



HAVERING VOLUNTEER CENTRE



CHARITY NO: 1165759

HVC STRATEGIC PLAN 2022—2027

OUR VISION -

To enable positive change to lives and communities through volunteering

OUR MISSION -

To create and support a broad spectrum of volunteering opportunities

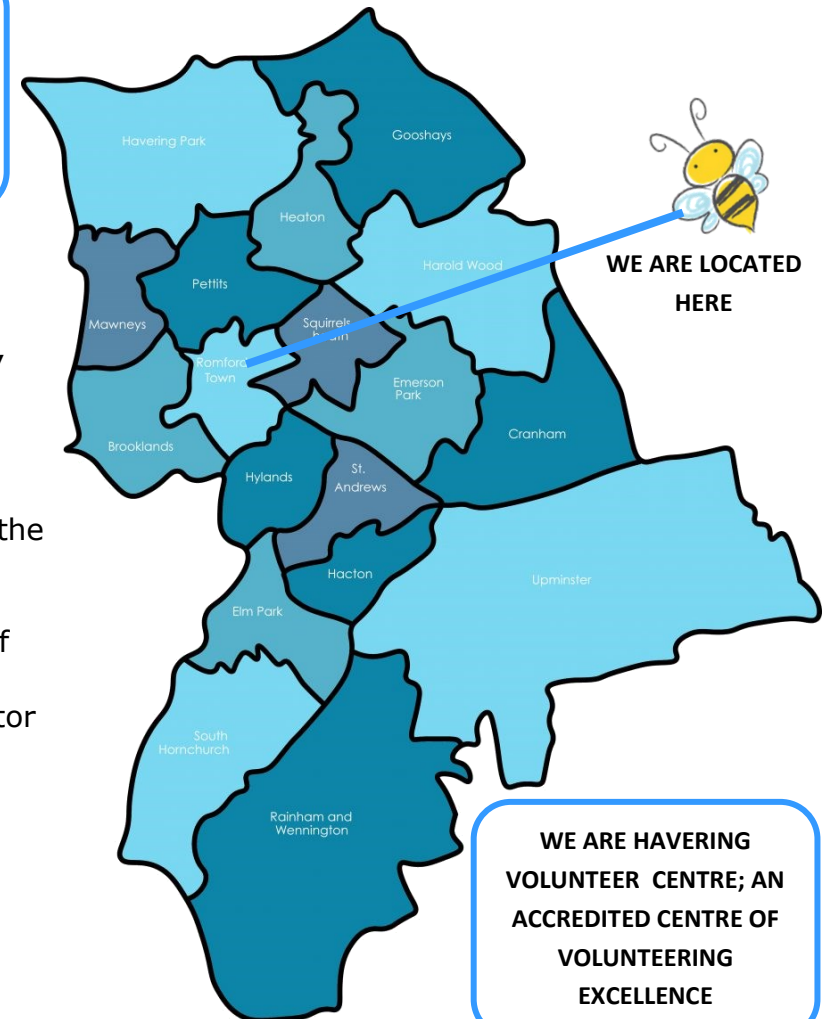
OUR BACKGROUND

HVC champions the voluntary sector and volunteering by connecting, representing and supporting voluntary organisations. Our services include training, consultancy, information, resources and toolkits on governance, campaigning, strategy, impact and volunteer recruitment and retention.

HVC is the only licenced Volunteer Centre operating in Havering and works within the recognised Quality Accreditation Scheme operated by the National Council for Voluntary Organisations (NCVO), who are the national body for Volunteer Centres, with HVC attaining accreditation status in 2019. HVC recognises the importance of obtaining accreditations and will continue to strive to achieve these recognised standards and maintain its excellent standing in the voluntary and community sector (VCS).

HVC is also an award winning centre of volunteering excellence having been recognised on several occasions for the work undertaken in the community. Since 2016 HVC have achieved various nominations, awards and accreditations from the Mayor of London, NCVO and the Queen's Award.

LONDON BOROUGH OF HAVERING



OUR GOAL

OUR APPROACH

STRENGTHEN VOLUNTEERING AND THE SECTOR BY BECOMING A COMMUNITY ACTION NETWORK

To empower and help the Havering Voluntary Sector to build and grow by strengthening volunteering in Havering.

