

Business Plan 2011 – 2014

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Denbighshire Voluntary Services Council**

Background

NEWVOL, operating as Denbighshire Voluntary Services Council (DVSC), is a support body for the Third Sector in Denbighshire. It took over the charitable activities of the Clwyd Voluntary Services Council on 4 April 1996. Following local government reorganisation in 1996, it was necessary to rename the organisation, and the opportunity was taken to set up a charitable company, limited by guarantee, titled NEWVOL (North East Wales Voluntary Services Council). In 1996, the Welsh Office, after full consultation with relevant parties, initiated the reorganisation of Voluntary Services Councils in Wales. Voluntary Services Councils were to mirror the new local authority areas from 1 April 1997. After full consultation, and with the full support of the Third Sector in Denbighshire, NEWVOL became the County Voluntary Services Council for Denbighshire, its responsibilities in the other counties making up the former County of Clwyd being taken over by new Voluntary Services Councils.

DVSC is a membership organisation and it has steadily built up its membership numbers over the years and has now reached 359 which include Third Sector organisations, individuals and statutory bodies. The action plan has identified increasing membership as a key action for the next 3 years.

The fully equipped office base at Ruthin , together with the outreach office situated in Rhyl in the heart of the highly populated north of the county, means DVSC is well placed to develop and build on its present services and move closer to its aim of becoming the first point of call for all Third Sector groups in Denbighshire requiring assistance.

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Mission Statement

Denbighshire Voluntary Services Council promotes supports, develops and gives a voice to the Third Sector, which encourages community involvement thus enhancing the quality of peoples' lives.

Strategic Objectives

To deliver our mission statement DVSC's strategic objectives are to:

- Raise the profile of the work of DVSC, increase membership, and deliver quality support services to develop a skilled and effective Third Sector.
- Maximise resources for the Third Sector to assist in the continued delivery of services and support the targeting of resources to areas of need.
- Work with the community to maximise citizen engagement, voicing their views to decision makers, leading to effective outcomes.
- Promote, encourage and
 - support active volunteering
 - sustain effective governance across the Third Sector
 - develop effective partnerships and collaborations involving all Sectors (Statutory, Private and Third)

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Staffing and Management Structures

Responsibility for the control of DVSC's activities and funds is that of DVSC's Board of Trustees, who ensure that the income and property of the charity is applied for the purposes set out in the Memorandum and Articles of Association and for no other purposes. The Trustees make all decisions in relation to strategy and budgets – they are active in their local community and have considerable knowledge of the Third Sector. They undertake checks, as set out in the organisation's internal financial controls procedures, to ensure that activities are as agreed by the Trustees and costs maintained within budget.

Those attending Board meetings as non-voting observers represent Denbighshire County Council, Betsi Cadwaladr University Local Health Board and the Third Sector. They are able to offer advice and assistance in their particular field of expertise.

The Chief Executive Officer reports directly to the Board of Trustees and is responsible for the day-to-day activities of the organisation. Senior Officers report to the Chief Executive Officer.

Projects set up to deliver specialist services normally report to the Board of Trustees through advisory committees, with operational supervision of the Project Manager/ Co-ordinator by a Senior Officer. These specialist projects are self-financing and staffed by suitably qualified personnel.

For lines of reporting – see Appendix 1.

National Joint Council for Local Government Services pay scales are used, and staff enjoy the National Joint Council conditions of service. An Equal Opportunities Policy is operated and job vacancies are always advertised both externally of the organisation and internally.

A staff training and development programme is incorporated within the organisation's appraisal procedures.

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The Market (evidence of need)

There is an extensive and varied Third Sector in Denbighshire. DVSC's computerised database of voluntary and community organisations contains in excess of 1,800 entries, and this figure is increasing. In addition to which there are in excess of 5,000 registered clients supported by our specialist services, namely NEWCIS (North East Wales Carers Information Service), Advocacy for Older People and the Denbighshire Learning Disability Forum.

Activity is increasing year on year and this is attributed to the success that DVSC has had in securing financial assistance from various funding sources such as European Structural Funds, Local Authority, Health Board, Big Lottery and numerous other organisations. All funding has enabled DVSC to support the needs of the Third Sector organisations across a whole range of issues from training, volunteering, representation and lobbying to governance matters relating to constitutional advice and funding.

The Third Sector makes an important contribution to the economic, social and environmental regeneration of Wales and we anticipate that the WAG/Central Government will continue to introduce initiatives that will assist the Sector to grow.

As the recognised County Voluntary Services Council for Denbighshire, DVSC has a number of advantages. Like all CVCs it is recognised by the WAG as a key element within the Third Sector infrastructure. Any Assembly consultation with the Third Sector is directed through the infrastructure organisations, and the Assembly will always direct the statutory authorities/agencies to involve the County Voluntary Services Councils in matters involving the local Third Sector. This raises DVSC's profile and emphasises the importance of its role to both Third and statutory Sectors.

There are other organisations providing services of benefit to the Third Sector, for example, the Local Authority; local organisations providing local access to, for example, photocopying facilities; training agencies; and the Charity Commission itself. We welcome the existence of these organisations and will always work with them to avoid unnecessary duplication and to make best use of resources. However, as an independent organisation providing support county-wide, and concentrating solely on supporting the Third Sector, DVSC is able to gather a full understanding of the needs of the Third Sector in Denbighshire and provide a specialist service tailored to meet these needs. It is able to act as a link between the Third and statutory Sectors, identify and bring together groups for the benefit of one another, and identify gaps in provision within the county.

