



Business Plan 2015-2018

Connecting charities, volunteers and businesses

Introduction

We're a constantly evolving organisation which responds to the needs of the voluntary and community sector. We're now 18 months old and very proud of what we've achieved in such a short space of time.

This new business plan describes our ambitions for the future, and it will guide our work for the next three years.

In developing our new plan we have considered a number of factors. We've reflected on what we've achieved since our formation, noted what we've done well and where we need to improve. We've explored new ways we can work which will better meet the needs of the voluntary and community sector, and aid our own sustainability.

We've also considered the external environment. We've looked at the needs of our stakeholders and considered the issues which will impact on the voluntary and community sector, such as changes in public sector funding.

As part of this work we have refreshed our core values, and how we work as an organisation. We're now satisfied that we are doing the right things for the right reasons and in the right way.

The findings of our recent marketing and communications survey, which re-established the services our members and stakeholders find most useful and accessible, has informed the development of this new business plan and how we will improve the support we offer to voluntary and community organisations in Brighton and Hove.

We're confident that we're doing things right and that we have a critical role to play in supporting local communities in Brighton and Hove.

Our trustees, members, volunteers and staff hold a wealth of experience that we will utilise to provide professional services to all our stakeholders, including our public sector partners who rely on us to bring the voices of local people and communities to their attention.

However, we also understand that it is not an easy time for organisations that support local communities and that there are challenges facing all sectors, which are not to be underestimated.

We believe that, as a city, we are stronger when there are opportunities for local people to work together on the issues that matter to us all.

Our vision is for voluntary and community action to have the greatest positive impact on people. This business plan sets out the role we will play in achieving that vision with you. We look forward to working with all of our partners and local communities over the next three years to achieve it.

Background

Our vision: why we exist

We want voluntary and community action to have the greatest positive impact on people.

Our mission: what we do

We create the support and networks that help people, voluntary and community organisations, and businesses to use their time and energy most effectively.

Our strategic aims: what we will achieve

1. Stronger voluntary and community organisations for now and for the future
2. Stronger and more diverse base for volunteering and voluntary activity
3. Partnerships which improve opportunities for local people
4. Stronger more sustainable organisation

Our values: principles we will work within

- we **challenge** oppression and prejudice, and promote diversity
- we are **friendly** and make everyone feel welcomed and supported
- we are **creative** and find new ways of making voluntary and community action effective
- we are an **independent voice** for the voluntary and community sector
- we are **dynamic** and **work with purpose** to get things done and to achieve lasting impact

Our stakeholders: who we will connect with

- voluntary and community organisations
- volunteers
- businesses
- public sector
- the public

About us

Voluntary and community action makes our society and city a better place. We want to make sure that it does. And that it has the greatest positive impact on everyone. To achieve this we create the support and networks that help people and organisations to use their time, expertise and energy effectively.

We give voluntary and community organisations the support and platform they need to make a difference to local lives and issues. This includes helping them with the running of their organisation and ensuring their needs and views are represented. Helping to strengthen their work and amplify their voice.

We help people who want to volunteer their time to find local opportunities that make the most of their abilities and ambitions. Through our volunteer centre we help people find meaningful ways to contribute their time, skills and energy to voluntary and community organisations and other initiatives across the city.

A strong society and city is one where everyone works together. That's why we connect local businesses with voluntary and community organisations so they can both benefit from each other's expertise and networks. We also work with the public sector to ensure they connect with local voluntary and community action.

The support and networks we create between organisations and people help to build a stronger and fairer city for everyone.

Who we are

We are a membership organisation for voluntary and community organisations in Brighton and Hove. We have over 400 members and the numbers continue to grow. Our members empower people to take control of their lives. They work with under-represented communities to tackle poverty and disadvantage, address inequalities and improve the environment. We bring their energy and expertise together to achieve change. We're led by a representative, skilled and professional board of trustees who delegate operational responsibilities to a dynamic volunteer and staff team.

Our history

We were set up in 2013 following the merger of the Community and Voluntary Sector Forum (CVSF), the Volunteer Centre, the Performance Development Service and Skills Exchange. Our strategic purpose and priorities were developed through the Transforming Local Infrastructure Project (2012-2013). The project assessed the needs of voluntary and community organisations in Brighton and Hove and specified the services which would best meet their needs. It also prioritised the need for us to generate income so we can be sustainable, because in recent years a number of support organisations eg Business Community Partnership and Working Together Project have closed as a result of a lack of funding. Whilst we are a new organisation, we're built on the experiences and legacies of our founding organisations and the expertise of their members, trustees, volunteers, staff and stakeholders who have worked in the field for many years.

