

Strategic Plan 2017-2020



Objectives

Our Vision

To improve the lives of
the local community.

Our Mission

To develop and support
the local voluntary sector.

Our Values

Passion
Independence
Volunteering
Collaboration
Inclusiveness

Provide high quality
services to meet the needs
of our members

Represent our members
by providing a strong voice in
Chester and West Cheshire

Facilitate collaborative
working

Work with local
businesses to help them
support the needs of the
community

Ensure CVA is a well-
governed organisation

Ensure that CVA's
income is from diverse
funding sources

Enable CVA's employees
and volunteers to feel valued,
supported and to grow as
individuals



Objectives



Provide high quality services to meet the needs of our members

To achieve this we will:

Membership


- Complete a membership needs analysis annually
- Map the existing range of services in Cheshire West and Chester.
- Review the current membership structure
- Ensure the membership database is up to date
- Facilitate collaborative working amongst the membership

Current services

- Maintain the current level of service delivery.
- Evaluate the relevance of the current service provision
- Develop the use of impact measurement systems and communicate the outcomes



Objectives



Represent our members
by providing a strong voice in
Chester and West Cheshire

To achieve this we will:

Voice

- Promote the work of CVA to local and national audience.

Communications

- Identify the full range of stakeholders with an interest in CVA's work
- Develop a communications strategy to meet the needs of the community & the stakeholders
- Develop the brand profile of CVA (including Skillshare as a key product)



Objectives



Facilitate collaborative
working

To achieve this we will:

Collaborative Working - CVA membership:

- Promote and encourage effective collaborative working amongst the CVA membership

Collaborative Working – CVA:

- Explore collaborative working with EPNAVCO
- Explore collaborative relationships with voluntary sector organisations, social enterprises and statutory bodies



Objectives



Work with local businesses
to help them support the needs
of the community

To achieve this we will:

- Broker business and professional support with charities, individuals and groups of volunteers.
- Assess the needs of Skillshare partners regarding corporate social responsibility
- Develop a matrix of support options for local businesses.
- Increase active Skillshare partners
- Create a Commitment Charter for Skillshare partners
- Create a logo for Skillshare partners
- Commitment Charter signed by 50% of active Skillshare partners by September 2018



Objectives



Ensure CVA is a well-governed organisation

To achieve this we will:

- Manage CVA in line with Charity Commission and Companies House requirements
- Continue to develop the Board of Trustees in order to maintain the right skills and qualities to manage the organisation, its employees and volunteers
- Monitor CVA's strategic direction
- Ensure that the beneficiaries remain at the heart of what CVA does
- Encourage employee attendance at Board meetings
- Encourage operational partnerships between individual trustees and staff members
- Increase the number of Board meetings to five (plus the Annual General Meeting)



Objectives




Ensure that CVA's income is from diverse funding sources

To achieve this we will:

- Develop a three year fundraising plan, to ensure sustainability
- Explore opportunities to increase the amount of restricted and unrestricted income:
 - Grants and trusts (restricted and unrestricted)
 - Contracting (restricted)
 - Sale of products and services (unrestricted)
 - Membership (unrestricted)
 - Donations, legacies, fundraising events (unrestricted)
 - Crowdfunding (restricted)



Objectives



Enable CVA's employees and volunteers to feel valued, supported and to grow as individuals

Employees

- Create a working environment that encourages learning and personal improvement.
- Encourage team members to improve their skills and experience for the benefit of CVA and the individual.
- Ensure all personnel policies and procedures are in place and fully understood by the team members.
- Improve communication between the Board and the team members.
- Encourage individuals to participate in relevant training activities.

continued

Objectives



Trustees

- Create a working environment that encourages learning and personal improvement
- Encourage trustees to improve their skills and experience for the benefit of CVA and the individual
- Trustee recruitment and induction process

Volunteers

- Create a working environment that encourages learning and personal improvement
- Encourage team members to improve their skills and experience for the benefit of CVA and the individual
- Improve communication between the Board and volunteers