



# Organisational Strategy 2015-18

## Contents

<b>Our purpose and values</b> .....	<b>2</b>
<b>Drivers of change</b> .....	<b>2</b>
<b>Our strategy</b> .....	<b>3</b>
<i>Infrastructure support</i> .....	4
Alternative resources .....	5
Wider collaboration .....	6
Membership fees .....	6
Rationing, cutting or charging for services .....	6
<i>Volunteering support</i> .....	7
Virtual Volunteering .....	7
Time Bank .....	8
Rationing, cutting or charging for services .....	8
<i>Community support</i> .....	9
Supporting isolated and older people .....	10
Mental health .....	10
<i>Underpinning actions</i> .....	12
Advocacy and communication .....	12
Governance and capacity .....	13
<i>Monitoring and review</i> .....	14

## Our purpose and values

1. Voluntary Action Epping Forest (VAEF) aims to be the principal community development charity for Epping Forest District. Our mission is:

***To improve the quality of life for people and communities in Epping Forest District, particularly when they are vulnerable or in need.***

2. We deliver this mission through three principle modes:
  - a. Providing advice, information and development support to voluntary and community organisations in the District (“**infrastructure support**”).
  - b. Supporting and promoting volunteering in the District (“**volunteering support**”).
  - c. Working in collaboration with others to identify and meet unmet needs in communities across the District (“**community support**”).
3. These modes of service delivery are underpinned by good governance, strong local knowledge and confident advocacy on behalf of the voluntary and community sector (VCS).
4. In delivering this mission our vision is for:

***People to be empowered to choose how they can enhance their quality of life, through vibrant and dynamic local voluntary action.***

5. As a charity for and of the communities of Epping Forest District our values matter to us and so we have adopted the following statement to guide everything we do:

*Voluntary Action Epping Forest is a **skilled and efficient, independent** charity on which partners and local communities can **depend**. We are:*

- **Passionate** about voluntary action
- **Caring and compassionate**
- **Honest and trustworthy**
- **Fair and inclusive**
- **Innovative and flexible**

## Drivers of change

6. In preparing this strategy we undertook a review of VAEF and the environment in which we operate. This involved gathering views from a wide range of VCS and statutory sector stakeholders, self-assessment using an organisational health-check tool and external review of VAEF’s governance and approaches. The review yielded a number of important messages to guide the development of VAEF and the services we provide, in particular:
  - a. VAEF has a strong reputation amongst its members and stakeholders who value the services it delivers (particularly funding advice, volunteering support and direct services) and the value for money they represent.
  - b. VAEF is generally a well-run organisation but we could strengthen our income generation/fundraising capability, integrate our activities better across all three delivery modes and (incrementally) enhance our governance arrangements.

- c. The funding environment for infrastructure support and volunteering support will continue to be challenging for the foreseeable future and these services are therefore under threat.
  - d. We need to diversify our funding base further to ensure we are resilient to cuts in public sector funding.
  - e. There is considerable scope for VAEF to collaborate with other organisations in the District and more widely (West Essex and Essex-wide) to develop and deliver solutions to meet community needs.
  - f. We need to ensure the infrastructure and volunteering support we provide reaches smaller VCS organisations and groups.
  - g. We should be more confident in representing the voluntary and community sector at large, a role that is valued by partners but which, together with communications more generally, needs re-invigorating.
  - h. We should explore ways in which we can make better use of technology in service delivery.
7. This new organisational strategy for VAEF builds on the strengths identified in this review and responds positively to the opportunities (and threats) we face, aiming to address areas of relative weakness highlighted by the review.
8. Furthermore, the recent report of the Commission on the future of local infrastructure, *Change for Good*, sums up the challenges and opportunities we face as follows:
- “Infrastructure needs to be financed, but it also has to undergo a redesign. It needs to be leaner, meaner and more technologically savvy. It needs to act as a lever bringing in new resources to the sector... It needs to be the enabler of voice and the advocate of community action. It needs to collaborate and share more cost-effectively. It needs to promote and develop the ‘time economy’, co-production and good volunteering practices. Above all, it needs to help the sector with foresight and managing change, because the pace of change is not going to slow.”*

## Our strategy

9. A key theme running throughout this strategy is that of ensuring that VAEF operates, and is seen to operate, as **one organisation** with clear synergy, integration and added value across all our modes of delivery. It is important that infrastructure support, volunteering support and community support are mutually reinforcing wherever possible and that resources are shared between them to maximise our efficiency. In particular, all must contribute to the core costs of our organisation such as management, governance, systems and accommodation.
10. Recognising our limited capacity overall, we have identified a small number of transformative actions or projects within each delivery mode, prioritising those that will:
- a. have the greatest impact for our beneficiaries;
  - b. promote integration across VAEF;
  - c. have greatest income/resource generating potential; and
  - d. improve the medium to long-term sustainability of VAEF and the services we provide (including diversification of income).

