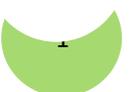




# Strategic Plan

## 2022-2025

I Gymunedau, gyda Chymunedau | For Communities, With Communities



## Executive Summary

Gwent Association of Voluntary Organisations (GAVO) is the largest County Voluntary Council (CVC) in Wales. GAVO employs 80 + staff and is supported by a Board of Trustees.

GAVO currently delivers across four Local Authority areas in Gwent: Blaenau Gwent, Caerphilly, Monmouthshire and Newport and works nationally in conjunction with WCVA (Wales Council for Voluntary Action) and the TSSW (Third Sector Support Wales) network to deliver support to the third sector through a core framework. Our work with these networks ensure that resources are effectively deployed across our Gwent remit to maximise opportunities for communities.

GAVO is a membership organisation and provides support and advice that continues the development of a thriving Third Sector in Gwent.

GAVO's role is to

- Enable other Third Sector organisations to grow and develop;
- Support individual volunteers and collective voluntary action;
- Promote good and safe governance across the Third Sector;
- Encourage Equality, Diversity and Inclusion through GAVO and the wider sector;
- Support Public Service design and delivery;
- Provide voice and representation for the wider sector; and
- Share good practice and innovation.

In addition to this Core Framework, GAVO has significant experience and expertise in developing and delivering projects and programmes through collaborative approaches, which are a response to identified unmet community need.

As the heading implies, this document provides a summary of the entire plan and is prepared after the complete plan document has been drawn up. It gives stakeholders, advisors and staff brief information about the organisation's current activities and planned activities for the coming period.

The previous iteration of the Business plan was created in a pre COVID-19 world and GAVO has had to change, like many organisations, to adapt to the new ways of working to support an evolving sector. The new world we enter will be unknown but it's important to embrace the need for change to ensure that our core role stated above and our Vision and Mission which are outlined in the following pages are achieved and carried out to the best of our strong capabilities.

## Our current strapline:

**“For Communities, With Communities”**

## Our Vision and Mission Statement

A vision statement is in place to ensure that GAVO shows what its purpose is, with its mission clearly to set on how to achieve that vision. GAVO has a strong ethos and the resource to achieve both of these important factors of our being with the statements outlined in the points below:

- GAVO’s vision is “For GAVO to be the pivotal Organisation that guides and drives a society where communities, individuals and organisations work together in a culture of equality, shared ownership, responsibility and support to build a sustainable future for all”.
- GAVO’s mission is “To support, facilitate and broker positive change in the Well-being of people and communities through collaborative approaches”.

## Values and Unique Selling Point

The goodwill of the sector and key stakeholders is a vital element to GAVO’s strategic direction and to ensure that this is appreciated and acknowledged by all, GAVO has implemented a work culture based on our Core values, which are listed as part of the strategic plan to remind all internal staff and external stakeholders the values recognized and adhered by the Organisation.

Our values statement is:

“GAVO help people and communities to achieve their aims and aspirations through inclusive approaches that are defined by Respect, Integrity and Transparency”

Our unique selling point can be defined as:

“GAVO has supported, facilitated and brokered positive change in people and communities across Gwent since 1927. Over 92 years, GAVO has developed a wealth of experience, competencies and connections. This pedigree informs approaches that ensures GAVO continues to be responsive and relevant to the existing and emerging needs of people and communities”

## Current Activity

GAVO is affiliated to the Wales Council for Voluntary Action (WCVA) and is an active member of Third Sector Support Wales (TSSW). GAVO works closely with the Welsh Government, Blaenau Gwent County Borough Council, Caerphilly County Borough Council, Monmouthshire County Council and Newport City Council, the Aneurin Bevan University Health Board, Gwent Police and the Office of the Police and Crime Commissioner in Gwent.

As part of TSSW, alongside WCVA and 19 CVCs across Wales, GAVO delivers core services through four pillars of activity:

- Volunteering
- Good Governance
- Sustainable Funding
- Engagement and Influencing

The work of GAVO continues to be shaped by the Well-Being of Future Generations (Wales) Act 2015 and the Social Services and Well-Being (Wales) Act, in addition to the programme for Government which is captured in the document: - Prosperity for All: The National Strategy, Taking Wales Forward.

