

# **CVS Brent**

## **Strategic & Operation Plan 2011- 2013**

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**Vision:**

CVS Brent's vision is of a confident and vibrant borough where individuals, groups and communities work together to enrich society.

**Mission:**

To support individuals and organisations in Brent to have the capacity to respond to the needs of, and deliver the aspirations of their communities, through voluntary action.

**Values & Principles:****Independence**

At CVS Brent we value the independence of civil society and respect the rights of organisations to take their own decisions and actions. CVS Brent will be a strong and independent voice for local civil society.

**Collaboration**

CVS Brent will work with our members and stakeholders in a spirit of collaboration and genuine partnership.

**Inclusiveness & equality**

At CVS Brent we value the diversity of civil society and society at large, we will strive to be inclusive in all aspects of our work, promote equality and treat all our members, stakeholders and partners with dignity and respect.

**Innovation and learning**

We will strive to be an innovative and forward-looking organisation, open to the exchange of information, ideas and new ways of working. We will ground our work in a solid evidence base.

**Integrity and professionalism**

The Board and staff at CVS Brent will strive to maintain high personal and professional standards

**Economical**

CVS Brent will strive to become a sustainable organisation, making best use of the resources available to us.

**Strategic Objective 1**

To create an independent, inclusive, trusted and sustainable organisation that will enable Brent voluntary, community and social enterprise sectors to further develop a thriving civil society.

**Strategic Objective 2**

To improve the capacity of local civil society to deliver efficient, effective services and respond to needs and opportunities.

**Strategic Objective 3**

To advance communication and partnership working within local civil society and with local and regional statutory and private sector partners.

**Strategic Objective 4**

To increase the influence of Brent civil society in local and regional strategy, policy and decision making.

Strategic Objectives	Operational Objectives	Outcomes
<p><b>Strategic Objective 1</b></p> <p>To create an independent, inclusive, trusted and sustainable organisation that will enable Brent voluntary, community and social enterprise sectors to further develop a thriving civil society.</p>	<ol style="list-style-type: none"> <li>1. Recruitment and training of Board of Trustees</li> <li>2. Adoption of policies, procedures and systems for CVS Brent in line with best practice</li> <li>3. Development of an active membership base</li> <li>4. Fundraising and income generation</li> </ol>	<p>CVS Brent</p> <ul style="list-style-type: none"> <li>• has the resources (financial, human and other) to achieve its objectives</li> <li>• provides high quality services, valued by its customers</li> <li>• has effective financial, administrative and monitoring systems in place</li> <li>• has an active and satisfied membership</li> </ul>
<p><b>Strategic Objective 2</b></p> <p>To improve the capacity of local civil society to deliver efficient, effective services and respond to needs and opportunities.</p>	<ol style="list-style-type: none"> <li>1. Facilitate and enable access for local civil society organisations to high quality training, learning and best practice</li> <li>2. Provide and disseminate information, advice and guidance with a particular focus on gaps in local voluntary, community and social enterprise organisations knowledge and performance</li> <li>3. Highlight emerging trends and opportunities for civil society organisations in relation to public sector policy, with a particular focus on personalization and GP</li> </ol>	<p>Local civil society organisations</p> <ul style="list-style-type: none"> <li>• have increased skills, knowledge &amp; qualifications</li> <li>• are better informed about good practice &amp; developments affecting their work</li> <li>• have improved access to funding &amp; resources</li> <li>• have greater understanding of emerging opportunities for public</li> </ul>

