



# Volunteer Centre Lewisham

## Development Plan

2013-17



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## Introduction

This document forms the Volunteer Centre Lewisham (VCL) Business Plan covering the years 2014- 2017. This plan contains VCL's key aims and objectives and offers an overview action plan that forms the staff team's objectives. Alongside action plans the Business Plan will contain the VCL mission, it will display the organisation structure, it will confirm the governance of VCL, identify key stake holders as well as looking at and explaining the VCL key areas of work.

This Business Plan outlines our activities with regards to our infrastructure and our strategic objectives, the plan is a collaborative work between the VCL volunteers, Trustees and staff team. The Business Plan has been developed from a planning day that took place on Saturday 30<sup>th</sup> November 2013 and has been informed by our strategic plan.

## Background

VCL is the volunteer development agency for London Borough of Lewisham. As such we work with organisations to support their recruitment and management of volunteers. VCL works with people who wish to volunteer by matching them with volunteering opportunities that suit their needs and or interests. VCL works with local partners and organisations to ensure that volunteering is a positive experience for all involved.

VCL uses four foundation words to underpin all our work:

- Supporting
- Communicating
- Developing
- Campaigning

Each one of these foundations forms a principle to what we do and will discussed in detail further within this Business Plan.

VCL is both a second tier and front line organisation in Lewisham that aims to maximize volunteering within the borough, supports organisations with their volunteering practices and provides information to people interested in volunteering.

With the change of government the political climate within the borough has changed. The sector has had to adapt to funding cuts and new ways of working as such our membership has been asked to do more. Volunteering is now integral to and a fundamental way for the London Borough of Lewisham to deliver its services. This means increased workload for the VCL which has lead to us having to think creatively about how we can fund our work going into the next three to five years.

The umbrella organisation for volunteering NCVO / Volunteering England offers a quality accreditation around specific ' Core Functions' and therefore VCL will incorporate these into all areas of work. Whilst VCL uses these Core Functions we also have integrated these with other areas of output from our Strategic Objectives for this plan. They Are:

- Brokerage
- Marketing
- Good Practice
- Developing Volunteering Opportunities
- Strategic Development
- Political Context and Policy
- Business Development

VCL will attend to all of the strategic objectives during the life of this business plan whilst the Volunteer Centre will reinforce the delivery of these objectives.

# The Organisation

Volunteer Centre Lewisham is a registered charity and a company limited by guarantee.

## Our vision

Our **vision** for volunteering in Lewisham is:

“To enable the participation of all citizens in voluntary activities which meet their own and the community’s needs in ways which make a difference”.

## Mission

The **mission of Volunteer Centre Lewisham** in support of this vision is as follows:

“Volunteer Centre Lewisham seeks to be a leader in local volunteering. We are a user-friendly organisation, bringing together local expertise and knowledge of voluntary action in Lewisham”.

Our **purpose** is to:

- Advise and support people willing to volunteer
- Promote volunteering and community involvement
- Advise and support organisations which involve volunteers.

Volunteer Centre Lewisham seeks to use quality and value as our benchmarks. We will strive to build on innovative volunteering ideas wherever possible.

Volunteer Centre Lewisham actively supports the development of community involvement by those identified as excluded groups and communities in the Borough.

