



## End of Year Report March 2015

### **Vision:**

Our vision is of an Outer Hebrides where all citizens and organisations are empowered and enabled to grow a strong and vibrant community

### **Mission:**

Our mission is to empower and enable our communities by developing and supporting volunteering, voluntary organisations and social enterprise and building the third sectors reputation and relationships with partners.

### **Principles and values:**

Community first – we will put the needs of our communities first in everything we do

Commitment – we will be committed to excellence in all we do.

Responsibility - we will act with trust, discretion, respect and consideration for others

Enthusiasm- we will be care about what we do, we know we do things best when we enjoy them.

Freedom – we will be agile, flexible and free to create and respond to opportunities.

We also subscribe to the mission, outcomes and values as laid out in the TSI common values and services paper included in the appendices of this workplan.

## Contents:

<b>Vision, Aim, Principles and Values</b>	Page 1
<b>TSI Common Strategic Outcomes</b>	Page 3
Outcome 1a: More people have increased opportunity and enthusiasm to volunteer.	Page 4
Outcome 1b: VIO's are better able to recruit, manage and retain volunteers.	Page 9
Outcome 2: Social enterprise develops and grows.	Page 13
Outcome 3: Third Sector organisations (TSOs) are well governed and managed to deliver better outcomes.	Page 18
Outcome 4: TSOs feel better connected and are able to influence and contribute to public policy	Page 25
Outcome 5: The TSI is well governed, managed and effective	Page 29

### **Third Sector Interface Common Outcomes:**

Working in the Outer Hebrides to support and develop a strong and enterprising third sector, the Co-Cheangal Innse Gall partnership brings together 5 key third sector intermediary organisations to deliver the following 5 outcomes:

**Outcome 1a:** More people have increased opportunity and enthusiasm to volunteer.

**Outcome 1b:** VIO's are better able to recruit manage and retain volunteers.

**Outcome 2:** Social enterprise develops and grows.

**Outcome 3:** Third Sector organisations (TSOs) are well governed and managed to deliver better outcomes.

**Outcome 4:** TSOs feel better connected and are able to influence and contribute to public policy

**Outcome 5:** The TSI is well governed, managed and effective

**Outcome 1a: More people have increased opportunity and enthusiasm to volunteer.**

Service /activity	Outcome and common service		Performance indicators	Target /timescale	End of Year output	Status
	Individuals interested in volunteering should expect:	In addition to this we will:				
Support prospective volunteers to find and engage in appropriate volunteering opportunities through 1 to 1 matching interviews, brokerage service and follow up support.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.5 To have access to guidance and support in securing a placement if required. 1.3 Have a procedure in place for giving feedback and getting support in resolving any difficulties on their placement		# opportunities offered to volunteers  # volunteers placed	250 opportunities offered 200 volunteers placed (80 ongoing, 120 short term)  By 31/3/2015	320 offered 141 ongoing placements  162 short term placements	
Promote volunteer opportunities in a variety of formats, including online, social media, road shows, marketing campaigns and maintain an up to date database of volunteering opportunities.	1.1 To have access to quality volunteering opportunities, providing a choice of placements with up-to-date appropriate information.	1.7 Promote and inspire people to volunteer.	# opportunities registered on Milo #new opportunities	300 30 new opportunities By 31/3/2015	Current total = 421 (300 active on 31.2.15)  New = 113	*
Work with local employers to encourage and support their employees to volunteer including assisting them to find team volunteering placements.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.5 To have access to guidance and support in securing a placement if required.	1.8 Promote personal development through volunteering	# of employers engaged with	2 team placements arranged by 31/03/2015	Discussions held with 2 employers.	

Raise awareness of the different forms of volunteering in particular "one off" volunteering through promotion of community events.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations.		# opportunities offered # volunteers placed	120 volunteers placed in one off event opportunities by 31/3/2015	162 volunteers placed	
Run short term events that involve volunteers including trialling family voluntary service days.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations.	1.15 Seek to Develop new volunteering opportunities in response to volunteer demand	# opportunities offered # volunteers placed	10 events run. 120 volunteers placed in one off event opportunities by 31/03/2015	10 events run, 162 volunteers placed in short term opportunities	
Run volunteering taster days through the WISE environmental volunteering project for children and young people.	1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations.	1.15 Seek to Develop new volunteering opportunities in response to volunteer demand 1.7 Promote and inspire people to volunteer 1.8 Promote personal development through volunteering	# taster sessions run	10 by 31/3/2015	29 events run Total young volunteers attending: 139	
Celebrate success stories publicly including holding ceremonies to celebrate achievement of volunteers and increase public awareness of the value, diversity and extent of volunteering locally.		1.7 Promote and inspire people to volunteer	# of ceremonies /promotional events held	5 ceremonies /promotional events by 31/03/2015	12 events held	
Host promotional		1.7 Promote and inspire	# of	5 ceremonies	12 events held	

events for campaigns such as Volunteers' week.		people to volunteer	ceremonies/ promotional events held	/promotional events by 31/03/2015		
Promote the benefits of volunteering through the media, Facebook, website, leaflets, posters, displays, press items.		1.7 Promote and inspire people to volunteer	# volunteers placed #website hits	200 volunteers placed 30,000 hits by 31/3/2015	303 placed Web hits: 67,555	
Work with Older Peoples Planning Partnership and health professionals to raise awareness of the potential role of volunteering in keeping older people active and healthy in later life.		1.6 Seek to ensure volunteering is embedded into public policies within community planning. 1.7 Promote and inspire people to volunteer	# volunteers placed #website hits	200 volunteers placed 30,000 hits by 31/3/2015	303 placed Web hits: 67,555	*
Work with colleagues though "Opportunities For All" programme, highlighting volunteering as a positive destination and assisting young people to find placements.	1.2 To be able to gain the Saltire award for volunteering if they are aged between 12 and 25 years 1.4 That a broad/diverse range of volunteer opportunities are available to meet their needs and expectations. 1.5 To have access to guidance and support in securing a placement if required.	1.8 Promote personal development through volunteering	# volunteers placed	200 volunteers placed in opportunities (80 ongoing/120 short term) by 31/3/2015	303 placed	
Support young people and children to find volunteer placements and facilitate Saltire Awards.	1.2 To be able to gain the Saltire award for volunteering if they are aged between 12 and 25 years 1.1 To have access to quality volunteering opportunities, providing a choice of placements with upto-date appropriate information.		# local under 12 callanish awards # Challenge Awards issued # Approach Awards issued # Ascent	120 Callanish 80 Challenge 100 Approach, 85 Ascent, 5 Summit. 2 Ambassadors By 31/03/2015	callanish =96 challenge=66 approach =126 ascent = 80 summit = 2 ambassadors=0	

