

PAVO

Powys Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Powys

Strategic Plan 2022- 2027



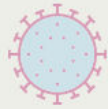
Helping Organisations; Improving People's Lives



Strategic Plan 2022-2027

Helping Organisations; Improving People's Lives

Strategic Context



Recovery & living with Covid



Support organisations to be resourceful & sustainable



Promoting equality & embracing diversity



Working digitally



Environmental sustainability



Increasing engagement, participation & influence

Purpose



PAVO is a CATALYST for voluntary action



PAVO articulates a legitimate VOICE on behalf of Powys' Communities and Third Sector



PAVO is a HUB of essential information

Outcomes

PAVO

People, communities & third sector organisations across the whole of Powys have increased awareness of PAVO and services provided



PAVO is a 'digital first' organisation



Volunteering

PAVO does all it can to tackle climate change and improve environmental sustainability



Good Governance

Sustainable Funding



Engagement & Influencing

Partners

A thriving voluntary, community & wider third sector

More resourceful, resilient and empowered communities



Increased co-production and participation in public policy, service design & delivery



Values

Collaboration



Honesty



Excellence



Equality & diversity



Respect



& behave with Kindness & Compassion

Supporting Strategies & Plans



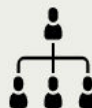
Annual Business Plan



Funding Strategies



Risk Management



Sound Management



Good Governance

Contents

| | | |
|----------|--|-----------|
| 1 | Introduction | 3 |
| 1a) | Background | 3 |
| 1b) | Development of our Strategic Plan | 3 |
| 2 | Strategic Environment 2022-2027 | 4 |
| 2a) | Legislation and National Policy | 4 |
| 2b) | Local Partnerships and Plans | 5 |
| 2c) | Third Sector Support Wales (TSSW), RIF (Regional Integration Fund) and contractual obligations | 6 |
| 2d) | Stakeholder Engagement | 6 |
| 2e) | PESTLE Analysis and Themes | 7 |
| 3 | Context | 7 |
| 3a) | Recovery from the pandemic and living with Covid | 7 |
| 3b) | Supporting organisations to be resourceful and sustainable | 8 |
| 3c) | Promoting equality and embracing diversity | 8 |
| 3d) | Working digitally | 8 |
| 3e) | Environmental Sustainability | 8 |
| 3f) | Increasing engagement, participation and influence | 8 |
| 4 | Mission Statement and Values | 9 |
| 4a) | Mission Statement | 9 |
| 4b) | Strapline | 9 |
| 4c) | CHEER-ful Values | 9 |
| 5 | Strategic Purpose | 10 |
| 6 | Outcomes 2022-2027 | 10 |
| 6a) | Outcomes | 11 |
| 6b) | Indicators | 12 |
| 7 | Business and Operational Plans | 16 |
| 8 | Supporting Strategies | 16 |
| 8a) | Funding Strategy | 16 |
| 8b) | Risk Management | 17 |
| 9 | Statement on Direct Service Provision with Individuals | 18 |

1) Introduction

a) Background

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 in all aspects of the strategic planning environment.

The stated objects of the organisation, which were reviewed and updated in 2021, are: -

(1) To deliver and fulfil any charitable purposes that are consistent with the stated values of the organisation for the benefit of the public, principally but not exclusively in the local government area of Powys and its environs (hereinafter called the “area of benefit”) and, in particular, build the capacity of third sector organisations and individuals, and provide them with the necessary support, information and services to enable them to pursue or contribute to any such charitable purpose.

(2) To promote, organise and facilitate co-operation and partnership working between third sector, statutory and other relevant bodies in the achievement of the above purposes within the area of benefit and to that end to bring together into membership of the Charity 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 in or operating in Powys.

PAVO is part of the Third Sector Support Wales, a network of support organisations for the whole of the third sector in Wales. It consists of the 19 local and regional County Voluntary Councils (PAVO is a County Voluntary Council) and the national support body, Wales Council for Voluntary Action (WCVA). As part of Third Sector Support Wales (TSSW), we work with people, volunteers and third sector groups to identify and address what matters to them. To achieve our shared goals, we collaborate with other key partners across the third sector, the public sector, business, research and funders.

b) Development of our Strategic Plan

In order to ensure the organisation builds on the achievements of the past 24 years, and continues to meet the needs of the third sector and local communities over the plan period, this plan will take account of the significant changes in the operating environment expected over the coming months and years. The information and data which forms the foundations upon which the plan is constructed have been derived from desk top research, engagement with external stakeholders and the expertise of PAVO trustees and staff. The latter has been harnessed through several interactive development sessions. Due to covid, this has largely taken place on-line although a number of staff teams took the opportunity to meet physically when it was safe to do so.

