



AVOW Business Plan

Making a Difference

2013 – 2016

Forward

Chair's Message

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1. Background

AVOW is the organisation that connects voluntary and community organisations and activities in Wrexham County Borough. Taking the lead in promoting citizenship, volunteering and social enterprise, AVOW brings together advice, information, financial and community development support services for charities and community groups. Our extensive networks enable us to consult and champion the sector and citizens locally, regionally and nationally. In addition our extensive knowledge and expertise ensures that AVOW is well placed to sign post individuals to appropriate sources of support, volunteering opportunities and to deliver high quality services to carers, citizens with particular needs and those seeking employment.

History

AVOW was established in 1988 and is both a company limited by guarantee and a registered charity. On the 1st of April 1997 AVOW was appointed, by the then Welsh Office, as the County Voluntary Council (CVC) for Wrexham County Borough. From small beginnings based in temporary accommodation, the organisation has grown into one of the largest CVC's in Wales employing over 50 staff and having a number of operational bases across the County Borough.

AVOW Vision and Mission

The AVOW Vision is that the voluntary and community sectors achieve their missions for the benefit of the community within the County Borough of Wrexham.

To enable the voluntary and community sectors to achieve their missions for the benefit of the community within the County Borough of Wrexham, AVOW will:

- *Support the development of individuals and organisations within the voluntary and community sectors*
- *Establish and sustain good practice*
- *Undertake the provision of services appropriate to the voluntary and community sectors*
- *Consult, represent and champion the voluntary and community sectors locally and nationally.*

AVOW is an organisation that:

- *Is forward thinking and ahead of the game*
- *Is involved and influential*
- *Influences and changes policy*
- *Does what it said it would*
- *Is independently bold*
- *Provides services that are consistent throughout*
- *Has a good reputation / credibility*
- *Is professional*
- *Is well-known and well thought of*
- *Is helpful and reliable*

- *Is honest*
- *And values and invests in its trustees, staff and volunteers.*

All trustees, staff and volunteers are guided by the Seven Principles of Public Life – more commonly known as the Nolan Principles:

Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.

The Infrastructure

AVOW is one of 19 CVCs across Wales and is a member of Wales Council for Voluntary Action (WCVA) which is a national organization representing third sector interests across Wales.

WCVA, CVCs and volunteer centers (VCs) form a network of support organisations across Wales that help people who are inspired to make a positive difference to their communities and their own lives. WCVA works at a national level, while CVCs and VCs work at a local level. This network of support for voluntary sector activity across Wales is collectively known as “the Infrastructure”, for which core funding is provided by the Welsh Government.

Current Organisational Structure and Projects

The Board of Trustees have the overall responsibility for the organisation but on a day to day basis this is delegated to the Chief Officer, Deputy Chief Officer and Departmental Managers. At the time of drafting the Business Plan, AVOW has a departmental structure centred around five main sections: Business Support, Community Development, Health and Social Care, Plas Madoc Community Development and the Volunteer Centre. Each Department Manager is responsible for a range of projects and the supervision of a number of staff and volunteers. The Chief Officer and Deputy Chief Officer provide line management support to the Departmental Managers, as well as directly managing some projects and taking the lead on strategic matters and partnership working with the public sector and other partner organisations.

Business Support Team – This department is responsible for ensuring the smooth running of the organisation, taking the lead on finance & payroll, managing the buildings, governance, compliance with legislation, quality, organising central events, organisational marketing and promotion, Health and Safety, managing resources, IT and telecommunications and providing administration and reception facilities. Maintains Ty AVOW as a comprehensive resource centre for the community.

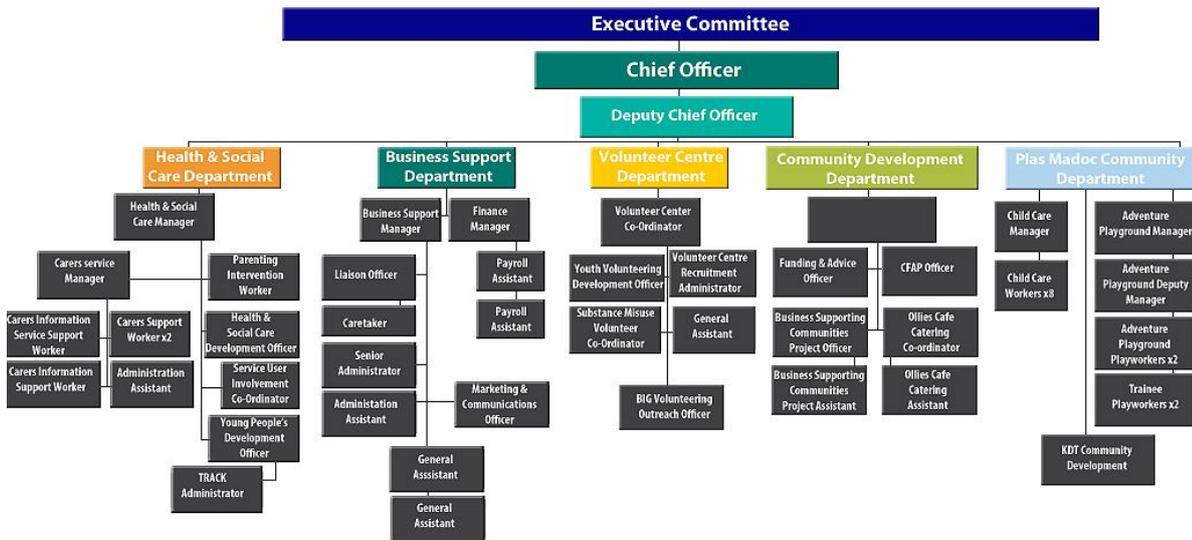
Community Development Department – This department provides support to voluntary organisations, on matters such as advice and guidance, funding advice and support, provision of training for community groups and a number of specific projects including: Management of the Community Facilities and Activities Grant Fund and Ollie’s Café (social enterprise providing café facilities in the Magistrates Court). The Department also hosts Business Supporting Communities – a project which operates across North East Wales managed by DVSC.

