



Strategic Plan for 2023 - 2025

To Achieve Our Vision: A Perth & Kinross Where People Flourish and Their Communities Thrive



OUR VISION:

A PERTH & KINROSS WHERE PEOPLE FLOURISH AND THEIR COMMUNITIES THRIVE

We created our *Vision* because we believe that people flourish when they are listened to, engaged with, and feel they are part of a community.

They achieve a deep sense of wellbeing, meaning, and purpose, even in the face of challenge, uncertainty, and adversity when they have a say in what happens in their lives.

Communities thrive when people¹:

- Are enabled to live fulfilled lives;
- Are meaningfully involved in matters that affect their lives and communities;
- Connect with, understand, and support one another;
- Have places, spaces and technologies that they can use to make good things happen.

¹The National Lottery Community Fund Model of Thriving Communities



Our Vision Of

**A
Perth & Kinross
Where People Flourish
and Their Communities Thrive**

Driven By Our Values

**We Show
Compassion**

**We're In
This Together**

**We Speak From
The Heart**

**We Make
An Impact**

Guided By Our Strategic Objectives

**People &
Culture**

**Financial
Sustainability**

**Service
Excellence**

**Operational
Effectiveness
& Impact**

**Brand &
Reputation**

**Board,
Risk &
Governance**

Delivered By Our Services



**Carers
PKAVS**



**The Walled Garden
& Wisecraft
PKAVS**



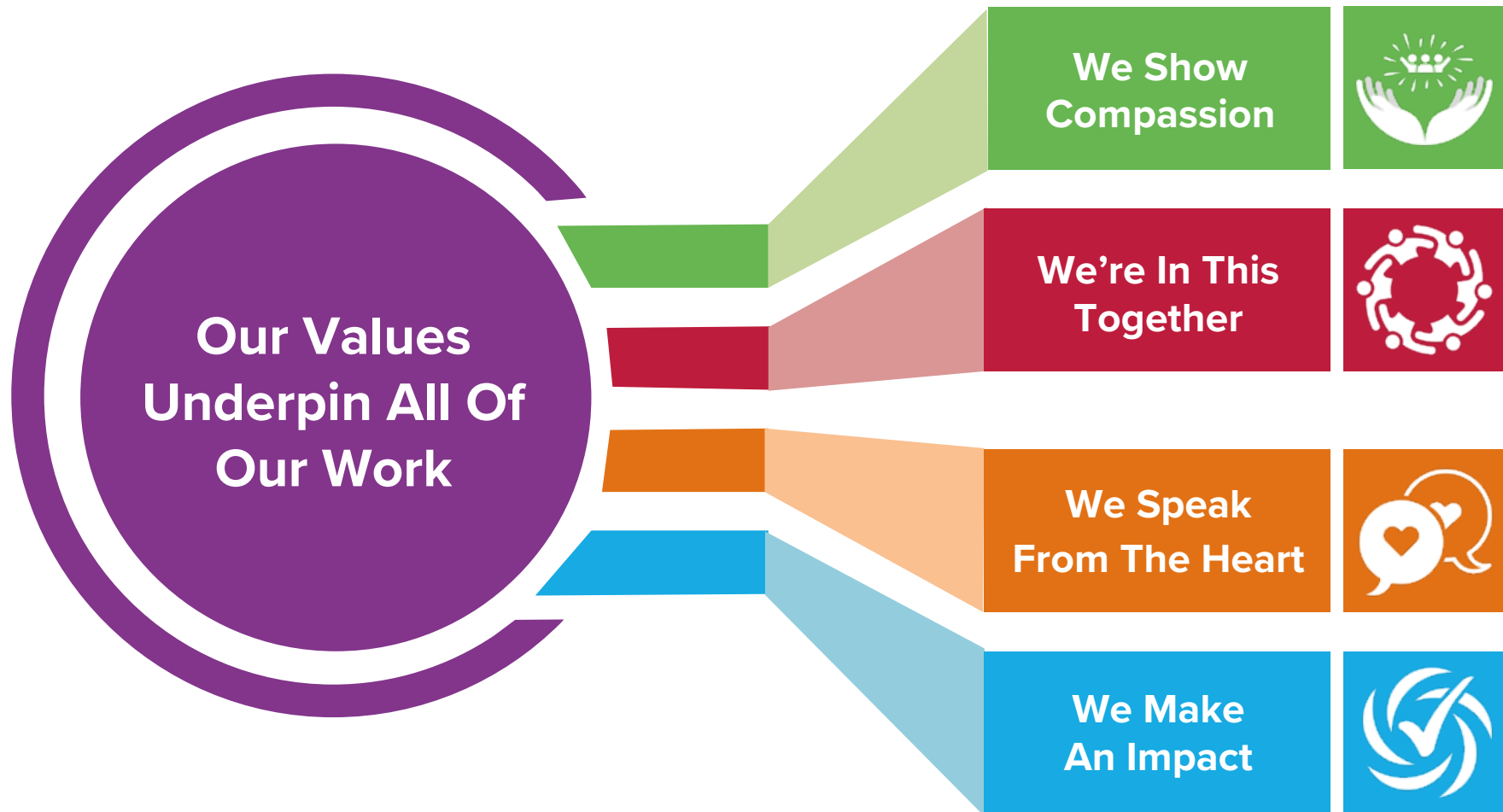
**Shopmobility
PKAVS**



**Third
Sector Interface
(Perth & Kinross)**



**Gateway
PKAVS**



People & Culture

PKAVS is a great place to work with a positive, inspiring work culture, underpinned by our values.

Financial Sustainability

We have diversified our income streams ensuring long term financial stability.

Service Excellence

We have simplified and strengthened our services to ensure they are fit for purpose and easily accessible for the people we serve.

Operational Effectiveness & Impact

We are a productive and sustainable organisation that delivers measurable impact.

Brand & Reputation

We have an enduring brand that has a far-reaching positive reputation.

Board, Risk & Governance

We have robust risk and governance plans underpinned by a capable and committed Board of Trustees.



**During
2023 to 2025,
We Have Six
Strategic
Objectives**



Senior Leadership Structure



The Principles That Guide Our Work

Accessible

We make our services easy to access and engage with putting inclusivity at the heart of our work.

Collaborate

We encourage collaboration, partnerships, and working together to achieve our charitable aims.

Values

We live our values everyday, helping us make values-led decisions in everything we do.