	1.5 To have access to guidance and support in securing a placement if required.		Awards issued # Summit Awards issued #Ambassadors			
Increase the number of young people registering with the volunteer centre and the uptake of Saltire/callanish awards through promotional work, visits to schools, colleges, youth groups and community to give presentations.	1.2 To be able to gain the Saltire award for volunteering if they are aged between 12 and 25 years. 1.5 To have access to guidance and support in securing a placement if required.	1.7 Promote and inspire people to volunteer	# new saltire/callanish registrations # schools worked with # referrals from schools	200 new Saltire/Callanish registrations by 31/03/2015 20 schools worked with by 31/3/2015 75 Referrals from schools	New saltire registrations = 205  schools worked with = 18  school referrals = 197	
Collect feedback, evidence of volunteering trends, through case studies and surveys.(3.1 VC)	1.3 That a procedure is in place for them to give feedback and get support in resolving any difficulties on their placement		#surveys returned # case studies collected	50 surveys and  30 case studies By 31/3/2015	63 annual surveys returned in March. 32 Case studies/quotes collected	
Share extensive knowledge of Volunteering in the Western Isles with partners. 3.6		1.6 Seek to ensure volunteering is embedded into social policies within local authority	# partnerships supported	5 partnerships participated in by 31/3/2015	10 partnerships engaged with	
Staff are available in 5 offices throughout the islands to provide support and services are well advertised ensuring potential volunteers know how to access the support	1.5 To have access to guidance and support in securing a placement if required.		# volunteers placed	200 volunteers placed (80 ongoing, 120 short term) opportunities by 31/03/2015	303 placed	

they need.(4.1 VC)						
Develop relationships with key workers in support organisations/agencies to increase understanding of volunteering and number of referrals .(VC 3.9)		1.6 Seek to ensure volunteering is embedded into social policies within local authority	# of referrals received to brokerage service from agency workers	15 referrals by 31/03/2015	14 referrals from agency workers	
Ensure policy makers and community leaders understand the important role volunteering plays in our community by involving them in the work of the VCWI. (VC 3.10)		1.6 Seek to ensure volunteering is embedded into social policies within local authority	# key policy makers involved in the work of the VCWI	7 key policy makers involved in VC events by 31/03/2015	12 key policy makers involved in VC events	

<b>Comments on progress Outcome 1a</b>	
<b>Service/ activity</b>	<b>Comment</b>
Promote volunteer opportunities in a variety of formats, including online, social media, road shows, marketing campaigns and maintain an up to date database of volunteering opportunities.	Our target was greatly exceeded this year due to several factors: staff have become more rigorous in recording data on MILO; we have extended our reach to include organisations we had previously not had contact with, some of which recorded several new opportunities. Whilst this is an outstanding achievement, we cannot expect to replicate this next year.
Increase the number of young people registering with the volunteer centre and the uptake of Saltire/callanish awards through promotional work, visits to schools, colleges, youth groups and community to give presentations.	We are really pleased with the number of young people registering for Saltire as a result of our work with schools, the college and youth groups. We have exceeded our target for referrals from schools and have made significant contact with the Nicholson Institute and some of the other primary schools, including the largest, Stornoway Primary. As the majority of young people are now registered in some of the schools, figures for new sign-ups for next year will be considerable less, being made up from the new intake of pupils.
Celebrate success stories publicly including holding ceremonies to celebrate achievement of volunteers	We held volunteer awards ceremonies in Barra, Uist and Lewis and Harris as part of Volunteers' Week. We received very positive feedback and great publicity for all events. This was a huge piece of work for staff but all



	went very well – a good investment of time and effort.
Run volunteering taster days through the WISE environmental volunteering project for children and young people.	The WISE project was set up by the VCWI in response to a request from the CPP. The project has really taken off this year and the numbers of young volunteers has risen over the year to meet our target of 140. We have had a high incidence of volunteers wishing to volunteer regularly rather than just as a taster. We are currently in discussions with our CPP partners on the future of the project and are hopeful that the project will become independent from the volunteer centre, taking on a role within/in partnership with the proposed Countryside Access Trust currently being explored.

<b>Outcome 1b: VIO's are better able to recruit manage and retain volunteers.</b>						
Service /activity	Outcome and common service		Performance indicators	Target /timescale	End of Year output	Status
	Organisations that do, or wish to, involve volunteers should expect:	In addition to this we will:				
Support community events that rely on volunteers by assisting with recruitment and providing advice and guidance on volunteer management best practice	1.13 Support to advertise their opportunities.	1.15 Seek to Develop new volunteering opportunities in response to volunteer demand	# events supported	20 events supported by 31/03/2015	28 events supported	*
Work with organisations to Identify and develop new opportunities to volunteer including supporting Local NHS VSM to develop new opportunities.	1.10 That help is available to assess and meet their volunteering needs	1.15 Seek to Develop new volunteering opportunities in response to volunteer demand	# New opportunities created	30 new opportunities developed by 31/03/2015	113 new opportunities registered	*
Support VIO's with any aspect of volunteer management, providing advice and guidance on best practice and supporting them to reward their volunteers.	1.9 To have access to guidance and support on developing and providing quality volunteering placements and practice 1.10 That help is available to assess and meet their volunteering needs	1.14 Encourage & support a diverse range of volunteers to sit on Boards / Committees of voluntary organisations 1.15 Seek to Develop new volunteering opportunities in response to volunteer	# organisations supported	200 organisations worked with by 31/3/2105	Total 222 Organisations worked with 1.9 = 82 1.10 =39 1.12 =8 1.13 = 87 1.14= 6	

		demand				
Make proactive contact with organisations, publicise our services and register new Organisations/opportunities for the Volunteer Centre brokerage service	1.13 Promote and advertise their opportunities		# New organisations registered # New Opportunities registered	10 new organisations 30 New opportunities registered by 31/3/2015	57 new organisations  113 new opportunities registered	
Support VIO's with volunteer recruitment campaigns and advertising	1.13 provide support to advertise their opportunities		# organisations supported	200 organisations worked with by 31/3/2015	Total number of organisations worked = 222 1.13 = 87	
Run training for Volunteer Managers	1.9 To have access to guidance and support on developing and providing quality volunteering placements and practice		# training sessions run	8 training sessions run by 31/3/2015	6 run	*
Share information with VIO's through email, newsletters, website, facebook and meetings	1.9 To have access to guidance and support on developing and providing quality volunteering placements and practice		# Registered on Milo receiving mail outs	450 organisations worked with by 31/3/2105	420 organisations registered and receiving mail outs	
Meet regularly both formally and informally with staff and volunteers within VIO's to share information and aid our understanding of the issues affecting them.	1.11 That a framework is in place to network and discuss volunteering issues	4.8 Bring extensive knowledge of the third sector to partnerships 5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including	# organisations consulted through face to face contact	75 different Organisations met with	108 organisations met with face to face	*

