PAVO

Powys Association of Voluntary Organisations

Cymdeithas Mudiadau Gwirfoddol Powys

Helping organisations; improving people's lives

Strategic Plan

2016 – 2019

CATALYDD CATALYST

LLAIS VOICE

CANOLBWYNT HUB

Approved 29th May 2016

At a Glance (PAVO Strategic Plan 2016-19)

PAVO's Mission
Supporting third sector organisations;
      Improving people's lives.

PAVO's Purpose
A **CATALYST** for voluntary action
 A **VOICE** for people, voluntary organisations and community groups.
A **HUB** of essential information and resources.

PAVO's Values

Respect

Equality

Diversity

Integrity

Honesty

Collaboration

Excellence

Listening & Learning

Strategic Purpose	Outcome	Outcome Measure
CATALYST	❖ Third sector groups and services are developed, delivered and sustained to safely meet the identified needs and wishes of individuals and communities	➢ Third sector groups are enabled to meet appropriate governance standards to more effectively manage the operation of their organisation ➢ Third sector groups are enabled to maximise funding opportunities and become sustainable ➢ Services are developed and sustained only in response to the needs of individuals and communities
	❖ Individuals are encouraged and enabled to participate in voluntary action in a safe and nurturing environment, achieving personal goals whilst contributing to wider social, economic or environmental wellbeing.	➢ Individuals are encouraged and enabled to take up volunteering opportunities ➢ Individuals have the opportunity to achieve their personal goals through their volunteering experience ➢ Volunteering contributes to social, economic or environmental wellbeing
VOICE	➢ The views of individuals and communities are heard and understood by decision makers, so that they have the opportunity to inform and influence policy development and service planning and delivery	➢ The voices of individuals and groups are listened to by the decision makers in order to inform and influence policy development and the commissioning cycle

Strategic Purpose	Outcome	Outcome Measure
HUB	➢ Third sector organisations are able to effectively access and share essential information, thus ensuring that their governance and practice meet the necessary standards	➢ Third sector organisations are provided with essential information in a variety of accessible formats
PAVO	➢ PAVO is well placed to deliver its strategic and business plans	➢ PAVO is well governed by its trustees and well managed by its Senior Management Team ➢ PAVO engages with all of its stakeholders and uses the feedback to influence its planning and delivery ➢ PAVO is financially sustainable and adequately resourced ➢ PAVO communicates effectively, both internally and externally

1. Introduction

Powys Association of Voluntary Organisations (PAVO) is an interdependent intermediary body whose purpose is to empower and equip the third sector in Powys, enabling it to deliver its aims and objectives effectively, and to represent and facilitate the engagement of the third sector at all levels of the strategic planning process.

The stated objects of the organisation, which were reviewed and updated in 2014, are:-

(1)   To promote any charitable purposes for the benefit of the community in the County of Powys by assisting the work of statutory authorities and voluntary organisations engaged in advancing education, furthering health, improving the quality of life in the community, relieving poverty, distress or sickness, or in pursuing any other charitable purposes.

(2)   To promote and organise co-operation in the achievement of the said purposes and to that end to bring together into membership of the Charity persons and organisations engaged in the furtherance of the said purposes within the County of Powys.

PAVO is governed by a Board of Trustees, who are elected by the membership at the Annual General Meeting and are also Directors of the company for the purposes of company law. Membership is currently free and open to all third sector organisations based or operating in Powys.

The organisation's strategic plan for 2016-19 seeks to build on the achievements of the 2013 – 16 plan and will provide a continuing strategic focus to the work of PAVO in the coming period. As well as identifying the strategic purposes of the organisation, it details the planned outcomes of this work and the manner in which they will be delivered, whilst ensuring that they fulfil our mission and encompass our values.   The plan is informed by a review of progress in achieving the purposes and outcomes of the previous strategic plan, including lessons learnt in respect of reporting against the plan, as well as the views of trustees, staff and other stakeholders. It is also, inevitably, guided, shaped and informed by the strategic, economic and social context within which the organisation will be operating and the needs and opportunities that arise from this context.

The business plans for each of the three coming years will identify operational objectives and indicators against which we will measure our achievement of the strategic purposes and outcomes over the entire period, so that progress may be monitored and activities modified where necessary in order to attain the stated goals. The business plans will also identify annual priorities and areas on which particular attention will be focussed when determining the activities that are planned for the year. These will again be informed by the needs and opportunities arising from the context within which we will be operating.

Individual workplans will be created by each member of staff, in discussion with their line manager, to ensure that their planned activities meet and deliver the organisation's operational objectives and address the annual priorities and focus areas. These plans will be analysed and amalgamated to ensure that activity is in hand throughout the organisation to encompass all requirements.

2. Strategic, economic and social context 2016-19

PAVO's strategic direction for the coming three years will inevitably be guided, shaped and informed by the strategic, economic and social context within which it, and the voluntary sector as a whole, operates. There are trends and drivers at a national, regional and local level that must be taken into account, identifying the future needs of our target populations and creating opportunities to shape and provide our services in response to these needs.

Legislation and Policy

Since the advent of devolved government in Wales, the legislative environment is increasingly divergent within the UK. Welsh Government has the power to enact the equivalent of primary legislation, thereby creating a compliance landscape that is distinct in content and character. This will be further developed as the Wales Bill 2015 makes its way through the process of enactment and promulgation.

