

Cumbria CVS Business Plan 2008/2009

Action Plan

Core Function	Actions	Outcomes	When	Lead
1. Identifying and filling gaps in service	1.1 Establish and support Cumbria CVS Local Forums	<ul style="list-style-type: none"> • Each Local Forum will meet a minimum of 3 times • Development Officers will meet with local groups through the Forums • Development officers will gather intelligence on service gaps • Forum members will understand that they have a means of bringing local issues to the attention of the Cumbria CVS Board of Directors • Where appropriate, links will be established between Local Forums and Local Strategic Partnerships • Partners will recognise Local Forums as a means of consulting with the Third Sector locally 	Annually On-going On-going 12/08 and on-going 06/08 and on-going 12/08 and on-going	Locality Managers
	1.2 Support Partnerships that involve Third Sector representation e.g. Local Strategic Partnerships, and working groups such as Safer, Stronger Communities and Healthy Communities and Older People	<ul style="list-style-type: none"> • Third Sector representation on LSP and relevant working groups will be present and effective • Third Sector representatives will understand how to interface with the groups they represent • Gaps in service provision, along with opportunities to fill the gaps will be known and understood by Third Sector groups 	12/08 12/09 03/08 and on-going	Community Involvement and Representation Function Lead

1. Identifying and filling gaps in service (continued)	1.4 Train development officers to work with groups and organisations on innovative service delivery to address gaps in services	<ul style="list-style-type: none"> • Skilled Development Officers will be assisting groups to develop innovative responses to gaps in service provision • Development Officers will be familiar with issues and procedures around Third Sector public service delivery 	12/08 and on-going 9/08 and on-going	Governance and Performance Improvement Function Lead
	1.5 Maintain Volunteer Brokerage Services at Barrow, Carlisle and West Cumbria locality offices	<ul style="list-style-type: none"> • 200 volunteers will receive assistance from each centre • Process for accessing Cumbria CVS services will be clear and accessible to individuals wishing to volunteer and to organisations seeking assistance with development • Volunteer Brokerage staff will participate in the Cumbria Volunteer Network and – with reference to Volunteer Centres Cumbria – will contribute to the development of the County-wide strategy around volunteering • Organisations receiving volunteers will offer high quality placements 	Annually April 08 and on-going March 09 and on-going April 08 and on-going	Volunteering Function Lead
2. Raising standards	2.1 Provide a programme of short training courses for Third Sector organisations throughout Cumbria	<ul style="list-style-type: none"> • bi-annual courses run • 30 groups per year will undertake training 	Annually Annually	Training Function Lead
	2.2 Provide a programme of accredited learning at levels 2,3 and 4	<ul style="list-style-type: none"> • 3 courses run • 20 individuals will achieve levels 1/2/3/4 	Annually Annually	Training Function Lead

2. Raising standards (continued)	2.3 Implement an E-learning strategy	<ul style="list-style-type: none"> • Third Sector groups will be aware of opportunities for accessing e-learning on-line and blended courses 	03/08	Training Function Lead
	2.4 Provide a range of support for Performance Improvement in groups and organisations throughout the Third Sector	<ul style="list-style-type: none"> • 800 organisations will receive information • 30 organisations will engage with a QS process • 10 organisations will achieve a QS • 30 organisations will demonstrate good practice around volunteering issues • 30 organisations will demonstrate good practice in governance 	Annually Annually Annually Annually Annually	Training Function Lead
	2.5 Support organisations to adopt an Outcomes focus in their development	<ul style="list-style-type: none"> • Contract with Charities Evaluation Services will be completed: • 30 organisations to access training through 1 of 3 courses • Groups will have access to continuing support from Cumbria CVS 	11/09 Annually On-going	Training Function Lead
	2.6 Raise awareness of effective use of ICT in the Third Sector	<ul style="list-style-type: none"> • Training and support for ICT needs will be available to groups throughout the sector • Third Sector organisations will include ICT development in their strategic planning • Third Sector groups will have access to information and advice that will enable them to implement their strategic aims for ICT development 	03/08 and on-going 12/08 and on-going 03/08 and on-going	ICT Function Lead

