

Business Plan

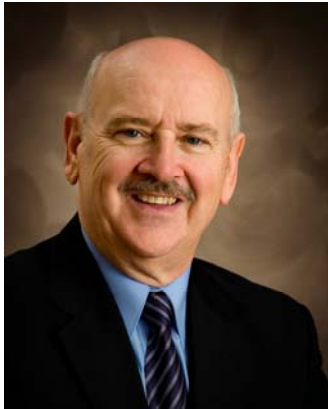
2010-2011

Voluntary and Non-Profit Secretariat



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Message from the Minister



The volunteer and non-profit sector plays a critical role in every aspect of our province's social, cultural and economic life. Increasingly we depend on voluntary and non-profit groups to deliver services, provide care and support, and generally improve the lives of Newfoundlanders and Labradorians everywhere.

Since the Government of Newfoundland and Labrador's initial commitment to strengthen its relationship with the volunteer and non-profit sector the Voluntary and Non-Profit Secretariat has been established and is now fully staffed. The Secretariat has since played a pivotal role in the government's commitment to recognize the work of volunteers and employees in the community sector to strengthen the representation of the sector's concerns within government.

The Voluntary and Non-Profit Secretariat is a policy focused body in Executive Council that provides policy advice to government departments who work with the sector.

The Secretariat works with volunteers and non-profit groups to set priorities to help the sector be more effective in its relationship with government, maintain and enhance the capacity to meet their goals, play an increasing role in the life of our communities and contribute to the well-being of our people. The Secretariat strives to increase cooperation between the sector and government at all levels, help the sector address the many challenges groups face in a rapidly changing society and promote social enterprise across the province.

This plan has been prepared in accordance with the Government Transparency and Accountability Act provisions for a Category 2 entity. Therefore, this one-year plan, and the three-year plan to be tabled in the House of Assembly next year, focuses the Secretariat on the issues and results necessary to meet government's commitments to the voluntary and non-profit sector. This business plan also takes into consideration the government's stated strategic directions, as displayed in Appendix A, where relevant to the secretariat. As Minister Responsible for the Volunteer and Non-Profit Sector, I am accountable for the preparation of this plan and for achieving the specific objectives.

A handwritten signature in blue ink that reads "Dave Denine". The signature is fluid and cursive.

Dave Denine, MHA
Minister for Intergovernmental Affairs and
Minister Responsible for the Volunteer and Non-Profit Sector

Table of Contents

1	Departmental Overview	3
2	Mandate	5
3	Lines of Business	6
4	Values	6
5	Primary Clients	7
6	Vision	7
7	Mission	7
8	Strategic Issues	9
Appendices		
A	Strategic Directions	12

1. Departmental Overview

The Voluntary and Non-Profit Secretariat (VNPS) is a policy office within the Executive Council advising government on policies and issues affecting the voluntary, community-based sector in Newfoundland and Labrador. In November 2007, Premier Williams appointed a Minister Responsible for the Voluntary and Non-Profit sector; a month later a dedicated Deputy Minister was appointed. As of April 2010 the Secretariat comprised of:

- A Deputy Minister;
- A Senior Policy and Program Development Specialist;
- A Policy and Program Development Specialist;
- A Communications Specialist (cross-appointed with IGA)
- A Management Analyst
- An Executive Secretary; and
- A Program Coordinator

