



Harrogate and Ripon CVS Strategic Plan 2015 – 2020

VISION, AIMS, STRATEGIC OBJECTIVES AND PLANNED ACTIONS

*Approved by the HARCVS Board 28 January 2015
Reviewed and updated by the HARCVS Board 23 March 2016*

Our Vision:

People in the Harrogate District benefit from leading fulfilling and active lives and make a positive contribution to local community life

Our Mission:

To support our communities, charities and volunteers to make the Harrogate District a great place in which to live and work

Our Overall Aims:

- To help people take positive action to identify and meet the needs of their communities and enhance their own lives in doing so
- To support communities, charities and volunteers across the Harrogate District by ensuring access to the best support and advice possible
- To ensure that the role of charities and volunteers across the Harrogate District is recognised, and their contribution is valued and supported
- To support the local voluntary and community sector to have a strong voice and effective influence on all decision makers in our area

Our Strategic Objectives:

1. To be the leading provider for information, research, advice & guidance for local voluntary & community action in the Harrogate District
2. To act as a catalyst for voluntary & community sector development by connecting and collaborating with any appropriate organisations
3. To campaign, communicate and advocate on behalf of the voluntary & community sector and engage in and influence relevant partnerships
4. To provide services to support disadvantaged & vulnerable people
5. To ensure HARCVS is fit for purpose, independent and marketed effectively

A note on the North Yorkshire Single Funding Agreement

Two thirds of HARCVS core funding is currently received via a Single Funding Agreement (SFA) between North Yorkshire County Council, the NHS and seven delivery partners:

1. North Yorkshire and York Forum (NYYF)
2. The 6 District based local support and development organisations, comprising
 - Craven CVS
 - Harrogate and Ripon CVS
 - Northallerton and District VSA
 - Richmondshire Voluntary Action
 - Coast and Vale Community Action (covering Scarborough and Ryedale Districts)
 - Selby District AVS

NYYF is the accountable body for the SFA and responsible for overseeing the management of the agreement including reporting back to the funders on performance.

The specification for the North Yorkshire Single Funding Agreement sets out the following outcomes to be achieved (revised and agreed in 2014):

Outcome 1

People and organisations are aware of and access services to help set up, sustain and develop their groups and activities to support their communities

Outcome 2

Voluntary and community groups are supported to function efficiently, are 'fit for purpose' and sustainable in the current and changing environment

Outcome 3

Collaborations and closer working between VCISOs are facilitated

Outcome 4

Diverse views of the sector are represented and structures are supported to promote effective cross-sector partnership working

Outcome 5

Local needs are identified and the sector supported to meet those needs

HARCVS contributes towards the delivery of these outcomes and provides quarterly performance reports to NYYF which are compiled into half yearly reports to the funders. This performance information will also be reported to the HARCVS Board as part of the performance monitoring arrangements for the HARCVS strategic plan.

See Appendix 1 for the HARCVS performance management framework.

A note on other funding

The balance of our core funding is received from Harrogate Borough Council, supplemented by additional fundraising and charging for services. All other funding is secured as a result of further grant and trust fund applications, competing for contracts and management fees/full cost recovery for the delivery of services, programmes and contracts.

£ Core funding	<p>Strategic Objective 1</p> <p><i>To be the leading provider for information, advice & guidance for local voluntary & community action</i></p>
	<p>Specific Actions</p>
1.	Invest in appropriate skills, systems and procedures to maintain comprehensive information on voluntary and community sector activity in the Harrogate District
2.	Transform the “Where to turn” directory of VCS organisations and services in the Harrogate District to provide a “single point of access” to comprehensive and accurate information in fully accessible and searchable formats,
3.	Continue to compile, edit and regularly publish a comprehensive and accurate VCS events and activities calendar for the Harrogate District.
4.	Develop and maintain a fully functional customer relationship management system and associated databases
5.	Provide an integrated support and development service for members, volunteers, volunteer involving organisations and voluntary and community groups
6.	Achieve relevant quality award accreditation (NAVCA, Matrix)
7.	Become a recognised training provider by developing and delivering a range of chargeable training products and services for the voluntary and community sector
8.	Strengthen customer feedback and evaluation to ensure that products and services are meeting need and achieving high levels of satisfaction
9.	Maximise levels of unrestricted income to support the provision of an independent and sustainable information, advice and guidance service

<p>£ Core funding +</p>	<p>Strategic Objective 2</p> <p><i>Act as a catalyst for voluntary & community sector development by connecting and collaborating with other organisations</i></p>
	<p>Specific Actions</p>
<p>1.</p>	<p>Position HARCVS as a trusted and honest independent broker, able to act as an intermediary, to connect prospective partners and develop effective collaborations with members, customers and partners</p>
<p>2.</p>	<p>Support the development of geographic community hubs in the Harrogate District which bring together people and organisations to make a difference in their areas.</p>
<p>3.</p>	<p>Identify and sustain “preferred partner” relationships which will help develop sustainable and productive voluntary and community sector activity, including with the statutory and business sectors</p>
<p>4.</p>	<p>Strengthen the support offer for volunteer involving organisations in order to build capacity and to attract new volunteers and skills.</p>
<p>5.</p>	<p>Lead by example with regards to collaborative and new ways of working that can be replicated within the sector e.g. mergers, remote working, supported volunteering, employer supported volunteering, business continuity etc.</p>