Health and Social Care Department – This department takes the lead on partnership working with public and third sector organisations with a Health, Social Care and Well-being remit and provides developmental support to organisations related to health and social care needs or those working with children and young people. The team also undertake consultation, engagement and service user involvement work with adults with a health or social care need, disabled people, children and young people or people with a substance misuse issue and make expert referrals to external organisations. Specific projects include the management of a Welsh Government (Youth Strategy) grant fund for activities for children and young people, facilitating forums and networks and organising events. AVOW also provides the Wrexham Carer's Service which provides support and advice to individuals caring for a relative, neighbour or friend who through the effects of ill-health, disability, age or substance misuse could not manage without their help. The team are skilled in partnership and joint working, and undertake project management on behalf of public sector partnerships and a number of posts are based in health and social care teams in other organisations.

Plas Madoc Community Development Department – Originally concerned with the delivery of the Welsh Government Communities First project, this department is responsible for the provision of services within the Plas Madoc ward. Although responsibility for a number of the core services has passed to the local authority a number of projects remain the responsibility of AVOW including: Play (operates across the whole of the Urban Villages Cluster), Childcare (Little Sunflowers), and Community Regeneration.

Volunteer Centre – This department takes the lead on the promotion of volunteering and works with organisations to ensure that volunteers have a quality opportunity and with individuals to prepare them for volunteering and match them to suitable volunteering roles. The department provides training for organisations, facilitates events, promotes and markets the concept of volunteering and manages a number of projects including: support for the homeless, BIG funded supported volunteering project, Gwirvol youth volunteering (including grant scheme) and Substance Misuse Volunteer Co-ordination.

Organisational Chart



2. Introduction

Purpose of Business Plan

The Business Plan sets out the objectives for the organization and how resources will be sourced and deployed in order to meet them. It is designed to be a useful tool for trustees, managers, staff and volunteers to set the purpose of their work, and to assist understanding in how each individual's work contributes to the development and management of the organization as a whole.

It is a high level strategic document, which sets out a clear sense of direction for the organisation and what it hopes to achieve by 2016. The plan is written in a way to ensure it is usable, and can be referred to in day to day operations. The action plan associated with this Business Plan will provide detail about how we will achieve our desired outcomes and the means by which our performance will be measured.

The Business Plan has been developed with involvement of stakeholders, and these are defined as people who use our services (organisations and individuals), organisations who fund us or contract with us to provide services or people who have an interest in what we do. Using this approach has enabled us to gain more knowledge from stakeholders and for a level of external challenge for our plans.

The environment and circumstances within which we operate is changing constantly, and this plan will help to guide managers and trustees when planning and managing our operations.

This plan will also be used to help potential funders understand the complexity of AVOW and how all of the interrelated elements can bring added value to any funding that might be provided to AVOW.

We have not been complacent in developing this Plan and have taken into account any areas of weaknesses that we have identified and this plan will support us to strengthen these areas.

Context

Infrastructure – WCVA on behalf of the infrastructure has been in negotiations with the Welsh Government regarding the future Delivery Agreement associated with the core funding to support the third sector. The new Delivery Agreement has been negotiated for a 14 month period only pending completion of a review of the Third sector Infrastructure. In addition the format and wording contained on the original draft Delivery Agreement has changed significantly during the preparation of this Business Plan. This Business Plan reflects the format of the Delivery Agreement as far as it satisfies the Trustees vision for the organisation, in order to reduce duplication of collection and collation of monitoring information.

National and Local Strategic Plans – It is important that the activities undertaken by AVOW reflect the priorities for the major funding bodies, which in the main have been developed in consultation with a range of organisations including the third sector. The Welsh Government outlines its objectives and priorities within the Wales Programme for Government. The Wrexham Local Service Board has recently

developed a new Wrexham Single Plan, which sets out the local priorities for the major public sector organisations. Other important partnership documents include the Our Joint Plan (health, social care and well-being and children and young people) and the Community Safety Plan. In addition the local authority has a Council Plan and the NHS has a 5 year plan. The AVOW Business Plan objectives all relate to and support the achievement of partnership and funding body outcomes.

Partner Organisations – The Wrexham Local Service Board is made up of Wrexham, County Borough Council, Betsi Cadwalladr University Health Board, Glyndwr University, Yale College, North Wales Police, North Wales Fire and Rescue Service, Probation Service and AVOW. These are the major local partnership organisations at strategic level. In terms of operational level, AVOW has developed a number of partnerships with these LSB organisations and other third sector and public sector organisations to develop projects and services which benefit the local community.

Competitor Organisations – There are an increasing number of organisations both private and third sector which are developing support services for the third sector. These range from small independent consultants who advertise at local level or in specialist areas (e.g. training or bid writing) to large national concerns which are well-placed to compete with the infrastructure should the core contract ever be subject to procurement. AVOW as the CVC needs to remain aware of the market trends and remain competitive in terms of quality, value for money and understanding local third sector needs. In terms of direct service delivery locally, AVOW as the CVC needs to be aware of local member organisations plans and avoid unnecessary competition with them in procurement processes.

