

WARWICKSHIRE & SOLIHULL

**CAVA**



COMMUNITY & VOLUNTARY ACTION

# Vision & Strategic Priorities 2023-2026





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## MISSION, VALUES AND HISTORY

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### **Our Mission**

CAVA is the local Voluntary and Community Sector (VCS) Infrastructure Organisation providing vital support to volunteers, groups, organisations, enterprises and charities who are working to strengthen communities. We are committed to providing all of our services locally and accessibly.

### **Our Values**

***Approachable, Inclusive, Empowering***

### **Our History**

Warwickshire Community and Voluntary Action (CAVA) registered as a Charitable Company Limited by Guarantee and Registered Charity in 2008. The organisation evolved through a merger of a number of separate 'Councils for Voluntary Service' and 'Volunteer Centres' in Warwickshire to provide reduced duplication, competition and a single point of access for voluntary action in Warwickshire. We have a collective history of over 200 years of supporting local communities to thrive. Since our formation we have delivered a number of complementary programmes which support the communities that we serve. In 2019 we expanded our coverage to deliver the infrastructure service in Solihull for Solihull Metropolitan Borough Council (SMBC) We are the locally trusted infrastructure body for Big Local Arley and Ansley and Hill Top and Caldwell and are contracted in South Warwickshire to provide a rural capacity pilot, a social inclusion development role, community builder role and NHS vaccinations programme. CAVA is a member-led organisation.





## Our People

The work of CAVA is governed and delivered through a Board of Trustees. Our workforce averages at 41 people per year, and a range of volunteers work with us to support our Mission.

The Board members include individuals who are also affiliated members of CAVA. The Board works to recruit new Board members who bring both the voice of the members as well as skills that can enhance the performance and governance arrangements of the organisation. The Board is responsible for setting the strategic direction of the organisation in response to internal and external needs.

CAVA has a diverse, skilled and experienced operational team working across the organisation, working collaboratively in partnership with the wider sector and partners, including Warwickshire County, Solihull Metropolitan Borough and District Councils across Warwickshire and the Coventry Warwickshire Integrated Care System, to deliver its Mission and priorities.



## OUR MEMBERS

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### **Our Members**

Our membership is free and open to all organisations operating in the voluntary, community and social enterprise sector (VCSE) within Warwickshire and Solihull although we are not restricted to these two areas should there be a requirement for CAVA to respond to need. We offer a range of services to our members including governance/group development and funding support.

Members also have the right to vote at the Annual General Meeting and are consulted regularly to identify need and shape future delivery and support. CAVA works with partners to help enable wider engagement with our members, and identifies appropriate representation to ensure its voice is represented at strategic and operational partnerships, boards and networks.

CAVA consults its members to inform the State of the Sector Report. The report sets out its findings and identifies current challenges and successes to both inform future delivery and to provide evidenced based voice and representation within strategic partnerships and collaborations. The latest Report (July 2022) identified funding, premises, volunteer recruitment, reaching people in need, service delivery and organisational management as the main concerns they face.



Scan this code with your smartphone QR reader to register as a member online.

CHAIR'S  
WELCOME

CAVA 

Working for a  
stronger  
voluntary  
community

## THE CHAIR'S OVERVIEW

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### The Chair's Overview

We live in challenging times. Inflation and the rise in the cost of living affects everyone. Public services in general, and the National Health Service in particular, are facing rising demands with diminished resources. We continue to deal with the legacy of the Covid-19 pandemic whilst the war in Ukraine has driven energy costs to a very high level.

The community and voluntary sector is a key contributor to meeting these challenges in Warwickshire and Solihull. It plays a direct role in improving the health and well being whilst being a collaborative partner with the National Health Service and other public agencies. There are thousands of organisations within the sector in Warwickshire and Solihull which vary in size, resource and membership but all of which share a dedication and passion to make things better for the area and its citizens.

CAVA supports and speaks for the community and voluntary sector in Warwickshire and Solihull. It is important that CAVA both reflects the diversity of the sector and is clear about its own strategy for the future. This Strategy sets out how we will undertake our support, advocacy and listening roles. It also says how we will strive to be a healthy, effective and efficient organisation. We hope that this Strategy speaks to our member organisations, our partners and collaborators and our own work force and volunteers. We hope that you will find it a support and guide as we continue to meet the challenge of improving the quality of life for all.