11. We have also identified transformative actions in areas that underpin everything that VAEF does, specifically:
- I. **Improving advocacy and communications** to ensure we are as effective as possible in helping shape policy and services for the benefit of the VCS and in identifying and developing VCS responses to unmet community needs.
  - II. **Strengthening governance and capacity** to support continuous improvement in delivery.
12. This strategic approach is illustrated in the diagram below and explained in more detail in the sections below. For the highest priority actions we have identified a lead Trustee who will support and provide accountability for the staff leading on the actions.



### *Infrastructure support*

13. *Change for Good* recognises that direct financial support for infrastructure support is declining (and is likely to continue to do so for the foreseeable future), while demand is increasing. We agree with this analysis. While we will continue to lobby for direct financial support from Epping Forest District Council and Essex County Council to be maintained, our focus in this strategy is to ensure that our response to any reductions in that funding is understood and that its impact is minimised (i.e. services are protected as far as possible).
14. In the face of these threats to public sector subsidy for infrastructure support we are faced with a limited number of responses should such cuts materialise:
- a. Secure resources from alternative sources to protect services from the impacts of cuts in statutory sector subsidies.
  - b. Partner with other infrastructure support providers (e.g. neighbouring CVSSs) to realise efficiencies in the delivery of these services.
  - c. Restructure membership charges to increase income from this source.

- d. Limit the amount of free of charge support we can provide to VCS organisations.
- e. Discontinue some services altogether.
- f. Introduce charges for some services that are provided free of charge as a result of the statutory sector subsidy received.

### Alternative resources

15. Our top priority action to respond to this ever-present threat is to protect infrastructure support services by securing alternative resources. Our approach will focus on developing partnerships with the business community in the District with a view to securing:
  - a. Pro-bono or discounted services for VCS organisations that are members of VAEF.
  - b. In-kind support for VAEF directly (e.g. for core functions such as communications, finance etc.).
  - c. Financial support for VAEF (e.g. through sponsorship of events or publications).
16. In return for their support we will offer participating businesses publicity, recognition and introductions to potential new customers within the sector both directly through VAEF communications and also through our members and other partners.
17. This transformative action is set out further detail below.

Action	Lead and resources	Milestones/deliverables	Beneficiaries	Outcomes/benefits
<b>Lead Trustee: TBC</b>				
Develop coherent offer to, and asks of, local businesses and prioritised target list of business to approach <sup>1</sup> .		Clear narrative (benefits to and asks of local businesses) and prioritised target list agreed by XXX 2015.	1. VAEF VCS members who access pro-bono or discounted support, services and advice from local businesses and partners.  2. Local businesses receive positive publicity, exposure to potential new customers and recognition for supporting the local VCS.	1. VCS members of VAEF gain access to services they would otherwise not be able to afford.  2. VAEF is better able to respond to any future reductions in subsidy as capacity in the business directory builds up.  3. Contribution to the local economy through promotion of local businesses.
Approach and secure participation of local businesses.		Initial directory of pro-bono and discounted services offered by local businesses to VCS organisations in place by XXX 2015.		
Develop and implement a Marketing plan to promote the directory to VCS members of VAEF. <sup>2</sup>		VAEF members aware of the offers included in the directory and how to access them from XXX 2015 and on-going.		
Recognise and promote participating businesses in relevant VAEF literature and at relevant events (as part of marketing plan).				
Grow the depth and breadth of the offer through on-going development of the directory and marketing plan.		N/A		

18. In addition, we will develop community support approaches that encompass within them capacity building (infrastructure support) as an alternative source of funding for infrastructure support in collaborative projects (see below).

<sup>1</sup> Including those with whom VAEF staff and Trustees have existing relationships.

<sup>2</sup> Ideally drawing on in-kind support from one or more of the business supporters.