Third Sector organisations are working in a changing environment: the Welsh Assembly Government; new responsibilities for local government; availability of European funding; local compacts; the establishment of new Local Health Boards from 1st October 2009. All of these factors recognise the value of working in partnership. For all organisations, working in partnership is crucial to the success of their work.

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Marketing and Promotion

DVSC seeks to provide services to the whole of the Third Sector Sector in Denbighshire. It will reflect the language preferences of its members and users. A Welsh Language Policy is in place. In accordance with this policy services are provided bilingually (Welsh/English) and all advertising and promotional material is produced bilingually.

As a charitable not-for-profit organisation, serving other not-for-profit organisations, it is DVSC's policy to provide many of its services either free of charge or at low cost. The Third Sector is very price sensitive and every effort is made to keep charges at an affordable level for all groups. This is emphasised in our publicity material.

In order to maintain at a low level, any charges made to service users, DVSC needs to keep its costs to a minimum. However, to be effective it needs to keep the Third Sector informed of its services and keep its name at the forefront of Third Sector affairs. To this end a promotion budget is agreed annually. Activities include the display of posters, brochures and other advertising material on our own portable display stands at seminars, training events, shows and other events. This material is also displayed at various outlets, for example, GP surgeries and libraries. All material is regularly updated and DVSC has its own logo, which is known throughout the local Third Sector. A bi-monthly newsletter is circulated to members as well as to various outlets as described.

DVSC has a good relationship with the local media, and regularly issues press releases. It seeks to ensure that no opportunity is missed to publicise its services.

Networking is a very important part of DVSC's promotional strategy. A number of the organisations with which we are in contact refer organisations and individuals to us, and many including the Big Lottery Fund, suggest in their literature that organisations contact us for assistance,

Every effort is made to make the most of advancement in technology, for example DVSC has its own website, www.dvsc.co.uk and access to our services has been enhanced by use of e-mail.

All staff are aware of the need to promote our services and name. Our Information Officer is responsible for the production of our promotional material, both in-house and externally, and the Chief Executive Officer is responsible for co-ordinating our promotional activities.

Where appropriate, DVSC enters into joint promotional activity with other parties to the Third Sector infrastructure in Wales.

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Premises

As a support organisation for the whole of the Third Sector in Denbighshire it is important that DVSC's main premises are located centrally to the county. This is necessary, not only to enable organisations from throughout the county to more easily visit the premises, but also to enable DVSC staff to more easily visit Third Sector organisations throughout the county.

The premises are fully accessible to disabled people and have good car parking facilities. As the Ruthin building has two floors a lift was installed at the outset to enable disabled people to access both floors. Toilets are fully accessible to disabled people and a properly equipped kitchen is provided for use by conference and training course participants, as well as DVSC staff.

Due to the growth of DVSC over the last 8 years our main premises in Ruthin is now operating at maximum capacity. This has resulted in new staff being located elsewhere in the County as the ability to extend the main premises at Ruthin is non-existent. DVSC Trustees believe it important for the main premises to remain located near to the County Council main offices.

The 25 year lease held on the property is reviewed every five years (next review January 2012). Discussions are currently taking place with regard to the rental for the second review, as is the issue of DVSC acquiring the freehold under the Community Asset Transfer programme. DVSC is responsible for all maintenance and repairs, cleaning, heating and lighting.

We also have an outreach office in Rhyl, which is fully accessible to disabled people. Currently four offices are being rented at Morfa Clwyd, Rhyl, at an annual rental charge of £10,000 and all are by way of licence agreements. Therefore security of tenure is not guaranteed for a specific time period. DVSC are currently preparing a feasibility study with a view to acquiring premises more centrally located in Rhyl, thus making it accessible for all users namely carers and Third Sector organisations.

As we have mentioned in this plan DVSC also operates specialist services one of which is NEWCIS. NEWCIS is a service dedicated to supporting carers in both Flintshire and Denbighshire. In Denbighshire NEWCIS are accommodated at Morfa Clwyd, Rhyl and in Flintshire offices have been acquired on a short term licence at a rental of £13,000 inclusive of service charges. The Flintshire offices are part of a Voluntary Sector Resource Centre and the Centre is managed by Flintshire Local Voluntary Council. The rental, subject to rent reviews every 5 years, is currently subsidised by Flintshire County Council until 2012, arising from NEWCIS transferring from their previous offices at Ty'r Binwydden, Mold which were in the ownership of the County Council. The challenge for NEWCIS in Flintshire and for DVSC is to secure additional income to meet the increased rent demands when the subsidy terminates, or to move to less expensive accommodation given the financial pressures on budgets with the impending cuts from Central government.

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Premises costs are met from existing income, but we need to be aware that additional rental costs are likely to accrue once the rent review for the Ruthin office is finalised, unless of course DVSC are successful in obtaining the freehold. Clearly whether DVSC rents or owns the building outright there will still be ongoing maintenance costs and it is anticipated that increased conference/training room hire fees will go some way to meet these costs. It is likely that additional premises costs will be incurred when more suitable premises are secured in Rhyl and a feasibility study is looking to see how the building can become self financing in terms of its costs.