		MILO core minimum fields. 5.12 Be proactive in engaging all of our stakeholders.				
Run network meetings for volunteer managers and encourage collaboration between VIOs	1.11 That a framework is in place to network and discuss volunteering issues	4.8 Bring extensive knowledge of the third sector to partnerships 5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields. 5.12 Be proactive in engaging all of our stakeholders.	# Networking events held	8 network events by 31/3/2015	5 network events run, 2 TSSF sessions promoted.	*
Support local VIO's to improve their volunteer management practices by facilitating local standards award WAVE Support and updating	1.12 There are opportunities to use quality standards in volunteering.		# organisations signing up to award # organisations achieving award	7 VIO's signing up 7 achieving the award By 31/3/2015	2 completed 5 signed up and in progress	*
Re-develop Organisation support section of website to give easy access to sample policies and guidance.	1.9 Provide guidance and support on developing and providing quality volunteering placements and practice		# good practice guides/sample policies available on website	20 guides/policies published by 31/3/2015	26 published to web	

**Comments on progress Outcome 1b**

Service/ activity	Comment
Support community events	Pleased to see that we have exceeded target, as there have been fewer events that we have helped with in the last year or so. This is partly due to successful support in previous years and partly due to fewer events running. We are finding new ways to engage with organisations and offer support. See comments below.
Make proactive contact with organisations, publicise our services and register new Organisations/opportunities for the Volunteer Centre brokerage service	We are really pleased to see so many new organisations and opportunities this year. The final figures for the year are greatly above anticipated targets and reflect the success of relationship building across the organisation. We are even more pleased that we have been asked to support the NHS WI with the redesign of their volunteer programme. We have been struggling for many years to encourage more and better volunteer involvement in the NHS locally and are thrilled to see a real enthusiasm and commitment now to improving and developing volunteering. We are currently part of a working group looking at the policy and procedures involved and hope that we will soon be able to report on many new opportunities to volunteer being created in the NHS.
Run training for Volunteer Managers	We have successfully run 6 training sessions on volunteer management across the islands, with a total of 28 participants. Feedback has been excellent and indicates that these short sessions can contribute to improved understanding and practice. In more remote areas, numbers are often small, but it is important to offer the service and be adaptable in delivery in order to facilitate this. Some organisations have indicated that they wish to go on to achieve the local quality award, WAVE as a result of this, and we hope to progress this in the coming year.
Meet regularly both formally and informally with staff and volunteers within VIO's to share information and aid our understanding of the issues affecting them.	We are really pleased with the number of organisations we have met with face to face over the year. This reflects, in part, a determination by staff to engage more widely, and is also partly due to networking and training opportunities opening lines of communication.
Run network meetings	We ran a total of 5 VC network meetings and were very involved in creating 2 Third Sector Strategic Forum Meetings. Networking meetings, even with small numbers, are proving useful to participants and staff alike, and we plan to build on this year's successes by setting dates well in advance and encouraging participation from relative organisations. Targeting appropriate participants is essential to encourage successful interactions.
Support local VIO's to improve their volunteer management practices by facilitating local standards award WAVE	More organisations are interested in doing this, but we always find they struggle to make time to do the work. Will continue to be proactive in targeting suitable organisations. There are several organisations considering the award at present and staff are encouraging them to set aside time to focus on this work and if possible, attend VC training.

**Outcome 2: Social enterprise develops and grows.**

Service /activity	Outcome and common service		Performance indicators	Target /timescale	End of Year output	Status
	Enterprising third sector organisations should expect that we will:	In addition to this we will:				
Provide information and support services in a variety of formats including; face to face, website resources and web and maintaining a database of social enterprises.	2.1 Provide information for local organisations to access contract and business opportunities		# social enterprises supported	200 episodes by March 2015	207	
Maintain a database of social enterprises	2.1 Provide information for local organisations to access contract and business opportunities		#social enterprises recorded on MILO	45 social enterprises core minimum fields	44	
Support a social enterprise network and online resources for social enterprise, including development of thematic social enterprise networks	2.1 Provide information for local organisations to access contract and business opportunities		Social enterprise network established	15 online resources developed  1 thematic network established By March 2015  20 organisations will initially participate with membership open to all social enterprises in	12	

				the Western Isles. 4 meetings annually.		
Support organisations to establish new social enterprises and for existing third sector organisations to become more enterprising	2.2 Give help to set up appropriate structures for social enterprise		# of advice sessions  # new social enterprises established	100 by March 2015  10	123  11	
Provide practical support to existing social enterprises and social entrepreneurs to enable them to develop and remain viable	2.2 Give help to set up appropriate structures for social enterprise		# advice sessions  Movement in turnover of social enterprises by March 2015	100 by March 2015  10% movement in turnover in 5 organisations	67	
Provide appropriate training to social enterprises to meet local need	2.2 Give help to set up appropriate structures for social enterprise		# bespoke training sessions delivered  # general training sessions organised	20 by March 2015  10 by March 2015	19	
Signpost organisations to other support services , both local and national, including those provided by third sector intermediary organisations	2.3 signpost them appropriately to advice and financing support both locally and nationally  2.5 Understand local needs around business development and provide or refer organisations to appropriate learning		# advice sessions	50 by March 2015	42	

	opportunities					
Signpost organisations to funding and financing opportunities, including providing bespoke support for funding applications	2.3 signpost them appropriately to advice and financing support both locally and nationally		# funding applications supported	10	34	
Ensure provision of business and business planning advice both in-house and through referrals to other agencies including Just Enterprise, HIE, etc	2.5 Understand local needs around business development and provide or refer organisations to appropriate learning opportunities		# advice sessions  # referrals	10  5	10  5	
Work with partners to promote social enterprise in the Outer Hebrides, including VAS, Social enterprise Scotland, SSEA, HISEZ, etc. to provide a strong voice for the social enterprises in the OH at local and national level.		2.6 Communicate what social enterprise is and promote its value	# promotional events  # meetings attended on behalf of C-CIG	4  30	4  23	
Communicate what social enterprise is and promote its value to our communities through the media, facebook, twitter, website, leaflets, posters, displays, attendance at events, press items.		2.6 Communicate what social enterprise is and promote its value	# episodes	50	60	
Enhance awareness of social enterprise through the promotion of positive achievements of local social enterprise		2.6 Communicate what social enterprise is and promote its value	# episodes	10	10	
Advance the entrepreneurship of individuals for socially beneficial reasons		2.7 Promote enterprising activity and encourage third sector organisations to be more enterprising	# individuals setting up new social enterprises	4	5	

