

## COBSEO ANNUAL BUSINESS PLAN 2018

### Mission

1. Cobseo will maximise the effectiveness, efficiency and influence of the Service Charity Sector in order to positively enhance the lives of Armed Forces Community beneficiaries.

### Objectives

#### 2. Strengthening the Confederation:

- a. **Strategic Objective.** Cobseo will promote the highest standards of governance across the Sector in order to retain the trust of the nation.

- b. **Annual Deliverables.** Cobseo will:

- develop and publish a Sector specific Governance Code;
- produce aide memoires to assist members to meet statutory and regulatory requirements imposed by the regulatory bodies including: the Charity Commission; Companies House; the Fundraising Regulator; the Information Commissioner; and the Disclosure and Barring Service;
- develop and implement an approach to monitor Cobseo values and standards, including potentially the option of self-certification;
- review the governance of Cobseo.

#### 3. Working Effectively:

- a. **Strategic objective.** Cobseo will work to enhance the efficiency and effectiveness of the Sector by encouraging greater cooperation and collaboration, utilising the cluster structure and ensuring all member organisations have the opportunity to link with each other. This will enable members to share information and address common issues, in order to deliver greater support to beneficiaries from available resources.

- b. **Annual deliverables.** Cobseo will:

- review and produce guidance on possible approaches to combining back office functions including: human resources (HR), IT, comms, financial management etc;
- review and produce guidance on the possible rationalisation of charities;
- continue to support the procurement of the new CMS;
- promote the sector's engagement with and use of the Veterans' Gateway;

- provide advice on the creation of additional Service charities and other organisations seeking to support the Armed Forces Community (including Community Interest Companies);
- review the effectiveness of the Cobseo website as an enabler to the Cluster process;
- examine the need for new Clusters, whilst supporting established Clusters as they continue to pursue the achievement of stated objectives.

#### 4. **Collaboration:**

- Strategic objective.** Cobseo will discourage and reduce duplication of effort through actively encouraging and promoting collaborative effort between like-minded members. Examples of good practice will be identified and promulgated, and Cobseo will make itself available to act as a broker if required.
- Annual deliverables.** Cobseo will:
  - encourage and support capacity building initiatives in Clusters and Action Groups;
  - establish and run, in conjunction with RFCA NI, the Northern Ireland Veterans Support Office to improve Covenant capacity building;
  - continue to encourage the formation of Action Groups within the Cluster structure to deliver identified outcomes.

#### 5. **Engagement:**

- Strategic objective.** Cobseo will, working with its members, develop further a proactive internal and external communications and engagement strategy ensuring that the voice of the Service Charity Sector is heard and understood by all members and stakeholders.
- Annual deliverables.** Cobseo will:
  - engage with Government to influence its work to develop a campaign to redress public perception of what it is to serve, countering the 'mad, bad or sad' narrative, whilst acknowledging the case for support where necessary;
  - further develop communications with the membership to ensure a greater understanding of, and input to, the work of the Confederation.

#### 6. **Influencing:**

- Strategic objective.** In order to influence key stakeholders and fulfill its role as an advocate for the Service Charity Sector, Cobseo will represent and promote the interests of the Armed Forces Community at all relevant high-level coordination groups involving interaction with the MOD, other government departments and appropriate regulatory bodies. Cobseo will work to ensure that its members are able to play a full part in all relevant decision making regarding the Service Charity Sector.
- Annual deliverables.** Cobseo will:
  - engage with Government in the development of the Veterans Strategy;

- publish a list of all relevant high-level government committees, together with their Terms of Reference (incl. attendance; programme etc.) to ensure optimal attendance at and contribution from Cobseo membership;
- encourage the development of work plans for each committee to enable contribution in advance from the Cobseo membership.

**7. Structure and resilience of the Confederation:**

- Strategic Objective.** Cobseo will encourage full and associate membership of the Confederation by suitably qualified Service Charities and other organisations that work to positively enhance the lives of Armed Forces Community beneficiaries. In order to deliver its mission, Cobseo will have a strong and resilient central team operating to high standards of governance and service delivery to its members. Central costs will be transparent, and enduring funding solutions will be established to ensure the Confederation is sustainable in the long term.
- Annual Deliverables.** Cobseo will:
  - conduct a membership and funding review;
  - deliver a revised membership benefits and fee structure by end of 2018.

**8. Resources.** Refer to 2018 Budget.