SUSTAINABILITY

- Maintain a Resilient & Stable Charity
- Diversify income
- Skilled workforce
- Quality marks & Accreditations

GROWTH

- Reflect upon and improve our services
- Expand our provision
- Increase Access

DEVELOPMENT

- Develop projects that enhance the sector
- Expert training for volunteers and organisations
- Modernise access to volunteering



WE WILL:

- **Improve services and support:** Ensuring that both volunteers and our sector partners receive the correct advice and information, that is accurate and appropriate enabling them to both grow and develop.
- **Empower Choice:** We understand that people accessing our services do so at various stages of their lives. Our role is to empower volunteers to reach for their aspirations and consider options they never thought possible.
- **Remove Barriers:** By never defining or pigeon-holing individuals; creating equality in the voluntary sector for those accessing and delivering services, creating one Havering, one sector.
- **Strive for Excellence:** By continuing to pride ourselves on the services delivered and reputation established.
- **Provide Voice:** By listening to our peers and seldom heard groups and campaigning for change and inclusivity across all aspects of our sector.

WE WILL SUPPORT THE DELIVERY OF OUR APPROACH BY FOLLOWING OUR 'CHEERS' PRINCIPLES:

COMMUNITY SPIRIT

HOLISTIC ETHOS

EMPOWERING CHOICE

ENCOURAGING CHANGE

RELIABLE REPUTATION

SUPPORTIVE NATURE

THE WAY AHEAD

HVC have grown and developed rapidly since inception. This, coupled with our unique approach to community and sector crisis support, has demonstrated the importance of having a strong, versatile hub at the heart of the community.

Our work in the community and amongst our peers has helped transform perceptions of volunteering and the Voluntary Sector in Havering. HVC is renowned for being a 'go to' organisation for advice and support, a centre of volunteering excellence, a safe environment for both the community and our VCS partners.

Havering's Voluntary Sector has experienced radical and rapid change due to the lack of funding and increased demand, often described as fractured and struggling. The borough has lacked an independent voice and conduit to bring collaborative working for a stronger sector.

We have evaluated the impact of our work and assessed the gaps in provisions in the borough and have identified the need to develop our services to become a stronger voice for the sector and those accessing volunteering.

Building on our existing work to develop a Havering centric Community Action Network framework. We will deliver structured support to our sector to help them find ways to be resilient and prepare, respond, survive and prosper in an ever changing environment.

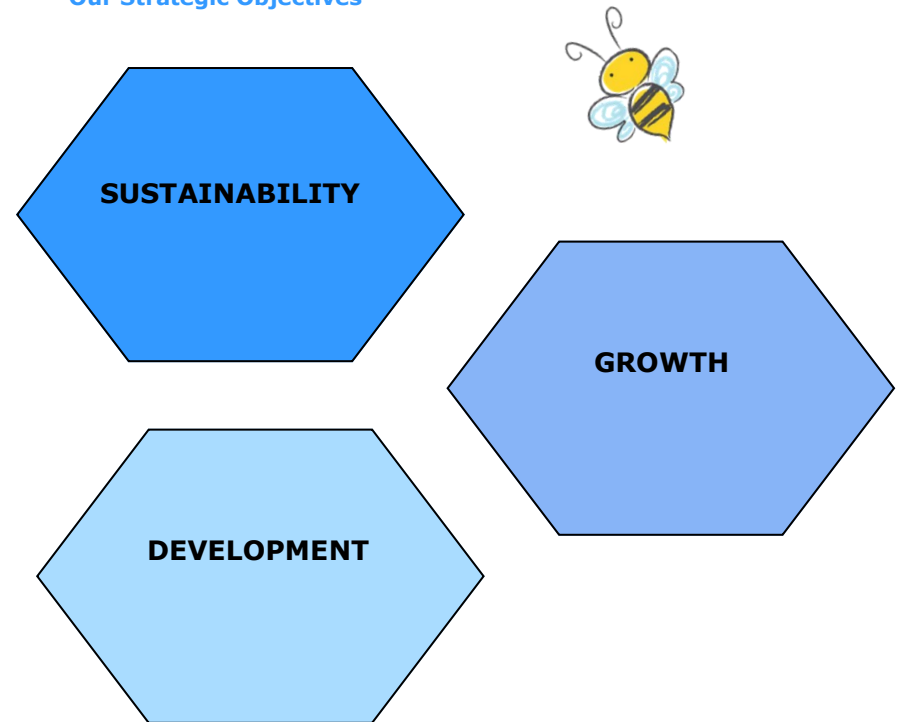
OUR GOAL - STRENGTHEN VOLUNTEERING AND THE SECTOR BY BECOMING A COMMUNITY ACTION NETWORK

To empower and help the Havering Voluntary Sector to build and grow by strengthening volunteering in Havering.