Of late, two major acts of legislation have begun to influence the current and future shape of Wales' communities and public services, namely the Social Services & Well Being Act (SSWBA) and the Well Being of Future Generations Act (WBFGA).

Importantly, Part 9 of SSWBA has recently been amended to identify Powys as a region. This means that it is no longer amalgamated into Mid & West Wales, but will be required to implement the requirements of the act in and for Powys. As PAVO considers issues of CVC reconfiguration in Wales, it will be important to respond within the environment set by legislation.

WBFGA requires Las, LHBs and other identified bodies to establish Public Service Boards (PSB). These will displace Local Service Boards. The PSB will implement a well-being assessment in Powys and, on the basis of this, develop a multi-agency Well Being Plan for Powys. Whilst PAVO is not statutorily required to be a member of the PSB, the PSB is required to invite third sector representation to membership. It is expected that such an invitation will be extended to PAVO.

The Well Being plan will adopt the principles of Sustainable Development as set out in the WGFGA. Essentially, this will test the content of plans against the backdrop of the needs of future generations. It seeks to challenge short-termism.

Welsh government is increasingly speaking about One Public Service i.e. attempting to break down inter and intra sectoral barriers and regard all services as part of the way in which Wales serves and supports its people. Crucially, the third sector is seen as a key dimension to public service in Wales.

New legislation places central important on the voice and choice of people, communities, carers, service users, clients and customers. It seeks to put the person in the centre and to address what matters to the person / people. The third sector is acknowledged as an important way of enabling the participation and involvement of people, particularly those considered hard to reach.

A new Welsh Assembly will be elected in May 2016 and a new Welsh Government established. Whilst it is impossible to determine the priorities of a new government, it is nonetheless significant that certain priorities seem to stand the test of time e.g. Tackling Poverty, Jobs and Economic Growth. It will be important to champion and nurture the third sector's contribution to and role in these ongoing foci of the government's programme.

Infrastructure Partnership Agreement

The Infrastructure Partnership Agreement between WCVA/CVCs and Welsh Government has undergone successive reviews over recent years. Various recommendations and proposals have been made and considered. There continues to be a state of flux in relation to this and, as a consequence, an ongoing sense of disquiet, uncertainty and insecurity.

There is a number of emphases emerging from the reviews that indicate the direction in which Welsh Government expects the infrastructure to travel:

- Greater financial efficiency – identifying ways of saving money
- Structural reorganization
- Become 'digital by default' organisations
- Enable greater contact and involvement between local, third sector organisations and the Third Sector Partnership Council
- Clarify the infrastructure's policy with regards direct service provision

Finance

Continued austerity is the strong message given from statutory partners. Powys County Council continues to receive the biggest cuts to its Revenue Support Grant from Welsh Government, thereby reinforcing a perception of urban bias in the funding formula. Powys, partly due to its deeply rural context, is a county where providing services is comparatively very expensive and which struggles with a relatively low-wage economy.

Welsh Government has applied a 9% cut to CVC funding for 2016/17 and has warned of further cuts in subsequent years. This means that this source of funding has been reduced by 33% over the last 3 years.

PAVO receives important streams of funding from local statutory partners. These too are under threat of reduction and/or withdrawal.

Need and Opportunity

Notwithstanding the particular difficulties presented by the current and foreseeable context, there are nonetheless needs to be met and expectations to be fulfilled. Such needs and expectations give rise to both risk and opportunity for PAVO and the third sector in Powys. This strategic plan seeks to minimise risk and maximise opportunity.

In order to respond creatively and effectively to the various pressures on public services, Powys needs to build, nurture and grow a vibrant, independent sector. This will include the fostering of so-called 'social capital'. The role of volunteering in this regard needs to be championed.

Alternative models of service delivery need to be identified, negotiated and implemented if Powys is going to avoid the simple and drastic removal of non-statutory services. These relate to a multitude of service areas, for example libraries, day care opportunities for older people, youth services, public toilets, transport, recycling and leisure.

The involvement and participation of people is essential and needs to be enabled, supported and facilitated if it is to be effective.

In order to gain the trust and confidence of people, communities and commissioners third sector organisations must be and be seen to be safe, reliable and trustworthy. Good governance and management are essential in the effective delivery of high quality services.

The exploitation of opportunities presented by the ongoing ICT revolution needs to be central in the approach taken by people, communities and agencies. Any organisation that remains in an analogue world will quickly become old order. A *digital by default* culture needs to be developed.

In all of these examples of need, there is opportunity for PAVO and the sector. It could be argued that never before has the significance and importance of our sector's services and PAVO's work been as crucial. Opportunities include:

- the enabling of active citizenship via volunteering
- the facilitating of participation by people, communities and organisations
- the building of the sector's capacity to respond to need e.g. governance, management, sustainable & resilient planning, digital development
- the supporting of organisations in crisis and, where necessary, the helping of organisations to dissolve with dignity
- the encouragement of third sector integration into One Public Service in Powys
- the enabling of people and communities to operate digitally and exploit digital technology

PAVO's strategic plan for 2016-19 has been developed to enable the organisation to continue its work towards ensuring that these needs are met, working with the sector in Powys not only to nurture and sustain current voluntary action but also to develop and support innovative solutions that will ensure that the opportunities that are presented are fully realised.

3. Mission statement and values

The mission statement and values below were articulated in 2013 and, following discussion, remain unchanged for 2016-19.   Reflection by trustees and staff confirmed that, overall, observance of and adherence to the values is strong across the organisation in all of PAVO's work, although it is essential that we continue to listen and learn and to test our actions and activities against these values.

