

GAVO STRATEGIC PLAN 2016-2019



For Communities, With Communities

Cymdeithas
Mudiadau
Gwirfoddol
Gwent



Gwent
Association of
Voluntary
Organisations

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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

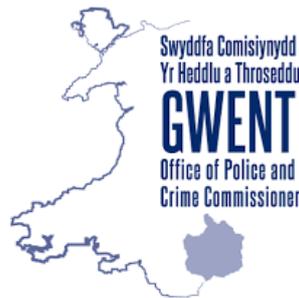
GAVO will continue to operate in a culture of collaboration as a pathway to sustainability by:

- 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:



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