



Hastings Voluntary Action 5- Strategic Plan for 2023-2028

Our Vision:

An independent, diverse, innovative and resilient local VCSE sector able to meet the needs of local residents, particularly the most vulnerable, and regarded as integral to the planning and development of local policies and services

Our Mission:

Is to support, develop and represent voluntary, community and social action in Hastings and St Leonards

Our Values drive and influence our work, they are:

<p>Asset Based</p> <p>We are committed to the sustainable development of communities based on their strength and potential, using the skills knowledge and resources available within the community to affect positive change.</p>	<p>Community led</p> <p>We base our plans and actions on the expressed and assessed needs of our members and in response to identified local need. We pay particular attention to parts of the community who are marginalised or less likely to have their voice heard.</p>	<p>Transparent and open</p> <p>We will work in open ways which are based on good governance and embrace the 'Nolan' principles of: integrity, selflessness, objectivity, accountability, openness, honesty, and leadership in all we do.</p>	<p>Inclusive</p> <p>As part of our commitment to Diversity, equalities and social justice we will ensure our services meet the needs of and are accessed by groups and individuals from all parts of the community .</p>	<p>Vocal</p> <p>We will advocate for and represent the voluntary and community sector in transparent and accountable ways so that its contribution and the issues it faces are clearly articulated to policy makers and leaders across all sectors.</p>	<p>Efficient</p> <p>We will work to ensure that we are effective in all we do, learn from our experience and feedback and make good use of our resources, delivering quality services which are valued by those who receive them and represent good value for money to our funders.</p>
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Our Strategic Aims based on NAVCA Quality Standards (2013):

<p>Development</p> <p>Support the identification of needs in the local community and facilitate innovation and improvements in service provision to meet those needs.</p>	<p>Support</p> <p>Support local voluntary organisations, community groups and social enterprises to fulfil their missions more effectively.</p>	<p>Collaboration</p> <p>Facilitate effective communication and collaboration amongst local voluntary organisations, community groups and social enterprises and between different sectors</p>	<p>Influence</p> <p>Support local voluntary organisations and community groups to influence policies, plans and practices that have an impact on their organisations and beneficiaries.</p>
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Our Strategic Objectives:

<p>Continue to develop Hastings Voluntary Action as a robust, viable and sustainable organisation</p> <p>The stability of HVA is central to the achievement of this plan. This consists of a number of inter-related activities:-</p>	<p>Maintain our knowledge of and reach into the VCS in Hastings and St Leonards</p> <p>Core to our business and that of our partners is our knowledge about the VCS and community action in the local area. This is derived from:-</p>	<p>Promote effective partnership and collaboration within the sector and between the VCS, Public and Private Sectors.</p> <p>As a single organisation we have limited operational capacity and can achieve more through collaboration and partnership. This is expressed by:-</p>	<p>Delivering high quality services which enable the local sector to develop services, increase its knowledge and skills and manage risks.</p> <p>We will continue to deliver support services which:-</p>
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<ul style="list-style-type: none"> ■ Sound governance representing the diverse range of sector organisations ■ A 'balanced' budget and a funding 'mix' which is diverse and does not rely too heavily on a single source and a reserve position able to support transition. ■ A thought out approach to the identification and mitigation of risk. ■ The recruitment, development and retention of high quality staff and volunteers. ■ High quality assets which enable effective service delivery and generate income ■ An organisation with the capability and capacity to work in partnership across sectors and regarded as an integral part of the local landscape promoting inward investment to Hastings and contributing to regeneration. ■ The maintenance of appropriate quality assurance systems 	<ul style="list-style-type: none"> ■ A consistent, diverse and growing membership base. ■ Good intelligence from our members with opportunities for feedback, issue identification networking to enable groups to identify and share common issues affecting the VCS. ■ The provision of high quality relevant and targeted information services across the area. ■ Access to high quality statistical data sets, needs analysis such as the JSNA, and localised community information to understand local need and design services which are responsive and relevant. ■ Skills and capacity to regularly review demographic changes and wider social trends so that services evolve over time in response to a changing local population. ■ A framework to promote the economic impact of the local VCSE as an employer and in terms of inward investment levered into the local economy 	<ul style="list-style-type: none"> ■ Leading and participating in formal partnership bodies such as the Local Strategic Partnership, East Sussex Strategic Partnership and other relevant bodies. ■ Maintaining a positive reputation as a consistent, trusted effective and creative partner at both an operational and strategic level and at both local, county wide and sub-regional geographies. ■ Maintaining flexible structures or relationships which enable the delivery of services across a wider geographical area but which benefit the local area (such as the East Sussex VCSE Alliance). ■ Supporting structures which enable operational effectiveness between local organisations and more integrated service delivery such as the Hastings Operational Hub. 	<ul style="list-style-type: none"> ■ Promote inward investment to the local VCS and contribute to its sustainability. ■ Offer advice and support on a range of practical issues to help local sector organisations navigate their operational environment. ■ Offer learning opportunities for staff, volunteers and trustees to contribute to the development of a workforce which can operate effectively. ■ Create opportunities for local people to become active in their communities through individual activism, formal, informal or micro-volunteering. ■ Create regular environments for groups and individuals to network, share ideas, understand issues and define common responses to benefit the community.
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Objective	To achieve this objective we will	We will measure our success by:
<p>Continue to develop Hastings Voluntary Action as a robust, viable and sustainable organisation</p>	<ul style="list-style-type: none"> • Implement a funding strategy (including seeking external grant funding, and affordable "charged for" services) to make HVA financially viable in the long term, while keeping the majority of services for our members free at the point of delivery • Maintain and develop a strategic planning process that responds to a changing operating environment • Maintain the effectiveness of those who contribute to our work (staff, volunteers and trustees) • Maintain cycles of governance and review through which all HVA activity is assessed • Maintain an up to date understanding of risk and mitigation to protect our services, assets and reputation 	<ul style="list-style-type: none"> • The amount of funding we raise from a range of income sources • The implementation of our strategic plan + forward planning post 2023 • The achievement and renewal of a recognised quality mark • Board, officer and team cycles which comply with good practice and review HVA's portfolio of contractual/commissioning obligations • A full risk log with measurable identified and delivered actions and a risk "champion" at board level providing regular reports.
<p>Maintain our knowledge of and reach into the VCS in Hastings and St Leonards</p>	<ul style="list-style-type: none"> • Gather intelligence and views from HVA members, & reporting trends to our stake-holders through relevant documents including the Facing the Future priorities 	<ul style="list-style-type: none"> • An annual cumulative increase of 10% of VCSE organisations who participate in the annual survey

