

# VAMT Strategic Plan 2017 - 2020



## Implementation Plan

### Strategic Aim 1 - Enable third sector organisations to deliver services, improve in all aspects of their work and become resilient

#### Outcomes will include:

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

Action	Lead	Priority H M L	Risk <sup>1</sup> H M L	RAG	Progress / Comments
Maintain the standards set within TSSW Core Service Standards and participate in the TSSW Networks	CO	H	H		New TSSW core service implemented by VAMT in April 2017. First report due October. Staff attending TSSW Networks
Re-establish a strong funding advice service subject to anticipated funding being received	DCO	M	M		Will require additional funding – will need to be part of Financial Plan
Provide improved services to trustees	DCO	M	L		Will require additional funding – will need to be part of Financial Plan

Seek to maximise VAMT involvement in CF legacy	DCO	M	M		DCO involved in Transition Board. Suggestions for legacy submitted on behalf of South Cluster. Also involvement in planning and influencing direction of travel for WG Resilient Communities at local and TSSW level.
Provide advice and signposting on e.g. governance, data protection, Welsh Language Standards, equality and diversity, etc.	DCO	H	H		Part of Core Service Standards
Offer training and development and capacity build support to the sector	DCO	H	H		Part of Core Service Standards
Promote the implementation of quality assurance schemes, PQASSO and IiV	CO / DCO	M	L		Part of Core Service Standards
Deliver advice, briefings and support on sustainable funding	CO	H	H		Part of Core Service Standards
Promote collaborative working and facilitate consortia bids	CO	H	H		Part of Core Service Standards
Secure and administer funding schemes	CO	M	L		Included in Operational Plans. Administer the 240K ICF Community Capacity Grants Scheme in 17/18. This was doubled from 16/17. Administer 100K befriending schemes. Administer the MT Community Trust small grants scheme.
Represent Merthyr Tydfil on regional and national grant panels	DCO	M	L		Part of Core Service Standards

## Strategic Aim 2 - Strengthen representation and influence of third sector organisations

### Outcomes will include:

- The third sector can contribute effectively to policy at all levels
- The third sector is recognised as a vital route to participation and engagement
- The third sector plays an effective role in planning, delivering and scrutinising public services
- The third sector leads and engages in campaigns to improve the well-being of citizens in Wales

Action	Lead	Priority H M L	Risk H M L	RAG	Progress / Comments
Influence development of public engagement, consultation and participation by involvement in the Cwm Taf Public Engagement Group	CO	M	L		Included in Operational Plans. CO member of PEG
Improve third sectors influence in local policy and service development	CO	H	H		Part of Core Service Standards
Be actively involved in the implementation of the Social Services and Well Being Act 2014, the Future Generations of Wales Act 2015 and other relevant legislation	CO	H	M		Included in Operational Plans. Fully involved in SSWB planning structures. Planning TS regional workshop in September. Involved in Well Being Plan Working Group (FGW Act) Involved in MTCBC Well Being Goals planning
Support ICF Community Coordinators	CO	H	M		Included in Operational Plans
Promote the third sector	CO	H	M		Part of Core Service Standards
Promote our impact assessments	CO	M	L		Community Coordinator Impact document promoted

Encourage joint working with other agencies (e.g. DWP, TTC, Working Links) to maximise resources	DCO	H	M		Contract with DWP anticipated
Provide information, briefings and awareness raising events	CO	H	H		Part of Core Service Standards
Support local networks and engagement with relevant public bodies and seek to influence policy	CO / DCO	H	H		Part of Core Service Standards. First meeting of Green Spaces Network held in June.
Promote and contribute to consultations	CO	M	L		Part of Core Service Standards
Share information about local scrutiny opportunities	CO	M	L		Part of Core Service Standards
Initiate, publicise and support local third sector campaigns	CO	L	L		Part of Core Service Standards

### Strategic Aim 3 – Enhance volunteering and wellbeing through participation and community action

#### Outcomes will include:

- More people, organisations and the community benefitting from volunteer involvement
- More organisations providing quality volunteering opportunities
- People and communities engaging in co-production of public services
- More people benefiting from their high quality volunteer involvement

Action	Lead	Priority H M L	Risk H M L	RAG	Progress / Comments
Administer local Youth-led grants schemes	DCO	H	H		Part of Core Service Standards

Provide information and advice to Volunteering Wales grants applicants	DCO	M	M		Part of Core Service Standards
Take part in Volunteering Wales project board	DCO	L	L		Included in Operational Plans
Provide support and mentoring for individual volunteers	DCO	L	L		Additional to Core Service Standard. Will need to be part of Financial Plan. Consider bid around volunteers as mentors?
Facilitate networks and volunteering events	DCO	M	M		Part of Core Service Standards. Cwm Taf Volunteer Management Network in place and held first meeting in Merthyr Tydfil in May.
Provide regular volunteering news	DCO	M	M		Part of Core Service Standards
Identify, develop and promote local volunteering opportunities	DCO	H	H		Part of Core Service Standards
Broker volunteering placements, including young volunteers, and provide on-going support.	DCO	H	H		Part of Core Service Standards
Provide guidance and support to local organisations, and volunteer managers, to achieve and maintain good practice	DCO	H	H		Part of Core Service Standards
Host annual Volunteer Week celebrations	DCO	M	L		Included in Operational Plan. Volunteer Week event held with "in-house" orgs and attended by AM. Social media activity achieved. Larger scale annual recognition event planned for September.