### **Trustees**

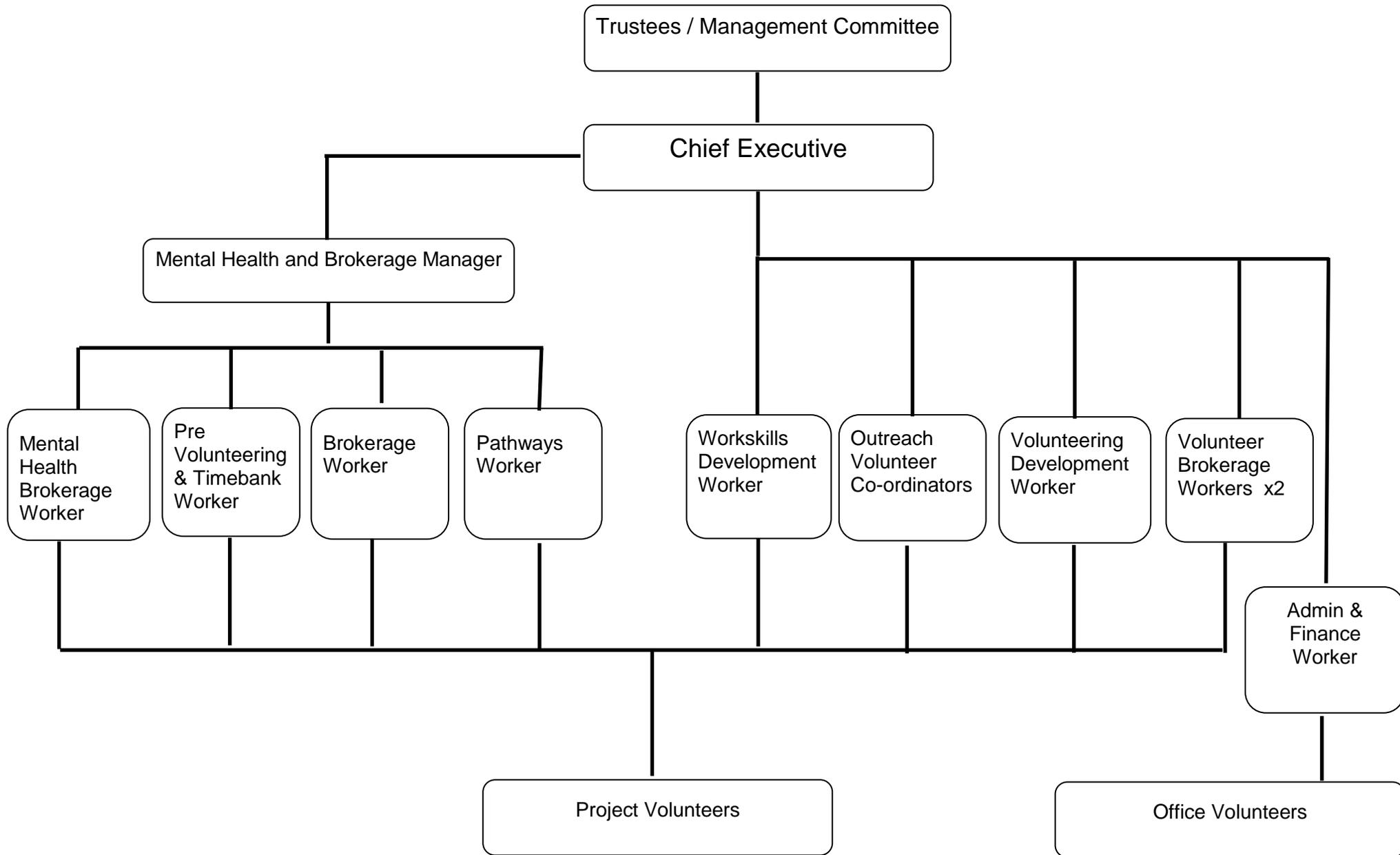
The Volunteer Centre Lewisham is run by a Management Committee made up of a variety of representatives from community groups, local VCS and volunteers. In order to understand the needs of local residents and groups the Management Committee are identified by skills, knowledge and or representation.

The Management Committee Members undergo induction training which provides information on the organisation and the Management Committee members responsibilities as Trustees. VCL always encourages and makes possible training on appropriate issues and skills such as diversity and human resources.

### **Governance**

As previously mentioned VCL is, on one level, a second tier organisation . This means that VCL is a conduit and bastion for and of good practice within volunteering. It is important that VCL leads by example, and ensures that all the organisations policies and procedures uphold our position as outlined above. These policies and procedures are contained within this document.

Management Committee will review all policies every 2 years.



## **Assets and Resources for 2013-2017**

### **Income/Funding**

VCL has developed a funding strategy, which is based on our aims and objectives. We recognize local and national agendas change frequently and that there is a trend for social enterprise and a need to diversify funding, but the ethos of VCL is to raise funds according to our aims, mission and core functions. This limits the possibilities of being commissioned to deliver services.

Volunteer Centre Lewisham will develop a social enterprise, it has been agreed that this must be set up within the confines of our vision, aims, mission and core functions. We are clear that VCL will not set up a business that does not meet these objectives.