"We would not have as much confidence in what we do without the knowledge that **Community Works** is there behind us with good information, advice, support and a fundamental knowledge and understanding about our sector. We need your services now more than ever."

Clair Barnard, The Early Childhood Project

Strategic analysis and direction

External analysis

The current policy climate is fundamentally reshaping relationships with the public sector. Residents in Brighton and Hove are losing services and resources from within their communities whilst reforms to welfare are increasing the need for support. Reduced public finances, shifts in commissioning and new delivery models also require careful navigation by voluntary and community organisations. With less public funding available we, and our membership, have to find other sources and methods of resourcing services and remaining sustainable. This may result in tensions between our membership and ourselves, as we find we have to compete with our members for a shrinking pool of resources.

The role and culture of the voluntary and community sector is also being challenged and there is increased pressure on the sector to deliver more services and make greater use of volunteers. We cannot assume all organisations want to pursue these opportunities when it may be inconsistent with their values or aims. The ability to maximise partnerships with members, businesses and other intermediary organisations requires significant skills and capacity. Managing contracts which may include frontline service delivery will involve a departure from our traditional role and may create tensions. We will prioritise continuing to be mindful of the needs and experience of smaller groups and organisations, and those whose voices are less often heard.

New technologies will be needed to engage people in innovative ways as both the current and next generation of donors, funders, volunteers and supporters migrate to new online platforms. The market for change and development in this area is fast and we must not be outpaced by it, but develop our ability to use technology effectively and support others to do the same. High-quality and targeted marketing and communications will build our profile and increase our supporters which will sustain what we do, and by doing so help to maximise the ambitions of local residents to build a better city for everyone.

There are a number of citywide and community-based infrastructure providers in the city. We recognise the diversity of need among people, communities, groups and organisations, and respect the diversity of ways in which such needs are addressed across the city. We will continue to collaborate with other providers and build on the Prospectus Partnership to further develop services to address gaps. World events have placed a spotlight on faith, race and challenges around social cohesion, and we will prioritise working in these areas.

The environment for infrastructure

In 2015, NAVCA and NCVO published a report on the future of local infrastructure¹. It recommended that infrastructure support to the voluntary and community sector be redesigned and creatively resourced to meet the challenges of tomorrow: infrastructure *'needs to be leaner, meaner and more technologically savvy'*. It recommended infrastructure providers:

- Make sure they have the necessary skills available to help them navigate change effectively, build strong relationships, enable good management, focus scarce resources, demonstrate their value and support others in doing so.
- Redesign their 'offer' to focus more on brokering relationships, especially in co-production², and with potential corporate sector partners who can offer pro bono support through volunteering, mentoring, and board members.
- Promote and support other socially-active organisations and groups. Work together in solidarity across local and regional geographies, for best possible support and representation, to influence decision-makers at all levels.
- Demonstrate their social value, economic contribution and communicate their impact: to funders, their local council and other public bodies, local business, and the general public.

¹ <http://www.navca.org.uk/commission-report>

² Co-production means designing and delivering public services through an equal and reciprocal relationship between professionals, people using services, their families and their neighbours

- Insist on their seat at the planning tables which affect their communities and use their influence on them effectively and accountably.

Internal analysis

We're just 18 months old and in a short amount of time we have learned a great deal about who we are, what we do and why. Bringing together different organisations and services has presented us with ongoing change management challenges, and priorities, approaches, cultures and systems have needed to be reshaped and redefined. We've explored new ways of working and developed our services in response to need. We've not always got things right the first time, but we have remained driven by our commitment to succeed and achieve a positive outcome for the groups, organisations and individuals we support.