"I TRUST HAVERING VOLUNTEER CENTRE IMPLICITLY AND WILL ALWAYS GO TO THEM IF WE NEED ADVICE."

- CITIZENS ADVICE HAVERING

Our Strategic Objectives



SUSTAINABILITY

We understand that we cannot achieve the vision, mission and aims of our strategy without creating the infrastructure from which to do so. HVC will ensure the foundations of our charity are resilient, diversely funded and appropriately structured to enable us to adopt the Community Action Network Framework to enable the sector to also become sustainable.

A diverse income generation strategy

HVC will develop and implement a diverse income generation strategy by:

- Developing a calendar of fundraising events
- Increasing corporate sponsorship
- Looking at alternative funding bodies such as:
 - Henry Smith
 - Lloyds foundation
 - Esme Fairbairn
 - Tudor Trust
 - Paul Hamlyn Foundation



STRATEGIC OBJECTIVE 1

We will maintain a resilient and stable charity

We will develop the structure of our workforce

HVC will continue to develop and diversify its volunteering, staff and trustee workforce by:

- Offering appropriate developmental training
- Engaging highly skilled individuals with local knowledge and experience
- By creating opportunities internally that create development, growth and appeal to target audiences

We will seek external quality marks and accreditations

HVC will ensure the standard of services delivered is evaluated and quality assured by:

- Renewing our Volunteer Centre Quality Accreditation (VCQA) to support the 5 core functions of a Volunteer Centre
- Obtaining the Local Infrastructure Quality Accreditation (LIQA) to support the Community Action Network Framework
- Obtaining the Quality in Befriending Accreditation (QiB) to support HVC's Check in and Chat Service

GROWTH

HVC understand that to be able to deliver on our aims we need to continue to grow to enable us to be responsive and supportive to both community and sector needs. HVC will ensure that the organisation remains relevant, up to date on policies, procedures and changes that affect the VCS and those accessing volunteering.

We will strengthen and expand

HVC will expand and strengthen the foundations by:

- Reflecting and improving on our crisis support and disaster recovery plan to be able to support the wider need of the VCS & community
- Building and growing our knowledge of local service providers so that the community are well informed
- Increasing accreditations

STRATEGIC OBJECTIVE 2

We will constantly reflect upon and improve our services

We will increase access and opportunity to volunteering

HVC will think innovatively regarding access to volunteering opportunities by:

- Hosting a broader range of volunteering engagement events
- Encouraging our sector partners to follow our lead and adapt how they engage potential volunteers
- Expand on training sessions for VCS partners on how to reduce and remove barriers to volunteering
- Enabling a 'Volunteering at your Fingertips' service

We will increase our advice and information service

HVC will grow the advice and information service by:

- Offering tailored and specific structured support to our VCS partners
- Grow a specific database where information on services offered locally can be accessed swiftly
- Expanding on the policies, procedures and documentation available that are needed to operate a successful voluntary sector organisation



DEVELOPMENT

HVC knows that to stay current and ahead of the trend, we need to constantly develop our approach and the services provided to enable HVC to remain as the go to organisation and an integral part of Havering Voluntary Sector.

We will develop volunteer programmes

HVC will develop projects that are vital to local issues by:

- Establishing volunteer involving projects in the following areas:
 - Buddying Project
 - Environmental / Climate Volunteer
 - Digital Inclusion Project
 - Advice and Information Project
 - Enabling Youth Volunteering

STRATEGIC OBJECTIVE 3

We will develop projects designed to strengthen the development of the Voluntary Sector

We will develop a training portfolio

HVC will develop a training schedule for both volunteers and organisations by:

- Providing training that is both affordable and accessible
- Developing training packages that are impactful and empowering
- Offering vocational training to volunteers to aid their development
- Offering VCS specific training to support sector partners

We will develop an at your fingertips Volunteering Platform

HVC will develop an easily accessible volunteering platform by:

- Developing a website where volunteer registrations can be completed in simple steps
- Source micro-volunteering opportunities
- Develop a Volunteering App



