

**OPERATIONAL PLAN 2019/20**

**NB; The actions in *italics* are copied directly from the TSSW Core Service Standards**

**Version Control**

|  |  |  |
| --- | --- | --- |
| Draft  | March 2019 | Approved |
| Q1 Report | To Board July 2019 |  |
| Q2 Report | To Board November 2019 |  |
| Q3 Report | To Board January 2020 |  |
| Q4 Report | To Board May 2020 |  |

|  |
| --- |
| **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
 |

|  |
| --- |
| **Activity; Good Governance - Information** |
| 1.1 | *Disseminate news, guidance and information on governance via networks and forums, websites, newsletters, blogs, social media and e-groups.* *Tailor WCVA resources to the local context.*  |  |  |  |  |  |
| 1.2 | We will promote the TSSW information framework, with information sheets available through our website and in reception  | HE |  |   |  |  |
| 1.3 | We will provide common example templates for organisations to adapt for their own purposes | HE |  |  |  |  |
| 1.4 | We will publish hard copy magazine called “Inform” including articles which promote local third sector services. The magazine is also made available digitally | HE | 4 times per year |  | £2000 |  |
| 1.5 | Maintain social media presenceVAMT News BlogGeneral VAMT Twitter account @VAMTtweets Maintain the VAMT Facebook page | IDHESR |  |  |  |  |
| 1.6 | Maintain VAMT projects social media presence;* Community Coordinators Twitter @CwmTafCC
 | CW / DR |  |  |  |  |
| 1.7 | Promote Infoengine  | IDSRHE |  |  |  |  |
| **Activity; Good Governance - Guidance** |
| 1.8 | *Provide a local enquiry service responding to the sector on the following e.g.* * *Good governance*
* *Data protection / GDPR*
* *Risk*
* *Procurement*
* *Welsh language standards*
* *Safeguarding*
* *Quality assurance/standards*
* *Equality and diversity*
* *And other specialisms in-house*
 | HEID |  |  |  |  |
| **Activity; Good Governance – Development Support** |
| 1.9 | *Provide direct development support to local third sector organisations* *e.g., support with charity registration, development of governing documents, trustee issues, safeguarding issues, help with dispute resolution, support with community asset transfer etc.* | HEID |  |  |  |  |
| **Activity; Good Governance – Connecting third sector organisations with specialist support** |
| 1.10 | *Develop and maintain relationships with specialist organisations at a local/regional level.*  | HEIDAll |  |  |  |  |
| 1.11 | *Disseminate information locally about opportunities for third sector organisations to hear from providers of specialist advice in newsletters, bulletins, social media (eg, WCVA webinars, Gofod 3 etc )* | HEID |  |  |  |  |
| 1.12 | *Provide opportunities for third sector organisations to meet with and interact with specialist advice providers e.g., workshops/speakers at networks and forum* | IDSRAll |  |  |  |  |
| 1.13 | *Provide a signposting service to broker referral to providers of specialist advice e.g.:* * *Charity law*
* *Other areas of law*
* *Finance, e.g., insolvency*
* *Data protection / GDPR*
* *DBS checks (safeguarding)*
* *Fundraising*
* *Mediation/dispute resolution*
* *Equality and human rights (EHRC line)*
 | HEID |  |  |  |  |
| **Activity; Good Governance – Learning, Development and Events** |
| 1.14 | ***Learning*** *Provide learning opportunities to local third sector organisations through, for example, open and bespoke training programmes, on-demand training, sessions for networks and forums eg on setting up and running an organisation, trustee roles and responsibilities, chairing skills, safeguarding, asset transfer etc*  | HE leadID |  |  |  |  |
| 1.15 | *Participate in the TSSW Governance Practitioners Network* | HEID (as chair) |  |  |  |  |
| 1.16 | ***Quality standards****Promote the Trusted Charity Mark Essentials health check tool for very small organisations* | HEID |  |  |  |  |
| 1.17 | *Promote the full the Trusted Charity Mark quality mark and ensure organisations receive support to undertake the accreditation*  | HEID |  |  |  |  |
| 1.18 | *Promote Investing in Volunteers* | FB |  |  |  |  |
| 1.19 | *Promote adoption of the Charity Governance Code locally* | HEID |  |  |  |  |