Our achievements in 2014-2015

- 250 people celebrated voluntary and community activity at our Sector Star Awards ceremony
- 160 people increased their knowledge of key policy agendas such as Better Care, Social Value and the Council's 2015-2016 budget plans by reading our briefings
- 240 people benefited from our training and learning opportunities and increased their skills and knowledge of HR, governance, monitoring, evaluation, funding, bidding and volunteer management
- 20 people developed professionally through our mentoring and other peer-support activities
- 73 people increased their awareness of key equality groups eg LGB, Trans, Race and Religion, and Disability
- 110 volunteer managers benefited from peer-support and learning opportunities to improve their volunteering programme development through attending our volunteer co-ordinators forum
- 49 organisations received free professional expertise through our business volunteers. The expertise given was worth approximately £70,000
- 20 organisations submitted funding bids following help from our staff and volunteers to write the bid
- 210 advice and support interventions were given to 150 organisations
- We supported voluntary organisations to win £1,422,726 of funding to be used for services in Sussex
- 416 people attended our three members' conferences and benefited from networking, learning and influencing together around income diversification, monitoring and evaluation, equality and diversity
- We worked with the Police Crime Commissioner to shape their commissioning process to ensure it was accessible to community groups and voluntary organisations
- We supported the development of strong and productive partnership working between children, young people and family providers and the new Early Help Hub and Multi-Agency Safeguarding Hub
- We co-organised consultation events on the proposed changes to the council's grants programme
- We led the updating of Taking Account, the social and economic audit of the local voluntary and community sector
- 31 city strategies, services and plans were improved by us, and by our members through us
- 462 volunteering opportunities were advertised through us. Our volunteer centre connected 3,284 people interested in volunteering with 219 organisations looking for volunteers
- 164 people received tailored support and advice to find the right volunteering opportunity for them
- We worked in partnership with Better Futures to increase awareness, understanding and the number of accessible, equitable, high-quality volunteering opportunities available in the city
- We increased our connections with local businesses and encouraged more businesses to volunteer their time and provide their expertise through us
- We developed the Sector Support Services Network, which is shaping citywide infrastructure support and filling gaps in services
- We prioritised work around equality and diversity. Our staff and volunteers attended equalities awareness training, we benchmarked our membership against census data, we developed and began to implement a plan to reach out to voluntary organisations supporting communities which are less well represented in our membership

Needs of voluntary organisations

We know from our membership stakeholder analysis that there is high demand:

- For particular support eg around finance, governance, monitoring, evaluation, impact measurement, HR, strategic and business planning, fundraising, equalities, diversity, volunteering development
- For bespoke advice and support
- For workforce development across a wide range of subjects
- For support which helps voluntary organisations adapt to the changing socio-economic environment
- For brokering partnership and collaboration between organisations. Although this is becoming harder to achieve in the current operating context
- From social start-ups. Although we believe other providers are better suited to provide this support

It is difficult for us to cater for all these needs and for the diversity of the sector. Demand for support is exponential and our resources are both limited and likely to further reduce in the coming years as public sector spending continues to decrease. Also, the specialist support required by organisations is not always held within our staff and volunteer team but held by expert providers which we need to work with in order to ensure that we can offer the best quality service to our members.

We've learned that our staff's time can most effectively be spent brokering support from expert volunteers or partner organisations to our members, rather than staff providing support directly. This is consistent with the vision for infrastructure support services set out in the NAVCA report. Our staff will, however, continue to have a close connection to organisations and maintain regular communication and contact, which is necessary to ensure that there is a good understanding of need and how it can be met by brokered support.

Our small staff team of 8.5 FTE is deployed in three small teams: advice and support, representation and partnerships and central services. Each team has worked effectively to establish its role, priorities, approach and to juggle increasing demands and reducing resources. All three teams lack the capacity required to meet both internal and external expectations. This means we need to prioritise only the services we know we deliver really well and the activities that will achieve the greatest impact.

Working with others

Working in partnership is at the heart of our success. We work with other organisations strategically and operationally and with agencies across the public, private and voluntary sectors.

Capacity within our staff team has been invested in developing trust, relationships and a strong, shared understanding amongst our Prospectus Partners and with our business colleagues, in order to achieve a collaborative approach to supporting voluntary organisations.

Our relationships with the public sector continue to be full and varied and this business plan sets out many of the opportunities we need to create in this area and in the context of the changing external environment.

We are, however, an independent charity and we are positioned for our membership for whom we are here to support and lead. This means we will work with our members to seek out the opportunities they want to pursue around developing voluntary and community action in the city.

