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Wednesday, 30 November 2016

Notice of Reports Received following Publication of Agenda.

Strong Communities Select Committee

Thursday, 8th December, 2016 at 10.00 am,

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
6.	Grant Funded Partnerships	1 - 92

**Paul Matthews
Chief Executive**

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SUBJECT:	Review the Third Sector Contribution to the Partnership Landscape in Monmouthshire.
MEETING:	Stronger Communities Select Committee
DATE:	8th December 2016

NON-PUBLICATION

1. **PURPOSE:**

- 1.1 To provide relevant partnership information to the Stronger Communities Select Committee in relation to the contribution of third sector organisations.
- 1.2 To focus on the representation, activity and delivery of third sector partners across the partnership landscape within Monmouthshire, under the direction of the Monmouthshire Public Service Board (formally Local Service Board).
- 1.3 To have an oversight of the funding provided to third sector partners.

2. **RECOMMENDATIONS:**

- 2.1 The Select Committee have an oversight of the partnership structure and landscape which contributes to the delivery of the Monmouthshire Single Integrated Plan, under the direction of the Public Service Board.
- 2.2 The Select Committee review the role of the third sector and how they contribute to the Monmouthshire Single Integrated Plan.
- 2.3 The Select Committee review with a critical eye, the representation, spread and scope of third sector organisations across the Monmouthshire partnership landscape and how well represented they are currently under the Public Service Board.
- 2.4 The Select Committee review and have a clear oversight of the funding arrangements allocated by Monmouthshire County Council to third sector organisation.

3. **REASONS:**

- 3.1 In 2012 the Welsh Government Statutory Guidance “Shared Purpose, Shared Delivery” rationalised the partnership landscape, by reducing complexity and duplication, and freeing up resources, through the development of Local Service Boards and the Single Integrated Plan. In April 2016 the Wellbeing of Future Generations Act came into force and the Monmouthshire Local Service Board transitioned into a statutory Public Service Board with the responsibility of overseeing the remaining year of the Single Integrated Plan, which runs until March 2017.

VISION

Sustainable and resilient communities

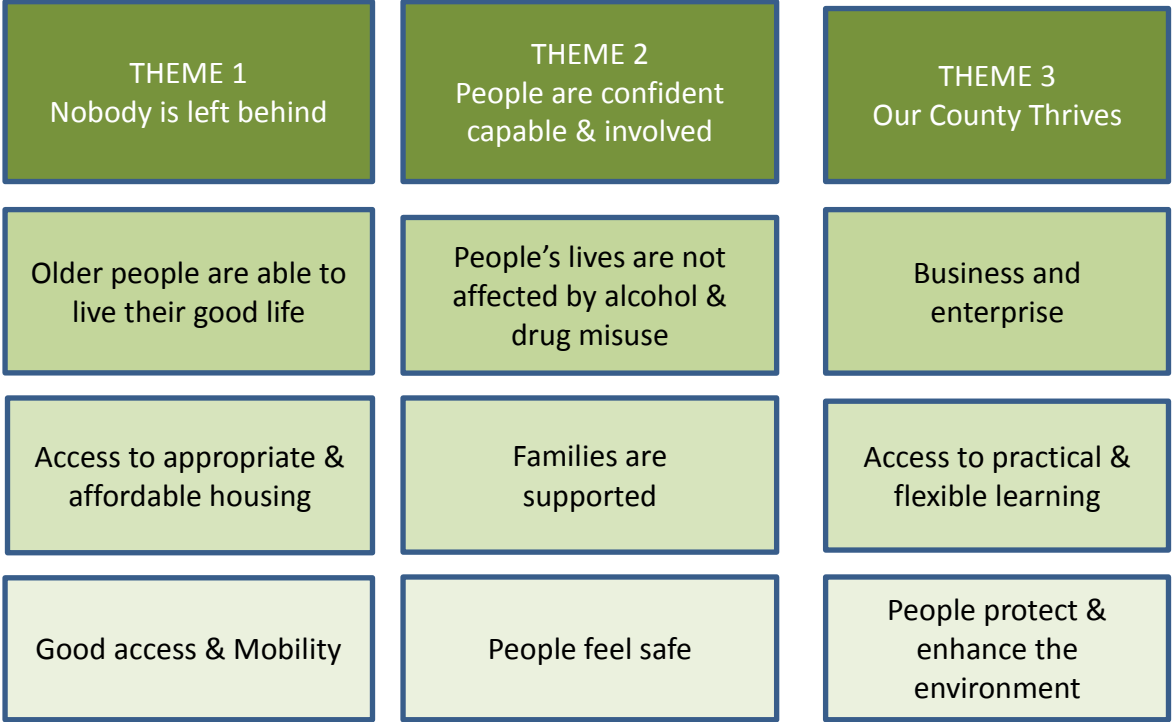
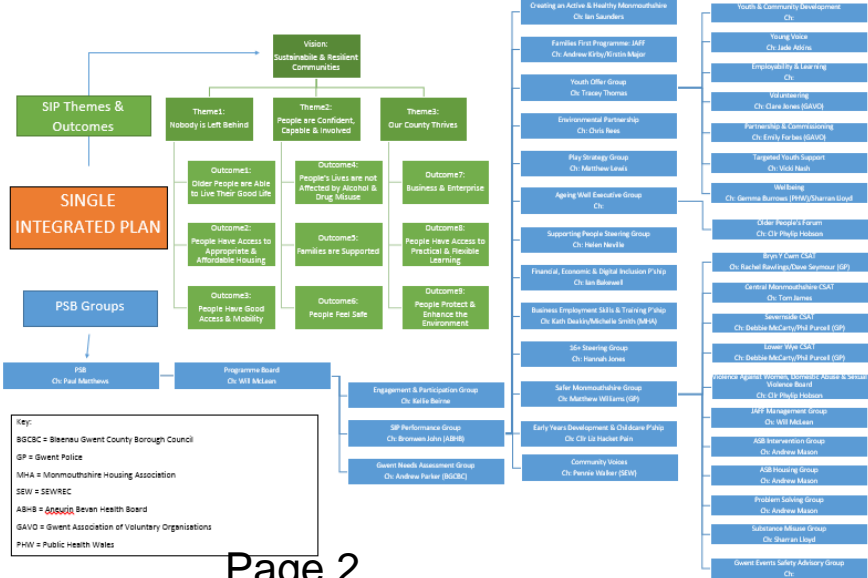


Image 1: Monmouthshire Single Integrated Plan outcomes 2013-17

3.2 Following the audit and review of the partnership landscape in 2014/15, the Strategic Partnership team concentrated on shaping the partnership landscape into a structure that was accessible to all partners. Strategic partnership groups were mapped and reviewed and this enabled us to understand the complexities of partnership arrangements, the robustness of partnership governance and how they were contributing to improving population outcomes identified in the SIP for Monmouthshire and reporting into the Public Service Board. **(Appendix A)**

Image 2: PSB & Partnership Landscape



3.3 The Partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for Monmouthshire residents. Collaboration and partnership working forms a key part of the delivery mechanism across the county, and it is important that the Select Committee have a solid oversight of this work and the contribution of our third sector partners in this wide and varied landscape. **(Appendix B)**



Image 3: Partnership group membership, with third sector organisations highlighted

3.4 Funding is awarded to some of our third sector partners, who contribute towards the outcomes of the Monmouthshire Single Integrated Plan. This funding is as follows:

Organisation	Project	Amount 2016/17
GAVO	Third Sector Compact	£9,878
Citizens Advice Bureau	Advice Service	£56,887
Home Start	Families First Programme	£31,000
Crossroads, Young Carers	Families First Programme	£50,486
Total		£148,251

4. RESOURCE IMPLICATIONS:

The Strategic Partnership team, currently manage the partnership landscape and the relationships with the partners under the Public Service Board.

5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no implications at this review stage.

6. Appendices:

- Appendix A: Monmouthshire Public Service Board Partnership Landscape
- Appendix B: Partnership groups membership: with third sector organisations highlighted

7. BACKGROUND PAPERS:

- Monmouthshire Single Integrated Plan 2013 -17

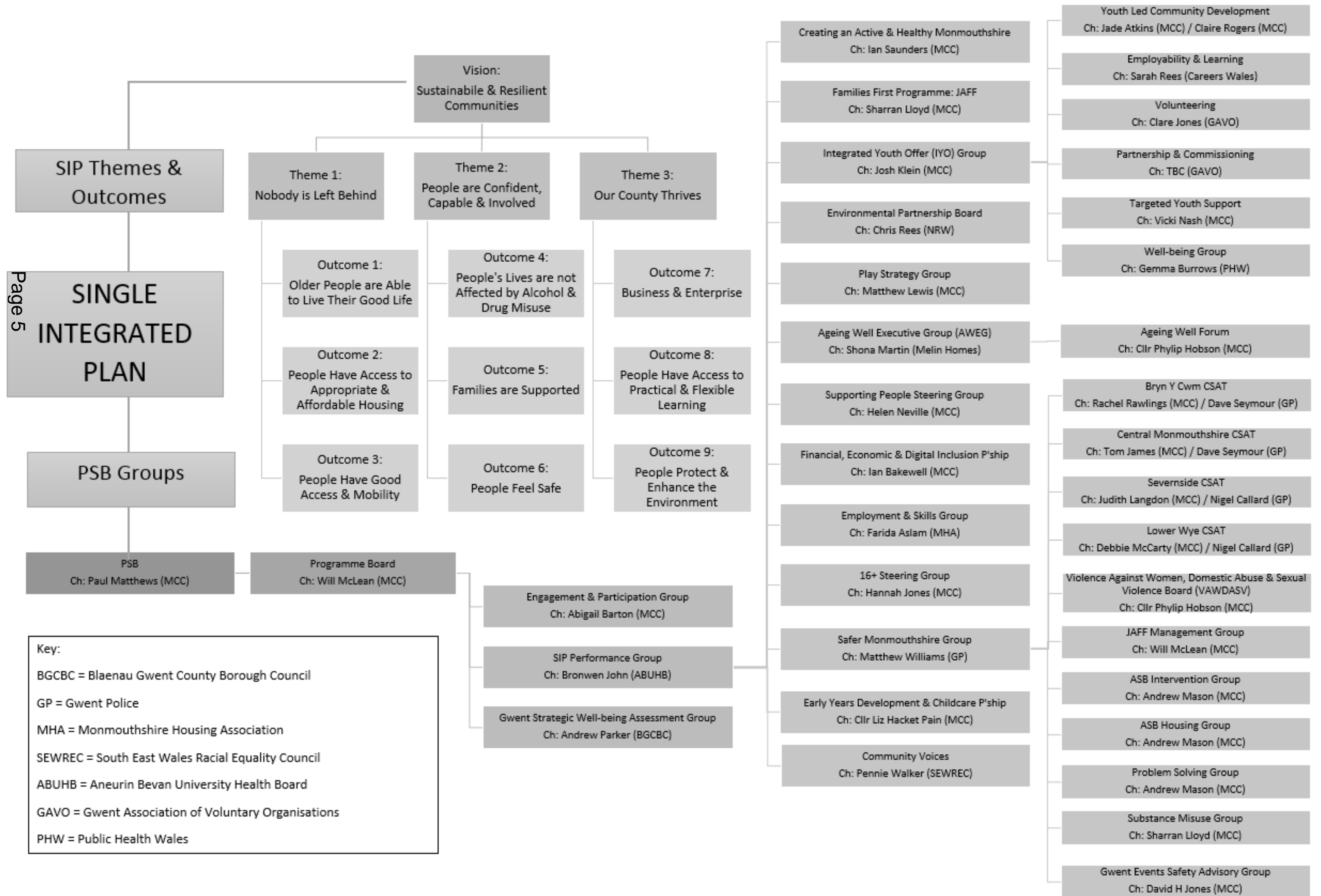
8. AUTHORS:

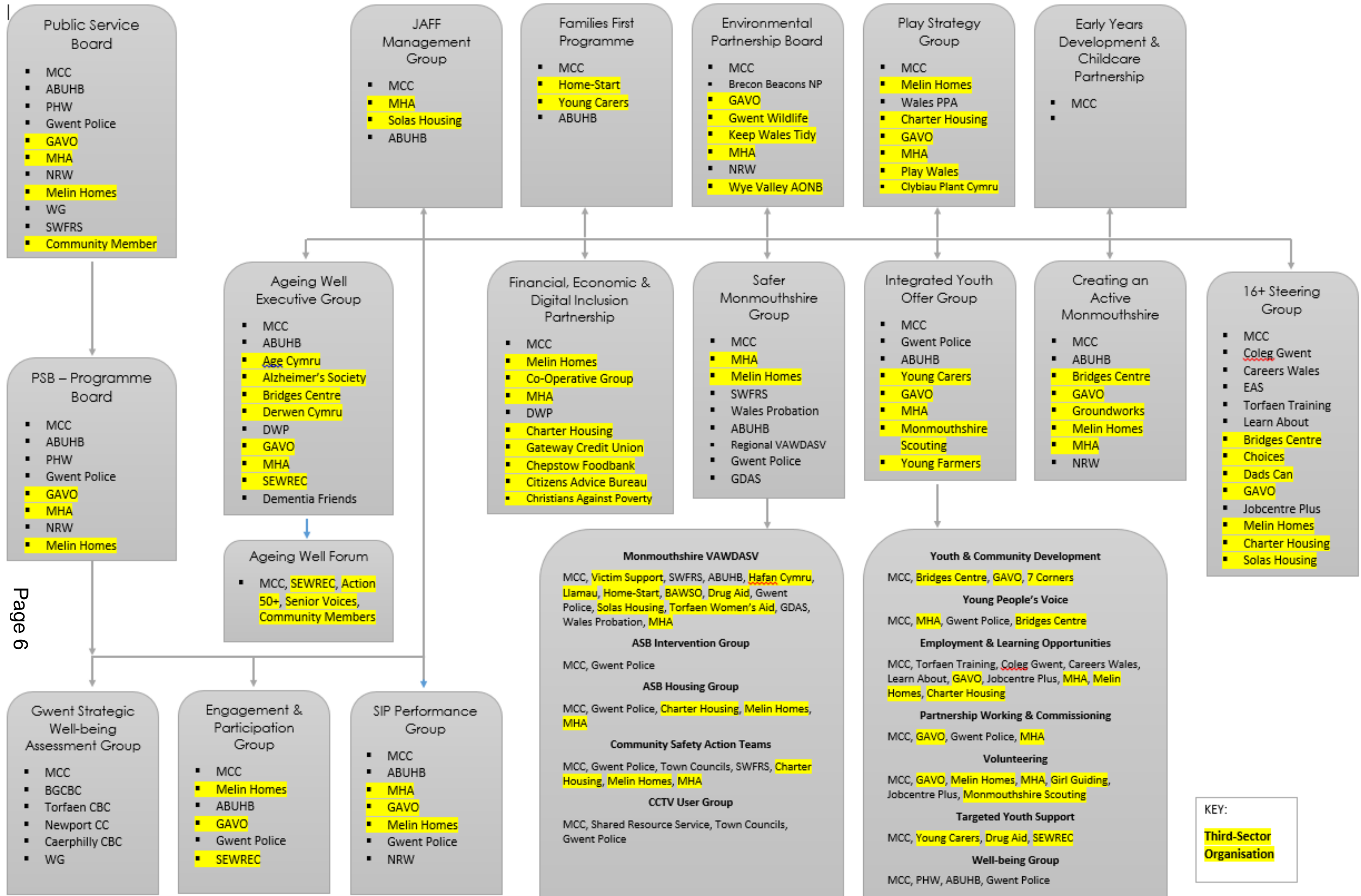
Sharran Lloyd, LSB/PSB Development Manager

9. CONTACT DETAILS:

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Third Sector Partnership Agreement

2016/17 individual delivery plan

Name of CVC/volunteer centre

GAVO - Monmouthshire

Active and involved citizens

What results do we want to achieve?