Andrew Gabbitas (Chair)





Karen Winchcombe (Chief Executive)

### Working with the VCSE to Reduce Inequalities Across Communities

#### Vision

Making a positive impact within communities by promoting and advocating the impact of volunteering and support delivered by the Voluntary, Community and Social Enterprise Sector (VCSE). Working collaboratively with all partners to reduce inequalities, tackle disadvantage whilst embedding and celebrating the diversity of the sector, its people and its value to society.

To achieve this Vision, CAVA has identified 5 Strategic Priorities:

1

An **ENGAGED** organisation that understands the **DIVERSITY** of the sector and uses its **VOICE** to **ADVOCATE** on behalf of the wider VCSE

2

A **COLLABORATIVE** organisation that works in **PARTNERSHIP** to find solutions that positively impacts communities

3

A **VISIBLE** organisation that showcases the **DIVERSITY** and value of **VOLUNTEERING** and the VCSE

4

A **FORWARD-THINKING** and **RESPONSIVE** organisation that **INVESTS** in the future for itself and the VCSE

5

An organisation that **VALUES** and invests in its **PEOPLE**







### **The Journey**

Making a positive impact within communities by promoting and advocating the impact of volunteering and support delivered by the Voluntary, Community and Social Enterprise Sector (VCSE). Working collaboratively with all partners to reduce inequalities, tackle disadvantage whilst embedding and celebrating the diversity of the sector, its people and its value to society.

### **Our Role**

CAVA is a VCSE infrastructure organisation forming part of the UK's network of Council's for the Voluntary Sector (CVS). It is a member of the National Association for Voluntary and Community Action (NAVCA) and is Volunteer Centre Accredited (VCQA). CAVA's role is to ensure that local voluntary, community and social enterprise organisations are well supported and represented by providing:

#### **Leadership and advocacy**

Leaders and advocates across diverse communities, bringing people together to have a stronger voice and influence, mobilising and encouraging community ambition and aspiration as a connector and 'door opener'.

#### **Partnerships and collaborations**

Acting as the conduit for the VCSE, bringing together networks and connecting local voluntary and community organisations with each other and with strategic and systems partners, to create, pursue and implement opportunities for joint and integrated working

#### **Community development and practical support**

Strengthening spaces and opportunities for people to come together to develop their goals, drive aspirations and 'take action' within and for their communities

#### **Encouraging and nurturing volunteering**

Leading and generating an expectation and culture in which volunteering can thrive (please ask for Volunteering Strategy)



## VISION AND STRATEGIC PRIORITIES 2023-2026

### Our VCSE

Based on Almanac (NCVO) data and estimates of the wider 'civil society', which includes sports clubs, unincorporated community associations, companies limited by guarantee etc, we estimate there are around 13,300 VCSE organisations currently operating in Warwickshire and Solihull. CAVA actively provides support to, and has membership open to, organisations from across the 'civil society'. It is those organisations who have completed the State of the Sector survey and whose responses we refer to as 'the Sector'. (Figures correct 01/04/2022).

CAVA is often asked about the size and shape of the Sector. There is no single, up to date directory that lists every community group, sports club, faith organisation, charity or social enterprise, we can only ever use estimates. The Sector flexes and shapes to meet community need, organisations grow, shrink, establish and close regularly. Nationally, NCVO cites there was a 1.8% reduction in the number of charities (2018/19 data compared to 2017/18 data). We have estimated that there are 0.017 VCSE organisations per head of population, therefore for Warwickshire and Solihull, we feel the numbers per locality look a little bit like the infographic on page 11 and 12.