Our future approach and commitments

We've reflected on both our successes and the areas we think we need to develop further. In the future:

- Our role will be more about brokering support and facilitating and managing the relationships needed for this, rather than providing support directly. To achieve this we will work closely with partner organisations to ensure effective signposting and referrals. We will monitor support services and only fill gaps that fit with our goals and expertise, and with the resources we have available

- We will target support to medium-sized organisations and those who support identified equalities groups particularly those supporting LGB, Trans, BME, Disability, Faith, CYP and Families, and groups which connect to chronically excluded individuals
- We will work to ensure that groups and organisations accessing our services and those within our membership reflect the diversity of the local voluntary and community sector and its communities. . We will expand our membership to strengthen our voice and partnership role
- We will require all community groups and voluntary organisations accessing our services to join as members
- We will be flexible in our responses to emerging needs, and develop support that takes a holistic approach and makes good use of technology
- We will prioritise supporting organisations around:
 - governance
 - fundraising
 - monitoring and evaluation
 - equalities practice
 - volunteering development
- We will invest resources in our engagement with businesses. And we will specifically target business volunteers with the skills that meet the needs of the sector eg around fundraising, strategic development, business planning, governance, monitoring and evaluation. This will ensure win-win partnerships for businesses and voluntary organisations
- We will build our internal volunteering programme by engaging a diverse pool of volunteers that is representative of our membership. This will enables us to support our members in as comprehensive a way as possible as we will have a range of expertise, skills, experience and energy which we can draw upon
- We will offer a high-quality volunteering experience for those volunteering with us
- We will reframe our consultancy service so that we are clear about the differences between consultancy opportunities that might raise income for us and those that can support our members
- We will facilitate partnership work within the voluntary and community sector and across all sectors in many diverse ways. We will operate at many different levels from representing the sector to have strategic influence, to developing services and enterprises, and supporting partnership deliver. And we will prioritise work that will have the greatest impact on:
 - reducing inequalities
 - bringing about whole system changes
 - increasing partnerships that will help voluntary organisations to deliver services
 - generating income and raising funds for the activities we deliver
- We will train our workforce to supervise volunteers, secure public service contracts and manage delivery chains. We also ensure all our workforce are equalities aware
- We will better celebrate our own impact and share our learning by providing more regular updates on what we do and who it benefits. Our marketing and communications strategy, which is currently being developed, will help raise awareness of us and why our role in the city is so vital
- We will continue to develop our own use of technology to effectively communicate with stakeholders. We will maintain but refresh our traditional methods such as our email groups and newsletter, increase our use of facebook and twitter, and develop new communication channels such as using Linked In for our business engagement work

Our strategic aims: what we will achieve

We will ensure that the city's voluntary and community organisations are run effectively, and the voluntary and community sector's workforce is able to manage current and future economic and social changes. We will also ensure that they know where to go to access the support they need.