Listen to Understand

We actively listen to others to respond to needs and develop transformational Services.

Connectors

We connect people and services that improve their lives and the lives of others.

Impact

We generate outcomes that deliver positive social impact and improve lives.

Data

We collect and review data to learn and challenge ourselves and make things better for those who use our services.

People

We put people at the heart of our work so that they feel valued and that their contribution matters.



Our Values

We live our values everyday, helping us make **values-led decisions** in everything we do



WE SHOW COMPASSION

- We create an environment for each other and for the people we serve which is safe, warm, and welcoming and has a family feel.
- We take care of our own and one another's mental, physical, and emotional wellbeing in good and bad times.
- We show respect and empathy for others.



WE'RE IN THIS TOGETHER

- We work as one team, putting we before me, willingly sharing our talents, resources, and experiences.
- We trust that we'll all do a great job, removing obstacles and finding solutions to achieving our goals and charitable aims.
- When a mistake happens, we don't judge but support each other to put it right and learn for next time.
- When we say we'll do something, we do, striving to go above and beyond whenever we can.



WE SPEAK FROM THE HEART

- We communicate respectfully, openly, and honestly – even when it feels hard and uncomfortable.
- We're not afraid to be vulnerable with each other.
- We encourage each other to speak up.
- We challenge and support each other to live our values.



WE MAKE AN IMPACT

- We prioritise the people we serve to enable them to see a positive way forward.
- We measure our impact, seeking and acting on feedback so that we can keep improving.
- We celebrate our individual and team successes.
- We work hard to create a positive experience for everyone who engages with us.



Our Strategic Objectives

Our high-level measurable goals outlining what we want to achieve from **April 2023** to **March 2025**

People & Culture

PKAVS is a great place to work with a positive, inspiring work culture, underpinned by our values

Board & Employee Development

- Update our recruitment and induction processes
- Develop a systematic approach for progress/development reviews
- Implement an annual “Staff Away Day” and regular “Town Hall Listening Sessions”
- Implement a Learning and Development Strategy

Organisational Review and Structure

- Include volunteers in all aspects of PKAVS activities and engagement
- Implement a Learning and Development Strategy