Mission statement

PAVO provides essential services to support third sector organisations and to improve people's lives.

Values

Respect
PAVO is committed to valuing all people and organisations and to having due regard for their feelings, rights and wishes.

Equality
PAVO is committed to treating people equally, especially in status, rights or opportunities.

Diversity
PAVO is committed to supporting variety and difference as a source of enrichment.

Integrity
PAVO is committed to consistency and unity in its behaviour.

Honesty
PAVO is committed to being sincere, truthful and free of deceit.

Collaboration
PAVO is committed to listening to each other whilst working together to achieve mutually beneficial results.

Excellence
PAVO is committed to doing what we say and striving for the best possible quality in everything we do.
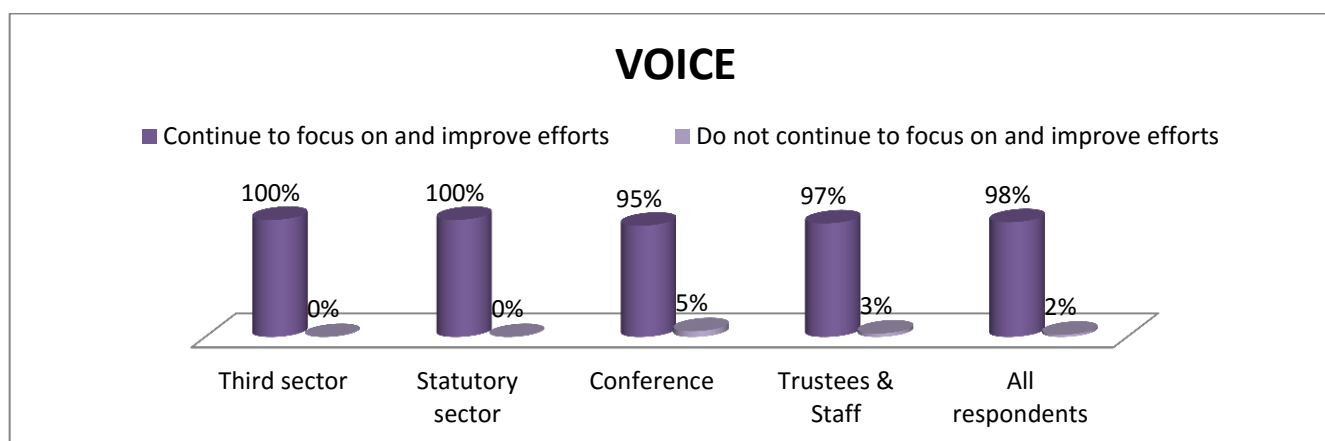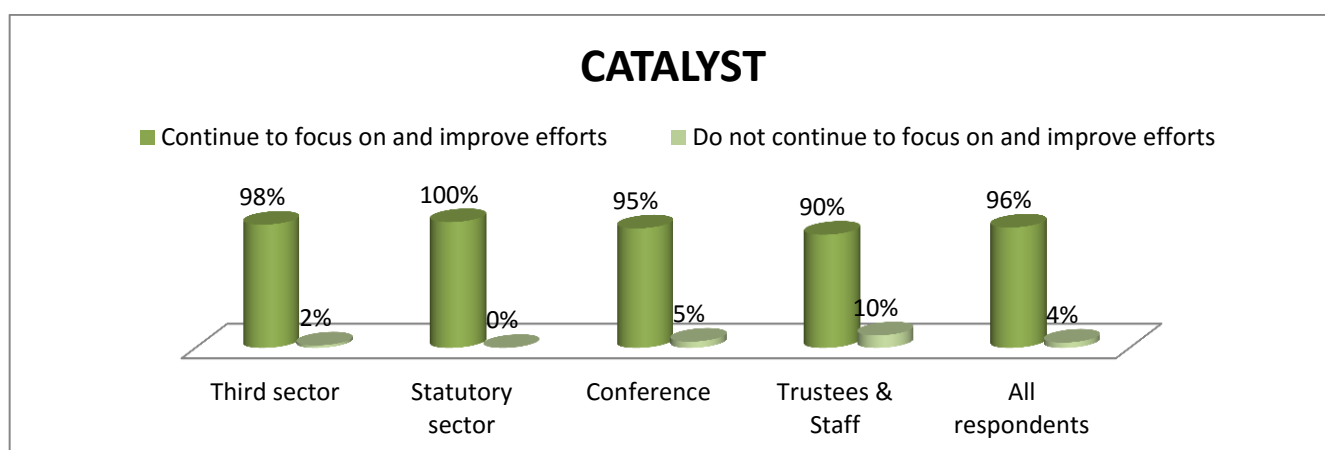
Listening and Learning
PAVO is committed to continually learning, transforming our organisation through the knowledge, capability and initiative of our workforce, partners and all others.
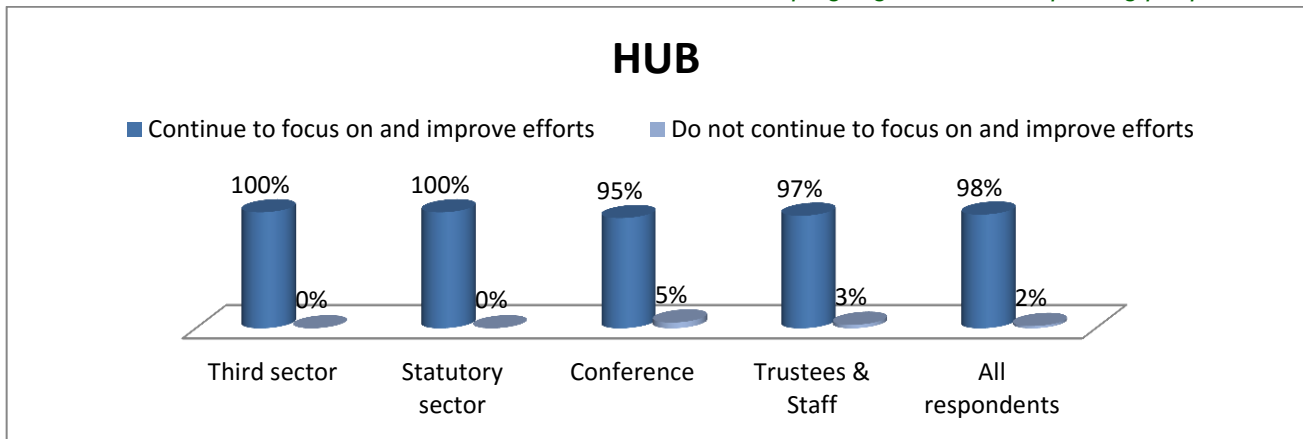
4. Strategic Purpose