PESTLE Analysis

<p>Political</p>	<p>The political landscape is complex at present. There is a coalition government in UK Parliament. Despite the references to “The Big Society”, there does not appear to be any new funding or practical support for the sector to expand. The difference in political makeup in UK and Welsh Government can give rise to problems, in UK there is a coalition, in Wales Labour continues to hold the balance of power. With WG having new powers to draft legislation, there is a great deal of effort put into creation of new “Local Measures”, which do not always deliver expected outcomes. There is also the possibility (and tendency) for WG and UK to disagree, leading to completely different policies in Wales and England. For charities such as AVOW and its member organisations operating in border areas this can be extremely challenging.</p> <p>Locally within the local authority, there is a majority for Labour. The local policy can often be subtly different to both UK and Welsh national policy.</p> <p>Welfare Reform is having a significant impact on the workload of some charities, including AVOW. Coping with the increase in demand for support at a time of decreasing resources is going to be a challenge for both AVOW and the sector as a whole.</p>
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	<p>The major issue is that relating to the significant changes with respect to the potential future of the Infrastructure (WCVA and CVC network). Political pressure from Ministers has resulted in increase in scrutiny, micromanagement and potential political interference in the independence of the Infrastructure network. This could result in significant changes in funding, structure and management being needed for the next three years.</p> <p>In addition there is no consistency in terms of size, activity or remit of CVC's across Wales which leads to difficulties in presenting opportunities to Welsh Government and in raising awareness with civil servants and Ministers.</p>
<p>Economic</p>	<p>The recession has seen an increase in workload within AVOW. This is a direct consequence of increase in job losses, coupled with higher costs of living and lowering incomes for individuals. The associated stress can lead to reduced physical and mental health problems and reduced resilience to life's challenges. More and more people find themselves in difficult circumstances, unable to cope and end up turning to charities for help and support.</p> <p>In addition the economic situation has resulted in our partner organisations undergoing dramatic internal re-organisation. There have been significant changes in partner organisation personnel and a number of redundancies. The breakdown or absence of close working relationships between AVOW and local authority and NHS is having a significant negative influence.</p> <p>The economic status is impacting hugely on the availability of funding to the sector. Public sector budgets have been cut and charitable donations have decreased thus reducing opportunity for expansion and even resulting in the loss of some projects and redundancy of staff. There are fewer opportunities for service delivery in the third sector due to the public sector organisation drive to prevent redundancy through internal recruitment for some projects and the internalising of currently outsourced services and projects.</p> <p>There will be increases in the level of management for WG sourced funding streams as the monitoring requirements and scrutiny becomes more stringent.</p> <p>There will be increasing competition for resources, both between frontline delivery organisations and between frontline services and support services. Quality standards are likely to become essential prerequisites for funding streams.</p>
<p>Social</p>	<p>AVOW is at the heart of Civil Society in Wrexham. Acting as the hub for social enterprise and voluntary activity, subtle societal changes impact quickly on our role and function.</p>

	<p>The recession has caused people to be more aware of and protective of their circumstances, this has the potential to impact on donations and giving thus reducing available funding for charitable activity. However the recession and job losses have increased the pool of people able and willing to give their time freely to help others through volunteering.</p> <p>The changing social environment has impacted on people's well-being, issues such as loneliness and isolation and financial crisis causes people to experience stress. This has associated health problems and social issues such as family breakdown. AVOW has seen recent increases in people seeking help to cope with their situation or health needs.</p> <p>There is an expected increase in anti-social behaviour and criminal activity due to people becoming desperate as they struggle to meet their basic needs.</p> <p>There is a change in culture since the change in UK Government, it has become almost socially acceptable to marginalise vulnerable people, in particular anyone who claims welfare benefits. This has led to a marked change in the manner in which third sector organisations are able to lobby or raise awareness. There is an increase in organisations looking for support to commence campaign activity or to be involved in consultation processes.</p> <p>There is a need to support collaborative working within the sector to respond to the challenges. Also to develop expertise in lobbying and campaign work.</p> <p>There will be a need to increase capacity for frontline services to support the increase in enquiries and requests for support. In addition there is an expected increase in the need for capacity to support volunteer placement brokerage.</p>
<p>Technological</p>	<p>The most significant technological issue for AVOW has been the advances in IT and the use of electronic media as a novel method of engagement with stakeholders and client groups.</p> <p>IT advances have enabled staff to work remotely and across a variety of sites. This has led to improved work-life balance particularly for clients with caring responsibilities as part of AVOW's commitment to being a Carer-friendly employer.</p> <p>In terms of improved time management and reduction in staff time and travel, opportunities for video conferencing, even from office desks (through Skype or similar systems) could improve efficiency and productivity. The increasing regional agenda is causing a significant increase in staff travel costs and lost time.</p>

	<p>The use of new media sites such Facebook, Twitter and other emerging systems offer new opportunities and challenges.</p> <p>A significant development has been the move to provision of services on-line within public sector organisations, for example the new Universal Job Match service from Job Centre Plus. This shift in the provision from face to face and telephone to online services will potentially marginalise sections of the population. The third sector has a role in enabling citizens to become digitally included.</p> <p>The considered use of IT can lead to improved efficiency and resource savings. However when AVOW upgrades its' systems there is a need to remain compatible with partner organisations. New media is vital in order to maintain links to stakeholders and individuals.</p> <p>The project Communities 2.0 will help to increase digital inclusion, but there remains a role for third sector organisations to provide support.</p>
<p>Legal</p>	<p>The organisation needs to keep abreast of changes in legislation – in particular that pertaining to employment. As a small organisation even slight changes in employment or health and safety regulations can have a significant proportional increase in operational costs. Tribunals are expensive in terms of staff time and reputational damage, and result in a negative impact on staff time available to develop new projects and sustain and manage effectively existing services. The real time reporting (RTI) required on payroll will increase the associated administrative time associated with employing staff.</p> <p>AVOW needs to be aware of the changes in legislation which affects charitable and third sector activity in order to communicate effectively with local organisations and support them to remain operational in a manner that is legal. There have been a number of recent cases where fraud has been exposed in the charitable sector. As a result organisations are more subject to scrutiny.</p> <p>Welsh Government now has the power to introduce legislation. There have been a number of recent Measures introduced which has an impact on third sector organisations and on AVOW in particular.</p> <p>Recent legislation which is of particular relevance is Equalities Act (2010), Welsh Language Measure and Carer's Measure.</p>
<p>Environmental</p>	<p>Climate change and resource conservation are global issues. Organisations have an ethical and financial interest in becoming more efficient and reducing consumption. In addition resources are likely to become more expensive as a result of both direct costs and indirect costs such as increased duty.</p>

	<p>Staff and volunteers are encouraged to reduce resource consumption through combination of switching off appliances and lights when not in use, reducing waste and using active, public or shared transport where possible.</p> <p>The adoption and implementation of Environmental Management System is helping to reduce environmental impact. Increased regulation expected with advent of Sustainable Development Bill.</p>
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Who are our customers?

Member Organisations – Membership is open to voluntary organisations operating in the Wrexham area. Organisations do not have to be a charity to join. Member organisations receive regular information, access to equipment loan, discounts on training courses, room hire and invitations to seminars and meetings. Member organisations can vote at the AGM and influence the structure and strategy for AVOW.

Other voluntary and community groups – Not all community and voluntary organisations choose to join AVOW, some of these are small local organisations but others are large national charities which instead have membership of WCVA. However AVOW as the CVC provides support to all organisations that request it, and a number of organisations opt to be on electronic mailing lists and attend network meetings without having formal membership.

