



# **LCVS Business Strategy 2020-23**

## Who we are:

LCVS exists to support the voluntary and community sector in Lincolnshire; helping people to achieve their personal and organisational goals, creating strong in-sector and cross-sector partnerships and building strong communities. We provide practical organisational development support and represent the views and experiences of small and local charities and help them to raise their voice.

## Our charitable objects are:

- a) To promote any charitable purposes for the benefit of the community in the local government districts of Boston, South Holland, South Kesteven, East Lindsey and Lincolnshire and, in particular, the advancement of education, the protection of health and the relief of poverty, distress and sickness.
- b) To promote and organise co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

## Our Mission and Vision:

*Our Mission* is to improve the health and wellbeing of people and create confident, resilient communities. We will achieve this by providing high quality, trusted community development, volunteering and social prescribing services.

*Our Vision* is for Lincolnshire to have a strong, empowered community and voluntary sector that is in charge of its own future. It will be well-resourced and work sustainably and collaboratively to help individuals and communities achieve their ambitions and fulfil their potential.

Our vision is underpinned by 4 key aims that link with our strategic objectives, encouraging action to ensure:

1. **Operational adaptability and resilience**  
An organisation that shares knowledge and works continuously to increase skills and capacity, that promotes and embeds innovation, enterprise and collaboration, enabling us to adapt quickly to new challenges and emerging needs.
2. **Increased collaboration, partnership and cohesion**  
Effective infrastructure support working collaboratively across all levels of the sector to ensure sustainable growth and development. Understanding the needs of people by investing and enhancing their skills, facilitating development and leadership pathways.
3. **A more sustainable, entrepreneurial approach**  
Acting socially, thinking like a business to develop a sector that actively attracts investment, creating opportunities and leading solutions. Ensuring we have sustainable robust systems in place and are equipped to respond quickly and professionally when needed.
4. **A sector and policy influencer**  
At national and local level, ensuring greater unity by effectively engaging with others to ensure the collective voice is heard. Offering a collaborative approach and being involved in strategic discussions, project development, co-production, co-design and equal partnerships.

If we get this right, we will achieve:

- A clear position and role for LCVS and VCSE sector partners in strategic partnerships.

- Recognition and agreement about how the sector influences policy and strategy, supports and benefits local people and delivers services.
- Shared understanding between the VCSE sector, key stakeholders including the County Council, Districts and NHS Lincolnshire CCG; of the relationship that the VCSE sector has with its key stakeholders, including beneficiaries / service users and clients (current and future), funders and donors, commissioners, delivery partners.
- A consistent approach to strategic and operational thinking, ensuring resources are appropriate, accessible, and sustainable.
- Consistency of practice and high standards in the conduct of the relationships between the VCSE sector and public sector partners.

## Our values:

Values influence our behaviours, articulate what we stand for and guide our business processes and decision-making. Our values are:

- **Teamwork** ...collaboration, positivity and trust
- **Reliability** ...personal responsibility and collective resilience
- **Integrity** ...dependability, professionalism and accountability
- **Compassion** ...fundamental belief in service to others and social justice
- **Respect** ... dignity, everyone counts

## Our core functions:

- **Enabling and supporting volunteering**  
We help volunteers find opportunities and help organisations recruit volunteers, and champion and support all aspects of volunteering.
- **Sector support and development**  
We provide support, advice and training to help local groups and charities achieve their goals. We support our members by developing practical resources and back-office services (e.g. payroll, printing and DBS checking) designed to support the day-to-day running of their organisations, saving them time to focus on their beneficiaries.
- **Social Prescribing**  
Social prescribing, also sometimes known as community referral, is linking people to their community to help support their health and wellbeing. It is a means of reducing isolation, raising confidence and self-esteem and equipping people to better self-care. It is a non-medical solution to non-medical problems. Social Prescribing Link Workers offer one-to-one support and advice to individuals, helping them to connect with their community, reduce social isolation and improve their health and well-being.
- **Networking, advocacy and partnership working**  
We work with Local Government, NHS and other statutory and third sector partners to support person-focused services, service transformation and the delivery of health and well-being priorities. We support and enable local and sector-wide strategic partnerships and networks. We bridge the gap between local community needs and broader strategy and commissioning processes and are involved in projects and partnerships that have countywide reach and impact.