Encourage more enterprising models to wider third sector organisations		2.7 Promote enterprising activity and encourage third sector organisations to be more enterprising	# orgs developing trading arms or other social enterprise structures	5	6	
Encourage more socially beneficial models in the private sector through the promotion of more socially beneficial business models, community benefit clauses and corporate social responsibility		2.8 Network and work in partnership with the private sector to create value and understanding and to increase trading between enterprising third sector organisations and the private sector	# episodes	2	3	
Network with the private sector to create value and understanding through the Economy Outcome Group and the Education, Skills and Training Outcome Group		2.8 Network and work in partnership with the private sector to create value and understanding and to increase trading between enterprising third sector organisations and the private sector	# meetings attended  # working groups participation	20  4	22  5	
Facilitate working together between social enterprises and mainstream businesses		2.8 Network and work in partnership with the private sector to create value and understanding and to increase trading between enterprising third sector organisations and the private sector	# opportunities	2	2	
Encourage the use of PSP, community benefit clauses, co-production models and joint tendering in initiatives		2.9 Support Increased use of social enterprises by the public sector/public	# episodes	6	5	
Share information about contracts and SLA opportunities		2.9 Support Increased use of social enterprises by	# episodes	50	50	



through websites, e mail, mailings, newsletter items, Twitter		the public sector/public				
Support the increased use of social enterprise by the public sector locally		2.9 Support Increased use of social enterprises by the public sector/public	# contracts awarded to social enterprise organisations	2	2	
Provide training to enable social enterprises can effectively tender for contacts		2.9 Support Increased use of social enterprises by the public sector/public	# training sessions	6	6	
Develop and maintain a cohesive social enterprise network, including online resources	2.4 Provide networking opportunities to deliver, influence and learn		Network maintained	1	0	
Develop thematic networks	2.4 Provide networking opportunities to deliver, influence and learn		# networks established	2	0	
Provide opportunities for networking activity including an annual event	2.4 Provide networking opportunities to deliver, influence and learn		# episodes # events	20 1	20 2	

<b>Comments on progress Outcome 2</b>	
<b>Service/ activity</b>	<b>Comment</b>
Develop and maintain a cohesive social enterprise network, including online resources and, Support a social enterprise network and online resources for social enterprise, including development of thematic social enterprise networks, and develop thematic networks	The Social Enterprise Network is not yet operational as we have been concentrating on the 3 <sup>rd</sup> Sector Forum. We have developed an on-line resource and continue to maintain an on-line Forum.

<b>Outcome 3: Third Sector organisations (TSOs) are better managed and deliver quality services.</b>						
<b>Service /activity</b>	<b>Outcome and common service</b>		<b>Performance indicators</b>	<b>Target /timescale</b>	<b>End of Year output</b>	<b>Status</b>
	<b>Groups and organisations should expect that we will:</b>	<b>In addition to this we will:</b>				
Assist organisations to identify gaps in service within their communities and to develop new projects, organisations and initiatives to address these gaps	3.4 Help them with their organisational planning and development		# new projects and initiatives identified and supported	10	<b>32</b>	
Provide advice and support for new organisations in order that they are appropriately and properly constituted within charity and company law, including intensive bespoke support	3.1 Support them to set up a new organisation or charity with an appropriate legal structure, to understand their obligations under Charity Law and to help existing groups review their structure  3.4 Help them with their organisational planning and development		#new organisations	15	<b>31</b>	
Provide training on all aspects of charity law, management committee roles and responsibilities and development of appropriate policies and procedures to new organisations	3.1 Support them to set up a new organisation or charity with an appropriate legal structure, to understand their obligations under Charity Law and to help existing groups review their structure  3.4 Help them with their		#organisations supported  #individuals trained	30 sessions  100 people	<b>35</b>  <b>118</b>	

	organisational planning and development					
Provide advice on funding solutions for organisations, including developing funding strategies , identifying funding sources and support with applications	3.2 Support them to develop their income strategy and diversify their income base  3.3 Provide a service to help them identify and apply for suitable funding		#interactions recorded on MILO	250 interactions  40 orgs supported	n/a  <b>67</b>	
Liaise with funders, local authority and other agencies on local funding issues and share with sector	3.2 Support them to develop their income strategy and diversify their income base  3.3 Provide a service to help them identify and apply for suitable funding		# of funds promoted/shared with sector	Publicise 18 different funds by March 2015	<b>66</b>	
Administer grant applications, manage and distribute funds for local grant making trusts	3.2 Support them to develop their income strategy and diversify their income base  3.3 Provide a service to help them identify and apply for suitable funding		#projects supported  # grants administered	10 projects supported  50 grants administered  50 individuals supported	<b>6</b>  <b>15</b>  <b>7</b>	
Provide opportunities and support for organisations to make consortia bids with third sector and agency partners	3.2 Support them to develop their income strategy and diversify their income base  3.3 Provide a service to help them identify and apply for suitable funding  3.4 Help them with their organisational planning and development		# bids	2	<b>9</b>	

Support staff and boards to effectively manage their organisations through providing a range of practical services including payroll, HR support, administrative support, provision of meeting space, office services, photocopying, etc.,	3.7 Give them advice on achieving good governance  3.4 Help them with their organisational planning and development		# orgs supported	250 orgs supported as required	<b>166</b>	
Provide support with organisational development, including facilitating strategic planning sessions and assistance with developing workplans/action plans	3.1 Support them to set up a new organisation or charity with an appropriate legal structure, to understand their obligations under Charity Law and to help existing groups review their structure  3.4 Help them with their organisational planning and development		#orgs supported	10 orgs supported	<b>26</b>	
Facilitate training sessions in all aspects of organisational management, law, etc	3.1 Support them to set up a new organisation or charity with an appropriate legal structure, to understand their obligations under Charity Law and to help existing groups review their structure  3.4			10 sessions  70 individuals	<b>28</b>  <b>94</b>	

