

## STRATEGIC PLAN 2014-18

Our vision, mission and values have been developed by and for the Voluntary Action Fund. It reflects what we are today and the organisation we want to be.

### OUR VISION

That people and communities are thriving, active, self-organising, resourceful, and connected.

### OUR MISSION

To release existing and potential resources within communities by investing money, increasing capacity and building relationships.

### OUR VALUES

Equality	Respecting every human being, embracing diversity and promoting everyone's right to social justice.
Relationships	Working together in a spirit of trust and respect to create opportunities for collective benefit.
Authenticity	Being genuine, reliable and true to ourselves in everything we do.
Openness	Being open to the ideas, influences and views of others to increase shared knowledge and understanding.
Dynamism	Nurturing a culture where everyone can learn, create and innovate and be all they can be.

## WHAT WE WILL DO

To achieve our Mission we have the following Strategic Aims.

### STRATEGIC AIM 1

We will develop and manage innovative programmes that invest in communities to achieve social change.

#### STRATEGIC OBJECTIVES

Review and further develop creative approaches to grant making in partnership with funded organisations and funders in order to achieve the greatest impact.

Evaluate the difference our funding programmes make in order to improve our approach.

Share learning across funding programmes to build capacity and connections between funded organisations.

Review and further develop our grant making systems and processes to maximise internal resources and become more effective.

Build skills and capacity within VAF staff to effectively develop and manage funding programmes.

Work collaboratively with funders and grant makers to develop best practice in funding and programme management.

Evaluate how effective we are in achieving the strategic aim.

### STRATEGIC AIM 2

We will provide tailored development support to funded organisations to maximise impact and build capacity.

#### STRATEGIC OBJECTIVES

Review and further develop our "More than just money" model of grant making to reduce risk and maximise financial investment.

Evaluate our “More than just money” approach to grant making within and across grant programmes.

Develop new ways of building trust, reciprocity, effective networks and relationships with funded organisations.

Develop new ways of supporting funded organisations to build trust, reciprocity, effective networks and relationships in their communities.

Build skills and knowledge within VAF staff to increase capacity and build social capital.

Work with public, private and third sector partners to provide development support to meet the needs of funded organisations.

Work collaboratively with funders and grant makers to develop best practice in increasing capacity and building social capital.

Evaluate how effective we are in achieving the strategic aim.

### STRATEGIC AIM 3

We will collaborate with key stakeholders to inform evidence based policy making and strategic investment decisions.

### STRATEGIC OBJECTIVES

Provide evidence from the evaluation of our programmes to enable the Scottish Government, local government and public agencies to inform evidence based policy making.

Provide evidence from our programmes to enable the Scottish Government local government and public agencies to inform evidence based strategic investment decisions.

Increase our influence as a third sector grant maker by participating in networks and forums where we can add value and learn.

Develop opportunities for discussion and debate across sectors to support evidence based policy making and strategic investment decisions.

Work collaboratively with funders and grant makers to develop best practice in evidence based policy making and strategic investment decisions.

Evaluate how effective we are in achieving the strategic aim.

## STRATEGIC AIM 4

We will broaden our funding sources to support our mission.

### STRATEGIC OBJECTIVES

Review and further develop our existing Business Development Strategy to diversify our funding base.

Develop partnership opportunities with existing and potential philanthropists, individuals of high net worth and trusts to diversify our funding base.

Develop partnership opportunities with the private sector to diversify our funding base.

Develop partnership opportunities with wider public sector, academia and independent funders to diversify our funding base.

Develop proposals and tenders for funding to diversify our funding base.

Raise the profile of the organisation to potential funders as an innovative fund manager and a leader in grant making.

Evaluate how effective we are in achieving the strategic aim.

## STRATEGIC AIM 5

We will continually learn, improve and innovate as an organisation.

### STRATEGIC OBJECTIVES

Maintain strong leadership, governance and management.

Maintain a learning culture and develop the knowledge, skills and expertise of our trustees, staff and volunteers.

Maintain a positive and healthy working environment for trustees, staff and volunteers.

Review and develop constructive external relationships and networks.

Review and develop effective policies and best practice.

Review and develop effective and efficient systems and processes.

Maintain existing and achieve further appropriate quality standards.

Manage risk effectively across all activities of the organisation.

Evaluate how effective we are in achieving the strategic aim.