Previous strategic planning cycles have covered a period of three years. The trustees have decided to move to a five-year cycle from 2022 onwards. This will bring the PAVO planning

cycle into alignment with those of key partners such as Powys Teaching Health Board and Powys County Council (Health & Care Strategy forward to 2027) and Third Sector Support Wales. It will also enable PAVO to look further ahead when considering goals and outcomes. This Strategic Plan will be supported by annual business plans for each of the five years the plan period covers. Team and individual work programmes will support the achievement of both the Business Plan and Strategic Plan outcomes.

2) Strategic Environment 2022-2027

a) Legislation and National Policy

There are several key pieces of legislation which shape the development and delivery of public services in Wales and which affect the environment within which PAVO and the third sector operate. These key pieces of legislation have not changed since the previous PAVO Strategic Plan was developed.

The Well-being of Future Generations (Wales) Act 2015 requires all public bodies to put long-term sustainability at the forefront of their thinking, and in order to create a more sustainable Wales they must work with others including the third sector. The Act established 7 well-being goals: a prosperous Wales, a resilient Wales, a healthier Wales, a more equal Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh language and a globally responsible Wales. These goals will be achieved through the 5 ways of working: prevention, integration, involvement, collaboration and long-term. The Act established local Public Service Boards in which PAVO as a representative of the third sector is invited to participate.

The Environment (Wales) Act 2016 is intended to bring about significant environmental, social and economic benefits. There are 6 key parts of the act: Sustainable management of natural resources, climate change, charges for carrier bags, collection and disposal of waste, fisheries for shellfish and marine licensing, biodiversity & resilience of ecosystems duty and flood, coastal erosion and land drainage. In future all organisations and individuals will have to do more to protect and enhance the environment.

Social Services and Well-being (Wales) Act 2014 is transforming the way that health and care services are delivered. It aims to promote the integration of health and social care, encourage people to become independent to give them a stronger voice and control over their lives, give people greater freedom to decide what support they need and promote consistent, high quality services. The Act changes the culture from being a needs based approach to asking the individual "What matters to you?" and then maximising that individual's own support networks and access to community resources. The Act sets out a vision for a stronger role for the third sector and social value organisations in the future, and requires public sector bodies to promote third sector organisations and imposes a duty on them to include the third sector in Regional Partnership Boards. During the planning period the Welsh Government will take forward the proposals in the White Paper: Rebalancing Care and Support, which may bring both opportunities and challenges for the third sector.

A Healthier Wales sets out the plans to ensure that everyone in Wales has a long, healthy and happy life. The aims include services to support people to stay well, a person centred approach for when they do need help, more services to be provided in communities closer to

where people live and using the latest technology to help people get better or live the best life possible if they are not able to recover.

Programme for Government 2021-2026 sets out the 10 well-being objectives:

- Provide effective, high quality and sustainable healthcare.
- Continue our long-term programme of education reform, and ensure educational inequalities narrow and standards rise. Protect, re-build and develop our services for vulnerable people.
- Celebrate diversity and move to eliminate inequality in all of its forms.
- Build an economy based on the principles of fair work, sustainability and the industries and services of the future.
- Push towards a million Welsh speakers, and enable our tourism, sports and arts industries to thrive.
- Build a stronger, greener economy as we make maximum progress towards decarbonisation.
- Make our cities, towns and villages even better places in which to live and work. Embed our response to the climate and nature emergency in everything we do.
- Lead Wales in a national civic conversation about our constitutional future, and give our country the strongest possible presence on the world stage.

The Third Sector has a clear role to play in working towards the achievement of these objectives.

Welsh Language Act underpins the need for Welsh language provision.