2. Raising standards (continued)	2.7 Implement the recommendations from the Cumbria CVS Information Project (2007)	<ul style="list-style-type: none"> • Cumbria CVS will routinely collect and collate intelligence about the Third Sector in Cumbria • Groups and organisations will access high quality, reliable data for use in e.g. submission writing • A directory of Cumbria CVS members will be available in published form 	06/08 and on-going 09/08 and on-going 09/08	Communications Function Lead
3. Enabling communication and collaboration	3.1 Complete development of Third Sector website	<ul style="list-style-type: none"> • Website will be accessible to all • Website will be up-dated • Third Sector groups will have access to information on all aspects of running an organisation 	06/08 Monthly and on-going	Communications Function Lead
	3.2 Develop, rationalise and promote Cumbria CVS publications	<ul style="list-style-type: none"> • A package of written information will be available on a regular and timely basis to all Cumbria CVS members 	03/08 and on-going	Communications Function Lead
	3.3 Develop and promote the use of electronic information	<ul style="list-style-type: none"> • Increase in electronic information to members • Decrease in hard-copy information to members 	12/09 and on-going 12/09 and on-going	Communications Function Lead and ICT Function Lead
	3.4 Develop and support Cumbria CVS membership	<ul style="list-style-type: none"> • Increase in membership • Cumbria CVS has a wider, more inclusive range of membership • Increase in membership activity (attendance at meetings etc) 	06/08 and on-going 12/08 and on-going 12/08 and on-going	Communications Function Lead

3. Enabling communication and collaboration (continued)	3.5 Develop and support Cumbria CVS networks	<ul style="list-style-type: none"> • Cumbria Trustee, Accountancy, Training and Learning, Employment and Administrator Networks, and Funders' Forum will be fully functioning 	12/08 and on-going	Communications Function Lead
	3.6 Develop an information and Communications Strategy	<ul style="list-style-type: none"> • Strategy available on website • Comprehensive, accessible database • Cumbria CVS materials will be available in a broad range of alternative, accessible formats as required 	06/08 09/08 09/08	Communications Function Lead
4. Providing a voice	4.1 Support and Promote Cumbria Infrastructure Forum	<ul style="list-style-type: none"> • The Forum will agree a Development Plan • Infrastructure support in Cumbria will be mapped, and gaps identified • Cumbria CVS will fulfil its role of accountable body • Cumbria CVS will work with specialist infrastructure organisations as appropriate 	12/07 05/08 Annually 04/08 and on-going	Community Involvement and Representation Function Lead
	4.2 Support and Promote Cumbria Third Sector Network	<ul style="list-style-type: none"> • Third Sector Groups will recognise the Third Sector Network as the mechanism for effective consultation and engagement • The network will meet a minimum of 3 times • Specialist groups of the network will be active 	12/08 Annually On-going	Community Involvement and Representation Function Lead
	4.3 Work with the 5 Counties Partnership and Capacity Builders	<ul style="list-style-type: none"> • The best possible resource outcome for the Northwest region generally and for Cumbria in particular will be ensured 	On-going	Chief Officer

5. Promoting strategic involvement	5.1 Development and implementation of the Compact and its Codes of Practice	<ul style="list-style-type: none"> • Codes of Practice – volunteering, funding and procurement, equality and diversity, planning and consultation will be complete • A multi-sectoral Compact steering group will meet bi-monthly • Third Sector groups and statutory partners will understand the implications of the Compact and will work collaboratively to comply with it 	02/08 On-going 03/09	Community Involvement and Representation Function Lead
	5.2 Embed findings of Information Project into Cumbria CVS data processing system and disseminate throughout the Third Sector	<ul style="list-style-type: none"> • Comprehensive data that describes the Third Sector will be used in publicity material to promote the Sector and in lobbying activities • Increased participation by Third Sector groups in strategic planning • Increased recognition of the value of the Third Sector 	02/08 and on-going 9/08 and on-going 12/08 and on-going	Communications Function Lead
	5.3 Facilitate Third Sector cross-county collaboration in tendering for public service contracts	<ul style="list-style-type: none"> • Third Sector groups will recognise Cumbria CVS as neutral broker of partnership contracts and a conduit for partnership funding 	11/07 and on-going	Training Function Lead
	5.4 Provide training, advice and support to organisations wishing to deliver public services	<ul style="list-style-type: none"> • 12 groups will have received in-depth support • 20 groups will have received specific training 	06/08 12/09	Training Function Lead
	5.5 Represent the Third Sector in Cumbria at local, sub-regional, regional, and (occasionally) national level	<ul style="list-style-type: none"> • Third sector groups will be represented on the key regional networks, Cumbria Strategic Partnership, Local Area Agreement, Learning and Skills Council and Cumbria County Council 	On-going	Chief Officer and Chair