Compensation and Benefits

- Benchmark our pay and benefits against comparable organisations and roles

Learning and Development

- Move to become a learning and development organisation

Employee Engagement & Recognition

- Establish an Employee Engagement Strategy
- Develop and implement a Wellbeing Strategy
- Launch a Great Place to Work Committee
- Regularly communicate our employee benefits including our Employee Assistance Programme

Cultural Integration and Policy Review

- Creation of organisational values
- Embed organisational values in all aspects of PKAVS processes
- Develop an Employee Value Proposition
- Create a suite of case studies demonstrating our values in action
- Review, prioritise, and rationalise HR policies, systems, and procedures

Financial Sustainability

We have diversified our income streams ensuring long-term financial stability

Premises and Resource Optimisation

- Conduct a comprehensive premises review with a goal of increasing income and reducing costs
- Pursue efficient use of resources and seek economies of scale in procurement
- Renegotiation of current contracts

Fundraising Strategies

- Creation of a Fundraising Strategy to include legacy, corporate sponsorship, events, and individual giving
- Drive efforts to raise awareness and encourage unrestricted donations, including targeted stakeholder mapping
- Recruit a Funding and Fundraising manager to lead on diversification of income projects
- Increase unrestricted reserves to £500,000 (or three months of running costs)

Finance Processes

- Finalise and update Finance Handbook
- Creation of Finance processes and policies
- Create a Supplier Policy

Social Enterprise

- Research and Develop social enterprise activities, including online sales

Maximise Funding

- Maximise current income streams
- Build new relationships with local and national trusts
- Identify and obtain high profile sponsors

Service Excellence

We have simplified and strengthened our services to ensure they are fit for purpose and easily accessible for the people we serve

Service Review

- Ensure that we are not continuing to deliver outdated services when service user needs may have changed
- Review and develop our services ensuring they best serve our service users/clients for today's needs and are fit for purpose
- Use logic models to consistently and fully map activities, outcomes, and impact

Service User and Employee Engagement

- Use feedback to drive improvement
- Develop methods to ensure lived experience are included in the development of services

Identify Gaps in Service

- Drive change with stakeholders by identifying needs/gaps/opportunities
- Identify unmet needs and seek funding to refine services or provide new services
- Ensure we support rural beneficiaries

Service Quality

- Consider achieving a recognised quality mark to ensure that quality practice is achieved consistently across all of our services
- Establish Centres of Excellence – awards and accreditations

Operational Effectiveness & Impact

We are a productive and sustainable organisation that delivers measurable impact

Processes

- Ensure that we are maximising the time spent delivering tasks and activities
- Process map all aspects of our work to allow us to scale, develop, and highlight duplication of effort

Social Impact

- Ensure our activities have measurable impact which is reported on and communicated in our Annual Impact Report
- Review ways of measuring social impact and return on investment
- Creation of a supplier policy in favour of purchasing from Third Sector Organisations where it's appropriate to do so

Environment

- Creation of a net-zero organisation
- Consider our role and responsibility to the environment

Governance

- Regular review of our strategic objectives, KPI's, charitable aims, and our activities

Brand & Reputation

We have an enduring brand that has a far-reaching positive reputation

Communications

- Creation of a PKAVS wide Communication Strategy
- Creation of Tone of Voice guidelines
- Clarity on 'what we want to be known for'

Stakeholders/Networks

- Creation of a stakeholder map
- Delivery of stakeholder mapping activities
- Ask for ongoing feedback from our key stakeholders
- Create an Ambassador Programme
- Build and strengthen relationships with local Councillors, MSP's, MP's, and others

PR

- Build our reputation with local and national media showcasing our work and highlighting challenges and successes
- Build a bank of impactful case studies across our services

Values and Culture

- Embed and live our values internally and externally
- Establish a culture of empowerment and creativity

Board, Risk & Governance

We have robust risk and governance plans underpinned by a capable and committed Board of Trustees

Board Development

- Annual training for Board Members
- Regular one-to-one Chair/Board/CEO meetings to discuss input and impact of role
- Creation of a skills matrix for Board Members