VCL will also seek to support its work by drawing in income from renting office space, the meeting and training room and making nominal charges for some services, such as training and consultancy

### **Premises**

Volunteer Centre Lewisham is currently sited on the second floor over H E Olby, 307 -313 Lewisham High Street. With a 5 year lease due to expire 19<sup>th</sup> October 2015.

The office very large, is a fairly central location, on main transport routes, however, we pay commercial rent, it needs a lot of maintenance and decoration, and has restricted accessibility by time and the lift provision.

The Trustees of VCL are aware that there is limited office space available to rent in Lewisham. During the life of this strategy VCL will research alternative more affordable, accessible office space, making a decision on viability according to the needs of the organisation.

At this present time VCL primarily requires office space. Much of the work that is delivered is done so via outreach and events. Therefore it is not necessary for the organisation to be sited centrally. However there would be obvious benefits to having a shop front or visible presence. This may be achieved by partnering with another organisation.

### **Renting Premises**

Volunteer Centre Lewisham currently rents space to Lewisham organisations. This offers start up opportunities for small groups, with meeting room facilities for training etc, whilst also generating income.

Dependent on the needs of VCL office space will continue to be offered to local voluntary and community groups whilst we are at our present premises. Rental agreements will be subject to references and security checks.

VCL will continue to offer the use of the meeting room, to raise additional funds for the organisation. Rates will vary, with groups who share the premises having a substantial discount.

### **Staff Development**

Staff are a key part of any organisation. VCL has a good record of staff retention and development. In order to maintain this VCL will continue to provide regular supervision identifying individual areas of development, enabling staff to grow, with the organisation according to the Staff Development Policy.

### **Volunteers**

Volunteers bring a great deal to VCL, including skills and knowledge, an understanding of Lewisham, representation of local residents, and of course their time. Volunteer Centre Lewisham is committed to Greater London Volunteering's 'Volunteering Charter' of good practice in volunteering. Volunteers will be

included in consultations on the work of the organisation, in the delivery of services, and at the management committee.

## Quality

Quality is an invisible thread that runs throughout the organisation and impacts on all that we do.

### **VCQA**

As a branded Volunteer Centre we have achieved Volunteer Centre Quality Accreditation (VCQA) through Volunteering England. There have now been 3 waves of accreditation where quality and delivery is reviewed and updated. We anticipate wave 4 being steered by NCVO/Volunteering during the life of this plan.

### **PQASSO**

During the life of this business plan Volunteer Centre Lewisham will be seeking to become PQASSO level 2 accredited. This will include reviewing all policies and procedures

## Evaluation and Impact

Volunteer Centre Lewisham recognises the importance of evaluating the work that we do and assessing the impact of that work on the residents of Lewisham. We will be carrying out regular evaluations with individuals and organisations that we work with. The purpose of evaluations is to:

1. Ensure satisfaction with service
2. Identify additional needs
3. Assess impacts including, social, personal and economic
4. Identifying gaps in service
5. Improvement of the services provided by VCL

We will also be carrying out an equalities impact assessment, to help us to ensure that the services that we provide are available to all, and where we fail to meet a need that we identify methods to remedy this.

# Strategic Objectives

## Brokerage

Within brokerage VCL matches both individuals and groups interested in volunteering with appropriate opportunities primarily within the local area (Lewisham) this sets us some key objectives and opportunities.

A key principal for VCL is to be the leading organisation in Lewisham for volunteering. We have a wealth of experience which has been gained over twelve years. Our experience covers or understanding of the geographical and demographic nature of Lewisham and we are experts in updating and communicating this knowledge.

Since the setup of the organisation we have developed our skills and capacity to deliver critical services that support statutory and third sector delivery of service. VCL has the expertise and reach to liaise with those with specific needs –for example people with mental health issues ensuring that volunteering is accessible to all. We are constantly reviewing the way that we work and this document has a specific action plan that supports this.

Key strengths of VCL within brokerage are:

- VCL focus and purpose is volunteering, which means that those providing brokerage have a wealth of information on both volunteering opportunities and organisations
- Promotion of volunteering opportunities through the Do-it search engine offers up to date information to people interested in volunteering

Through the business planning process we have identified that VCL needs to:

- Engage in national, regional and local agendas to inform our brokerage service for example how the current focus on younger people impacts both on the target group and any collateral impact.
- VCL's work with groups has been important in developing volunteer roles. However VCL needs to work on gathering effective evaluation and impact data on the support provided to volunteers by organisations

- Identify if there is a need and an opportunity to target volunteer roles to specific groups?
- Review how we balance inclusiveness: we need to be mindful of the risk of developing support for people who need it and thereby inadvertently excluding others
- It is essential that Volunteer Centre Lewisham exists to provide services according to need. With this in mind part evaluation and consultation will be embedded into our brokerage services.

