing strong relationships between the Gateway and West Lothian's Community Planning Partners and West Lothian's Third Sector. However, the Gateway is not complacent and will continue to strive towards developing and maintaining this reputation across West Lothian based a continuous theme of developing effective relationships with all stakeholders, partners and sector organisations.

Voluntary Sector Gateway links with the work of other key local, regional and national bodies and partnerships including the Local Strategic Partnership such as; West Lothian Community Planning Partnership, West Lothian Compact, Voluntary Sector Strategic Group (VSSG) and NHS Lothian.

The Gateway is one of 32 Interface's covering Scotland's 32 local authority areas. Its distinctive role is to act as an interface between West Lothian's Third Sector (800+ Voluntary and Community organisations) and West Lothian's 15 Community Planning Partners in representing the best interests of West Lothian's Third Sector. The Gateway is supported by a staff compliment of 18 personnel (11 FTE) and has an active membership of **130 voluntary/community organisations**

The Scottish Government has driven the creation of Third Sector Interfaces (TSI's) across Scotland, since 2008. The aim is to ensure that the Third Sector is effectively supported and represented at local level. One important aim of the creation of TSIs is to build a more effective mechanism through which the Third Sector can participate in community planning, to allow the Third Sector to contribute to achieving local and national outcomes.

The Gateway, as West Lothian's Interface, has a remit that covers all of West Lothian and reaches out to 1,200 representatives of Voluntary and Community Groups. The core activities of the Gateway, as outlined by the Scottish Government are to:

- **Develop and Support Volunteering**
- **Build the Capacity of the Third Sector**
- **Develop Social Enterprise Activity**
- **Build Relationships between the Third Sector and Community Planning Partners.**

In addition, the Gateway manages 5 Projects commissioned by West Lothian Council,(Befriending, Schools Mentoring, Gardening support for Older People, Supported Volunteering, and Driving) supported by 103 volunteers.

3.1 Mission, Vision and Values

Mission Statement.

“To be a leading edge organisation with the capability, capacity and confidence to enhance the quality of life for the people of West Lothian”

Values

Voluntary Sector Gateway has developed a set of values and associated behaviours which underpin or ‘PROP’ up the work of our staff and inform the work of our Board of Directors. These values, which currently drive the work of the Gateway, are: **Professional Respectful Open Positive**

Vision

The Gateway’s vision is to be an excellent organisation, which will represent the best interests of West Lothian’s Third Sector effectively and support voluntary, community organisations to develop and improve what they do, enabling and empowering them to make a positive difference in their communities.

3.2 Business Details

Voluntary Sector Gateway West Lothian
36-40 North Bridge Street
Bathgate West Lothian
EH48 4PP
vsg@vsgwl.org
www.vsgwl.org

Legal Status - Voluntary Sector Gateway is a registered charity (SC027612) and a Company Limited by Guarantee (244154)

Board of Directors - There are currently 7 Directors who come with a range of Voluntary and Private Sector experience. By 2017, the Gateway aims to maintain a Board of at least 9 Directors, who will continue to offer a fair representation of the Sector. The resources and experience offered by these Directors to include; expertise in funding, accounting, the voluntary sector, experience at working at a strategic level, business acumen, organisational and HR Skills.

In addition to the afore mentioned other areas of support are; partnership working, providing representation across West Lothian and the offer of advice and guidance to the Gateway Management team.

By 2017, the Gateway Board will have broadened its representation to include other groups e.g. sports, arts and culture. The Gateway Board of Directors will always strive to have both a highly skilled, representative and competent Board.

3.3 Board Profiles

William Boyle. (Chair Finance Sub Group member)

Resides in West Lothian, married with a grown up family, currently a local elected representative of West Lothian Council and has the role of Shadow Convenor for West Lothian's Third Sector. Willie brings to the Board a wealth of local knowledge and a passion for the development of West Lothian's voluntary sector.

Jackie Agnew (Vice Chair & Staffing Sub Group member)

Resides in West Lothian, married with a grown up family, currently Manager of a furniture recycling project based in Bathgate. She is also a director with CRNS, Community Recycling Network Scotland. Jackie brings to the Board a wealth of local knowledge about West Lothian's Third Sector.

Jacqui Wood (Staffing Sub Group member)

Resides in West Lothian, married, is a property consultant. She volunteers with Citizens Advice Bureau. Jacqui brings to the Board a wealth of private sector experience, complemented by an enthusiastic approach to volunteering.

Pat McGinley Chair of Staffing Sub Group

Resides in Glasgow, married with a grown up family and currently owner of four vehicle repair units throughout West Lothian and Falkirk. Pat is a trained Mentor who has won an award for his work with school children of secondary age. Pat brings to the Board a deep interest and care for the wellbeing of young people and a sound business sense.

Rev Peter Kirk Staffing Sub Group member

Resides in West Lothian, married with a grown up family and retired Episcopal Church Minister. He is currently the Chair of Victim Support West Lothian and on the board of Christian Aid. Peter brings to the Board a wealth of experience based on 40 years of residency and involvement in West Lothian's Voluntary Sector.