- More people in Wales benefiting from their volunteer involvement
- More communities benefiting from volunteers
- More organisations providing quality volunteering opportunities
- People and communities engaging in co-production of public services

How we will achieve the results

(for each heading, provide a bulleted list of your key services activities - your "offer" to the sector)

Information and advice

We will provide the following:

- Up to date and current volunteering opportunities via the Volunteering Wales website
- Provide volunteering information sheets in response to enquiries (in addition to the website)
- Database of local organisations and volunteering opportunities
- Disseminate volunteering information via Local Forums, Network Events and relevant third sector and public meetings, locally and regionally
- Marketing volunteering as requested. E.g. at local authority, public and staff events, Communities First activities, College Open Days, Job Centre Fayres
- Provide information on the Millennium Volunteer Programme at local Comprehensive Schools and Colleges;
- A range of methods for one-to-one interviews (e.g. face to face, telephone or electronically)
- A community outreach service to meet with potential volunteers in local, accessible venues such as local libraries, community centres and cafes.
- Volunteering Information Days in communities
- Facebook page for Volunteering Centres, extended to cover Gwent-wide
- Develop regional networking for volunteering organisations to share experience and good practice across Greater Gwent footprint
- Attend meetings of the volunteering Service Operational Network and assist with updating of information sheets via participation in SON sub-groups
- Advice on GwirVol led grants for young people's projects

- The Mental Health Development Officer organises and facilitates local and Pan Gwent Forums for service users and carers where consultations take place and other topics are discussed a report is forwarded to the Aneurin Bevan Health Board.

Volunteer recruitment and placement

We will provide the following:

- Network of appropriate organisations and opportunities with better linkage between GAVO and Torfaen to increase numbers of quality placements and to co-ordinate and share regional placements.
- Promotion through a variety of activities and means
- Advice, guidance and support to both individuals and organisations
- Promote the benefits of volunteers to statutory, private and third sector organisations to develop high quality new placement opportunities
- Provide quality volunteer placements within our own organisation and projects that we manage/facilitate
- One-to-one interviews with prospective volunteers and host organisations
- Specific advice, guidance and support to organisations on volunteering policies and procedures
- Work alongside other projects, such as Communities First and work clubs to promote volunteering to improve individual skills to support job prospects
- Co-ordinate employer supported volunteering activities by Colleges and Businesses with the Voluntary Sector and community projects
- Co-ordinate annual Volunteers' Week activities

Training

Volunteer management and support

We will provide the following:

- Signpost volunteering organisations to GAVO Training Department or other external partners for appropriate training as identified
- Liaising with the GAVO Training Department to develop and implement bespoke training on volunteer management and support for organisations on our database
- Regular meetings with registered organisations to provide information and support on managing and supporting placed volunteers.
- Updating and disseminating information on training opportunities via voluntary sector forums and networks
- Training for volunteers on Child Protection and POVA and, where possible, according to need
- Mental Health First Aid Training

Improving quality of volunteer management through best practice advice and Investing in Volunteers (IIV) and/or other relevant standards

We will provide the following:

- Promote Grants that support the development of volunteering and volunteer management

- Develop a Gwent-wide volunteer handbook to support the monitoring and evaluation of the volunteer's journey in partnership with TVA
- Management of volunteers within the organisation according to IIV standards whilst working towards GAVO's own IIV accreditation
- Promote Investing in Volunteers (IIV) UK quality standard for good practice in volunteer management and support Voluntary Organisations in their quest for IIV status in partnership with GAVO's Development Officers
- Assist volunteer involving organisations to improve policies and practice and to provide appropriate volunteering experiences
- Promoting relevant Volunteer Management training via GAVO and external partners
- General advice and assistance on best practice in Volunteer Management
- Signpost to other sources of information, support and advice such as the WCVA
- Networking opportunities for organisations to discuss volunteering issues

Raising the profile of volunteering

Events, media, awards

We will provide the following:

- An annual Volunteer Achievement Awards Event that involves key partners in the community, including local authority, health, housing associations, police, local AMs, MPs, businesses and all volunteer involving organisations in the area
- a Greater Gwent wide event to take place during volunteers week
- Make use of Social Media, Facebook, Twitter and GAVO website
- Use GAVO's Voluntary Voice magazine, networks, local newspapers/publications to highlight the contribution that volunteers make in the community
- Develop innovative ways of promoting volunteering in partnership with the organisers of local public events to enable us to promote volunteering to new audiences (e.g. on a Gwent wide basis)
- Work in partnership with the Universities and colleges to look at student volunteering opportunities and make regular presentations on the benefits of volunteering to young people
- Approach local businesses to promote volunteering
- Promote Millennium Volunteers Programme and issuing of GwirVol certificates
- Promote and support where appropriate other organisations and groups volunteer recognition events

Support for people and communities to engage more effectively with public bodies

We will provide the following:

- Support local forums and networks to engage with strategic policy and planning groups such as the Public Service Board and Single Plan / Wellbeing Plan delivery structure, through networks and forums and the third sector representatives committees

- Building on existing Compact relationships, develop opportunities for people and communities to engage in local authority efficiency programmes and to deliver public services
- Ensure representation on partnership strategic planning groups
- Signposting to relevant statutory programmes and local initiatives - Single Integrated Plan and associated strategies
- Encourage and facilitate links to Families First projects and other local programmes to enable people to be more aware of the opportunities to engage and influence the delivery and accessibility of these services
- Continue the development of the Big Lottery funded Community Voice Portfolios linking with the volunteering team and strategic partners to develop engagement processes
- Improve opportunities for those with particular communication needs and other marginalised groups in the community to fully participate in various forums, networks and strategic working groups via Community Voice projects.
- Disseminate information to local forums/networks that have links to local strategic service providers e.g. Health and Social Care Network, Carers Strategy Group and Social Care Workforce Development partnership and Integrated Youth Offer Group.

A thriving and sustainable third sector

What results do we want to achieve?

- Trustees are confident about leading their organisations and maintaining high standards of governance
- Third sector personnel have the knowledge and skills they need to enable their organisations to operate sustainably, fairly, legally and safely
- Organisations secure and generate the resources they need to survive and grow
- New organisations or services are established to meet identified needs

How we will achieve the results

(for each heading, provide a bulleted list of your key services activities - your "offer" to the sector)

Information and advice

Website, information, publications, governance, funding and fundraising, tendering, trading, loans, income generation, management, fiscal, legal, governing documents

We will provide the following:

Website, information & publications

- Ensure that the GAVO website is regularly updated and contains information relevant to the sector. Commitment to using the website, other web based communication media, and social media to promote events, training, funding opportunities etc
- Information framework/ information sheets available on GAVO website with links to WCVA site and common and comprehensive set of regularly updated regional and local information sheets
- Current information about local and regional issues, information from partners and compilation of bespoke information depending on local need
- Respond to general enquiries by telephone, email, post, face-to-face and referrals from WCVA Helpdesk
- Use of local authority and partners' intranet and websites for general and specific messages e.g. Families First/Flying Start activities

- Publish regular Gwent wide and local newsletters e.g. GAVO Voluntary Voice

Funding, fundraising, tendering, trading, loans, income generation:

Provide a comprehensive local funding advice service to include for example:

- Information on local and national funding sources
- Produce information sheets on local funding sources
- Information regarding up to date funding information via website, Email alerts / regular e-bulletins on potential funding opportunities
- Referring groups and individuals for specialist advice and support internally or with TVA (or the wider SE region of CVCs) and signposting to other organisations including training and information on alternative forms of funding
- One-to-one support to organisations that are looking for funding for various aspects of project/service delivery. Help with project plans, budgets, financial management of grants, general income & expenditure, submission of annual accounts
- Promoting sustainability by working with groups to identify achievement of short, medium and long term goals and forward planning
- Support and advise organisations on diversification of income streams
- Offer advice on the importance of sound financial planning when applying for funding or charging for services and using a Full Cost Recovery model
- Organise funding workshops / events/ surgeries throughout the year to raise awareness of funding opportunities and enabling organisations to meet funders face-to-face
- General advice and support on various methods of fundraising including use of Institute of Fundraising website and Code of Fundraising Practice national guidelines
- Circulate information on sources of European Funding programmes and promote opportunities to attend any relevant briefing sessions
- Sign posting to training on preparing your organisation for tendering. Circulate information on tendering opportunities at an appropriate level
- Encourage/facilitate consortium bids to ensure that smaller Third Sector organisations are able to tender for provision of services where possible
- Signposting to organisations that can support business development. Provide advice on appropriate legal structures and governing documents for non-for-profit community based businesses.
- Raise awareness of alternative sources of funding such as grants and loans
- Provide one-to-one support or signposting services to organisations on all aspects of managing organisations
- Help with interpretation of guidance from Charity Commission and, when appropriate, referral to WCVA's Legal Advisor
- Provide one-to-one support and advice on appropriate governing documents and signposting to standard documents available via Charity Commission

Training

Courses for Communities and other learning opportunities

We will provide the following (if relevant, differentiate between accredited and non-accredited learning)

- An affordable training programme to include the national training framework courses at local level
- Contribution to reviewing the training framework courses, evaluating and monitoring their effectiveness and developing new courses
- Training in response to identified learning needs and TNA
- The writing and delivery of bespoke training courses for Third Sector organisations
- Development and delivery of training with partner organisations

- Deliver Child Protection training on behalf of the SEWSCB and POVA training as a partner organisation with GWASB
- EPP health and wellbeing courses in conjunction with Agored Cymru
- Developing a suite of Health and Safety accredited courses at Level 2

Supporting implementation of quality assurance systems

We will provide the following:

- Promote the adoption of recognised quality assurance systems such as IIP, PQASSO, etc to improve the management of organisations
- Protect GAVO's Investors in People (IIP) qualification
- Work towards Investors in Volunteers (IIV) UK within GAVO
- Promote IIV and assist organisations to obtain IIV accreditation
- Advice on good practice in volunteer management
- Assist volunteer involving organisations to improve policies and practice and to provide appropriate volunteering experience
- Signposting to GAVO website for current legislation and policy information
- Assist the third sector to develop high quality, safe services in line with current legislation and regulatory frameworks
- Assurance that any direct services provided by GAVO comply with relevant legislation eg: EPP Cymru adheres to Public Health Wales quality assurance systems and regularly updates their standard operating procedures regionally and nationally

Raising the profile of the sector

Events, media, awards

We will provide the following:

- Facilitation of local Third Sector forums
- Promote Annual Third Sector Awards Cymru
- Presentations to other agencies/sectors
- Annual Volunteer Achievement Awards and celebrating Millennium Volunteer Programme
- Information stands and speakers at AGM
- Local/regional funding events - programme of local funding events
- Local/regional trustee events - specialist training and up skilling for trustees, signposting to GAVO trustee training and other trustee events
- Utilising various media opportunities e.g.: Local press, GAVO, national and local partner websites, social media and Voluntary Voice
- Local/regional awards - Gwent Best Kept Village Award and Annual and
- Annually support Carers Week and Carers Rights Day in conjunction with Monmouthshire County Council and Aneurin Bevan University Health Board

Safeguarding advice

We will provide the following:

- Broker access to POVA and other relevant training for third sector health and social care organisations

- Assist the third sector to develop high quality, safe services in line with current legislation and regulatory frameworks
- Support the sector to comply with standards and to audit their compliance
- Maintain representation on GAVO wide and local Safeguarding groups
- Maintain a local Safeguarding Officer as a point of contact
- Maintain representation on the Gwent-wide Adult and Children's Safeguarding Boards and Sub groups
- Advice and signposting to DBS checks and other relevant up-to-date information
- Provide safeguarding training information
- Signpost to Safeguarding Boards issues of abuse or exploitation of vulnerable people
- Disseminate advice on professional duty of care
- Disseminate advice on professional duty to report child abuse and appropriate pathways

Access to practical services and benefits

We will provide the following:

- signposting to locally or regionally negotiated discounted services (WCVA E-Bulletin)
- Payroll
- Room hire
- Office space /hot desk facilities
- Equipment loan/hire (e.g. display stands)
- Design /Print /photocopying
- Mediation services
- Small group accounts inspection/checking
- Event support and facilitation
- Information dissemination
- Assistance in starting up new groups to include policy and procedure advice, forwarding sample policies, awareness of available training and funding opportunities, signposting to other services as appropriate, networking, one-to-one visits
- Health and wellbeing information at health and community related events
- Signposting to appropriate support organisations and other statutory services
- Arrange for carers to access transport and respite opportunities in order to attend carers events

Access to funding

Grants, loans, contracts

We will provide the following funding schemes:

- Gwirvol - Youth led Cash 4 U Grant (if agreed for 2016-17)

We will also:

- Work with partners to increase participation/success in other local grant schemes
- Participate in grant panels
- Rural Development Plan funding opportunities
- Participation in national funding initiatives to support third sector funding
- BIG Lottery Community Voice programme

- Provide information regarding up to date funding information funding via website
- Raise awareness within the third sector of engagement and collaborative opportunities with significant WG and other strategic funding programmes

Supporting new initiatives and service delivery models

We will provide the following:

- Work with partners and third sector to identify and develop new and innovative working in the context of commissioning, tendering and procurement.
- Work with public sector commissioning and procurement unit and third sector organisations to identify and develop new and innovative working in the context of the Single Integrated Plan / move to Wellbeing plans and regional commissioning developments

Work with partners and third sector to identify and develop new and innovative working to address unmet need

- Support carers initiatives through the carers project and input into the development of Monmouthshire Carers Strategy
- Supporting the Integrated Youth Offer Group through attendance at all levels and chairing a number of sub-groups
- EPP Cymru, through GAVO, will support, promote and deliver specific health courses with ABHB professionals i.e.: COPD, diabetes etc

Public service delivery

Support the transition to Public Service Boards and maximise third sector engagement. Offer advice, support or signposting to:

- Collaboration and mergers / consortia development
- Community Asset Transfer
- Commissioning, procurement and grants
- User participation
- Demonstrating added value and community benefits
- Support local service provider networks
- Facilitate links between local and regional commissioners, procurers and providers
- Carers issues
- Free Health and Well Being Courses
- Mental Health Services
- Help organisations and communities develop new and expanded services - through development officers and other specialist officers working with voluntary organisations
- Identify and facilitate local and regional opportunities for third sector development

Development

- Help organisations and communities develop new and expanded services - through development officers and other specialist officers working with voluntary organisations

- Identify and facilitate local and regional opportunities for third sector development

Strategic information about the third sector and wider environment, now and in future

- Collect information on third sector organisations and feed in to develop GAVO Connections
- Research and publish facts and figures about the local sector - take part in WCVA on-line surveys, contribute to PSB partners' research
- Provide intelligence about notable third sector practice
- Maintain Carers database
- Maintain EPP Cymru National database
- Collaborate in the strategic planning process at a local, regional and national level.

Effective engagement in policy

What results do we want to achieve?

- The sector can contribute effectively to policy at all levels
- The sector is recognised as a vital route to participation and engagement including with minority and disadvantaged groups
- The sector plays an effective role in planning, delivering and scrutinising public services

How we will achieve the results

(for each heading, provide a bulleted list of your key services activities - your "offer" to the sector)

Policy information, advice and engagement

We will provide the following:

- Web based information via GAVO website, provide current information on local and regional policy and consultation issues, WCVA Trustee newsletter
- Respond to referrals from WCVA helpdesk on local policy and referral to helpdesk
- Support the involvement of third sector organisations in the development of local policy through engagement structures, Single Integrated Plan and move to Wellbeing Plans
- Direct work with MCC Partnerships and Engagement Team on refreshing Monmouthshire Compact and development of annual report and action planning
- Support for third sector forums eg: Children and Young People, Monmouthshire Community Network, Health and Social Care and Carers.

Represent and champion the third sector support and contribution to the Health, Social Care & Wellbeing agenda, at a policy, strategic and operational level through:

- Neighbourhood Care Networks
- ABUHB Stakeholder Reference Group (potential for regional working)
- Carers Measure Sub Group (potential for regional working)
- Carers Strategy Group
- SCDWP Management Board
- The Mental Health Development Officer contributes to mental health policies such as the Gwent Mental Health Strategy, Together for Mental Health,

Mental Health Measure and the Code of Practise for the Mental Health Act 1983.

Responses to consultations

We will provide the following:

- Explore options to develop a Greater Gwent regional approach to responding to consultations and gathering data and evidence.
- Active engagement with third sector organisations via forums, and networks to gather views and feedback
- Responding to consultations on planning reviews, WG policy consultations regional consultations on strategy and policy.
- Arranging consultation workshops through forums and networks
- Support the third sector to contribute to ongoing needs assessments and data gathering to support the SIP and new Wellbeing Assessments
- Respond and collate responses to local, regional and national policy and strategy consultations.
- Support local access to WCVA, consultations, surveys, calls for evidence, through events workshops etc.
- Promote and facilitate the third sectors role in identifying need and unmet need.
- Consult with carers to develop services to meet the needs of carers in Monmouthshire
- Consultations take place at Pan Gwent Service User/carer Forum.