Volunteer Centre Lewisham recognises the importance of partnership and collaboration, and that how we work with partners may vary greatly. We are keen to identify and work with key partners in all areas of service delivery and these have been identified for action within the action plan.

Volunteer Centre Lewisham is part of a wider network across London and nationally. Recent years there have seen major changes within political, second tier and service provider structures and it has been identified that we need to understand our network within our contemporary setting.

## **Marketing**

The planning process identified that the way that VCL is seen and the methods that VCL uses to communicate its work were seen as an integral part of what the organisation does. It is therefore important that VCL knows who its audiences are and communicates in a method that is clear and appropriate for each of these differing audiences.

As previously mentioned there is a need to develop one message that can be used to provide consistency in describing the work of VCL to differing and diverse audiences. VCL will also review and standardise the discourse in which it presents itself through a brand protocol.

The way in which people communicate is ever changing and it is fundamental that VCL uses broad (but appropriate) methods and technologies to get its messages out.

The planning team identified that VCL has a role to play in promoting success within the sector and the achievements of our member organisations are key messages for VCL to disseminate.

The Volunteer Centre Lewisham message is:

Volunteer Centre Lewisham is the first step for volunteering within Lewisham, making it easy for Lewisham's residents, from all backgrounds and abilities, to get more involved in their communities.

We achieve this in four ways:

### **Supporting**

Supporting individuals to find the right volunteering role: and supporting organisations to find the right volunteers.

### **Communicating**

Communicating with stakeholders to ensure that they are informed about what is happening in volunteering in Lewisham.

### **Developing**

Helping individuals to develop skills and confidence and organisations to develop good practice and volunteering opportunities.

**Campaigning**

Campaigning on behalf of volunteers to ensure that the time and skills given are valued and recognised, locally, regionally and nationally.

## Good Practice

Good practice in volunteering is at the heart of what we do. The planning process has identified that we need to lead on good practice in terms of both sharing and developing our plans emphasising areas of good practice.

The action plan below will identify specific action however the broad areas identified are:

- To deliver good practice support to volunteer involving organisations despite lack of funding for infrastructure support. This includes:
  - Working in Collaboration, ensuring that VCL leads on organisations working together and specifically ensuring that we monitor duplication of delivery and link organisations together.

Where collaborations are not appropriate offer guidance and help on forming consortiums looking for opportunities of sharing resources and where appropriate and seen been boards as favourable to support organisations through mergers.

VCL needs to seek out and communicate best practice and offer training on appropriate areas. It is recognised that there needs to be a variety of methods of providing this.

VCL must take a lead in measuring the impact of our good practice services and ensure that good practice and the 'true impact of volunteering is communicated and understood. It was identified that this could be through:

- Positive relationships, interactions and feedback from groups
- Evidencing the impact that volunteering has on employability

It is crucial that VCL plays a role in protecting volunteers from issues such as exploitation. The sharing of good practice is fundamental to this process and actions are included within this plan to ensure that exploitation is reduced and exposed.

## Developing Volunteering Opportunities

VCL plays a pivotal role in developing opportunities for people to volunteer and as such this plan will ensure that the opportunities and threats to volunteering form part of the VCL action plan.

The planning team emphasised that VCL plays an important role in supporting and developing organisations to grow the number of volunteers in their work. As an organisation we believe that we have a duty to support individual volunteers, where viable, and to seek new roles for volunteers. Part of this supporting role is to identify barriers to volunteering and support changes that address these. This includes people who are disabled or have mental health issues, or require child care in order to enable them to take up volunteering.

It was deemed that actions should include:

- Supporting organisations to be more flexible with roles for volunteers
- Helping organisations think 'outside of the box' in how to attract and retain good volunteers
- Ensuring that organisations and the broader community recognise the value of volunteers

The current issues that affect volunteers and how they are able to access volunteering roles were identified and these were considered integral to part of the planning process. Emerging forms of 'time giving' have also been identified and a list has been generated to support the planning process. Equally and as part of the VCL Business Plan it is important that we highlight support and deliver opportunities focused on Corporate Social Responsibility.