Covid legislation and guidance is likely to be withdrawn at the end of March 2022. However, it is expected that some guidance and recommendations will remain. It is unclear at the time of writing what type of framework will be in place to manage and reduce risks.

b) Local partnerships & plans

Towards 2040 the Powys Well-being Plan has been developed by Powys Public Service Board (of which PAVO is a member) to improve well-being in Powys through taking a more co-ordinated and long-term approach to the issues that really matter to local people. The plan sets out 4 local outcomes which will contribute to the 7 well-being goals established by the Well-being of Future Generations Act. These are: People in Powys will experience a stable and thriving economy, People in Powys will enjoy a sustainable and productive environment, People in Powys will be healthy, socially motivated and responsible and People in Powys will be connected by strong communities and culture. The plan will be delivered through 12 well-being steps which detail how local organisations will work together.

The Health and Care Strategy for Powys – A Vision to 2027 and beyond has been developed by the Regional Partnership Board, whose membership consists principally of Powys County Council, Powys Teaching Health Board and PAVO on behalf of Powys' third sector. The plan aims to support people through the life course to ensure everyone is able to Start Well, Live Well and Age Well with a focus on Well-being, Early Help and Support, Tackling the Big Four (cancer, circulatory disease, respiratory disease and mental health problems) and Joined-up Care. The plan also aims to improve care through workforce futures, innovative environments, digital first and transforming partnerships. As well as being involved in the

delivery of direct services to meet identified outcomes, the third sector will have a key role in preventative activities and citizen engagement and service user participation.

c) Third Sector Support Wales (TSSW), RIF (Regional Integration Fund) and contractual obligations

Third Sector Support Wales shared mission is “*creating the conditions for the voluntary sector and volunteers across Wales to contribute fully to individual and community well-being*” and its shared vision is “*an equal, inclusive and greener Wales with thriving communities and a culture that nurtures well-being*”. Welsh Government provides funding to TSSW organisations via WCVA, and PAVO has to demonstrate that the funding received is being used to work towards achieving shared goals.

TSSW has agreed the following principles to guide the approach to delivery over the 5-year strategic planning period:

- Work collaboratively in equal partnership.
- Draw on our different strengths and assets.
- Be open and inclusive.
- Co-design services and solutions.
- Empower practitioners.
- Be evidence-based.
- Focus on increasing our impact.
- Partner with others and attract resources beyond our core funding.
- Draw on the sustainable development principles.
- Champion local.

A significant proportion of PAVO funds are from the Health and Care Regional Integration Fund (RIF). Each project has separate targets and monitoring requirements. In addition, there is a range of projects which are delivered using external funding from a variety of different sources including public sector and charitable funds. All of these funds have a variety of conditions attached, including the delivery of specific activities.

d) Stakeholder Engagement

PAVO undertakes an annual Stakeholder Survey and has an on-going “Listen and Learn” programme of visits to member organisations. In 2020 and 2021 the vast majority of engagement took place online or over the telephone. An inevitable consequence of this was that overall we engaged with fewer organisations than in recent years. In the 2021/22 period PAVO engaged with 55 organisations, around 50% of the number engaged with for the preparation of the previous Strategic Plan. The respondents were asked to comment on PAVO’s services and activities as well as the strategic purposes of Catalyst, Voice and Hub. The responses were overwhelmingly positive, with the majority of respondents indicating that they were either satisfied or extremely satisfied with PAVO services. Affirmation was also received that PAVO was meeting its strategic purposes Catalyst, Voice and Hub and that these were still relevant and valid. The additional narrative responses were analysed for trends and issues. It was very clear that respondents felt that PAVO’s role as a Catalyst for voluntary action was needed more than ever as communities recover and rebuild following the

pandemic. The strategic purpose of articulating a legitimate Voice on behalf of Powys' communities and third sector was also viewed as essential, particularly following the key role the sector played in the provision of emergency support. Being a Hub of essential information and resources was also seen as being vital for the sector, and there was a clear mandate to continue to bring people together through networks and events.

e) PESTLE Analysis and themes

PAVO Board members participated in a visioning exercise and a facilitated PESTLE analysis. The PESTLE (Political, Economic, Social, Technical, Legal and Environmental) is a framework designed to ensure that all external factors and the impact they might have on an organisation's operations are properly considered, along with any potential strategies to maximise opportunities and mitigate any challenges. The exercise also determined themes and work streams which were to be prioritised during the strategic planning period.