Facilitating the sector's engagement through regional structures, local service boards, compacts with local government and health, and other partnership mechanisms

We will provide the following:

- Participate in national arrangements such as WCVC, WCVA SONs, regional briefings, Third Sector Partnership Council to represent the interests of local organisations
- Disseminate and provide feedback on Welsh Government issues affecting the sector through regional and local networks and structures
- Represent the third sector at senior level at Public Service Boards and Single Plan / Wellbeing Plan Delivery structures
- Attendance at Neighbourhood Care Networks
- Facilitate a local network of third sector members with links to statutory services

Regional and Local public bodies

We will endeavour to:

- Enhance effectiveness of relationships with public bodies - including revising the Compact / Local Third Sector Scheme with new partners, including the development of an annual action plan and reporting mechanism
- Recruit induct and support third sector representatives involved in strategic partnerships and planning groups
- Facilitate sector's engagement with and representation on local authority partnerships, Public Service Board, local health boards and regional footprint

structures such as Safer Gwent, Strategic Commissioning Board, Greater Gwent HSCWB Leadership group,

- Respond to the change from Single Integrated Planning to Wellbeing Plan development and create opportunities to engage in Wellbeing assessments
- Support organisations and networks (including those from minority and disadvantaged groups) to contribute a third sector voice to partnership arrangements - Specifically through the Community Voice Programme, Health and Social Care Network
- Identify and propose “third sector solutions” that contribute to service development and re-design - through mechanisms listed above and via other means when opportunities arise

Scrutiny and campaigning

We will provide the following:

Information and advice

- By disseminating information about scrutiny development and other related news and information
- By working with MCC scrutiny officers and Policy Unit to develop stronger and more transparent mechanisms for recruitment of third sector organisations to scrutiny
- Use legislation such as Wellbeing of Future Generations Wales Act to campaign for an enhanced role for third sector organisations in partnership scrutiny.

Proposed Key Performance Indicators

	2016/17
Active and involved citizens	
Number of volunteers placed (all ages)	150
Number of enquiries on good practice in managing volunteers	40
A thriving and sustainable third sector	
Number of website visitor sessions	62,000
Number of enquiries received and responded to	2500
Number of magazines/newsletters published	4
Number of recipients	200
Number of trustee enquiries received and responded to	150
Number of trustee events	2
Number of event participants	30
Number of funding advice enquiries received and responded to	150
Number of funding events	2
Number of participants	30
Amount of funding obtained by groups advised as notified during the reporting period	100,000
Number of training courses arranged	25
Number of training course participants	200
Number of new organisations/social enterprises or new services developed	10
Amount of funding provided through grants/loan schemes	4,000
Effective engagement in policy	
Number of strategic planning/working groups involving third sector membership	20
Number of third sector forums or networks supported	4

Other

Other information

Plans to increase your membership

- Market an attractive and strategically relevant membership offer and keep under review through Members discussion at AGM
- GAVO's Marketing, membership and communications Thematic group to drive forward this work stream (staff and trustees)
- Ensure all staff promote and increase membership of GAVO by targeting non-members and new organisations.
- Look to develop a web based membership registration process
- Review membership annually and new collection of membership fees
- Regular promotion of benefit to organisations in GAVO's Voluntary Voice
- Further develop GAVO Connections to identify potential member organisations in the county borough and relationships built during project to encourage sign up

How do your trustees plan and monitor the work of your organisation?

- Local Management Committee elected annually and meeting quarterly to receive staff reports and monitor activity
- KPIs and monitoring reports presented at six-monthly meetings
- Receive collated and presented narrative reports from all staff members and staff presentation at selected meetings
- Further scrutiny of work through questions at meeting or on forms supplied for afterthoughts.
- Annual health and safety audits carried out by trustees
- Four of each local committee are elected to represent the area on the GAVO Gwent wide Executive Committee
- Trustees regularly visit offices, invited to attend all events e.g. Volunteering Awards, Voluntary Sector network meetings.
- Trustees attend a range of Thematic groups which take forward GAVO's strategic aims
- Four of each local committee are elected to be part of the GAVO Gwent-wide Executive Committee
- Executive Committee meets quarterly and in sub groups which deal with specific business e.g. personnel, finance etc.
- Annual training event for trustees to enable their participation in organisational planning
- Trustee PQASSO champion identified to progress work towards Quality Mark

Details of any other significant services/activities outside the core services framework

- Gwent-wide participation in Gwent-wide Adult Safeguarding Board, Regional Children's Safeguarding Board, and associated training activities
- Community Voice programme across Blaenau Gwent/Caerphilly and Newport/Monmouthshire to facilitate citizen engagement in service delivery and design

- Coordination of the Community Health Champions Programme across Aneurin Bevan Health Board area including Torfaen
- EPP co-ordination and delivery across 5 counties of Gwent. Tutor support sessions, one to one interviews, support and manage volunteer tutors.
- Gwent wide delivery of Mental Health Development Service and Service User Involvement.
- Facilitation of Gwent Mental Health Alliance - Third Sector service delivery partnership; Mental Health Development Officer organises and facilitates 4 Pan Gwent Service User Forums for service users and carers approximately 50 people attend. There are also local service user and carer forums in Newport and Monmouthshire.
- Monmouthshire Carers Co-ordinator works as part of team in County with MCC and ABHB. Produce a Carers newsletter 3 times per annum to 2,400 carers and delivers training courses three times per annum. Manage Leisure Pass scheme and St Pierre Leisure Facilities.
- Co-ordination and delivery of Community Health Champions Programme across Aneurin Bevan University Health Board area, including Torfaen will continue. Working in partnership with a range of agencies to further develop the Agored accredited programme.
- Resource Centre in Abergavenny North - previously Communities First
- Administer and organise annual Best Kept Village Competition across all 5 counties of Greater Gwent in rural communities and villages

Please ensure you also complete the financial information on the excel spreadsheet provided with this delivery plan

Declaration

I declare that I am authorised to submit both this delivery plan and the financial information on behalf of the organisation, and that all information provided is correct.

Signature	_____		
Name	_____		
Position in organisation	_____	Date	_____

Data Protection Act 1998

Information may be used to provide a report to the Welsh Government (our funder) on the progress of your service and to publicise the Wales Third Sector Infrastructure Services programme through the media, our publications and website. By sending this information we are assuming that consent is given to use your material for the activities mentioned above. If any of your information contains sensitive personal data that should not be used for promotion then please notify me. Details will not be disclosed to any third parties other than for the activities mentioned, without prior consent

Please sign to show that you agree to WCVA using your data in this way

Signature _____

Name _____

Position in organisation _____ Date _____

**Please forward an electronic signed to
Kathryn Thomas, WCVA, Baltic House, Mount Stuart Square, Cardiff CF10 5FH
✉ kthomas@wcva.org.uk
no later than **5 February 2016****

Performing to plan													

GWENT ASSOCIATION OF VOLUNTARY ORGANISATIONS

For Communities, With Communities

ANNUAL IMPACT REPORT 2015-2016

**Cymdeithas
Mudiadau
Gwirfoddol
Gwent**



**Gwent
Association of
Voluntary
Organisations**

About Us

GAVO was established in 1927 and is now the longest-standing and largest County Voluntary Council in Wales. GAVO represents the Third Sector at the national Third Sector Partnership Council, at four Public Service Boards across Gwent (in Blaenau Gwent, Caerphilly, Monmouthshire and Newport) and is the lead umbrella infrastructure body for the Third Sector in Gwent. We have many years of experience in community and project development, volunteering, training and building capacity in communities.

Our Vision

A society where communities, individuals, partner organisations and the Third Sector work together in a culture of equality, shared ownership, responsibility and support to build a sustainable future.

Our Mission

To improve the lives and opportunities of communities through partnership and collaboration.

Our Values

Respect
Innovation
Optimism **Culture** **Impact**
Transparency
Compassion
Competence



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GAVO’s Bankers:

National Westminster Bank,
High Street,
Newport
NP20 1GG

GAVO’s Auditors:

Walter Hunter and Co,
24 Bridge Street
Newport
NP20 4SF

GAVO’s Solicitors

Morgan, Denton & Jones,
Haywood House North
Cardiff
CF10 3GA

Foreword by the Chair

Michael J Harbinson

Welcome to the GAVO Annual Report for 2015/16

It is my privilege to present this Year's Annual Report of the activities of the Gwent Association of Voluntary Organisations.

The year 2015/16 has once again resulted in difficult and demanding times for the Association and for all the communities in the area. In conjunction with Torfaen Voluntary Alliance (TVA), we have continued to outline areas of collaboration to support the provision of a resource efficient infrastructure to the Third Sector across the Greater Gwent Region.

During the next few years the Third Sector is going to continue to receive reduced financial support from the Statutory Sector and it will be important that we can continue to ensure that we work as efficiently and effectively in the strategic actions necessary, in conjunction with the Statutory Sector to recognise our strengths and weaknesses and ensure that duplication of action does not exist.

We are fortunate in Gwent that we have a very good working relationship with the Welsh Government, Aneurin Bevan University Health Board, the Office of the Police and Crime Commissioner and the Unitary Local Authorities. Good relationships are no accident and we certainly owe much to the support and guidance of the Statutory Bodies and the Welsh Government for supporting voluntary action.

For me, the past year has a different conclusion in that I have decided not to stand for re-election. I have greatly enjoyed being part of GAVO, being a Trustee for 20 years of which 16 has been as Chairman, the decision was not easy or lightly



reached and I will certainly follow the actions of the Third Sector with interest and support. On looking at the Balance Sheets I noted that in 1996 the total income resources to GAVO was £530,874.00 and that had changed to total resources expended in 2015 of £5,064,371.00.

I would like to express my thanks to the individuals and organisations I have been involved with in periods of change and development. I have been fortunate in working with two Presidents. Our present President, Sir Simon Boyle KCVO, who will be considering his future with GAVO at the Annual General meeting, is first class in his support and guidance, for which I thank him.

I must give my immeasurable appreciation to all the staff, past and present who have been hard working, with unfailing loyalty and constant cheerfulness, even at times when things have been difficult.

I must also express my appreciation for the working relationships I have been able to establish with the two Chief Officers over the period of 20 years, Mrs Jennifer Render and Mr Martin Featherstone, who have led and encouraged us all in good and bad times.

Thank you each and every one.

Michael J Harbinson
Chairman

Chief Executive Officer's Report

Martin Featherstone



This report provides us with the opportunity to reflect on the challenges associated with diminishing budgets and to highlight the positive impact GAVO has made this year.

The implementation of change management programmes during the financial years 2013/14 and 2014/15 has strategically positioned GAVO to continue to support the Third Sector and deliver public benefit and the organisations Strategic Aims and Objectives. The change management programmes have additionally supported the financial sustainability of the organisation and GAVO is able to report a surplus position for the financial period 2015/16.

The period 2015/16 continues to be defined by a strategic context characterised by change and uncertainty. The fiscal period 2015/16 has demanded that GAVO applies innovative approaches in order to maximise opportunities and make further progress towards its Vision and Mission in a resource constrained environment.

Examples of innovation in action at GAVO include, delivery of the Welsh Government funded Community Asset Transfer pilot in Gwent, the Third Sector Development Officer role funded by the Office of the Police and Crime Commissioner and shaping the future direction of Third Sector Schemes (formerly known as Compacts) and the engagement of the Third Sector in Safeguarding Boards through participation in Welsh Government Task groups.

Through participation in four Local Service Boards (now Public Service Boards) across Gwent, GAVO is at the forefront of the implementation of the Well Being and Future Generations Act. Through the Regional Partnership Board and the Greater Gwent Health and Social Care Leadership Group, GAVO is

supporting the implementation of the Social Services and Well Being Act in Gwent. For both these pivotal pieces of legislation, GAVO continues to work towards maximising the participation and engagement of the Third Sector in emerging opportunities linked to the Acts.

The breadth of GAVO's activity defined in this Report is a credit to the commitment of the staff team at GAVO, and I would endorse the statement in the Chair's Foreword, recognising the support and contribution of our Partners at a National, Regional and Local level.

I would like to conclude by expressing my appreciation for the support and leadership provided by the GAVO President, Sir Simon Boyle KCVO, the GAVO Chair and Vice Chair; the wider GAVO Executive Committee and Local Committee members and the GAVO staff who collectively through their knowledge, skills, experience and commitment support significant and continued progress towards GAVO's mission of:

'Improving the lives and opportunities of communities through partnership and collaboration.'

Martin Featherstone
Chief Executive Officer

Annual Accounts 2015-16

GWENT ASSOCIATION OF VOLUNTARY ORGANISATIONS COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2016

	Unrestricted Funds £	Restricted Funds £	Unrestricted Pension Deficit Recovery Funds £	Total Funds 2016 £	Total Funds 2015 (as restated) £
INCOME AND ENDOWMENTS					
Donations and legacies	616	10,708	–	11,324	11,186
Income from charitable activities	782,500	3,988,364	–	4,770,864	4,812,704
Other trading activities	39,162	6,817	–	45,979	61,556
Investment income	699	–	–	699	1,490
TOTAL INCOME	822,977	4,005,889	–	4,828,866	4,886,936
EXPENDITURE					
Expenditure on charitable activities	(736,410)	(4,029,078)	(22,000)	(4,787,488)	(5,084,437)
Exceptional costs of charitable activities	–	–	–	–	(93,934)
TOTAL EXPENDITURE	(736,410)	(4,029,078)	(22,000)	(4,787,488)	(5,178,371)
NET INCOME/ (EXPENDITURE) AND NET MOVEMENT IN FUNDS FOR THE YEAR					
	86,567	(23,189)	(22,000)	41,378	(291,435)
RECONCILIATION OF FUNDS					
Total funds brought forward	(76,583)	374,156	(114,000)	183,573	475,008
TOTAL FUNDS CARRIED FORWARD	9,984	350,967	(136,000)	224,951	183,573

The Statement of financial activities includes all gains and losses in the year.

All of the above amounts relate to continuing activities.

BALANCE SHEET**31 MARCH 2016**

	2016	2015 (as restated)
	£	£
FIXED ASSETS		
Tangible assets	438,408	466,746
CURRENT ASSETS		
Debtors	288,253	387,955
Cash at bank and in hand	361,239	272,942
	649,492	660,897
CREDITORS: Amounts falling due within one year	(726,949)	(830,070)
NET CURRENT LIABILITIES	(77,457)	(169,173)
TOTAL ASSETS LESS CURRENT LIABILITIES	360,951	297,573
PROVISIONS FOR LIABILITIES		
Net present value of pension deficit recovery contributions	(136,000)	(114,000)
NET ASSETS	224,951	183,573
FUNDS OF THE CHARITY		
Restricted income funds	350,967	374,156
Unrestricted income funds:		
General fund	9,984	(76,583)
Pension deficit recovery fund	(136,000)	(114,000)
	(126,016)	(190,583)
TOTAL CHARITY FUNDS	224,951	183,573

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

These financial statements were approved by the members of the committee and authorised for issue on the 20 October 2016 and are signed on their behalf by:

Mr M J Harbinson

Mrs J Steven

Company Registration Number: 5590517

Children, Young People & Families

Family Skills Project (Newport)

Placed 35 participants in volunteering or work experience opportunities

9 participants secured permanent work as a result of their volunteering

45 participants received 1:1 support & coaching

3 participants went into education

Participant Feedback:

"I appreciated your understanding of my job requirements and your persistence on my behalf. You helped make the disheartening experience of job seeking into a more positive one. You were friendly, detail oriented and made me feel confident. Without Family Skills I wouldn't have got this life changing opportunity..."



"Thank you for getting me the placement at Maes Ebbw, it's fantastic and I love it ... I have applied for a job there and just heard that I have actually got it ☺ over the moon is an understatement!"