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BUSINESS PLAN FINANCE
DENBIGHSHIRE VOLUNTARY SERVICES COUNCIL

	01/04/2011 to 31/03/12	01/04/2012 to 31/03/13	01/04/2013 to 31/03/14	TOTALS		01/04/2011 to 31/03/12	01/03/2012 to 31/03/13	01/03/2013 to 31/03/14	TOTALS
INCOME	£	£	£	£	EXPENDITURE	£	£	£	£
WCVA:					Staff:				
Infrastructure - Core	126,184	126,184	115,016	367,384	Staff salaries	325,851	321,251	308,951	956,053
Infrastructure - Volunteer Centre	55,858	55,858	50,914	162,630	National Insurance	28,053	28,153	28,153	84,359
Millennium Volunteers	5,000	5,000	5,000	15,000	Superannuation	16,589	17,089	17,589	51,267
Gwirvvol	15,000	15,000	15,000	45,000	Travelling & subsistence	13,270	13,550	13,580	40,400
Convergence (Engagement Gway)	25,400	12,700		38,100	Car Park permits	1,800	1,800	1,800	5,400
Convergence (Economic Dev)	37,000	49,000	51,000	137,000	Staff training	1,000	1,130	1,060	3,190
	-----	-----	-----	-----	Other staff related exp.				
Sub Total	264,442	263,742	236,930	765,114	Recruitment	1,700			1,700
	-----	-----	-----	-----	Consultancy	2,940	3,020	3,120	9,080
Welsh Assembly Government other depts:					HR Support	2,360	2,430	2,500	7,290
Community Facilities & Activities	54,000	54,000	54,000	162,000	Contract Cleaning	1,860	1,920	1,970	5,750
						-----	-----	-----	-----
	-----	-----	-----	-----	Sub Total	395,423	390,343	378,723	1,164,489
Sub Total	54,000	54,000	54,000	162,000		-----	-----	-----	-----

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	01/04/11 to 31/03/12	01/04/12 to 31/03/13	01/04/13 to 31/03/14	TOTALS		01/04/11 to 31/03/12	01/04/12 to 31/03/13	01/04/13 to 31/03/14	TOTALS
INCOME	£	£	£	£	EXPENDITURE	£	£	£	£
	-----	-----	-----	-----	Non-staff costs				
Local Authority:					Premises	11,800	12,150	12,520	36,470
Corporate	4,320	4,896	4,994	14,210	Printing/copying	10,100	10,500	10,800	31,400
Social Services - Healthy Living C	11,250	11,250	11,250	33,750	Postage	11,000	11,300	11,600	33,900
				-	Telephones	6,300	6,600	6,800	19,700
Social Services - liaison assist	11,460	11,460	11,460	34,380	Insurance	2,500	2,600	2,700	7,800
Welsh Church Acts Fund	5,100	5,100	5,100	15,300	Advertising/promotion	2,900	2,480	2,450	7,830
DCC - Vol Sector Participation	29,000	29,000	29,000	87,000	Training/meeting expenses	7,100	8,700	8,900	24,700
					Members expenses	1,900	1,950	2,000	5,850
	-----	-----	-----	-----	Audit fees	3,200	3,300	3,400	9,900
Sub Total	61,130	61,706	61,804	184,640	Computer running costs	2,770	2,600	2,700	8,070
	-----	-----	-----	-----	Stationery/office supplies	7,000	7,100	7,200	21,300
Local Health Boards/NHS Trust:					Subscriptions/publications	1,800	1,850	1,900	5,550
LHB (partnerships)	15,374	15,374	15,374	46,122	Equipment & furniture	3,900	1,000	1,000	5,900
LHB - Healthy Living Centre	11,250	11,250	11,250	33,750	Maintenance & repairs	3,700	3,800	3,900	11,400
LHB (BSB)	38,500	38,500	38,500	115,500	Other Costs				
	-----	-----	-----	-----	Welsh Church Act Grants	5,100	5,100	5,100	15,300
Sub Total	65,124	65,124	65,124	195,372	Community F & A Grants	50,000	50,000	50,000	150,000
	-----	-----	-----	-----	Miscellaneous	2,320	2,390	2,460	7,170
Trusts/other:					Competition Expenses	300	310	320	930
	-	-	-	-	Competition Prizes	1,200	1,230	1,260	3,690
	-----	-----	-----	-----	Project support costs	190	200	210	600
Sub Total	-	-	-	-		-----	-----	-----	-----
	-----	-----	-----	-----	Sub Total	135,080	135,160	37,220	407,460