Board Integration

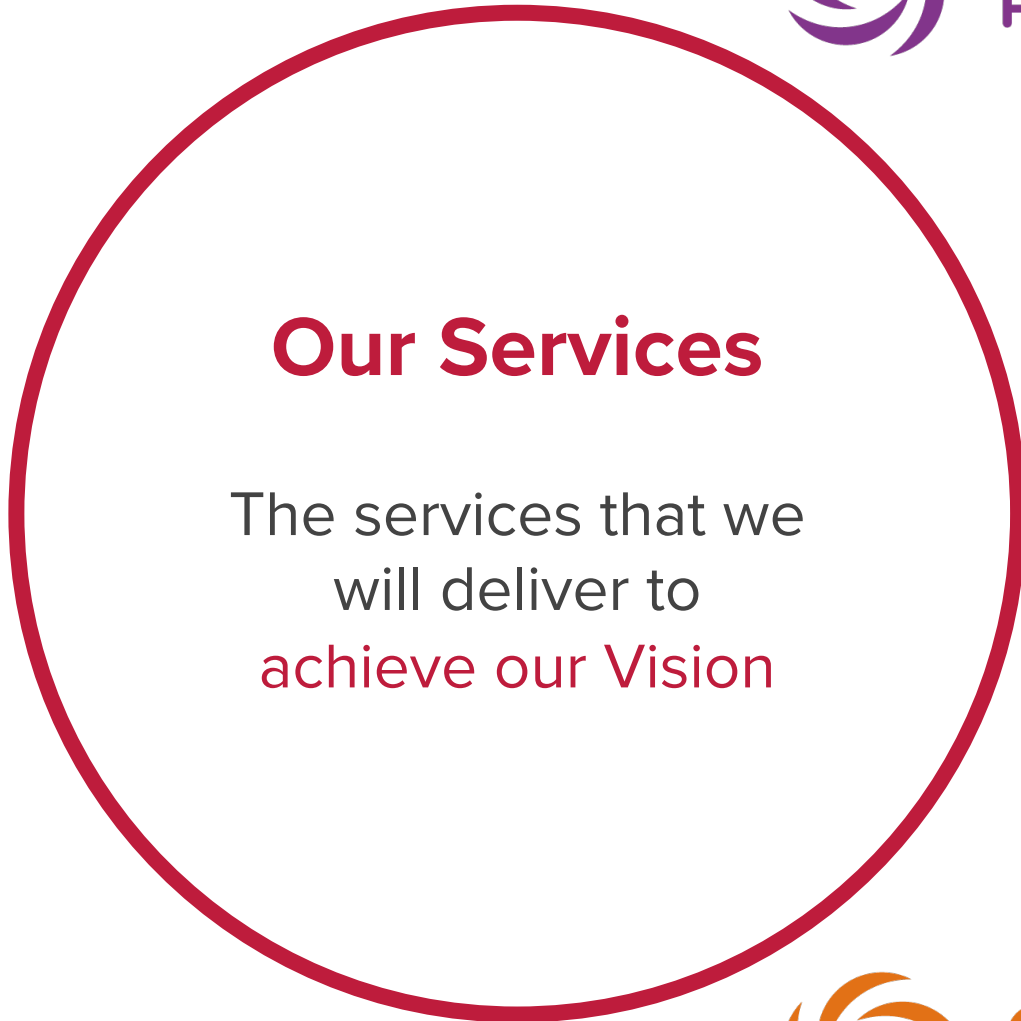
- Board Annual Away Day to discuss strategy and challenges/successes
- Board Members to immerse themselves in our services
- Regular Chair/CEO one-to-one meetings to update on progress

Governance

- Review and update all Board level policies
- Launch our Board working groups

Risk

- Finalise Risk Register and regularly review
- Ensure mitigations and contingency plans are in place
- Complete stress tests on all areas of the organisation, seeking to understand any vulnerabilities





Our Mission:

Enabling carers to live a fulfilling life outside of their caring role

Who We Help

We support young carers (aged 5-17 years), young adult carers (18-24), and adult carers (25 years plus) to feel better supported to cope with their caring role.

What We Do

We offer unpaid carers access to emotional and practical support so they can live a life beyond caring. This can be through accessing the many universal services on offer at PKAVS Carers Centre or through signposting carers on to our voluntary and statutory sector partners for support.

How We Do It

We listen to the carers we support to ensure that the support we offer continues to best meet their needs. Continually evaluating our services allows us to develop and deliver a bank of support services specific to each carer age group.



Our Service Outcomes

1. Carers of all ages can access the emotional and practical support they need to live a life beyond caring.
2. Carers feel better supported and empowered to manage their caring role.
3. Carers voices are heard at a local and national level, and they are continually involved in the shaping of services.
4. Carers are identified and valued and seen as equal partners in care.
5. Carers have access to person-centred support, information, and planning for their future.