Provide support for good financial management of organisations including Independent Examination, support with accounts and preparing returns	3.7 Give them advice on achieving good governance		#orgs supported	40	15	
Support organisations through periods of radical change, including dissolution	3.4 Help them with their organisational planning and development  3.5 help them recognise future opportunities and risks and develop suitable responses  3.6 Help them identify and make improvements in their organisation  3.8 Support them in managing organisational changes and to respond to difficult situations		# orgs supported	10 orgs by March 2015	10	
Support existing organisations to develop and grow, including providing suitable models of good practice and organisational structure, developing policies and procedures, providing mentoring and training to boards and staff	3.4 Help them with their organisational planning and development  3.5 help them recognise future opportunities and risks and develop suitable responses  3.6 Help them identify and make improvements in their organisation		#orgs supported  #interactions	50 orgs supported as required by March 2015  250 interactions	48  n/a	
Provide in depth advice to	3.4 Help them with their		#orgs supported	55 orgs by	39	

groups and organisations in order to manage changes to their structure and to act within charity law	organisational planning and development  3.5 help them recognise future opportunities and risks and develop suitable responses			March 2015		
Provide training on charity law, on the roles and responsibilities of charity trustees and on good practice in management to existing organisations	3.1 Support them to set up a new organisation or charity with an appropriate legal structure, to understand their obligations under Charity Law and to help existing groups review their structure		#organisations supported  #individuals trained	30 sessions  200 people	<b>33</b>  <b>122</b>	
Support existing organisations to review their legal structures	3.4 Help them with their organisational planning and development		#orgs supported	27	<b>31</b>	
Provide a range of bespoke services to assist organisations to manage change in their organisation, including governance and structure, dealing with employment and other compliance issues	3.4 Help them with their organisational planning and development  3.8 Support them in managing organisational changes and to respond to difficult situations		#orgs supported	20	<b>38</b>	
Provide a conduit for community consultation on a range of issues	3.9 Encourage and support community research and engagement		# consultation exercises undertaken	5 by March 2015	<b>9</b>	
Encourage and support research into a number of thematic areas, including providing advice and support for analysis and action planning from research findings	3.9 Encourage and support community research and engagement		# research exercises undertaken or supported	2 by March 2015	<b>2</b>	

Ensure that organisations have the information and support required to meet their obligations in regard to PVG including processing applications	3.10 Provide support to meet their PVG obligations		# PVG applications supported  #orgs supported	100 by March 2015  30 orgs supported by March 2015	<b>51</b>  <b>18</b>	
Ensure that organisations are informed as to changes in policy, law and the political climate in order that they might influence change		3.11 'Horizon Scan' for the sector and communicate with them, ensuring they are aware of changes in policy law and environment	# bulletins  # website hits	12 by March 2015  7000 by March 2015	<b>16</b>  <b>40576</b>	
Provide networking opportunities, workshops and thematic forums		3.11 'Horizon Scan' for the sector and communicate with them, ensuring they are aware of changes in policy law and environment	# networks and forums	20 by March 2015	<b>26</b>	
Identify, develop and support new partnership projects within the third sector to address employability and retention issues		3.11 'Horizon Scan' for the sector and communicate with them, ensuring they are aware of changes in policy law and environment		4 new partnership projects by March 2015	<b>7</b>	
Provide up to date information on all matter of interest to organisations in a range of print and e formats, including leaflets and bulletins, newsletters, press articles, searchable databases, websites and social media such as Twitter. This will include information on Charity law,	3.2 Support them to develop their income strategy and diversify their income base  3.3 Provide a service to help them identify and apply for suitable funding  3.4 Help them with their organisational planning and	3.11 'Horizon Scan' for the sector and communicate with them, ensuring they are aware of changes in policy law and environment	# website hits  #newsletters  #leaflets & bulletins produced  #press releases	7000  85  12  5	<b>40576</b>  <b>76</b>  <b>5</b>  <b>2</b>	

funding opportunities, changes in policy and political climate, local information, etc	development 3.5 help them recognise future opportunities and risks and develop suitable responses 3.6 Help them identify and make improvements in their organisation		# no using funding databases  #followers on Twitter	10  20	7  64	
Liaise with agencies on behalf of organisations, including Scottish and local government, OSCR, Companies House, VAS, SCVO, funders, tax agencies, PVG scheme etc		3.11 'Horizon Scan' for the sector and communicate with them, ensuring they are aware of changes in policy law and environment	#interactions recorded on MILO	200	196	

<b>Comments on progress Outcome 3</b>	
<b>Service/ activity</b>	<b>Comment</b>
Provide support for good financial management of organisations including Independent Examination, support with accounts and preparing returns	We have over-estimated the demand for Independent Examination and financial services support. This may be redressed in the next six months.
Administer grant applications, manage and distribute funds for local grant making trusts	The TSI has had a slightly lower than anticipated demand for these services. This has been balanced by a higher demand for other services such as providing set-up support to new organisations; funding advice; promoting funding opportunities; and the provision of bespoke services in managing change, constitutional, governance, and employment issues.
Support staff and boards to effectively manage their organisations through providing a range of practical services including payroll, HR support, administrative support, provision of meeting space, office services, photocopying, etc.,	
Provide in depth advice to groups and organisations in order to manage changes to	



their structure and to act within charity law	
Ensure that organisations have the information and support required to meet their obligations in regard to PVG including processing applications	We have found that a lot of the larger organisations in Lewis are registering themselves with CRBS and no longer require our services to carry out PVG checks as an intermediary. We consider this to be a positive development. Whilst smaller groups particularly in the more rural communities, continue to rely on us processing PVG's for them