PAVO's strategic purpose, as stated in the 2013-16 Strategic Plan is:-

➢ To be a CATALYST for voluntary action by enabling innovation, supporting volunteers and helping third sector organisations to operate effectively, deliver quality services and become sustainable.

➢ To provide a VOICE for voluntary organisations and community groups so that their views are heard and influence policy development and service planning and delivery and so that the views and experiences of individuals and communities are heard and understood by decision makers.

➢ To be a HUB of essential information and resources for third sector organisations.

The views of a wide range of stakeholders were sought on whether PAVO should continue to focus on and improve their efforts to achieve these three elements or whether new purposes should be identified. The overwhelming response from all stakeholder groups, as illustrated below, was that the organisation should continue to aspire to be a Catalyst, Voice and Hub:-

CATALYST

■ Continue to focus on and improve efforts   ■ Do not continue to focus on and improve efforts

Third sector	Statutory sector	Conference	Trustees & Staff	All respondents
98% / 2%	100% / 0%	95% / 5%	90% / 10%	96% / 4%

VOICE

■ Continue to focus on and improve efforts   ■ Do not continue to focus on and improve efforts

Third sector	Statutory sector	Conference	Trustees & Staff	All respondents
100% / 0%	100% / 0%	95% / 5%	97% / 3%	98% / 2%

HUB

■ Continue to focus on and improve efforts ■ Do not continue to focus on and improve efforts

	Continue to focus	Do not continue
Third sector	100%	0%
Statutory sector	100%	0%
Conference	95%	5%
Trustees & Staff	97%	3%
All respondents	98%	2%

In the light of this ringing endorsement it was agreed that PAVO's strategic purpose should continue as before. However, the definitions have been reviewed in the light of feedback and PAVO's strategic purpose for 2016-19 is:-

To be a **CATALYST** for voluntary action by enabling innovation, supporting volunteers and helping third sector organisations to operate effectively, deliver quality services and become sustainable.

To provide a **VOICE** for voluntary organisations and community groups so that their views are heard and influence policy development and service planning and delivery and so that that the views and experiences of individuals and communities are heard and understood by decision makers.

To be a **HUB** of essential information and resources for third sector organisations.

In order to achieve the strategic purpose it is essential that PAVO continues to ensure that it is an **ORGANISATION** that is fit for purpose to deliver the strategic plan, to support trustees in their stewardship and to support staff to work efficiently and effectively. This is in effect an additional strategic purpose and will be reported on as such.

5. Outcomes 2016-19

Contributing to the wider Infrastructure Partnership Agreement for Wales for the coming period, PAVO aims to ensure that the people of Powys are active and involved in their community, that third sector organisations within Powys are thriving and sustainable and that the sector in Powys is influential in contributing to local, regional and national policy development, delivery and scrutiny.

As a key member of the Powys Local Service Board (LSB), PAVO is also committed to the delivery of the population outcomes identified in 'One Powys yn Un'. While all ten

outcomes are cross cutting themes upon which all of our work will impact, we have particular responsibilities within the LSB to deliver elements of Outcome 1; People in Powys live in supportive, sharing and self-reliant communities and Outcome 10; People in Powys can easily access the services they need.

Within this context and in the light of the identified trends and drivers and the stakeholder feedback received, PAVO agreed the outcomes that it worked to achieve over the three years from 2013-16. The methodology of Results Based Accountability (RBA) was used, building on the social audit approach that was previously utilised, to identify our customer groups as the people and communities of Powys, third sector organisations and statutory and public bodies and to frame these outcomes, together with performance measures, indicators and milestones that informed the operational business plans, objectives and activities for each year. Regular reporting to the Board and Senior Management Team during the 2013-16 strategic planning period identified that the analysis was overly complex and that a simplified structure that refers to the populations without creating a separate analysis against them would enable more focussed reporting.