## Strategic Development

The strategic development of VCL was deemed to cover three principle influencers:

- Be at the Heart of Decision Making
- Be the Champion for Volunteering
- Influence Infrastructure Funding

The action plan addresses all of these areas through the processes and points identified by the planning team. What came out of the process was that it is critical that VCL is:

- Visible at statutory meetings and within the broader community
- Lobbying MP's
- Always using evidence to support and demonstrate volunteering and its impact
- Using appropriate, timely and relevant communication

## Political Context and Policy

Within a context of a continued fluid nature of political structures it is vital that VCL raises its profile in new commissioning and decision making arenas. It is equally important that as the communities of Lewisham change and people and groups that are being 'disadvantaged' by change are identified. The Business Plan identifies VCL's role to highlight and campaign for people effected by political and ideological change. The planning team identified that a key result of political change is visible through new 'statutory structures' such as Health Watch and GP commissioning.

During the planning stage it was realised that the new political and commissioning structures are complicated. Many groups will simply not be ready to engage in these. It is essential that VCL positions itself to respond to these changes, however capacity within the organisation is limited. In order to be able to respond to new we may need to consider strengthening the skills of a relevant project worker, volunteer or Trustee.

With the way in which volunteers are being seen and used has and is still changing politically it is essential that VCL take a lead in campaigning for volunteers and identifying, challenging and communicating on issues and potential exploitation as these arise. Actions within this plan will look to address these through:

- Awareness of sessions
- Inviting volunteers in to meetings and forums
- The development and communication of Resource Guide for and to Job Centre Plus (JCP)
- Ensuring that VCL has a clear agenda and purpose that is made obvious at relevant meetings.

## Business Development

With current and potential pressures on both funding and resources it is essential that Volunteer Centre Lewisham identifies new and innovative ways to develop its business and continue the centres work. It is also vital that the way that income is generated does not compromise any of the values and ethics that are at the core of VCL

The planning process identified that actions need to be created around three themes:

- Working with organisations and businesses to deliver appropriate services
- Develop charged for services that do not compromise our membership
- Work with businesses to develop their Corporate Social Responsibility

VCL and volunteering in a broader sense is now moving into a climate where working with businesses as well as the statutory sector is becoming increasingly important. Using the skills, money and resources of corporations was considered and this plan will pursue these ideas.

Currently VCL has a number of methods that generate income these are:

- Renting Meeting Room Space
- Renting Office Space
- Targeted Marketing
- Training
- Sale of Wrist Bands
- Collection Boxes
- Grants

A list of new and potential sources of revenue was drawn up for review which will form part of the actions however priority was given to reviewing how membership works and developing a volunteering qualification .

Work is under way to develop Volunteer Centre Lewisham's Social Enterprise, Helping Hands. It is essential that this project begins to deliver on its objectives during 2014 to become a success

## Strategic Objectives Delivery

Function	Aim	Actions	Method	Timeframe
<b>Brokerage</b>	Maximise the uniqueness of the Brokerage Service in Lewisham as evidence of the importance of staying independent	Raise awareness of VCL brokerage across a broad range of organisations and target key groups to fill the needs gap	<ul style="list-style-type: none"> <li>- Review of current services and organisations to identify gaps</li> <li>- Implement a consultation to find out if VCL offers the services that people who want to volunteer in Lewisham are interested in</li> <li>- Act upon gaps and set goals for recruiting key groups</li> <li>- Develop volunteer stories and publicise / publish these in the appropriate media</li> </ul>	<p>Sept 2014</p> <p>December 2015 Annually Quarterly</p>
	Identify key partners to resource volunteer brokerage service for a range of communities	Build appropriate and supportive partnerships / collaborations	<ul style="list-style-type: none"> <li>- Continue to build relationships in the community and identify new ones to link to prospective volunteers e.g. JCP</li> <li>- Work with new hosts of Do-it to make opportunities more accessible</li> <li>- Build a group profile directory that contains contact and a detailed guide to why this is a potential partnership.</li> </ul>	<p>On going</p> <p>March 2014 / on going</p> <p>December 2014</p>
	Take on board learning from evaluation and be responsive to the needs of individuals	Deliver a change programme to brokerage from evaluation	<ul style="list-style-type: none"> <li>- Carryout regular evaluation of all brokerage services</li> <li>- Develop new projects fulfilling the gaps in services</li> </ul>	<p>January 2014 / on-going</p> <p>Quarterly review</p>
	Use technology more effectively to broker volunteering and carry out follow	Review how VCL uses social networking and other technological to deliver service	<ul style="list-style-type: none"> <li>- Develop promotion of Do-it.org</li> <li>- Make effective use of survey monkey</li> <li>- Utilise social media to advertise roles</li> </ul>	<p>April 2014 onwards</p>