5. Promoting strategic involvement (continued)	5.6 Be aware of national, regional and local developments around Third Sector issues	<ul style="list-style-type: none"> Cumbria CVS will respond appropriately as development opportunities arise (both on behalf of members and others and Cumbria CVS) 	On-going	Senior Management Team
6. Developing Cumbria CVS	6.1 Provide, promote and resource a programme of internal development for all staff and volunteers	<ul style="list-style-type: none"> All staff and volunteers will receive appropriate induction to Cumbria CVS All staff will receive effective supervision, support, appraisal and review All development officers will access appropriate mandatory and other training to provide skills for the job All other staff in Cumbria CVS will be aware of appropriate mandatory and other training/development opportunities All staff will be aware that Cumbria CVS promotes and encourages continuous career development All volunteers at Cumbria CVS will have access to appropriate training opportunities 	On-going On-going 03/08 03/08 On-going On-going	Line managers Line Managers Governance and Performance Improvement Lead Training Function Lead Senior Managers and Line Managers Volunteer Function Lead
	6.2 Develop high quality volunteer and/or student placement opportunities within Cumbria CVS	<ul style="list-style-type: none"> Volunteer and or students will benefit from placement opportunities throughout Cumbria CVS 	On-going	Locality Managers

6. Developing Cumbria CVS (continued)	6.3 Provide and promote Internal Governance Support	<ul style="list-style-type: none"> • Cumbria CVS Directors will sign Code of Conduct • Directors skills audit completed • The make-up of Cumbria CVS Board of Directors will reflect the local community whilst ensuring the necessary skills base exists • All directors will undertake training 	03/08 06/08 On-going 03/08 and on-going	Chief Officer
	6.4 Enhance leadership within Cumbria CVS	<ul style="list-style-type: none"> • All managers and senior managers to undertake relevant professional development 	On-going	Chief Officer
	6.5 Develop a marketing strategy for Cumbria CVS	<ul style="list-style-type: none"> • Cumbria CVS services will be effectively marketed to clients/potential clients on a regular and predictable timetable • Increase in Cumbria CVS membership • Increase in demand for services 	06/08 12/08 and on-going 12/08 and on-going	Communications Function Lead
	6.6 Develop and implement Cumbria CVS ICT Strategy	<ul style="list-style-type: none"> • ICT systems will be embedded and clearly understood throughout Cumbria CVS • ICT responsibilities will be included in relevant job descriptions and workplans • Cumbria CVS directors will be aware of new opportunities for ICT development • Strong and constructive relationship with Carlisle City Council will be maintained 	03/08 and on-going 03/08 and on-going 04/08 and on-going On-going	ICT Function Lead

6. Developing Cumbria CVS (continued)	6.7 Produce a fully costed business plan (2009/2012) for Cumbria CVS with a 3 year funding package to support it	<ul style="list-style-type: none"> • Cumbria CVS will be fully functioning and will break even financially • All Function Leads and Project Managers will understand their project budgets 	09/08 On-going	Chief Officer
	6.8 Explore and establish social enterprises to deliver a range of Cumbria CVS services and address VAT implications arising from income generation as appropriate	<ul style="list-style-type: none"> • ICT support service will be established • Established social enterprises will generate income to Cumbria CVS • Innovative services will be piloted and evaluated • Regularly review income generation levels and complete VAT registration as and when appropriate 	12/07 12/08 On-going On-going	Chief Officer and Function Leads
	6.9 Maximise of income generation from e.g. room hire, equipment hire, renting of office space	<ul style="list-style-type: none"> • Third Sector groups in Cumbria will be aware of resources available through Cumbria CVS • Income generation from resource hire/rent will be maximised to the benefit of Cumbria CVS 	12/08 04/09 and on-going	Communications Function Lead Locality Managers
	6.10 Explore and implement appropriate quality standard(s) for Cumbria CVS	<ul style="list-style-type: none"> • Cumbria CVS will achieve NAVCA quality standard • Cumbria CVS will explore other appropriate quality standard(s) • Cumbria CVS publicity, policies and procedures will reflect and promote the achieved standard(s) • Cumbria CVS staff and directors will have an understanding of the implications of achievement of standard(s) 	09/09 12/09 and on-going 09/09 and on-going 09/09 and on-going	Chief Officer, HR Function Lead and Communications Function Lead Chief Officer and Line Managers

6. Developing Cumbria CVS (continued)	6.11 Develop a Sustainability Policy for Cumbria CVS	<ul style="list-style-type: none"> Activities of Cumbria CVS will take place within the framework of Every Action Counts and take account of issues around Climate Change 	09/08 and on-going	HR Function Lead, Line Managers and Locality Managers
	6.12 Promote newly refurbished Maryport Resource Centre	<ul style="list-style-type: none"> MRC will function as a trading subsidiary of Cumbria CVS 	03/09 and on-going	West Cumbria Locality Manager
	6.13 Support the development of a hub for Third Sector organisations in Carlisle	<ul style="list-style-type: none"> Groups will have affordable, accessible, city centre shared premises 	03/09 and on-going	Carlisle Locality Manager
	6.14 Review Cumbria CVS Organisational Structure and adapt as necessary	<ul style="list-style-type: none"> Structure of Cumbria CVS will be fit for purpose and fully fundable 	09/08	Chief Officer