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	01/04/11 to 31/03/12	01/04/12 to 31/03/13	01/04/13 to 31/03/14	TOTALS		01/04/11 to 31/03/12	01/04/12 to 31/03/13	01/04/13 to 31/03/14	TOTALS
INCOME	£	£	£	£	EXPENDITURE	£	£	£	£
Self Generated:						-----	-----	-----	-----
Donations	2,400	2,480	2,540	7,420					
Membership fees	1,600	1,650	1,700	4,950					
Typing/copying services	700	720	740	2,160					
Printing services	1,300	1,340	1,380	4,020					
Agency/Admin fees	64,000	66,000	68,000	198,000					
Room Hire	7,700	7,900	8,100	23,700					
Conference/course fees	3,600	3,700	3,800	11,100					
Bank Interest	3,000	3,000	3,000	9,000					
Translation	400	410	420	1,230					
Miscellaneous	500	510	520	1,530					
	-----	-----	-----	-----					
Sub Total	85,200	87,710	90,200	263,110					
	-----	-----	-----	-----					
TOTAL NOTE 1	529,896	532,282	508,058	1,570,236	TOTAL NOTE 1	530,503	525,503	515,943	1,571,949
Non-Core Services (all restricted)	750,000	765,000	780,000	2,295,000	Non-Core (all restricted)	750,000	765,000	780,000	2,295,000
New Lottery funded 'projects'	136,074	133,188	118,832	388,094	New Lottery funded 'projects'	136,074	133,188	118,832	388,094
	-----	-----	-----	-----		-----	-----	-----	-----
GRAND TOTAL	1,415,970	1,430,470	1,406,890	4,253,330	GRAND TOTAL	1,416,577	1,423,691	1,414,775	4,255,043
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Performance Management

- The Board structure, i.e. main Board and sub committees, oversee the entire operation by means of regular reports and meetings. Future reports will be based on delivery of the work programme detailed below which by its very nature will be dynamic i.e. constantly changing to reflect changes in needs of Third Sector clients.
- Accountability to funders is by means of regular progress reports and end of year evaluation/end of project reports. Such funders include for example Welsh Assembly Government, Wales Council for Voluntary Action and Big Lottery.
- Quality assurance – we have adopted PQASSO (Practical Quality Assurance Systems for Small Organisations) and level 1 is nearing completion and will be shortly moving to level 2. Investors in People and Investing in Volunteers will be considered as soon as resources permit.
- Annual external audit by private Sector auditors is undertaken, which is supplemented from time to time by Welsh Assembly Government and Wales Council for Voluntary Action auditors.
- All staff have individual action plans based on the action plan in this document and are regularly appraised and supervised.
- Monitoring and evaluation systems are in place to track progress of the various projects with regular reports being prepared for Board of Trustees. Reports will include an assessment of the performance of DVSC as a whole and benchmarked against the other 18 County Voluntary Councils in Wales.
- Outcomes monitoring has been adopted for a number of years, however an in-depth examination is currently underway of the RBA (Results Based Accountability) process and is currently being piloted by NEWCIS Flintshire.

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Action plan - work programme 2011-2014

1. **Strategic objective:** Raise the profile of the work of DVSC, increase membership, and deliver quality support services to develop a skilled and effective Third Sector.

<u>Activity planned</u>	<u>Source **</u>	<u>Lead Officer(s)</u>	<u>Additional Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Undertake Third Sector training needs analysis and deliver appropriate training	DP 2.4 2.5 2.6	Senior Development Officer	No	30 courses 250 participants 1 training needs survey 95% satisfaction target	
Working with neighbouring CVC's to provide learning opportunities across region.	DP 2.1	Senior Development Officer	No	Exchange training programmes twice a year.	
Provide Trustee training as part of training framework	DP 2.1 4.2	Senior Development Officer	No	2 Trustee training sessions.	
Ensure training framework is used to meet development needs of the Third Sector inc "getting started" module.	DP 2.1 2.3	Senior Development Officer	No	10 courses 85 participants 95% satisfaction target	
Provide a local , interactive website with current information	DP 1.1	Finance Manager	No	100,000 web site visitors	
Provide a comprehensive local information and advisory service to include a) Disseminate bilingual national newsletter supplement b) Publish regular newsletter (min quarterly) and additional e-bulletins	DP 1.4 1.6 1.8	Senior Development Officer	No	600 specialist and general bulletins 5 national newsletters 25 newsletters 50 email bulletins	

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<u>Activity planned</u>	<u>Source</u> <u>**</u>	<u>Lead Officer(s)</u>	<u>Additional Resources required</u> <u>(Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11</u> <u>unless different</u>
Support Third Sector organisations to achieve objectives and develop their effectiveness	DP 1.2 1.3	Senior Development Officer, Senior HSCWB Facilitator, Volunteer Centre Organiser, Finance Manager, Chief Executive Officer	No	20,000 enquiries responded to. 15,000 enquiries requiring follow up advice.	
Produce feasibility study to explore opportunities for acquiring an accessible property in Rhyl to enhance support to Third Sector organisations and carers.	SWOT	Chief Executive Officer , Finance Manager & Trustees	No	Complete study by 30/8/11 including consultation.	
Establish results based accountability as a process for measuring outcomes for DVSC and its specialist services	SWOT	Senior Management	No	Prepare paper for Trustees by 31/3/12	
Provide access or signpost to sources of practical assistance.	DP 1.9	Finance Manager	No	1000 occasions where practical services provided.	
Develop and maintain a strong and diverse membership. Establish task and finish group with aim of increasing membership numbers	DP 8.1 8.2	Finance Manager & Senior Development Officer	No	348 in membership plus 5 BME community members Aim to increase membership by 5% each year	
Improve marketing and promotion of DVSC	SWOT	Chief Executive Officer	Yes	Recruit marketing officer by 31/3/12	
Review “back office” support services	DP	Chief Executive Officer	No	Complete by 30/9/11	

** **Source** can be Infrastructure *Delivery Plan (DP)*, *SWOT*, *PEST*, and *Feedback* from customers/ stakeholders

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Action plan - work programme 2011-2014

2. **Strategic objective:** Maximise resources for the Third Sector to assist in the continued delivery of services and support the targeting of resources to areas of need.