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Objective	To achieve this objective we will	We will measure our success by:
	<ul style="list-style-type: none"> • Develop and implement a robust process to grow HVA membership to a significant proportion of the estimated size of the local VCS • Provide information on national and local policy and regular updating regarding regulation and changes to the law which impact on the local VCS • Continue to support the VCS to come together at an annual conference, through our facilitation of Hastings Community Network and the Locality Networking process as part of the East Sussex Better Together initiative • Create regular learning opportunities from formal training courses through to learning sets and “knowledge exchange processes” bringing together VCSE, public sector and those with “lived experience” • Consistently review external data sets (East Sussex in Figures, Census, JSNA) 	<ul style="list-style-type: none"> • “Gearing” of HVA members as a proportion of the local VCS • Roll out of information service, increased usage of it and consistently high satisfaction arising from HVA members use of our information services • Evaluation of networking functions, feedback from participants • Evaluation and achievements from learning programmes • Presentation of data and trend analysis as part of “state of the sector” statement and regular reports to our board.
<p>Promote effective partnership and collaboration within the sector and between the VCS, Public and Private Sectors.</p>	<ul style="list-style-type: none"> • Maintain our influence through membership and participation of the VCSE Alliance, Hastings and St Leonards Strategic Partnership, East Sussex Strategic Partnership, NAVCA/COIN, and other relevant bodies. • Deliver services and initiative which promote inward investment and partner activity through building consortia approaches to funding and working collaboratively cross sector on programmes such as CLLD (CHART) and FLAG (EU funding programmes). • Enable effective partnerships through the provision of independent brokerage, facilitation and confidential mediation. • Maintain collaborative partnership arrangements with other infrastructure organisations within East Sussex both within the CVS Partnership and where appropriate outside it. 	<ul style="list-style-type: none"> • Case study examples of influence and collaboration with discernible benefits to the VCS, stakeholder and partner feedback. • Implementation of General Infrastructure Services (GIS) contract between Public Health, Hastings and Rother CCG, East Sussex County Council and Hastings Borough Council. • Inward investment levered in to the area as a whole and to the VCS specifically as a result of HVA’s intervention.
<p>Delivering high quality services which enable the local sector to develop services, increase its knowledge and skills and manage risks</p>	<ul style="list-style-type: none"> • Maintain a group support service which meets the needs of the local sector. • Maintain a consistent approach to volunteer brokerage and support to Volunteer Involving Organisations (VIOs). • Roll out a training and learning programme which is based on and responds to the expressed and assessed training needs of the local sector. • Develop a portfolio of specific projects which contribute to the health and wellbeing of the local population, promote positive behaviour change and the use of local assets to achieve long-lasting change. • To develop, adopt, deliver and evaluate a Volunteering Strategy for the Hastings area ensuring that this responds to change and creates new opportunities for potential volunteers. 	<ul style="list-style-type: none"> • Delivery of services which meet and exceed the General Infrastructure Services (GIS) contract. • Increase the number of volunteers accessing opportunities via HVA’s intervention. • Number of participants declaring upskilling as a result of HVA training and learning opportunities through benchmarking and evaluation. • Deliver local programmes projects and campaigns in line with agreed contracts which are positively regarded by local participants



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As Chair of HVA I am pleased to introduce our strategic plan covering the period 2023-2028. This plan brings into a single short document what we hope to achieve as the local CVS for the Hastings and St Leonards area. It sets us some challenging targets but also the ways in which we intend to measure the impact we have. This is very much a “living document” which we will be reviewing as a board. We have a long and proud history as an organisation but this plan – which has been produced as a result of trustee away-days, stakeholder involvement, workshops and independent evaluation will be a vehicle to ensure that our work remains relevant and that our approached keep faith with our core principles whilst retaining the flexibility to respond to an often rapidly changing operating environment.

Mary Carter Chair HVA Trustee Board