



ACVO Business Plan

2016 to 2017

Business Plan for ACVO The Third Sector Interface for
Aberdeen City

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Overview

ACVO has been in existence since 1997 and became an independent entity and charity in 2005. Throughout this time it has worked on behalf of the 3rd sector in the city in the areas of support and representation. Its current role includes its Scottish Government remit of acting as the Third Sector Interface (TSI) for Aberdeen City.

The core purpose of ACVO is to *“involve, support, develop and represent the 3rd sector in Aberdeen city”*.

In order to achieve this ACVO must also ensure it is a robust organisation in its own right. To achieve this it focuses on three of its strategic objectives which are:

- *To promote best practice across the 3rd sector through leading by example*
- *To develop more sustainable and diverse incomes streams to allow investment in and development of ACVO.*
- *To Increase ACVO membership within the 3rd sector*

Delivering on the Purpose

ACVO has worked to operationalise its purpose through activity in the following ways:

Involve

This area links to the Scottish Government outcome 4 which says *“ 3rd sector organisations feel better connected and are able to influence and contribute to public policy”*

Also ACVO objectives

To work with the 3rd sector and volunteer engaging organisations to help them to be informed and connected to further their collective and individual objectives.

To facilitate a range of forums to gather collective agendas and present a collective voice on key issues affecting the 3rd sector.

Provide feedback to the 3rd sector on ACVO’s plans and progress in fulfilling its objectives.

ACVO supports 3rd sector organisations to engage with one another and itself through a variety of fora. These include:

- Aberdeen Civic Forum
- Volunteer Co-ordinators Forum
- Children and Young Persons Forum
- NESEN – Equalities Network
- ASEN – social enterprise network
- CASPA – Care and support providers forum

- HR forum.
- Mental Health Forum
- Community Justice Forum

During 2015/6 ACVO discussed the options of online forums with 3rd sector contacts. It was felt that the meeting format was something which people wished to continue but to possibly have some online resource when necessary. ACVO has built up the resource area on its website to support the forums and general users.

Either through the fora, in individual contact or through other media, ACVO engages with the 3rd sector to seek feedback on both local and national issues. Recent consultations have included the the Community Empowerment Act, Self-Directed Support, OCSR the charity regulator consultation and Health & Social Care Integration agenda..

ACVO also produces regular publications about what is happening in the 3rd sector and to inform the sector. Current ones include

- Weekly ACVO e bulletin
- Alcohol & Drugs Partnership bulletin
- Children & Young Peoples bulletin

The main source of information to the sector from ACVO has been its website. www.acvo.org.uk This has changed format over the past year to become more accessible via various formats e.g phone, tablet and laptop. It also continues to be updated to meet the demands of the sector for mapping, resource and general information. It has recently added a training course booking and paying system.

In order to retain information about who's who and their role in the 3rd sector, ACVO operates a CRM database known as MILO. This allows ACVO to register all its interactions with 3rd sector organisations and stakeholders in order that the team has a full understanding of which different services a client may have used. It also enables ACVO to provide the sector with timely information on who else is involved in any specific area of service delivery. This year has seen the update of MILO and its base is a new "salesforce" platform which has helped in the updating of information and ease of using it to report on progress to Scottish Government targets. Training has been provided to all staff for basic use of the system, on-going clinics are available, on line tutorials and specialist user one to one support.

The work to encourage volunteering is central to the activities of ACVO as a TSI. It not only works with a group of its own volunteers but also engages with others who act as volunteers to 3rd sector organisations in Aberdeen . This engagement takes place through the volunteer forum, face to face meetings with individuals and via the dedicated website www.volunteeraberdeen.org.uk. Volunteers are at the heart of most 3rd sector organisations. Without their commitment, skills and wiliness, the organisations would be unable to fulfil their purpose. ACVO continues to support specific niche areas of volunteering, this includes the area of youth volunteering, associated with the national Saltire awards scheme, the ACVO specific business skills volunteering and in this year, a new niche related to volunteering linked to the Big Aberdeen projects. This range of niche offerings has helped ACVO to target specific demographic markets in terms of volunteers and also built the profile of volunteering in the city generally. There has been a substantial growth of interest in volunteering over the past few years and ACVO is intent on maintaining this profile and enthusiasm.

All of the work carried out in relation to volunteering is in this year linked to the national Scottish Government contract, however some alternative funding will be sought in order to support management of volunteers as some projects progress.

Involve Actions

1. Create the opportunity for further involvement of 3rd sector groups through the development of online or physical forums
2. Arrange events around any new legislation affecting the sector to provide a platform for information sharing and discussion of the topics
3. Maintain a suite of suitable publicity material aimed at involving more 3rd sector organisations in ACVO services.
4. Continue to develop the ACVO website and social media to engage more 3rd sector organisations in debates, projects, services and information sharing.
5. Continue to add Aberdeen 3rd sector organisations to MILO use it as a basic CRM for ACVO's interactions with the sector and partners
6. Work with the Volunteer Co-ordinators network to identify new niche areas of volunteering which may be suitable for funding support.
7. Build the ACVO membership from its current base and expand the benefits of membership as services grow.