"My first experience of being a volunteer worked! It sounded like a big challenge, I have low confidence and such a stressful time at home with the kids – I wasn't used to being out and surrounded by other people but after working with you, I thought why not? I thought it was a big step when I was feeling so low. It was hard but I did it! At that point I was thinking I couldn't be any lower in my life and feeling useless at everything, through volunteering I have given up those thoughts and am moving forward and meeting people. I have more experience and am hoping I can add more things to my routine. Then they offered me a job! I was so shocked! Someone believed in me! It has given me the biggest lift I have had for so long ... I still feel scared with the challenge ahead but I am going to face it ... getting closer to my goal every day is brilliant!"

Parent Network (Newport)

Increased membership by 100+ parents

Mapped Parenting Courses across Newport

New 'Families Affected by Imprisonment' Support Group established

Created a regular Practitioner Newsletter

Parent Network (Newport) – Cont'd

During the term of 2015/2016 the Newport Parent Network has been able to re-establish a Family Information & Fun Day Event called Families Love Newport. This was held in February 2016 and we were visited by around 200 families and around 300 children.

The Newport Parent Network worked in partnership with Careers Wales to run a consultation on the support received by children with additional learning needs.

The Newport Parent Network also worked in partnership with Newport City Council and Careers Wales and Parents to organise an ASD Awareness Event for Employers which was a huge success.

“Families Love Newport event was enjoyed by 200+ families and 300+ children and received great feedback”



“Found the event really useful for lots of information. The main part is where the children learnt to ride their bikes, this made them really happy. 10/10. Thank you”

“...the Newport Parent Network has also given me a voice in my community in which I felt disconnected from”

“The help & advice I have received from the Parent Participation Officer has been invaluable & without it my group would not have happened”

Holiday Scheme Co-ordinator (Caerphilly)

The Holiday Scheme Co-ordinator supports community and voluntary groups to deliver playschemes and youth opportunities throughout Caerphilly borough; also offers advice and guidance on funding, good practice and training.

Play Development (Caerphilly)

183 people have been trained

23 learners undertook accredited play qualifications

150 learners attended CPD workshops

Working in partnership with CCBC Early Years, Workforce Development Service and the Play Sufficiency Group, gaps in training and quality in play provision are identified and training developed to meet the needs of the play workforce. Beneficiaries are wide ranging from schools, Colleges, Community Councils, voluntary groups, Flying Start, Communities First, GAVO playworkers and individuals.



Pop in and Play (Caerphilly)

26 Pop in & Play sessions delivered each week term time

11 individuals started volunteering with the project

1 volunteer gained employment

Worked with over 30 Partners for National Playday 2015

Over 3,000 individuals attended National Playday 2015

Case study

A parent who had attended a Caerphilly Pop in and Play group for some time, showed interest in volunteering within the team, once her youngest child had started school. The Play Delivery Officer met with this parent and inducted her as a volunteer within project, where she supported the Bedwas group each week.

Through volunteering she grew in confidence and developed new skills engaging with children, staff and parents. Through this opportunity she applied for employment positions and was successful in gaining a role within a local Meithrin where she is now able to use her skills gained through volunteering directly.

"My child's speech and communication has improved since coming to the group"

"Very friendly interactive environment, Good range of activities"

"Very helpful and supportive staff"



Adventure Play & Inclusive Play (Caerphilly)

600+ children & young people worked with per week

480 play sessions delivered



The two Adventure Play teams delivered play sessions for children, young people and families on a weekly basis in Graig y Rhacca, Rhymney, Phillipstown, Ty Sign (two sessions per week), Panside, Tirphil, New Tredegar, Lansbury Park and Gelligaer. Play opportunities that the children and young people chose to take part in included waterslides, using fire pits (where they could toast marshmallows and use them to make s'mores), using tools, art & crafts, soft play and den building.

Inclusive Play Team Manager carried out home visits with each child/family that was referred into the project and attended Action Plan meetings for those that were referred in through Supporting Family Change. The Inclusive Playworkers provided 1:1 support for disabled children so they could attend play sessions, after school clubs and youth clubs on a weekly basis. The support enabled the children to improve their social skills, increase their confidence and develop the ability to manage their own risk.

48+ disabled children provided with 1:1 support to attend play sessions

Health, Social Care & Wellbeing

Health, Social Care & Wellbeing (HSCWB) Co-ordinators

5,000+ enquiries dealt with

We are representatives at 75+ planning groups / partnerships/ networks



Social Services and Well-being (Wales) Act
We have been supporting the Third Sector to engage with the planning & implementation of the new Act in the Gwent region.



Dewis Cymru
We have played a key role in managing information uploaded to the site by the third sector in Gwent.

422 Gwent entries have been made since Dewis Portal launched

Dementia Friendly Communities
Dementia Friends is about giving more people an understanding of dementia and we have delivered the awareness sessions to 131 people in the past 12 months. More work is progressing in the communities, including in schools, public spaces and local businesses across the boroughs.



Dementia Roadmap Wales
Promoting living well with dementia across Wales
<http://wales.dementiaroadmap.info>
enquiries@dementiaroadmap.info
[@dementiawales](https://twitter.com/dementiawales)
facebook.com/dementiaroadmapwales

Hosted by **dementia pathfinders**

Dementia Awareness sessions delivered to 131 people

1,173 people have used the site since its launch in May

Dementia Roadmap Wales
We have played a leading role in the development of the Dementia Roadmap online resource.



600 Champions have been trained so far

Community Health Champions
The Community Health Champion programme aims to provide local people with the knowledge, skills and confidence necessary for them to become champions for health in their local community.





Neighbourhood Care Networks
 We play an active role in the Neighbourhood Care Networks in their respective areas of Gwent. Each of these networks serves a population of approximately 45,000 people.

Monmouthshire Carers Project

In contact with 900+ carers

Our Carers Co-ordinator has provided information and advice to over 900 carers in Monmouthshire and maintains the Care database for the County.



Scenic walks with the National Trust were organised.



Drumming and Strumming Sessions were held at Glan-Yr-Afon Hotel.

150 carers were supported to engage in activities during Carers' Week

Our Carers Co-ordinator designs and edits the Carers Newsletter, which is available to the 900+ carers three times a year.

97 service users & carers supported & given a voice

We supported 97 service users and carers to share their views and opinions on mental Health services in the Gwent area.



Crow Valley Angling Club & Cwmbran Allotment Project – two of the projects we support.



Safety Measures and Safe Care Guidance for those caring for someone in mental health services

With the support of the Mental Health Team, service users & carers were involved in the consultation on the crisis leaflet for Carers with Aneurin Bevan University Health Board.



We hold Gwent Mental Health Service User Forums 4 times a year attended by over 50 service users. We are also developing the first Younger People with Dementia Group and carers for Gwent and South Powys.

Education Programmes for Patients (EPP) Cymru

EPP Cymru provides a range of self-management health and well-being courses and workshops for people living with a health conditions or for those who care for someone with a health condition. The courses are delivered by the EPP team across the Gwent communities.



45 Health & Wellbeing courses delivered

500+ patients attended

We have won a prestigious NHS Award for our EPP service

19 Volunteer Tutors currently help deliver the EPP in Gwent

Participant Testimonials:

“EPP has changed my life, I have learned new healthy habits. I now feel in control of my life, so much so that I want to give something back by training as an EPP Tutor”

“Because the course is confidential, it’s given me a safe place to express myself. I am so grateful to the tutors and everyone who gave me support and encouragement”

“I gained confidence to apply for a job and I am now working part-time”

Patients are supported through a structured course by trained tutors. The courses are led by two tutors, who themselves have experience of a long-term health condition. The majority of EPP Cymru tutors are volunteers. EPP Cymru courses are run in suitable venues in local communities and are free of charge.

Course content includes:

- Managing symptoms such as pain & tiredness
- Dealing with anger, fear & frustration
- Coping with stress, depression & low self-image
- Eating healthily
- Learning relaxation techniques & taking regular exercise
- Improved communication with family, friends & health professionals
- Planning for the future

Volunteering

We are representatives at 30 Third Sector Networks / Forums

181 volunteers registered on new GAVO's Volunteer Recognition Scheme for Over 25s in the first 7 months

269 'Good Practice in Managing Volunteers' enquiries dealt with

1,007 volunteers placed

£10,476.73 given to Youth-led Volunteering Projects

The Gwent Wide Volunteer Managers Network was introduced in November 2015 and saw representation from over 80 Third Sector organisations.

“Useful event for networking and sharing good practice with similar Organisations to ours”

Collaborations & Partnerships:

A partnership with the **University of South Wales & Interlink** created a contract opportunity for GAVO to source volunteering opportunities for University Students attending Newport City Campus.



20 students placed into 14 different organisations



Throughout the year we have successfully collaborated with several private sector organisations including: **Network Rail & British Transport Police** with **young Rail Ambassador Volunteers** – a new initiative & pilot programme that commenced in Caerphilly, which is anticipated to be rolled out across Wales.

Staff from **British Airways** and **Megachem UK Ltd** volunteered their time to help carry out maintenance and tidy up church yards – Argoed Baptist Church and St Mary's, Caldicot respectively. All their help was greatly appreciated!

We have also worked with **British Gas** to help forge relationships with the Third Sector – 30 of their staff members have been offered various volunteering opportunities with **Hospice of the Valleys, Newtown Community Centre** and the 'Colour Run' event.

GAVO organised Volunteer Achievement Awards for each of the four areas (held Sep, Oct, and Nov) to recognise and celebrate reflect the vital and diverse role volunteers play in supporting and contributing to the wellbeing of the community.

Well over 100 nominations were received – decision making was tough!



30+ individuals/groups won awards; with many more runners up



The Awards ceremonies are held in partnership with, and sponsored by, various partners. Each area has a range of award categories and both individuals and groups can be nominated.



The Sunflower Hospital Volunteering Project

Ysbyty Aneurin Bevan and Ysbyty Ystrad Fawr & Rhymney

12,527 instances of patient befriending

906 patients involved in activities

107 volunteers received at least 1 training sessions; 67 received at least 2

6 former volunteers now in nursing placements at these hospitals

GAVO Sunflower Hospital Project volunteers have become part of Blaenau Gwent's initiative to become a Dementia Friendly Community. **18 volunteers** completed Dementia Friends training and are now putting the training into action within the hospital and local community.

The Sunflower Hospital Project supported volunteers with their University & job applications. **19 volunteers** have started Nursing / Care degrees at University.

982 patients pampered

15 former volunteers secured employment in the Health & Social Care Sector

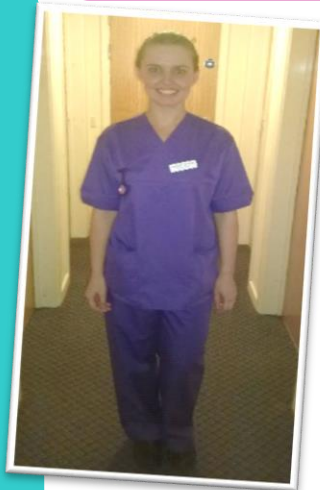
ABUHB Chairman, David Jenkins visited the project at YYF as part of the Health Board's 'In Your Shadow' programme – he was very impressed!



Patient Feedback:

Case Study Rebekah Brimfield (19), has recently started her Nursing Degree at Cardiff University & was one of the first Sunflower Volunteers at Ysbyty Aneurin Bevan & has just completed her Student Nurse placement at Ysbyty Ystrad Fawr: "The Sunflower Project allowed me to gain clarity on the reason why I wanted to go into nursing, to care for people and to have a rewarding career where I knew I would be able to help people on a daily basis. I enjoyed things like talking to the patients and doing their nails, as well as selling toiletries, newspapers and sweets etc. off the trolley.

Although these were only simple tasks I could see that for certain patients - especially those who had minimal visitors, this really did brighten up their day and encouraged them to know they could just have a general chat with me to escape the situation of being ill or in hospital, as it can be a distressing time."



"You have really cheered me up, I will stop crying now"

"You are my saviour, singing has cheered me up & I will always remember how kind you are to me"

"Thank you so very much, you have cheered me up, you have made me feel better"

"It is lovely to have company & a sing-song, we have really enjoyed ourselves"

Tackling Poverty

Communities First –Tredegar Cluster

57 people were supported into employment



284 qualifications gained

Over 600 people have participated in Communities First projects – not including our Engagement events!

95 people more positive about their mental health



Case Study – 16+ Gym Project – Louis From Blaenau Gwent to Universal Studios!

AW was first engaged in November 2015 by the Youth Employment Mentor and it was recognised that there were possibly some issues around the person’s mental health. He was enrolled onto the 16+ Gym Project that was being run within the cluster as he had expressed an interest in becoming fitter and was looking to “get out of the house”.

“The benefit of the *Life Card* that I had was it kept me fit and healthy physically and mentally, it also gave me the fitness that I need for my job working in QRL.

The people who helped me get this *Life Card* were really helpful and very friendly to everyone who was there on the project.

How I feel now, is so much better in myself and it has given me the confidence boost that I have needed. Thanks to Tony and Jon, I felt I could talk to them about my problems that I had, and they helped me deal with them”.

Case Study – Lift Programme – Louis From Blaenau Gwent to Universal Studios!

Louis was NEET after completing college, he was supported to look at other options but was despondent and low on confidence. Louis was encouraged to attend courses and apply for additional positions.

Lift found an employer who wanted someone who would be interested in becoming a trained Electrical Control Technician. They had large contracts in the USA to run electrical components in theme parks. Lift arranged a 2-week work trial and persuaded the employer to employ Louis on a Jobs Growth Wales placement. Louis quickly impressed the employer and started work for the first time in his life in April 2016.

Louis has now travelled to Utah and Florida and is currently in Universal Studios Florida, working as an Electrical Control Panel Technician. His journey from Tredegar to Universal Studios would not have been possible without the support Lift provided to realise his ambitions, develop his skills and enter a job which is taking him literally, around the world.



Communities First – Ebbw Fawr Cluster

25 activities delivered

470 people engaged in activities

291 young people supported

548 people attended Cluster Events

250 qualifications gained

110 people supported into employment



640 followers on twitter

1,820 Facebook friends



Case Study – Kimberley Davies

On 3rd November 2015 Kimberley Davies one of Communities First Young Ambassadors was inaugurated at the Houses of Parliament as Deputy Youth Mayor for Blaenau Gwent.

Kimberley has been a young ambassador for two years and is very passionate about promoting young people's rights and being a role model to her peers. Nick Smith the Member of Parliament for Blaenau Gwent presented Kimberley with her chain and was pleased to see the rest of the young ambassadors promoting a positive image of young people in Blaenau Gwent.



Case Study – DV's Story

DV was first introduced to Communities First when she attended work club over two years ago. English wasn't DV's first language and she lacked confidence.

DV continued to attend work club and was signposted to the Learning Action Centre to begin English lessons; alongside this she attended our *Cooking for Work* activity, where she achieved her CIEH Level 2 in food safety & CIEH Nutrition qualifications, & completed a personal development plan.

The team worked with DV to secure a placement with Tesco Ebbw Vale to gain work experience. She has also completed a level 1 Customer Service Skills course, First Aid and Manual Handling.

“Communities First has helped me to improve my skills. They have allowed me to gain work experience and the team are working hard with me to make me more employable and supporting me to look for a job... I always know I can rely on the team for help”



Communities First – Newport North Cluster

51 people were supported into employment

77 qualifications gained

53 people more positive about their mental health

Over 2,000 people have participated in Communities First projects

Communities First – Newport North Cluster

Case Study – NEETs Project - Maria Morgan

Maria Morgan joined the NEETs project having left Newport High School. Maria is dyslexic and her mother was keen for her to join us as she was not keen to return to school. Maria is a polite, courteous young lady who soon impressed all members of staff. She has volunteered with after school sporting activities in the primary schools, helped out at Youth Club sessions, supported staff at fetes etc. During her time with us she has gained several qualifications including Sports Leaders, First Aid at Work, Food Hygiene.

Maria is so efficient that it is like having an additional member of staff, so when the opportunity arose for a Community Development Apprentice, Maria jumped at the opportunity of applying. To her credit she was successful with her application and is now embarking on this new venture. Her ultimate ambition is to go to University to undertake a degree in Youth and Community work and has had a little taster with a visit to a lecture at Newport University with Kelly McCarthy a university lecturer. We are sure that with her determination and positive attitude she will achieve her objective. Maria has excelled in all aspects of her work.