<u>Activity planned</u>	<u>Source ** ---</u>	<u>Lead Officer(s)</u>	<u>Additional Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Identify gaps in provision through partnerships, networks, members and other sources	DP 6.1 6.3 7.8 7.12	Senior Management	No	3 services	
Support Third Sector groups to develop/expand/create new projects and initiatives which meet local needs.	DP 6.1 6.2	Senior Management	No	Establish 8 new groups. Establish 2 new services.	
Lead/ coordinate local developments	DP 6.3	Senior Management	No	5 projects	
Provide advice and support to local regeneration partnerships and residents	DP	Senior Management	No	Maintain contact with partnerships and ensure continuity of networks.	
Provide funding advice linked to local grant schemes to support community regeneration.	DP 5.8 5.9 5.10	Senior Development Officer	No	Support groups looking for total investment package of £450,000 plus. Aim to secure 25% of amount requested i.e. £110,000 for 90 groups/ organisations.	

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<u>Activity planned</u>	<u>Source</u> **	<u>Lead Officer(s)</u>	<u>Additional Resources required</u> (Yes/No)	<u>Annual Targets</u>	<u>Start date</u> <u>1.4.11 unless different</u>
Influence and shape local regeneration and funding policy	DP	Chief Executive Officer & Senior Development Officer	No	Continue to meet with statutory agencies and other stakeholders	
Organise funding events	DP 5.6 5.7	Senior Development Officer	No	7 events 100 participants	
Develop closer working links with principal partners	SWOT	Chief Executive Officer	No	Ensure all principal partners are advised of activities on a quarterly basis.	
Provide local funding service to include ; -planning for fundraising, - identifying sources of funds, making applications for funding, legislation/regulations affecting fundraising	DP 5.1 5.2 5.4	Senior Development Officer	No	450 enquiries with 100 follow up. £1,000,000 funding sought £350,000 secured for 100 group	
Carry out organisational review of DVSC	Trustees	Chief Executive Officer	No	Complete by 30 th June 2011	

** **Source** can be Infrastructure *Delivery Plan (DP)*, *SWOT*, *PEST*, and *Feedback* from customers/ stakeholders

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Action plan - work programme 2011-2014

3. **Strategic objective:** Work with the community to maximise citizen engagement, voicing their views to decision makers, leading to effective outcomes.

<u>Activity planned</u>	<u>Source**</u>	<u>Lead Officer(s)</u>	<u>Additional Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Deliver advice and support on citizen engagement to local groups and organisations including Local Service Board organisations.	DP	Senior Management	No	Produce a new module in the training framework programme in collaboration with WCVA by the 31/3/12.	
Support local Third Sector forums or networks and consult with Third Sector organisations through events, networks, website and other means.	DP	Senior Management	No	10 networks/forums supported 1000 organisations consulted.	
Facilitate access between local groups and networks and Local Service Board	DP	Chief Executive Officer	No	Publicise via website and newsletter the work of the Local Service Board.	
Identify, develop and publicise local scrutiny arrangements, and ways in which Third Sector can engage.	DP	Chief Executive Officer	No	Share best practice throughout Denbighshire and work closely with Mantell Gwynedd, one of the North Wales pilots. Publicise scrutiny meetings in every newsletter.	
Support organisations and networks to input to local scrutiny arrangements	DP	Chief Executive Officer	No	No target – not able to contribute to scrutiny – can only signpost.	
Ensure DVSC website provides current information on local policy and consultation issues, local service board and joint planning arrangements.	DP	Finance Manager	No	Update web site within 7 working days of receiving new material.	

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<u>Activity planned</u>	<u>Source**</u>	<u>Lead Officer(s)</u>	<u>Additional Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Publicise policy consultations	DP 7.3	Senior Management	No	50 policy consultations publicised 10 follow up advice enquiries.	
Respond to policy consultations on matters of general significance to the Sector.	DP 7.4	Senior Management	No	10 responses	
Produce communications strategy	SWOT	Chief Executive Officer	No	Complete by 31/5/11	

** **Source** can be Infrastructure *Delivery Plan (DP)*, *SWOT*, *PEST*, and *Feedback* from customers/ stakeholders

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Action plan - work programme 2011-2014

4. **Strategic objective:** Promote, encourage and support active volunteering

<u>Activity planned</u>	<u>Source**</u>	<u>Lead Officer</u>	<u>Extra Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Maintain volunteering opportunities on www.volunteering.net	DP 3.1	Volunteer Centre Organiser	No	Update website within 7 days of receipt of information Respond to 150 referrals	
Provide up-to-date information, guidance and sign posting about volunteering opportunities and policies of host organisations and help people into volunteering.	DP 3.2 3.3 3.4 3.5	Volunteer Centre Organiser	No	5 newsletters 50 distribution points for posters etc Respond to 750 enquiries Interview 500 applicants Place 120 volunteers exc young people Place 230 young people	
Provide advocacy for individual volunteers with regard to volunteering	DP 3.6	Volunteer Centre Organiser	No	Respond within 7 working days.	
Raise public awareness of volunteering, including targeting Welsh speakers and minority and disadvantaged groups, including local volunteering events and awards ceremonies etc. Promote WAG and other volunteering initiatives	DP 3.8	Volunteer Centre Organiser	No	4 Millennium Volunteering awards – 120 participants 3 Other awards ceremonies – 80 participants 2 volunteer centre surgeries	
Provide volunteering training as part of the training framework	DP 2.1	Volunteer Centre Organiser	No	2 training sessions	
Contribute to policy development re volunteering and campaign on issues affecting volunteers.	DP	Volunteer Centre Organiser	No	Review/update current volunteering management policy handbook by 30/6/11.	