	Partner with the wider VC network to increase volunteering opportunities	Define who the broader VC network is and look for shared or missing opportunities to our portfolio	<ul style="list-style-type: none"> <li>- Create effective brokerage partnerships with other VC's</li> <li>- Identify opportunities that VCL lacks and find VC that have these opportunities</li> <li>- Develop mutually beneficial relationships</li> </ul>	<p>Dec 2014</p> <p>Dec 2014 March 2015</p>
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Function	Aim	Actions	Method	Time Frame
<b>Business Development</b>	Any Business activities to be in line with, or with the delivery of our constitutional objectives	Develop a consultation programme to sell good practice service	Consult organisations on which services they require: Email Verbal/informal Events	March 2014 Quarterly
	Develop Income generation through activities of the organisation	Review Charging Policy Plan paid for services	Set up Fundraising Steering Group Create fundraising strategy	December 13 Jan 2014
	Develop a Social Enterprise	Ensure that links are made for further employment and or education from the Social Enterprise	<ul style="list-style-type: none"> <li>- Develop a package of memberships</li> <li>- Ascertain if a Volunteering NVQ is viable</li> <li>- Continue to expand 'paid' services</li> <li>- Review fundraising</li> </ul>	Launch May 2014
			<ul style="list-style-type: none"> <li>- Work with colleges for NVQ credits</li> <li>- Work with businesses re the delivery of CSR programmes</li> <li>- Provide services to be sold to public e.g. gardening</li> </ul>	Feb 2014

Function	Aim	Actions	Method	Time Frame
<b>Good Practice</b>	Respond to the changing climate in Volunteering and support organisations to adapt with a good practice framework	VCL to act as the vocal point / hub for good practice and to campaign for changes to policy where appropriate	<ul style="list-style-type: none"> <li>- Design offer and deliver training</li> <li>- Host Forums</li> <li>- Develop- strong political links</li> <li>- Support the changing pattern of volunteering</li> <li>- Create on line resources</li> <li>- Develop systems for organisations to share resources and therefore cost</li> </ul>	<p>Jan 2014</p> <p>Jan 2014</p> <p>April 2014</p> <p>2014-2017</p> <p>Sept 2014</p> <p>April 2015</p>
	Be custodians of volunteering, with the express purpose of protecting both volunteers and organisations	VCL to act as the vocal point / hub for good practice and to campaign for changes to policy where appropriate	<ul style="list-style-type: none"> <li>- Understand and share information on national policy.</li> <li>- Deliver learning opportunities for organisations to understand good practice.</li> <li>- Carry out in-depth evaluation in order to ascertain the position of volunteers and organisations</li> <li>- Provide online resources</li> </ul>	<p>From Sept 2014</p> <p>Jan 2014</p> <p>Quarterly</p> <p>Quarterly</p> <p>Jan 2014</p>
	Develop a broad support programme of good practice development to promote organisations	Plan learning opportunities accounting to the needs of organisations	<ul style="list-style-type: none"> <li>- Arrange action learning sets</li> <li>- Develop on-going training</li> <li>- Develop accreditation/ full programme of training</li> </ul>	<p>Jan 2015</p> <p>Jan 2014</p> <p>April 2015</p>
	Demonstrate the social impact of good practice	Research how the sharing of good practice impacts society	<ul style="list-style-type: none"> <li>- Carry out impact assessments based on the difference that good practice makes to organisations and their volunteers</li> <li>- Develop measures to address and record areas of social impact e.g. employability</li> <li>- Publicise success of events and forums</li> </ul>	<p>Dec 2014</p> <p>Dec 2014</p> <p>April 2014</p>
	Develop a range of systems to	Create a structure of support that offers information in a variety of	<ul style="list-style-type: none"> <li>- Create an online toolkit</li> <li>- Develop Peer Support Training</li> <li>- Create on line presentations</li> </ul>	<p>Jan 2015</p> <p>April 2015</p> <p>April 2015</p>