**SOL**  
Solihull Metropolitan  
Borough - 3,600  
organisations

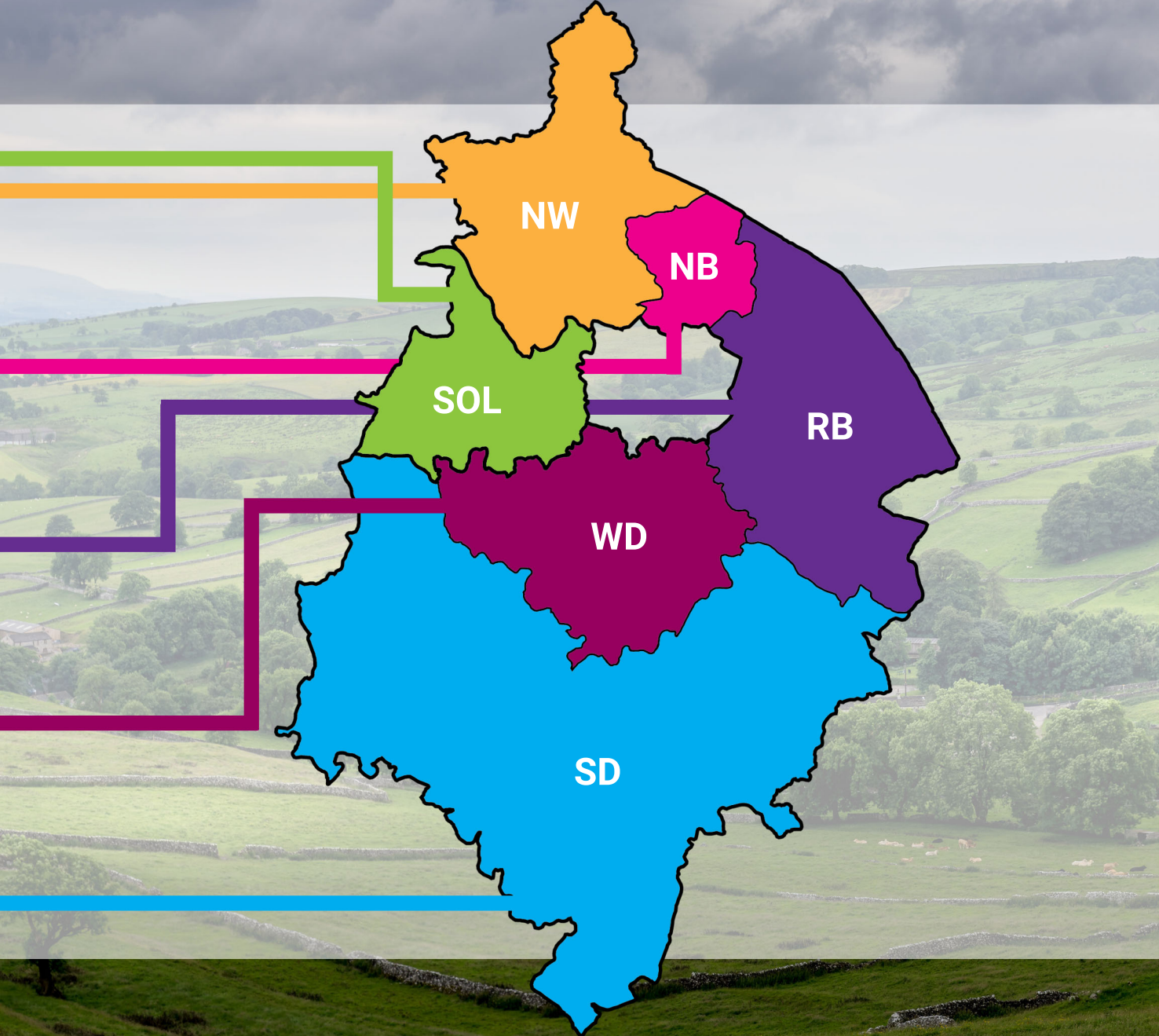
**NW**  
North Warwickshire -  
1,100 organisations

**NB**  
Nuneaton & Bedworth -  
2,200 organisations

**RB**  
Rugby Borough -  
1,800 organisations

**WD**  
Warwick District -  
2,400 organisations

**SD**  
Stratford-on-Avon  
District - 2,200  
organisations



### **Volunteering**

Volunteering is included in CAVA's Strategic Plan 2022 - 2025. Its strategic priorities are based on changes to the external environment post pandemic, our 'State of the Sector' (SOS) survey and ongoing feedback from organisations. Alongside this Plan sits an Equality Action Plan which has a dedicated section on inclusive volunteering. A 'Vision for Volunteering' sets out priorities specific to volunteering, working closely with the public sector and VCSE forums to identify gaps in volunteering and respond accordingly.

The main strategic priority is to increase access to volunteering. Case studies illustrate this approach, for example, CAVA Volunteering Coordinators targeting communities of interest, who are under-represented in volunteering. Many prospective volunteers who come to us for support are individuals with a learning disability, who face barriers to accessing volunteering with limited placements and an organisation's lack of capacity and knowledge about involving people with a learning disability. Wherever possible, we work with partners to help increase opportunities.