Jim Halley Chair of Finance Sub Group

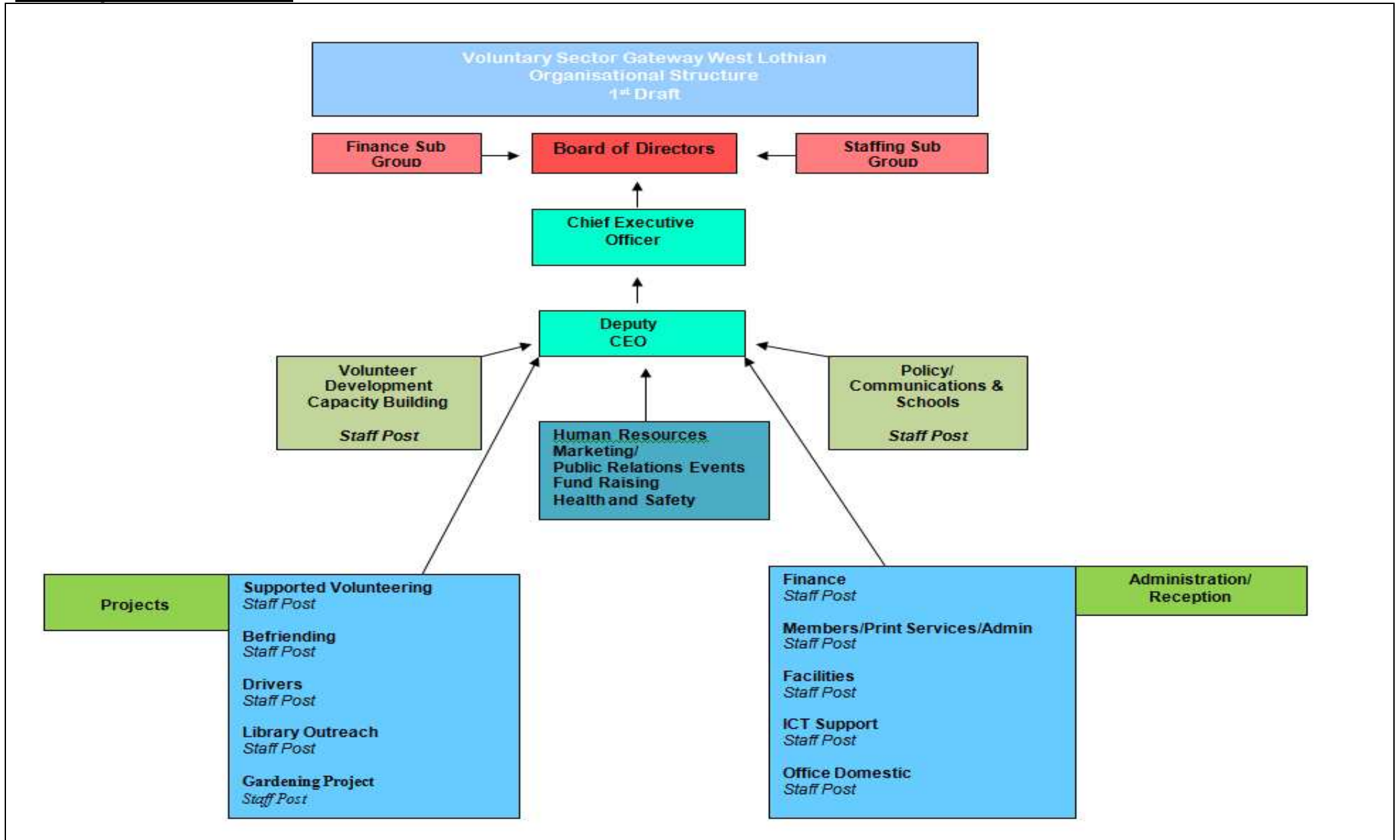
Resides in Edinburgh, married with one son. He has been a board member of a not for profit organisation in the USA for 3 years.

Jim is an experienced and trusted leader with wide practical business experience in financial services.

Excellent general management, technical, organisational and people skills with well developed research and analytical skills.

Steve Bebbington Staffing Sub Group member

3.4 Corporate Structure



3.5 Management Team/ Staff Training, Qualifications and Participation

Chief Executive - The Chief Executive is accountable to and works closely with the Board of Directors to lead and develop the Gateway in line with its strategic plan, taking responsibility for implementing the organisation's short, medium and long term goals.

Deputy Chief Executive - The Deputy Chief Executive's role is to manage the infrastructure of the Gateway including management of the office and provide line management for all staff. The Office Manager has a pivotal role in ensuring that the internal presentation of the Gateway is of the highest standard and that administrative systems are current and working well.

Development Officers (x 2) Development Officers champion the needs and development of the sector. Each has a portfolio of priorities and works to build capacity, support networks, identify development opportunities, understand needs and represent views where appropriate. The specific role of the Development Officers is detailed in Appendix 1.

Staff of the Gateway has been very active in the development, promotion and support of the core aims of the Gateway. Volunteering is being actively accessed by all manner of people, from young pupils at primary school to older people in retirement, who view the activity as giving them the "Feel Good Factor", to therapeutic, and as a conduit to employment, further education or training. Volunteering in West Lothian is in a very healthy state. The impact of Volunteering is widely accepted as very positive in individual lives. Our feedback information demonstrates clear evidence of that.

To assist in getting the message across about the benefits of Volunteering the Gateway works closely with Community Partners and the Private Sector in the promotion of Employer Supported Volunteering (ESV). West Lothian Council now has ESV firmly embedded in its staff development programme. In addition, an extensive programme of promotional visits to West Lothian Schools has resulted in pupils from all 11 secondary and a number of primary schools actively participating in the Saltire Awards. Other areas of promotion and achievement include:

- **Annual sponsored Volunteer Award Ceremony**
- **Quarterly Voluntary Sector Forums (Open to all members of West Lothian's Third Sector)**
- **Development of a 15 member locally elected Voluntary Sector Strategic Group (VSSG)**
- **Talks and presentations to various groups and gatherings and Displays in local shopping centres and supermarkets,**
- **The Gateway initiated a "Volunteering Charter" that was formally adopted by West Lothian's Community Planning Partners Board.**
- **The Gateway developed a two year Schools Mentoring Project aimed at supporting 14 year olds. Volunteers are drawn from other Community Partners staff as well as the general public. Special mention must go to the West Lothian Fire and Rescue Service for their contribution.**
- **The Gateway was instrumental in securing funding (£10,000) to train up to 100 volunteers to support the prestigious British Pipe Band Championships being held in West Lothian and in providing support, advice and guidance in the recruitment, training and support of the volunteers.**
- **Funding was secured (£23,000) from Reshaping Care for Older People to conduct a survey of 2,000 Older People resident in West Lothian using an integrated approach that involved a mix of older and young volunteers as consultants. (Broxburn Academy Pupils)**
- **Initiated a Independent Examination of Accounts Service for the Sector**
- **Initiated quarterly joint meetings between West Lothian Councils Corporate Management Team and the VSSG (Only TSI to do this in Scotland).**

4. Operations

Voluntary Sector Gateway is firmly locked into providing services in support of West Lothian's Third Sector. The Scottish Government requires that each of Scotland's 32 Interfaces provide and deliver on a series of four core activities. Each of which aligns itself with national and local priorities such as the Single Outcome Agreement (SOA). This Operational Plan is designed to cover a period of one year, starting in April ending in March. An Interim report is submitted at the 6 month point (September)

At a local level the Gateway contracts with West Lothian Council on an Outcome Based Commissioning basis to meet a set of agreed outcomes. Those are reviewed at the end of the financial year using the councils "Health Check" to gauge performance against agreed outcomes. Both of the before mentioned methodologies address specific areas of service delivery in support of West Lothian's Third Sector and the community it serves.

Voluntary Sector Gateway, over the three year period of this Business Plan will be looking to address specific areas of activity that will enhance the growth and development of the organisation and its staff. Events going back at December 2012 has demonstrated that there is a requirement to focus and be persistent in our drive to create a meet a culture of 'togetherness' based on the principles of: openness transparency consultation communication and respect for the individual.