GAVO is moving into a new landscape and will be an active member of the new Gwent Public Service Board (PSB) Framework and all its supporting structures in line with the Wellbeing of Future Generations (Wales) 2015 legislation. GAVO will continue its support of the current Well-being Plans and will through the next iteration of plans, support and guide from a Third Sector point of view, the creation and implementation of the new Gwent Well-being Plan whilst ensuring support is strong and the voice is heard on the Locality Focused plans.

The Regional Partnership Board has a crucial role across Gwent to carry out the needs of the Social Services and Well-Being (Wales) Act and GAVO is a key partner in ensuring continued input of not only our Organisation but the wider Third Sector and GAVO membership.

## Strategic Aims

GAVO will provide strong support to Voluntary, Community Organisations and Communities in line with the TSSW 4 pillars of working

GAVO will strive to strengthen the Third Sectors voice and influence at a National, Regional and Local level

GAVO will continue to support and promote Equality, Diversity and Inclusion to eradicate prejudice and discrimination based on an individual's protected characteristics

GAVO will use the principles of partnership working and engagement to build connectivity, participation and empowerment to people in their communities

GAVO will continue to operate in a culture of collaboration as a pathway to sustainability

GAVO will champion Third Sector understanding of the principles of legislation within Wales

## SWOT Analysis

The SWOT are the Strengths, Weaknesses, Opportunities, and Threats. As outlined, these can be internal or external to an Organisation and may or may not be within the Organisations ability to counter act and influence but

GAVO has a strong view to ensure that we work towards the ethos of:

- Strengths being maintained and promoted
- Weaknesses acknowledged with a view of addressing and improving, whereby possible even to become strengths
- Opportunities being reacted to for the benefit of GAVO, the sector, its communities and in a timely and beneficial manner
- Threats being understood, managed and through collaboration, converted to opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>◆ Ability to work across the whole of Gwent</li> <li>◆ Experience within the sector and our communities</li> <li>◆ The history and longevity of GAVO</li> <li>◆ Knowledge of the sector and our communities</li> <li>◆ Our ability to provide a diverse product</li> <li>◆ Ability to change and adapt to meet needs and requirements</li> <li>◆ Influence beyond Gwent</li> <li>◆ Our staff (knowledge and experience)</li> <li>◆ The restructure to community focused/multi faceted teams</li> <li>◆ Ability to collaborate with public service partners with trust to carry out good pieces of work</li> <li>◆ Influencing policy on behalf of the third sector</li> </ul>	<ul style="list-style-type: none"> <li>◆ Overreliance on annual funding</li> <li>◆ Marketing the organisation in the right way in the right place for maximum impact</li> <li>◆ Collaboration with the sector</li> <li>◆ Perseverance and willingness to change linked to capacity</li> <li>◆ Barriers to partnership working, not always of GAVO's making but a need to address them</li> <li>◆ Living in the past with a negative culture</li> <li>◆ Wider representation</li> <li>◆ Capacity to react—always reactive rarely proactive</li> <li>◆ Ability to gauge trust</li> <li>◆ Weakness of the wider sector not being seen as a key component to service delivery</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>◆ Further and continued engagement across the geography</li> <li>◆ Umbrella organisation with matching opportunities</li> <li>◆ Wider representation and influence of the sector through TSSW</li> <li>◆ Ability to influence policy</li> <li>◆ Opportunities to seek/identify new funding streams</li> <li>◆ Identify gaps in service delivery</li> <li>◆ The GAVO Board and Local Committees</li> <li>◆ Change of Government and the political changes that arise as a result</li> <li>◆ Organisational structure</li> <li>◆ New buildings in communities linked to structure</li> <li>◆ Opportunities through Gwent PSB</li> <li>◆ GAVO's respect from partners to carry out positive pieces of work</li> <li>◆ Collaboration with the third sector</li> <li>◆ EU funding void—UK funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>◆ Brexit and resulting fallout</li> <li>◆ Continued Covid threat and implications for reinstating community working</li> <li>◆ Possible loss of funding streams</li> <li>◆ Potential austerity measures due to COVID and other variables</li> <li>◆ EU funding void—UK funding dependent on where the control lies, including the wider sector</li> <li>◆ Local authority cooperation</li> <li>◆ Culture change impacts</li> <li>◆ Restriction on seeking new funding due to turnover</li> <li>◆ GAVO being too reactive not proactive</li> <li>◆ Mission drift of statutory partners</li> <li>◆ Key staff moving on</li> <li>◆ Political changes at all levels</li> <li>◆ Settling into new buildings and change from Ty Derwen headquarters operation</li> </ul>