£ Core funding +	<p>Strategic Objective 3</p> <p><i>Campaign and advocate on behalf of the voluntary & community sector and engage in and influence relevant partnerships</i></p>
	<p>Specific Actions</p>
1.	Invest in an evidence-based approach to campaigning by carrying out or commissioning research and taking a systematic approach to recording unmet needs.
2.	Complete a “State of the Sector” report for the Harrogate District
3.	Take the lead on promoting social justice and equality of opportunity in the Harrogate District, including supporting national/other relevant campaigns when appropriate
4.	Gather and share intelligence on issues identified via forums, networks and partnership working, pursue solutions and action from policy and decision makers and record and report back on the outcomes/impact of doing so
5.	Support voluntary and community sector organisations to secure investment to be able to provide products and services which meet identified community needs in the Harrogate District
6.	Ensure planners and decision makers in all sectors recognise the purpose, value and positive impact of the voluntary and community sector, charities and volunteers throughout the Harrogate District

<p>£ Restricted funding</p>	<p>Strategic Objective 4</p> <p><i>Provide services to support disadvantaged & vulnerable people</i></p>
	<p>Specific Actions</p>
<p>1.</p>	<p>Retain HARCVS' ability to develop/incubate services for disadvantaged and vulnerable people when there is no other viable option within the local VCS.</p>
<p>2.</p>	<p>Complete a full business case for all new services, to include market research/evidence of need, costings, sources of funding, financial viability and risk assessment.</p>
<p>3.</p>	<p>Continue to provide services which directly support disadvantaged and vulnerable people when this is in the best interests of our beneficiaries and HARCVS sustainability.</p>
<p>4.</p>	<p>Maintain a commitment to supporting active volunteer involvement in the delivery of HARCVS services which directly support disadvantaged and vulnerable people.</p>
<p>5.</p>	<p>Plan, agree and implement exit strategies for HARCVS services for disadvantaged and vulnerable people when viable alternative providers are identified or such services are no longer viable or sustainable.</p>
<p>6.</p>	<p>Identify future funding to enable HARCVS to continue to provide additional/specialist services to support people to take up volunteering</p>
<p>7.</p>	<p>Contribute to the development of innovative approaches to supporting disadvantaged and vulnerable people via collaboration with other organisations when appropriate.</p>
<p>8.</p>	<p>Adopt a rigorous approach to monitoring and evaluation and share good practice and learning with members, customers and partners.</p>

<p>£ Core & restricted</p>	<p>Strategic Objective 5</p> <p><i>Ensure HARCVS is fit for purpose, independent and marketed effectively</i></p>
	<p>Specific Actions</p>
	<p>1. Recruit, retain and develop a skilled and experienced board, staff and volunteer team</p>
	<p>2. Develop and implement a fundraising strategy which reduces dependency on public funding</p>
	<p>3. Invest in new technologies where they will enable more efficient and effective delivery of products and services</p>
	<p>4. Apply a marketing led approach to the development of products and services, based on market research, evidence of need and continuous customer feedback</p>
	<p>5. Ensure planners and decision makers in all sectors recognise the purpose and value of ensuring access to local support and development for communities, charities and volunteers throughout the Harrogate District</p>

HARCVS Values

Our work is guided by a set of shared values, which influence how we deliver first class services across the Harrogate District.

Integrity – we will act at all times in the primary interest of voluntary and community groups. We will be trustworthy and transparent in our work and in dealing with partner agencies. We will not assume we know what the community wants; we will consult and respond to needs but will also be pro-active in identifying how issues might be taken forward. We will be accountable back to the community at all times.

Professionalism – we will offer accurate and reliable information at all times and will have a dedicated ‘can do’ attitude to our work. We will develop our expertise and strive for an excellent standard of professional behaviour from all staff and trustees.

Independence – we will maintain our independence from government and will work to promote and protect the local community. We will be responsive to local need and will strive to ensure a voice for the ‘voiceless’. We will champion the value of the voluntary and community sector and be a conduit for change and improvement. We believe in the equality of all the sectors (public, private and the voluntary and community sectors).

Equity – wherever voluntary or community groups are situated in the District they will receive the same level of service from the HARCVS. We will respond equally to need and strive to ensure equality of access to services. We are committed to challenging oppression and prejudice and aim to promote both diversity and full access to opportunity in all areas of our work and structures.

Empowerment – we seek to maintain an appropriate balance between helping groups and maintaining their independence.

Participation and social justice – we are committed to working towards a just and participatory society. We believe that all people have equal rights to work towards social justice and to participate in decision-making processes and local actions

Appropriate funding – we will seek to avoid competing for scarce resources with the groups we support, but recognise that we shall need to access resources in order to develop and sustain our support activities to community groups and voluntary organisations.

Collaborative working – we will work collaboratively and in partnership with agencies in all sectors to maximise the benefits to the groups we support across the district.

Harrogate and Ripon CVS Performance Management Framework 2015 - 2020

HARCVS Vision to 2020

HARCVS Mission

HARCVS Aims (4)

Strategic Objectives (5) and Actions (33)

Information, advice and guidance (9)

Connect and collaborate (5)

Campaign and advocate (6)

Services for vulnerable/disadvantaged people (8)

Fit for purpose and independent (5)

Key Performance Indicators

Each strategic objective has a number of indicators to enable HARCVS to measure its progress against the strategic plan over time.

The Board monitors progress via bi-monthly board meetings with budgets monitored via quarterly Finance Sub Committee meetings

Annual Operational Plan

The Chief Executive is responsible for producing the operational plan which sets out the annual activity of staff and volunteers that will deliver the strategic plan over time. The plan will link to the performance indicators described above

Annual Individual Officer Work Plans

The Management Team are responsible for the preparation of individual work plans for each member of their staff teams, who are managed and supported through annual appraisal and quarterly supervision meetings.

The clear boxes denote the Board's role in setting and managing the strategic operations of the organisation, the shaded boxes the responsibility of the Chief Executive to manage the delivery of the Annual Work Plan.