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<u>Activity planned</u>	<u>Source**</u>	<u>Lead Officer</u>	<u>Extra Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Provide advice and guidance for organisations taking volunteers on, recruiting and retaining volunteers, meeting duty of care re safety of volunteers and clients, developing volunteer friendly policies and practice, involving volunteers with special needs to include promotion of good practice in the management of volunteers using Investing in Volunteers and other programmes.	DP 3.6 3.7	Volunteer Centre Organiser	No	2 Investing in Volunteer groups 25 initial enquiries on good practice 25 follow up advice and support sessions.	

** **Source** can be Infrastructure *Delivery Plan (DP)*, *SWOT*, *PEST*, and *Feedback* from customers/ stakeholders

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5. Strategic objective: Promote, encourage and sustain effective governance across the Third Sector

<u>Activity planned</u>	<u>Source**</u>	<u>Lead Officer</u>	<u>Additional Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Provide a Trustee mediation and dispute resolution service	DP	Senior Development Officer	No	Respond within 3 working days	
Provide advice and support to individual trustees /trustee groups	DP 4.1	Senior Development Officer	No	50 trustees supported	
Deliver Trustee/Leader events	DP 4.2 4.3	Senior Development Officer	No	1 event and 12 participants	
Ensure DVSC have relevant policies and procedures in place and encourage other Third Sector organisations to adopt similar processes.	DP	Chief Executive Officer	No	-Publish all policies on web site -Support 15 groups with their policies and procedures Advertise in newsletters availability of specimen policies and procedures	
Ensure DVSC has a quality assurance framework in place inc customer feedback	DP	Chief Executive Officer	No	1 customer survey Review the PQASSO system	
Ensure DVSC has strategic planning and review arrangements in place.	DP	Chief Executive Officer	No	1 Report to Board of Trustees	

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<u>Activity planned</u>	<u>Source**</u>	<u>Lead Officer</u>	<u>Additional Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
DVSC to have effective financial planning and management with clear accountability.	DP	Finance Manager	No	1 external audit report to Board of Trustees	
Ensure all DVSC staff are supported with their training and development i.e. annual programme.	DP	Senior Management	No	Support all staff with appraisal. Frequent supervisions (min 4)	
Reflect language preferences of members and users.	DP	Senior Management	No	Newsletter and web site compliance plus correspondence Publicise policy on web site and newsletters	
Produce and issue new Trustee Induction packs	DP	Chief Executive Officer	No	Complete by 30/4/11	
Review employment application forms, incorporate pre-appointment medicals	SWOT	Chief Executive Officer	No	Complete by 31/5/11	

** **Source** can be Infrastructure *Delivery Plan (DP)*, *SWOT*, *PEST*, and *Feedback* from customers/ stakeholders

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6. **Strategic objective:** Promote, encourage and develop effective partnerships and collaborations involving all Sectors (Statutory, Private and Third)

<u>Activity planned</u>	<u>Source ** —</u>	<u>Lead Officer(s)</u>	<u>Extra Resources required (Yes/No)</u>	<u>Annual Targets</u>	<u>Start date 1.4.11 unless different</u>
Ensure engagement with all relevant local and regional planning groups	DP 7.7 7.9	Chief Executive Officer & Senior HSCWB Facilitator	No	150 planning groups 60 Other Third Sector reps on planning groups	
Ensure engagement with Local Service Board	DP 7.12	Chief Executive Officer	No	4 meetings 10 Community Fora	
Ensure engagement with Local Compacts/ Joint Liaison Committee with local authority and other public bodies	DP	Chief Executive Officer	No	4 VSLG meetings 3 BCU Health Board meetings Respond to actions in various plans.	
Contribute and monitor national commissioning and procurement guidance to ensure recognition of Sectors role	DP	Chief Executive Officer	No	Continue to inform Third Sector of changes as and when they occur.	
Identify organisations that deliver/wish to deliver public services	DP 7.9	Senior Management	No	60 organisations	
Provide information about and website links to Sell2wales and other sources re contracts and tendering opportunities.	DP 7.13	Senior Development Officer	No	Advertise in newsletters in every issue and prepare articles for web site	
Support local service provider networks	DP 7.10	Senior Management	No	5 networks	
Facilitate links between commissioners, procurers and providers.	DP	Senior Management	No	40 providers	

