



SCVO Operational Plan 2010/11

*This operational plan has been cast under the framework of the 2007-10 strategic framework, with the understanding that 2010-11 is a transitional year during which the strategic framework itself, its objectives and activities, will be subject to a thorough **strategic review**, potentially significantly revising our objectives and activities for the future.*

Mission

SCVO seeks to advance the values and shared interests of the voluntary sector

Objectives

For the period 2010-11 SCVO aims to:

- Build voluntary sector **capacity** and strengthen **governance**
- Increase the **effectiveness** of the voluntary sector's **infrastructure**
- Promote **citizen action** and **civic engagement**
- Improve the voluntary sector's contribution to better Scottish **public services**
- Promote **civil society interaction** locally, nationally and globally

Activities

To achieve these objectives SCVO will:

- Strengthen the **voice** of voluntary organisations and support them to campaign and advocate on behalf of the communities they serve
- **Communicate** with, about and on behalf of the voluntary sector
- Develop **knowledge** about the voluntary sector
- Develop voluntary sector **networking** and **collaboration**
- Provide **organisational development** support for the voluntary sector
- Develop **resources** for the voluntary sector
- Develop the voluntary sector's **workforce**
- Design and deliver **services** tailored to the needs of the voluntary sector
- Develop **SCVO's own effectiveness**

Themes

In all our work we will:

- promote **equality**
- be aware of the distinctive needs of **rural** communities
- take, promote and embed a **sustainable** development approach



Operational plan 2009/10

Strengthen the **voice** of voluntary organisations and support them to campaign and advocate on behalf of the communities they serve

1	Influence all political parties' thinking on third sector interests and priorities at a key point in the UK and Scottish election cycle	Public Affairs
2	Influence the Scottish Government by providing ideas and intelligence, working in strategic partnership with the Third Sector Division on generic issues.	Public Affairs
3	Develop positive relations with incoming UK Government departments as appropriate regarding relevant reserved matters; a particular emphasis on tax, the Lottery and promoting the role of the voluntary sector in employability programmes	Public Affairs/Employment Services
4	Develop a programme of strategic national engagement with the localism agenda and with CVS to develop better working relationships between the voluntary sector and councillors, officials and community planning partnerships	Public Affairs
5	Develop engagement with Scottish civil society partners and bring third sector and civil society perspectives to new thinking about Scotland's future	Public Affairs
6	Improve funding conditions for the sector by; facilitating consultation and seeking to influence use of unclaimed assets; engaging with the funders' forum to influence funding practice	Public Affairs
7	Deliver sharper third sector campaigns on key issues and provide support to the sector in campaigning	Public Affairs
8	Maintain a strategic overview of the third sector policy agenda and organise voluntary sector representation on key policy issues as they arise.	Public Affairs
9	Review and coordinate the voluntary sector's engagement with the equalities agenda	Public Affairs
10	Engage with the 4 nations/5 councils on joint GB, UK, British Isles policy platforms	CEO/DCEO
11	Engage in the CIVICUS Affinity Group of National Associations and develop direct relationships and project work with counterparts where mutual benefit can be identified. Engage with the new European Council for the Third Sector in partnership with other national councils	Public Affairs



Communicate with, about and on behalf of the voluntary sector

1	Implement the revised business model of TFN with a view to increasing sustainability (through subscriptions and advertising revenue), circulation/readership and influence/reach to civil society and community activists	Public Affairs
2	Improve the SCVO website content (including rigorous training of all contributing staff), and integrate e bulletins to ensure an effective and co-ordinated communications system	Public Affairs
3	Develop plans for an online version of TFN, ensuring effective integration with existing communications channels and platforms	Public Affairs
4	Maintain the Rural Network website and promote engagement	Development & Programmes
5	Promote SCVO as the number one information point for media contact with and about the sector	Public Affairs
6	Complete handover of the CIVICUS World Assembly to INM in Montreal and CIVICUS HQ, Johannesburg	DCEO
7	Promote and deliver successfully a comprehensive programme of national conferences, lectures, and seminars and social events including the Scottish Charity Awards dinner in June 2010 and 'the Gathering' in Feb 2011	Public Affairs
8	Upscale the 'get involved' campaign and develop a highly effective social media strategy designed to connect directly with individuals with an affinity to the voluntary sector	Public Affairs