3) Context

The complexity and instability of the environment within which PAVO and the third sector will operate over the next five years should not be underestimated and the organisation will need to be flexible enough to respond to the opportunities and challenges which will emerge. The past few years have demonstrated clearly that global events impact on the communities of Powys and that voluntary action is able to support both individuals and communities to be resilient and resourceful. During this planning period there will be local and national elections. The outcome of which can change national and local decision making processes. In terms of legislation, the impacts of changes associated with Brexit had not been embedded prior to the introduction of Coronavirus legislation. The latter proved challenging for the sector due to the complexity of the legislation and associated guidance, which was not helped by the differences between England and Wales. PAVO will need to be responsive, flexible and resourceful during the planning period to make the most of opportunities and cope with challenges associated with continual uncertainty and change.

a) Recovery from the pandemic and living with Covid

Recovery from the pandemic and learning to live with the virus going forward is the main challenge for the sector in the short to medium term. The economic and social impacts have been unprecedented. The economy has changed drastically since Brexit and the pandemic, the impacts of which on funding streams for the sector and its ability to recruit staff and procure goods and services have yet to be fully understood. In addition, the number of people experiencing poverty has increased with a consequential increase in need for support from the voluntary sector. Whilst voluntary activity has been at the forefront of the emergency response, the longer term effects on the sector are yet to be fully understood. We expect to be engaged with supporting organisations and facilitating volunteering in relation to Covid for a significant period of time within this planning period.

b) Supporting organisations to be resourceful and sustainable

Our core work is supporting the voluntary sector and promoting volunteering. During the pandemic there was a dramatic increase in people coming forward to volunteer, which latterly declined as people went back to their usual responsibilities. We will continue to deliver high quality services to support all organisations to operate effectively, safely, legally and sustainably. We will expand and develop our grants management work.

c) Promoting equality and embracing diversity

We will work to improve access to all of our services and activities, ensuring that all organisations and communities can participate. As Powys communities become more diverse, we will increase our understanding of the changing needs and how we can meet those needs effectively. Society is changing, both as a result of the pandemic and increased awareness of global issues. Powys' communities are becoming more diverse for a variety of reasons. The isolation experienced during covid has had an impact on health and well-being particularly for children, young people and older people, and made it more difficult to access services. Working from home has changed lifestyles for many people. We will be mindful of protected characteristics and how we can better represent and celebrate diversity. We will increase the use of the Welsh language and support third sector organisations to do the same.

d) Working digitally

Due to the physical distancing, the use of digital technologies increased substantially. The positive aspects need to be harnessed in future working arrangements. However, there are those who became more isolated due to not being able to access the technology and new risks are emerging in terms of cybersecurity and protection of privacy. Due to the pandemic, we have successfully transferred most of our services and activities online. We will continue to offer digital services where appropriate, building on what has worked well. We will engage with organisations to support them to develop a digital offer, and also work to ensure digital inclusion. We will work on our communications, particularly digital and social media and bring consistency to our messaging, house style and branding.

e) Environmental Sustainability

Climate Change and sustainability must be at the core of all activities and services. The effects of climate change are acutely felt in Powys, with many communities being impacted by severe weather and flooding on a regular basis which serves to raise awareness of the need to act differently and find ways to reduce environmental impacts. We have developed an Environmental Sustainability Action Plan during the last strategic plan period, we will continue to embed changes into the way we operate.

f) Increasing engagement, participation and influence

The profile of the third sector was raised significantly during the pandemic, and the value of voluntary action became more widely understood, appreciated and valued. In addition, although there was an initial decline during lockdown, overall rates of participation and

engagement with experts by experience and organisations increased. Co-production of strategy, policy and service design was more prevalent. Stakeholders told us they valued the opportunity to be involved in decision-making, and felt that PAVO's role to articulate the voice of the sector and communities was an important one. We will build on the positive achievements of the pandemic period, and ensure we work more closely with the sector, communities and partners to positively influence local outcomes.

4) Mission Statement and Values

a) Mission Statement

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

b) Strapline

Helping Organisations; Improving People's Lives

c) CHEER-ful Values

Collaboration

PAVO is committed to working with each other and others to achieve mutually beneficial results. We will listen to and learn from people in order to transform our organisation through the knowledge, capability and initiative of our workforce, partners and all others.

Honesty

PAVO is committed to being sincere, truthful and free of deceit. We will ensure consistency and integrity in our behaviour.