We have therefore, informed by the needs, trends and drivers and the opportunities that we believe will arise, identified the changes that PAVO intends to bring about during 2016-19 as a result of its work for each strategic purpose and have articulated the differences, or outcomes, that these should lead to.   This is the impact we intend our work to have. Within each strategic purpose, we have identified a priority focus as follows::-

- ➢ CATALYST   - Third sector governance
- ➢ VOICE   - Third sector engagement in influencing decisions
- ➢ HUB   - Provision of useful and relevant information
- ➢ ORGANISATION   - Regaining and maintaining PQASSO Level 2 quality mark

As well as setting out the needs/opportunities and outcomes for each strategic purpose, we have defined outcome measures and outcome indicators in order to monitor impact and effectiveness of activity. Within the measures and indicators we have highlighted the criteria which specifically reflect the priority focus of each strategic purpose.

In the development of the annual operational business plans, indicators may be developed for departments and for projects, which will feed into and support the achievement of those for the organisation. Reports against these will enable us to understand and demonstrate the differences that we have made and the social, economic and environmental impact of our work.

The table on the following pages provides a detailed analysis for each of the strategic purposes of the needs and opportunities addressed, the intended outcome, key outcome indicators, outcome measures and key output indicators that will be used to monitor and report on progress and the population or populations that each is intended to influence.

Strategic purpose	Needs/ Opportunities	Priority Focus	Outcomes	Outcome Measures	Key Outcome Indicator	Key Output Indicators	Population
To be a **CATALYST** for voluntary action	**Need:-** • A vibrant independent sector – social capital • Alternative models of delivery • Digital by default **Opportunity:-** • Capacity Building – Governance – Management – Sustainability – Asset and service transfer • Digital inclusion	Third Sector Governance	o Third sector groups and services are developed, delivered and sustained to safely meet the identified needs and wishes of individuals and communities	➢ Third sector groups are enabled to meet appropriate governance standards to more effectively manage the operation of their organisation	• % of trustees reporting they are more informed and confident as a result of PAVO support and intervention.	o Number of activities that promote or support implementation of policies or good practice.	Third sector
				➢ Third sector groups are enabled to maximise funding opportunities and become sustainable		o Number of occasions where organisations were supported re sustainable funding, self-generated income or fundraising	Third sector
				➢ Services are developed and sustained only in response to the needs of individuals and communities		o Number of times support was provided to organisations in relation to identifying need	People and communities Third sector

	Need:- • A vibrant independent sector – social capital • Volunteers/ trustees **Opportunity:-** • Active citizenship • Volunteering		o Individuals are encouraged and enabled to participate in voluntary action in a safe and nurturing environment, achieving personal goals whilst contributing to wider social, economic or environmental wellbeing.	• Individuals are encouraged and enabled to take up volunteering opportunities		o Number of volunteering opportunities identified and promoted	People and communities Third sector
					o Number of volunteers placed internally and externally	People and communities Third sector
				• Individuals have the opportunity to achieve their personal goals through their volunteering experience	o % of volunteers reporting that personal goals have been achieved through their volunteering experience	People and communities
				• Volunteering contributes to social, economic or environmental wellbeing	o Ratio of volunteering placements that contribute to social, economic or environmental wellbeing	People and communities

To provide a **VOICE** for voluntary organisations and community groups	**Need:-** • Participation/ engagement • Alternative models of delivery **Opportunity:-** • Participation by and via the third sector • Integration – One public service in Powys	Third Sector Engagement in influencing decisions.	○ The views of individuals and communities are heard and understood by decision makers, so that they have the opportunity to inform and influence policy development and service planning and delivery	The voices of individuals and groups are listened to by the decision makers in order to inform and influence policy development and the commissioning cycle	• Number of PAVO supported opportunities for contact and dialogue between third sector and decision makers. • % of organisations reporting they have been supported to get their voice heard.	○ Number of occasions where the voice of service users, staff or volunteers was brought to the attention of public sector bodies by PAVO in order to inform and influence policy development and/or the commissioning cycle	People and communities Third sector Statutory and public bodies

To be a **HUB** of essential information and resources for third sector organisations	**Need:-**
	
	• A vibrant independent sector – social capital
	• Digital by default
	
	Opportunity:-
	
	• Capacity building
	  – Governance
	  – Management
	  – Sustainability
	  – Digital organisations
	• Digital inclusion
		Provision of useful and relevant information.	o Third sector organisations are able to effectively access and share essential information, thus ensuring that their governance and practice meet the necessary standards	• Third sector organisations are provided with essential information in a variety of accessible formats	• % of organisations reporting they find PAVO information useful and relevant.	o Total number of information items published through all media	Third sector

						o Number of views of /visits to information published through all media	Third sector

To be an **ORGANISATION** that is fit for purpose	**Need:-**
	 • A vibrant independent sector
	 • Digital by default
	
	 Opportunity:-
	 • Capacity building
	   – Governance
	   – Management
	   – Sustainability
	   – Digital organisations
	 • Digital inclusion
		Regain and maintain PQASSO Level 2 quality mark.	o PAVO is well placed to deliver its strategic and business plans	➢ PAVO is well governed by its trustees and well managed by its Senior Management Team	• Achieve and maintain PQASSO level 2 quality standard.	o Level of trustees' understanding of their role	PAVO

						o % of staff who report that they consider PAVO to be well managed	PAVO
				➢ PAVO engages with all of its stakeholders and uses the feedback to influence its planning and delivery		o Number of activities, including surveys, undertaken to elicit the views of stakeholders	PAVO
				➢ PAVO is financially sustainable and adequately resourced		o Level of PAVO unrestricted reserves	PAVO
				➢ PAVO communicates effectively, both internally and externally		o Activities to nurture a 'Digital by Default' culture in PAVO.	PAVO

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6. Business and Operational plans

PAVO will produce an operational business plan at the beginning of each year, detailing the ways in which the strategic outcomes for the three year period will be delivered. The plan will identify operational objectives for the year, which will provide the framework for the Trustees Annual Report and the Impact Report for the year.