Service Users – AVOW has a number of projects which provides support directly to people with a specific support need. Currently these are: Carers, People with a substance misuse need, people facing barriers to participate in volunteering, people with an interest in volunteering, children and parents who participate in play projects (in the geographical locations of Plas Madoc and Brynteg) or childcare (Plas Madoc), young people in Ysgol Rhwiabon attending after school club, people with a health or social care need, older people (Plas Madoc) and people seeking employment (Plas Madoc).

Commissioners / funders – A significant proportion of funding received by AVOW originates from the Welsh Government, however other major funders include Wrexham County Borough Council, Betsi Cadwalladr University Health Board and BIG Lottery. A number of foundations and trusts provide small grants mainly to projects associated with direct service delivery. Within the local authority and the NHS there are particular commissioning departments, such as Adult Social Care, Economic Regeneration, community Safety Partnership, Public Health and Family First which AVOW maintains a working relationship with.

Stakeholders – AVOW has a wide range of stakeholders with an interest in the organisation and its activities. The Stakeholder Analysis is presented below.

Stakeholder Analysis

Power 

 Relevance

	Low Influence	High Influence
High Importance	Young People Unemployed People Parents Disabled People Carers Trustees non-member organisations Volunteers Staff of Non-member organisations Children Further / Higher Education Older People Payroll Clients People with substance misuse issue People in need of support or advice Non Member organisations	AVOW Members Inland Revenue Trustees of Member organisations CSSIW MP, AM, Local Members Regulators (HSE etc) WCVA BIG Lottery CVC's Other funding trusts Welsh Government Wrexham County Borough Council (ASC, CYP, ED, CSP) NHS Local Service Board Organisations
Strategy	↑ Keep Satisfied	↑ Engage Closely, Listen to and Influence Actively
Low Importance	Citizens without direct interest in AVOW activities Community Councils Schools Community Health Council Independent / Business Sector Contractors	Media and Press
Strategy	↑ Monitor	↑ Keep Informed

3. Results Based Accountability

Background and Context

This Business Plan is written within the context of the Welsh Government Infrastructure Partnership Agreement, the Wrexham Single Plan and other local strategies and all of which have been developed using Results Based Accountability (RBA) methodology.

Explanation of Methodology

RBA takes the approach of developing aspirational outcomes at population level and ensuring that all projects, services and interventions align to these overarching outcomes. The use of this methodology ensures that performance monitoring data from all services, activities and projects can be efficiently utilised to contribute to data collection across population indicators used to evidence the effectiveness of the aforementioned agreements and Plans.

Outcomes

Active and involved people

What this will look like:

- Increased variety of volunteering opportunities
- Help for people to volunteer
- Quality volunteering opportunities
- Quality volunteer management and support
- Training for volunteers and volunteer managers
- Increased awareness of benefits of volunteering
- Equality of opportunity for all people

A thriving and sustainable third sector

What this will look like:

- Skilled, effective and well-informed trustees
- Skilled and well informed managers, staff and volunteers
- Organisations operating sustainably, fairly, legally, safely, transparently and accountably
- Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate
- Person centred service delivery

An influential third sector

What this will look like:

- Contributing to policy development, service planning and review
- Representing people and communities (of place and interest)
- Support for people and communities to engage more effectively with public bodies
- Support for public bodies to engage more effectively with people and communities

- Advocacy and support for minority and disadvantaged groups
- Developing capacity of people and organisations to represent themselves
- Contributing to scrutiny
- Communities have the relevant skills needed to drive forward change and develop community initiatives
- An independent organisation influencing at local, regional and national level

AVOW is a well-managed, sustainable organisation which has the resources required to deliver its vision and mission.

What this will look like:

- Sound leadership and management
- Operating good governance at all levels
- Sufficient physical resources to enable the organisation to deliver, including buildings, equipment, information technology and telecommunications.
- Adequate human resources to support the delivery of quality services
- All trustees, staff and volunteers are appropriately qualified and supported to work effectively
- Sufficient funding from a variety of sources
- Evidence of externally verified quality standards
- Minimal impact on the environment
- Efficient contact management and performance management systems
- Robust communication and marketing procedures
- Equality, diversity and dignity is embedded within everyday working practice
- A membership which reflects the diversity of the local third sector

What will we do?

The action plan that follows contains detail of some of the activities funded through the Infrastructure Agreement and local service specifications which contribute to achieving local outcomes of interest to Wrexham County Borough Council (WCBC) and Betsi Cadwalladr University Health Board (BCUHB). These actions have been identified through discussions between these funders (WCBC & BCUHB) and AVOW as being those most effective interventions, the action plans will be reviewed every year to take account of emerging trends in terms of needs of the sector and strategic drivers. There will need to be changes within the organisation in order to ensure all the resources are available in order to deliver on the outcomes identified both for the sector and to contribute to strategic plans. This in RBA methodology is termed the “Story behind the baseline”.

How will we know we have made a difference?

In strategic plans operating at population level, a set of indicators are selected which will demonstrate clearly if the plans are making a difference and that trends are moving in the desired direction. The data is generally presented on graphs to show upward or downward trends. Within programmes, projects and services such as those covered by this Business Plan a set of performance measures are

selected. The performance measures can be qualitative or quantitative and presented as data, percentages or even case studies. Performance Measures are selected to answer three questions: How much did we do? How well did we do it? Is anyone better off? In the same ethos a simple customer or stakeholder satisfaction survey could be simply presented as: Did we treat you well? Did we help you with your problems or needs? Are you better off?

Reporting Mechanisms

In terms of presenting information relating to the population outcomes (in this case the Third Sector in Wrexham or internally within AVOW), the overall progress toward the outcomes will be presented graphically on an RBA Report Card. This is a simple method of visually presenting information so that it can be easily understood by everyone.

Report Cards will be produced to report to WG via the Infrastructure Agreement or to local funders. Relevant aspects of that information will be extracted from those reports for reporting to the Trustees. Performance Measure Quadrats are used to evidence the outcomes achieved by services.