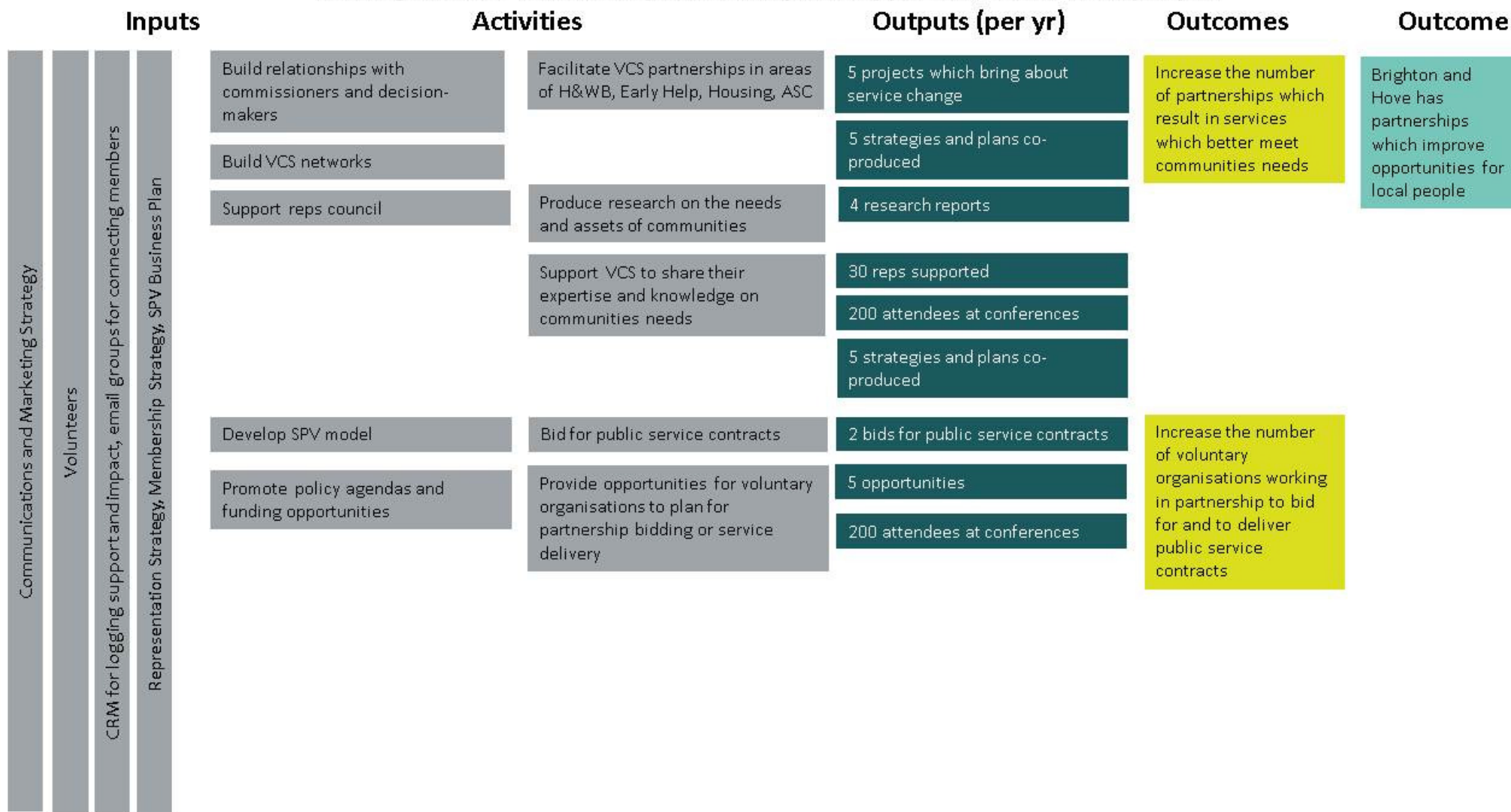
Strategic Aim 1: Stronger voluntary and community organisations for now and for the future							
Inputs		Activities	Outputs (per yr)	Outcomes	Outcome		
Communications and Marketing Strategy	Volunteers and consultants	CRM for logging support needs, support given and impact of support	Support Services Framework, Membership Strategy	Recruit business volunteers	Increase the number of voluntary and community organisations which are more effective as a result of support received	Brighton and Hove has stronger voluntary and community organisations, for now and for the future	
				Recruit consultants			
				Recruit volunteers			Broker one-to-one support and advice
							Broker one-to-one support and advice for target groups
							Provide a read a funding bid service
				Write policy briefings			4 briefings written
				Recruit trainers and volunteers to deliver workforce development	Write guidance/resources to help organisations run themselves	4 guides/resources written	
					Provide workforce development opportunities eg training, workshops, ALS	15 opportunities run	Increase the number of voluntary and community sector leaders who have the skills and knowledge needed to run more effective organisations
						150 attendees at opportunities	
						200 attendees at conferences	
					Provide opportunities for peer-support for trustees/committees	4 governance networks run	
				Recruit volunteer mentors	Provide a mentoring programme	20 people receive 12 hrs each	Increase the number of voluntary and community organisations who access support from support providers
				Work with prospectus partners	Write VCS support services directory	50 downloads from website	
Support VCS SSSN	Refer VCS to other providers/resources	50 referrals made					

We will ensure that people wishing to volunteer are able to access a range of fulfilling opportunities, and organisations wishing to involve volunteers are able to find them. We also ensure that volunteering programmes run by volunteer involving organisations are of high quality. And, we will also ensure that the city's commissioners and decision makers understand the value of volunteering to volunteers, organisations and to the city.