Support & Development

This area links to the Scottish Government outcomes 1A, 1B, 2 & 3 which say:

1A – More people have increased opportunity and enthusiasm to volunteer

1B – Volunteer involving organisations are better able to recruit, manage and retain volunteers

2 – Social enterprise develops and grows

3 – 3rd sector organisations feel better connected and are able to influence and contribute to public policy.

Also ACVO objectives

To work with individual 3rd sector and volunteer engaging organisations to assist them to establish, sustain, grow or develop.

To contribute to the development and support of social enterprises and entrepreneurial work in the 3rd sector.

To support, develop and positively promote an extensive range of of voluntary action

The work undertaken by ACVO in relation to supporting and developing 3rd sector organisations is a diverse as the organisations themselves. It has however, six core areas – *governance, organisational development, fundraising, volunteer development, links to the private sector & ACVO services*. The range of services is constantly developing in response to demand to ensure relevance to both emerging and established organisations; to social enterprises as well as traditional fundraising charities; and to organisations in all fields including social welfare, arts and culture, environmental, overseas development, heritage, animal welfare, education, health etc.

One differentiating factor in this area is that the services provided will not always be free. They are provided at a variety of levels through free at point of use, subsidised through sponsorship or membership, paid for services.

Governance

ACVO provides up to date information and advice to help individuals or groups to start up, write a constitution, become a charity, work as a committee or understand charity accounting. It also offers support to comprehend charity and company law, gives advice about policy development and helps with the development and operation of management committees.

Organisational Development

The support provided in this area can be either one to one or one to many i.e. group training or consultancy. It covers business planning, marketing, promotion, social media, understanding finance, HR, capacity building, crisis management etc. It can be for new start, existing, small, large, stagnant or growing organisations.

One of the main aims of ACVO within this work is to promote good practice and it seeks to do this through its own operational processes and the behaviour of its team.

Fundraising

In this area of support, ACVO provides individualised support via one-to-one advice, coaching, mentoring, consultations, general briefings, training and facilitated access to funders. It also reviews funding applications, assists in the development of collaborations through consortia or mergers.

Volunteer Development

ACVO provides a brokerage service in this area in terms of assisting 3rd sector organisations to find capacity building volunteers and fundraising volunteers. It also supports volunteer development officers to maximise their capability through sharing in the forum or through coaching, mentoring and training provision.

Private Sector Links

Current operational requirements and finances mean that a healthy mutually beneficial relationship with the private sector is a vital ingredient for any 3rd sector organisation. ACVO has sought to broker these relationships, encourage CSR and build a pipeline of volunteers from the private sector.

The development of the ACVO Affiliates scheme has proved popular with over 30 affiliates now in place and others interested to come on board. These are businesses who wish to give something back, trade or have a better understanding of what the 3rd sector does. Quarterly events now attract upwards of 40 attendees to hear case studies from both sectors, to network and build new links.

ACVO services

These are a range of fully paid for services which ACVO has introduced over the past few years to both build an income stream for the organisation and to provide cost effective alternatives to private sector provision in the very expensive Aberdeen market.

Web Development – the creation, development, updating and hosting for 3rd sector organisations is available via ACVO at a cost effective rate. To date over fifty organisations have taken up this service.

Financial Management – from basic book-keeping through to preparation for audit, ACVO is able to offer a range of services at prices which are reasonable for the 3rd sector in the city. The service now includes payroll for organisations and it is an area where growth is expected during this financial year. Having only 1FTE staff member ACVO is restricted in the amount of time offered, depending on demand this may increase over the financial year.

General Administration – currently ACVO carries out administration on behalf of some change fund and other projects. This is an area where once again there is potential for growth as small 3rd sector organisations look to reduce their back office costs.

Consultancy & Facilitation – organisations looking for facilitated strategy sessions, bespoke fundraising support, customised governance advice etc use ACVO chargeable services to deliver this. It is a small but potentially useful area which has potential to be further developed.

Future services – It is anticipated that ACVO will build other service offerings depending on the demand and feedback from the sector over the next few years.

Membership – is not a service in itself but an opportunity for organisations to link more closely to ACVO, give something back and receive benefits in the form of reductions in service charges. The current membership offering is targeted to allow organisations of all sizes and types to participate. Full details are in Appendix C.