4. How we will ensure we make a difference? (The Action Plan)

Active and Involved People

AVOW will provide the following:

- Information and advice – good practice website, volunteering opportunities website, publications and bulletins, advice on good practice in supporting volunteers.
- Advice and support for Volunteer recruitment and retention
- Training – volunteer management and support
- Quality – Investors in Volunteers
- Profile of volunteering – events, media, awards
- Volunteering grant schemes
- Incentives for host organisations
- Marketing benefits of volunteering
- Promotion of equality and diversity

Outcomes for the Third Sector		How Delivered	How Measured
1	<p>An increased range of accessible quality opportunities that promote volunteering.</p> <p>Increased awareness of the benefits of voluntary sector activity.</p> <p>Help for people to volunteer.</p>	<p>Manage a volunteer centre:</p> <ul style="list-style-type: none"> • To advertise, recruit and place volunteers in a range of volunteering settings. • To support third and public sector organisations to work appropriately and effectively 	<ul style="list-style-type: none"> • Number of enquiries from potential volunteers ^ • Number of sustainable volunteer placements ^ • Number of enquiries from organisations regarding volunteering • Number of organisations

	<p>Quality volunteer management and support.</p> <p>Training for volunteers and volunteer managers (included in action 2.3)</p>	<p>with volunteers.</p> <ul style="list-style-type: none"> To develop the skills and knowledge of volunteers in all settings. 	<p>working to IIV standards ^</p> <ul style="list-style-type: none"> Number of volunteer hours celebrated through Star Award ^ Number of volunteers moving on to learning opportunities ^ Number of volunteers gaining qualification ^ Number of awards, celebration events publicised Equalities Data
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A thriving and sustainable third sector

AVOW will provide the following:

- Information and advice – website, helpdesk, information framework, publications and bulletins, governance, funding, tendering, trading, grants, income generation, management, fiscal, legal, governing documents.
- Provision of outreach support to organisations
- Training – Courses for Communities and other learning opportunities
- Increasing the profile of the sector – events, media and awards.
- Access to practical services and benefits
- Access to funding
- Access to community buildings and resources
- Support for mergers and collaboration
- Interim management support

Outcomes for the Third Sector		How Delivered	How Measured
2.1	<p>Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate.</p> <p>The Partnership is better informed about Wrexham’s Third Sector and its needs.</p>	<ul style="list-style-type: none"> • Map Third Sector organisations operating within Wrexham County according to localities, ward and service type and maintain the records in a reportable database. • Produce and present to partners and stakeholders an annual report giving an overview of third sector activity in Wrexham, including trends and identification of challenges and contain an action plan to support the sector to meet those challenges for the following year. 	<ul style="list-style-type: none"> • Number of organisations on database ^ • Number of organisations responding to annual survey ^ • Annual report
2.2	<p>Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate.</p> <p>Person centred service delivery.</p> <p>The third sector receives quality services which meets their organisation’s needs.</p>	<ul style="list-style-type: none"> • Regularly review enquiries received to identify any emerging trends. 	<ul style="list-style-type: none"> • Number of enquiries ^ • Six monthly review of enquiries • Visitors to AVOW Premises • Business Plan review and revision

2.3	<p>Skilled, effective and well-informed trustees.</p> <p>Skilled, effective and well-informed managers.</p> <p>Paid workers and volunteers working within third sector organisations have good learning opportunities and increased knowledge and skills.</p>	<ul style="list-style-type: none"> • Carry out a training needs analysis for the third sector and produce a learning plan to meet identified needs. • Promote learning opportunities to the third sector. • Deliver training courses. • Involvement in development of public sector annual training plans. • Increase third sector participants on courses provided by public sector 	<ul style="list-style-type: none"> • Number of learning opportunities promoted to the sector ^ • Number of training courses facilitated & participants^ • Number of qualifications achieved ^ • Number of voluntary sector participants on public sector courses • Annual report on Courses for Communities.
2.4	<p>Skilled, effective and well-informed trustees.</p> <p>Skilled, Effective and well-informed managers.</p> <p>The third sector has information on funding sources.</p> <p>Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate.</p>	<ul style="list-style-type: none"> • Regular information and updates on funding issues • Fundraising events, training and surgeries • Facilitate grant schemes • Establish and facilitate the MAD Scheme 	<ul style="list-style-type: none"> • Funding information circulated to sector ^ • Number of funding enquiries • Amount of revenue generated ^ • Revenue distributed via AVOW managed grant schemes
2.5	<p>Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate.</p> <p>Third Sector organisations are able to engage</p>	<ul style="list-style-type: none"> • Training events to support organisations to engage with procurement • Provide information on 	<ul style="list-style-type: none"> • Number of training events • Number of organisations supported

	with procurement processes.	<p>procurement regulations & exercises</p> <ul style="list-style-type: none"> • Provide support and guidance to organisations during the procurement process • Annual survey to include assessment of local Third Sector confidence around procurement 	<ul style="list-style-type: none"> • Number organisations reporting greater confidence in tender process • Number of organisations successful in procurement.
2.6	<p>Organisations operating sustainably, fairly, legally, safely, transparently and accountably</p> <p>Third sector organisations delivering public services comply with legislative and policy requirements of contracting LSB Organisations.</p>	<ul style="list-style-type: none"> • Support organisations to comply with Equalities Act 2010 • Support organisations to comply with Welsh Language Measure • Support organisations to comply with other legislative requirements (emerging agenda in Health & Safety, employment etc) 	<ul style="list-style-type: none"> • Number of briefing events • Number of articles in newsletters, web etc • Number of enquiries from organisations for support with compliance / governance
2.7	Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate.	<ul style="list-style-type: none"> • Provide training on performance management. • Promote quality assurance 	<ul style="list-style-type: none"> • Number of training courses provided • Number of organisations

	<p>Third sector organisations have increased knowledge of how to improve quality and performance.</p>	<p>systems</p> <ul style="list-style-type: none"> • Support organisations to operate quality management systems (e.g. PQASSO, IIP, IIV) 	<p>achieving a quality standard ^</p> <ul style="list-style-type: none"> • Annual report on Courses for Communities.
2.8	<p>Entrepreneurial and enterprising organisations able to thrive, grow, adapt and innovate.</p> <p>This third sector is able to make efficiency savings and collaborate to share resources.</p>	<ul style="list-style-type: none"> • Engage with third sector organisations to achieve efficiencies across the sector. • Provide loan service and brokerage between organisations for resources and equipment. • Promote opportunities for development of consortia and support development where appropriate. • Provide opportunities for third sector organisations to promote and publicise their activities. • Provide support to enable communities to manage buildings and resources 	<ul style="list-style-type: none"> • Number of circumstances where savings have been made ^ • Number of times equipment and resources loaned out ^ • Number of times other partners and organisations loan resources and equipment to third sector via AVOW • Number of consortia opportunities scoped • Number of articles in AVOW media published on behalf of other organisations ^ • Annual report • Number of community buildings and resources sustained through support • Number of Community Buildings Network meetings