Excellence

PAVO is committed to achieving the highest possible standards and delivering the best possible quality in everything we do.

Equality

PAVO is committed to embracing diversity as a source of enrichment. We will treat all people fairly, and do everything we can to enable equal opportunity for all.

Respect

PAVO is committed to valuing all people and organisations and to having due regard for their feelings, rights and wishes. We will act with kindness and compassion in all that we do.

5) Strategic Purpose



PAVO is a CATALYST for voluntary action



PAVO articulates a legitimate VOICE on behalf of Powys' Communities & Third Sector



PAVO is a HUB of essential information



PAVO is effectively governed and managed

6) Outcomes for 2022-2027


A number of high-level strategic outcomes have been selected for the strategic plan period. These have been developed through the amalgamation of the PAVO identified local outcomes and the TSSW nationally agreed outcomes. These outcomes are presented in the table on the next page. The PAVO Strategic Purposes (Catalyst, Voice & Hub) are mapped against the TSSW Strategic Pillars (Good Governance, Effective Influence & Strategic Engagement, Volunteering and Resourcing a Sustainable Sector) and the TSSW Goals: 1. A thriving voluntary, community and wider third sector, 2. More resourceful, resilient and empowered communities and 3. Increased co-production and participation in public policy, service design and delivery.


On the following pages there are tables containing the high level indicators for each outcome. Most government strategies and public sector organisations are using Results Based Accountability (RBA) methodology. In contrast TSSW has adopted the Theory of Change process. Whilst this poses a degree of challenge, the use of the TSSW CRM will enable us to report effectively within both methodologies.


a) Outcomes


| | | | | | | |
|----------------------------|---|---|--|--|---|--|
| PAVO Strategic Priorities | People, communities and third sector organisations across the whole of Powys have increased awareness of PAVO and services provided | | | | | |
| | Powys' diverse communities and third sector organisations have improved access to PAVO services and activities | | | | | |
| | PAVO is a 'digital first' organisation | | | | | |
| | PAVO does all it can to tackle climate change and improve environmental sustainability | | | | | |
| PAVO Strategic Purpose | PAVO is a CATALYST for voluntary Action | | PAVO articulates a legitimate VOICE on behalf of Powys' | | PAVO is a HUB of essential information and resources | |
| Good Governance | Those involved in running third sector organisations have increased confidence in leading their organisations | Those involved in running third sector organisations have improved ability to recruit and retain skilled trustees | | | Those involved in third sector organisations are better able to access information, advice and support on governance | |
| | Those involved in running third sector organisations have increased skills and knowledge to lead their organisations | | | | | |
| Engagement and Influencing | | | Third sector organisations meaningfully engage with public bodies in policy development and service co-production | Public bodies recognize and value the current and potential contribution of communities and third sector organisations | | |
| | | | Third sector organisations play an active role in engaging and working with people and communities, including seldom heard groups | The voices of individuals and groups inform and influence policy development, service planning and delivery | | |
| Volunteering | Individuals have improved well-being as a result of taking part in high quality volunteering | Organisations involving volunteers have access to learning and continuously improve the volunteering experience | | | Organisations involving volunteers have access to high quality information, advice and support to recruit and manage volunteers | Individuals have access to high quality information, advice and support to participate in volunteering |
| | Volunteers contribute their knowledge, skills and experience and are integral to a thriving and sustainable third sector | Volunteering grant funds deliver excellent projects as a result of high quality applications from a diverse range of third sector organisations | | | The contribution of volunteering to the well-being of Wales is recognised by decision-makers and the public | |
| | Volunteers are engaged in delivering quality services which achieve what matters to communities and individuals | | | | Individuals (including professionals supporting individuals) have access to high quality information, advice and support to access third sector activities, services and facilities to achieve what matters to them | |
| Sustainable Funding | Third sector organisations develop and provide services that effectively address identified needs | Third sector organisations effectively secure and generate the resources they need to survive and grow | PAVO is a valued member of strategic partnerships and makes effective use of the data, intelligence and evidence it gathers to influence discussions so that decisions are made which respect and value what matters to people and communities | | Third sector organisations receive the high quality and effective information, advice and support they require | Effective cross-sector partnerships between all stakeholders |
| | Third sector organisations are resourceful and have the skills, knowledge and capacity to sustain their organisations | More resources from government, other funders and businesses across the UK are intelligently invested in the sector | The feedback from communities & individuals supported by third sector services is used effectively in service planning and delivery to ensure that more people are able to do what matters to them. | | Third sector organisations are able to network, learn from each other, support each other and share best practice | Effective evidence-based solutions in the sector are recognized and championed |
| | More individuals and communities access activities, services and facilities provided by third sector organisations | | | | More individuals achieve what matters to them as a result of joint working by third sector and public sector organisations | |
| TSSW Strategic Plan | Goal 1: A thriving voluntary, community and wider third sector | | | | | |
| | Goal 2: More resourceful, resilient and empowered communities | | | | | |
| | Goal 3: Increased co-production and participation in public policy, service design and delivery | | | | | |