Communities First – Caerphilly Clusters

**46 participants
gained
accredited
qualifications**

(Mid Valleys East & Caerphilly Basin)

**£1,076,000
awarded to local
community
groups with
Officers' support**

**4 Community
Engagement
Events held with
250+ attendees**

(Mid Valleys East)

**21 individuals /
groups recognised
for their
contribution in End-
of-Year Celebrations**

(Mid Valleys East & West)

Participant Feedback:

“Through the support of Communities First we have been able to develop our night shelter, which is an essential service for rough sleepers especially during the winter months.

From this support we are able to assist 14 guests with housing tenancies.

Our building is now fit for modern day use and we are able to take this project forward this year. Thank you”



Communities First – Caerphilly Clusters - Cnt'd

“I really enjoy the walking group & being out with other people, we often stop from time to time for refreshments and to pick blackberries along the way”



“The extension of Taraggan would simply not have happened if it was not for Ross, Ceri and the wider GAVO team. They helped us source grants, kept us up to date with progress and supported us on the site” – John Pritchard, Taraggan

“Can’t thank GAVO and CF enough for their help in getting the Village Hall up and running”



“Got me out of the house, trying new things, meeting new people from different backgrounds”

2 Community Centres spruced up through bespoke CATWG project (Mid Valleys West)

5 Broadening Horizons courses run with 21 participants (Upper Rhymney Valley)

Over 250 volunteer hours used in environmental projects (Mid Valleys West)

“Great opportunities that would not have been possible without your support”



Over 21 local community & voluntary groups supported (Upper Rhymney Valley)

170 members from Lansbury Park signed up to Time Banking Project (Caerphilly Basin)

“Supported Cefn Hengoed and the young people at the Youth Club massively - thank you, we owe you!”

Community & Third Sector Support

Third Sector Networks:



Monmouthshire

The first two meetings of Monmouthshire's Third Sector Network enjoyed much local support – GAVO is keen to support the Network to have a voice in the planning and delivery of services across the County, and to offer opportunities for the Third Sector to explore partnerships and innovative ways of working.

Caerphilly

Caerphilly's multiple Third Sector Forums were reviewed during the year and, after analysis of the consultation, will in future take place as a single borough wide Forum, meeting quarterly in a central location.

2015/16 saw a change to the annual "One Beat" Third Sector showcase event in Caerphilly County Borough. Usually held in the council offices, the event moved out into four community venues across the year and became the "One Beat Roadshow". This gave an opportunity for the public to see what the voluntary sector has to offer across the county at venues close to them.

Newport

The Newport Voluntary Sector Forum in Newport met 3 times in 2015/16. At the June meeting there was a report on The Revised Single Integrated Plan for Newport and Time Banking. The September meeting focussed on the arrangements for the new PSB and the refreshed Compact for Newport. In January we facilitated a One Newport Engagement Event instead of a traditional forum meeting.

112 Third Sector Forum & Network meetings held

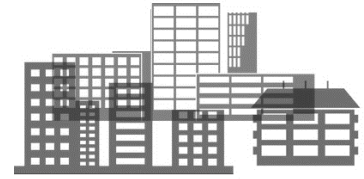
28+ Organisations showcased their services at each One Beat event



Community Asset Transfer:

Community Asset Transfer continues to be an important area of growth across GAVO, particularly in Blaenau Gwent. In collaboration with Richard Davies, Asset Transfer Officer, a bespoke Articles of Association has been developed which covers all the areas necessary, when taking on Community Asset Transfer for community organisations.

Processes used in Blaenau Gwent have been rolled out across Gwent and further afield. Richard Davies has also worked in the Newport and Caerphilly areas to establish lines of communication with the local authority and establish a procedure to facilitate Community Asset Transfer. There is now a higher level of understanding of the process and the value of working with the Third Sector in Newport. Seminars have been held in all areas with third sector organisations to explain the process.



Supported 60 groups with CAT enquiries

Community Development Support:

27 Trustee events held with 931 participants

1,155 Trustee enquiries dealt with

61 new groups / social enterprises supported

The number of new groups setting up or developing new services and seeking support has varied across the area with a growth in Blaenau Gwent, a steady number in Caerphilly and Monmouthshire but a reduction in Newport. This is felt to be a reflection of the reduction in the number of grants available and the lack of capacity within many groups to develop services. Securing trustees with the necessary experience and knowledge is a huge stumbling block for many Third Sector Organisations. This is also demonstrated by the increase in the number of enquiries from groups across GAVO regarding their legal structure and requests for assistance in winding-up an organisation.

There is an increasing demand for support with governance overall, in particular registrations as Charitable Incorporated Organisations, Community Interest Companies and Companies Limited by Guarantee.

The Gwent Best Kept Village Competition continued to gain support with funding bids and administration from GAVO. A well-attended Awards Evening took place in the Autumn.



Funding Advice:

There continues to be a high level of demand for funding advice and support across Gwent. This is increasingly challenging with the availability of local funding schemes and the opportunity to access large funding streams continuing to decrease. This has resulted in extended work with groups over years, frequently without success.

However, with the support of local development managers, £1,994,358 has been obtained across the GAVO area for a wide range of different projects; from the complete refurbishment of church buildings for wider community use to the purchase of equipment for crafting and knitting groups, or the installation of compost toilets for allotment societies.



**878 funding
advice
enquiries
dealt with**

**£1,994,358
funding
obtained by
groups
supported**

Case Study – Boot Road Allotments Association has received two **Big Lottery** grants in the last eight years with the support from GAVO Officers. Recently, the funding has enabled them to install a compost toilet, purchase equipment and improve security.

“On both occasions the help was invaluable and it is true to say that without the GAVO Officers’ help we would almost certainly have failed in our attempt to get a grant.

All Officers and Members of the Association would like to thank the Officer for all their help & we hope that such support will be available through GAVO for many years to come”



Case Study – Blaenau Gwent Woolley Friends were awarded £2,560 from **Awards For All** to purchase new knitting machines & other equipment. Below are some of the comments from the users on just how much of a life-changing difference a small amount of money can make:

“Better than a counselling session”

“Coming here saved my life. I never went out, have enjoyed the help & support here & on trips”

“It has brought me out of myself, it’s something to look forward to”

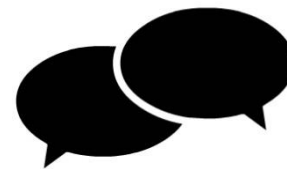
Dial-A-Ride:

The Blaenau Gwent Dial-a-Ride service was set up to help and enable people with mobility issues living in the Blaenau Gwent area to enjoy a greater level of independence. Our Volunteer vehicles are wheelchair accessible, enabling us to help those with difficulty getting about to do the ordinary things in life, that we all take for granted.

**7,641
individuals
transported**



Policy & Engagement



Third Sector Compact:

GAVO has been involved in the **Welsh Government** review of Partnership Agreements (Third Sector Compacts) which help shape partnership working with statutory bodies & clarify functions and responsibilities.

Blaenau Gwent - One of the positives this year has been the development of the Third Sector Compact Agreement, which has now been ratified by all the partners – next task is to set up a Voluntary Sector Compact Group.

Newport - Following several years of frustration and delays, the **Newport Local Service Board** adopted the Newport Third Sector Scheme which demonstrates commitment to the establishment of a Third Sector Partnership for Newport & re-opened channels for partnership working between the sectors.

Caerphilly - A review of the long standing Compact in Caerphilly began during the year but, with the introduction of the Future Generations Act was postponed to ensure that the new agreement focusses on the goals of the emerging Wellbeing Plan & includes the new Public Service Board members as partners.

Monmouthshire – Compact Review Group proposal agreed via LSB and SIP Programme Board.

Well-Being of Future Generations (Wales) Act 2015:

Following on from discussions regarding the consultation of the Well-being Future Generations and Social Services bill, we are now working collaboratively with **Blaenau Gwent County Borough Council** on this consultation process. In Caerphilly and Monmouthshire, the **Community Voices** projects have been involved in the developing engagement processes with a number of representatives attending the **Gwent-wide Social Services and Wellbeing Act Citizens Panel**.

Awareness raising and briefings on the **Social Services and Well-being Act**, including consultations on the Codes of Practice and Regulations has increased knowledge and awareness. Actively engaging the Third Sector with the Social Workforce Development Partnership open training forum as part of the Executive Board.

In January 2016, **Newport LSB** charged GAVO staff team in Newport with the responsibility of organising a conference to promote engagement and participation between all sectors working in Newport. **The conference was extremely well attended and has led to more collaborative working relationships.**

At the conference, a **Quality Assurance Standard** developed by a GAVO staff member, for Third Sector organisations providing support and services to children and families, was launched and has since led to interest from other parties to adopt similar processes. This has the potential to promote the professionalism of Third Sector Providers, especially in terms of commissioning for services.



Community Voices Team

Valley Voices Portfolio (Blaenau Gwent & Caerphilly)

The principle theme of this portfolio is **Health & Wellbeing** and we help support **9** projects:

- Care to Listen, Listen to Care - Royal Voluntary Service
- Carers Participation Project - Hafal
- One Voice for a Safer Community -DWR Community Council
- Speak Out for Stroke - Stroke Association
- Prosiect Llais - Menter Caerffili
- Voices for Mental Health - Caerphilly Borough Mind



Over 1,000 community members have gained in confidence & expressed their views to influence service provider



Case Study

Draethen, Waterloo & Rudry Community Council's 'One Voice for a Safer Community'

This project aims to bring the three villages of Draethen, Waterloo and Rudry together with one voice to tackle the rural road safety problems and in so doing rekindle community spirit.

The project members worked with statutory agencies on the road safety concerns, which included a 20 mph limit around Rudry School. In the spirit of true partnership, a joint action plan was agreed with the Leader and Deputy Leader of Caerphilly Council, Highways Cabinet Member and Officers, Gwent Police and Staff and Pupils of Rhydri Primary School.

Thanks to the joint effort and collective working the 20 mph limit around Rudry School has been agreed.

This epitomises the Big Lottery Community Voice Programme where communities and service providers work together to design and deliver improved services.



“The project achieved above & beyond its main aim, we now have a 20mph speed limit around the [Rudry] school and several thriving community groups...”

Community Voices Team

Engage Portfolio (Monmouthshire & Newport)

The principle theme of this portfolio is **Equalities** and we help support **9** projects:

- Monmouthshire Parent Network - Action for Children
- Deaf Community Participation Project – British Deaf Association Cymru
- Time 2 Voice – Charter Housing
- Carer’s Participation Project - Hafal
- Forget-Me-Not Project – Newport Peoples First
- Care to Listen, Listen to Care – Royal Voluntary Service

Over 450 community members have gained in confidence & influenced policy & decisions about services in their community



Feedback:

“Before, I was lacking in confidence and very shy. I had spells of severe depression, thinking I couldn’t do things. I didn’t find it easy talking to people. As well as coming to Newport People First I went to Mind courses, which also helped.”



Case Study

Newport Peoples First’s ‘Forget-Me-Not Project’

This project provides a collective voice for adults with a learning disability in Newport, representing those views to service providers and strategic decision makers

The members were concerned about Newport Library Service cuts. They arranged to interview and film Mike Lewis, Head of Library Services at Newport City Council to discuss their concerns Mike said that it is good we talked to him, now he understands, he can make the service better.

“Now I have built up confidence and have filmed Mike Lewis... about service closures. I had to make phone calls and talk to people to get them on side so I could do this”

Training & Skills

Delivered
49
Accredited
courses

Delivered 88
Non-Accredited
courses

Trained
1370
people

Achieved a
100%
Satisfaction
rate



Testimonials:

Emergency First Aid at Work “Good atmosphere, feel confident about CPR. Really good course, really good experience.”

Protection of Vulnerable Adults “Very friendly & welcoming, really enjoyable – despite the serious nature of the training. Excellent!”

Data Protection “Use of real life cases made what could be a ‘dry’ subject much more interesting. The trainers were very knowledgeable. Thanks ☺.”

Mental Health Awareness “Jan designed, at very short notice, a bespoke training package for delivery to our volunteers, on Mental Health Awareness. She negotiated on terms to ensure that we had a product that met all our needs at a price which we could afford, and delivered it on two Saturdays. The feedback from our volunteers was excellent - "excellent delivery", "a good useful course well delivered", "met all my needs and more", "fantastic course, well-pitched", "very professional, flexible in her approach, very friendly and structured".

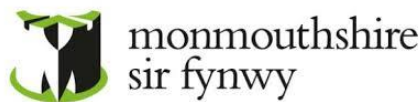
I would have absolutely no hesitation in recommending Jan and the GAVO Training Team. They are truly outstanding and we look forward to working with them again very soon.”

John Moss, Area Co-ordinator, Cruse Bereavement Care - Gwent

Basic Accounts “May I say a big thank you on behalf of all our volunteers that attended the Basic Accountancy day on Tues 15th September. Everyone said they really enjoyed the day and took a lot from the learning experience. Mike has put his certificate on Facebook for all to see! He is that proud. Again very many thanks.”

Vera Jenkins, Chair Person, Friends of Navigation Colliery - Crumlin

Working in collaboration with:



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GAVO paper to Monmouthshire Local Service Board, 15 October 2015

Purpose

This paper has been prepared for the Monmouthshire Local Service Board to outline a framework that GAVO and its members believe will maximise the contribution of the Third sector in the planning and delivery of local services.

Context

Improving the health and well-being of people in Monmouthshire requires a concerted effort by all stakeholders, and the Third Sector has an important and unique role to play in this. Voluntary and community organisations provide a wide range of services and support, often to the most needy and vulnerable in our communities. It is widely accepted therefore that Third Sector organisations are well placed to understand local needs and identify innovative solutions and important that they are involved at all stages of policy development, planning, delivery and review. The current legislative context makes further provision for engaging third sector organisations in new delivery models (e.g. Social Services and Wellbeing Act) and also a renewed emphasis on engaging people and communities appropriately to help shape public services (Wellbeing of Future Generations Act and White Paper on Local Government Reform).

Additionally, Welsh Government has recently published its Principles for Working with Communities and advocate that other bodies working with communities adopt them if possible and appropriate:

- the involvement of communities, service users and organisations in defining problems and in the identification, design, delivery and evaluation of new approaches,
- recognition of shared responsibility to improve public services focused on outcomes and people's needs,
- mutual respect for the contributions of different partners in the process of designing and delivering services and improving outcomes, recognising roles will vary,
- valuing diversity and promoting equality,
- processes designed to recognise there are resources, capabilities and assets not just within public services but in communities too and ways should be found to release these and realise their potential to increase wellbeing,
- readiness to adopt and invest in new ways of working in policy and delivery
- transparency regarding how and by whom decisions will be taken.

GAVO Local Committee Monmouthshire

At a recent meeting of GAVO's Local Committee, strategic representation of the Third Sector was discussed, particularly in relation to Monmouthshire Local Service Board's Anti-Poverty Annex, which provides a map of strategic partnership working across Monmouthshire.

Through discussions with Local Committee members and staff, it has become apparent that there are some gaps in engagement of the Third Sector in existing structures and a consensus that we need to strengthen engagement and participation of the Third Sector to ensure consistency across all statutory partnerships and in relation to Single Integrated Plan themes.

GAVO solution

GAVO seeks to create an organised, informed and co-ordinated structure to support the Third sector in playing a full part in the planning and delivery of services. We will establish and support a Third Sector Network that will provide:

- a structure which will support the voluntary sector to develop and sustain strong partnerships with each other and with other agencies
- a mechanism to establish a democratic process for nominations and elections of representatives onto appropriate partnerships and planning groups
- a valid and legitimate forum/reference group for the Third Sector
- an opportunity to contribute and collaborate on strategy development
- support efficiency and effectiveness and avoid duplication
- an opportunity to identify gaps in services and to evidence these
- a forum to identify innovative ways of meeting the needs of citizens

Next Steps

GAVO proposes that the strategic planning groups establish full and effective representation of the Third Sector through a process of nominating and electing representatives from the newly formed Third Sector Network (as set out above) and recognises this Network as the formal route for electing Third Sector representatives to engage in strategic partnerships.