### Wider collaboration

19. As part of our exploration with other CVSs in Essex (and West Essex in particular) of collaborative approaches to service delivery more generally (see below) we will explore the potential for working together to deliver infrastructure support and hence realise efficiencies to help us respond to any future reduction in subsidy. This could include developing specialisms within such collaborations (e.g. centres of excellence) or negotiating reciprocal arrangements for access to each others' member benefits (where other CVSs have such packages). We will develop this action in more detail (as per the table above) if initial exploration reveals that there is significant scope for such collaboration for the benefit of our members.

### Membership fees

20. A fee of £12 per annum is charged to VCS organisations that wish to be a member of VAEF. In the current climate we do not see any scope for increasing the level of this charge but we equally believe that the principle of charging a membership fee to gain access to our services and other member benefits is important.
21. Our experience to date is that this fee does not inhibit VCS organisations from joining VAEF but we will keep this under review, bearing in mind that our priority for membership of VAEF is to maintain as high a membership as possible to ensure we have maximum credibility when representing (advocating on behalf of) the VCS in Epping Forest District.
22. Should it appear in the future that either the fee is inhibiting VCS organisations from joining or that there is headroom to increase income from this source we will review our membership fee arrangements. Depending on the motivation for such a review, options could include:
- a. Increasing the fee for all members.
  - b. Introducing a tiered fee structure (e.g. where larger organisations pay a higher fee, smaller organisations pay a lower fee or where a higher fee gains access to a larger benefits package<sup>3</sup>).
  - c. Reducing or removing the fee to encourage increased membership.
  - d. Offering discounted or introductory fees to attract initial interest.

### Rationing, cutting or charging for services

23. It is clear that the actions and options presented above for securing alternative resources, efficiency savings and/or membership fee income are unlikely ever to be able to constitute a complete response should statutory sector subsidies for infrastructure support be cut substantially. In this scenario we will have to consider the options set out above for tailoring the infrastructure support we provide to match the income available. i.e.:
- a. Limiting the amount of free of charge support we can provide to VCS organisations or discontinuing some services altogether – discussions in this regard would initially take place through the Essex Association of Councils for Voluntary Service (EACVS) recognising that a consistent approach would be needed across Essex (at least in respect of Essex County Council funding).
  - b. Introducing charges for some services – this could be achieved either through “pay as you go” charges or tiered membership fees or a combination of the two. It is likely that such charges would only be viable (if at all) for popular services such as funding advice and support or certain volunteering support services (see below).

<sup>3</sup> Such enhanced benefits could include access to the pro-bono/discounted business services, voucher schemes agreed with local businesses for other services, discounts on VAEF services etc.

### *Volunteering support*

24. Our drivers of change review identified volunteering support as one of the elements of VAEF's offer that our members most value. Within the confines of the available funding and capacity we will continue to provide and develop this service with particular emphasis on two priorities:
  - a. Development of a virtual volunteering service.
  - b. Further development of Time Bank.

#### **Virtual Volunteering**

25. Our top priority action for development and expansion of our volunteering support offer is to develop a virtual volunteering service, funded from charitable sources (e.g. Big Lottery, Trusts and Foundations etc.) and possibly partnerships with relevant businesses. The underpinning driver for this innovation is that research shows that often people are keen to volunteer and put something back into their community but cannot commit to substantial blocks of time to volunteer in person. To respond to this we believe that new modes of volunteering need to be developed that allow people to volunteer remotely and in short bursts of time (i.e. virtual volunteering).
26. We will, therefore, develop an approach to facilitate this working with VCS organisations and prospective volunteers to develop ways in which they can volunteer in this way. This is likely to include:
  - a. Identification and development of volunteering roles that can be undertaken remotely or in short bursts of time.
  - b. Development of virtual volunteer training, management and development approaches (such as e-learning, how to use technology etc.) to support virtual volunteering.
  - c. Training and development for VCS organisations and groups in use of the appropriate technologies.
  - d. Provision of IT hardware and/or connectivity for groups who do not currently have this capability and who are able to offer virtual volunteering opportunities.
  - e. Evaluation of pilot approaches prior to a wider roll-out (subject to available resources).
27. As well as grant funding from charitable sources we will approach businesses that could benefit from partnering with us to develop and deliver virtual volunteering. This could include sponsorship of part, or the whole, of the programme and/or in-kind support through provision of IT equipment and/or connectivity. Potential business partners could include IT hardware retailers, internet service providers, mobile phone companies and recycling charities and any business with surplus IT equipment that could be used in the project.
28. This transformative action is set out in further detail below.