| 1.20 | *Promote use of the Cyber Essentials Scheme locally* | HEID |  |  |  |  |
| 1.21 | **Events** *Celebrate and promote Trustees Week in November* | HEID |  |  |  |  |
| 1.22 | *Facilitate events for local trustee networks, forums and groups* | HEID |  |  |  |  |
| **Activity; Sustainable Third Sector; Enabling collaboration**  |
| 1.23 | *Promote collaborative working and facilitate consortia bids.* | HEID SR |  |  |  |  |
| 1.24 | *Build stronger relationships with funders to secure investment for the local third sector* | HEIDSR |  |  |  |  |
| 1.25 | *Attend TSSW Funding Practitioner Network to share good practice and facilitate joint working* | HE |  |  |  |  |
| 1.26 | Administer the Community Capacity Grant Scheme for third sector organisations to support Integrated Care Fund priorities. This is a regional fund in partnership with Interlink | SR |  |  | £60,000 |  |
| 1.27 | Administer the ICF Community Capacity Grant Scheme for Dementia for third sector organisations. This is a regional fund in partnership with Interlink | SR |  |  | £45,000 |  |
| 1.28 | Administer the funding for befriending services for the first half of 2019/20 and the conduct a full review of “befriending services” funded through ICF and influence ICF Investment Plan |  |  |  | £35,000 (part year) |  |
| 1.29 | Administer other ICF funding of benefit to the third sector as emerges in partnership with InterlinkEg Capital Funding | SR |  |  | £100.000 |  |
| 1.30 | Administration of the Merthyr Tydfil Community Trust grants scheme | ID |  |  |  |  |
| 1.31 | As part of “corporate social responsibility” hold fundraising events on behalf of the Merthyr Tydfil Community Trust, in particular a quiz night. | IDCHDR |  |  |  |  |
| 1.32 | Although not administering the following schemes, VAMT are involved in, for example, Crystal Trophy, Sportslot Community Chest, Grants Panel of Merthyr Valleys Homes. Rural Action Programme | SRHE |  |  |  |  |
| **Activity; Sustainable Third Sector - promoting good practice** |
| 1.33 | *Facilitate networking meetings, events and conferences on issues of topical importance e.g. commissioning, public services, social care, social enterprise, social value and impact.* |  |  |  |  |  |
| 1.34 | We will achieve this via the regional Social Value Forum and our VAMT networks | IDSR |  |  | Interlink hold budget |  |
| 1.35 | *Hold or engage in funders forums and funding fayres* | HEID |  |   |  |  |
| **Activity; Sustainable Third Sector - Information, signposting, guidance and development support** |
| 1.36 | *Provide information, training and support to help local organisations become financially sustainable.* | HE |  |  |  |  |
| 1.37 | *Provide expertise on sustainable funding, fundraising from private sources, local funding opportunities, commissioning, tendering, funding applications, planning, project and financial management.* | HE |  |  |  |  |
| 1.38 | *Maintain up to date information, guidance and news items on funding on website, blogs and social media* | HE |  |  |  |  |
| **Activity; Sustainable Third Sector - Funding portal** |
| 1.39 | *Assist in the management of the new TSSW Funding Portal and promote use of funding portal for use by local organisations**Work with local funders to ensure up to date information on the portal* | HE |   |  |  |  |
| 1.40 | *Deliver training and guidance to local organisations on how to use the portals effectively* | HE |  |  |  |  |
| **Activity; Sustainable Third Sector - Practical services** |
| 1.41 | *Provide access to locally or regionally negotiated services and benefits* | CHLJ |  |  |  |  |
| 1.42 | *Provide or signpost to sources of practical assistance e.g. payroll, room hire, office space, equipment loan/hire.* | CHLJ |  |  |  |  |
| 1.43 | Provide a financial support service to Safer Merthyr Tydfil, MTIB and other organisations on a contractual basis | CHLJ |  |  | £12,075 approx |  |
| 1.44 | Provide an audited accounts service for small organisations | CH |  |  |  |  |
| **Activity; Sustainable Third Sector – Learning** |
| 1.45 | *Deliver a local training offer to meet identified need.* | HE |  |  |  |  |
| 1.46 | *Regional delivery of courses where not available locally.* | HEID |  |  |  |  |

