



**Cambridgeshire
Community
Foundation**

For a better county

Strategic plan

2022-2025

Our vision

Our strategic vision is to harness the county's success and economic performance to reduce inequality and social problems by empowering communities to help themselves.

Our values

- We are a believer in giving and philanthropy.
- We support local charities in Cambridgeshire – building communities in every part of the county.
- We help tackle inequality across the region.
- We understand Cambridgeshire's needs and listen to communities.
- We are accountable, trusted, independent and apply sound judgement.
- We are reliable and responsive.
- We build relationships across all areas we operate.

Strategic aims for the next 3 years

1. To grow our philanthropy and impact through growth in donors.
2. To understand Cambridgeshire's community needs and act on vital issues to deliver, targeted positive impact and measure this.
3. To be a fantastic support to the region's charities and community organisations through effective, sustainable, accessible and inclusive grant-making.
4. To build the charity's brand, profile, value proposition and image as the philanthropic leader in the community.
5. To develop our excellent organisational capability, both through staff, volunteers, Trustees and resources to deliver our strategic goals.

Strategic Aim 1:

To grow our philanthropy through growth in donors.

External strategic messaging

- We are at the centre of coordinating Cambridgeshire's community needs and local philanthropy.
- We are the destination choice for donors who want to make a difference locally.
- We inspire and guide donors across a wide spectrum – businesses, organisations, families, individuals, trusts and legacies – to support effective philanthropy with the highest standards of integrity and transparency.
- We build strong relationships with donors that have trust, confidence and faith in the charity delivering impact for philanthropy.

Strategic Aim 1:

To grow our philanthropy through growth in donors.

SA1/1: Improve our segmented donor development and marketing and comms plans

- Corporates Top 100 / 200
- Family / Individual / HNW
- Statutory bodies / Councils / NHS / PCCs
- Charitable Trusts / Foundations
- Community fundraising (incl. Surviving Winter Appeal)

Strategic Aim 2:

To understand Cambridgeshire's community needs and act on vital issues, to measure and deliver impact.

External strategic messaging

- We will make poverty, inequality and inclusion our cross-cutting priorities – based on our Vital Signs reports and key themes identified and tracked in real time.
- We will grow donors and funds aligned to these key themes, including consolidated funds.
- We will engage our stakeholders and communities to build our extensive knowledge and we will provide opportunities for communities and local voluntary sector to inform and shape our strategy and priorities.
- We will target our impact, to meet identified needs across the whole of Cambridgeshire and measure this.

Strategic Aim 3:

To be a fantastic support to the region's charities and community organisations through effective grant-making.

External strategic messaging

- We will grow grant making to award at least £10m in grants over the next 3 years.
- We aim to build strong and lasting relationships with the region's charities that support the needs of the community.
- We will further simplify grant-making, responding flexibly to changing priorities and needs.
- We will grow unrestricted funding, multi-year grants and the average value of grants awarded.
- We will seek partnerships and collaboration to ensure smaller groups can still access grants.
- We will be transparent about our funding decisions and priorities – give feedback, publish success rates and reasons for rejection.

Strategic Aim 4:

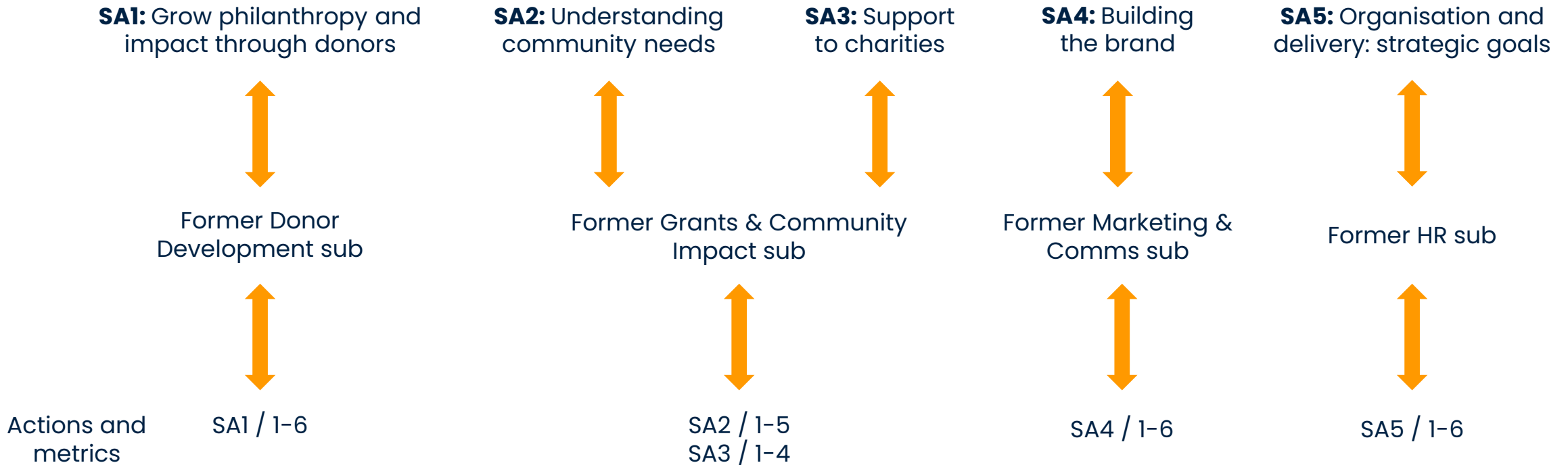
To build the charity's brand, profile and image as the philanthropic leader in the community.

External strategic messaging

- CCF is the philanthropic leader in the county – “Cambridgeshire’s Charity”.
- We are accountable to the people we serve.
- We will have a brand and a profile that is well known and understood – all stakeholders will know what we do, what we stand for and what we deliver.
- We will have well communicated values – accessible, accountable, inclusive, well-run and governed.
- We will develop funds with strong marketing support to address the needs of the community.

Strategic Aim 5:

To develop our excellent organisational capability, both through employees and Trustees, to deliver on our strategic goals.



Finance & Governance Committees oversee all SAs, plus their own specific aims.