Recorded all recommended courses of action must be actioned with participation from all levels of the organisation. In addition to the aforementioned, over the period of the Business Plan there are a number of areas that will require a distinct focus and resources to ensure there aims and objectives are achieved. These being:

Organisation Development

The survival and success of Voluntary Sector Gateway in the longer term involves getting the "right" people focused on the "right" things and engaged in collective effort. We all have to be aligned to the organisations goals, willing to "go the extra mile" and act as advocates for our organisation at every opportunity. Becoming more involved in building staff engagement, as a unified team, to address the future development and growth of the Gateway has never been more important.

This Business Plan is the start of a process of addressing the personal and social development for all staff, which includes building their capacity to improve effectiveness as individuals as well as team members. In turn this will directly reflect on the effectiveness of the Gateway, the representative organisation for West Lothian' Third Sector.

The tone of this "Business Plan" is positive and forward looking and developed to address change from within and will require a great deal of good will and determination of staff members at all levels in the organisation to ensure its success comes to fruition and is maintained.

Staff Development.

(An ongoing process aligned to a separate Action Plan, Personal Development Plan and Staff Annual Appraisals)

The leadership of the Gateway has two strands, Strategic (The Board) and Operational, (The Management Team). Each should apply its own

leadership practices to some effect on all, such as:

- **Engaging Leadership** – (The Board) Strategic leadership which gives staff a line of sight between their jobs and the vision and aims of the Gateway. They provide a clear strategic narrative about where the organization is going and why, in a way that gives staff information and insight for their own job.
- **Engaging Managers** – (The Management Team) are driving effort on a day to day basis. They offer clarity about what is expected from individual members of staff, which involves some stretch, and much appreciation and feedback/coaching and training. They also treat people as individuals, with fairness and respect and with a concern for the staffs well being. They also ensure that work is designed efficiently and effectively. Engaging with staff is probably best summarised as “Know me, Focus me, and Value Me”. However, success will ultimately depend on each member of the Gateway’s ability to “Adapt and Change”.

Organisation and Staff Development will be based on human values, our stakeholders needs and must be addressed, these being:

- Provide opportunities for staff to function as human beings rather than a resource.
- Provide opportunities for each staff member, as well as the Gateway, to develop to its full potential.
- Seek to increase the effectiveness of the Gateway in terms of all its goals.
- Create an environment in which it is possible to find exciting and challenging work.
- Provide opportunities for the staff in the Gateway to positively influence the way in which they relate to work and each other.
- Trust each staff member as a person, with a complete set of needs, all of which are important in their work and life outside work.

Raising the profile of the Gateway, its Role and its Impact. - Raising the Gateways’ public profile on a continuous basis over the period of this business Plan will help enhance and strengthen our image and exposure towards our work and role within the community. Allied to that, a strong communications plan will allow the Gateway to market our organisation as an authority on events and current issues and one that utilises new media and social networking sites will increase our breadth and impact.

A strong communications plan - The Gateway will need to have a long range communications and marketing strategy embedded into our business plan with a focus on the image the Gateway wishes to project to the public. A clear and concise identity and message must be the aim combined to build a unified message in with the communication tools at our disposal, including our website, marketing materials, stationary, and e-mail frequency and relevance that will reinforce the Gateway role and raise its levels of recognition for the work carried out in support of the Sector.

The Gateway – A leader in Current Issues - For the Gateway to be respected and valued in its representative role as the interface between the Third Sector and Community Planning Partners, it must be well versed and capable of championing current issues. In doing so help raise

awareness about the significance of our work. The Gateway must be in a position, at short notice, to be able to strategise and tailor our approach to make it more relevant to the current economic environment or local/national concern. We will need to have a robust and daily public relations strategy to raise our profile. The newly established Policy and Communications Post, in conjunction with the CEO, should be in constant contact with the media and the wider sectors working to build long term relationships, to bear fruit in the years to come. Additionally, all staff, the Management Team and Board Members, as leaders of the Gateway, is capable of promoting the work of the Gateway and its cause's and talking to local newspapers, national newspapers as a representative of the organisation. Consideration should be given to ask your local newspaper, if they would be interested in having a representative from the Gateway write a regular blog on our field of expertise.

Use Social Media to our Advantage - Social Networking Websites like Facebook, MySpace and Twitter are quickly becoming one of the best ways to reach our community. New media proves to be beneficial in spreading news about our organization and volunteer opportunities by creating groups on the sites. Facebook has an application that is specifically geared towards causes and lets people donate to charities and good causes. The Gateway films our main event of the year e.g. The Volunteer Awards. YouTube is an additional tool to be utilised to drive home the message of the Gateway work and its impact. A communication metrics system will be a requirement to keep track of website traffic from month to month to see quantitative improvements.

Developing a Voluntary Sector Strategy (In consultation with the Third & Statutory Sector Partners) Voluntary Sector Gateway West Lothian will prepare a strategy for the development of West Lothian's Voluntary Sector over the next 3 years. (Big Lottery funded) This strategy will become an important part of the policy and operating environment for the Gateway, Third Sector Organisations and Partners. It is a timely step and will present a significant statement of intent on the way ahead and key themes for action. Ownership of the strategy will rest with the Third Sector. The start date will be January 2014. Completed by July 2014

It will set out a programme of work to develop the strategy, working in conjunction and in consultation with the wider sector, partner organisations, and West Lothian's Community Planning Partners. In this way the strategy process will become part of the capacity development of the sector and align activities and outcomes to national and local priorities, such as the Single Outcome Agreement and West Lothian Councils "Life Stages Model".

The approach and methodology proposed will involve working closely with community organisations and facilitating consultations with partner organisations. This will include a series of workshop sessions and group discussions to ensure that a wide range of inputs is gathered and that there is genuine buy-in to the outputs and future responsibilities for delivery.

As well as being a strategy for the West Lothian's Voluntary Sector, it will also be an inter-organisational document with explicit recognition of the contributions from the local voluntary and community sector and partners. It will also gather examples of good practices locally and draw on best

practice exhibited both regionally and nationally to develop an even more dynamic third sector interface in West Lothian.

The development of this strategy will focus on how the Gateway, as the lead representative organisation, can respond to current challenges facing voluntary and community organisations. It will also act as a driver to encourage a thriving and enterprising sector that can integrate the direction and actions of key partner organisations such as West Lothian Council in delivering and developing services that are a direct response to local needs as well as demonstrating innovation and thought leadership.

A number of key challenges will be identified as facing the voluntary and community sector over the next three years. The strategy will aim to meet these challenges by adopting a joint-working approach to its implementation and working effectively with local Community Planning Partners.

The ever changing financial and economic environment has resulted in a degree of organisational drift and uncertainty in many areas of the voluntary and statutory sectors. This has presented Voluntary Sector Gateway with the opportunity to develop a Voluntary Sector Strategy that will have buy-in from the Sector and Community Planning Partners. In turn, this will allow for a new focus by all involved and how they can contribute to the success of the strategy at all levels.