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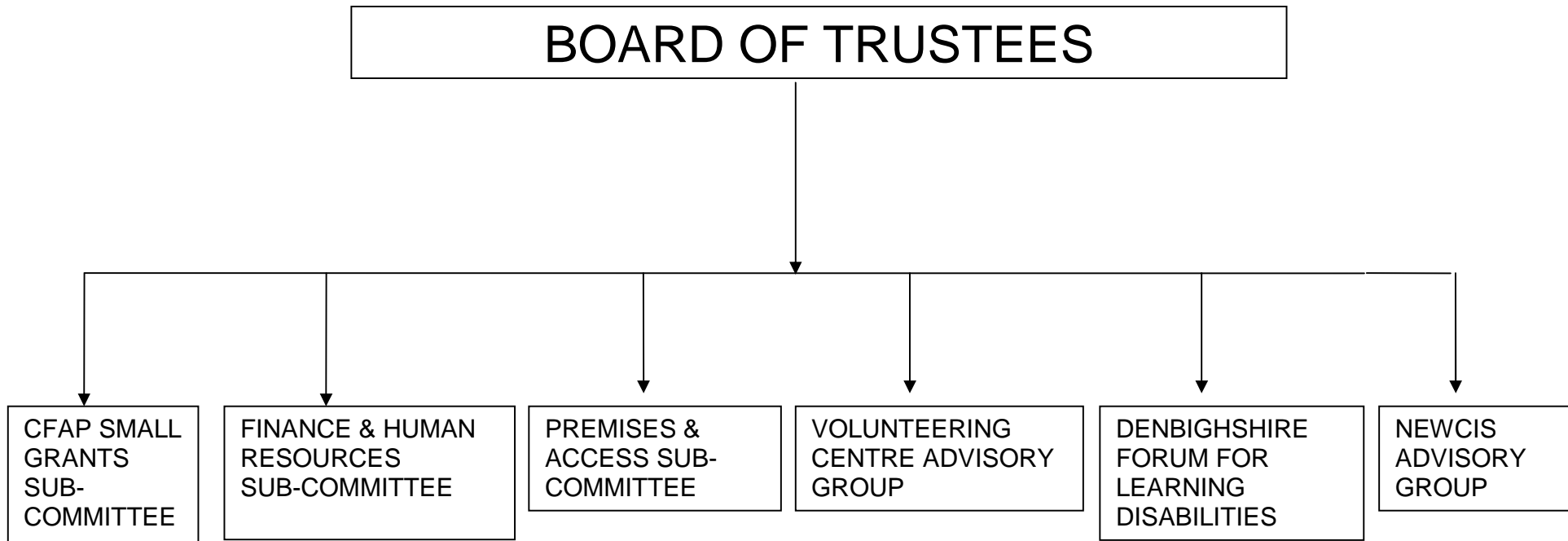
<u>Activity planned</u>	<u>Source</u> <u>**</u>	<u>Lead Officer(s)</u>	<u>Extra Resources</u> <u>required</u> <u>(Yes/No)</u>	<u>Annual Targets</u>	<u>Start date</u> <u>1.4.11</u> <u>unless</u> <u>different</u>
Deliver an effective advocacy service for older people throughout Denbighshire	Feedback	Chief Executive Officer	Yes	Targets are contained within the separate advocacy business plan	
Deliver an effective support service for adults with Learning Disabilities through the Denbighshire Learning Disability Forum	Feedback	Chief Executive Officer	Yes	Targets are contained within the separate Learning Disability business plan	
Deliver an effective carers information service across Flintshire and Denbighshire facilitated by NEWCIS	Feedback	Chief Executive Officer	Yes	Targets are contained within the separate NEWCIS business plan	
Assist Third Sector providers to adopt collaborative approaches to bidding to deliver services (consortia/partnerships)	DP 7.12	Senior Management	No	4 organisations	
Provide advice on tendering/Public Service funding.	DP 7.13	Senior Development Officer	No	6 organisations	
Provide access to services that provide efficiency savings for service providers (insurance, telephony, payroll, HR, Health and Safety)	DP	Finance Manager	No	Advertise in newsletters and prepare articles for web site and respond to enquiries as and when.	