			<p>held</p> <ul style="list-style-type: none"> • Membership of Community Buildings Network
2.9	<p>Skilled, effective and well-informed trustees.</p> <p>Skilled, Effective and well-informed managers.</p> <p>Person centred service delivery.</p> <p>The third sector has increased knowledge of current local and national developments and how they might impact on local practices.</p>	<ul style="list-style-type: none"> • Develop a robust communication plan to ensure third sector has access to relevant, timely information (using variety of media) • Produce information in an accessible format at appropriate intervals • Build and maintain appropriate databases of networks and circulation list 	<ul style="list-style-type: none"> • Communication Plan • Number of newsletters circulated • Number of electronic briefings • Number of website hits • Number of organisations on circulation lists • Equality monitoring • Annual survey • Annual report

An Influential Third Sector

AVOW will provide the following:

- Policy information, advice and development
- Quality engagement and consultation information, advice and events
- Training for engagement and consultation
- Effective relationships with UK and Welsh Government, local authorities, health and other public bodies
- Effective relationships with membership, community groups and people
- Scrutiny and campaigning
- Support for engagement and consultation

- Representation on key strategic partnerships
- Encouraging organisations with similar interests to work collaboratively

	Outcomes for the Third Sector	How Delivered	How Measured
3.1	<p>Representing people and communities (of place and interest).</p> <p>Support for people and communities to engage more effectively with public bodies.</p> <p>Developing capacity of people to represent themselves.</p> <p>Communities have the skills needed to drive forward change and develop community initiatives.</p> <p>Advocacy and support for minority and disadvantaged groups.</p> <p>Contributing to scrutiny.</p> <p>The third sector is an integral part of local planning and policy making and involved in relevant regional and national bodies</p>	<ul style="list-style-type: none"> • Represent the third sector on local key strategic partnerships including LSB • Co-ordinate third sector representation on multiagency groups (including Regional bodies, Locality Service Development & CPG) by developing role descriptions, operating an open recruitment process and subsequently supporting the appointed organisational reps • Facilitate Forum and networks to ensure appropriate collation and dissemination of information and maximise engagement 	<ul style="list-style-type: none"> • Number of partnerships / multiagency groups attended by a third sector representative • Number of representatives recruited through appropriate processes • Number of developmental sessions, briefings and training events held for representatives • Number of forums facilitated • Number of National / Regional Networks contributed to • Diversity of membership • Number of service changes influenced • Annual Report

<p>3.2</p>	<p>Contributing to policy development, service planning and review.</p> <p>Support for public bodies to engage more effectively with people and communities.</p> <p>The third sector is fully engaged in all relevant formal consultation process and the input is valued and considered by all consulting bodies.</p>	<ul style="list-style-type: none"> • Support and promote third sector engagement with formal consultation processes within public sector organisations. • Advise or carry out public sector consultations on behalf of partnerships. • Publicise and encourage voluntary sector organisations to respond to consultations. • Facilitate and draft generic third sector responses to appropriate consultations. 	<ul style="list-style-type: none"> • Number of instances where advice, guidance and support provided to public sector organisations on consultation. • Number of consultations promoted to third sector (separated into local, regional and national). • Number of responses drafted on behalf of the sector or local partnerships. • Annual report
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AVOW is a well-managed, sustainable organisation which has the resources required to deliver its vision and mission.

- Manage the organisation effectively
- Review and upgrade equipment and systems where necessary
- Review staffing and management structures and implement any recommendations.
- Develop and manage a training plan for trustees, staff and volunteers
- Source diverse funding opportunities and develop new business opportunities
- Retain existing quality marks and attain new improved standards
- Operate environment management system
- Develop and implement performance management system
- Develop and implement communication and marketing plan
- Increase membership
- Take steps to embed diversity and equality into everything we do and to support the Regional Equality Plan

Outcomes for the Third Sector		How Delivered	How Measured
4.1	Sound leadership and management	<ul style="list-style-type: none"> • Supervision & Appraisal system for senior management • Supervision & Appraisal system for managers • Annual Appraisal for Trustees • Annual self-appraisal for Board • Access to management & leadership learning opportunities 	<ul style="list-style-type: none"> • % Appraisals completed on time • Annual Board appraisal • Number of learning opportunities available • Number of participants on leadership / management courses • % managers with a management qualification
4.2	Operating good governance at all levels	<ul style="list-style-type: none"> • Operating robust management systems at all levels • Review & where necessary developing sound strategies and plans for the organisation • Ensuring compliance with regulations • Contract in place with appropriate HR advisors • Operating appropriate 	<ul style="list-style-type: none"> • Evidence of robust management controls at all levels: Board, management and project. • General Operating Procedures are complete And up to date to reflect needs of organisation • Regular review of legislation (including Health & Safety, Employment etc) and compliance: Board and

		<p>financial management</p> <ul style="list-style-type: none"> • Operating sound risk management • Operating appropriate safeguarding procedures 	<p>managerial level.</p> <ul style="list-style-type: none"> • Regular review of Risk Register • Audited accounts
4.3	Sufficient physical resources to enable the organisation to deliver (including buildings, equipment, IT & Telecoms)	<ul style="list-style-type: none"> • Maintain buildings in good, serviceable condition • Ensure adequate space, facilities and conditions for work and activities • Review office accommodation and implement recommendations • Review contracts with providers (IT, Telecoms etc) • Provision of adequate first aid 	<ul style="list-style-type: none"> • State of building • % Work station assessments completed & recommendations implemented • Number of risk assessments completed with respect to workspace or buildings • Office accommodation review completed • % recommendations of review implemented • % contracts reviewed • Number of contracts modified or retendered to include improvements • Number of accidents / incidents / near misses • % accidents / incidents / near misses reviewed

