

Community Hertsmere

Strategic Plan

2017 – 2020



Helping to build vibrant local
communities in Hertsmere

Welcome to Community Hertsmere's Strategic Plan

In this document, we proudly present our three-year Strategic Plan 2017-2020.

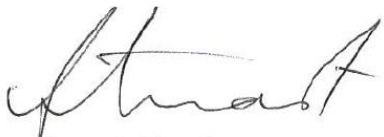
Over the pages which follow, you will find details of Community Hertsmere's four strategic aims and objectives and the outcomes we will work towards throughout the life of this plan in order to ensure that Hertsmere's third sector is at the forefront of building strong social capital and delivering excellent services to those who need them most.

We also outline our vision, values and mission – the beliefs, ideas and motivations which impel us to continue to work hard on behalf of Hertsmere's thriving and diverse third sector.

This plan is underpinned by a more detailed work plan, which outlines exactly how we intend to work towards the achievement of these outcomes. The work plan is renewed on an annual basis in order to take full account of any changes in the environment in which we operate.

Updates to the plan will be available from Community Hertsmere annually and will be published on our website at www.communityhertsmere.org.uk

We gratefully acknowledge the efforts of our members, partners, funders, volunteers, trustees, staff and colleagues across all sectors and thank them for their invaluable and ongoing contributions to Community Hertsmere's achievements – now and in the future.



Stuart Nagler MBE Chair



Stephen Craker Chief Executive

Some definitions

In the context of this document, the term 'voluntary action' describes the activities undertaken to make a positive contribution to society by individual volunteers, active citizens, activists, and the wider third sector. Community Hertsmere uses the term 'third sector' as an inclusive one. It encompasses the breadth and diversity of voluntary action in Hertsmere and includes: voluntary organisations; community groups; charities; faith groups engaged in voluntary and social action; non-profit initiatives; and social enterprise organisations.

The need for Community Hertsmere

The third sector in Hertsmere is a strong and vibrant sector. However the sector has and will continue to face significant challenges which it will need advice support and guidance on to enable it to respond and thrive.

In fact, voluntary action transforms lives. It is largely because of volunteers – people who didn't wait to be told to tackle the injustices they saw, but who took the initiative of working towards the changes they desired – that attitudes to a whole host of important issues have been changed for the better. Volunteers and active citizens have been active and influential in improving race relations; campaigning for understanding of global health issues such as HIV and AIDS; fighting to preserve the environment; lobbying for equality in terms of sexuality, gender, and disability... the list goes on, and it is inspiring.

*Voluntary action is as relevant today as it ever was
and it can effect radical change.*

Over the last few years the sector has experienced a changing financial landscape with local and national statutory partners moving away from grant giving towards a more structured commissioning process with formalised procurement and tendering. The demand for many voluntary, community, faith and social-enterprise services has increased and there has been a greater expectation that the sector will meet this demand while also delivering services more cost efficiently than ever before.

*Community Hertsmere's work is about putting the third sector
(and the people it serves) first.*

The core functions of Community Hertsmere are therefore needed, perhaps more now than ever before, to enable the sector to:

- ✓ recruit and manage an effective volunteer workforce enabling them to meet the growing demand within limited resources,
- ✓ respond to the changing financial environment by broadening their funding base, being tender ready or developing and understanding consortium / partnerships,
- ✓ providing the opportunity for a strong strategic voice for the sector and its volunteers, particularly representing small third sector organisations or those with limited capacity.

Community Hertsmere recognises that we need to be a responsive organisation that is aware of and reacts to, local and national issues that arise in order to support their members and the wider sector.



Our vision, values, and mission

We believe in:

- Voluntary action as a positive force for social change
- Equality and social justice
- Tackling discrimination and poverty
- All individuals and communities having a voice and access to excellent opportunities
- Effective consultation, collaboration and partnership across all sectors to achieve mutual goals
- Challenge, risk-taking and innovation
- Working towards providing ethical and environmentally friendly resources and services.