** **Source** can be Infrastructure *Delivery Plan (DP)*, *SWOT*, *PEST*, and *Feedback* from customers/ stakeholders

Organisational Charts

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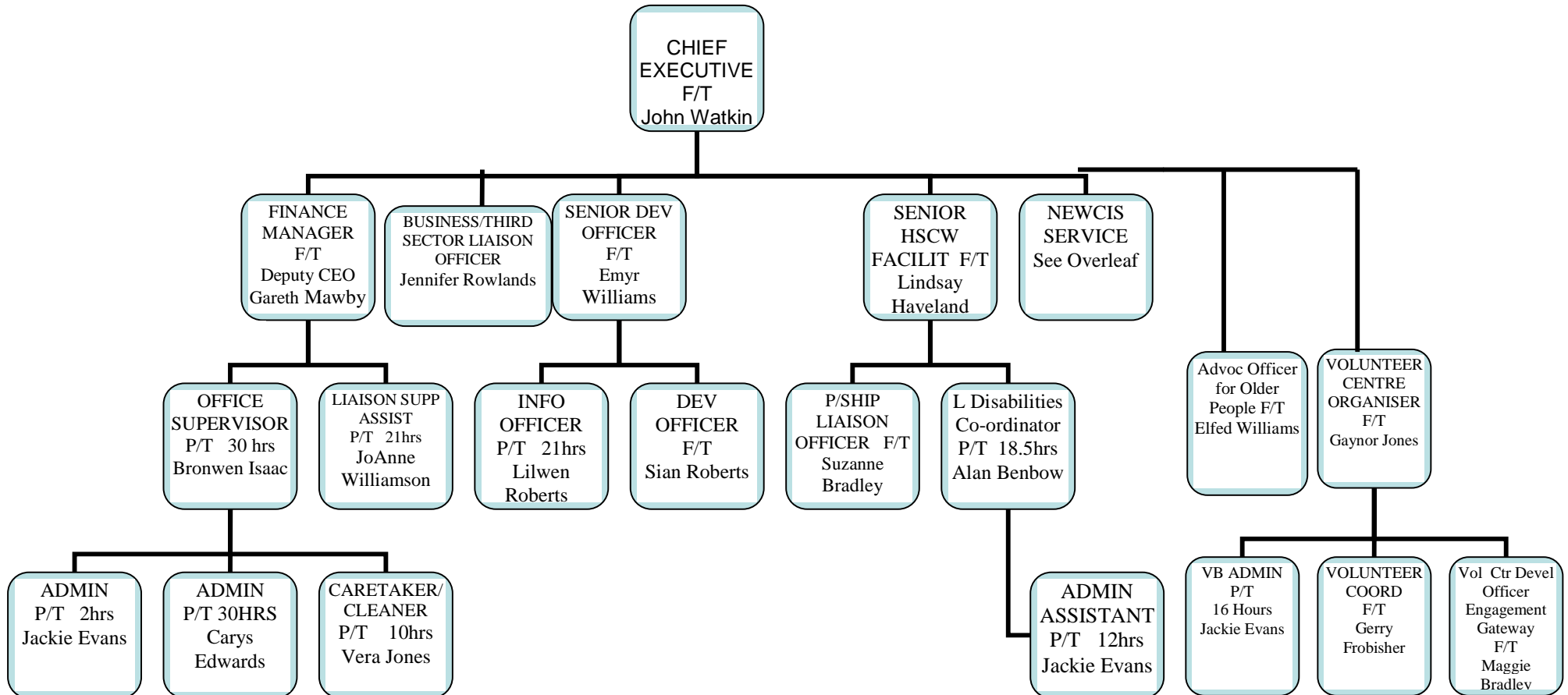
DVSC ORGANISATION CHART September 2010



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Denbighshire Voluntary Services Council**

**DVSC ORGANISATIONAL CHART
March 2011**

BOARD OF TRUSTEES



DVSC ORGANISATION CHART
March 2011

NEWCIS
SERVICE

FLINTSHIRE

Flintshire Service Co-ordinator – Claire Sullivan
Carer Facilitator Community Care – Jean Rodden
Community Facilitator & Needs Assess – Helen Webster
Community Facilitator – Garry Davies
Primary Care – Katy Harris
Grants Officer – Elaine Jones
Admin (Grants Officer) – Viv Brundell
Administrator – Barry Martin
COPE Officer – Simone Percy

DENBIGHSHIRE

Denbighshire Services Co-ordinator – Ann Shield
Fieldworker – Carolyn Hildebrandt
Administrator – Kati Denton
Carers Opportunity and Employment Mentors – Iona
Crompton and Kealie Jones
Carers Needs Assessment Officers -Diana Owen and
Glain Wynne Jones
Administration and Finance Officer – Gundega
Bushevitsa

Business Plan Consultation Timetable

Consultation has been approached by adopting three different methods:

1. Staff and Trustee involvement

Two business plan meetings were held in June and September 2009 to review the mission statement and strategic objectives and identify actions for the action plan.

2. Third Sector organisations

Three surgeries were held in the months January and February 2010 at the following locations, to present the draft business plan and seek comments. All comments have been responded to and incorporated into the plan.

- a) Wellington Road Centre, Rhyl
- b) Naylor Leyland Centre, Ruthin
- c) Town Council Chamber, Llangollen

3. Stakeholder

The first draft of the business plan was advertised in the newsletter and available for inspection on the DVSC web site and at the two offices in Rhyl and Ruthin.

The second draft of the plan was published and available for inspection on DVSC's web site from September 2010 to 30th November 2010 and available to all stakeholders be they statutory, Third Sector, private Sector or individuals. Hard copy was available for inspection at DVSC's offices at Ruthin and Rhyl.

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Appendix 3

Glossary of Terms

AWFPC	All Wales Forum for Parents and Carers
BSB	Building Strong Bridges
CAB	Citizens Advice Bureau
CCET	Community Consortium for Education and Training
CHC	Community Health Council
CFAP	Community Facilities and Activities Programme
CVC	County Voluntary Council
CYPSP	Children and Young People's Strategic Partnership
CYPPB	Children and Young People's Partnership Board
DAF	Drugs and Alcohol Forum
DCC	Denbighshire County Council
DVSC	Denbighshire Voluntary Services Council
ERDF	European Regional Development Fund
ESF	European Social Fund
HIP	Health Improvement Programme
HLC	Healthy Living Centre
HSCW	Health, Social Care and Well-being Board
ILF	Independent Living Fund
GP	General Practitioner
LHB	Local Health Board
LOG	Lead Officers Group
LVS	Local Voluntary Services Scheme
NACVS	National Association of Councils for Voluntary Service
NEWCIS	North East Wales Carers Information Service
NJC	National Joint Council
NOF	New Opportunities Fund
PSS	Personal Social Services
PQASSO	Practical Quality Assurance System for Small Organisations
SPAN	Support for Parents Action through Networking
SPD	Single Programming Document
SPG	Strategic Planning Group
WACVC	Wales Association of County Voluntary Councils
WAG	Welsh Assembly Government
WCVA	Wales Council for Voluntary Action
WEA	Workers Education Association
YPP	Young People's Partnership