

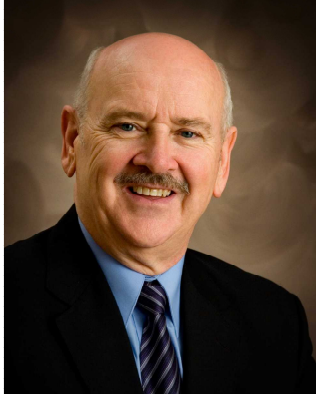
Business Plan

2011-14

Voluntary and Non-Profit Secretariat



Message from the Minister



The volunteer and non-profit sector plays a critical role in our province's social, cultural and economic life. Increasingly we depend on the volunteer and non-profit sector to deliver services, provide care and support, and generally improve the lives of Newfoundlanders and Labradorians everywhere. The Voluntary and Non-Profit Secretariat is a policy focused body in Executive Council that provides advice to government departments who work with the sector.

In 2010 the Secretariat held the inaugural URock Volunteer Awards to celebrate the contributions young people make across our province. The Who Cares? campaign was also launched. Both of these initiatives will continue into 2011. In continuing to build the government's relationship with the volunteer and non-profit sector, in March 2010 the Secretariat held the Community Priorities Summit to develop a Roadmap of goals ahead. In 2012 a second Summit will be convened to review this Roadmap and to set the agenda as we seek new ways to foster resiliency within our communities while positioning ourselves to take advantage of the opportunities ahead.

The Secretariat works with the volunteer and non-profit sector to set priorities in its relationship with government to maintain and enhance the capacity to meet their goals, play an increasing role in the life of our communities and to 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 covers the 2011-14 planning cycle and has been prepared in accordance with the *Government Transparency and Accountability Act* provisions for a Category 2 entity. This three-year plan 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 goals and objectives.

A handwritten signature in cursive script that reads "Dave Denine".

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

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1. Overview

The Voluntary and Non-Profit Secretariat (VNPS) is a policy office within the Executive Council advising government on issues affecting the volunteer and non-profit sector in Newfoundland and Labrador. As of April 2011 the Secretariat comprised of:

- Deputy Minister;
- Secretary to the Deputy Minister
- Director of Strategic Planning and Operations;
- Senior Policy and Program Development Specialist;
- Policy and Program Development Specialist;
- Departmental Program Coordinator; and
- Communications Specialist (cross-appointed with IGA).

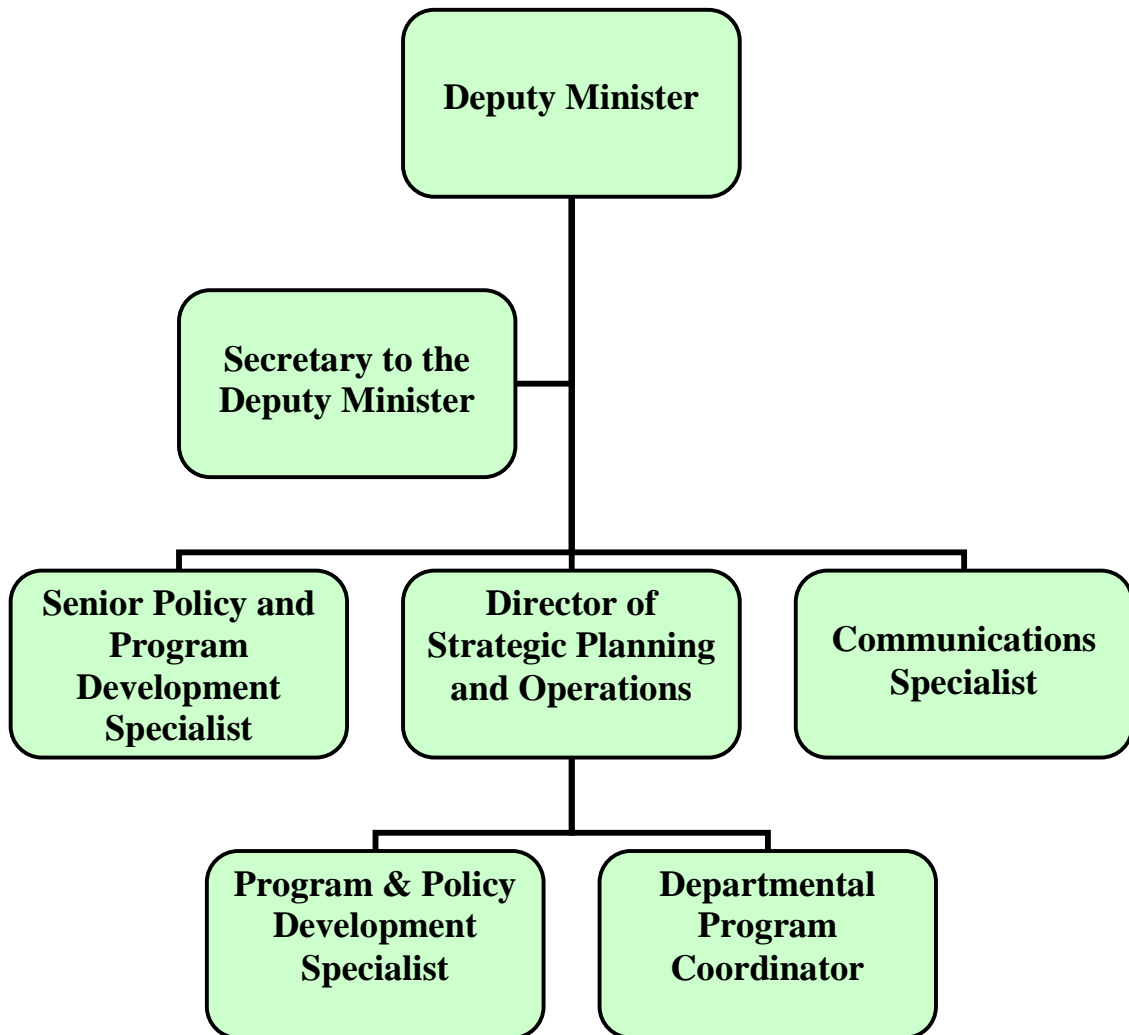
The gender breakdown for the staff of the Voluntary and Non-Profit Secretariat is four females and three males.