## Strategic Aim 4 – Enhance effectiveness of VAMT as an exemplar third sector organisation

### Outcomes will include:

- VAMT staff, managers and trustees have the knowledge and skills they need to enable VAMT to operate sustainably, fairly, legally and safely.
- VAMT secures and generates the resources they need to survive and grow and to support and enhance the third sector.

Action	Lead	Priority H M L	Risk H M L	RAG	Progress / Comments
Actively seek to increase our membership including small local groups through to relevant large nationals	CO	M	M		Membership update carried out in May. Several members disbanded. Asking staff to ensure groups they work with / attend networks are encouraged to join. Non-members invited to AGM and encouraged to join.
Improve our engagement with others. Actively develop our media and social media strategy.	CO	M	L		Communication Strategy agreed. All projects have social media accounts, Active generic VAMT social media. VAMT News Blog working well. New “Working Together in Cwm Taf” blog to be set up with Interlink.
Research and write a long term financial plan and income generation strategy	CO/ DCO	H	H		Financial Planning workshop to be set for October.  We will; <ul style="list-style-type: none"> <li>– research and write a 3 year term business and financial plan</li> <li>– have monthly Senior Management meetings to plan for new opportunities and review financial performance.</li> <li>– have monthly Financial sub-committee meetings (consider function following October workshop)</li> </ul>

Undertake regular external environment scans for opportunities	CO / DCO	H	M		Sell 2 Wales opportunities received daily as is DWP procurement site. Linked in to WCVA / TSSW opportunities New relationship with BIG Lottery Fund "Developing Local Knowledge Team"
Develop and implement PQASSO Cymru quality assurance framework across the organisation by achieving PQASSO levels 1 and 2. Level 1 must be gained by March 2018	CO	H	H		Included in Operational Plan. Evidence collated. Aim to submit application in July.
Submitting the annual Operational Plans and bi-annual Monitoring Reports on time	CO	H	H		Operational Plans submitted on time in April. Half year monitoring report due October, Quarterly KPI reports due. Q1 Report submitted on time.
Monitoring staff performance through individual action plans.	CO	H	H		All line managers required to agree individual action plans with staff by April.
Implementing TSSW Shared Impact Framework, and recording performance measures using TSSW database.	CO	H	H		Part of TSSW Business Change Plan, Due to be implemented in April 2018
Analysing technical improvements which will improve VAMT's performance and services to members (eg TSSW Business Plan)	CO	H	H		New CRM (Milo) is part of TSSW Business Change Plan. Due to be implemented in April 2018. CO is a member of TSSW CRM Steering Group. Other digital developments will follow.
Develop a workforce strategy and plan to resource the core services. Identifying any additional internal staff resources which are required. Identifying budgetary requirements necessary to implement meeting those needs	CO	H	H		Will need to be linked to Financial Plan

Collaborating with other CVC's and other organisations in developing joint services	CO	M	M		Collaboration Agreement in place. Regional Operational Plan agreed for 2017/18. Actively looking to improve relationship with other partners eg Institute of Fundraising
Produce a Welsh Language Progress Plan and agree this with the Welsh Language Commissioner.	DCO	M	M		WLC Self-Assessment carried out.
Prepare for implementation of General Data Protection Regulations and take required action in changing practices	CO	H	H		Raised with WCVA who will be offering training / webinars to sector. Need to follow up. Awareness of compliance need in CRM development (above)
Reporting on CRM	CO	H	M		Current practice on Evol although not fit for purpose. Plan for TSSW CRM by 2018.

### Strategic Aim 5 - Strengthen sustainability of VAMT

#### Outcomes will include:

- Governance of VAMT will be of the highest levels of oversight and transparency
- VAMT trustees are confident about leading the organisations and maintaining high standards of governance

Action	Lead	Priority H M L	Risk H M L	RAG	Progress Comments
Reviewing the trustee handbook, review the Code of Conduct for Trustees and develop a staged induction process for new trustees, including meeting with staff team.	Ruth Hopkins	H	M		
Annually, carrying out a clear skills audit of trustees annually and identify clear gaps in skills and expertise	DCO	M	M		Due post AGM



Holding regular trustee-led development events and regular non-business meetings	Chair	M	M		First In October 2017 on Financial Planning. Programme to follow
Organising an annual staff-board event	Chair / CO	M	M		April 2018 following restructure?
Building closer communication and contact between VAMT staff and Board members	CO	M	M		Staff to be instructed to include trustees in “all member” correspondence from July 17. Chief Officer to provide report to each Board meeting from Sept 17 including section on “upcoming events”

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<sup>i</sup> Defined as risk to VAMT compliance with TSSW funding agreement or other legal requirements