<b>Outcome 4: TSOs feel better connected and are able to influence and contribute to public policy</b>						
Service /activity	Outcome and common service		Performance indicators	Target /timescale	End of Year output	Status
	The third sector should expect that we will:	Other partners should expect that we will:				
Provide opportunities for organisations to network and take joint action with regards services, public policy and creating change through an annual (LA area wide) networking event, and smaller localised meetings and virtual thematic forums	4.3 Provide opportunities for them to network and take joint action to effect change in services and public policy  4.4 Be accountable to them  4.5 Support the sector to influence policy development.		# networks /forums run	Annual network event held in February 2015  All organisations registered with TSI sign up to at least one thematic virtual network	<b>26</b> networks/forum held (2 of which were VC link attempts at Island wide networks)  420 orgs registered for at least one mailing list.	
Gather feedback and meet regularly, both formally and	4.4 Be accountable to them	4.7 Seek to ensure the third sector contributes	# organisations consulted through	100 orgs consulted	<b>244</b>	

informally with staff and volunteers within the third sector to share information and aid our understanding of the issues affecting them.	4.5 Support the sector to influence policy development.	effectively to the design and delivery of public policy  4.8 Bring extensive knowledge of the third sector to partnerships.	face to face contact			
Promote the third sector's contribution (and potential contribution) to the achievement of S.O.A. aims through participation in thematic outcome groups	4.1 Advocate the role of the third sector in the design and delivery of public policy and services.  4.2 Facilitate their engagement with planning processes at appropriate points.  4.5 Support the sector to influence policy development.	4.7 Seek to ensure the third sector contributes effectively to the design and delivery of public policy	# references to third sector in SOA			<b>SOA action plans for thematic outcome groups all contain references to the work of the third sector and monitored quarterly</b>
Promote and represent the views and interests of the Third Sector at partnerships such as; OHCPP, Older peoples partnership, early years partnership.	4.1 Advocate the role of the third sector in the design and delivery of public policy and services.	4.8 Bring extensive knowledge of the third sector to partnerships.	# partnerships supported	30 partnerships participated in by 31/3/2014		<b>45</b>
Increase Third Sector participation in all levels of CPP (and other relevant partnerships/fora) by promoting the work of the CPP and encouraging and supporting the Third Sector to participate.	4.5 Support the sector to influence policy development.  4.6 Share policy information in a clear and timely manner.	4.7 Seek to ensure the third sector contributes effectively to the design and delivery of public policy	# of organisations participating in networks /forums	10 new representatives identified and supported		<b>17</b>
Support the sector to participate	4.1 Advocate the role of the	4.7 Seek to ensure the	# contributors from			<b>48 orgs</b>

<p>in the development, design and delivery of services in relation to key agendas.</p>	<p>third sector in the design and delivery of social policy and services.</p> <p>4.2 Facilitate their engagement with planning processes at appropriate points.</p> <p>4.5 Support the sector to influence policy development.</p>	<p>third sector contributes effectively to the design and delivery of public policy</p>	<p>the third sector</p>		<p><b>supported</b></p>	
<p>Act as a third sector lead in partnership work/projects</p>	<p>4.2 Facilitate their engagement with planning processes at appropriate points.</p> <p>4.3 Provide opportunities for them to network and take joint action to effect change in services and public policy</p> <p>4.4 Be accountable to them</p> <p>4.5 Support the sector to influence policy development.</p>	<p>4.8 Bring extensive knowledge of the third sector to partnerships.</p>	<p># projects lead on</p>	<p>2 per year</p>	<p><b>6</b></p>	
<p>Publicise information about the CPP, CPP Partners, partnership policies and funding opportunities to the third sector through CCIG website, partner newsletters, websites and email bulletins</p>	<p>4.5 Support the sector to influence policy development.</p> <p>4.6 Share policy information in a clear and timely manner.</p>	<p>4.9 Provide regular updates on the activity of the TSI and the third sector.</p>	<p># hits on website</p> <p># e bulletins</p>	<p>10,000 C-CIG website hits by 31/3/2015</p>	<p><b>40576</b></p>	

Raise awareness of the CPP, C-CIG and services of their individual partners through the media, Facebook, website, leaflets, posters, displays, attendance at events, press items	4.3 Provide opportunities for them to network and take joint action to effect change in services and public policy  4.6 Share policy information in a clear and timely manner.  4.4 Be accountable to them		# episodes	50 episodes by 31/3/2015	<b>265</b>	
Monitor and report on the work of CCIG (to OHCPP, other strategic partners and the third sector).	4.3 Provide opportunities for them to network and take joint action to effect change in services and public policy  4.4 Be accountable to them		# reports produced  #organisations attending annual network	Reports completed at 6 and 12 months  Reported to stakeholders at annual network event February 15	<b>ongoing</b>	

<b>Comments on progress Outcome 4</b>	
<b>Service/ activity</b>	<b>Comment</b>
Provide opportunities for organisations to network and take joint action with regards services, public policy and creating change through an annual (LA area wide) networking event, and smaller localised meetings and virtual thematic forums	<p>We have hosted 26 networking opportunities on a variety of themes over the year including 2 meetings of the new Western Isles third sector strategic forum in 2014-15. Interest has been good, but technology has been more problematic. The time and cost demands for people from across the islands meeting face to face is prohibitive. We have tried both video and telephone links to enable local meetings to join together for discussions, with varying levels of success.</p> <p>Feedback from the majority of participants is that they would prefer local meetings to a single WI wide meeting, but this is not conducive to collaborative/partnership working. We are still to determine an appropriate structure that will meet the needs of everyone and are aware this may need to be two tier with a much smaller, high level, overview meeting that feeds to and from the local meetings.</p>

	<p>It is intended to run our next meeting in May as “local meetings” and to include on the agenda a discussion about how the overview can best be achieved.</p> <p>Third Sector Liaison Officer has been recruited and is taking a lead role in supporting the forum.</p>
Publicise information about the CPP, CPP Partners, partnership policies and funding opportunities to the third sector through CCIG website, partner newsletters, websites and email bulletins	The website is now hosted in a new format allowing all staff to edit news content, this has improved our ability to keep it up to date and relevant and has significantly increased the amount of traffic to the site. We have already exceeded our annual target of 10,000 hits. The Third sector Liaison Officer has begun work on developing a new e’bulletin. The first edition of which will be issued in April.
Promote the third sector’s contribution (and potential contribution) to the achievement of S.O.A. aims through participation in thematic outcome groups	We continue to participate in the thematic outcome groups, attending meetings and highlighting the role/potential role of the third sector in the work of the SOA. Following the completion of the SOA, action plans were drawn up for each of the SOA priorities and work towards these are monitored through the outcome groups. CCIG has taken a key role in monitoring, reporting and advocating the third sectors participation in delivering the SOA. All the SOA action plans and logic models highlight the value and contribution of the third sector to the achievement of the SOA outcomes.
Gather feedback and meet regularly, both formally and informally with staff and volunteers within the third sector to share information and aid our understanding of the issues affecting them.	We are really pleased to see we have far exceeded our annual target for the year for face to face contact with organisations. This is the first year we have been able to effectively record how many organisations we have 1 to 1 contact with and the figures show our commitment and success in engagement with organisations.