For 2011-12, the Voluntary and Non-Profit Secretariat was allocated a budget of \$935,500.

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.

A strong and resilient volunteer and non-profit sector plays a critical role in the health of our communities. In Newfoundland and Labrador the volunteer and non-profit sector is a diverse entity, including: faith-based groups, arts, culture, 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 volunteer and non-profit 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 volunteer 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:

Fostering Resiliency: 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 meant to enhance the capacity of organizations to meet changing community needs. By working to reinforce and foster the growth of these fundamentals within the community VNPS seeks to encourage the volunteer and non-profit sector to become more resilient against periods of adversity. Working to foster resiliency within the volunteer and non-profit sector sets the stage for the creation of innovative solutions capable of tackling the challenges our communities face as organizations will more easily deal with their day-to-day concerns while also having the opportunity to test and experiment with new ideas or approaches.

Policy Advice: The Voluntary and Non-Profit Secretariat provides policy advice and expertise within government on the issues and needs in the volunteer and 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 community stakeholders, asking them to share their opinions and experiences and to identify how government and the community might work together more effectively. We also provide analysis of legislative, policy, program and service delivery matters that directly impact the volunteers, organizations and staff that make up the volunteer 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 volunteer and non-profit 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, promoting and encouraging partnerships and cooperation, and using 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 volunteer and non-profit sector colleagues.
Innovation	Each person supports creative thinking and approaches in the workplace.
Empowerment	Each person supports and encourages leadership, sustainability and strengthened capacity both within the Secretariat and with our partners in the volunteer and non-profit 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. Vision

The vision of the Voluntary and Non-Profit Secretariat is one of a *resilient, active and valued* volunteer and non-profit sector with citizens that feel the responsibility and opportunity to contribute to their community.

6. Primary Clients

The primary clients of the Voluntary and Non-Profit Secretariat include the volunteer and non-profit sector, other government departments and agencies, and the general public. In working to fulfill its mandate and vision the Secretariat regularly interacts with organizations both in the volunteer and non-profit sector and inside government. The Secretariat also regularly interacts with those in the general public who may operate outside the larger volunteer and non-profit organizations in the province, or potentially not be part of the sector at all, who are seeking to find a window into government for guidance on the resources that are available to them in their communities.

7. Mission

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

Resiliency and capacity within the volunteer and non-profit sector are ongoing challenges as organizations manage their limited resources in the face of an increasingly complex and changing environment. Resilient organizations are capable of overcoming challenges big and small while still pursuing opportunities that may benefit their missions and the broader community. Building towards a more resilient volunteer and non-profit sector involves working to continuously find supports that assist in stabilizing the operational needs of organizations while also helping them to foresee any challenges on the horizon and adapt to those new realities. Building capacity within the volunteer and non-profit sector will encourage a culture of resiliency to develop naturally as organizations increase their capacities in areas such as planning or financial management. The Secretariat works alongside the volunteer and non-profit sector to communicate the sector's concerns and interests across government. This communication allows concerns to be heard effectively as both the sector and government come together in continuing to adapt to the challenges facing Newfoundland and Labrador as we work towards more resilient organizations and communities. The Roadmap developed at the March 2010 Community Priorities Summit continues to stand as guiding document for the Secretariat that demonstrates our ongoing efforts to communicate the concerns of community.

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

the valuable contributions of Newfoundland and Labrador's many non-profit groups is also important; these organizations provide critical services that deserve support and acknowledgement. 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. The indicators listed all support work to continue facilitating strengthened resiliency and capacity within the sector through communications with government, the goals found in the Roadmap, and the promotion and recognition of the sector.

Measure Facilitated the strengthening of resiliency and capacity within the sector

Indicators

- Relationships are fostered between the volunteer and non-profit sector and government.
- In collaboration with partners in the volunteer and non-profit sector the Roadmap of shared goals is continued and updated.
- Leadership by the Voluntary and Non-Profit Secretariat is demonstrated in the promotion and recognition of volunteer and non-profit sector.

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 2011-14 planning period.

