

CVS Brent's Strategic Review.
Open for interest.

Background

CVS Brent has over the past few years experienced changes to its operations, and needs to create a plan which will allow it to find stability and growth. For CVS Brent to move forward with strength and a clear direction, it needs to review its operations. CVS Brent has accepted that for this to occur it needs to analyze where it is, and to support that process of change. As such, it needs feedback from: its Trustees, its Members, its Staff, its Funders, the local authority (Brent), and key partners.

A Strategic Review will help in the development of a stronger and more sustainable CVS that aligns with the needs of the local community, which in turn leads to enabling a thriving VCSE in Brent. CVS Brent needs to enable, empower and develop capacity within Brent's third sector. This Review will provide CVS Brent and the authority with a shared commitment to moving forward with clear clarity on CVS Brent's direction. The review will also support the building of trust, learning and moving forward taking on board issues that affect CVS Brent's ability to deliver. It will re-affirm our ability to change and react to the environment we find ourselves in and it is important to note that we understand that this work will set the foundation for the development of CVS Brent via a business plan.

CVS Brent's Strategic Review will cover the following:

- Clarify the organisation's purpose
- Set the direction and objectives
- Help to identify and address key issues
- Develop commitment to CVS Brent's objectives
- Motivate staff and volunteers
- Help to identify resources
- Support change for growth
- Consider opportunities that would benefit the organisation
- Identify clear guidance on conflict resolution with good practice

As such, we are seeking a third sector consulting agency that understands the challenges of the third sector, the ability to formulate a Business Plan that supports growth, helps build the capacity of the CVS and considers initiatives that support fiscal enlargement.

Bidders Outline

CVS Brent is a second-tier body that provides capacity building in the London Borough of Brent. We contribute to the creation of an independent, trusted and sustainable voluntary, community and social enterprise sector (VCSE); to further develop a thriving civil society. This is achieved through the provision of expert advice, information and guidance, networking and partnership work.

We have been experiencing challenges within the organisation that have impeded our development, and we are now keen to conduct an in-depth strategic review of the organisation to delve into some of the organisational issues we have faced and are facing and devise a strategic and business plan, along with recommendations that will ensure CVS Brent becomes robust and sustainable.

Scope

This review will cover key areas such as CVS Brent's structure, legal purposes, objectives, activities, and financial performance. The review should also include examples of best practice from successful infrastructure support bodies across London.

Approach

The approach is via two stages. Stage one is research and stage two is deliverables. We also expect that good practice and exemplars from elsewhere will be identified and used to inform and evidence recommendations.

Stage One June 2025 – July 2025

Key information will need to be gathered to inform a business plan which will include opportunities for income generation and fundraising and a strategic plan that will inform the direction the organization needs to take to ensure its success and sustainability long-term.

Please outline your approach to stage one and include the following:

- How you will engage and gather feedback from a wide range of stakeholders including trustees, members, local authority, funders and key sector partners. This may include interviews, focus groups, surveys, observation at meetings, and work delivered by officers.
- Describe how you will undertake desktop research which would include a review of relevant documentation inclusive of Independently Evaluated Accounts, Funders Evaluation, Grievances and any other impact reports.

Stage Two September 2025 –October 2025

After stage one is completed, please describe your proposed approach to complete the following:

- *Develop and agree a Business plan and Strategic plan*
- *Present the Business plan to Trustees and Brent Council*
- *Present ready for EGM to ratify any proposed constitutional changes*
- *Agree a way forward for any other changes that need to be made*

Outputs / deliverables

Key Measurable Outputs include:

- *A final written report*
- *5-year Business Plan*
- *Development of a Strategic Plan*
- *Recommendations on future governance structure, as well as the roles and responsibilities of trustees*
- *Recommendations on future management structure, staff roles and skill sets*
- *Recommendations on strengthening operational / organisational controls (if relevant) e.g. financial monitoring*

If you are interested in being involved and taking CVS forward, then please do forward us a proposal, we would be extremely interested in how you would deliver on a bespoke strategic review.

As a first step we would invite you to complete a two page **proposal** which incorporates:

- A. Your background in evaluation within the third sector (up to 300 words)
- B. How you would conduct a scoping exercise (up to 300 words)
- C. How you would engage with stakeholders it's Trustees, its members, its staff, its funders, the local authority (Brent), and key partners (up to 300 words)
- D. What would be key in reviewing our governing document (up to 300 words)
- E. A time line for delivering on the project
- F. Budget for the delivery of the evaluation (we are considering budget should be around £8000 - £9500). Payable via three stages; start, midpoint, and end.

Please email proposal to recruitment@cvsbrent.org.uk by 16.06.2025

The second step would be that we invite a short list of three to hold an open discussion about their ideas currently 23.06.2025 is potentially the preferred choice.