Develop **knowledge** about the voluntary sector

1	Maintain the SCVO Central Database for use regarding customer contact and as a basis of evidence for developing products and services – seek improvements in technology and via data sharing with appropriate partners	Public Affairs/Networks
2	Monitor changes to the third sector funding environment	Public Affairs
3	Compile intelligence regarding the third sector’s position in relation to single outcome agreements and Community Planning Partnerships	Public Affairs
4	Undertake a programme of research to scope the nature and extent of Scotland’s civil society and the third sector’s place within it	Public Affairs
5	Maintain an overview of and contribute as appropriate to UK, European and international comparative voluntary sector and civil society research	Public Affairs
6	Continue analysis of and report on support needs and sector intelligence using the SCVO bi-annual Panel survey and information helpline outputs	Public Affairs
7	Methodology Development – prioritise impact measurement tools and approaches to evidencing outcomes eg SROI	Public Affairs
8	Support and participate in academic and public sector research partnerships (including strategic engagement with Scottish Government) maintaining a pro-active approach to academic/sector knowledge transfer and wider dissemination	Public Affairs



Develop voluntary sector **networking** and **collaboration**

1	Provide effective overarching management of the Supporting Voluntary Action (SVA) programme, including appropriate, timely and high-quality reports to funder and stakeholders.	Networks
2	Deliver a shared information platform and shared database for the infrastructure through the SVA Managing Intelligence and Collaboration & Connectivity programmes	Networks
3	Deliver the Change Champions programme, ensuring the learning is shared throughout the network	Networks
4	Support the CVS to evolve as effective interfaces with local Community Planning Partnerships and with them identify their future support needs.	Networks
5	Develop a sustainable medium-term strategy (drawing on the SVA Think Tanks outcomes) for improving and integrating the sector's infrastructure, responding to emerging intermediary needs and supporting fragile networks	Networks
6	Deliver a pro-active membership recruitment and retention programme with a key focus on ongoing membership relations	Networks
7	Encourage Scottish sector networking internationally via CIVICUS and other relevant networks, promoting an international perspective throughout the sector	Public Affairs
8	Support and develop professional networks including the Press Officer Network, Policy Officers Network, Information Officers Network, European Reference group, Green Reference Group	Public Affairs
9	Promote networking and the development of consortia of voluntary sector employability organisations	Employment Services
10	Promote the sharing of best practice between and among rural voluntary sector groups, including village hall committees	Development & Programmes
11	Develop an initiative to promote and facilitate partnerships, collaborations and joint ventures between voluntary organisations	Development & Programmes



Provide **organisational development** support for the voluntary sector

1	Promote and develop information helpline service, and supporting website and publication materials, with due attention to the potential of infrastructure and technology developments	Networks
2	Review the range and viability of organisational training and support via the short course training programme, and develop further thematic programmes and e-learning with a focus on accreditation	Networks
3	Provide organisational development support in the key areas of governance, financial sustainability, strategic and business development, quality systems and policy development to third sector organisations	Networks/D&P/ Public Affairs
4	Deliver the SVA 'Quality Matters' improvement programme with sector infrastructure partners	Networks
5	Deliver the SVA Developing Organisations programme to improve the development support available to local voluntary organisations	Networks
6	Launch a new pro-active programme on governance/trusteeship good practice, engaging as appropriate with partner organisations	TBC
7	Launch a new programme on approaches to financial sustainability	TBC
8	Seek to provide support to equalities-focussed voluntary organisations	Development & Programmes
9	Develop a programme to increase sector-wide understanding of Intellectual property issues	Development & Programmes
10	Implement a programme to promote sustainable development/green approaches in the voluntary sector	Public Affairs
11	Promote good employment practice and partnership working between trade unions and voluntary organisations through engagement with and drawing on the work of the STUC/SCVO partnership forum	Public Affairs



Develop **resources** for the voluntary sector

1	Develop and lead a sustainable funding information and advice programme	Networks
2	Further develop the programme of engagement with the private sector, promoting cross-sector mentoring, private sector contributions through pro-bono work and trusteeship, and joint delivery of projects (eg DOL) as appropriate	Public Affairs/Networks
3	Promote community ownership of assets including public asset transfer (eg from local authorities and transport companies)	Development & Programmes
4	Development a programme to tap the potential of community energy initiatives as strategic investment opportunities for the sector	Development & Programmes
5	Maximise Inverness Fairways House resource for the sector	Development & Programmes
6	Develop and implement a plan to maximise Glasgow Brunswick House as a resource for the sector	Development & Programmes
7	Progress Village Halls Development programme	Development & Programmes
8	Provide funding and technical support for rural voluntary organisations through Rural Direct	Development & Programmes
9	Investigate the potential of shared/pooled staff support for developing voluntary organisations to facilitate community action	TBC