The Voluntary Sector Strategy will seek to address, highlight and give a means of expression at an individual level (staff or volunteer) and sector organisations that will allow greater participation in the development of the sector and at the same time contribute to their own personal and social development and in turn, their organisations growth.

The Strategy will seek to promote the benefits of an integrated approach to service delivery by highlighting the range and diversity of the sectors abilities and the impact this has in meeting the needs of local communities. Joint working, adaptability and effective response at a local level are a major strength that must be utilised through even closer cooperation and joint working with other sector and statutory partners. The Strategy will target a range of areas that involve community involvement to promote a greater degree of self -help and responsibility for the growth and development not only of their immediate community but those groups and individuals who struggle through a lack of resources and direction. The Strategy will look to promote a theme such as "Its good for all of us".

4.1 Description of current Projects and Services.

VSGWL receives funding from Scottish Government to enable it to provide support services to the voluntary sector in West Lothian. In addition, local Council funds specific projects and other funders provide grants to enable us to run other project we have identified as necessary for the wellbeing of the community of West Lothian. Below is a brief summary of projects and services currently on offer.

PROJECTS

Title	Start	Duration	End	Funding/Source
Community Drivers	April 2006	1 Year/Review		West Lothian Council £10,000 Outcome Based Commissioning Individuals (36) are recruited to volunteer their time as drivers for any community group in West Lothian who requires their services. The Project Coordinator arranges Minibus Driver Awareness and other training, checks availability and liaises with voluntary organisations that require drivers.

Title	Start	Duration	End	Funding/Source
Befriending Scheme	April 2004	1 Year/Review		West Lothian Council £53,000 Outcome Based Commissioning The aim of West Lothian Befriending Scheme is to recruit and match suitable volunteers to befriend adults with learning difficulties aged 16 to 65 years throughout West Lothian, thereby promoting opportunities for social inclusion for these adults. A target of 35 befriending matches is maintained.

Title	Start	Duration	End	Funding/Source
Supported Volunteering	April 2000	1 Year/Review		West Lothian Council £7,000 Outcome Based Commissioning Funding pays for a coordinator to find placements and provide support for individuals (8 in total) with support needs, i.e. anyone who has a physical disability or mental health issue, who would still like to contribute something to their local community. Part of the coordinator's role is to find placement opportunities where these volunteers will be welcomed and given the additional support they need.

Title	Start	Duration	End	Funding/Source
Schools Mentoring	01/12/12	2 years	30/11/14	Big Lottery- Young Start £50,000 and West Lothian Council The mentoring programme is available to all secondary schools in West Lothian. Volunteers (50) are recruited and trained to work with young people aged 14 (110 over two years), meeting with them on a weekly basis to help them achieve specified, agreed, outcomes. The mentoring match is monitored and evaluated by the schools themselves and the Gateway's Project Co-ordinator who ensures guidelines are adhered to.

Title	Start	Duration	End	Funding/Source
Garden Angels	08/04/13	2 years	31/03/15	Challenge Fund (West Lothian Council) £64,000 Schuh Livingston £8,700. The Gateway employs an experienced Project Co-ordinator who recruits and trains volunteers to work with less able older people to help in the year-round basic care and maintenance of their gardens. The project aims to recruit up to 50 volunteers over the life of the project. Service users must be aged over 60 years, have their own garden, and have no other able bodies person living in the household.

SERVICES

The Interface Function is funded by The Scottish Government annually. (£187,200). The objective being for the Gateway to provide an interface function between the Third Sector and Community Planning Partners. To facilitate this, the Gateway hosts quarterly forums, circulates regular E-Bulletins, and Chairs bi-monthly meetings with the Voluntary Sector Strategic Group (VSSG) to elicit regular feedback from the sector, which it relays back to CPP and CMT.

Room Hire/Rent - The Gateway has several rooms available for private hire or Rent. Catering can be provided on request.

Training & Development - Bespoke training can be provided for staff of voluntary organisations, and/or volunteers, on request.

Independent Examination of Accounts - We have a small team of staff and volunteers who are trained to produce professional, compliant, annual accounts in line with OSCR requirements.

PQASSO Mentoring - Several members of staff are trained Mentors who can help guide SMEs through PQASSO assessment.

Printing, Copying and Binding - We receive requests to print Annual Reports, tickets and posters for fundraising events, and so on. Work is turned around as soon as possible but, in any event, by deadline given by customers. Members of the Gateway are given preferential rates/benefits or a discount on price for services, external training, or room hires.

4.2 Compliance with legal responsibilities & insurance requirements

Liability Insurance

- Employers Liability Insurance.- Expires 16th Dec 2013. - Amount Insured £10,000000.
- Public Liability- " Amount Insured £5,000,000.

Money Insurance

- Non Negotiable Money - £250,000
- In Transit - £5,000
- In Registered Post - £500
- On Premises Business Hours- £5,000
- On Premises out of Business Hours- £300
- In Safe out of Business Hours - £1,500
- Insured Personal Custody - £500
- Unexpired Units in Franking Machine - £1,000
- Company Credit Cards- £500

Board of Directors are governed by Companies House (Memorandum and Articles of Association) and as as are Limited by Guarantee to a £1.

Contents and Property -

- Building - £422,919
- Contents - £ 38,328

Data Protection -

- The Operations Manger has the responsibility for Data Protection. Each staff member has access to the Gateway's Data Protection Policy.
- Staff Members are requested to sign a copy of the policy and to acknowledge their understanding of the policy.

Formal Training in Data Protection is a requirement for staff to ensure they are aware of their responsibilities and hav their own copy of our policy.

4.3 HR Aspects

In providing services on behalf of our funders and stakeholders to West Lothian's community appointing and retaining the right staff is probably the most important success factor. Our staff members are the ambassadors of our organisation who will actually implement our organisational strategies and objectives over the period of this plan.

Therefore, it is crucially important for the Gateway to ensure from the outset that the right staff members are appointed. Currently the Gateway is well positioned in that respect. In order to achieve and consistently maintain the best results the recruitment process has to be sound. Alongside this each job will have a job description attached to it, in which will be detailed their role within the organisation and the part that they will play in achieving overall success.

It is important that the work and task listed in the job description are met with an appropriate wage and benefits package. (Pension and Travel Allowance where appropriate) Problems attracting suitably qualified staff due to funding restrictions need to be avoided. If it is felt that it proves difficult to attract the right calibre of staff, the Board and the Management Team should investigate alternative avenues as to how to enhance the wage package. Possible avenues would be an increase in benefits, such as travel allowances, extended holidays, flexi-time working hours, paid training and study leave.