## **Our Priorities:**

### **Priority 1: Putting people first**

Our objectives and how we will achieve them:

#### **I. The people we serve**

- a. Deliver services that strengthen community cohesion and resilience
- b. Improve how we analyse data and evidence and communicate impact
- c. Provide person-centred volunteering and social prescribing services
- d. Personalise volunteering as a pathway to health, well-being, and employability
- e. Ensure voluntary sector forums strengthen confidence, skills and knowledge
- f. Use our strong relationships to ensure that the voice of local communities is heard
- g. Identify and focus capacity building activity on areas of greatest need
- h. Ensure our work supports local needs, reflects local diversity and promotes inclusion

#### **II. Our staff, volunteers and trustees**

- a. Provide people with appropriate knowledge to do their jobs well
- b. Ensure people management supports staff and volunteers with relevant training and development opportunities whilst understanding and addressing areas for improvement
- c. Manage workload to support a healthy work-life balance
- d. Ensure that capacity issues are addressed in a timely and appropriate way
- e. Provide Trustees with timely information and support including training

### **Priority 2: Quality and excellence**

Our objectives and how we will achieve them:

#### **I. Core services; volunteering, community development and social prescribing**

- a. Develop simple and effective performance monitoring, reporting and evaluation
- b. Develop digital infrastructure to strengthen social contact and connection
- c. Ensure that the service-user voice influences our plans
- d. Ensure our internal systems and processes enable excellent services

#### **II. Projects**

- a. Relevance - ensure projects are in line with our charitable objects and address identified unmet need and add value
- b. Coherence - ensure projects closely align with and complement our core services
- c. Evidence - effectively measure and evaluate impact
- d. Collaboration and partnership – develop projects that enhance our impact and align with and complements our core services
- e. Accountability - deliver high quality, timely reports and evaluation

#### **III. Use of technology and digital solutions**

- a. Use technology to transform and enhance the way interact with each other and with stakeholders
- b. Use technology to work smarter and more cost effectively
- c. Use digital solutions to enhance volunteer / social prescribing participant engagement
- d. Ensure we have an effective customer relations and workflow management platform that supports activity and outcomes reporting and is capable of interfacing with other systems
- e. Ensure compliance with data protection regulations and secure data transfer requirements

### **Priority 3: Resilience and financial stability**

Our objectives and how we will achieve them:

#### **I. Ensure LCVS is valued as a partner for its experience and expertise**

- a. Demonstrate the value of working with local authorities on what matters to them
- b. Demonstrate the value of working with the NHS and Public Health to enable health and social care transformation
- c. Always demonstrate professionalism and accountability
- d. Communicate impact and outcomes in a timely and effective way
- e. Be able to adapt and respond to opportunities and challenges

#### **II. Secure financial resources and business efficiency**

- a. Build strong relationships with commissioners and project funding partners
- b. Ensure project ideas have a good fit with our core services and objectives
- c. Optimise cost efficiency through a whole cost recovery approach to funded activity and ongoing analysis of expenditure and overheads
- d. Ongoing business improvement through feedback, evaluation and incremental improvement
- e. Increase income from trading existing services to existing and new markets, making maximum use of our physical and people assets
- f. Explore a more commercial market-based approach to the LCVS services including the social enterprise business model

### **Why this strategy is important:**

We are working with local and national government and health and care services in Lincolnshire to help them deliver their strategic priorities. You can read more details at:

<https://www.lincolnshire.gov.uk/downloads/file/2345/joint-health-and-wellbeing-strategy>

<https://blogs.ncvo.org.uk/2020/09/23/the-kruger-report-the-start-of-a-serious-conversation-about-charities-and-volunteering/>

<https://www.england.nhs.uk/personalisedcare/social-prescribing/>

<https://www.lloydsbankfoundation.org.uk/media/c2aphccs/the-value-of-small.pdf>

DCMS Select Committee Inquiry into the Impact of Covid-19 on the Charitable Sector (May 2020):

*“Many charities and voluntary organisations perform essential work that, while not directly tackling Covid-19, underpins the fabric of our society. Losing their services in either the short term or after the country emerges from this crisis will cause untold damage to individuals and communities.”*