Strategic Aim 2: Stronger and more diverse base for volunteering and voluntary activity								
Inputs		Activities	Outputs (per yr)	Outcomes	Outcome			
Communications and Marketing Strategy	Volunteers	CRM for logging, Do-it website, website	Volunteer centre Quality Assurance Mark, Citywide Volunteering Strategy	Recruit volunteers	Publish cross-sector volunteering opportunities	500 opportunities published and promoted	Increase access to volunteering opportunities in the city	Brighton and Hove has stronger and more diverse base for volunteering and voluntary activity
						500 people supported to apply for an opportunity		
				Support brokerage working group	Provide volunteering brokerage training workshop	15 attendees	Increase the number of organisations providing quality volunteering programmes	
					Broker support and advice for target groups	30 support interventions to target groups		
					Write briefing on volunteer management	1 briefing		
					Maintain good practice guide	100 people access guide		
					Provide volunteer co-ordinators forum meetings	100 attendees		
					Provide an online space for volunteer co-ordinators	100 people part of email group		
				Support volunteer champions group	Refresh citywide volunteering strategy	50 decision-makers sent copies	Increase commissioners and decision-makers understanding of the triple impact of volunteering	
						Implementation plan in place		
					Run campaigns on volunteering	2 campaigns		
Write case studies on impact of volunteers	6 case studies							

We will ensure that partnerships in the city make best use of the skills, knowledge and experience of the voluntary and community sector and the communities it supports. We will do this by ensuring current services better meet communities needs and ensuring that more voluntary organisations work together to bid for and to deliver public services. Working in partnership to create, nurture and facilitate partnerships will be key to ensuring our success.

Strategic Aim 3: Partnerships which improve opportunities for local people



We will ensure the internal capacity and sustainability of our organisation by working to diversify our income and to involve more volunteers and consultants in our workforce. We will particularly seek to increase our connections and work with local businesses. We will also ensure that more people and organisations across all sectors are aware of us and our role, our services and the impact of our work.

Strategic Aim 4: Stronger more sustainable organisation								
Inputs		Activities	Outputs (per yr)	Outcomes	Outcome			
Communications and Marketing Strategy	CRM for logging activities and impact, website	New Business Plan, Fundraising and Income Generation Strategy, Internal Volunteering Strategy, Membership Strategy, Outreach Plan, Business Engagement Strategy, Monitoring and Evaluation Framework, IT Development Plan, Learning and Development Plan	New Business Plan	Develop a Fundraising and Income Generation Strategy	Strategy with income generation targets	Increase the amount of income generated from different resources	Brighton and Hove has partnerships which improve opportunities for local people	
			Develop a Fundraising and Income Generation Strategy	Market consultancy service to VCS	£10,000 in unrestricted funding			
			Develop Communications and Marketing Strategy	Market consultancy service to public sector	£10,000 in unrestricted funding			
			Develop Membership Strategy	Develop associate membership	£10,000 in unrestricted funding	Increase the number of volunteers and consultants in our workforce		
			Develop Internal Volunteering Strategy and Action Plan	Recruit volunteers	20 volunteers			
			Develop Business Engagement Strategy	Set up Business Champions Group	10 business champions			
				Recruit businesses	20 business volunteers			
			Develop consultants recruitment process	Recruit consultants	15 consultants			
			New Business Plan	Develop Communications and Marketing Strategy	Strategy and implementation plan	Increase awareness of our services and the impact of our work		
					450 members receive marketing			
			Membership Strategy	Develop Members Outreach Plan	Outreach Plan			
					50 new members			
			New Business Plan	Develop Monitoring and Evaluation Framework	Framework and implementation plan			
					5 case studies			