Support & Development Actions

1. Look at new methods for sharing ACVO's expertise in governance and building a sustainable knowledge bank for the future
2. Continue the development of a year round training/workshop schedule and encourage greater participation from the sector.
3. Create further new courses as needs are indicated from the sector
4. Further develop the business skills volunteering approach and the use of CSR teams to undertake crisis support.
5. Continue the development of the ACVO Affiliate scheme to enhance cross sectoral working. Target for 2016/17 to have 35 affiliates on board.
6. Maintain the web and design service, promote it further on ACVO website and via other media, ensure ACVO is being realistic in its pricing of work undertaken for 3r sector organisations.
7. Build on the success of the financial management service by and invest in the resource necessary to expand this service.
8. Continue to promote the administrative, consultation and facilitation services via appropriate media.
9. Research further service options and carry out test marketing.

Represent

This area links to the Scottish Government outcome 4 which says “ 3rd sector organisations feel better connected and are able to influence and contribute to public policy”

Also to ACVO objective:

To be the primary conduit connecting the 3rd sector to community planning. Facilitating a strong voice for the sector, collaborating with public and private sector partners to improve the planning and delivery of public services and enable these to be more responsive to the needs and aspirations of local communities.

ACVO represents the 3rd sector on a number of platforms. This is a vital role as it ensures there is a 3rd sector voice at strategic decision making in Community Planning, Health and Social Care Integration at national governmental level and within groups which mainly comprise statutory authorities.

The representation ACVO strives towards is that of joint representation alongside other 3rd sector organisations, where they bring specialist knowledge to the table to add value and ensure pragmatic and relevant decisions are reached. ACVO is now seen as an important partner in Community Planning and Integration as it brings others to the table, engages relevant 3rd sector organisations and represents views of the sector to other partners.

This part of the ACVO purpose dovetails with the engagement aspect and focuses on the two way dissemination of information. The groups in which ACVO is involved are listed in Appendix A ACVO achieved its aim to involve more 3rd sector organisations in community planning localities as they develop and has ensured strong 3rd sector representation within the Health and Social care integration process.

Represent Actions

1. Ensure the ACVO website has good links to the updated Community Planning website and also links to integration updates.
2. Further develop the two way feedback reporting created for CPP via the forums and other groups which feed in from the 3rd sector. This may be done via the ACVO website or via forums.
3. Build capacity in the sector to act as representatives in the integration process and in localities as these arise
4. Take forward views from the sector to national fora e.g. Health and Social Care Alliance, VAS practitioner groups, Just Enterprise, Scottish Government 3rd sector group etc.

Budget for 201617 – see budget papers

Aberdeen City Community Planning Partnership

This is for general information as the ACVO and Scottish Government objectives link to these across the community planning agenda.



Appendix B

ACVO TSI work plan for Scottish Government – see attached document.

Appendix C

Membership

Members of ACVO enjoy the following benefits:

-  Regular information updates
-  Discounted rates for ACVO E-Bulletin advertising
-  Discounted rates for our website development service – design and maintenance
-  Discounted rates for our training and events
-  Discounted rates for design and print of promotional materials
-  Discounted rates for accounting consultancy
-  Opportunities to present case studies at cross-sector events
-  Access to facilitated group work on fundraising and business planning
-  The ability to stand for election as a member of ACVO's Board of Directors
-  The ability to vote for representatives on ACVO's Board of Directors

Type of Members: -

You can become an Ordinary Member (voting member) if you are:

-  An organisation or social enterprise with a governing document
-  Based in, and serving, the city of Aberdeen

You can become an Associate Member (non-voting member) if you are:

-  Individuals who support the aims of ACVO
-  Statutory bodies

If you are unsure which class of membership would be appropriate please contact ACVO on (01224) 686058 to discuss or email enquiries@acvo.org.uk.

Membership Form

For online application, please fill in the grey areas

Contact Person:	
Organisation:	
Address:	
Postcode:	
Tel No:	
E-mail:	
Membership (2014/15) Fee BACS payments can be made directly into our account: Sort code: 83-30-00 Account No: 00291586 Account Name: ACVO	<input type="checkbox"/> community groups with volunteer committees turnover under 50k - £25 <input type="checkbox"/> 3 rd sector organisations with turnover between £50K and £100K - £50 <input type="checkbox"/> 3 rd sector organisations with turnover over £100K - £100 <input type="checkbox"/> Affiliate Membership – private sector and statutory body member - £195 <input type="checkbox"/> I have enclosed a cheque (made payable to 'ACVO'). <input type="checkbox"/> Please invoice my organisation at the address above <input type="checkbox"/> I have sent a BACS Payment to the details shown left If you require a P.O. number, please note it here
Nomination: We wish to nominate (name of person) (or in their absence another named person) to exercise the privileges of membership on our behalf. We understand that we may vary this nomination by written notice to ACVO.	
Post to: ACVO, 38 Castle Street, Aberdeen AB11 5YU or email to enquiries@acvo.org.uk If you have any queries, please call (01224) 686058 or e-mail enquiries@acvo.org.uk	