## PRIORITIES, OBJECTIVES AND KEY PERFORMANCE INDICATORS

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1

An **ENGAGED** organisation that understands the **DIVERSITY** of the sector and uses its **VOICE** to **ADVOCATE** on behalf of the wider **VCSE**

### Key Objectives



Proactive approach to grassroots organisations and under-represented communities



Maximising opportunities to represent the voice of the VCSE on strategic boards



An inclusive approach to engagement and data collection

2

A **COLLABORATIVE** organisation that works in **PARTNERSHIP** to find solutions that positively impacts communities

### Key Objectives



Identifying opportunities via community action and engagement to facilitate or engage in partnerships at a local level



Re-energise and encourage the need to agree shared principles of partnership working, between sectors



Use data and intelligence to form a proactive partner response to emerging issues and priorities

# PRIORITIES, OBJECTIVES AND KEY PERFORMANCE INDICATORS



Pick  
'n'  
Mix

FDC Ice Cream From £1.50

pick n' mix From £1 Fruit Shoot

Milk Shakes From £4 Vimbo

7up Celebration Cakes Freshly made

I ♥ small charities  
because...

they make Nuneaton and  
Bedworth a better place.



## PRIORITIES, OBJECTIVES AND KEY PERFORMANCE INDICATORS

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**3**

A **VISIBLE** organisation that showcases the **DIVERSITY** and value of volunteering and the **VCSE**

### Key Objectives



Celebrates the work of volunteering and the wider VCSE



Marketing and communication activities that showcase the VCSE and reach more people



CAVA is a recognised organisation that has effective relationships in place to support and engage the VCSE

**4**

A **FORWARD-THINKING** and **RESPONSIVE** organisation that **INVESTS** in the future for itself and the **VCSE**

### Key Objectives



Proactively assesses the way we do things, by making cost savings or looking at new business and funding opportunities



Identifies local and national trends, movements and campaigns and ensures learning and opportunities are accessible



Uses local and national data to understand the needs of the VCSE to shape delivery in the future



**5**

An organisation that **VALUES** and invests in our **PEOPLE**

### Key Objectives



A Board that values investing in their own ongoing development and leadership



Is committed to fostering a diverse workforce and offers a “whole person” employment experience including personal and professional development at all levels



Working together as one team across the organisation, each recognising the skills and experience we collectively bring to make a positive impact

PRIORITIES, OBJECTIVES AND KEY PERFORMANCE INDICATORS

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### Monitoring & Evaluating Performance

#### Overall Success Indicators:

Progress and success measures:

- An increase in number of VCSE organisations, brokered volunteers and members
- Enhanced voice and engagement of the VCSE
- Sustainable range of income streams

**The Board** has the responsibility for monitoring the progression and implementation of the strategy in line with the Key Performance Indicators.

The Board has appointed a 'Lead Trustee' for specific areas of governance and performance, who work directly with the Senior Management Team to support, mitigate risk and challenges.

**The role of the full Board** is to receive reports which provide both quantitative and qualitative evidence to measure ongoing and overall progress.

**The Senior Management Team** has the responsibility for the operational implementation of the strategy and gathering quantitative and qualitative evidence to demonstrate performance against the Key Performance Indicators.

**The Cycle of Performance Framework** is based on 'CHECK, DO & REVIEW'. Whilst the CAVA Board has identified its yearly Key Performance Indicators (KPI's) to measure progress, internally, operational KPIs will be identified on a yearly basis in line with 'Check, Review and Do'. These will be primarily shaped in consultation with the CAVA Staffing Team, the VCSE and our partners.

The Strategy may also be subject to change where challenges or high risk has been identified beyond CAVA's control.





### **Our Role within the National and Local Landscape**

CAVA works collaboratively with a wide range of partners to provide a conduit, an informed voice and representation (including brokerage) or the VCSE and Volunteering.

As of 2023, nationally society is enduring a 'cost of living and NHS crisis' due the impact of the Covid-19 pandemic and the war in Ukraine. Inflation has increased to 10.4% by the end of November 2022 which is affecting every person, household and community. The war in Ukraine has driven up utility prices, which has in turn impacted on all associated costs of running households and business. The VCSE plays a key role in working collaboratively to help ease this burden on people and communities.

The National Health Service continues to face challenges both in terms of funding and capacity to meet the increased needs of local communities, while still recovering from the pandemic. The Clinical Commissioning structure has evolved into a new Integrated Care Board and wider Integrated Care System, including both health and social care.