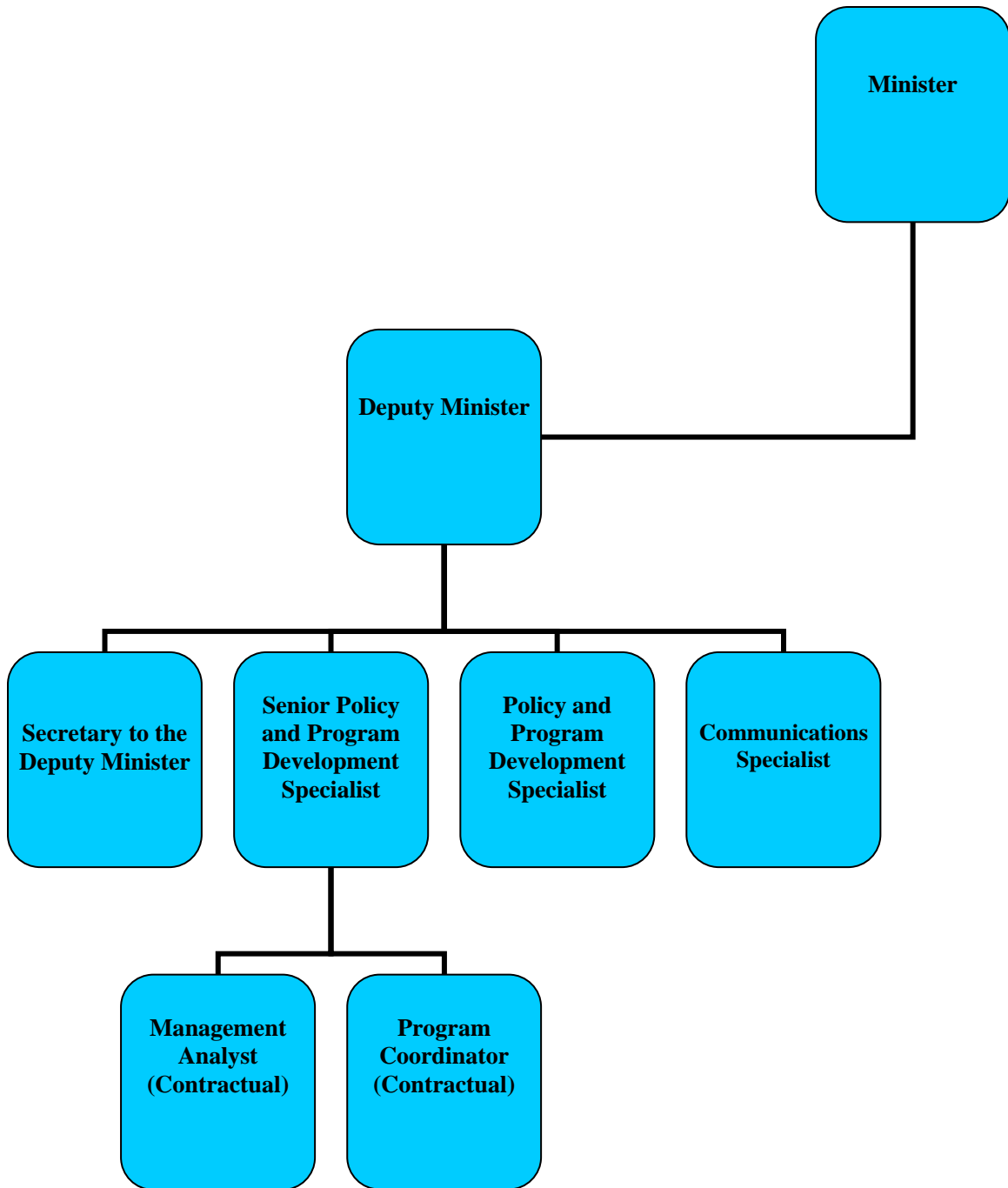
For 2010-11, the Voluntary and Non-Profit Secretariat was allocated an estimated budget of \$1,071,500 from \$1,095,900 in 2009-10.

The Voluntary and Non-Profit Secretariat works closely with a wide range of stakeholders including provincial government departments and entities as well as an array of community organizations and leaders.

Volunteers and the community organizations that comprise the voluntary, community-based sector are for many, the voice of the community. Recognizing the invaluable contributions of this sector, Government has committed to support and strengthen the sector. Volunteers and the voluntary sector represent a transformative, innovative, responsive and dynamic force within our province.

In Newfoundland and Labrador the voluntary, community-based sector is a diverse entity, including: faith-based groups, arts, culture and recreation, community and social development, as well as environmental and advocacy organizations. It is often volunteers and community organizations that deliver critical services to communities including fire and emergency responses, adult literacy programs, municipal services, seniors and supportive living assistance, and employment services.

Voluntary and Non-Profit Secretariat Organization Chart



2. Mandate

In the 2005 Speech from the Throne, Government made a commitment to enhance the relationship with the voluntary sector by stating:

“My Government is determined to strengthen the relationship between the government and the volunteer sector, to improve the grants process, and to identify opportunities for cooperation and collaboration.”

The Blue Print 2007 built upon this commitment by adding the following:

- Formalize a policy and program framework to strengthen and support the community-based sector and to enhance the development of social economy enterprises, especially in rural regions, as means of improving services, providing additional employment.
- produce a scope of work document to set the terms for an initiative to strengthen the relationship between the government and the volunteer sector.....and to identify opportunities for cooperation and collaboration.

Therefore, the mandate of the Voluntary and Non-Profit Secretariat is to enhance and support the contribution of the voluntary and non-profit sector to the well being of all communities by:

- Strengthening the relationship and improving collaboration between the provincial government and the voluntary, non-profit sector
- Enhancing the ability of the voluntary, non-profit sector to meet changing community needs
- Promoting volunteerism and social enterprise
- Facilitating the development of provincial government programs and policies which support the voluntary, non-profit sector
- Fostering innovative and creative collaborative approaches

3. *Lines of Business*

The lines of business of the Voluntary and Non-Profit Secretariat are as follows:

Capacity Building: The Voluntary and Non-Profit Secretariat works in close collaboration with community-based leaders to identify the needs and develop the supports, resources and training needed to enhance the capacity of organizations to meet changing community needs.