4.4	Adequate human resources to support the delivery of quality services	<ul style="list-style-type: none"> • Review recruitment process for staff and volunteers • Review department structure and roles necessary to deliver outcomes 	<ul style="list-style-type: none"> • Recruitment process reviewed • % recommendations implemented • Department & role review completed • % recommendations implemented
4.5	All trustees, staff and volunteers are appropriately skilled, qualified and supported to work effectively	<ul style="list-style-type: none"> • Supervision and appraisal process • Effective continuing professional development process • Qualified and effective managers • Create a culture where staff and volunteers feel supported • Support for staff and volunteers to make healthy choices 	<ul style="list-style-type: none"> • % staff and volunteers receiving supervision at agreed intervals • % Appraisals completed on time • Number of staff and volunteers attending training • Number of qualifications achieved • % Managers with a management qualification • Number and type of policies and initiatives indicating support for staff (above that legally required) • Retention of Small Workplace Health Award

			<ul style="list-style-type: none"> • Number of initiatives supporting staff to make healthy choices • Annual staff survey
4.6	Sufficient funding from a variety of sources	<ul style="list-style-type: none"> • Sound financial management • Sourcing of suitable external funding opportunities (via grants, service provision, licensee rent, and other income) • Develop social enterprises • Increase efficiency & cost-saving initiatives (inc collaboration with other third sector organisations) 	<ul style="list-style-type: none"> • Annual budget • Evidence of effective financial controls • Number of applications / initiatives to increase revenue • % of applications / initiatives successful • Number of social enterprises commenced • Increase in revenue • Increase in sources of revenue • Number of efficiency savings made • Number of collaborations • % savings made
4.7	Evidence of externally verified quality standards	<ul style="list-style-type: none"> • Retain Investors in People Status • Renewal of Green Dragon 	<ul style="list-style-type: none"> • IIP • Green Dragon • Silver Workplace Health

		<p>Award</p> <ul style="list-style-type: none"> • Assessment for Silver Small Workplace Health Award • Assessment for PQASSO Level 2 • Assessment for Investors in Volunteers 	<p>Award</p> <ul style="list-style-type: none"> • PQASSO Level 2 externally verified • Investors in Volunteers Award
4.8	Minimal impact on the environment	<ul style="list-style-type: none"> • Reduce energy consumption across the organisation • Reduce resource consumption (travel costs, consumables, move to e-publications where appropriate) • Phase out disposable products where possible • Increase recycling rates • Encourage active travel, public transport and car-sharing 	<ul style="list-style-type: none"> • % reduction in energy consumption • % reduction in staff travel expenses for mileage • Number of cycle to work scheme participants • % reduction in paper consumption • % reduction in waste • EMS
4.9	Efficient contact management and performance management systems	<ul style="list-style-type: none"> • Develop and implement E-vol, V-base and other IT systems • Provide adequate training and support for staff to use IT systems with confidence 	<ul style="list-style-type: none"> • Number of contacts / interactions recorded on systems • % staff using systems effectively • Number of staff trained

		<ul style="list-style-type: none"> • Implement contract mobilisation procedures • Review Advisory Groups and improve external scrutiny & partnership involvement • Develop and implement organisational performance management system • Identify Data development agenda and develop data capture mechanisms 	<ul style="list-style-type: none"> • % contracts implemented using contract mobilisation processes • Review of advisory groups completed • % recommendations implemented • Performance management centralised • Number of data development agenda (DDA) issues identified • % DDA issues where systems implemented to capture data
4.10	Robust communication and marketing procedures	<ul style="list-style-type: none"> • Develop and implement communications plan • Ensure up to date contacts management database (E-vol) • Further develop and implement AVOW branding • Increased use of social media and electronic communication 	<ul style="list-style-type: none"> • Communications plan • E-vol reviewed and updated annually • % publications where appropriate branding is used • Number of times social media is used • Number of organisations surveyed • % return rates

		<ul style="list-style-type: none"> • Annual survey of sector: <ul style="list-style-type: none"> ○ State of sector ○ Customer satisfaction with AVOW services 	<ul style="list-style-type: none"> • % organisations satisfied with AVOW services • Number of complements, complaints and comments received
4.11	Equality, diversity and dignity is embedded within everyday working practice	<ul style="list-style-type: none"> • Develop Equality Plan • Improve equalities monitoring • Training programme for all staff and volunteers on equality and diversity awareness • Training programme on specific equality strand awareness and dignity in care for relevant staff and volunteers 	<ul style="list-style-type: none"> • Equality plans • Equality monitoring data • Number of training courses • % Staff / Volunteers trained
4.12	A membership which reflects the diversity of the local third sector	<ul style="list-style-type: none"> • Promote the benefits of membership of AVOW • Increase membership of AVOW 	<ul style="list-style-type: none"> • Number of promotional opportunities • Number of members • Compliments, complaints and comments

5. How will we know we have made a difference?

The following performance measures have been selected for each outcome. These performance measure grids have been included in the Infrastructure Delivery Agreements and local Service Specification in order to harmonise reporting processes, and also to demonstrate the contribution AVOW and the wider sector makes to the delivery of local and national strategic plans.

Active and involved people	
How Much did we do?	How well did we do it?
<ul style="list-style-type: none"> • Number of enquiries from potential volunteers • Number of enquiries from organisations regarding volunteering • Number of opportunities advertised • Number of recruitment sessions • Number of celebration events 	<ul style="list-style-type: none"> • Equalities data • % Staff having relevant qualification / experience • % responses to Customer satisfaction survey at excellent or good • IIV Standard
Is anyone better off?	
<ul style="list-style-type: none"> • Number / % of volunteers moving on to learning opportunities • Number / % of volunteers gaining a qualification • Number of volunteer hours celebrated through Star Award • Number of sustainable volunteer placements • Number of organisations working to IIV standards <p>(Future potential Data Development Agenda – potential follow up placements at periodical intervals to track volunteer individual outcomes long-term, research economic value of volunteers, look at number of additional service users who have needs met as a result of volunteers)</p>	