b) Indicators

| Strategic Purpose | High Level Indicator - Activity | High Level Indicator - Impact | Outcome <i>PAVO is a CATALYST for voluntary action</i> | Teams / Projects |
|---|--|--|---|----------------------|
|  <p>Catalyst</p> | <p># Organisations supported with direct advice & guidance (PAVO CRM)</p> <p># Volunteers placed (VW & PAVO stats)</p> | <p>% Organisations reporting increase in skills to run their organisation effectively (PAVO Stakeholder survey)</p> <p># Individuals reporting improved well-being as a result of being engaged with PAVO activities (User Survey)</p> | Those involved in running third sector organisations have increased confidence in leading their organisations | TSD |
| | | | Those involved in running third sector organisations have improved ability to recruit and retain skilled trustees | TSD, PVC |
| | | | Those involved in running third sector organisations have increased skills and knowledge to lead their organisations | TSD |
| | | | Individuals Have improved well-being as a result of taking part in high quality volunteering | PVC, PBS |
| | | | Organisations involving volunteers are able to learn and continuously improve the volunteering experience | PVC, TSD |
| | | | Volunteers contribute their knowledge, skills and experience and are integral to a thriving and sustainable third sector | PVC, TSD, PBS, SV |
| | | | Volunteering grant funds deliver excellent projects as a result of high quality applications from a diverse range of third sector organisations | PVC, IS |
| | | | Volunteers are engaged in delivering quality services which achieve what matters to communities and individuals | PVC, PBS, SV |
| | | | Third sector organisations develop and provide services that effectively address identified needs | AO, TSD, CC, PBS, SV |
| | | | Third sector organisations effectively secure and generate the resources they need to survive and grow | TSD, PVC, SV |
| | | | Third sector organisations are resourceful and have the skills, knowledge and capacity to sustain their organisations | TSD, HWB |
| | | | More resources from government, other funders and businesses across the UK are intelligently invested in the sector | CEO, HWB, TSD |
| | | | More individuals and communities access activities, services and facilities provided by third sector organisations | CC, PBS, HWB, MH, SV |

| Strategic Purpose | High Level Indicator - Activity | High Level Indicator - Impact | Outcome <i>PAVO articulates a legitimate VOICE on behalf of Powys' Communities & Third Sector</i> | Teams / Projects |
|---|---|--|---|--------------------------|
|  | <p># Occasions when help was given to articulate a legitimate voice on behalf of communities and the third sector (PAVO CRM)</p> <p># Participants involved in engagement & participation activities (PAVO CRM)</p> | <p>% Organisations rating PAVO's effectiveness in enabling the voice to influence decision-making as good or excellent (PAVO Stakeholder survey)</p> | <p>Third sector organisations meaningfully engage with public bodies in policy development and service co-production</p> | <p>HWB, MH, SV</p> |
| | | | <p>Public bodies recognize and value the current and potential contribution of communities and third sector organisations</p> | <p>CEO, HWB, TSD, SV</p> |
| | | | <p>Third sector organisations play an active role in engaging and working with people and communities, including seldom heard groups</p> | <p>E, HWB, MH, TSD</p> |
| | | | <p>The voices of individuals and groups inform and influence policy development, service planning and delivery</p> | <p>E, HWB, MH, TSD</p> |
| | | | <p>PAVO is a valued member of strategic partnerships and makes effective use of the data, intelligence and evidence it gathers to influence discussions so that decisions are made which respect and value what matters to people and communities</p> | <p>CEO, E, HWB</p> |
| | | | <p>The feedback from individuals supported by third sector services is used effectively in service planning and delivery to ensure that more people are able to do what matters to them.</p> | <p>E, HWB, MH, SV</p> |