Anticipated benefits

The establishment of the Third Sector Network will support a co-ordinated approach to joint working. The following benefits are anticipated:

- the provision of one clearly structured Network to minimise confusion and fragmentation by bringing the Third Sector to one central point
- one consultation point for LSB member organisations to engage with the Third Sector
- maximising numbers of people that partner organisations are engaged with and reducing time wasted on organising meetings, venues and other associated costs
- maximising engagement with hard to reach and vulnerable people, as well as a cross section of the voluntary sector
- strengthening links across voluntary and community groups
- building capacity to respond to commissioning demands
- providing an additional support structure to the strategic planning groups

Recommendations:

- 1. That LSB members note the contents of this report**
- 2. That LSB members discuss and endorse GAVO's approach**

GAVO paper to Monmouthshire Local Service Board, 14 January 2016

Purpose

This paper has been prepared by GAVO for the Monmouthshire Local Service Board to provide an update on Third Sector Engagement and specifically to raise items for discussion with LSB members

1. Abergavenny Community Enterprise

Background/Service Outline



Abergavenny Community Enterprise Partnership (ACE) was established in January 2013. ACE is a needs-led, volunteer run, community resource centre offering a range of educational, training and recreational opportunities, in conjunction with partner organisations, in a deprived area of Monmouthshire.

ACE consists of a reception area, a small back room and three upstairs offices. Room hire is £5 per session, (free to start-up voluntary organisations.) Opening hours are currently Monday to Wednesday 9.30-5pm. The Centre is supported by a rota of volunteers, who work alongside the Receptionist, who is funded for 22.5 hours per week, until March 2016.

General services include access to a low cost food co-op, free IT/laptop use, food bank vouchers, recycling provisions, and mediation between tenants/housing associations. It holds community engagement events and collects monitoring data regarding community need. Volunteers offer practical support and a listening ear. It is well placed to signpost people to relevant services and information. Cycle marking, weekly advice sessions with the Community Support Officer plus Citizens Advice Bureau surgeries draw a diverse cross-section of the community.

Courses/classes have included Computers for the Terrified; Healthy Meals on a Budget; Next Steps in IT; meditation and wellbeing classes; work skills and CV writing workshops; budgeting and money wise courses plus a range of craft and art courses.

Geographical Position and Deprivation Indices

The ACE Partnership building is located in north Abergavenny and was part of a Communities First area 1997-2012, which covered parts of the Lansdown, Cantref and Croesonnen ward areas. Cantref 2 ward is ranked 409/1909 overall in the Country, putting it amongst the 20-30% most deprived wards in Wales, and the most deprived in Monmouthshire. It has the lowest income and the lowest rate of employment in the County. The Strategic Needs Assessment undertaken to inform the production of Monmouthshire's Single Integrated Plan singles out Cantref (Abergavenny) as a 'pocket of deprivation', whereby 26.2% of the population are in receipt of income related benefit.

Furthermore, the area has the highest percentage of people aged 25-64 with no formal qualifications. Acknowledging that poverty results in poorer educational and health outcomes for individuals, reduces life chances and prevents people from fulfilling their potential, it is clear that ACE operates in an area of critical strategic relevance.

Strategic Positioning

The Monmouthshire Single Integrated Plan has three key themes: Nobody is Left Behind; People are Confident, Capable & Involved and Our County Thrives. The first two aims have particular relevance in this area.

The majority of ACE users are not in education, employment or training (NEET) and/or people with physical disabilities; mental health problems; older people and those living in surrounding rural areas. Cohorts that are statistically more likely to suffer poverty, whether this is due to lack of access to services and/or related to low income or a lack of resources.

Information from an ACE Community Survey (2014) and a Community Engagement Day (held in August '15) evidences the need for increased access to basic level courses and training so people can increase their qualifications and their routes into work. Additional help is also required to ensure that people are maximising the income they have. People in the area are asking for job-related opportunities, CV writing & job search help, educational classes, benefits advice and parenting classes.

These needs correspond directly with the Welsh Government Tackling Poverty objectives and those set out in the Monmouthshire Anti-Poverty Statement of Intent 2015/17. As such, ACE is well positioned, geographically and strategically to deliver on the Performance Indicators in the Anti-Poverty Action Plan currently being drafted and can support Tackling Poverty Objectives to:

- Help break the link between socio-economic disadvantage, health inequalities, educational under-achievement and impaired life chances and remove barriers to employment;
- Mitigate the impact of poverty by targeting support to those disadvantaged by poverty and/or health inequalities;
- To help people to improve their skills, enhance the relevance of their qualifications and remove barriers to employment.

Management Arrangements and Support

ACE currently rents its premises at a cost of £325 per quarter from Monmouthshire County Council, who own the building. GAVO administers funds on behalf of the project. The ACE project is constituted and its Management Committee is supported by multi-agency partners, who offer development support and guidance. These include Melin, MHA, Charter Housing and GAVO. Over the past twelve months, the Committee has been actively supporting ACE to develop more robust systems for planning and monitoring work, developing a Business Plan and a short term action plan, to help the project

become more transparent, accountable and forward-facing. A number of internal policies and procedures have also been revised.

ACE intends to explore legal structures, with a view to becoming a CIO or similar in 2017. Presently, the Committee is working to secure greater community representation on the Committee, with a view to strengthening the voice of local people to inform future models of working.

GAVO has invested a large proportion of its available development resource to strengthen the ACE project over the last twelve months. GAVO has doubled its development provision for Monmouthshire (redirecting core monies, to reflect its commitment to the area) and appointed a lead development officer for ACE. GAVO has taken on line management responsibilities for the Receptionist Post, accepting the worker onto GAVO payroll under TUPE arrangements. The development officer has drafted various funding applications, in conjunction with the Committee and volunteers, which have been submitted to secure monies for next year. The development officer is currently based at ACE one day per week, to build relationships with volunteers, develop partnership networks and to help to secure the future of the Centre.

Due to ACE's financial situation, GAVO has invested both time and reputation, based upon the belief that it is ideally and uniquely placed to make a positive impact on the wellbeing of local residents. ACE strives to be recognised as a relevant and competent vehicle for delivering positive strategic outcomes.

GAVO and ACE are extremely keen to continue and expand upon the existing work in the local community. It is vital that we deliver tangible outcomes for the community past March 2016 and to this end, ACE desperately requires further investment and funding.

Financial Position

To date, ACE has been reliant upon local partner organisations and short-term grant monies from local and national funding bodies. Most significantly, Monmouthshire Housing Association, Monmouthshire County Council, Comic Relief and the BIG Lottery. Project funding has enabled a variety of initiatives such as the Gardening Project in conjunction with the Community Mental Health Team, cookery classes and the ongoing bicycle maintenance and media project. However, these projects are/have been time limited, due to the nature of the funding available.

Throughout 2015/16 ACE has been financed from underspend from previous years, plus a plethora of small fundraising initiatives undertaken by volunteers. ACE currently has sufficient monies to operate to the end of March 2016. Despite numerous grant funding applications, core monies have yet to be secured to take the project forward from April 2016.

Future Purposes

ACE wants to increase the range of support activities and services delivered from the Centre, to impact upon the everyday wellbeing of the residents of Abergavenny. ACE is a 'first step' in people engaging with support services, raising aspirations and ensuring people move forward positively from worklessness, mental health problems and issues exacerbated by low income and a lack of opportunities.

In particular, in line with local and National Strategies, and local evidence of need, ACE aims to get:

- More people accessing employment - to run more classes on CV writing, training in work-related skills and build upon relationships with local employers and Employment Services. To this end, we have approached PaCE, employment services plus housing associations/partners and are currently drafting a project bid to provide a job-search resource on a drop-in basis. PaCE are considering the use of ACE as a possible base, (alongside other facilities.) A GAVO training course on minute taking is scheduled for the end of January.
- More people living healthier lives – to nurture healthier lifestyles, working with the local Children's Centre, Adult Education (Mon CC) and Leisure services to promote 'healthy cooking on a budget' and gain access to more advanced training for participants. ACE also wants to repeat 'Managing your Budget' courses with greater numbers, introduce smoking cessation and more sport/active recreational classes.
- More people actively engaged in the place they live - to offer chances for individuals to strengthen their support networks. To offer quality volunteering opportunities, to increase confidence, improve work-related skills and encourage engagement with their local communities. To this end, GAVO has committed to providing a weekly drop-in session with Volunteer Centre staff, to support access and encourage local people to get involved in a variety of volunteering opportunities. This will link with the GAVO Volunteering Recognition and Certification Scheme.

ACE is working with Charter Housing staff regarding IT classes at the Centre. Monies from the People's Health Lottery has been secured for a young person's media project. In conjunction with Charter Housing, the project is due to commence in February 2016.

A project bid is underway to develop a regular opportunity for young people to meet at ACE. Mon CCs Youth Team will be approached for support and development advice. ACE is also in discussion with Arts Alive regarding a base at the Centre, which will expand upon the current arts/recreational classes available.

Risks and Challenges

At this point in time, it is likely that ACE will be forced to close its doors to the community in April 2016. ACE is the only resource of its kind in the area, offering a different platform

to that of Mardy Park and Park Street facilities. Whilst these Centres offer vital services, huge scope remains for ACE to provide a full timetable of complementary, yet altogether different services, serving different cohorts within the surrounding area.

Lack of opportunities have led to a lack of self-esteem for many residents. Those looking to take 'first steps' into gaining employment-related skills value ACE's familiar and unthreatening environment. Often people want signposting to services, emotional support and encouragement plus meaningful daytime opportunities; for many, aspirations are low.

Potential volunteers require nurturing and recognition, which is time intensive. Volunteers are time limited and many are shy of Committee work - these are issues of confidence, experience and training, rather than a lack of ability or skills. Whilst ACE volunteers are growing in skills and confidence, changes in personal circumstances have led to a fair turnover - stability and continuity is vital to growing the project.

Maintaining a varied and full timetable of activities and services has also proved a challenge. ACE would welcome help with this work. Partner organisations are welcome to use the Centre as a base for providing training/surgeries/groups etc. at negligible cost.

The closure of ACE would have a ripple effect that is difficult to quantify. Visitors to the Centre get involved in volunteering and engage with services, often as a direct result of using the general services ACE provides; popping in for recycling bags, using IT for job-search and/or asking ACE volunteers to help them with benefits queries, letters from Employment Services and the like. Signposting and information sharing is central to its function, with no similar service provided locally.

ACE is a visible, community-focussed resource, run by the community for the community; to lose volunteer driven activities from this deprived area, would exacerbate the challenges faced by an already disenfranchised community.

Moving Forward

ACE is a unique resource with an opportunity to promote healthier lifestyles, improve work/educational opportunities and nurture social cohesion across deprived wards in Abergavenny. It is well placed to contribute to the planning and delivery of services in the area, through the influence of Monmouthshire's Single Integrated Plan and related Strategies.

Investment from partners could help to realise the potential of ACE. With support it could become a visible, tangible testament to the abilities of local people and their efforts to change the future and fortunes of their communities, in a positive way. The challenges associated with low income and lack of expectation/positive activity can be used to galvanise people and communities. ACE is an ideal platform for encouraging the community to find a voice in the planning and delivery of local services. Harnessing and

Gwent Association of Voluntary Organisations

building upon their existing skills and using local social networks to realise the full potential of this grass roots project.

Activities in north Abergavenny need not be confined to the ACE Centre -there are a number of alternative venues which could also be utilised, by ACE volunteers, in order to reach the majority of the community. Partnerships with service providers are strong in many cases, but could be so much stronger with time and effort. ACE works with a myriad of local services e.g. Mon CC, housing associations, Mon Town Council, Melin, MHA, Charter Housing, GAVO, Citizens Advice Bureau, LA's Community Mental Health Team, Police but there remains huge potential for improving joint working and linking with many more organisations.

Gaps in local service provision, offer chances to work differently to tackle local problems; to be creative in response to challenges. Putting residents at the heart of decision-making, the design and delivery of local services, ensures needs-led resources that are better suited to meeting the needs of their communities. These chances exist and we urge local partners to help ACE grasp these opportunities.

For LSB Discussion

- How does the ACE initiative sit with local strategic plans? For example Monmouthshire's Single Integrated Plan; Monmouthshire Anti-Poverty Statement of Intent 2015/17; the Police and Crime Commissioners Plan / Aneurin Bevan Health Board Plans or other partners' Corporate plans?
- Given the current context of the Wellbeing of Future Generations and Social Services and Wellbeing Acts, how can we maximise ACE's contribution to implementation?
- How does ACE's aims/identified needs fit with the emerging evidence base from Abergavenny's Total Place Plan?
- What contribution can ACE make to local strategies and action plans? How can ACE be supported to achieve this?
- What is the LSBs vision for the future of ACE?
- Given the potential and the risks inherent to the ACE project, what positive contributions can LSB partners make to the initiative?
- What can LSB partners suggest in terms of sustainable solutions for ACE?

2. Monmouthshire Compact

The Welsh Government is currently drafting guidance likely to advocate a shift in language from local Compacts to local Third Sector Schemes. GAVO sits on the national working group preparing for this new guidance and consultation on these guidelines is planned through Welsh Government.

Handwritten notes:
 Raise
 generate some energy
 is Abergavenny
 big
 to serve community
 org.
 Exit strategy to generate reach

Other areas are reviewing their Compacts for a number of reasons, partly to bring them up to date and also in anticipating the request for monitoring of how WG's Third Sector Scheme is being delivered locally. The existing Monmouthshire Compact also requires refreshing and updating.

Additionally, it would be helpful if to reflect the wider legislative framework that sets the strategic context at the moment in addition to the Wellbeing of Future Generations Act, Social Services and Well-being (Wales) Act 2014 and Public Service Reform.

Other considerations include:

- The Welsh Government's new Principles for Working with Communities will need to be taken into account - <http://gov.wales/about/cabinet/cabinetstatements/2015/workingcommunities/?lang=en>
- A designated vehicle to implement and monitor the Compact / Third Sector Scheme (in other areas this is via a Voluntary/Third Sector Liaison Committee)
- Partner commitment and sign up to the Compact / Third Sector Scheme may need to be reviewed to reflect new members of Public Service Boards (such as NRW)
- It would be helpful to scope Third Sector Engagement in the existing Single Integrated Plan and in the transition to Wellbeing Plans – the mechanism for which will be via the soon to be established Third Sector Network

It is recommended that a Compact Review Working Group is set up to explore refreshing this policy framework for partnership working with the Third Sector.

3. Third Sector Network position

Following endorsement at the last LSB meeting, GAVO is establishing a Third Sector Network in Monmouthshire to support a co-ordinated approach to joint working. The following benefits are anticipated:

- the provision of one clearly structured Network to minimise confusion and fragmentation by bringing the Third Sector to one central point
- one consultation point for LSB member organisations to engage with the Third Sector
- maximising numbers of people that partner organisations are engaged with and reducing time wasted on organising meetings, venues and other associated costs

Gwent Association of Voluntary Organisations

- maximising engagement with hard to reach and vulnerable people, as well as a cross section of the voluntary sector
- strengthening links across voluntary and community groups
- building capacity to respond to commissioning demands
- providing an additional support structure to the strategic planning groups

The first meeting is planned for **8th February 2016.**

GAVO STRATEGIC PLAN 2016-2019



For Communities, with Communities



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Foreword by the Chair and Chief Executive

GAVO are proud to present this three-year Strategic Plan for Gwent Association of Voluntary Organisations (GAVO). This plan is presented in a strategic context defined by continuing austerity and increasing social need. The Third Sector is having to continually exert influence and leadership in this challenging arena in order to continue to operate sustainably and deliver essential services and outcomes for people and communities.

GAVO is committed to continuing to maximise the contribution of the Third Sector across Gwent through its Infrastructure function and delivering public benefit through building community resilience and developing social capital in line with the organisation's charitable aims.

The legislative context of the Social Services and Wellbeing Act and the Wellbeing of Future Generations Act defines helpful parameters for the Third Sector to further enhance the recognition of the Third Sector. GAVO will use the platform of the legislation and Wellbeing goals defined in the Wellbeing of Future Generations Act to support the wellbeing of people and communities in Gwent to work towards:

1. A prosperous Gwent
2. A resilient Gwent
3. A healthier Gwent
4. A more equal Gwent
5. A Gwent of cohesive communities
6. A Gwent of vibrant culture and thriving Welsh Language
7. A globally responsible Gwent

GAVO will continue to advocate for the contribution of the sector in the arena of policy development, representation and service delivery while recognising the independence of the sector as a key strength.