Outcome 5 the third sector interface is well managed and effective			Status
We will	Approach,	Plan/Status	
5.1 Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations volunteers and volunteering opportunities including MILO core minimum fields.	<p>Maintain high level of formal and informal engagement with individuals, organisations and communities eg. Day to day engagement with clients, annual surveys of clients, face to face discussions, online surveys, network meetings and telephone contact.</p> <p>MILO will be kept up to date with information on local organisations and volunteering opportunities.</p> <p>Staff will be trained in Milo and supported in its use.</p>	<p>We have continued to survey the third sector and gather information from face to face contact. Over the year we met with 244 organisations face to face and hosted 26 network/forums.</p> <p>We have continued to develop staff competence with MILO and familiarity with reporting systems. Both new and existing Staffs have received training. Further training is planned to improve the quality of data captured and to support staff through future planned changes to the Milo system.</p> <p>We hosted a Community Job Scotland placement that made a start on updating organisation details within MILO. This is an ongoing piece of work being carried out on a day to day basis by all staff.</p> <p>We hosted 2 meetings of the new Western Isles third sector strategic forum in 2014-15. Interest has been good, but technology has been more problematic. The time and cost demands for people from across the islands meeting face to face is prohibitive. We have tried both video and telephone links to enable local meetings to join together for discussions, with varying levels of success.</p> <p>Feedback from the majority of participants is that they would prefer local meetings to a single WI wide meeting. We are still to determine an appropriate structure that will meet the needs of everyone and are aware this may need to be two tier with a much smaller, strategic, high level, overview</p>	

		<p>meeting that feeds to and from the local meetings.</p> <p>It is intended to run our next meeting in May as “local meetings” and to include on the agenda a discussion about how the overview can best be achieved.</p> <p>The mapping exercise of third sector representation on all partnerships has proved slow. We have rigorous information from the local authority but it has been difficult obtaining accurate information from other agencies.</p>	
<p>5.2 Use the intelligence to develop and deliver services in response to community need.</p>	<p>C-CIG partners will work closely with their local communities and CPP partners to respond to community need and to address key agendas affecting the Western Isles. This will enable the third sector to shape agendas and influence decision making. It should be borne in mind that very rural and isolated communities have specific needs and that almost all of the Western Isles is in the top 5% of deprivation for access to services in the SIMD. A “bottom up” approach reflecting the partners close links with the local communities is key to our way of working.</p> <p>Partners will continue to share our various skills and areas of expertise across the islands</p>	<p>We have continued to develop, manage and promote new services in response to agendas and need at a local level, for example, we facilitated the introduction of a new Drugs and Alcohol Service in Barra.</p> <p>We continue to manage a furniture pack project in response to the poverty agenda at the request of the CPP.</p> <p>The OHCPP is piloting a piece of community engagement work with the community in Harris and we have been heavily involved in supporting this. It is anticipated that the results will feed into the SOA and be linked into the Harris 5 year plan. Also meeting the need for a bottom up approach in service planning and how these can be delivered.</p> <p>We remain vigilant for any public sector procurement opportunities for service delivery within our communities. This is to help employment/retention/ enterprise/local service delivery/opportunities for young people etc.</p> <p>We also continue to manage a range of projects and services for the benefit of our communities. Our ability to do this is particularly important in our smaller communities where the small population numbers make sustaining services difficult.</p> <p>We currently manage 2 community newspapers, grass</p>	

		<p>cutting services, community transport services, a thrift shop, a community trust fund, summer playschemes, Alzheimer's Café and Singing Group, Youth café, Harris in bloom project, Xmas display project, Direct Payment support, War Memorial, a community radio station, work programme, storage facilities, facilities management. MIDAS and ECDL training and siar media community filming projects.</p> <p>We have also facilitated the introduction of a new Drugs &amp; Alcohol Service for Uist and Barra having identified a clear need for this service.</p>	
<p>5.3 Engage relevant stakeholders in the design, delivery and review of policies and services.</p>	<p>The partners' individual boards are representatives of the local communities of the islands and they directly shape our collective policies and services</p> <p>We also include our local networks in the development of new services and consult the wider sector on our operational plan.</p> <p>Work with individual communities to ensure different needs are integrated into strategic agendas</p>	<p>We are continuing to carry out community engagement exercises and options appraisals within communities. Including facilitating and supporting the OHCPP Community Engagement Pilot (Locality Planning) in Harris.</p> <p>We have continued to work with third sector service providers, advocacy groups, interest groups, communities of interest and community activists to help shape projects and agendas, for example, we have continued to support the pathfinder project Living It Up agenda by delivering community engagement activities and delivering training on their behalf.</p> <p>We are undertaking a research project on Rural Employability which will inform the delivery of The Work Programme in rural areas, including a small case study of social enterprise support for employability.</p> <p>We have supported and encouraged third sector participation in the OHCPP Participatory Budgeting Pilot Projects around Community Transport in Uist &amp; Barra.</p> <p>We hosted volunteering promotional events in each of the island areas which were attended by stakeholders and key</p>	



		<p>community leaders.</p> <p>Day to day feedback on services required acted on promptly and effectively by partners.</p> <p>We have continued to work with public sector partners, agencies and the Third Sector community to support third sector involvement in the design and delivery of key services and agendas such as Health and Social Integration.</p>	
<p>5.4 Develop communications strategy and plans to improve our reach to our stakeholders , to raise our profile , to promote our services and values. The communications plans will take consideration of the range of needs of different audience groups.</p>	<p>Communication Strategy in place and monitored at Partner meetings</p>	<p>A Third Sector Liaison Officer for C-CIG was appointed in March and has already started work on reviewing and implementing the communications strategy. As well as assisting with internal communication within the partnership the post provides a single point of contact for partners. The Third sector Liaison Officer has begun work on developing a fortnightly e'bulletin. The first edition of which will be issued in April.</p> <p>The website is now hosted in a new format allowing all staff to edit news content, this has improved our ability to keep it up to date and relevant and has significantly increased the amount of traffic to the site. We have well exceeded our annual target of 10,000 hits.</p> <p>We have continued to communicate face to face with community stakeholders at a local level and organise ad hoc networking events in response to stakeholder need or policy requirement.</p>	
<p>5.5 Promote the impact the sector has on the communities we live in.</p>	<p>Each partner will continue to raise the profile of the positive impact of the sector</p>	<p>We continue to promote the impact of the sector at all levels of planning and reporting. We do this through annual reports, regular press coverage, newspapers/newsletters, networking and thank you events, displays, participation in networks/forums, websites, social media and relationships with local, national and international partners.</p> <p>This is evidenced through the level of third sector</p>	