Strengths, weaknesses, opportunities and threats analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Recognised track-record and history as lead infrastructure and volunteering agency in B&H • Established relationships and trust with local VCS organisations • Continuity and consistency of service delivery • Strong partnership working with other VCS support providers • Strong links with networks across B&H • Positive, constructive relationships with funders • Business engagement to date has had a high impact, and member feedback is positive • 16 organisations have accessed consultancy support. It raises our profile. Informal feedback has been good quality, meets our core aims • Experienced and committed paid and volunteer staff team, and trustee board • 70 volunteers in post across a range of roles with additional roles being developed & recruited to • New focus seeks to target resources effectively where we can have greatest impact • Targeting support for medium-sized VCS organisations in transition 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Potentially reducing support to small groups and lack of support more broadly by others • Approach to business engagement and consultancy is adhoc. It is confusing and things fall between the gaps • We are competing with others for business volunteers and engagement • A proven and well-respected track-record in contract management is yet to be established and contracts yet to be secured • Potential loss of relationships with key public sector staff and sector / service user voice, as a result of changing representation/partnerships • Lack of capacity to deliver on existing commitments limits ability to plan for and respond quickly to new opportunities • Time to support volunteers with additional support needs is limited or absent with a lack of diversity in volunteer base • Volunteers recruited faster than development of good practice or policy • Lack of current Theory of Change and full monitoring and evaluation framework
<p>Opportunities</p> <ul style="list-style-type: none"> • Use the City Volunteering Strategy to sustain our profile of volunteering • Consolidate our learning to date to develop more structured and targeted business relationships which support our members and our internal capacity and help us to become sustainable and less dependent on public sector funding • Harness skills from businesses that enable groups and organisations to survive the changing environment • Restyle the consultancy service, increase charges proportionate to client and shape and target consultant pool to meet VCS development needs • Raise funding for specific bespoke activity related to Health and wellbeing, Early Help, Housing and Adult Social Care • Recruit more volunteer reps • Generate 10-15% off any contracts which we can secure and manage • Prospectus funding from 2016 will have strong emphasis on supporting a VCS in transition which we are well placed to deliver on 	<p>Threats</p> <ul style="list-style-type: none"> • Public spending cuts remain a threat. In particular divestment in the VCS and infrastructure. Need to diversify income creates tensions between us and our members • Increased pressure to be delivering more for less at the frontline affects our member engagement • SPV may present challenges around ownership as subsidiary independent. There is a need for skills and capacity development in contract management, finance and safeguarding. Profits may not be adequate to re-charge costs • Consultancy opportunities are not as significant as anticipated and current contracts dry up • Flexibility to provide free consultant support is removed unless specific grant funding is found • Development of strategic partnerships with business requires heavy internal resources • Other infrastructure organisations could seep into our space and erode our funding • We lose credibility with our membership • Public sector expectations not met and therefore commission threatened • There is a loss of citywide voice for the VCS, who are no longer seen as a key player

Our partners: who we will work with

Internal

There are many people within our organisation who help deliver on our vision:

- Trustees, who provide strategic leadership and govern our organisation
- Staff and volunteers, who manage and deliver services and maintain our systems and processes
- Elected representatives, who advocate on behalf of our membership to influence strategy and policy
- Consultants and business volunteers, who provide expert skills, knowledge and bespoke services
- Our members, who share their experiences, expertise and work collaboratively with us to achieve change

Our internal policies and documents describe how all our internal stakeholders are involved in delivery, strategy development and decision-making. We are committed to feeding back to our stakeholders on what we have collectively achieved.

External

Our external stakeholders are vast and varied, on account of the cross-sector and multi-agency nature of our work. They include:

- Voluntary and community organisations not in our membership, who we hope will try our services and then, in order that they may have ongoing access to our services, join as members.
- Businesses not yet involved in our work, who we'd like to develop our relationships with so we can develop mutually-beneficial projects and partnerships.
- Our commissioners within Brighton and Hove City Council and Brighton and Hove Clinical Commissioning Group, who have commissioned us to deliver on particular outcomes.
- Statutory colleagues in all public sector agencies in the city, who we collaborate with to achieve our strategic aims and to support the delivery of theirs.
- Funders, who we've developed a strategic relationship with on account of our role, in addition to being a grant recipient, which include Sussex Community Foundation, Erasmus and the Big Lottery Fund.
- Other sector support providers involved in our Prospectus Partnership and the Strategic Support Services network, who we work with to improve support services in the city for voluntary and community action.
- National partners, who we share learning with and seek advice on good practice and policy from. We are members of NCVO and NAVCA and participants in the IVAR Social Value Programme.

Our underpinning plans and strategies

To achieve the aims of this Business Plan we have, or are developing, the following plans and strategies:

- Membership Strategy
- Support Services Framework
- Monitoring and Evaluation Framework
- Communications and Marketing Strategy
- Risk Management Strategy
- Fundraising and Income Generation Strategy
- Business Engagement Strategy
- Internal Volunteering Strategy
- Citywide Volunteering Strategy

Review

This Business Plan will be reviewed mid-period, September 2016. Associated Action Plan will be subject to CWs yearly planning and review cycle unless funder requirements state otherwise.