Paying an appropriate wage does not only attract good quality applicants for a given job, it will also aid the retention of staff members. It is important that the Gateway can demonstrate in our organisation is capable of attracting the right staff members and to ensure their long-term commitment.

5. Marketing Plan

Introduction

Our mission is to be “a leading edge organisation with the capability, capacity and confidence to shape the future of a strong and thriving Voluntary, Community and Social Enterprise Sector, enhancing the quality of life for the people of West Lothian”. To help achieve our objectives a Marketing Plan has been developed.

Voluntary Sector Gateway West Lothian is a limited company and a registered charity. There is not enough time or money to do all the marketing activities that we would generally see in a large organisation, which could range from search engine optimisation to advertising across all media, direct marketing and public relations. Effective use of our limited resources is essential to allow us to understand our clients' needs and wants, build rapport and establish good communication, and offer the sort of customer service that will please them. Through our Marketing Plan, we look to ensure this.

Market Research

The nature of our business means that we are constantly receiving verbal feedback. However, on occasion we need more detailed information and over the past year we have commissioned a community consultation, elicited feedback via Survey Monkey and distributed feedback forms at events. Nothing specific was highlighted to explain the relatively low uptake of our services. We might consider designing and implementing a simple feedback form that can double as a promotional tool.

Services

- Room Hire – Don, Clyde, and Forth
- Catering for Room Hires
- Printing, Finishing, Laminating and Binding
- Members' Services (discounted) – PAT, Independent Examination of Accounts, Risk Assessments
- PQASSO Mentoring
- Events Organisation

Strategy – price 20% lower than our closest competitor and work to promote our services and maximise revenue.

Place

For a product, it is the place where the customer can buy that is important – distribution! For a service, the place in which the service is delivered gives another aspect to the clients' overall experience. The Reception area at the Gateway is not ideal. Rooms for hire are well appointed, staff are well qualified, but the entranceway is not very bright and there is no comfortable space to browse our literature or wait to be called to your appointment.

Strategy – refurbish entrance to the Gateway and make waiting area more user friendly.

Promotion

Low cost Tools available to us are:

- Website
- E- bulletin
- Leaflets/posters/banners/flyers
- Advert in local press
- Editorials
- Mailing list
- Social media

Strategy – for detail, refer to the Marketing & Communications Strategy.

People

The Gateway's staff is knowledgeable and highly competent in their own area of work. This Business Plan sets out the means that will enable a continuous monitoring and evaluation of the skills and abilities of all staff members to ensure that all have the knowledge and ability to act as a Gateway ambassador on all occasions. Newly created Posts, Voluntary Sector Development Officer, Policy & Communications, and Schools Development Officer play their part in the delivering a successful marketing strategy and achieving our business objectives.

Strategy – Work towards a Customer Service Charter Mark. Provide Customer Service training for all staff and office based volunteers work. Customer service is acutely sensitive to staffing and this training will focus greatly on communication and relationship building. The use of customer satisfactory surveys and service evaluation forms will greatly inform on our service delivery as will positive feedback and complaints.

Target Market

Our customers/clients are many and varied. In addition to stakeholders, such as local and national government, and other funders our target market includes:

- Local businesses (room hire, sponsorship, donations of goods or services).
- People who want to donate cash to voluntary organisations or “good causes”.
- Residents of West Lothian, who have an interest in volunteering, especially disadvantaged people.
- Individuals seeking help to establish a local community group or charity.
- Groups or charities considering enterprise activity or looking to lessen their reliance on grant funding.
- Established community groups, charities or social enterprises that need additional advice or support.
- Staff and volunteers (including Board members) of Volunteer Involving Organisations.

Market opportunities: Affiliate members, Business Partners/Sponsors, Community Planning Partners, Other (geographically close) TSIs e.g. Falkirk

Communications and Marketing Strategy

The Gateway does not manufacture products; rather, we provide services. What will trigger our customers to think of Voluntary Sector Gateway West Lothian and how do we translate features into benefits?

Monitoring & Evaluation of Marketing

To ascertain the success of our strategy, start, review and end points are identified to allow for identification of milestones and to implement adjustments to the strategy as results are collated. The coordination of the aforementioned will be the responsibility of Deputy Chief Executive.

Our communications and marketing strategy should allow us to increase (by at least 10% over the year):

- Number of enquiries received by the Gateway
- Number of “hits” or visits to our website
- Number of active volunteers registered on MILO
- Number of members, both individuals and organisations (inc. Affiliate?)
- Income generated from enterprise activity, e.g. room hire, PAT, membership, printing, training, etc. – donate button, advertising on website?

The purpose of The Gateway's communication strategy is to:

- Help The Gateway achieve the objective of being the recognised voice of the Third Sector in West Lothian
- Ensure people in West Lothian understand what the Gateway provides and delivers
- Enable the Gateway to engage effectively with stakeholders and partners
- Demonstrate the success of the work of the Gateway
- Change behaviours and perceptions where necessary

The target audience will include:

- The "1,000+" voluntary and community groups in West Lothian
- The 1 in 5 residents who already volunteer
- All the residents of West Lothian
- All community planning and other partners
- Stakeholders and businesses in West Lothian
- National and regional intermediaries (CPP)
- The Scottish Government

The key messages that the Gateway seeks to communicate are:

- The Gateway is the principal point of contact for all matters relating to the Third Sector in West Lothian including advice, info and mediation
- What the Gateway has to offer towards the formation and development of community initiatives and organisations in West Lothian
- What the Gateway has to offer towards the formation and development of social enterprises in West Lothian
- What the Gateway has to offer towards supporting volunteering in West Lothian
- How the Third Sector and communities can influence and contribute towards community planning

Promotion

Tools available to us:

- Website – our own and links to/from others' sites – we need to rethink / redesign the landing page to make it less wordy
- E-bulletin – sent to registered members on a regular basis – move to a registered service such as Mail Chimp or Constant Contact = measure click through and reads (CTRs)
- Leaflets/posters/banners/flyers - design of our leaflets –switch to an all-in-one promotional leaflet / booklet ? Posters for use in doctor & dentist surgeries? Pop-up banners for exhibitions which reflect what we do, the services we offer?
- Advert in local press

- Editorials (an opinion piece written by the editorial staff or publisher of newspaper or magazine)
- Mailing list – Email rather than snail mail, which is cost prohibitive (for us) on a large scale
- Social media such as Facebook and Twitter