		contribution to the SOA action plans.	
5.6 Communicate the interests of communities to wider stakeholders.	Partners will continue to represent the third sector and communities around the table at strategic and local levels. Due to the geographic spread of partners, we have strength in being able to represent the interests of a wide geographic spread of local community areas within Lewis, Harris, Uist and Barra.	<p>We continue to provide representation for third sector interests at CPP, Executive Group and Outcome Group Meetings.</p> <p>We have worked with 45 partnerships and working groups ensuring other appropriate third sector representation, especially around Welfare Reform, Poverty, Early Years, the Autism Strategy and Integration.</p>	
5.7 Develop partnership approaches and identify opportunities for partnership working locally, regionally and nationally to achieve better outcomes.	Participate in local, national and international partnerships, both short term and long term projects achieving better outcomes.	<p>We are continuing to work closely with a range of organisations and engage in a number of activities, e.g. North Alliance – Training for local Organisations: SNH and CNES – health and volunteering project; Joint commissioning – strategic development training; SDS event with Key local stakeholders, Living It Up and Connect projects; The Health and Social Care Alliance; HIE, Ingeus on research project which will influence the Work Programme; Working Links, Marine Scotland, Community Transport Scotland; Older People’s Partnership; PFPI, Just Enterprise &amp; the Western Isles Community Care Forum</p> <p>Encourage and enable local organisations to form partnerships and support this work where necessary.</p> <p>We have arranged or participated in events around Welfare Reform, Poverty and Integration. We have supported organisations to participate in the Early Years collaborative and the Autism Strategy Group. We have facilitated a new Mentoring Network which includes third sector organisations, Criminal Justice services, Adult Services, Education and SDS.</p>	
5.8 Engage local community representatives, councillors, MSP’s, MPs and others	As part of the development of our communications strategy we are reviewing current networks and forums and the demand for a wider third sector forum. We have established an annual conference/networking event, alongside using existing geographic or topical fora for	<p>We have and will continue to involve MPs, Councillors and MSP’s in our work through invitations to events, and sharing of information.</p> <p>We gave evidence to the Local Government and</p>	

	more regular discussions and virtual themed networks. MPs, Councillors and MSP's are fully aware of the TSI and are supportive of its work. We will continue to involve MPs, Councillors and MSP's in our work through invitations to events, and sharing of information.	Regeneration Committee and organised and supported third sector representation. We also organised third sector participation at a wider consultation with the Committee members. We made submission to the Community Empowerment Bill on behalf of island organisations.	
5.9 Work positively with voluntary action Scotland and our peers in the network	Staff are aware of the role of VAS. We will continue to attend network meetings and participate in working groups and practitioners fora where appropriate. We will share our expertise and knowledge with our peers in the network and encourage and support staff to attend national annual conference.	<p>We continue to be active members of the TSI network and participate in network activities, including being a member of the Milo User group.</p> <p>We have liaised closely with VAS around the responses to the Community Empowerment Bill and also around the Improvement Project.</p> <p>We liaised with other TSIs when looking at the model for the Third Sector Forum and in the job description for the post and continue to foster relations with other TSI's.</p>	
5.10 Develop flexible responses to meet different needs eg. opening times, drop in facility, outreach locations, telephone help lines and online facilities.	<p>The way the partnership is set up allows us to offer accessible services throughout the 120 mile long chain of islands. We will continue to offer services and information on line, over the phone and face to face.</p> <p>Staff are available in 2 locations in Barra, 1 in Uist, 1 in Harris, and 2 in Lewis. Appointments can be made for out of hours access to services.</p>	<p>Following repeated cuts in funding and staff changes, the decision was taken to close the North Lewis Volunteer Centre office and combine the two part-time volunteering development worker posts for Stornoway and North Lewis into one full-time post based in the Stornoway office covering the whole of Lewis.</p> <p>We continue to provide access to a range of services throughout the Western Isles, through telephone, internet and drop in at a total of 6 locations.</p>	
5.11 Make our services, publicity materials and premises as accessible as possible.	Ensure that all materials, premises and other methods of service delivery are fully accessible	We have continued to promote our services and how to access them. All our promotional work will be reviewed alongside our communications strategy however, we are particularly pleased with the impact our website redesign has had so far.	
5.12 Be proactive in engaging all of our stakeholders.	Partners engage with stakeholders and partners on behalf of the partnership	We are proactive in engaging with new and potential partners and have met face to face with 244 organisations	

		<p>this year.</p> <p>We have hosted 26 networking opportunities for third sector partners so far this year including establishing a new islands wide mentoring network.</p> <p>We have carried out community engagement exercises on behalf of partners on a variety of topics. Our Annual survey of stakeholder was carried out in March.</p>	
5.13 Focus limited resources towards those who need them most	<p>We offer bespoke service and support to charities, Voluntary Organisations and individuals particularly those with few resources. We also use intelligence gathered and local knowledge when deciding where to direct our resources and what services to provide. Financial monitoring procedures are in place to ensure our limited resources are well managed and used efficiently.</p>	<p>We have a risk register which is monitored 6 monthly</p> <p>We continue to use annual surveys to ensure resources are properly allocated and act promptly on issues raised during face to face interactions.</p> <p>We have undertaken a local evaluation of the services we provide and measured feedback.</p>	
5.14 Implement monitoring and evaluation procedures for continuous improvement	<p>Each partner has achieved EFQM individually and future partnership improvement actions are scheduled for action at future monthly meetings.</p> <p>A monitoring and evaluation procedure has been put in place and we will be reporting and developing our services in line with the procedure.</p> <p>LEAP system in use by VCWI for work development.</p>	<p>All partners have achieved EFQM individually.</p> <p>We have now signed up to undertake EFQM as a TSI and staff are currently undergoing training in EFQM. The self evaluation is planned for the end of June once training has been completed.</p>	
5.15 Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution.	<p>Ensure that appropriate staff management and board development systems are in place</p>	<p>All partners ensure that employees receive annual appraisals, regular support and supervision, personal development plans, employee support policies and clear organisational vision and shared objectives. Board members are supported. 2 partners have IIP and 2 partners have achieved HWL.</p>	