|  |
| --- |
| **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
 |

|  |
| --- |
| **Activity; Information** |
| 2.1 | *Cascade local, regional and national information to relevant thematic networks.**Disseminate information about third sector involvement in PSBs and RPBs via website, social media and third sector networks* | IDSR |  |  |  |  |
| 2.2 | Promote best practice in commissioning by maintaining the “Commission Accomplished” website | ID |  |  | £50 |  |
| **Activity; Guidance** |
| 2.3 | *Provide guidance and signposting to organisations to connect with appropriate local and/or regional channels for influencing policies and services - e.g. MTCBC, UHB, PSB, PCC, RPB, Police, AM, MP* | IDSR |  |  |  |  |
| **Activity; Engagement – Networks and Events** |
| 2.4 | *Facilitate and support local and/or regional thematic third sector networks and collaboration, engaging relevant officials from public bodies* |  |  |  |  |  |
| 2.5 | Convene and services the following local Forums and Networks |  |  |  |  |  |
| 2.6 | * Health and Wellbeing Forum
 | SR / ID |  |  |  |  |
| 2.7 | * Environment and Green Spaces Network
 | ID |  |  |  |  |
| 2.8 | * Food Poverty Network
 | HE |  |  | £980 (tbc) |  |
| 2.9 | Support the;* 50+ Forum
 | CW |  |  |  |  |
| 2.10 | *Facilitate local compact arrangements.*MTCBC Compact Working Group | ID |  |  |  |  |
| 2.11 | *Facilitate regional networks and events as appropriate* | SRID |  |  |  |  |
| 2.12 | Jointly facilitate the Cwm Taf Social Value Network | SRID |  |  | Interlink hold budget |  |
| 2.13 | Jointly facilitate the Cwm Taf Carers Providers Forum | SR |  |  | £3000 |  |
| 2.14 | Jointly facilitate the Cwm Taf Dementia Care Forum | SR |  |  | £3000 |  |
| 2.15 | Engage with the Mental Health Forum and the Cancer Focus Group | SR |  |  |  |  |
| 2.16 | Jointly facilitate the Cwm Taf Managing Volunteers Network | FB |  | Cross Reference with 3.18 |  |  |
| **Activity; Engagement – Local Partnerships / Third Sector Voice** |
| 2.17 | *Broker appropriate third sector involvement in local public sector governance arrangements, including CVC representation where appropriate and enable third sector representatives to link with appropriate networks to share information to a wider network of stakeholders*  |  |  |  |  |  |
| 2.18 | Town Centre Partnership | ID |  |  |  |  |
| 2.19 | Social Economy Network | HE |  |  |  |  |
| 2.20 | Tackling Poverty Strategic Group | ID |  |  |  |  |
| 2.21 | Youth Support Services Partnership | ID |  |  |  |  |
| 2.22 | Merthyr IAA / Dewis Group | SR |  |  |  |  |
| 2.23 | Merthyr Tydfil GP Cluster | DR |  |  |  |  |
| 2.24 | Gurnos Community Zone Implementation Group | IDSR |  |  |  |  |
| 2.25 | *Identify and publicise local consultation opportunities of interest to the sector.* | IDSRAll |  |  |  |  |
| 2.26 | *Provide responses on behalf of the sector to local consultation exercises on issues affecting significant parts of the sector.* | IDSRAll |  |  |  |  |
| 2.27 | *Contribute to consultation opportunities led by third sector partners* | IDSRAll |  |  |  |  |
| 2.28 | *Share information about local scrutiny opportunities and support third sector engagement.* | ID |  |  |  |  |