The operational objectives set out in the business plan will be used to formulate the objectives, activities, tasks, workplans and action plans of departments and staff members. Where appropriate, and in particular where required by funders, targets will be set for both individual staff members and teams or departments. Organisational, team and individual performance will be monitored through supervision and appraisal and team meetings as well as regular reports to the Senior Management Team, the Board of Trustees and funders and the workplans and activities will be reviewed and revised as necessary to ensure that the operational objectives for the year are fully met.

The business plan will be supplemented by organisational or departmental action plans for participation, internal and external communications, health and safety, learning and development, quality assurance, policy review, sustainable environmental development and business and strategic planning, together with a strategy for monitoring and evaluation and exit strategies from partnerships, contingency plans and a comprehensive organisational risk assessment covering:-

>   Financial risk
>   Governance and management risk
>   Operational risk
>   Environmental/external factors
>   Compliance risk

These plans may be found at www.pavonet.pavo.org.uk.

The implementation of these plans, policies and strategies will also be monitored, through regular reporting to the Senior Management Team and the Board of Trustees, who will review and if necessary update them in accordance with an agreed timetable, again to ensure that the operational objectives for the year are fully met.

7. Funding strategy 2016-19

PAVO currently receives core funding from the statutory and public sector to meet infrastructure work and to deliver in the community, where it is recognised that we are the best placed organisation to undertake this work. However, in the current climate of austerity, this can no longer be regarded as fully secure. This funding represents some 19% of our 2016-17 budgeted income; an overall cut of 6.3% in core funding in the year and we anticipate further cuts up to the end of March 2019. This will necessitate ongoing reviews of staffing, use of resources and activity to ensure that the organisation continues to operate at maximum efficiency.

We also receive funds for projects that add value to the work of Powys County Council and Powys teaching Health Board, where a specific need is identified and where we are best placed to deliver, either independently or in partnership with our colleagues within the third sector. These projects represent some 45% of our 2016-17 budgeted funding for delivery. This source has been reduced over the past few years and further cuts are expected during the coming period. This is to a large extent as a result of cuts to the departmental budgets of our funders, but is also a product of reviews of the ways in which they deliver their services. While this has necessitated a similar review of the way in which PAVO currently delivers some of its own services, it also provides new opportunities for the design and delivery of projects, both internally and in collaboration with partners in the third and statutory sectors.

We have built good relationships with the BIG Lottery and other trusts and foundations that currently provide funding for specific projects for which we have evidenced a clear need. Through these funding strands we have brought together consortia and partnerships to provide services across the county, sharing skills and working together to improve the quality of these services and deliver them equitably across the county. These projects represent some 28% of our 2016-17 budgeted funding for delivery and make a 8.7% contribution to our core funding requirement, but most are drawing to an end over the next two years. While we will continue to develop appropriate projects where need is identified, there are currently no new approved projects funded from these sources

We currently generate income from providing training, bookkeeping and payroll services and, more recently, writing funding applications and providing other paid for services, including researching and compiling reports for our statutory partners. Self-generated income represents only some 8% of the 2016-17 budgeted funding for delivery and provides self-funding for these services rather than raising additional income to contribute to the costs of the enterprise as a whole. However, recently opportunities have arisen to provide full payroll and bookkeeping services for regional partners and it is anticipated that this could, if fully developed, make a net contribution to the core costs of the organisation.

In order to fund current activity, the total budgeted income for 2016-17 is £1,286,904, made up of statutory sources 64%, Trusts including Lottery etc. 28% and self-generated funds 8%. Full details are contained in the table below.

At the current time we do not have information that will enable us to project income for 2017-18 and 2018-19 and many assumptions would have to be made. Therefore it would not be meaningful to replicate the table for later years. However, as further information becomes available forward projections will be made.

Department	Income £	% Stat etc.	% Lottery, Trusts etc.	% Self Gen	Duration of funding	Expenditure £
Core (Development)	268747	99%		1%	PCC 1 yr	288037
Core (Internal Services/strategy)					WCVA 1 yr	
Core (Support)						
Core (SMT/CEO)						
Core (Admin)						
Core (Training)						
Health and Social Care	67228	100%			1 yr	67780
Brokers	73000	100%			1 yr	73000
Powys Befrienders	192368		100%		To Oct 2016	192368
Info engine	8400			100%	2yrs	8400
ICF	31849	100%			1 yr	31849
Powys Volunteer Centre – incl Gwirfol	150636	100%			1 yr	150652
Community Voice	168516		100%		To May 2017	168516
Bookkeeping/payroll	22915			100%	ongoing	22915
Children and Young People	60000	100%			1 years	60404
Powys Agency for Mental Health	118553	100%			1 yr	117869
Mental Health Services Review	14500				One off project	13302
Community Transport	59000	100%			1 yr	59401
Powys Transport Training Agency	51192			100%	1 yr/ ongoing	51192
TOTAL	**1,286,904**					**£1,305,685**

8. ICT strategy 2016-19

One of the key needs, and indeed opportunity, identified for the coming period is for organisations to become digital by default and PAVO's ICT strategy for 2016 - 2019 is intended to support the organisation to meet that aspiration in all of its activities.