	promote good practice to organisations	formats	<ul style="list-style-type: none"> <li>- Deliver regular support forums</li> <li>- Deliver regular training</li> </ul>	<p>Jan 2014</p> <p>Jan 2014</p>
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Function	Aim	Actions	Method	Time Frame
<b>Developing Opportunities</b>	Proactively respond to changes within the political environment that effect volunteering	Support organisations to be flexible in their approach to volunteering and volunteers	<ul style="list-style-type: none"> <li>- Develop innovative ways of meeting the needs of those who want to volunteer with organisations.</li> <li>- Promote the value of volunteers</li> <li>- Develop programmes that support political objectives within a good practice framework e.g. back to work</li> </ul>	<p>September 2014</p> <p>Sept 2014</p> <p>Dec 2014</p>
	Collaboration with other VCS organisations and stator bodies to develop new and emerging forms of time giving	Define who the broader VC network is and identify where we can share opportunities to address gaps	<ul style="list-style-type: none"> <li>- Interrogate Do-it on opportunities that VCL lacks and find VCs in neighbouring areas that have these opportunities</li> <li>- Develop mutually beneficial relationships with statutory bodies and businesses to define volunteering and protect volunteers</li> </ul>	<p>Jan 2015</p> <p>April 2014</p>
	Link to corporate social responsibility programmes to resource the development of new opportunities	Develop opportunities that allow skilled personnel from business to volunteer through their CSR programme.	<ul style="list-style-type: none"> <li>- Develop a comprehensive corporate offer</li> <li>- Identify potential businesses to work in partnership with</li> <li>- Work with member organisations to develop the right mutually viable opportunities</li> <li>- Recruit a member of staff dedicated to relationships with businesses</li> </ul>	<p>April 2014</p> <p>April 2014</p> <p>April 2014</p> <p>September 2014</p>

	Develop a targeted approach to developing opportunities	Identify gaps in opportunities in order to ascertain which opportunities need to be developed	<ul style="list-style-type: none"> <li>- Carry out analysis of Vbase</li> <li>- Consult volunteers on roles that they would like</li> <li>- Contact organisations to encourage them to develop opportunities that fill the gaps</li> <li>- Create roles suitable to do from home, for young people etc.</li> </ul>	<p>April 2014 April 2014 June 2014</p> <p>On-going</p>
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Function	Aim	Actions	Method	Time Frame
<b>Strategic Development</b>	Be at the heart of decision making in Lewisham building on existing reputation	Have a voice and influencing on all important forums, partnerships and consortium in Lewisham	<ul style="list-style-type: none"> <li>- Identify key forum and consortia</li> <li>- Have a targeted and considered approach at all meetings</li> <li>- Promote a considered and relevant message</li> <li>- Develop a plan / diary of above and agree who is to attend</li> </ul>	<p>On-going</p> <p>April 2014</p>
	Be the champion for volunteering and other forms of time giving on behalf of individuals and volunteer involving organisations	Position VCL to be able to influence decision makers in the borough	<ul style="list-style-type: none"> <li>- Lobby MPs and councillors, e.g. Heidi Alexander, Joan Millbank and Chris Best</li> <li>- Encourage more organisations to publicise how volunteers impact their organisations</li> </ul>	<p>April 2014</p> <p>Sept 2014 On-going</p>
	Evidencing and making the case for the importance of strategic and	Objectively demonstrate the true costs and savings to volunteering	<ul style="list-style-type: none"> <li>- Actively use the impact assessment</li> <li>- Research and promote what would happen if there was no volunteer management</li> <li>- Hold conference on what volunteers and organisations do</li> <li>- Assess what the impact would be if all volunteers were to</li> </ul>	<p>On-going</p> <p>Apr14 – Mar 15</p> <p>October 2014 Dec 14</p>