| Strategic Purpose | High Level Indicator - Activity | High Level Indicator - Impact | Outcome <i>PAVO is a HUB of essential information</i> | Teams / Projects |
|---|--|--|---|----------------------|
|  | # Occasions when information provided to people, communities and third sector organisations (Number of interactions – PAVO CRMs) | % Organisations reporting that the information PAVO shares is useful and necessary (PAVO stakeholder survey) | Those involved in third sector organisations are better able to access information, advice and support on governance | TSD |
| | | | Organisations involving volunteers have access to high quality information, advice and support to recruit and manage volunteers | PVC |
| | | | Individuals have access to high quality information, advice and support to participate in volunteering | PVC, PBS |
| | | | The contribution of volunteering to the well-being of Wales is recognised by decision-makers and the public | CEO, HWB |
| | | | Individuals (including professionals supporting individuals) have access to high quality information, advice and support to access third sector activities, services and facilities to achieve what matters to them | AO, CC, HWB, MH |
| | | | Third sector organisations receive the high quality and effective information, advice and support they require | HWB, MH, TSD |
| | | | Effective cross-sector partnerships between all stakeholders | CEO, HWB, TSD, SV |
| | | | Third sector organisations are able to network, learn from each other, support each other and share best practice | CC, HWB, MH, TSD, SV |
| | | | Effective evidence-based solutions in the sector are recognized and championed | CEO, HWB, TSD |
| More individuals achieve what matters to them as a result of joint working by third and public sector organisations | CC, CEO, HWB, TSD, SV | | | |

| Strategic Purpose | High level indicator - Activity | High Level Indicator - Impact | Outcome <i>PAVO is effectively governed and managed</i> | Teams / Projects |
|---|---|--|---|------------------|
|  | Effective quality assurance system (Reports to Board) | Geographical distribution of source of enquiries (CRM postcode map) # PAVO Membership | People, communities and third sector organisations across the whole of Powys have increased awareness of PAVO and services provided | IS lead, All |
| | | | Powys' diverse communities and third sector organisations have improved access to PAVO services and activities | IS lead, All |
| | | | PAVO is a 'digital first' organisation | IS lead, All |
| | | | PAVO does all it can to tackle climate change and improve environmental sustainability | IS lead, All |

Key

AO – Active Offer, CB – Community Buildings, CC- Community Connectors, CEO – Office of Chief Executive, E – Engagement & Participation, HWB – Health & Well-being, IS – Internal Services, MH – Mental Health, PBS – Powys Befriending Service, PVC – PAVO Volunteer Centre, SV – Social Value, TSD – Third Sector Development,

7) Business and Operational Plans

At the end of each financial year PAVO will produce a business plan for the forthcoming year which will set out in detail what we will do to work towards the achievement of the strategic outcomes. It will set out how each area of PAVO's work will contribute, what activities will be undertaken and how success will be measured. Given the rapidly changing context within which PAVO and the wider third sector are operating, there will be a need for business planning to be flexible and responsive in order to make the most of any emerging opportunities and to meet any unforeseen challenges. PAVO will have in place a robust Business Continuity Plan, which will be regularly reviewed, to ensure we can maintain core operation and the delivery of essential front facing services to people and communities.

The Business Plan will be used as the foundation to develop department, team and individual work programmes. The Business Plan will include, where appropriate and / or necessary targets in order to make increased progress towards delivering the identified outcomes or to meet the requirements of external funders and specific projects.

Team, department and organisational performance will be measured using a range of measures, referred to as key performance indicators (KPIs). All data will be recorded within the CRM. This system will facilitate the automated reporting direct to TSSW via the Dashboard, as well as provide for the generation of bespoke reports for specific projects and funders and internal monitoring. The TSSW Strategic and Business plans will develop over this strategic planning period, and may result in changes to TSSW KPI's. In such circumstances, the PAVO Business Planning Process will take account of any changes that will need to be made to monitoring processes.

Individuals' performance will be monitored via supervision and annual appraisal. The relationship between the Strategic and Business Plans and individual and team work programmes will be monitored by the Senior Management Team (SMT).