It is intended to inform an ongoing programme of ICT review and renewal, thus providing long-term direction whilst maintaining relevancy and ensuring that the organisation is at all times positioned to derive maximum benefit and efficiency savings from technological advances.

During the period, through the annual business plans, PAVO will aim to deliver the following:

- All PC's/laptops updated to Windows 10 by July 2016
- Accounts and payroll software reviewed during 17/18
- All staff are able to access all required information remotely including email, documents, intranet.
- All staff have the necessary skills to gain the most from using the hardware and software available to them – ICT training to be considered during each annual appraisal. Update for all staff on google/windows 10
- All staff are completely at ease with the use of all PAVO ICT systems
- ICT maintenance and replacement costs are incorporated into annual budgets
- Internal meetings or interactions conducted by Skype or other new media where ever possible
- ICT policies and support arrangements are reviewed in accordance with the agreed timetable

The following policies are in place and will support this implementation:

- Disaster recovery
- Acceptable use
- Bring your own device
- Data protection and confidentiality
- Social media
- Software policy

9. Direct Service Provision

At its meeting in July 2015 PAVO Board clarified its position, as an intermediary body, in relation to direct service provision. It adopted the following protocol to determine the circumstances under which PAVO may choose to deliver a service.

> *In relation to the direct provision of services PAVO:*
>
> 1. *will both support the provision of services and, where* appropriate*, deliver direct services to people and communities. This fulfils PAVO's strategic mission to help organisations and to improve people's lives.*
>
> 2. *will not normally seek to deliver a non-core service[1] that is being effectively delivered by an existing third sector organisation. Any exception will be considered and justified by the board.*
>
> 3. *will consider delivering a service to fill a gap in provision only when such gaps cannot be filled by existing third sector providers.*
>
> 4. *will support collaboration between provider organisation in the building of consortia and the submission of partnership bids, even where this results in competition with other third sector organisations. Where helpful and appropriate, PAVO will act as lead body for consortium or partnership contracts.*
>
> 5. *will deliver services that enable the third sector to bring greater co-ordination and consistency to service provision across the county.*
>
> 6. *will consider delivering a service when the quality of service provision by a third sector organisation is poor and the reputation of the wider sector is at risk.*

All new proposals for service delivery will be tested against this protocol.

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[1] A non-core service is anything that does not directly deliver the specified services contained in the core services framework of the Infrastructure Partnership Agreement.

Annex 1. Stakeholder feedback
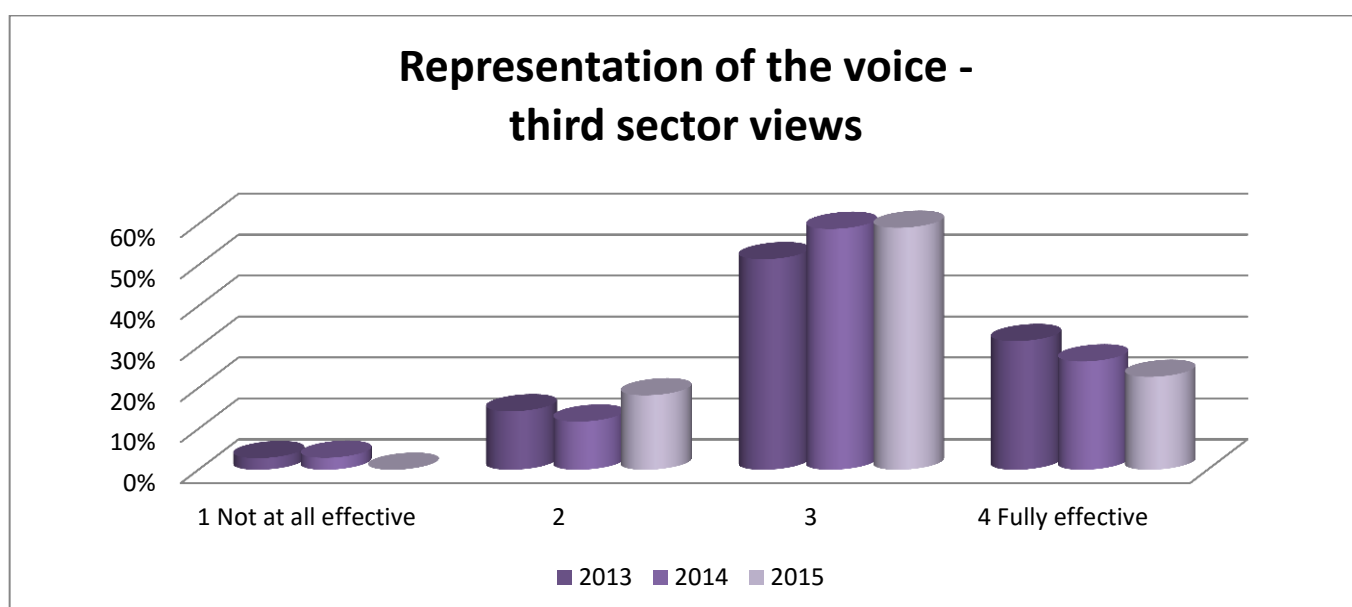
Stakeholder surveys 2013-16