Action	Lead and resources	Milestones/deliverables	Beneficiaries	Outcomes/benefits
<b>Lead Trustee: Gerry Smith</b>				
Identify partners for collaboration in project development. <sup>4</sup>		Case statement agreed with partners by XXX 2015 setting out as a minimum:		
Develop case statement for a Virtual Volunteering pilot project.		<ul style="list-style-type: none"> <li>Needs analysis</li> <li>Proposed approaches</li> <li>Anticipated outcomes/impacts</li> <li>Costs and budgets from each funding source.</li> </ul>	1. Local VCS organisations and groups have access to wider range of volunteers and hence increased capacity.	1. Increased volunteering in Epping Forest District (and possibly beyond) benefiting both VCS organisations/groups and volunteers
Approach potential partner businesses and secure their support for the project (in cash or in kind).		Business partners secured and contributions agreed by XXX 2015.	2. Prospective volunteers are able to participate.	2. Raised profile and increased funding for VAEF (and other partners) and potential ongoing income generation potential arising from “ownership” of the virtual volunteering infrastructure and collaborations.
Apply for and secure funding for remaining project costs from charitable sources.		Remaining funding secured by XXX 2015.	3. Businesses receive positive publicity, exposure to potential new customers and recognition for supporting the local VCS.	
Implement pilot project(s)		Pilot project(s) underway by XXX 2016		
Evaluate pilot(s) and develop sustainable funding model (e.g. business support and/or fees and charges)		Evaluations complete and roll-out models agreed by XXX 2017.		
Apply for and secure funding for start-up costs of wider roll-out of the project (refined following evaluation).		Funding for roll-out start-up costs secured by XXX 2017 and roll out project(s) underway by XXX 2018		

### Time Bank

29. Time Bank is a community outreach volunteering project (funded by Essex County Council through Colchester Community Voluntary Services - CCVS) that brings together people who may not usually volunteer or may not have the opportunity to learn and develop skills easily. It is based upon the principle of reciprocity: participants deposit time in the bank by crediting their volunteer hours and can spend their credits to receive volunteer support in return.
30. VAEF successfully delivers Time Bank in Epping Forest District and we will continue to do so, working with CCVS to develop and expand Time Bank as funding allows.

### Rationing, cutting or charging for services

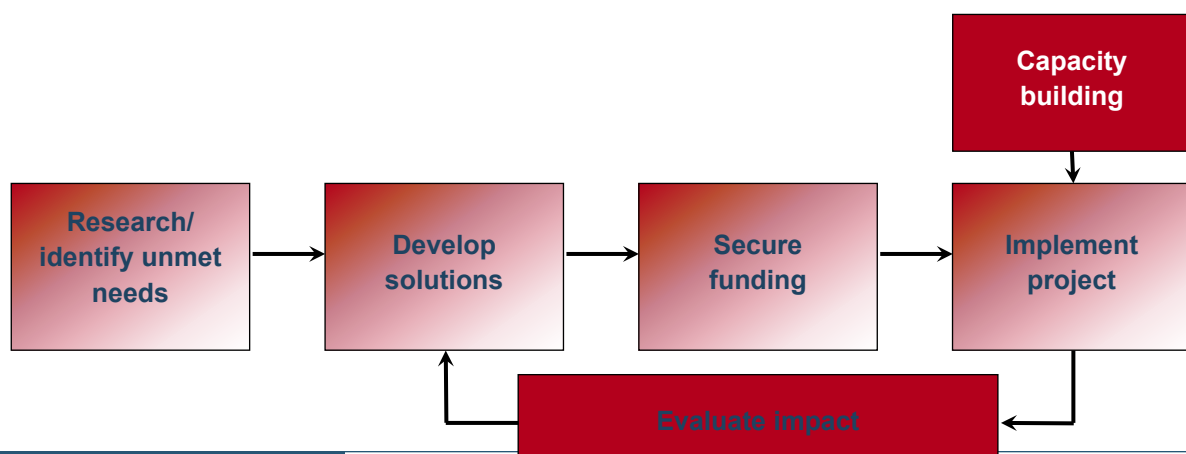
31. The analysis presented above in respect of our options to respond to threats to statutory sector funding for infrastructure support applies equally to volunteering support services. As with infrastructure support, we would consider options around membership fees, rationing, cutting or charging for services should the funding situation require that. In the case of volunteering support this could also include the development of new/enhanced capacity-building support services such as:

<sup>4</sup> This could include CVSs in neighbouring districts if the project is more viable over a larger area – as a virtual volunteering project in a larger area may work better because geographical distance would be less of a barrier to participation.