## PESTLE Analysis

The PESTLE analysis looks at internal and external factors that can influence our Organisation based upon the surroundings that we are working within. These factors are important to be acknowledged and considered within the environment we are in and are outlined in the points below:

- P – Political factors
- E – Environmental factors
- S – Social factors
- T – Technological factors
- L – Legal factors
- E – Economic Factors

Political	Environmental
<ul style="list-style-type: none"> <li>◆ Potential view that political parties don't like us and see the sector taking money that could be utilised for public service delivery</li> <li>◆ Parties not aware of what we do</li> <li>◆ Susceptible to behavioural change?</li> <li>◆ Differing cultures that can influence mind sets</li> <li>◆ Reiteration that GAVO is non-political, but can assist</li> <li>◆ Programme for Government</li> <li>◆ Social Service and Well-being Act</li> <li>◆ Well Being of Future Generations Act</li> </ul>	<ul style="list-style-type: none"> <li>◆ Social dynamic changes and use of the countryside</li> <li>◆ Cardiff City Deal and wider impact</li> <li>◆ Valleys Task Force collaboration</li> <li>◆ Gwent Futures work</li> <li>◆ Gwent PSB and the recognition and focus on environmental changes affecting Gwent</li> <li>◆ Area specific environmental issues—flooding and other impacts</li> </ul>
Social	Technological
<ul style="list-style-type: none"> <li>◆ The changing demographics in communities</li> <li>◆ Benefits and entitlements linked to austerity</li> <li>◆ Barriers for communities linked to GAVO</li> <li>◆ Active Citizenship and links to communities across the GAVO geography</li> <li>◆ Marketing GAVO to communities</li> </ul>	<ul style="list-style-type: none"> <li>◆ Digital exclusion and its links to isolation (COVID and non COVID related)</li> <li>◆ Agile working dynamics</li> <li>◆ Improved and more targeted use of social media which is in line with its impacts on modern day ways of living</li> <li>◆ Gwent Futures findings and adaptation to match these</li> </ul>
Legal	Economic
<ul style="list-style-type: none"> <li>◆ Equalities Act</li> <li>◆ GDPR</li> <li>◆ Health and Safety</li> <li>◆ Policies and Procedures</li> <li>◆ How we adapt to changes in legislation and regulation</li> <li>◆ Impacts from COVID</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ensure compliance with legislation and ethical responsibilities e.g. Recycling and associated costs</li> <li>◆ New thinking (investment and support e.g. Pop Up Shops)</li> <li>◆ Gwent Futures findings and adaptation to match these</li> <li>◆ Working practices and ensuring we adapt to move with a changing economy</li> <li>◆ Impacts of an agile working world</li> <li>◆ Impacts of restructuring to regional working</li> </ul>

## Conclusion

GAVO's vibrant and evolving Strategic Plan ensures that the organisation has clear strategic direction to achieve, not only the Organisation's aims but to ensure it is continually supporting the changing and growing requirements of a vibrant Third Sector and its volunteers in our areas of Gwent.

GAVO needs to maintain that role of the voice of a sector that is fully included and aware of Welsh Government direction and their role in driving Well-being and Future Generation plans, in line with the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Wellbeing Act 2014.

GAVO's Strategic Plan links with all these work streams, ensuring collaboration, a strong and valid voice whilst continually embracing an improved way of working within a changing environment with the overall goal of ensuring GAVO is working "For Communities, With Communities".