## OUR ROLE WITHIN THE LANDSCAPE

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### **Our Role within the National and Local Landscape** Cont'd

This includes an increasingly collaborative approach with partners (including the VCSE) to deliver on their key aim of reducing inequalities in outcomes, experience and access to services, with a focus on preventative and early intervention. Patient voice will also help inform, identify need and design delivery.

Place-based partnerships are collaborative arrangements between organisations responsible for arranging and delivering health and care services and others with a role in improving health and wellbeing. They are a key building block of the Integrated Care System (ICSs) recently established across England and play an important role in coordinating local services and driving improvements in population health.

Levelling up in Warwickshire is about long-term, generational changes, to tackle disparity, build stronger communities, and increase opportunity in the short, medium, and longer-term. It's about transforming our towns, strengthening our communities, and improving individual life opportunities; tackling the inequalities that exist around health, education, skills, housing, and connectivity that hold people back; and making sure the economy is strong, inclusive and works for everyone. Community Power captures a wide range of different practices, approaches, and initiatives. Common to all of these is the principle that communities have knowledge, skills and assets which mean they themselves are well placed to identify and respond to any challenges that they face, and to thrive (New Local). Building community power and applying a community-powered approach in all aspects of delivery, across agencies and across sectors, is crucial to Levelling Up.



OUR ROLE WITHIN THE LANDSCAPE

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### Warwickshire

Warwickshire lies to the south and east of the West Midlands conurbation, and has established links with Coventry, Birmingham and Solihull in the West Midlands region, but also with the South East. Warwickshire lies at the heart of Britain's transport network and several key strategic routes pass through the county. Warwickshire has a population of 583,786 with the largest populations in Warwick (148,000), Nuneaton and Bedworth (134,000) and Stratford Upon Avon (135,000). Warwickshire's population has been growing for the past four decades with continued migration, from the urban areas of Coventry and Birmingham acting as a key factor behind this trend.

Since 2001, Rugby Borough has seen the largest increase in population across the county, up 14.4% from 2001 to 2011. The population in Rugby was estimated at 100,100 people in 2011, a growth of almost 13,000 people over the ten-year period between the 2001 and 2011 Census. The area with the lowest population change is North Warwickshire Borough, up just 0.3% since 2001. Despite the focus of population within the main towns of the county (Bedworth, Kenilworth, Leamington Spa, Nuneaton, Rugby, Stratford Upon Avon, and Warwick) a significant part of Warwickshire is rural in nature.

The most recent population statistics by ethnic group (2011 Census) suggest that non - 'White British' groups make up approximately 12% of Warwickshire's total population, an increase from 7% in 2001. In volume terms, the 'Asian' and 'Other White' ethnic groups are the largest non - 'White British' groups in the county. At district level, Warwick District is estimated to have the highest proportion of non- 'White British' residents, at 17%, and North Warwickshire Borough had the lowest population at 4%. Warwickshire is a two-tier local authority and comprises five District/ borough areas: North Warwickshire, Nuneaton & Bedworth, Rugby Borough, Stratford-on-Avon District and Warwick District.

## OUR ROLE WITHIN THE LANDSCAPE: WARWICKSHIRE

### Warwickshire Cont'd

There are also Parish and Town Councils within our area. For comprehensive data on Warwickshire please see <https://data.warwickshire.gov.uk/>

There's a North/South divide in Warwickshire in terms of indices of multiple deprivation with the highest rankings in the north of the county. In Nuneaton there is long standing deprivation in the areas with 5 lower super output areas (LSOAs) being in the most deprived 10% of LSOAs in England and 1 in North Warwickshire. There are also pockets of deprivation in the more affluent areas of the county such as Stratford District and some evidence that being poor in an affluent area is highly detrimental, particularly to educational outcomes.