- a. Preparation of volunteer role descriptions and person specifications.
  - b. Volunteer recruitment and selection including access to DBS checks.
  - c. Direct volunteer management.
  - d. Volunteer training and/or volunteer management training (working jointly with Voluntary Sector Training).
32. We will explore the potential for developing new/enhanced services such as these as the opportunities arise and/or in the later years of this strategy as capacity allows.

### *Community support*

33. Over recent years VAEF has delivered a range direct service projects in communities across Epping Forest District, including Befriending, Carers Support, Home Safety, Handyman, Gardening and Social Prescription. This portfolio has developed organically through relationships with funders (particularly in the NHS and local government) and as new unmet needs have been identified through discussion with the project beneficiaries themselves.
34. Historically, VAEF has tended to deliver these as sole delivery partner due to lack of capacity or capability within the VCS. However, more recently a number of potential partners have emerged with whom VAEF could collaborate to develop further services to meet unmet community needs. In developing new projects and securing funding for them (particularly from charitable sources) VAEF will also be able to diversify its funding base further, adding resilience to the organisation against shocks in the funding environment.
35. A key strategic priority, therefore, is to work collaboratively with VCS and statutory sector partners to identify unmet needs in our communities and to develop and implement solutions to address those needs. We believe we have a strong role to play in this community development activity, in particular in:
- a. Identifying/researching unmet needs in collaboration with partners.
  - b. Developing solutions to meet those needs.
  - c. Securing funding.
  - d. Providing capacity-building and other infrastructure support for delivery partners, including establishing new groups/organisations where necessary, capacity-building and sourcing/managing volunteers.
  - e. Direct delivery of services where it is appropriate for VAEF to do so (e.g. where we are best placed to do so due to the benefits of integration with our existing services or where no alternative capability exists within the VCS).
  - f. Evaluation support.
36. This community development model of service development and delivery can be summarised in the diagram below.



37. We intend (at least initially) to focus on projects that address needs around:
- Supporting older/isolated people.
  - Supporting people with mental health conditions, in particular through supported volunteering opportunities.
38. We will be proactive in seeking funding for these projects, in particular from non-statutory sources (rather than only waiting for commissioners to decide what to procure), as well as seeking to influence and support public and other funders as they develop their services and funding programmes. We see the greatest potential for non-statutory funding to be from the Big Lottery and from Trusts and Foundations.
39. Nonetheless, there remains potential for statutory sector funding all these services areas and we will maintain a dialogue with local authorities, government agencies and their contractors and NHS bodies as we develop projects in all these areas, and in particular for employment and some health services (e.g. voluntary sector solutions to delayed hospital discharge).

### Supporting isolated and older people

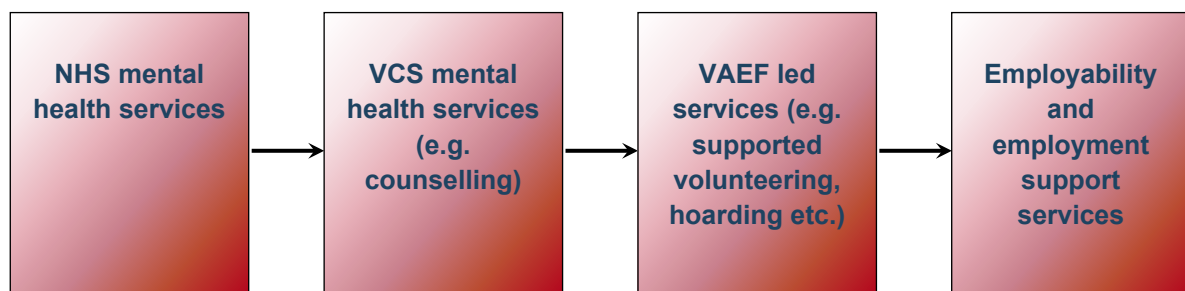
40. We have identified this area of service delivery as a priority, building on our current portfolio of services that has established our track record in this field, particularly in respect of preventative services. We expect to work with a range of statutory sector partners (in particular local government and the NHS) and VCS partners including local groups, Housing Trusts, Age UK, British Red Cross and the Carers Trust.
41. This transformative action is set out further detail below.