| **Activity; Engagement – Regional Partnerships / Third Sector Voice** |
| 2.29 | *Broker appropriate third sector involvement in regional public sector governance arrangements, including CVC representation where appropriate and enable third sector representatives to link with appropriate networks to share information to a wider network of stakeholders* |  |  |  |  |  |
| 2.30 | Cwm Taf Public Service Board (PSB) | ChairID |  |  |  |  |
| 2.31 | Cwm Taf Strategic Partnership Board (SPB) | ID |  |  |  |  |
| 2.32 | Well Being Plan – Tackling Loneliness and Isolation Objective Reference Group | ID as objective lead |  |  |  |  |
| 2.33 | Cwm Taf Information, Communication and Involvement Group (ICI) | ID |  |  |  |  |
| 2.34 | Cwm Taf Community Zones Strategic Group | ID |  |  |  |  |
| 2.35 | Cwm Taf Community Safety Partnership  | ID |  |  |  |  |
| 2.36 | Cwm Taf Morgannwg SSWBA Partnership Board  | ChairID |  |  |  |  |
| 2.37 | Cwm Taf Morgannwg SSWBA Transformation Leadership Group | ID |  |  |  |  |
| 2.38 | Cwm Taf Morgannwg SSWBA APDIG (Area Plan Delivery and implementation Group) | SR |  |  |  |  |
| 2.39 | Cwm Taf DEWIS | SR |  |  |  |  |
| 2.40 | Cwm Taf Learning Disabilities Steering Group | SR |  |  |  |  |
| 2.41 | Cwm Taf Dementia Action Steering Group | SR |  |  |  |  |
| 2.42 | Cwm Taf SCWDP (Social Care Workforce Development Partnership) Executive Group | SR |  |  |  |  |
| 2.43 | Cwm Taf Carers Strategic Partnership Board | SR |  |  |  |  |
| 2.44 | Cwm Taf Health Board - Palliative Care and End of Life Steering Group | SR |  |  |  |  |
| 2.45 | Cwm Taf Health Board - Stakeholder Reference Group | SR |  |  |  |  |
| 2.46 | Cwm Taf Immunisation Group | DR |  |  |  |  |
| 2.47 | Cwm Taf Reducing Inequalities Group | DR |  |  |  |  |
| 2.48 | Cwm Taf Winter Pressures Group | DR |  |  |  |  |
| 2.49 | Cwm Taf Enhanced Community Cluster Group  | SR |  |  |  |  |
| 2.50 | Cwm Taf Unscheduled Care Group | SR |  |  |  |  |
| 2.51 | Cwm Taf Safeguarding Board (joint children / adults) | ID |  |  |  |  |
| 2.52 | Cwm Taf Transformation Board (Stay Well in Your Community) | ID |  |  |  |  |
| 2.53 | Cwm Taf Morgannwg Children and Families Planning Group | ID |  |  |  |  |
| 2.54 | Cwm Taf Together for Mental Health (T4MH) Partnership Board | SR |  |  |  |  |
| 2.55 | Cwm Taf Local Action Group (RDP) | HE |  |  |  |  |
| 2.56 | RCT GP Cluster Groups x4 | DR |  |  |  |  |
| 2.57 | *Identify and publicise regional consultation opportunities of interest to the sector.* | ID SR |  |  |  |  |
| 2.58 | *Provide responses on behalf of the sector to regional consultation exercises on issues affecting significant parts of the sector.* | IDSR |  |  |  |  |
| 2.59 | *Contribute to consultation opportunities led by third sector partners.* | IDSR |  |  |  |  |
| 2.60 | *Share information about regional scrutiny opportunities and support third sector engagement* | IDSR |  |  |  |  |
| **Activity; Local and Regional Learning** |
| 2.61 | *Deliver learning and development activities that build the skills and capacity of individuals and networks around influencing and campaigning.* | SRHE |  |  |  |  |
| 2.62 | *Participate in the TSSW Strategic Influencing and Engagement Network* | ID |  |  |  |  |