A thriving and sustainable third sector	
How Much did we do?	How well did we do it?
<ul style="list-style-type: none"> • Number of enquiries • Number of visits to AVOW premises • Number of newsletters circulated • Number of website hits • Number of training courses delivered • Number of times resources loaned • Number of fundraising enquiries 	<ul style="list-style-type: none"> • Equalities data • % Staff having relevant qualification / experience • % responses to Customer satisfaction survey at excellent or good • % responses to Training Evaluation at excellent or good • % enquiries / visits to AVOW premises dealt with within standards (immediately, within 24 hours etc. depending on nature) • Number of organisations on database
Is anyone better off?	
<ul style="list-style-type: none"> • Number of qualifications achieved • Amount of revenue / capital generated for third sector • Number of organisations compliant with relevant legislation as a result of support • Number of organisations achieving a quality standard • Number of instances where efficiency savings have been made • Number of organisations promoting activity through AVOW media <p>(Future Data Development Agenda – number of organisations experiencing problems, new organisation start ups, number of organisations sustainable, number of trustees confident in roles)</p>	

An influential Sector	
How Much did we do?	How well did we do it?
<ul style="list-style-type: none"> • Number of developmental or training sessions held • Number of forum meetings • Number of national networks contributed to • Number of consultations publicised • Number of occasions advice and guidance provided to public sector organisations on consultation and engagement 	<ul style="list-style-type: none"> • Number of representatives recruited • Number of partnerships attended by third sector • Number of organisations linked to Forums • Equalities data
Is anyone better off?	
<ul style="list-style-type: none"> • Number of voluntary / lay people confident and competent to have a representative role • Number of generic responses drafted on behalf of sector • % of generic responses which result in changes to policy, strategy or plans • Number of service delivery plans influenced 	

<p>AVOW is a well-managed, sustainable organisation which has the resources required to deliver its vision and mission.</p>	
<p>How Much did we do?</p> <ul style="list-style-type: none"> • Number of participants on leadership & Management courses • Number of GOPs reviewed • Number of times risk register reviewed • Number of contracts reviewed with view to efficiency saving • Number of initiatives to support staff in workplace • Number of initiatives to generate funding • Number of accidents / incidents reported • Number of publications • Number of social media uses 	<p>How well did we do it?</p> <ul style="list-style-type: none"> • % Managers with qualification • % Appraisals completed on time • % Staff receiving regular supervision • % Staff having identified training needs met • % staff receiving equalities training • % Workstation assessments completed and actions implemented • % Funding initiatives • % accidents / incidents reviewed and actions implemented • % contracts implemented • % publications correctly branded
<p>Is anyone better off?</p>	
<ul style="list-style-type: none"> • Number of quality awards retained / achieved • Number of staff and volunteers achieving a qualification • Annual budget / resources to meet organisational and project objectives • Number of new projects established / discontinued • % reduction in energy and resource consumption (costs) • Number of organisations on database • Number of member organisations • % organisations / service users satisfied with services 	

6. Financial Information

Accountability

The financial transactions and management are overseen by the Finance Committee, although operationally the finance is managed by the Finance Team which reports to the Chief Officer. As a charity and company limited by guarantee, AVOW is responsible for filing accounts with both the Charity Commission and Companies House. The accounts and annual report are approved by the membership at the Annual General Meeting.

For individual projects and contracts there are arrangements in place for financial accountability to funding bodies.

Trends in Financial Projections

The austerity measures will impact on the third sector and consequently AVOW over the coming years, certainly to the end of 2014/15. The potential to access EU Structural Funds has also been reduced with a recent announcement from Westminster Government. There is also the Welsh Government review of Infrastructure Support to the third sector which might result in reductions in core grant. In addition the income stream associated with Communities First in Plas Madoc will pass to the local authority following the change in Grant Recipient Body status.

Financial Management Strategy

With the expected reduction in funding in mind the trustees embarked on a substantial analysis of income and expenditure during the last quarter of 2012/13 and have developed a longer term budget to cover the period 2013/15. Work has been undertaken to enable efficiency savings to be made, and all suppliers have been reviewed to ensure we obtain maximum available discounts. In particular energy costs will be reduced through the purchase of an “Energy Basket”, potentially up to 10% at a time when costs generally are rising by 3%.

Staff costs are by far the highest proportional expenditure at some 82% of the total budget, and of the remaining 18% at least 60% of that is restricted funding. This means in practice flexibility can only be applied to 7% of the income. This poses a considerable challenge to trustees and senior management, especially in terms of financial risk management. There is a need to develop an increase in unrestricted funding.

Income maximisation forms part of the strategy, both in the retention of current funding streams and in the exploration of potential new sources of income.

Core Grants – AVOW will work with the Welsh Government through the review of the core Infrastructure Support. At present the Local Voluntary Service Grant covers core funding (funding advice and community development included) and the core functions of the

Volunteer Centre. The core grant from Wrexham County Borough Council has been combined with the funding to cover health, social care, well-being and children and young people into a single funding stream.

Projects – There are a number of projects based within AVOW which are grant funded from both the public sector (including Community Safety), and charitable grants (including BIG Lottery). There is a current bid in progress (jointly with FLVC) to develop a Third Sector Doctor project, and also an existing project hosted by DVSC to support joint working with the private sector. All projects are on a full-cost recovery basis and include appropriate managerial and core charges. The organisation would seek to maximise grant opportunities which support AVOW in delivering its vision and mission. Consideration will be given to EU Structural Funds provided that appropriate risk / benefit analysis is carried out, and that there is adequate management capacity available.

Direct Services – There are services within AVOW currently delivered under contract to the public sector. The trustees are undertaking further work to identify if contracting is to form part of a sustainable funding strategy for the organisation, as there are appropriate managerial and core charges associated with contracts. When existing services are renewed tenders will be submitted to sustain current provision.

Social Enterprise – At present there are activities carried out which generate unrestricted funding such as that income from the building, fees for training, payroll bureau charges, Ollie's Cafe and some service provision, but these are limited. AVOW and FLVC are working in partnership to scope and develop suitable social enterprises to generate funding to support the charitable activities. Consultants have been engaged to support the process, and the investment made is expected to be recouped by the end of 2013/14 with the organisations generating income by 2015.

Appendices

Supporting Documentation

Equality Plan

Quality Management Plan

Environment Sustainability Plan

Communication and Marketing Plan

Risk Management

Strategic Priority Matrix

Annual Budget

Annual Departmental Action Plans