Our Mission:

Providing people with mobility solutions that enable independence

Who We Help

Shopmobility supports people with limited mobility issues to access shops and other Perth City Centre facilities.

What We Do

Shopmobility offers access to powered scooters and manual wheelchairs that can be booked by people with limited mobility.

How We Do It

Shopmobility is a scheme to lend manual wheelchairs and powered scooters to people who have limited mobility so that they can retain their independence and have more confidence when venturing outdoors.



Our Service Outcomes

1. Support people with mobility issues to retain their independence.
2. Support people to feel safer and more confident whilst accessing shops and other services in and around Perth City Centre.
3. Provide an Equipment Care Service to help people maintain and/or make small repairs to mobility scooters they may already own.



Our Mission: Engaging adults and young people in meaningful activities to improve their mental health and wellbeing

Who We Help

We support people aged 16 and above who are experiencing difficulties with their mental health and wellbeing.

What We Do

Using an integrative care approach, we facilitate recovery focused work, the promotion of healthy living, and the development of community connections.

How we do it

We provide our clients with meaningful and therapeutic activity engagement opportunities within creative arts, woodwork, horticulture, hospitality, exercise, and nutrition. Although our main focus is group activity, we also provide some one-to-one time, offer links to qualifications and training, and in-house peer support to assist with transitions.



Our Service Outcomes

1. Encouraging people to lead independent, healthy, and active lives.
2. Working with communities and developing support networks for people to thrive.
3. Reducing social isolation and loneliness through increased participation in meaningful and therapeutic activities.
4. Promoting health and wellbeing in a fun, inclusive, and diverse environment.
5. Empowering people to build their confidence to help them reach their own positive destinations.



Our Mission: Providing a vibrant and inspiring space for people to work, meet, and collaborate

Who we help

Third Sector Organisations and their beneficiaries including charities, community groups, and social enterprises. We also help local private and public sector organisations.

What we do

We provide safe, affordable, and secure tenanted working spaces.

How we do it

We maintain a clean, safe, and welcoming space with excellent booking and conference management support and affordable rent and hiring costs. We establish great relationships with our tenants and meeting room organisers. Our conference rooms and facilities, catering, and audio-visual support are all accessible.



Our Service Outcomes

1. Providing a welcoming working and meeting environment.
2. Providing a gathering place where Third Sector Organisations can be served by the TSI and are able to connect with each other.
3. Creating a space for organisations to provide their services to their beneficiaries and achieve their charitable purposes.
4. Ultimately, Third Sector Organisations have the right environment to be able to grow and develop.



Our Mission: Independently working to ensure the Third Sector across Perth & Kinross is connected, has a voice, and is supported through volunteering and capacity building

Who We Help

We provide support and representation for voluntary organisations, charities, and social enterprises.

What We Do

We're an independent hub of PKAVS, which has helped the Third Sector in Perth and Kinross to flourish and thrive for more than 50 years.

How We Do It

We listen, seek to understand, do what we said we will do, ensure the sector is represented and deliver our workplan to ensure the Third Sector across Perth and Kinross are connected, have a voice, and are supported through capacity building and volunteering.



Our Service Outcomes



Voice

Facilitate appropriate representation on key strategic groups, forums, roundtables, networks, and focus groups to gather the views of the sector, ensuring that the sector is kept informed, championing the contribution of the sector.



Connections

Lead on connecting the sector together and with relevant stakeholders by mapping the breadth of the sector across Perth & Kinross and identifying opportunities for collaboration and partnership working.



Capacity Building

Supporting the sector with their challenges, sharing best practice, knowledge, resources, and creating learning experiences to enable staff and trustees to develop and grow.



Volunteering

Driving the growth and development of volunteering by supporting Third Sector Organisations to recruit and retain volunteers and promoting the benefits of volunteering to the people of Perth & Kinross, enabling communities to thrive.



PKAVS
Improving Wellbeing,
Empowering Communities



www.pkavs.org.uk

 @PKAVS  @PKAVScharity  @pkavscharity

PKAVS Head Office

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The Gateway is open 8.30am to 5pm Monday to Friday.

Perth & Kinross Association of Voluntary Service Ltd (PKAVS) is a registered Scottish charity (SC005561) regulated by the Scottish Charity Regulator (OSCR) and a Scottish company limited by guarantee (SC086065).