Strategy

- Develop a media campaign that ensures at least 4 editorials per annum in West Lothian Courier, WLC Bulletin, Linlithgow Gazette and/or Evening News
- Email to be forwarded through Chamber of Commerce, Enterprising Bathgate and WLC Corporate Communications
- Local newspapers, E-bulletins and Email – move to weekly e-Bulletin?
- Intranet, e-bulletins and group Email – possible newsletter segmentation (Milo), make it easier for organisations to input content
- Electronic or “snail” mail – quarterly newsletter, annual report
- Social Media – see below
- Themed events including the Voluntary Sector Forum meetings, volunteer awards and VIO events – these to feature in a planned calendar of events throughout the year and advertised on local radio What’s On
- Articles for schools and parents newsletters – also community and church newsletters

Monitoring & Evaluation of Communications

Monitoring & Evaluation is an essential part of the strategy. We must look at:

- search engine optimisation (SEO) – Google Analytics, Calls to Action Measurement & Facebook Page Insights
- community consultation, elicit feedback via Survey Monkey and distributed feedback forms – gaining views and opinions after themed events above
- simple feedback form that can double as a promotional tool
- Google blog search, Twingly, Social Mention and Twitter search to monitor effectiveness and what is being said about the Gateway by others

Social Media

In addition to our web presence, we should explore further options in Social Media:

- Twitter – you need to tweet and monitor daily to build traffic, can be very time consuming
- Facebook – using multimedia content such as videos and images
- YouTube – is the second largest search engine in the world after Google
- Flickr – multimedia sharing of photos from events
- Blog – by the CEO and guest bloggers. This will drive people onto the website

- LinkedIn – is the biggest business network around (personal & business profiles)
- Google+ - possibly one for the future

Most social media is now accessed on mobile devices and the demographics are changing:

- Average age Facebook 38, Twitter 39, LinkedIn 44, Bebo 28
- Gender Women – Facebook, Twitter, Pinterest
- Men – YouTube, LinkedIn, Flickr

Promotion Strategy

Target Market	Methodology (including any associated costs)	How & When
All publics and Benevolent individuals	Develop a media campaign that ensures at least 4 editorials per annum in West Lothian Courier, WLC Bulletin, Linlithgow Gazette and/or Evening News (highlight specific events, thereby keeping us in the public eye, helping to highlight our services and position us as market leader for all things volunteer related)	<ul style="list-style-type: none"> • Annual General Meeting – March 14 (Annual Event) • Open House Event – New Year Resolutions! • Volunteers Week (1-7 June, yearly) • Make a Difference Day - October (yearly) • Volunteer of the Year event- Nov (Annual Event)
Community Planning Partners	Re-brand and re-launch the Third Sector Interface explaining clearly our role and services	<ul style="list-style-type: none"> • Link with AGM early next year
Local businesses	Email to be forwarded through our membership of Chamber of Commerce, Enterprising Bathgate and WLC Corporate Communications	<ul style="list-style-type: none"> • Quarterly, through local and social media channels
Potential volunteers	Community Planning Partners, Schools, Uniformed Groups, Community Councils, local media (including inactive)	<ul style="list-style-type: none"> • Quarterly, through local and social media channels
Volunteer Involving Organisations	Local newspapers, E- bulletins, Forums and Email	<ul style="list-style-type: none"> • Weekly/Monthly/Quarterly
Gateway Staff and office volunteers	Intranet, E-bulletins and group Email	<ul style="list-style-type: none"> • Regular and relevant
Project, Board and other active/registered volunteers	Electronic or “snail” mail, social media, blogs	<ul style="list-style-type: none"> • Regular and ongoing contact (at least quarterly)
Members of the Gateway, registered	Social Media	<ul style="list-style-type: none"> • Current – daily updates!

5.1 Organisation Considerations and Risks

Voluntary Sector Gateway is currently dependant of local and national funding that is aligned to the service that the Gateway delivers in support of the Third Sector and the communities of West Lothian. Austerity measures introduced by funders at local and national level dating back to 2008 have resulted in having to cope with a standstill budget scenario while inflation continued to raise causing expenditure to outpace income.

The financial projections for the life of this Business Plan look to be maintaining a similar course from the funder's point of view. The Gateway's actions in not replacing staff losses through retirement, cutting costs and re-shaping the organisations staffing structure, three posts to two, has resulted in a projected surplus situation for each of the three years of this Business Plan.

However the Gateway, without an independent source of income in the medium to long term, will remain financially vulnerable. The following headings highlight some of the issues, including risk that may become a barrier to the Gateway's continued development.

- **Price & Cost Rises** – Staff cost, 1% annually(excluding possible rises in Pension/NI costs) + Utilities (10% annually) all other costs 3%
- **Competition / new entrants to the market** – The ever increasing move towards tendering/ procurement by the Local Authority puts the Gateway and other voluntary organisations in direct competition with each other. The National Charities are better prepared for this eventuality given their resources.
- **Legislative changes** – The Gateway is susceptible to changes in local and national legislation brought about by local and national elections where there has been a change of administration. The forthcoming Referendum (Sep 2014) is an event that could in the long term have definite implications for the Sector as a whole.
- **Discontinuation of services** - The Gateway as the Third Sector Interface has a distinct role. However, the threat of services being diverted changed or discontinued is a reality, particularly post Local and National elections particularly where there has been a change of administration.
- **Changes in Governance and Management** – Stability in both these areas are crucial to the success of the organisation.
- **Staff shortages**- The Gateway, over the duration of this plan will only be able to take on other staff by way of Funded Projects or Government Funded Programmes.
- **Do Nothing Scenario** – To maintain a reliance on Local and National Funding streams is the safest route but will always place limitations on the ability of the organisation to grow and develop to meet the ever changing needs of the community and will enhance the vulnerability of the organisation should there changes in funding policies and local and national priorities.

<u>6. Financial Management</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
<u>Income</u>			
Scottish Government	£ 187,200	£ 187,200	£ 187,200
West Lothian Council			
Capacity Building	£ 60,959	£ 60,959	£ 60,959
Supported Volunteering	£ 7,227	£ 7,227	£ 7,227
Library Outreach Service	£ 0	£ 0	£ 0
Community Driver Project	£ 10,409	£ 10,409	£ 10,409
Garden Angels Project	£ 32,000	£ 0	£ 0
Other Income			
Community Jobs Scotland			
Room Hire Income	£ 3,000	£ 3,500	£ 3,500
Room Hire – Catering	£ 1,000	£ 1,000	£ 1,000
Training	£ 1,000	£ 1,000	£ 1,000
Volunteer Awards Ceremony	£ 5,000	£ 5,500	£ 5,500
Membership Fees	£ 3,000	£ 3,000	£ 3,500
Printing	£ 2,250	£ 2,500	£ 2,750
School Admin Fee	£ 6,000	£ 0	£ 0
Young Start Schools Mentoring	£ 12,500	£ 0	£ 0
Donations	£ 500	£ 0	£ 0
Bank Interest	£ 4,000	£ 4,400	£ 4,500
Sundry Income	£ 1,000	£ 1,000	£ 1,000
Total	£ 391,962	£ 342,612	£ 343,462