|  |
| --- |
| **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
 |

|  |
| --- |
| **Activity; Administer and promote grant programmes**  |
| 3.1 | *Administer and support local Youth Led Grants schemes, including the engagement of young people in Youth Led Grant Panels.* | FB  |  |  | £4000 |  |
| 3.2 | *Publicise good practice case studies of Youth Led Grant projects* | FB  |  |  |  |  |
| 3.3 | *Provide information and advice to applicants to Volunteering Wales Grants, post-award support to help grant recipients to link up with relevant local initiatives and follow up support to unsuccessful applicants.* | HE |   |  |  |  |
| 3.4 | *Provide local perspectives on Volunteering Wales Grants applications, to support the grant making process* | HE |  |  |  |  |
| **Activity: Promote good practice and innovation in volunteering** |
| 3.5 | *Work with partners to enable strategic volunteering developments, development and piloting of new / innovative approaches*  | FB |  |  |  |  |
| 3.6 | *Promote examples of good practice through local publicity* | FB  |  |  |  |  |
| 3.7 | *Promote and support models of volunteering good practice e.g. IiV* | FB |  |  |  |  |
| **Activity: Information, guidance and connecting organisations with specialist support** |
| 3.8 | *Provide information, guidance and support to individuals who are looking to volunteer, including bespoke support for young people*  |  |  |  |  |  |
| 3.9 | Provide an up to date window display in the Voluntary Action Centre  | FB  |  |  |  |  |
| 3.10 | For potential volunteers, provide up-to-date information, guidance and sign-posting about volunteering opportunities and helping people into volunteering by providing access to the website. Broker place of volunteers into opportunities  | FB |  |  |  |  |
| 3.11 | *Provide guidance and support to organisations to develop good volunteering practice*  | FB |  |  |  |  |
| 3.12 | *Signpost to other organisations to provide specialist support.* | FB |  |  |  |  |
| 3.13 | *Provide regular volunteering news via website, social media, e-bulletin/newsletter, blogs.* |  |  |  |  |  |
| 3.14 | We will raise Volunteer Centre social media profile via;Twitter Facebook Relevant volunteering content will also be blogged on VAMT News A specific volunteering page will be included in “Inform” | FB |  |  |  |  |
| **Activity; Database of volunteering opportunities** |
| 3.15 | *Provide a local interface for the Volunteering Wales digital platform*  |  |  |  |  |  |
| 3.16 | *Promote and support use of the digital volunteering platform, offering alternative, non – digital means of access to volunteering where required* | FB |  | . |  |  |
| **Activity; Networks, Learning and Development** |
| 3.17 | *Deliver a local and regional training offer to meet identified need.*On a regional basis, deliver Volunteer Management modules with Interlink | FB  |  | Requires discussion with Interlink (and BAVO) |  |  |
| 3.18 | *Facilitate local/regional volunteer manager networks.*With Interlink we will maintain and develop the Cwm Taf Managing Volunteers Network  | FB |  |  |  |  |
| 3.19 | *Participate in the TSSW Volunteering Practitioners Network* | FB  |  |  |  |  |
| **Activity; Events, promotion and recognition** |
| 3.20 | *Host annual Volunteers’ Week celebrations/local awards*  | FBAll | We will celebrate Volunteers Week in June – events in Tesco, M&S |  |  |  |
| 3.21 | *Local promotion of volunteering, targeted at different sectors of the community, including young people,*  | FB  | Volunteering Fair in October – College Foyer |  |  |  |
| **Activity; Community Coordination** |
| 3.22 | VAMT and Interlink will continue to employ a team of five Community Coordinators to support older people to access community services in order to maintain their independence and enhance well-being. This involves continuing to identify and raise awareness of all the support available within the community, from clubs and societies to social care, to service users, carers, patients and public service partners.VAMT employs the Merthyr Tydfil locality coordinator and the post which is focused on primary care settings across Cwm Taf.  | SR | Enhancing Well Being of individuals and communitiesIncreasing sustainability of third sector organisations |  | Approx£99,400 |  |
| 3.23 | Provide information, advice and assistance via a range of methods  | CWDR | Control over day-to-day life (providing information, treating people with respect, listening etc). |  |  |  |
| 3.24 | Support individuals to maintain their health and wellbeingSupport voluntary organisations and/or community groups to develop capacity | CWDRCWDR | Physical and Mental Health & Emotional Wellbeing  |  |  |  |
| 3.25 | Comply with Cwm Taf Safeguarding Board protocols and procedures | CWDR | Protection from abuse and neglect |  |  |  |
| 3.26 | Make appropriate referrals for individuals to engage with lifelong learning opportunitiesDeliver sessions to raise awareness of the project and to promote the third sector  | CWDRCWDR | Education, training and recreation (Providing opportunities for training/recreation etc) |  |  |  |
| 3.27 | Provide appropriate information, advice and assistance to enable connection with third sector services and activities | CWDR | Domestic, family and personal relationships (Individual cases that demonstrate this) |  |  |  |
| 3.28 | Continue to map the third sector Arrange and deliver third sector awareness raising events | CWDRCWDR | Contribution made to society (Engagement with community groups/signposting) |  |  |  |
| 3.29 | Make appropriate referrals to third sector services and activities to ensure individual income maximisation | CWDR | Social and economic wellbeing (Benefits checks, work opportunities) |  |  |  |
| 3.30 | Make appropriate referrals to third sector services and activities to ensure individuals are able to live independently and safely | CWDR | Suitability of living accommodation (Links with Housing, Council etc) |  |  |  |
| **Activity; Community Information and Advice - Gurnos** |
| 3.31 | Provide an information, advice and assistance service to the community from the Gurnos Community Hub | CS |  |  | c £7000 |  |