Policy Advice: The Voluntary and Non-Profit Secretariat provides policy advice and expertise within government on the issues and needs in the voluntary, non-profit sector. As a policy office the secretariat is uniquely positioned to advise government on the perspectives, key issues and contributions of the sector to our province. We do this by meeting with the community stakeholders, asking them to share their opinions and experiences and identify how government and the community might work together more effectively. We also provide an analysis of legislative, policy, program and service delivery matters that directly impact volunteers, organizations and staff that make up the voluntary and non-profit sector.

Promotion and Recognition: The Voluntary and Non-Profit Secretariat uses a wide range of tools and approaches to promote, recognize and celebrate the contributions of the thousands of volunteers, employees and organizations that make up the voluntary, community-based sector in our province.

4. *Values*

The core values explain the character of the organization we promote and the action statements guide behavior, the core values of the Voluntary and Non-Profit Secretariat are as follows:

- Collaboration** Each person is committed to being inclusive and promoting and encouraging partnerships and cooperation, and uses a consultative approach when seeking solutions.

- Respect** Each person’s attitude and actions will embrace difference and diversity and exemplify professional conduct in their interactions with government and voluntary community-based sector colleagues.

- Innovation** Each person applies and supports creative thinking and approaches in themselves and others.

Empowerment	Each person supports and encourages leadership, sustainability and strengthened capacity both within the Secretariat and with our partners in the volunteer sector.
Vision	Each person will seek and promote/encourage progressive and imaginative thinking and solutions to the challenges faced by the volunteer and non-profit sector.

5. Primary Clients

Primary clients are any person, group, or organization served by or utilizing the programs, services and/or products offered by the entity. It is important to be aware of the secretariat's primary clients as their needs and concerns are reflected back upon efforts made towards achieving its mandate and fulfilling its vision. The primary clients of the Voluntary and Non-Profit Secretariat include the voluntary and non-profit sector, other government departments or agencies, and the general public.

6. Vision

The vision of the Voluntary and Non-Profit Secretariat is one of a sustainable, active and vibrant community based sector which inspires a sense of responsibility and provides an opportunity for citizens to fully participate and contribute to community well-being.

7. Mission

By 2017 the Voluntary and Non-Profit Secretariat will have facilitated the strengthening of capacity within the volunteer and non-profit sector, enabling the sector to meet changing community needs.

Capacity issues are an ongoing challenge for the volunteer and non-profit sector where organizations regularly manage their limited resources against a variety of demands. The secretariat, by working to strengthen the representation of the sector's interests within government, allows for sector concerns to be heard effectively on matters such as the resources needed to continue adapting to the shifting needs of communities. Progress towards facilitating strengthened capacity will initially involve collaboration on efforts to identify Newfoundland and Labrador's current capacity needs within the volunteer and non-profit sector.

The promotion and recognition of volunteerism within our communities is another important tool for facilitating strengthened capacity within the sector. Giving thanks by recognizing the

contributions made by individuals and organizations alike builds the morale of the sector while working to promote it and encouraging others to become involved.

This mission supports the strategic directions of government as displayed in Appendix A by first recognizing the work of community volunteers and second by striving to reach an agreed upon scope of work for government and the sector thereby strengthening the government's relationship with the sector.

Measure Facilitated the strengthening of capacity within the sector

Indicators

- Roles and priorities of stakeholders are identified through the Community Priorities Summit Roadmap
- Community capacity needs are identified and prioritized in collaboration with community partners and a shared agenda is developed
- Leadership by the Voluntary and Non-Profit Secretariat is demonstrated in the promotion and recognition of volunteerism

8. Strategic Issues

Building from the government's strategic directions as they are presented in Appendix A three strategic issues have been identified. These strategic issues will direct the secretariat's attention throughout the 2010-2011 planning period.

Issue One: Strengthened Representation of the Sector's Interests

The Secretariat was established to better identify opportunities for coordination and collaboration between the provincial government and the voluntary and non-profit sector. The Secretariat has been active in establishing ties with the voluntary and non-profit sector and, in the process, broadening its understanding of the issues confronting the sector. These relationships with the community and the knowledge gained from them allow the Secretariat to represent the sector's concerns within government. This issue aligns with efforts towards fulfilling the strategic direction, as provided in Appendix A, of seeking to produce a scope of work document establishing the terms for strengthening government's relationship with the sector.