The content of this Strategic plan reflects GAVO's ambitions and aspirations for the next three-year period, 2016-19 and we welcome any feedback from our many stakeholders on the content of the plan and GAVO's delivery and contribution to society.

Introduction

Gwent Association of Voluntary Organisations (GAVO) is the largest County Voluntary Council in Wales with a turnover in 2015/16 of £4.8 million. GAVO employs 130 staff and is supported by a Board of Trustees. GAVO currently delivers across four Local Authority areas in Gwent: Blaenau Gwent, Caerphilly, Monmouthshire and Newport. GAVO works collaboratively with Torfaen Voluntary Alliance (TVA) to ensure that resources are effectively deployed across Gwent to maximise opportunities for communities. GAVO is a membership organisation and provides support and advice that continues the development of a thriving Third Sector in Gwent.

What we do

GAVO's role as a County Voluntary Council is set out in Welsh Government's Third Sector Scheme 2014 as:

- Enabling other Third Sector organisations to grow and develop;
- Supporting individual volunteers and collective voluntary action;
- Promoting good and safe governance across the Third Sector;
- Supporting Public Service design and delivery;
- Providing voice and representation for the wider sector; and
- Sharing good practice and innovation.

In addition to this Core Framework, GAVO has significant experience in developing and delivering projects and programmes through collaborative approaches, which are a response to identified unmet community need.

Vision

A society where communities, individuals, partner organisations and the third sector work together in a culture of equality, shared ownership, responsibility and support to build a sustainable future.

Mission

To improve the lives and opportunities of communities through partnership and collaboration.

Strapline

For Communities with Communities

Values

GAVO's Values are defined as:

Culture: at GAVO we value the contributions of the Board, Staff and Volunteers and operate in a culture of continuous improvement and reflective learning.

Impact: at GAVO we seek to maximise impact in everything we do to ensure that positive results are long lasting and far reaching.

Transparency: at GAVO this means openly communicating in relation to decisions and practices which affect others.

Respect: at GAVO means a positive regard for all individuals and an appreciation of equality, diversity and inclusion.

Compassion: at GAVO means generosity, nurturing, empathy and being supportive.

Innovation: at GAVO means being creative, responsive to change, strategic and visionary.

Competence: at GAVO means valuing skill, knowledge, professionalism, commitment, diligence and encouraging professional development and personal growth.

Optimism: at GAVO means we believe in the power of hope, that we promote positivity and resilience and have a firm belief in the potential for change.

Unique Selling Proposition

Since 1927, GAVO has been supporting and empowering people and communities to make a positive difference to their own lives and to wider society. Over the years, GAVO has helped third sector organisations recruit and retain thousands of volunteers who critically contribute to the social economy in Wales. GAVO supports groups of people to set up constituted community groups and charities to take forward the change they want to see in their communities in a sustainable way that builds participation, confidence and aspiration.

GAVO delivers Tackling Poverty programmes which have a direct impact on the health, wellbeing, skills and employment prospects of people living in the most deprived communities in Wales. GAVO has developed significant expertise in working with children, young people and families through an approach that safeguards future generations.

Crucially, GAVO has many years of experience of working with public sector partners and Welsh Government, to influence the policy, planning and delivery of public services in Gwent, which makes a real difference to the lives of local people and communities.

Corporate Governance

Themed under the 7 Core areas as set out in Wellbeing of Future Generations Act guidance:

1. Corporate planning

GAVO is a registered Charity and a Company Limited by Guarantee. Membership of GAVO is open to all Third Sector Organisations, which are based or work in Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The Executive Committee has a capacity of up to 26, which includes representation from Blaenau Gwent County Borough Council, Caerphilly County Borough Council, Monmouthshire County Council, Newport City Council and the Aneurin Bevan University Health Board. Members are elected for a three-year period with a third of the membership stepping down each year, who are then eligible to stand for re-election at the Annual General Meeting. Members of the Executive Committee are also members of the Local Committees, together with members who are only elected to be members of the local committees. The local committees correspond geographically to the four local authority areas of GAVO's footprint. The governance of the organisation is also supported by Finance and Personnel Committees, which are sub groups of the Executive Committee.

Appendix details the Organisation Chart for GAVO. The Operational Business Plan for 2016/17 highlights the delivery priorities across the organisation. In addition to the Executive Committee, Sub Committees and Local Committees, the following mechanisms support Trustee and Staff involvement in progressing GAVO's Strategic Aims and Objectives:

- Senior Management Team
- Line Managers Network
- Staff Forum
- Area Staff Meetings
- GAVO Quality Management Group
- Health and Safety Thematic Group
- Safeguarding Thematic Group
- Business Development Thematic Group
- Marketing, Communications and Membership Thematic Group
- Training and Skills Thematic Group
- Volunteering Thematic Group
- Third Sector Support and Tackling Poverty Thematic Group
- Health, Social Care and Well Being Thematic Group

Integral to information sharing across GAVO and for example, reporting on the work of the Thematic Groups is the implementation of an ICT Strategy. Key elements of this strategy for implementation during 2016/17 include development of the GAVO

Website, further utilisation of Cloud technology to support the sharing of information and the move to corporate information systems, for example databases.

2. Financial planning

The approach at GAVO as the operating environment for GAVO continues to be characterised by change as a constant and diminishing resources, will necessitate further progress on the trajectory of working 'Smarter'. For example, how employees think beyond the scope and remit of their current roles to add value to other functions in GAVO and the broader strategic aims and objectives of GAVO, while delivering 'more for less' Integral to this approach is future proofing a sustainable GAVO.

Strategic objectives which will support further progress towards a sustainable GAVO include:

- Defining a sustainable income generation strategy, which highlights a funding pipeline, with integral review mechanisms.
- Achieving a surplus position underpinned by reserves that reflect Charity Commission best practice.
- To maximise the opportunities from European Structural Funds.
- Development of a Trading Arm.
- To develop and broker the interface with the private sector.
- Proactively engaging partners to achieve sustainability objectives.
- Pursuing income generation opportunities where there is an evidence based gap in provision.
- Reflecting sustainability as defined in the Wellbeing of Future Generations Act 2015.

Approaches and mechanisms that will support the achievement of these strategic objectives include:

- Monthly Senior Management Team meetings where the income generation strategy, financial performance and the GAVO Risk Register are reviewed.
- Monthly Finance and Personnel Sub Committee Meetings including review of Risk Register.
- Continued Financial Reporting to GAVO Executive Committee.
- Business Development Thematic which scrutinises the funding pipeline and income generation strategy.
- Task and finish groups, which progress opportunities identified in the income generation strategy.
- Review and further development of Finance Procedures.
- Encouraging innovation.
- Nurturing innovation and acting quickly in response to new ideas and opportunities.

3. Workforce planning

GAVO recognises the importance of workforce development in supporting the delivery of the strategic aims and objectives of the organisation. This principle is reflected in how Culture, is defined at GAVO:

‘At GAVO we value the contributions of the Board, Staff and Volunteers and operate in a culture of continuous improvement and reflective learning.’

Integral to GAVO’s approach therefore, is an emphasis on building capability. GAVO will maintain a focus on supporting employees to develop their capabilities, facilitating the development of their full potential while ensuring that the organisation has the right people at the right time, for the right roles.

The following approaches will support continued progress in the development of Workforce Planning:

- Learning and development opportunities are provided in line with the organisation’s objectives and enable employees to achieve their full potential.
- Employees have the opportunity and support to put new skills and knowledge into practice.
- Resource planning is actively managed to support the organisation’s objectives.

The following mechanisms and interventions are in place at GAVO and are a demonstration of corporate commitment to the implementation of these approaches:

- GAVO Training team
- Training and Development Policy
- Line Managers Network
- Trustee and Staff participation in Thematic Groups
- GAVO Quality Group
- Human Resources Department
- Induction Programmes for Staff and Trustees
- Skills Audit and Staff Attitude Surveys
- Corporate training Programme
- Approaches characterised by succession planning

4. Risk management

The GAVO Risk Register, is an appendix to the GAVO Strategic Plan and is the primary tool for monitoring risk across the organisation at a strategic level. The Risk Register consists of risks, for example identified through the PESTLE and SWOT analysis contained in the Strategic Plan. Each risk is quantified in terms of likelihood and impact. Mitigating factors are highlighted in order to reduce the risk. The trajectory of the retained risk is then monitored, which then informs a proportionate

corrective strategy. The Risk Register will be monitored and reviewed, for example through the Line Managers Network, Senior Management Team, Finance and Personnel Sub Committee and the GAVO Executive Committee.

Supporting documentation to embed appropriate risk management across the organisation includes the Corporate Risk Assessment Template contained in the GAVO Health and Safety, Fire Safety Policy. This Template is used to assess risk, linked to the delivery of a specific activity or event. Health and Safety Training is a mandatory module for all employees at GAVO.

GAVO recognises its responsibilities in the areas of Child Protection and the Protection of Vulnerable Adults, both from a corporate perspective and in terms of adopting and cascading best practice as a membership organisation. GAVO operates a Safeguarding Thematic group, which includes representation from GAVO staff across a diversity of work streams. Key priorities in the Action Plan of the Safeguarding Thematic Group include:

- Clear information and support is provided to the Third Sector in relation to Safeguarding.
- Attendance at the Regional Safeguarding Boards.
- Development and implementation of all required policies to ensure safeguarding duties are met.
- All staff receive the necessary training and are aware of their safeguarding obligations.
- Staff to be fully aware of referral and reporting process.

5. Performance management

GAVO will ensure that governance, systems, culture and support provide a platform for achievement and performance. The GAVO Strategic Plan 2016-19 and the GAVO Operational Business Plan for 2016-17 detail GAVO's ambitions in line with its strategic aims and objectives, it is essential that the performance of the organisation against these plans is monitored and evaluated.

The following statements taken from the Investors in People Standard, define minimum standards in terms of GAVO's expectations in managing performance:

- Employees know what is expected of them and understand how their individual objectives fit the organisation's objectives.
- Line managers invest time in managing performance and ensure people understand the performance process.
- Employee's performance is regularly measured and assessed against objectives. People receive feedback on their performance.

GAVO has a number of mechanisms and platforms in place to ensure that performance is monitored and evaluated across the organisation, through consistent approaches:

- GAVO Corporate Training Day – Review of Strategic and Business Plans
- Trustee Executive and Sub Committee Meetings
- Area Committee Meetings
- Senior Management Team meetings
- Line Managers Network meetings
- Area Staff meetings
- Policy and Procedure Framework
- Corporate Training Programme
- Thematic Groups
- Project Team Meetings
- Staff Forum
- Annual Reviews
- Support and Supervision Meetings
- Team and Individual Action Plans and supporting Reporting processes
- Investors in People Standard
- GAVO Quality Group: ensuring a co-ordinated approach to continuous improvement across the organisation and progression towards maintaining the Investors in People Standard and achieving PQASSO and Investing in Volunteers.

GAVO recognises that evaluation of performance needs to take place at varying intervals. For example, a GAVO employee attends a Social Media Training course. The course content is linked to the GAVO Communications Plan defined in the GAVO Strategic Plan. The course content can be evaluated by the employee on the day, at the Immediate Level and then later at an Intermediate Level 6 months following the course to assess, whether the investment in training has had an impact on performance at an individual level and then at the Ultimate Level to review the impact on the effectiveness of the Communications Plan of the organisation.

6. Procurement

The Senior Management Team at GAVO in collaboration with the Trustees will continue to scrutinise GAVO's supply chain to ensure the organisation is operating as efficiently as possible. The supply chain will be reviewed on a regular basis through Senior Management Team meetings and at Finance and Personnel Sub Committee meetings. Robust financial procedures implemented by the Finance Manager and Finance Team to control expenditure will support the achievement of supply chain efficiencies,

GAVO will implement procurement practices that support ethical purchasing and where possible will utilise the services of local providers and will consider joint purchasing arrangements.

7. Assets

GAVO's estate takes the form of a Head Office in Newport, Ty Derwen, which the organisation owns and which was secured, through Lottery and European Funding. The Head Office accommodates the corporate functions of the organisation and teams of staff, for example Development, Volunteering and Health and Social Care. A number of rooms at Ty Derwen are leased to Third Sector Organisations, as an income generation activity. Additionally, GAVO supports a network of satellite offices, which provide a platform for local delivery and connectivity. GAVO also has staff based with partner organisations to support collaborative delivery across a plethora of work streams. As a principle, GAVO will source accommodation and utilise venues which support the sustainability of Third Sector organisations.

GAVO recognises the role technology can play in supporting employees to work effectively remotely from the office and has developed an Agile Working Policy to define parameters to support flexible approaches that facilitate engagement with the communities and partners that GAVO works with.

Through the approach defined above GAVO has significantly reduced costs associated with buildings over the last 3 years and will continue to work to achieve further efficiencies, in order to maximum resources are aligned towards the delivery of charitable outcomes. GAVO will continue to ensure that buildings are fit for purpose, managed in line with financial resources and support the implementation of GAVO's strategic aims, objectives and values.

A Building Action Plan has been developed for Ty Derwen, which captures a prioritised programme of works for the Head Office.

The GAVO Health and Safety, Fire Safety Policy provides clarity on aspects relating to building management and operations and responsibilities, for example Fire Safety and Building Security.

Strategic Context

The following analysis supports an interpretation of the key strategic drivers that defines the emerging operating environment for GAVO which is characterised by diminishing resources and change as a constant.

From a political perspective, 2016 will see a new Programme for Government and inherent challenges and opportunities for the Third Sector. The Referendum on membership of the European Union in 2016 is likely to have consequences which GAVO will need to respond to. The Programme for Government may provide further clarity on local government reform and administrative boundaries across Wales. During the term of the next government, further powers may be devolved to Wales which if implemented will have an impact on the sector.

Economically, the impact of the Comprehensive Spending Review to 2020 fosters an environment characterised by spending cuts which statutory organisations continue to respond to, requiring them to deliver more with less. Services are increasingly being delivered across Local Authority areas and there is an emphasis on regional or county-wide approaches, for example through the office of the Police and Crime Commissioner and the Aneurin Bevan University Health Board. Third Sector organisations are facing increased competition linked to reducing funding streams and tendering processes and a reduction in 'traditional' grant provision. In response, Third Sector Organisations are facing challenges to their sustainability and income diversification is a key challenge and opportunity. Innovation, co-production and consortia delivery are therefore increasingly methodologies adopted as Third Sector organisations focus on their sustainability.

Socially, Third Sector organisations are experiencing an increased demand for their services, linked to policy drivers such as Welfare Reform. Poverty continues to be a challenge in Wales where 1 in 5 children in Wales are still living in poverty and employment is seen as a key route out of poverty. However, issues remain regarding lack of ambition and aspiration in accessing employment with added pressures for young people, who GAVO continues to support. An ageing population is also contributing to an increase in people living with long term health conditions, therefore accelerating the need for service redesign. As people live longer, there is potentially more capacity to contribute to civil society if people are supported to manage their health and wellbeing.

Technologically, online provision of services is now seen as mainstream and social media and websites are essential components of an ICT strategy. However, GAVO recognises a responsibility to communicate with those who are digitally excluded and to develop their ICT skills where appropriate. Working practices are characterised by cloud platforms and flexible approaches including more agile working.

The Welsh legislative context has placed more statutory responsibilities on statutory partners. The Third Sector has an increasing role to play in supporting partners to discharge these responsibilities. GAVO will continue to make progress in reflecting best practice set out through the Welsh Language Standards.

The sustainable development principle and duty defined in the Wellbeing of Future Generations Act provides a clear statement of ambition for developing an environmentally responsible corporate approach. Collaboration has increased with renewable energy suppliers who are working with GAVO to deliver on their community benefit programmes via local community grant schemes. GAVO will adopt ethical approaches in sourcing and reviewing its supply chain.

PESTLE Analysis

The following PESTLE Analysis interprets the strategic context, by outlining the Political, Economic, Social, Technological, Legal and Environmental drivers that define the GAVO operating environment.