|  |
| --- |
| **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.
 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 4.1 | Actively seek to increase our membership including small local groups through to relevant large nationalsTarget organisations that are not currently VAMT members | ID | Target 310 |  |  |  |
| 4.2 | Actively develop our media and social media strategy.  | ID |  |  |  |  |
| 4.3 | Undertake regular external environment scans for opportunities | ID | Part of planned staff / board event |  |  |  |
| 4.4 | Maintain the Trusted Charity (PQASSO) Quality Mark across the organisation at Level 1 | IDCH | Resubmission required by May 2021 |  |  |  |
| 4.5 | Implementing TSSW Shared Impact Framework, and recording performance measures using TSSW database.  | ID | Compliance with TSSW arrangements |  |  |  |
| 4.6 | Implement TSSW Digital Developments* CRM
* Volunteering Wales
* Funding Portal
* Infoengine
 |  | Compliance with TSSW arrangements |  | £3311 |  |
| 4.7 | Submitting KPI’s to WCVA on time  | ID | Compliance with TSSW arrangements |  |  |  |
| 4.8 | Promote annual TSSW survey of members and encourage completion | ID | Compliance with TSSW arrangements |  |  |  |
| 4.9 | Submit quarterly Operational Plan reports including budgets to Board and other funders.  | ID | Part of internal governance arrangement |  |  |  |
| 4.10 | Collaborating with other CVC’s and other organisations in developing joint services  | ID | Part of planned staff / board event |  |  |  |
| 4.11 | Work in conjunction with our IT Consultant towards accreditation under the Cyber Essentials scheme | ID/HE | To ensure measures in place for the secure storage, access and transfer of data | Awaiting confirmation of funding support for TSSW members |  |  |

|  |
| --- |
| **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
 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 5.1 | Research and write a long-term financial plan and income generation strategy | ID | Part of planned staff / board event |  |  |  |
| 5.2 | Annually, carrying out a clear skills audit of trustees annually and identify clear gaps in skills and expertise  | ID | Post November AGM  |  |  |  |
| 5.3 | Holding regular trustee-led development events and regular non-business meetings | Chair | Part of planned staff / board event |  |  |  |
| 5.4 | Organising an annual staff-board event  | Chair / ID | Planned for May |  |  |  |
| 5.5 | Building closer communication and contact between VAMT staff and Board members |  | Part of planned staff / board event |  |  |  |