Across Warwickshire 10.5% of children are in households with 'absolute' low income and 14.3% of households are in fuel poverty (higher than the national average). Demographic changes for Warwickshire will mean a growing population, an ageing population, and increased diversity. Despite its comparative affluence there are some prevailing health related issues which have been identified through JSNAs for Warwickshire North, Rugby and South Warwickshire\*

\*[www.warwickshire.gov.uk/joint-strategic-needs-assessments-1](http://www.warwickshire.gov.uk/joint-strategic-needs-assessments-1)





OUR ROLE WITHIN THE LANDSCAPE: SOLIHULL

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## OUR ROLE WITHIN THE LANDSCAPE: SOLIHULL

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### **Solihull**

Solihull is a broadly affluent borough in both the regional and national context, characterised by above-average levels of income and home ownership. Levels and extent of deprivation are limited with only 23 of the borough's 134 Lower Super Output Areas (LSOAs) in the most 20% deprived areas in the country and just six in the bottom 5%. Lying at the heart of the West Midlands motorway network, with excellent public transport connections with the Birmingham city conurbation and linked to European and global markets by Birmingham International Airport, Solihull has significant geographic and infrastructure advantages. Economically, this supports a strong service sector economy with Solihull town centre and key regional strategic assets (the NEC complex, Land Rover and the Birmingham & Blythe Valley Business Parks) primarily responsible for drawing in around 85,000 workers to the borough on a daily basis. Solihull as an authority is, however, challenged by a prosperity gap, with performance indicators in the Regeneration area, framed by the wards of Chelmsley Wood, Kingshurst & Fordbridge and Smith's Wood to the north of Birmingham International Airport, significantly lagging behind the rest of the borough.

Alongside below average income levels, the regeneration area is notable for a relatively higher population density, less green space per head and a substantially greater proportion of socially rented housing (62% of the borough's total). The regeneration area contains the 20 most deprived LSOA neighbourhoods in Solihull, with 23 of the 29 lower super output areas in the bottom 25% nationally. The impacts of this are felt across a broad range of outcomes including educational attainment, employment, crime and health. Outside of the regeneration area, clusters of relatively less advantaged households also exist in the Hobs Moat Road area (Lyndon and Elmdon wards) and to a lesser extent in Shirley, Castle Bromwich and Olton.

## OUR ROLE WITHIN THE LANDSCAPE: SOLIHULL

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### **Solihull** Cont'd

Solihull is in the midst of dynamic and rapid socio-demographic change. The Black and Asian Minority Ethnic (BAME) population has more than doubled since the 2001 Census and now represents nearly 11% of the total population. On this basis the borough is less diverse than England as a whole (and significantly less so than neighbouring Birmingham), but with BAME groups representing a relatively higher proportion of young people in Solihull (over 17% of those aged 15 and under) this representation is set to increase. The second significant demographic change is Solihull's ageing population. Between 1998 and 2018 the population aged 65 and over increased by 39% and from 16% to 21% of the total population. As a result, there are now 9,200 more residents aged 65 to 84 years and 3,400 more aged 85 years and over than 20 years ago. Population projections based on the 2016 population estimates indicate the relative ageing of the Solihull population will continue and by 2038 those aged 65 and over will account for one in four of the borough population, with those aged 85+ numbering nearly 12,000 (5% of total). The growth in the numbers of those aged 85 and over represents a significant and growing challenge in terms of health and social care. Solihull People and Place\*

\*[www.solihull.gov.uk/About-Solihull/Solihull-population-communities-economy](http://www.solihull.gov.uk/About-Solihull/Solihull-population-communities-economy)

## ACKNOWLEDGEMENTS

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# Thank you...

Thank you to our CAVA team, Members, Partners and Colleagues for supporting the consultation journey towards informing our Vision and Strategic Priorities 2023-2026 including:

- Integrated Care System
- Place Partnerships
- Rugby Borough Council
- Solihull Metropolitan Borough Council
- Stratford District Council
- Voluntary, Community and Social Enterprise Member Organisations
- Warwick District Council
- Warwickshire County Council

We are also extremely grateful to all those local communities, individuals and funders who have pledged their support and given generously. We would especially like to thank the following:

- Big Lottery Fund
- Children In Need
- Coventry & Warwickshire ICS
- Esmee Fairbairn Foundation
- Local Trust
- North Warwickshire Borough Council
- Nuneaton & Bedworth Borough Council
- Place Partnerships
- Rugby Borough Council
- Rugby Health Network
- Solihull Metropolitan Borough Council
- Stratford District Council
- Warwick District Council
- Warwickshire County Council

## Equality Statement

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If you require this publication in a different format or language, please contact us on **01926 477512**, email: [information@wcava.org.uk](mailto:information@wcava.org.uk) or write to the address below:

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# ACKNOWLEDGEMENTS

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[warwickshirecava](https://www.youtube.com/channel/UC32U3D5yY3W3K11t11t11t1)