Objective:

By March 31, 2011, the Voluntary and Non-Profit Secretariat will have furthered its representation of the provincial voluntary and non-profit sector within government.

Measure The interests of the volunteer and non-profit sector will be represented

Indicators

- Relevant goals established at the Community Priorities Summit are addressed in cooperation with the voluntary and non-profit sector
- Issues that can be addressed through government policies and programs are clarified with voluntary and non-profit organizations
- Input from the voluntary and non-profit sector at the community level is actively sought
- The volunteer and non-profit sector's concerns are communicated across government

Issue Two: Capacity Building within the Voluntary and Non-Profit Sector

As our communities are constantly changing, individuals involved in the voluntary and non-profit sector across the province face an ongoing challenge in maintaining the role that they play. Community organizations are at the heart of each and every community and as such feel directly the changes that have impacted our province so significantly in recent years. As our communities change and grapple with new economic and demographic realities, community organizations are likewise challenged to respond to new needs and demands. It is therefore vitally important that organizations are provided with the skills, training and resources needed to respond to these changes. The Voluntary and Non-Profit Secretariat, in collaboration with its partners from both the community and government, can seek to identify these needs and develop the supports, resources and training capable of strengthening the sector as it meets continually changing demands. An initial assessment of the voluntary and non-profit sector's training needs will be undertaken during the 2010-2011 planning year with a subsequent strategy to be created for the 2011-2012 planning year. This issue aligns with work towards fulfilling the strategic direction, as provided in Appendix A, of seeking to produce a scope of work document establishing the terms for strengthening government's relation with the sector.

Objectives:

By March 31, 2011, the Voluntary and Non-Profit Secretariat, alongside relevant partners, will initiate an assessment of the voluntary and non-profit sector's training needs, the resources currently available and those which will be needed.

Measure Assessment initiated

Indicators

- Identified funding
- Partnerships identified and in place with a research organization
- Resources and research methodology approved and in place to conduct training needs assessment
- Identify gaps in resources available to address the needs identified

Issue Three: Support the Promotion and Recognition of the Voluntary and Non-Profit Sector

The voluntary and non-profit sector is a tremendous contributor to countless communities throughout our province. While some volunteers and organizations are highly visible and well known in their communities, others exist in the background as quiet yet equally powerful agents of social change and development. From municipal councils, to volunteer firefighters, environmental champions, literacy tutors and volunteer board of directors and everything in between, the voluntary, community-based sector represents a wide-range of interests and causes. We know that one of the largest contributors to the recruitment and retention of both volunteers and employees is the recognition of their contributions and gratitude for their sacrifice. The Voluntary and Non-Profit Secretariat is tasked with promoting and recognizing the good work of the sector and more importantly taking the time to celebrate the contributions of the thousands of volunteers and organizations that make our communities the places that we call home. This issue aligns with the government's strategic direction, as provided in Appendix A, of recognizing the work of community volunteers.

Objectives:

By March 31, 2011, the Voluntary and Non-Profit Secretariat will have launched a promotional campaign to bring about awareness of the contributions of Newfoundland and Labrador's volunteer and non-profit sector.

Measure "Who Cares?" campaign is launched

Indicators

- Final development stages of the "Who Cares?" campaign are achieved.
- Engaged a variety of media and community based partners to communicate the "Who Cares?" campaign.

Appendix A – Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through Throne and Budget speeches, policy documents and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments. The directions related to the Voluntary and Non-Profit Secretariat are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the secretariat. As indicated in the table below, some have been addressed in this Business Plan while others are addressed in the operational or work planning processes.

Title: Strategic Directions

Outcome Statement: Stronger relationship between government and the voluntary and non-profit sector.

Components of Strategic Direction	This Direction is addressed:			
	In the entity's Business Plan	In the entity's operational plan	In a work plan for the entity	Applicable to other entities reporting to the Minister
1. Establishing a Volunteer and Non-Profit sector office		X		
2. Formalizing a policy and program framework in strengthen and support the community-based sector			X	
3. Enhance the development of social economy enterprises		X		
4. Recognize the work of community volunteers	X			

5. Produce a scope of work document to set the terms for an initiative to strengthen the relationship between government and the volunteer sector	X			
6. Increase funding for the Community Sector Council		X		
7. Work with the third sector on measures to enhance employment stability for organizational staff		X		

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Executive Council
Voluntary and Non-Profit Secretariat

P.O. Box 8700
St John's, NL A1B 4J6
Tel: 709 729 1125
Fax: 709 729 2226

E-mail: volunteers@gov.nl.ca
Website: www.gov.nl.ca/vnps