Action	Lead and resources	Milestones/deliverables	Beneficiaries	Outcomes/benefits
<b>Lead Trustee: Jane Adair</b>				
Identify partners for collaboration in project development and, with them, agree priority projects.		Case statement(s) agreed with partners by XXX 2015 setting out as a minimum:		
Develop case statement(s) for proposed projects; options include: <ul style="list-style-type: none"> <li>Shopping support, including online shopping.</li> <li>Referral services (building on social prescribing).</li> <li>XXX...</li> </ul>		<ul style="list-style-type: none"> <li>Needs analysis</li> <li>Proposed approaches</li> <li>Anticipated outcomes/impacts</li> <li>Costs, budgets for each partner/activity and budgets from each funding source.</li> </ul>	<ol style="list-style-type: none"> <li>Specified groups of older and/or isolated people identified in the project case statements.</li> <li>Other VCS organisations and groups in the District that may not otherwise have been able to participate in such projects due to capacity constraints.</li> </ol>	<ol style="list-style-type: none"> <li>To be specified in case statements.</li> <li>VAEF has a further diversified income base adding resilience to future shocks in funding.</li> </ol>
Apply for and secure funding for remaining projects costs from charitable sources.		Funding secured by XXX 2015.		
Implement project(s) including providing appropriate capacity building and evaluation support.		First project underway by XXX 2015		

### Mental health

42. Mental is an area of growing concern and need in communities across the UK and Epping Forest district is no different. We also anticipate that it will be an area in which there is likely to be a growth in the availability of funding for VCS delivered support and services. Our initial thinking is that VAEF's niche in this field will be in intermediary services within the broad customer journey summarised in the diagram below to support people with mental health challenges into sustainable employment. Such services could include:

- a. Supported volunteering to help people build confidence and employability skills prior to participation in formal statutory employment programmes.
- b. Support to combat/tackle hoarding, a common need identified through our existing community support services.



43. We expect to work with a range of statutory sector partners (in particular in the NHS) and VCS partners including local groups, Housing Trusts, and West Essex MIND.

44. This transformative action is set out further detail below.

Action	Lead and resources	Milestones/deliverables	Beneficiaries	Outcomes/benefits
<b>Lead Trustee: Jane Adair</b>				
Identify partners for collaboration in project development and with them agree priority projects.		Case statement(s) agreed with partners by XXX 2015 setting out as a minimum: <ul style="list-style-type: none"> <li>• Needs analysis</li> <li>• Proposed approaches</li> <li>• Anticipated outcomes/impacts</li> <li>• Costs, budgets for each partner/activity and budgets from each funding source.</li> </ul>	1. Specified groups of people identified in the project case statements.  2. Other VCS organisations and groups in the District that may not otherwise have been able to participate in such projects due to capacity constraints.	1. To be specified in case statements.  2. VAEF has a further diversified income base adding resilience to future shocks in funding
Develop case statement(s) for a proposed projects, options include: <ul style="list-style-type: none"> <li>• Supported volunteering</li> <li>• Combatting hoarding</li> <li>• XXX...</li> </ul>				
Apply for and secure funding for remaining projects costs from charitable sources.		Funding secured by XXX 2016.		

Implement project(s) including providing appropriate capacity building and evaluation support.		First project underway by XXX 2016		
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### *Underpinning actions*

#### **Advocacy and communication**

45. Making a step change in our advocacy and communications activity is a high priority and one that our stakeholders have identified as important to them. To achieve this we need to strengthen both sides of our communications activities:
- How we gather, store, analyse and use intelligence and feedback (including outcomes and impact data/information) about the needs of the VCS and the difference that VAEF and the VCS makes in Epping Forest District.
  - How we communicate these messages to key audiences (including funders) to ensure that we have the greatest influence on their policy and practice.
46. We have, therefore, identified a number of key actions that will be developed further during 2015. These actions are summarised in the table below:

Action	Lead and resources	Milestones/deliverables	Beneficiaries	Outcomes/benefits
<b>Lead Trustee: Myrna Liles</b>				
Increase active VAEF membership		Membership increased to XXX by XXX 2015 leading to a greater pool of consultees and increased credibility for VAEF	VAEF members, Statutory sector partners & VAEF	Greater confidence in VAEF inputs to policy and strategy discussions.  Partners' policy and practice better adapted to the needs and opportunities offered by the VCS.  VAEF has higher profile and enhanced reputation through use of intelligence and outcome/impact data to improve advocacy & communications.
Consult and/or gather intelligence through all VAEF events and communication channels including: <ul style="list-style-type: none"> <li>Outreach activities to access small local groups.</li> <li>Occasional forums</li> <li>Volunteering communications</li> <li>Project delivery (direct feedback from beneficiaries)</li> </ul>		Ongoing – VAEF will have a richer source of intelligence on community needs and feedback on specific issues.		
Use targeted specific consultation methods (short online/email surveys, telephone surveys using volunteers etc.) to gather feedback on issues that do not lend themselves to consultation within other channels.		When required – VAEF will have a richer source of intelligence on community needs and feedback on specific issues.		

Develop a new framework for gathering, recording, analysing and reporting impact data/information, in partnership with other Essex CVSSs.		New framework in place by XXX 2015		
Implement robust, resource-light mechanisms for recording and recalling intelligence and outcome/impact data (e.g. Essex Connect).		Data/information recording and storage protocol in place by XXX 2015		
Prepare a new Communications Strategy for VAEF (with subsidiary plans for specific campaigns).		Overall strategy in place by XXX 2015		

### Governance and capacity

47. While governance and organisational effectiveness were identified in our review as overall strengths for VAEF we recognise that there is room for improvement and development. We have, therefore, identified a number of key actions in this respect and these are summarised in the table below:

Action	Lead and resources	Milestones/deliverables	Outcomes/ benefits
<b>Lead Trustee: TBC [Chair of Trustees?]</b>			
Recruit a legal expert to the Trustee Board		Legal Trustee recruited by XXX	Overall governance strengthened through expertise available to the Board.
Secure greater engagement from the local business community in the governance of VAEF, potentially through greater use of co-opted members of Board committees in which business representation would be beneficial.		Increased business engagement in VAEF governance secured by XXX 2016	Strengthened VAEF engagement with the business community leading to increased funding, in-kind support including for specific activities identified in this strategy.
As vacancies arise on the Trustee Board, target specific groups to diversify the overall board membership (e.g. young people, minority ethnic communities, member groups, the business community etc.).		Our board is significantly more diverse by March 2018	Overall governance and operations strengthened through expertise available to the Board.
Identify and capitalise on Trustees' personal and professional networks and contacts to promote VAEF and its activities.		Engagement and networking plan in place and implementation underway by XXX 2016	VAEF has greater access to expertise, support and resources through extensive networks and contacts leading to higher profile and increased access to funding
Implement a regular programme of Trustee development and engagement in the work of VAEF, including specific training slots and Trustees taking lead oversight roles for specific projects and/or strategic objectives.		Trustee development programme in place by XXX 2015	Overall governance strengthened through enhance capability of the Board.

<p>Review the staffing structure of VAEF, in particular to ensure:</p> <ul style="list-style-type: none"> <li>• The CEO has sufficient capacity to undertake the role.</li> <li>• There is sufficient fundraising capacity to progress the relevant actions in this strategy.</li> </ul>		<p>Review completed by XXX 2015 and any new structure in place by XXX 2015</p>	<p>VAEF is better able to implement this strategy and the actions identified within it due to increased staff time available for strategic change and fundraising.</p>
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48. [Note for Jacqui – the strategy would be stronger if there was a paragraph here on the budget available to you devoted to implementation of the strategy and how that will be used (e.g. fundraising capacity, communications campaigns, partnership development capacity etc). Can we discuss what if anything you can say here please?]

### *Monitoring and review*

49. We will monitor progress in implementation of this strategy and review the strategy itself through:
- a. Regular oversight by the Lead Trustee for each action, including hands-on support where appropriate.
  - b. Quarterly review of progress/milestone achievement by the Board of Trustees with amendments made to this Implementation Plan as required.
50. Annual review by the Board of Trustees of success measures and the Strategic Plan itself.
51. [Note for Jacqui – the strategy would also be stronger if there were some global KPIs included against which you can measure if the strategy has been successful, e.g. increase in income overall, increase in income from non-statutory sources, increase in membership, numbers of projects delivered, etc. More specific measures are include in the tables above but something overall would be good if you would be happy to include it. If so can we discuss please.]