Catalyst

How satisfied are you with the support that PAVO has provided to establish, sustain or develop projects, groups or organisations?
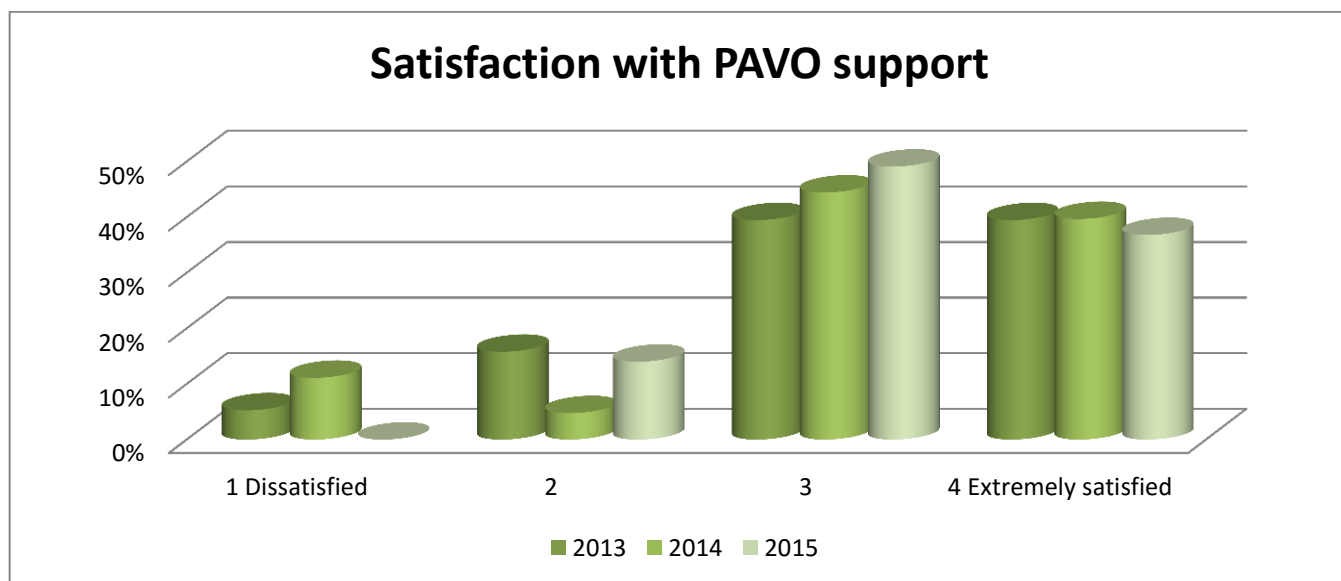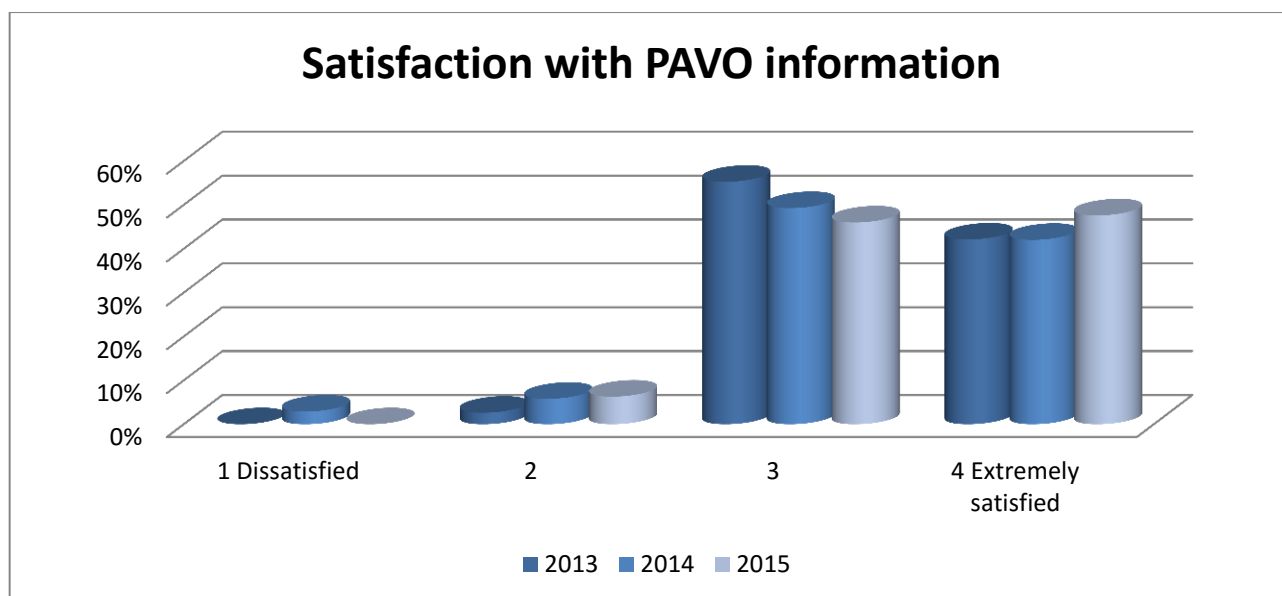

Voice

How effective is PAVO as a representative of the voice of the sector?

Hub

How satisfied are you with the information that PAVO provides to the sector?

Satisfaction with PAVO information

Legend: 2013, 2014, 2015

Categories: 1 Dissatisfied, 2, 3, 4 Extremely satisfied

Organisation

Staff satisfaction surveys 2012-15

How well is PAVO managed?

Overall I feel that PAVO is well managed

Legend: 2012, 2013, 2014

Categories: Strongly agree, Agree, Disagree, Strongly disagree