	<p>commissioning</p> <ol style="list-style-type: none"> <li>4. Provide a specific advice and support service to civil society trustees and board members</li> <li>5. Provide a trouble-shooting advice service for local civil society</li> </ol>	<p>service delivery</p> <ul style="list-style-type: none"> <li>• have increased knowledge and skills in relationship to the leadership of their organisations</li> </ul>
<p><b>Strategic Objective 3</b></p> <p>To advance communication and partnership working within local civil society and with local and regional statutory and private sector partners.</p>	<ol style="list-style-type: none"> <li>1. Develop new opportunities and mechanisms for communication among civil society organisations and between civil society organisations and the public and private sectors</li> <li>2. Establish and support intra-civil society partnerships, fora and networking opportunities</li> <li>3. Establish and support intra-civil society collaboration, shared projects and services</li> <li>4. Develop opportunities for inter-sector (civil society/faith/public/private) interaction, partnerships and collaboration</li> </ol>	<ul style="list-style-type: none"> <li>• Improved intra-sector communications among local civil society organisations</li> <li>• Increased opportunities for partnership working among local civil society organisations</li> <li>• Improved communications between local civil society and the public and private sectors</li> <li>• Improved partnership working between local civil society and the public and private sectors</li> <li>• Increased number of inter-sector partnerships and collaborations</li> </ul>
<p><b>Strategic Objective 4</b></p> <p>To increase the influence of Brent civil society in local and regional strategy, policy and</p>	<ol style="list-style-type: none"> <li>1. Advocate for increased civil society inclusion at strategy, policy and decision making partnership and networks</li> <li>2. Facilitate civil society involvement in strategy, policy</li> </ol>	<ul style="list-style-type: none"> <li>• Local civil society organisations are better informed and prepared to lead and respond to changes in policy</li> </ul>

<p>decision making.</p>	<p>and decision making partnership and networks</p> <ol style="list-style-type: none"> <li>3. Engage, consult and involve civil society organisations and stakeholders in matters of strategy, policy and decision making</li> <li>4. Undertake, support and disseminate research and information on the role and impact of civil society in policy and service delivery</li> </ol>	<ul style="list-style-type: none"> <li>• More civil society organisations are involved in public sector strategy, policy and decision making partnership and networks</li> <li>• Public sector have a greater understanding of the role and impact of civil society</li> </ul>
<p><b>Cross cutting themes</b></p>	<ol style="list-style-type: none"> <li>1. Promote the development of IT-based services as a supplement and where appropriate as an alternative to face to face delivery</li> <li>2. Promote a community development approach to voluntary action</li> <li>3. Encourage faith communities to engage in the voluntary, community and social enterprise models</li> <li>4. Promote the involvement of civil society as a vehicle to actively involve all the diverse communities in Brent in all aspects of further developing the borough's thriving civil society.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased use of IT as a route to infrastructure support services</li> <li>• More socially excluded groups take an active and influential role in the community</li> <li>• Increased number of faith communities involved in work of CVS Brent and other partnerships</li> <li>• Increased involvement of local communities in civil society activity</li> <li>• Increased empowerment of communities</li> </ul>

## Work programme

Strategic Objective	Operational objective	Activities	Timing	Input	Financial Cost	Lead	Core function
<b>Strategic Objective 1</b> To create an independent, inclusive, trusted and sustainable organisation that will enable Brent civil society to develop a thriving civil society.	Recruitment and training of Board of Trustees	Define process & marketing	By end Dec 2011	Staff time	Office costs	Director	Leadership
		Produce recruitment pack	By end Dec 2011	1 Lead Trustee	Recruitment costs		
		Recruit & train new Trustees	Jan 2012 – April 2011	Office equipment	Training costs		
Identify further development needs		April 2012 – July 2012					
Deliver on-going skills and development programme	Sept 2012 – March 2013						
	Adoption of policies, procedures and systems for CVS Brent in line with best practice	Identity requirements	By Nov 2011	Staff time	Office costs	Director	Leadership
		Development of P&P and systems	Nov 2011 – Feb 2012	1 Lead Trustee	Subscriptions		
		Implement P&P and systems	Feb 2012	Office equipment			
Review P&P and systems		March 2013					
	Development of an active membership base	Agree membership terms	Oct 2011	Staff time	Office costs	Director	Leadership
		Develop recruitment pack	Oct 2011	1 Lead Trustee	Recruitment costs		Liaison
		Open membership	Nov 2011	Office equipment			
		Record membership	Nov 2011				
		Review membership process and recruit.	Nov 2012		Database		