	infrastructure funding		strike	
	Work with a broader definition of volunteering and time giving	Ensure that VCL considers other forms of volunteering and campaigns and promotes for or against them	<ul style="list-style-type: none"> <li>- Define what is 'boarder volunteering'</li> <li>- Develop and deliver training on these groups / methods</li> <li>- Indentify how to impact on broader volunteering</li> </ul>	<p>March 14 April15 April 15</p>
	Maximise the use of technology to promote, campaign, engage and train	Review how VCL uses social networking and other technological to deliver service	<ul style="list-style-type: none"> <li>- Make effective use of survey monkey</li> <li>- Use Social networking to promote opportunities</li> <li>- Engage marketing students as volunteers</li> </ul>	<p>Dec 2014 Jan 14 Sep 14</p>

<b>Function</b>	<b>Aim</b>	<b>Actions</b>	<b>Method</b>	<b>Time Frame</b>
<b>Political Context</b>	Ensure that volunteering is profiled within new structures such as Health Watch and GP commissioning	Build relationships with people of influence in the new structures and promote volunteering	<ul style="list-style-type: none"> <li>- Identify new structures</li> <li>- Identify networks</li> <li>- Attend meetings and forums</li> <li>- Speak at meetings and forums</li> </ul>	<p>March 14 March 14 On going On going</p>
	Foster greater links with strategic partners	Build relationships with people of influence within strategic partners and promote volunteering	<ul style="list-style-type: none"> <li>- Identify who our strategic partners are</li> <li>- Plan and diarise regular contact</li> <li>- Indentify networks</li> <li>- Attend meetings and forums</li> </ul>	<p>April 2014 Sept 14 Sept. 14 On going</p>

	Campaign on behalf of volunteers at strategic and politically lead fora	Campaign for the rights of volunteers and to lobby against abuses	<ul style="list-style-type: none"> <li>- Ensure awareness of sessions (research)</li> <li>- Invite support volunteers at meetings and sessions</li> <li>- Develop a resource guide for JCP</li> <li>- Have a clear agenda when attending meetings and by sure of what we are going to say</li> </ul>	<p>On going</p> <p>On going</p> <p>Jan 15</p> <p>On going</p> <p>On going</p>
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<b>Function</b>	<b>Aim</b>	<b>Actions</b>	<b>Method</b>	<b>Time Frame</b>
<b>Marketing</b>	Develop a clear, concise message that will be used by Management Committee, staff and volunteers to explain the work of Volunteer Centre Lewisham to stakeholders, including: the public, other organisations, strategic fora, local councillors etc.	Identify different audiences, and create messages for these	<p>Create clear messages linked to key words or straplines</p> <p>Ensure that the message is jargon free</p> <p>Ensure that all volunteers staff and Trustees understand the messages</p>	<p>Jan 2014</p> <p>March 2014</p>
	Develop a protocol for all marketing to create a 'brand' and recognised	Create a synergy between the brand of the organisation and the projects	<p>Have an agreed font for correspondence and marketing</p> <p>All email signatures to be the same format</p>	<p>April 2014</p> <p>April 2014</p>

	<p>image.</p> <p>Identify different audiences/markets and target language and terminology</p> <p>Maximise use of all forms of media and promotion including: newspapers, social networking, leaflets, public events etc.</p> <p>Promote achievements of the organisation and volunteering around Lewisham more frequently.</p>	<p>Carry out survey to identify the needs of our audiences</p> <p>Create a communications strategy that recognises various audiences access different forms of media</p> <p>Develop a 'Shout Out' to tell the story of volunteering in Lewisham</p>	<p>All projects to use one of the VCL official logos</p> <p>Hold focus groups</p> <p>Send out questionnaires</p> <p>Utilise social media</p> <p>Ensure that the following are included</p> <p>Local press e.g. News shopper, Mercury, Local radio VCL website, use films, photo's Volunteer of the Month etc. Attend evens such as People's Day, utilise social media including: Twitter, Facebook, Instagram Create a newsletter</p> <p>Create monthly recognition of volunteers and organisations on web site, Facebook and Twitter</p> <p>Reinstate the awards during Volunteers' Week</p>	<p>April 2014</p> <p>On-going at least bi-annually</p> <p>Sept 2014</p> <p>April 2014 onwards</p> <p>June 2014</p>
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