<u>Expenditure</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
Staff Costs			
Salaries (+1% Cost of Living Rise)	£ 220,079	£ 188,152	£ 190,033
National Insurance	£ 22,079	£ 20,696	£20,903
Pensions Trust	£ 11,500	£ 11,500	£ 11,500
Staff Pensions	£ 10,579	£ 9,407	£ 9,501
Community Jobs Scotland	?£ 0	£ 0	£ 0
Travel Expenses	£ 7,550	£ 7,600	£ 7,900
Conference/ Training	£ 3,900	£ 3,800	£ 3,800
Sub Total	£ 276,408	£ 241,155	£ 243,637
Property Costs			
Rates (Business & Water)	£ 3,440	£ 4,000	£ 4,300
Insurance	£ 1,693	£ 1,750	£ 2,000
Repair & Maintenance	£ 3,000	£ 3,000	£ 3,000
Heat & Light	£ 5,000	£ 5,500	£ 6,000
Sub Total	£ 13,133	£ 14,250	£ 15,300
Service Supplies			
Office Equipment Purchase	£ 2,000	£ 2,000	£ 2,000
Equipment Maintenance & Repair	£ 2,250	£ 2,250	£ 2,250
Equip Rental -Photo Copy/Franking	£ 3,890	£ 4,000	£ 4,000
Publicity (External Purchase)	£ 2,000	£ 2,000	£ 2,000
Printing (External Purchase)	£ 3,500	£ 3,500	£ 3,500
Membership of other Orgs	£ 1,000	£ 1,000	£ 1,000
Marketing/Advertising	£ 3,000	£ 3,500	£ 3,500
Publications	£ 550	£ 550	£ 600
Sub Total	£ 18,190	£ 18,800	£ 18,850

Administration	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
Stationery	£ 5,500	£ 5,500	£ 5,500
Printing (Internal costs)	£ 3,500	£ 3,500	£ 3,500
Postage	£ 2,200	£ 2,500	£ 3,000
Telephone	£ 3,950	£ 4,000	£ 4,250
Audit Fee	£ 2,450	£ 2,850	£ 3,000
Subscriptions	£ 500	£ 600	£ 700
Staff Recruitment	£ 900	£ 900	£ 900
Computer Expenses	£ 2,000	£ 2,000	£ 2,000
Board of Directors Expenses	£ 1,000	£ 1,000	£ 1,000
Volunteer Travel Expenses (VSGWL)	£ 750	£ 750	£ 750
Volunteer Training Expenses (VSGWL)	£ 750	£ 750	£ 750
Volunteer Award Ceremony	£ 5,000	£ 5,500	£ 5,500
Room Hire Expenses	£ 1,000	£ 1,000	£ 1,000
Training Expenses	£ 2,000	£ 2,250	£ 3,000
Sundry Expenses	£ 1,500	£ 1,500	£ 1,500
Sub Total	£ 33,000	£ 34,600	£ 36,350
Project Expenses (Less Staff Costs)			
Befriending	£ 12,000	£ 12,000	£ 12,000
Community Driver	£ 3,750	£ 3,750	£ 3,750
Young Start School Mentoring	£ 5,936	£ 0	£ 0
Garden Angels Project/Schuh	£ 12,000	£ 0	£ 0
Supported Volunteering	£ 250	£ 500	£ 500
Consulting Older People's Project	£ 0	£ 0	£ 0
Sub Total	£ 33,936	£ 16,250	£ 16,250
Total Expenditure	£ 374,667	£ 325,055	£ 330,387
Surplus/Deficit	£ 14,795	£ 17,557	£ 13,075

6.1 Assessment of Financial Situation and Risks

In 2008 the global financial crisis began to impact on the Third Sector in West Lothian. West Lothian Council conducted a “Tough Choices” consultation exercise that resulted in cuts across the whole of the local authority including the Gateway. After an initial cut to the Gateway’s funding a series of austerity measure emanating from Westminster to the Scottish Parliament and in turn to local authorities, has resulted in a standstill budget since 2008 from West Lothian Council and the Scottish Government and the signs are that this will continue into the foreseeable future.

Allied to that inflation has marched onwards and upwards resulting in an overall drop in funding at a national and local level of between 10% and 12% since 2008. Based on 12% inflation over 5 years the loss in funding is: Scottish Govt, total funding £936,000 accumulated loss = £112,680. West Lothian Council opted for an Outcome Based Commissioning approach. (Contract) Loss of earnings based on contract income of £717,545 = £86,105

At about 2010 the Scottish Pensions Trust went into liquidation leaving the Gateway with an ongoing financial liability of £11,500 per annum for the foreseeable future with the likelihood that our contribution will increase on an annual basis. This has to be met by the Core Fund.

The Gateway has managed to avoid an end of year deficit due to external sources of funding being added to the financial pot, such as the Big Lottery. There is however, an inevitability that financial income will fail to keep pace with expenditure resulting in a continuous deficit situation.

The projected income for 2014/15 is £389,462. 11.15% down on 2013/14 figure of £438,362. Projected expenditure for 2014/15 is £376,667. This should result in a surplus of £12,795. However, this was only achieved due to two staff member retiring from their post and not being replaced, whose costs were met by the core fund. In addition, three of the original Development Officers Posts had to be merged in two to bring about an annual financial saving of approximately £20,000.

The number of Projects managed by the Gateway has never been a financial burden as the total cost of the managing projects is met by the original funding budget and some, particularly those funded from external sources, are time bound to between 1 and 3 years. Projects do however; contribute to the core running costs of the Gateway.

The Gateway is financially dependent on public funding. This makes the organisation vulnerable to changes in public sector priorities at a local and national level. The projected expenditure up to 2017 against projected income would be a timely reminder that alternate sources of generating revenue would have to be addressed such as indentifying and setting up a trading arm with the specific remit to generate income.

6.2 Assets

Voluntary Sector Gateway West Lothian has one major asset. In 2009 it purchased the former Post Office Building in Bathgate for £180,000 and spent £30,000 converting it to become fit for purpose as The Volunteer Centre. The funding for this purchase was acquired from Charity Bank on a loan basis.

The Volunteer Centre underwent a name change after the merger in November 2010 to Voluntary Sector Gateway West Lothian. In 2011 a decision was taken by the Board to pay of the outstanding loan on the premises. The Building is now wholly owned by the Gateway. It has not been valued since that date but for insurance purposes is valued at £422,000. Other assets include IT Equipment and furnishings insured to a value of £39,000. An asset register is maintained by the organisation.