	Fundraising and income generation	Identify funding requirements Write fundraising strategy Implement fundraising strategy Review fundraising strategy	Oct 2011 Oct 2011 March 2012 Nov 2012 / March 2013	Staff time 1 Lead Trustee	Subscriptions	Director	Leadership
<b>Strategic Objective 2</b>  To improve the capacity of local civil society to deliver efficient, effective services and respond to needs and opportunities.	Facilitate and enable access for local civil society organisations to high quality training, learning and best practice	Identify sources of capacity building Establish signposting routes Identify gaps & source providers /deliver as appropriate Maintain up- to-date knowledge Monitor, evaluate & review services Annual audit	Nov 2011 – Jan 2012 Nov 2011 – Jan 2012 Nov 2011- Jan 2012 Jan 2012 – Jan 2013 Jan 2012 – Jan 2013 March 2013	Staff time Consultation Website	Subscriptions Contracts Venue	Development worker	Support & Services
	Provide and disseminate information, advice and guidance with a particular focus on gaps in local civil society organisations knowledge and performance	Identify sources of info, advice and guidance Establish signposting routes Identify gaps through research, consultation & mapping Dissemination of knowledge through all routes (IT, events, 1-2-1 etc) Maintain up- to-date knowledge Monitor, evaluate & review services Annual audit	Nov 2011 – Jan 2012 Nov 2011 – Jan 2012 Nov 2011- Jan 2012 Jan 2012 – Jan 2013 Jan 2012 – Jan 2013 Jan 2012 – Jan 2013 March 2013	Staff time Consultation Website	Subscriptions Contracts Venue	Development worker	Support & Services



	Highlight emerging trends and opportunities for civil society organisations in relation to public sector policy with a particular focus on personalization and GP commissioning	<p>Research &amp; information gathering</p> <p>Attendance at local, regional, national events</p> <p>Local and regional networking w/public sector leads</p> <p>Dissemination of knowledge through all routes (IT, events, 1-2-1 etc)</p> <p>Monitor, evaluate &amp; review service</p> <p>Annual audit</p>	<p>Nov 2011 – March 2013</p> <p>Nov 2011 – March 2013</p> <p>Nov 2011- March 2013</p> <p>Dec 2011 – March 2013</p> <p>Nov 2012/ March 2013</p> <p>March 2013</p>	Staff time	<p>Subscriptions</p> <p>Events attendance</p>	Director	<p>Support &amp; Services</p> <p>Development</p> <p>Liaison</p>
	Provide a specific advice and support service to civil society Trustees and Board members	<p>Research leadership programmes for signposting</p> <p>Develop Trustees network</p> <p>Provide 1-2-1 support to Chairs and Trustees</p> <p>Monitor, evaluate and review services</p> <p>Annual audit</p>	<p>Nov 2011 – Dec 2012</p> <p>Jan 2012</p> <p>Feb 2012</p> <p>Jan 2012 – March 2013</p> <p>March 2013</p>	Staff time	<p>Office costs</p> <p>Event costs</p>	Director	<p>Support &amp; Services</p> <p>Leadership</p>
	Trouble shooting advice service for local civil society	<p>Establish protocols for service inc. charging scales</p> <p>Promote service among local civil society organizations</p> <p>Deliver 1-2-1 advice sessions</p> <p>Monitor, evaluate and review services</p> <p>Annual audit</p>	<p>Nov 2011 – Dec 2012</p> <p>Dec 2011</p> <p>Jan 2012 – March 2013</p> <p>Jan 2012 – March 2013</p> <p>March 2013</p>	<p>Staff time</p> <p>Consultants</p>	<p>Promotional materials</p> <p>Office costs</p>	Director	<p>Support &amp; Services</p> <p>Leadership</p>