Reports will be produced on a quarterly basis for the SMT and the Board. These will be high level reports featuring overarching indicators to demonstrate trend data and additional more detailed project-specific reports where there are examples of exceptionally high or low performance and achievement. Narrative reports will also be produced to demonstrate qualitative information and contextual aspects. Where there are external contract and grant reports required, the information will be drawn from the report cards and vice versa to reduce duplication of effort. Each year an annual Impact report will be produced.

8) Supporting Strategies

a) Funding Strategy

PAVO has receives core funding from the statutory sector to deliver infrastructure services and undertake work in the community where it is recognised that we are the best placed organisation to provide the services and activities. TSSW core funding constitutes approximately 20% of PAVO's income. A significant source of funding comes from the Regional Integration Fund, managed via the Powys Regional Partnership Board.

Social enterprise activity within PAVO is currently limited to a few services, including payroll, book keeping and training which are paid-for services. There have been a few initiatives where income has been generated by undertaking consultancy work for external organisations. Further opportunities to create and provide charged-for services could be explored and developed during this strategic plan period in areas where we have knowledge, skills and experience.

PAVO has an excellent reputation with both local public sector commissioners and a number of independent grant awarding bodies. There is a range of specific projects which are currently funded from such sources, the largest funding stream is the aforementioned Regional Integration Fund (RIF) which is managed by the Regional Partnership Board. RIF revenue is expected to make up just over 50% of PAVO's income for 2022/23. We also receive specific project funding from both Powys County Council and Powys Teaching Health Board to deliver projects focussing on health and well-being and mental health.

We have a range of projects funded from a variety of funding streams. All grant / funding opportunities that arise during the plan period will be considered, and applications will be drafted if there is potential for new activities to be developed which would contribute to the achievement of the agreed outcomes. We plan to increase our grants management offer.

All staff will be encouraged to identify potential funding opportunities and bring their ideas to the attention of their line managers for potential escalation to members of the SMT.

PAVO will continue to adopt and apply sound financial planning and governance practices, with the preparation of annual budgets and the robust monitoring of income and expenditure. Regular financial reports will be provided to the Board throughout the year.

b) Risk Management

The Strategic Plan and Business Plans will be supported by a range of effective internal risk management and quality assurance systems. We will ensure there continues to be systems in place to ensure we comply with all relevant legislation including health and safety, personnel and data protection. Our quality assurance system, which includes review schedules for policies and procedures, an internal audit programme, the management of environmental sustainability and staff learning and development was partially interrupted during the time of the pandemic. We plan to work to have this programme fully back on track within the first year of the strategic planning period. We have reviewed our Risk Register, Risk Management and Risk Reporting procedures, and have improved and updated the processes.

9) Statement on Direct Service Provision with Individuals

Being reviewed and updated at time of drafting.

In relation to the direct provision of services with individuals PAVO:

- 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.
- Will seek to continue to deliver core services¹ where another third sector organisation has diversified and broadened its remit to include services which PAVO currently provides or which would be expected to fall within the remit of a County Voluntary County, and subsequently competes with PAVO for funding.
- Will not normally seek to deliver a non-core service¹ that is being effectively delivered by an existing third sector organisation. Any exception will be considered and justified by the board.
- Will consider delivering a service to fill a gap in provision only when such gaps cannot be filled by existing third sector providers.
- Will support collaboration between provider organisation in the building of consortia and the submission of partnership bids, even where this may result in competition with other third sector organisations. Where helpful and appropriate, PAVO will act as lead body for consortium or partnership contracts.
- Will deliver services that enable the third sector to bring greater co-ordination and consistency to service provision across the county.
- 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.
- Will consider delivering a service where there is no local voluntary organisation able to provide that service, and it is considered in the interests of people and communities that a local provider would be more appropriate than a national entity.
- Will consider delivering a service when the provider organisation has to have the capability of delivering to all ages, all situations and all of Powys, and all other local providers are constituted in such a way as to restrict activity to age, condition, remit or geographical location thereby preventing delivery to contractual specifications. In such circumstances PAVO would seek to build consortia of local third sector providers.

¹ A non-core service is anything that does not directly deliver the specified services contained in the core services framework of the Third Sector Support Wales or contributes directly to the strategic purposes of catalyst, voice and hub.