Issue One: Strengthened Relationships

The Secretariat was established to better identify opportunities for coordination and collaboration between the provincial government and the volunteer 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.

Goal

By March 31, 2014 the Voluntary and Non-Profit Secretariat will have implemented a strategic approach to strengthening the relationship between the volunteer and non-profit sector and the provincial government.

Measure

Improved communication exists between the volunteer and non-profit sector and the provincial government

Indicators

- Communication and cooperation is enhanced between with the volunteer and non-profit sector.
- Continued efforts to provide policy input and advice within government on the volunteer and non-profit sector regarding ongoing or potential collaborations and partnerships.
- VNPS provides its knowledge and expertise within government to assist with understanding the province's volunteer and non-profit sector.

Objectives:

By March 31, 2012, the Voluntary and Non-Profit Secretariat will have held a second Community Priorities Summit to renew input on the shared goals of the Roadmap and to continue facilitating constructive relationships with the volunteer and non-profit sector.

Measure A second Community Priorities Summit is held to strategically engage the sector

Indicators

- The Summit Accountability Team is reconvened.
- The Summit Accountability Team reviews and sets priorities for Summit.
- The Summit is held.

By March 31, 2013, the Voluntary and Non-Profit Secretariat will have pursued the objectives of the revised Roadmap coming out of 2012 summit in collaboration with the volunteer and non-profit sector and the provincial government.

By March 31, 2014, the Voluntary and Non-Profit Secretariat will have supported any efforts for engagement or relationship building between the volunteer and non-profit sector and government.

Issue Two: Fostering Resiliency and Capacity within the Volunteer and Non-Profit Sector

As our communities are constantly changing, individuals involved in the volunteer and non-profit sector across the province face an ongoing challenge in maintaining the role that they play. Volunteer and non-profit 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, volunteer and non-profit organizations are likewise challenged to respond to new needs and demands. Fostering resiliency within the sector will mean helping community organizations to survive in our ever-changing world while promising the beginnings for long-term planning and the creation of innovative new approaches to the challenges shaping communities today.

By working to foster resiliency in the volunteer and non-profit sector it is 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, develop the supports, resources and training capable of strengthening the sector as it meets changing demands. 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.

Goal

By March 31, 2014 the Voluntary and Non-Profit Secretariat will have taken steps to foster resiliency and capacity within the volunteer and non-profit sector.

Measure

Resiliency and capacity are fostered

Indicators

- Training study on Newfoundland and Labrador's volunteer and non-profit sector will be undertaken.
- Improved the administration of government grant programs.
- Strengthened knowledge and research on social innovation and social enterprise.

Objectives:

By March 31, 2012, the Voluntary and Non-Profit Secretariat will have collaborated with partners in the development of a training study to support resiliency and capacity in the volunteer and non-profit sector.

Measure Training study for the volunteer and non-profit sector carried out in collaboration with relevant partners

Indicators

- Collaborative work to carry out the training study continued.

By March 31, 2013, the Voluntary and Non-Profit Secretariat will have further supported resiliency and capacity of the sector by working with government departments and community organizations to improve the administration of government grant programs to the volunteer and non-profit sector.

By March 31, 2014, the Voluntary and Non-Profit Secretariat will have undertaken initiatives that strengthen knowledge and support research around social innovation and social enterprise within Newfoundland and Labrador.

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

The volunteer 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 volunteer and non-profit 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.

Goal

By March 31, 2014 the Voluntary and Non-Profit Secretariat will have continued in its promotion and recognition of the volunteer and non-profit sector.

Measure

Ongoing support for promotion and recognition efforts

Indicators

- Recognition initiatives (e.g. URock Volunteer Awards or Volunteer Certificates) are continued and supported.

- Support is provided to community-based recognition efforts.
- Media campaign “Who Cares?” is used to promote the value of the volunteer and non-profit sector in Newfoundland and Labrador.

Objectives:

By March 31, 2012, the Voluntary and Non-Profit Secretariat will have continued its efforts to recognize volunteers.

Measure Existing initiatives are supported

Indicators

- URock Awards are maintained to recognize and promote the efforts of young volunteers.
- Volunteer certificates are used to recognize the impact individuals have in their communities across the province.
- Volunteer Week continues to be recognized and celebrated by the Secretariat.

By March 31, 2013, the Voluntary and Non-Profit Secretariat will have increased initiatives for recognizing and promoting outstanding organizations that encourage innovation through new ideas and new approaches in their communities.

By March 31, 2014, the Voluntary and Non-Profit Secretariat will have continued to actively promote and recognize the various contributions made by the volunteer and non-profit sector to Newfoundland and Labrador.

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: Volunteer and Non-Profit Sector

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. Formalizing a policy and program framework in strengthening and supporting the community-based sector			X	
2. Enhance the development of social economy enterprises		X		
3. Recognize the work of community volunteers	X			
4. Produce a scope of work document to set the terms for an initiative to strengthen the relationship between government and the volunteer sector	X			
5. Work with the third sector on measures to enhance employment stability for organizational staff		X		



Newfoundland Labrador

Executive Council • Voluntary and Non-Profit Secretariat

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