	Develop new opportunities and mechanisms for communication among civil society organisations and between civil society and the public and private sectors	Develop communications strategy (intra and inter sector)  Deliver against communications strategy  Monitor, evaluate and review  Annual audit	Oct 2011  Oct 2011 - Oct 2012  Oct 2011 - March 2013  March 2013	Staff time	Office costs	Director	Leadership
<b>Strategic Objective 3</b>  To advance communication and partnership working within local civil society and with local statutory and private sector partners.	Establish and support intra-civil society partnerships, fora and networking opportunities (delivery)	Consult with local civil society on priorities and mechanisms for intra-sector partnerships, for a and networks  In line with consultation outcomes, establish intra sector partnerships, for a and networks  Review intra-sector partnerships for a and networks  Monitor, evaluate and review  Annual review	Oct 2011  Nov 2011  Nov 2012  Nov 2011 – March 2013  March 2013	Staff time  Board time  Website	Office costs  Event costs	Director	Leadership  Liaison
	Establish and support intra-civil society collaboration, shared projects and services	Consult with civil society on what support is required of CVS Brent in supporting intra sector collaboration, shared projects and services  Deliver against consultation outcomes  Monitor, evaluate and review	Oct 2011  Nov 2011 – Nov 2012  Nov 2011 – March 2013	Staff time  Board time  Website	Staff costs  Event costs	Director	Liaison

	Develop opportunities for inter-sector (civil society/faith/public /private) interaction, partnerships and collaboration	Develop links between civil society and external partners, agencies and networks to build opportunities for greater partnership working, joint projects and collaboration, particularly WL Network, College of NWL, NWL Chamber of Commerce & GP Consortia  Consult with civil society on the role CVS should play in supporting and developing partnerships for civil society delivery of public services  Deliver in line with consultation outcomes  Monitor, evaluate and review	Oct 2011 – March 2012  Oct 2011– Jan 2012  Nov 2011 – Nov 2012  Nov 2011 – March 2013	Staff time  Board time  Website	Staff costs  Event costs	Director	Liaison  Development
	Advocate for increased civil society inclusion at strategy, policy and decision making partnership and networks	Produce business case for increased civil society inclusion and promote this among public sector partners  Make use of existing representation to press for civil society representation where there is little or none  Monitor, evaluate and review	Jan 2012 – Feb 2012  Oct 2011 – March 2012  Nov 2011 – March 2013	Staff time	Staff costs	Director	Leadership  Development  Strategic Partnerships
<b>Strategic Objective 4</b>  To increase the influence of Brent civil society in local strategy, policy and decision making.	Facilitate civil society involvement in strategy, policy and decision making partnership and networks	Review current civil society representative roles and mechanisms at existing strategic partnerships.  In response to outcomes of review, develop and implement revised mechanisms and procedures for representation at strategic partnerships.  Enable public sector partners to identify civil society organisations to be involved in	Oct 2011 – Nov 2011  Dec 2011 – March 2013  Nov 2011 – March 2013	Staff time	Office costs	Director	Leadership  Development  Strategic Partnerships

		strategy, policy and decision making either as representatives or in their own capacity.					
		Monitor, evaluate and review	Nov 2011 – Nov 2012				
Engage, consult and involve voluntary, community and social enterprise organisations and stakeholders in matters of strategy, policy and decision making	As part of the communications strategy identify mechanisms for engagement and consultation with civil society.	As part of website development, ensure provision for capturing on-line views, polling and other consultation tools.	Oct 2011	Staff time	Office costs	Director	Leadership
			Nov 2011 – Jan 2012	Website	Event costs		Development
			Nov 2011- Jan 2012				Strategic Partnerships
	Establish mechanisms for regular, one-off and specific engagement and consultation.	Undertake specific consultations relevant to civil society or of specific local or national strategic importance.	Jan 2012 – March 2013				
Undertake, support and disseminate research and information on the role and impact of civil society in policy and service delivery	Dedicate part of the website to a project which will capture data and provide information, narrative and external evidence to show the impact of civil society in policy and service delivery.	Disseminate the findings of local , regional and national evidence of civil society impact	Nov 2011	Staff time	Office costs	Director	Leadership
			Nov 2011 – March 2012	Website	Research costs		Development
			March 2011 – Mar 2012				
	Provide information to groups on how to evidence the beneficial impact of civil society						