



# Business Plan 2014 - 18



# Foreword

## Nurturing and enabling a flourishing third sector for Cumbria

The third sector in Cumbria, as throughout the country, is facing unprecedented challenges in terms of threatened/reduced funding, and the developing government agenda around cuts to public service provision; there is a move to greater reliance on communities doing things for themselves. This is against a background of ever increasing need as, to take one example, our population grows older and ever more vulnerable people find themselves penalised by reduced or changing service provision.

For these reasons we thought it appropriate and prudent to refresh the Cumbria CVS Business Plan and in doing so consult widely with our stakeholders. This Plan is the result. Trustees and Staff of Cumbria CVS have worked together on its production. Given the level of consultation that we have undertaken, we know that this Plan represents what our members and other stakeholders want and/or need, as well as what we are confident of being able to provide.

This Plan sets out what we do and how we do it. It is underpinned by our Purpose, our Values and our Vision which are shared by our members and others in the third sector with whom we work. We have identified 4 themes to our work. Everything we do sits with one of these themes. Each theme describes a number of key activities, and each year we draw up detailed plans to

achieve targets for each of these activities. Enabler Plans support the themes by ensuring that Cumbria CVS is fit for purpose and that governance, resources and communications are fully addressed.

The Business Plan and supporting documents give a clear picture of how we intend to work and a positive means of performance measurement; it provides a bench-mark for continuous improvement that will keep us relevant and able to work with partners in the third and statutory sectors.

Cumbria CVS is proud of this plan and we thank the many people who contributed to it.



*David Richardson*

**David Richardson**  
**Chair of the Board of Trustees**  
**June 2014**

# Our Purpose

- To nurture and enable a flourishing third sector for Cumbria
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# Our Values

- **Leadership**  
Leading by example - encouraging creativity, innovation and best practice and being passionate about what we do
  - **Excellence**  
Aiming for and promoting excellence in everything we do
  - **Equity**  
Recognising, valuing and being accessible to the Cumbrian community in all its diversity
  - **Integrity**  
Treating ourselves and others with respect and dignity, being honest, transparent and accountable to all our stakeholders
  - **Voluntarism**  
Championing the principle of not-for-profit contributions to life in Cumbria
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# Our Vision

- Cumbria communities will benefit from an innovative and confident third sector that is led and supported by Cumbria CVS

# Developing the third sector in Cumbria

## Helping the sector to access the resources and support it needs to do a better job for its beneficiaries/clients

Cumbria CVS has a range of services to meet the sector's needs including:

- Money - helping to source, manage and report on finances
- Governance - helping to achieve effective governance, including recruitment and training of Trustees
- People - supporting recruitment, training and development of a high quality workforce, including volunteers

# Connecting the third sector in Cumbria

**Bringing organisations together to share, support and learn from each other and encourage partnership working that will build relationships and improve the services they offer**

Cumbria CVS will arrange events and opportunities to inform, challenge and connect like-minded organisations and individuals in ways that are relevant to their work and ambitions including:

- Bringing third sector organisations together in conference
- Developing communities of third sector organisations and people to promote the sharing of best practice and a culture of support
- Bringing third sector organisations closer to authorities, funders and policy makers

# Giving the third sector in Cumbria a voice

## Providing an environment for third sector views to be voiced and listened to

Cumbria CVS will develop policies and practices proactively to source organisations' opinions and enable them to be heard by policy makers, national and regional umbrella organisations and funders, including:

- Develop relationships with national umbrella bodies and local and regional policy makers
- Directly source and represent views on key policy matters, relaying the collective view to effect change
- Provide forums for third sector organisations to represent their views to those whose policy making influences their ability to deliver

# Innovating with the third sector in Cumbria

## **Working with organisations to support innovative service delivery to meet community needs**

Cumbria CVS will promote and encourage new ways of responding to need expressed by local communities including:

- Undertaking research and by being open to new ideas and ways of working
- Sharing information on innovation from other parts of the country
- Assisting with the development of innovative service provision, supporting collaboration where appropriate

**This Business Plan is supported by Enabler Plans and Operational Plans that have been developed by staff teams and agreed by Managers.**

## Contact Us

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