Political

Local Gov Reform
EU Referendum
Election 2016 outcome
New Programme for
Government
Devolved powers

Economic

Comprehensive
Spending Review
Better for Less
Income diversification
Competition
Grants vs Contracts

Social

Welfare Reform
Unemployment
Poverty
Social Capital
Service Design
Ageing population
Young People: NEET

Technological

Flexible Working
Cloud Platforms
On-line Service delivery
Social Media
Digital Exclusion

Legal

Welsh Language
Standards
Agile (Ione) Working
Wellbeing of Future
Generations Act '15
SS & Wellbeing Act '14

Environmental

Ethical Positioning
Sustainable
Development Principle
Grant Schemes linked
to local developments

SWOT Analysis

SWOT analysis is a useful tool in developing GAVO's strategic plan as it helps GAVO to identify where the organisation can capitalise on its strengths, recognise and improve on weaknesses, invest in new opportunities and identify and reduce threats – see Risk Register at Appendix 1.



<p>STRENGTHS</p> <ul style="list-style-type: none"> Leadership and cultural shift Governance Resilience Workforce Expertise, for example, Sector knowledge Reputation Flexibility and ability to change Confidence Strategic positioning Independence Building ownership - Ty Derwen 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Influencing strategy and policy Innovative and creative service models Streamlining funding opportunities Income Generation through training expertise Legislative context Local Government Reform / Regional Working New Programme for Government New Police and Crime Commissioner Local elections
<p>WEAKNESSES</p> <ul style="list-style-type: none"> Communication and information systems Cohesion across different teams / projects Victims of own success - capacity Require new skills for emerging priorities Funding and resourcing model Reliance on statutory income streams Capacity to income generate Capacity to progress workstreams Numbers of direct reports to CEO / Deputy CEO Conflicting priorities 	<p>THREATS</p> <ul style="list-style-type: none"> Funding climate / austerity Political instability (elections) National, regional, local policies Competition Unfair practice CVC – Member relationship Future architecture of Third Sector Infrastructure Staff turnover internally and externally Health and Wellbeing of staff Breakdown of key relationships Succession planning – staff and trustees

GAVO Strategic Aims 2016-19

The strategic context, PESTLE analysis and SWOT analysis set out above develops understanding of GAVO's operating environment. The following strategic aims have been developed from this analysis and seek to address how GAVO will continue to respond to this ever changing and challenging backdrop and inform GAVO's strategic positioning moving forward ensuring continued delivery of GAVO's mission and charitable aims.

1. GAVO will provide strong leadership to voluntary and community organisations and communities to increase their resilience and develop a thriving third sector.

2. GAVO will use the principles of co-production to build connectivity, engagement and participation, empowering people in communities.

3. GAVO will strengthen third sector voice and influence at a national, regional and local level.

4. GAVO will champion volunteering and increase quality opportunities for volunteers.

5. GAVO will continue to operate in a culture of collaboration as a pathway to sustainability.

GAVO approach to collaboration

As previously identified, GAVO's mission is to *Improve the lives and opportunities of communities through partnership and collaboration*. Central to this mission is collaboration with the Third Sector, GAVO also has extensive connectivity and positive working relationships with a range of voluntary and statutory partners at a national, regional and local level. GAVO remains committed to maximising these relationships as a route to adding value to third sector outcomes. The following seek to define approaches with specific partners as follows:

Welsh Government

- Promoting social action and the role of the Third Sector in society.
- Participating on External Advisory Groups and Task groups.
- Delivering Pilot projects to test innovation.
- Contributing to policy development.
- Delivering against Funding agreements.

Natural Resources Wales

- Developing understanding of function and areas for collaboration linked to role on Public Services Board.
- Developing GAVO's knowledge and expertise in sustainable development principles.

Wales Council for Voluntary Action and County Voluntary Councils (CVCs)

- Ensuring that GAVO exerts effective influence and leadership in discussions that further define the role and shape of Third Sector Infrastructure at a national, regional and local level.
- Strengthening the interface with Welsh Government via the Partnership Agreement and regional representation through existing and developing structures.
- Strengthening relationships with CVCs through funding bids, partnerships and shared delivery.
- Providing leadership and achieve effective positioning through Service Operational Networks (SONs).

Regional and Local Statutory partners including local authorities, Health Board, Public Health, Police and Crime Commissioner, Police, Fire and Rescue and Department of Work Pensions

- Championing the role of the Third Sector and Volunteering.
- Ensuring that partnerships, networks, events and local forums continue to provide platforms for increased Third Sector voice and influence.
- Providing a scrutiny function and positive challenge.

- Participating in Public Services Boards and supporting Partnership structures.
- Reviewing local Compacts and developing local Third Sector Schemes where appropriate.
- Strengthening the interface with statutory partners and the Third Sector.
- Continuing to deliver on Single Integrated Plan priorities and to facilitate third sector contribution in the transition to Wellbeing Assessments and Wellbeing Plans.
- Delivering services in line with funding agreements / Service Level Agreements (SLAs).
- Proposing new models and approaches to innovative service delivery on behalf of the sector.
- Creating synergy with and responding to local authority Corporate Plans and initiatives such as ambitions set out in the White Paper *Power to Local People* with a focus on social action and the community response.
- Representing the Sector's interests on the Police and Crime Commissioner's Strategic Commissioning Board and supporting delivery of associated priorities.
- Participating in partnership structures which support the implementation of the Social Services and Wellbeing Act and associated health priorities.
- Delivering Community Health Champions Programme in collaboration with Public Health Wales.
- Developing and delivering preventative initiatives with South Wales Fire and Rescue.
- Advancing the employment opportunities of beneficiaries through joint approaches with the Department of Work and Pensions.

Registered Social Landlords

- Exploring opportunities that facilitate further collaboration with Housing Associations.
- Defining strategic direction and approaches to the Third Sector including resourcing plans.

Private Sector

- Sharing business acumen and expertise and developing pro bono opportunities.
- Supporting businesses to discharge their Corporate Social Responsibility (CSR) via, for example, organising employee volunteering initiatives or local funding opportunities.
- Recognising the private sector as integral to GAVO's Income Generation Strategy.

GAVO Strategic Objectives 2016-2019

The following objectives define how GAVO will progress the Strategic Aims identified above.

Strategic Aim 1:

GAVO will provide strong leadership to voluntary and community organisations and communities to increase their resilience and develop a thriving third sector by:

Strategic Objectives:

- 1.1 Providing an innovative and needs led Third Sector Development Service that delivers on national, regional and local funding agreements.
- 1.2 Delivering exemplar training to meet the existing and emerging needs of the third sector at an organisational and individual level.
- 1.3 Offering dynamic and strategically relevant Membership services.
- 1.4 Supporting implementation of Tackling Poverty interventions, for example, community based employment programmes.
- 1.5 Building competencies, confidence, leadership and aspiration through robust governance and organisational development.

Judging success for Strategic Aim 1 will include:

- The wellbeing and effectiveness of voluntary and community organisations.
- The reach and diversity of GAVO membership.
- Satisfaction with our work to champion and support the third sector.
- Progression towards or entering employment.

Strategic Aim 2:

GAVO will use the principles of co-production to build connectivity, engagement and participation, empowering people and communities by:

Strategic Objectives:

- 2.1 Proactively identifying and securing opportunities that advance this aim.
- 2.2 Facilitating geographical and thematic networks and forums that make it easy for people to participate.

- 2.3 Developing consortia models that maximise the participation of the third sector in commissioning opportunities linked to public service delivery.
- 2.4 Increasing individual and collective knowledge of health and wellbeing, and supporting informed decision making to influence service design and delivery.
- 2.5 Building the GAVO Communications plan around these key principles, maximising platforms for engagement.

Judging success for Strategic Aim 2 will include:

- The extent to which individuals and organisations are actively engaging with GAVO and its networks and receiving support or sharing insight.
- The scope of third sector organisations delivering public services.
- The engagement of third sector organisations in consortia / collaborative approaches.
- Citizen engagement in service planning and design.

Strategic Aim 3

GAVO will strengthen third sector voice and influence at a national, regional and local level by:

Strategic Objectives:

- 3.1 Building and regularly reviewing the capacity of the sector to develop their representative role with the aim of deploying GAVO's resources to ensure maximum impact and influence.
- 3.2 Responding proactively and informing the development of policy initiatives and the Programme for Government.
- 3.3 Ensuring that positive relationships with statutory partners are maintained and provide a gateway for constructive dialogue and influence, underpinned by robust Compact frameworks.
- 3.4 Realising the untapped potential of the private sector to support third sector outcomes.
- 3.5 Working collaboratively to support the effective and efficient deployment of infrastructure resources at a regional level.

Judging success for Strategic Aim 3 will include:

- Breadth of third sector organisations engaged in representation opportunities
- Level of engagement in consultations to inform policy changes
- Level of knowledge and awareness of Compact arrangements amongst statutory partners' workforce.

- The increase of connectivity and initiatives developed with the private sector

Strategic Aim 4

GAVO will champion volunteering and increase quality opportunities for volunteers by:

- 4.1 Increasing the number of quality placements.
- 4.2 Increasing the number of volunteers placed.
- 4.3 Evaluating the volunteering journey.
- 4.4 Celebrating the contribution of and added value of volunteers to society.
- 4.5 Reflecting best practice in GAVO's policy framework and volunteer management approaches.

Judging success for Strategic Aim 4 will include:

- Satisfaction with our work to champion volunteering.
- Recognition of the contribution of volunteers.
- Level of understanding of what contributes to a positive volunteering experience.
- Assessment of the impact of volunteers and personal and societal benefits.

Strategic Aim 5

GAVO will continue to operate in a culture of collaboration as a pathway to sustainability by:

- 5.1 Defining a sustainable income generation strategy, which highlights a funding pipeline, with integral review mechanisms.
- 5.2 Achieving a surplus position, underpinned by reserves that reflect Charity Commission best practice guidance.
- 5.3 Proactively engaging partners to achieve sustainability objectives.
- 5.4 Pursuing income generation opportunities where there is an evidence based gap in provision.
- 5.5 Reflecting sustainability as defined in the Wellbeing of Future Generations Act 2015.

Judging success for Strategic Aim 5 will include:

- Reduced dependency on statutory income.
- Diversification of income streams.
- Improved financial position.
- GAVO's growth is founded on socially responsible and ethical approaches.

Working in collaboration with:



Published by: Gwent Association of Voluntary Organisations

Charity Registration Number: 1113558

Company Limited by Guarantee: 5590517

Service Level Agreement 2016-17

Agreement Period	April 2016 – March 2017
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1.1 Provider organisation
Gwent Association of Voluntary Organisations (GAVO)
Address
Ty Derwen Church Road Newport
Contact
Name: Emily Forbes Tel: 01633 241573

AND

1.2 Commissioner
Monmouthshire County Council
Address
Contact
Will Mclean Head of Strategic Partnerships

Value of Grant	£9,878
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<p>Purpose of Award</p>	<p>A contribution towards GAVO's Core Service Delivery in Monmouthshire</p>
<p>Aim of GAVO</p>	<p>To improve the lives and opportunities of communities through partnership and collaboration</p>
<p>Overview</p>	
<p>GAVO is the largest County Voluntary Council in Wales with a footprint that extends across the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire and Newport.</p> <p>GAVO Vision Statement A society where communities, individuals, partner organisations and the third sector work together in a culture of equality, shared ownership, responsibility and support to build a sustainable future.</p> <p>GAVO Mission Statement To improve the lives and opportunities of communities through partnership and collaboration</p> <p>GAVO Values:</p> <ul style="list-style-type: none"> • CULTURE: GAVO values the contributions of the Board, Staff and Volunteers and operate in an environment of continuous improvement and reflective learning • IMPACT: GAVO seeks to maximise impact in everything undertaken to ensure that positive results are long lasting and far reaching • TRANSPARENCY: GAVO seeks to openly communicate in relation to decisions and practices which affect others • RESPECT: GAVO strives to have a positive regard for all individuals and an appreciation of equality, diversity and inclusion • COMPASSION: For GAVO means generosity, nurturing, empathy and being supportive • INNOVATION: For GAVO means being creative, responsive to change, 	

strategic and visionary

- **COMPETENCE:** For GAVO means valuing skill, knowledge, professionalism, commitment, diligence and encouraging professional development and growth
- **OPTIMISM:** For GAVO means belief in the power of hope, that promotes positivity and resilience with a firm belief in the potential for change

GAVO will uphold the organisation purpose, aims and objectives in fulfilling the terms of this Service Level Agreement.

Statement of Accountability

GAVO is held accountable by the following organisations for either its overall activities and performance, or for the activities and services as specified which in the case of third parties will be subject to separate agreements:-

Charity Commission
Companies House
Wales Council for Voluntary Action
Welsh Government
Monmouthshire County Council

Service Objectives and delivery

GAVO in the Monmouthshire area will –

- **Facilitate a thriving and sustainable third sector** through delivering infrastructure services that support the continued development of the third sector in maximising the outcomes of the sector;
- **Encourage active and involved citizens** through promoting and support volunteering;
- **Ensure effective engagement in policy** through contributing to policy development, including engagement work around the transition from Monmouthshire Single Integrated Plan to Wellbeing Plan and raising awareness of ambitions re: the Wellbeing of Future Generations Act with local third sector organisations; facilitating participation and representation to strategic partnerships via a Third Sector Network
- **Continue to maintain its effective working relationship with the Council by**
 - Providing GAVO representation to Monmouthshire Public Service Board, Programme Board and other relevant partnership meetings;
 - Leading a working group via the Programme Board to review the Compact Agreement in line with new Welsh Government Third Sector Scheme guidance;
 - Developing local Third Sector Representation to support sector leadership

and engagement in strategic partnership working and delivery.

Outcomes

GAVO's Strategic Plan 2015-18 defines 5 key strategic aims as:

Strategic Aim 1: GAVO will provide strong leadership to voluntary and community organisations and communities to increase their resilience and develop a thriving third sector

Strategic Aim 2: GAVO will use the principles of co-production to build connectivity, engagement and participation, empowering people and communities

Strategic Aim 3: GAVO will strengthen third sector voice and influence at a national, regional and local level

Strategic Aim 4: GAVO will champion volunteering and increase quality opportunities for volunteers

Strategic Aim 5: GAVO will continue to operate in a culture of collaboration as a pathway to sustainability

Performance Measures

Volunteers Placed	200
Good practice in managing volunteers	80
Website visitors	62000
Enquiries	2500
Trustee Enquiries	150
Trustee Events	2
Event participants	30
Funding advice enquiries	150
Funding events	3
Event participants	30
Funding obtained by groups	£100,000
Training courses arranged	25
Training course participants	200
New orgs / social ent developed	10
Strategic planning groups	20
Third Sector Networks / forums	4
Third Sector Membership	100

Monitoring and Reporting
<p>Senior Representatives from GAVO will maintain regular contact with the Senior Partnership Manager or other contact officer nominated by Monmouthshire County Council.</p> <p>GAVO will ensure that the contact officer is sent a copy of all notice of meetings, agendas and minutes of its GAVO Monmouthshire Local Management Committee and -</p> <ul style="list-style-type: none">• GAVO staff reports• Delivery Plan Key Performance Indicators (KPI) reports• Delivery Plan narrative reports• Bespoke reports linked to project and partnership processes
Governance
<p>Internal Management</p> <p>GAVO is a registered charity (Charity Number 1113558) and a Company Limited by Guarantee (Company Number 5590517).</p> <p>GAVO hereby undertakes to comply in full with any requirements of charity and company law which might apply to its conduct and business.</p> <p>Responsibility for the management of the GAVO is vested in the GAVO's Executive Committee, the membership and operation of which is laid down in its Memorandum and Articles of Association.</p> <p>Financial Management</p> <p>GAVO will ensure that there are full and proper internal systems and procedures in place for financial management. It will comply with the accounting and auditing requirements of the Charities Commission and Companies House.</p> <p>Organisational Development</p> <p>GAVO will endeavour to meet the training and development needs of its Trustee Board, employees and volunteers. GAVO produces a business and development plan which is reviewed annually.</p>

Other

Status of Agreement

It is not the intention of either party that this agreement shall be legally binding and therefore neither party shall have any liability to the other for any failure to observe the terms of this agreement.

Termination of SLA

This is a one-year SLA, however, it can be terminated by either party subject to the submission of 6 months' notice in writing.

Relevant background documentation to the SLA

Welsh Government (2014) Third Sector Scheme
Monmouthshire Single Integrated Plan
Monmouthshire Compact (2011)
Third Sector Partnership Agreement 2016/17

Signatures to the agreement

Provider	
Name	
Designation	
Signed	
Date	

Commissioner	
Name	
Designation	
Signed	
Date	

