



# VOLUNTARY ACTION SHETLAND

## STRATEGIC FRAMEWORK

THE STRATEGY SETS OUT OUR LONG-TERM VISION, AMBITIONS AND THE OUTCOMES WE WILL STRIVE TO ACHIEVE

### THE VISION

A strong, sustainable and valued asset for Shetland, playing a leading role in Championing and Supporting Community Needs

### THE MISSION

To Support, Represent and Develop Community and Voluntary Action in Shetland

### THE STRAPLINE

A single point of access for Support and Advice for the Third/Voluntary Sector

### DELIVERED THROUGH CORE ACTIVITY



To Be A Central Source Of Knowledge



To Be The Voice



To Connect



To Build Capacity

### IN PARTNERSHIP WITH SHETLANDS PARTNERSHIP PLAN



Participation



People



Place



Money

### TO ACHIEVE KEY OUTCOMES:

A proactive, respected board people want to join

Making a tangible difference to the Third Sector in Shetland

VAS is renowned as an exemplar model for the sector

Taking action to target emissions in line with Net Zero

Highly regarded in the community and with stakeholders

### OUR GUIDING VALUES WILL ENSURE WE ARE:

Inspiring

Leading

Collaborative

Sustainable

# **ACTION PLAN**

## **YEAR 1**

### **1. Strategic Objective: A strong, proactive Board leading and representing VAS**

#### **ACTIONS**

1. Board review and agree focus, operation and requirements to fulfil role
2. Nominate Directors with lead responsibility to progress priority actions e.g. budget review, communications of change with key funders, communications, representation at events / with stakeholders / press
3. Map skills requirements of Board in line with forward plan
4. Develop Board recruitment & succession plan

### **2. Strategic Objective: Develop a focused, sustainable business model for VAS**

#### **ACTIONS**

1. Develop and agree strategic framework for VAS, with reference to Success Factors
2. Develop exit strategy and timeline for 'direct delivery' projects
3. Develop appropriate facilities management plan for Market House
4. Develop 3 year\* forward plan for VAS mapping resource allocation and activities / output measures against each of the four strands of TSI
5. Approve plan and monitor progress against strategic framework

### **3. Strategic Objective: Increased profile in the community**

#### **ACTIONS**

1. Agree 'results focused' measurement framework for VAS core activities
2. Agree process for 'client' feedback on support provision including photos and quotes
3. Develop communications strategy defining aims and role of Board, with regular review
4. Map Board role in leading communications e.g. Annual Report, communications of change with press / stakeholder
5. Develop communications plan including key messages and communications channels
6. Develop community engagement plan (see below)

### **4. Strategic Objective: Proactive engagement with stakeholders, partners and volunteer organisations**

#### **ACTIONS**

1. Map key stakeholders and priorities for partnership / collaboration
2. Agree alignment / role for VAS within Shetland's Partnership Plan
3. Nominate Directors to represent VAS at events / with nominated stakeholders
4. Working in partnership to co-ordinate a response to gaps in provision for early intervention

### **5. Strategic Objective: Commitment to taking action to target emissions in line with Net Zero Scotland**

#### **ACTIONS**

1. Development of a carbon reduction policy for VAS
2. Supporting the third/voluntary sector's capacity and capability towards net zero