TIMEFRAME

OBJECTIVE 1

We will maintain a resilient and stable charity

YEAR 1 -2

- Establish fundraising calendar with a minimum of 3 fundraising events
- Submit 3 funding applications with the aim of increasing our baseline income by 20%
- Obtain VCQA

YEAR 2-3

- Apply for LIQA & QiB
- Host a minimum of 5 fundraising events
- Obtain a higher FTE workforce ratio
- Increase our baseline income by 30%

YEAR 4-5

- Maintain Quality Accreditations
- Increase our baseline income by 50%
- Host a minimum of 5 fundraising events

OBJECTIVE 2

We will constantly reflect upon and improve our services

YEAR 1 -2

- Host 2 external volunteer recruitment events
- Develop knowledge of local services and providers

YEAR 2-3

- Hold a comprehensive portfolio on policies, procedures and documents for our partners
- Strengthen our disaster recovery and resilience plans

YEAR 4-5

- HVC will support the sector to develop a stronger, connected foundation
- Offer 60 organisations structured support

OBJECTIVE 3

We will develop projects designed to strengthen the development of the Voluntary Sector

YEAR 1 -2

- Launch 1 new project
- Develop a training package

YEAR 2-3

- 100 volunteers received training
- 50 organisations trained

YEAR 4-5

- Support the sector in becoming stronger
- Offer 60 organisations structured support

OUR THEORY OF CHANGE

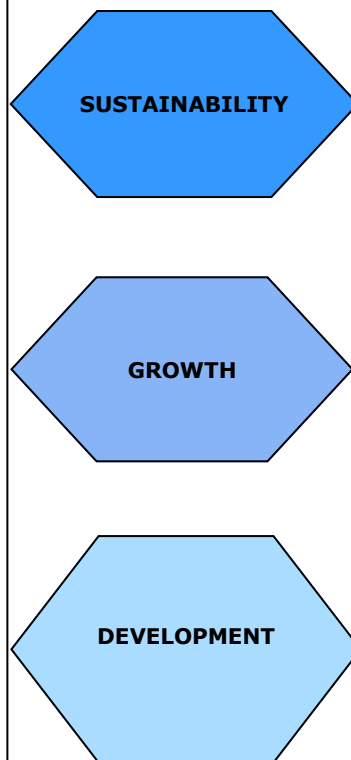


Our comprehensive Theory of Change illustration provides a clear and focused approach on the changes we want to make and the desired goals we want to achieve.

Challenges we are seeking to address

- Absence of central support system for VCS organisations
- Lack of collaboration and cohesive working
- Small groups being overlooked
- Havering is an 'Arctic' Funding Spot
- High unemployment
- Barriers to volunteering
- Outdated approach and access to volunteering
- Sustainability within our sector
- Misunderstood perception of volunteering
- Lack of services to meet the needs of the community
- Lack of skill base and experience for volunteers
- Lack of independence and freedom of choice
- Tackle Climate Change
- Sector is poorly recognised
- A weak and fractured Voluntary Sector
- Tackle economic, structural and social inequality

Our Strategic Objectives



What We Will Do

- Build a larger directory of sector leaders
- Maximise partnerships and collaborative working through localised projects and funding
- Assist groups to strengthen by supporting capacity building
- Nurture and support equity led groups to thrive and develop projects that bridge the divide in inequality amongst equity groups
- Reduce digital exclusion by offering training
- Host workshop and engagement sessions promoting ways to reduce barriers to volunteering and change perceptions
- Develop an annual training programme to up skill potential volunteers
- Create an online tools and resource section for sector partners to access
- Improve sector impact data to encourage funding opportunities
- Host annual VCS Awards to bring recognition to the sector's achievements
- Support the development of a greener borough through positive social change
- Host Regular funding fayres workshops and webinars to increase funding potential in the borough

Outcomes by 2027

- A modern diverse sector that is sustainable and celebrated
- Havering is diversely funded
- An expertly led and based VCS
- A strong, vibrant, cohesive sector delivering needs based projects
- Expertly trained and skilled VCS groups and Volunteers
- Volunteering at your fingertips utilising digital expansion
- A greener borough that is climate change aware
- HVC is a trusted advocate for the sector

Outcomes by 2032

An empowered Havering VCS that has access to a Community Action Network that provides tailored and holistic advice, support and information that has enabled a collaborative One Sector embodiment.

TOGETHER WE CAN!