Develop the voluntary sector's workforce

1	Establish a skills hub to implement the workforce strategy and engage strategically with relevant skills bodies, especially with the Alliance of Sector Skills Councils and Skills Development Scotland	Public Affairs
2	Extend web-based signposting to training and skills development opportunities across Scotland and promote the benefits of learning to voluntary sector staff and managers with a focus on supporting continuous professional development and accreditation	Networks/Public Affairs/D&P
3	Develop partnerships with academic and other learning providers	Public Affairs
4	Promote learning, personal development, and peer support for leaders within the infrastructure through the SVA 'Leading in Change' programme	Networks
5	Develop a menu of options, including volunteering, trusteeship and internships to promote community action and the third sector to new graduates	Public Affairs/Employment Services
6	Develop a menu of options, including school schemes, work experience placements, volunteering and trusteeship to promote community action and the third sector to children and young people	Public Affairs/Employment Services
7	Wind up North of Scotland New Deal contracts and ensure effective handover to relevant new programme providers	Employment Services
8	Ramp up and deliver a high level of quality job opportunities through the Future Jobs Fund Voluntary Sector Consortium – seeking to enhance their value to the host organisation and client through ESF funding and sharing of resources	Employment Services
9	Working in partnership with Scottish Government and through the Third Sector Employability Forum, significantly increase the uptake by voluntary organisations of Government (UK and Scottish) employment and skills programmes	Employment Services/Public Affairs



Design and deliver **services** tailored to the needs of the voluntary sector

1	Promote and extend the pro-bono legal advisory service and seek to develop further pro-bono professional offerings to the sector	Networks
2	Increase take-up of brokered services and deals, and seek to extend the offering based on evidence of need	Networks
3	Promote, deliver to a high standard, and expand the payroll service	Resources
4	Re-launch the Good Moves website and grow the service	Development & Programmes
5	Promote WorkWithUs services to the sector	Resources/Networks
6	Promote the SCVO Credit Union to the sector	Resources/Networks
7	Review, agree and promote SCVO's ICT support service offering to the sector, as part of a wider review of internal, infrastructural and sectoral technology review	DCEO/Resources
8	Upscale cross-promotion of services	Networks/Development & Programmes
9	Provide excellent office and venue facilities at SCVO offices – ensuring all SCVO properties are systematically maintained to a high standard	Resources
10	Develop an HR support service for the sector	Development & Programmes



Develop SCVO's own effectiveness

1	Drawing on member and stakeholder consultation (March 2010), external context, and viewing 2010-11 as a transition year, undertake a review of strategic direction	Board/CEO/DCEO
2	In the context of refreshed strategic direction, renew the operational plan for year 2011-12, reinforcing linkages to financial management systems and to performance reporting	DCEO/Directors
3	Implement and further develop the evaluation framework	DCEO/Directors
4	Continue to review SCVO's governance systems in order to ensure the organisation operates to the highest standards of transparency and accountability. This includes the Management Board, Policy Committee and AGM, and in relation to associated networks eg intermediaries and CVS.	CEO/Networks
5	Maintain accurate management accounts and budget forecasts feeding a medium term financial management	Resources
6	strategy Establish and implement means of reducing SCVO's carbon footprint in line with the green agenda	Resources
7	Ensure SCVO is well-equipped and systematically roll out improvements to SCVO's business systems, including central database/contact management system ensuring comprehensive training for users	Resources/Public Affairs
8	Implement a management development programme to improve the quality and consistency of SCVO's departmental and corporate management.	Resources
9	Strengthen the link between induction, supervision, appraisal and planning, to overall improve individual and departmental performance	CEO/DCEO/ Directors
10	Optimise internal communications systems, eg intranet, scvobrief	Public Affairs/Directors
11	In partnership with Volunteer Development Scotland seek ways to increase joint working and mutual effectiveness	CEO
12	Review SCVO's operational relationship with WorkWithUs.org	Resources
13	Effectively deploy and support an internship programme to ensure SCVO benefits from new perspectives	Resources/Employment Services