6.3 Financial Management

Voluntary Sector Gateway prides itself in the robustness of its financial management and systems. With the main sources of funding stemming from the public sector “Protecting and accounting for the Public Pound” is imbedded in the Gateways financial management systems.

The Budget is prepared and signed off by the Board at the start of each financial year. The day to day responsibility for the Gateway’s financial management is the responsibility of its Chief Executive Officer who is supported by a part time Finance Officer. Both are trained in accounts management. Ultimate responsibility for the financial well being of the Gateway is the Board of Directors.

For ease of administration, efficiency and accuracy, all financial transactions are recorded on SAGE 50 Accounts software enabling immediate access to financial requests for up to date information on income and expenditure.

The Gateway has a Finance Sub Group comprising of 3 Board Members and the CEO supported by the Finance Officer who discusses the Gateway finances in relation to the agreed budget for that financial year prior to all bi-monthly Board Meetings. All financial reports are supported by recent bank statements. Signatories for cheques and BACS payments are a two from three mix of Staff/Board Members. The accounts are independently examined at the end of each financial year.

6.4 Other Risks

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7. Review and Monitoring

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Voluntary Sector Gateway Action Plan 2014-2017

ACTION	LEAD PERSON OR ORGN	MILESTONE	TIME FOR COMPLETION	TARGETS	RESOURCES	OUTCOME
Launch 2014/15 Operational Plan	CEO VSGWL, Deputy CEO, Policy/Comms Offr, Capacity Building Officer	Review progress July, September 2014, Jan '15	Mar-15	As per the Plan	Within the Gateway's existing resources	Plan successfully implemented
Launch the Gateway's 3-year Business Plan	Board of Directors, CEO	Board to review progress quarterly over life of Plan	01/03/2017 (Business Plan evolves to "evergreen" status from Jan 2017)	All reviews/ outcomes to be completed and acted upon	Within existing budgets	
Develop 3 year Voluntary Sector Strategy	CEO VSGWL, All staff	Consultation Apr- Sept Report/strategy agreed October 2015	Oct '15-Sept '18	Strategy implemented	£10,000 Awards for All funding	West Lothian Third Sector
Review and action the design of VSGWL interior main office and Reception area	CEO VSGWL, All staff	Consultation on redesign Three tenders received Work completed	Sep-14	Staff satisfaction Positive customer feedback	VSGWL financial reserves	Enhanced work environment for staff and clients
Launch new VSGWL website	Policy & Comms Officer	Marketing campaign to raise awareness of website	Launch April 2014 Review quarterly	Increased traffic, 20% increase annually	Within existing budgets	Increased awareness of the Gateway's role and services
Market Gateway's role and services	Deputy CEO, Policy & Comms Officer	Quarterly review of Marketing Plan – July, Sept 2014, Jan 2015		Marketing Plan effective	Within existing budgets	Increased profile of Gateway's role and effectiveness
Connect with VIOs to better influence and contribute to Public Policy	Capacity Building Development Officer	Action taken to deliver training programmes Attend and participate in reviews and consultations	01/04/2014, Reviewed quarterly	Training covering: volunteering, PVG, governance, IE of A/Cs, social enterprise	Pay as you use	VIOs better connected and able to influence and contribute to public policy development
Implement a Communications Plan	Policy & Comms Officer	Launch of Communications Plan	01/04/2014, Reviewed quarterly	Plan implemented · social media · website · twitter	Within existing budgets	Increased profile and awareness of the Gateway's effectiveness, diversity and reach
Focus on developing customer service skills for staff and achieve Customer Service Charter Mark	Deputy CEO	Develop a staff sub group to drive initiative	Apr-14	Staff sub group established April '14 Customer Service Charter Mark achieved by March 2015	From within existing budgets	VSGWL awarded Customer Service Charter Mark
Develop action to improve volunteer involvement	Capacity Building Development Officer	Action taken to facilitate delivery of volunteer focussed training	Year Training Programme in place April 2014	Training covering: volunteering, PVG, Governance, IE of A/Cs, Social Enterprise and other identified subjects	Vol Orgs pay per head to meet training costs	Vol Orgs are better able to recruit, manage and retain volunteers and act in an Enterprising way.
Maintain and develop productive staff relationships	Staffing Sub Group, CEO, Deputy CE, all staff	Staff input into Personal Development Plans	April 2014. Reviewed quarterly	Staff Team fulfill personal and work goals	Gateway Staff Training Budget	A Skilled and Motivated Workforce
Develop and enhance external relations with sector orgs and CPP	CEO. All Staff	Participation in and organisation of Forums and Strategic Level Meetings with CPP	April 2014 - Ongoing	Attend/ Organise: 4 Vol Sec Forums. 4 CPPP meetings, 4 Joint CMT/VSSG Meetings Annually	Within existing budgets	Third Sector Orgs better connected/ Able to contribute/Influence Social Policy
Facilitate better management and service delivery by Vol Orgs	Capacity Building Development Officer	Vol Orgs attend appropriate training	March 2015 - Ongoing	Vol Orgs attend Governance training and are familiar with Roles and Responsibilities	Vol Orgs pay per head to meet training costs	Vol Orgs are well managed and deliver quality services
Strategically link with VIOs to develop partnership working	CEO VSGWL, HomeAid WL	Partnership working agreed based on Feasibility Study recommendations	Apr-14	Formal partnership entered into April 2014	From existing budgets and financial reserves	Partners have enhanced scope to develop and attract external investment
React to Social Enterprise opportunity	CEO VSGWL, All staff	Develop an agreed standard approach with Board of Directors	Apr-14	Social Enterprise activity entered into	From existing budgets and financial reserves	VSGWL trading successfully

Voluntary Sector Gateway Critical Success Factors 2014-2017

Review Dates	2014-2015				2015-2016				2016-2017			
Priority Development	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Launch 2014/15 Operational Plan												
Launch the Gateway's 3-year Business Plan												
Develop 3 year Voluntary Sector Strategy												
Review and action the design of VSGWL interior main office and Reception area												
Launch new VSGWL website												
Market Gateway's role and services												
Connect with VIOs to better influence and contribute to Public Policy												
Implement a Communications Plan												
Focus on developing customer service skills for staff and achieve Customer Service Charter Mark												
Develop action to improve volunteer involvement												
Maintain and develop productive staff relationships												
Develop and enhance external relations with sector orgs and CPP												
Facilitate better management and service delivery by Vol Orgs												
Strategically link with VIOs to develop partnership working												
React to Social Enterprise opportunity												

Indicators

= Checkpoint

On track: No impact = > 90% on or exceeding target "all is well"

Warning: Possible impact = > 75%, < 90% performing slightly below target corrective action is warranted

Problem: Will be an impact = < 75% underperforming significantly issues need to be addressed and resolved

On Hold:
No status



Better

Same

Worse