Our Vision

Helping to build vibrant local communities in Hertsmere

Our Mission:

To support, develop and represent voluntary and community action to deliver sustained benefits for Hertsmere and its diverse communities.

Our Values:

- ✓ To recognise and celebrate diversity and difference
- ✓ To empower others and challenge discrimination
- ✓ To promote independent thinking
- ✓ To respond to the needs of clients
- ✓ To ensure collective and partnership working
- ✓ To value others and respect confidentiality
- ✓ To promote sustainability



Looking to the future: Strategic Plan 2017-2020

While acknowledging significant positive progress in the past, we are firmly focused on what still needs to be done, and getting on with it. There is much to be done:

- The rapidly increasing need to demonstrate the power of voluntary action and the third sector in tackling worklessness and improving learning
- The growing opportunity to show how the sector can facilitate individuals to make a contribution and communities to be engaged
- The requirement to work with the accelerating commissioning agenda to protect the sector's interests and opportunities
- The chance to engage with devolving and increasingly personalised health services to tackle inequalities at their root causes
- The re-launch of Hertsmere Volunteer Centre as a one-stop walk-in service for active citizens and community groups
- To establish and facilitate third sector forums, a wide-ranging association of new, existing and future third sector networks, that can raise the profile of third sector voices and views
- To secure Community Hertsmere's sustainability and significantly strengthen core funding contractual arrangements.

The agenda we face is far from small, and our aspirations are ambitious.

Our Strategic Aims and Objectives

1. Building Dynamic Communities
2. Inspiring Volunteering
3. Empowering a Voice
4. Effective, Inclusive and Sustainable



Objective 1. Building Dynamic Communities

Encourage, support and facilitate the development of strong self-motivated communities that are skilled, informed and knowledgeable through the provision of high quality information, support, advice and training.

We will work towards ensuring that:

- ✓ All third sector organisations across Hertsmere are enabled to reflect the full range of their services users' experiences in order to influence the strategic and operational management of the borough towards equity and inclusiveness.
- ✓ We focus on being a proactive service which is delivered by staff and volunteers out in the community.
- ✓ We create a team of trained Volunteer Champions supporting the service delivery.
- ✓ We build strong evidence of performance and impact.

For example, we will:

- ✓ Encourage the building of social capital across Hertsmere by supporting and creating opportunities for active citizens to make a positive difference.
- ✓ Work with our partners to develop and deliver a Hertsmere wide development Training Programme – including mentoring and peer support.
- ✓ Work with Hertfordshire's infrastructure partners and other initiatives to support the engagement of the third sector in the development and delivery of priorities and projects to bring about social change in the county.

Impact:

- ✓ Communities are better connected and supported.
- ✓ Individuals undertaking activities within the community have been supported to gain the skills, knowledge and ability to enable them to deliver the vision of their organisation/group.



Objective 2. Inspiring Volunteering

Inspire the community to volunteer and showcase the diverse range of roles available within the community

We will work towards ensuring that:

- ✓ The third sector makes an influential contribution to tackling the worklessness agenda across Hertsmere, by providing a diverse range of opportunities for unemployed citizens to make a contribution
- ✓ All Hertsmere citizens have access to excellent and inclusive volunteering information and brokerage services
- ✓ All third sector organisations across Hertsmere have access to excellent and inclusive volunteer management support services
- ✓ Comprehensive, current and relevant intelligence on the shape, nature, and impact of voluntary action throughout Hertsmere is consistently available in order to enable effective strategic planning by the third sector and its public sector partners.



For example, we will:

- ✓ Deliver an information, advice and support service to those involving volunteering activity within their work covering all topic areas relating to recruiting, involving, listening to and retaining their volunteers.
- ✓ Deliver a robust and varied training and development programme ensuring that all individuals including the volunteers gain the skills and knowledge to ensure good practice in volunteering.
- ✓ Deliver projects which enable individuals to take part in volunteering and/or benefit from community activity, for example; Social Prescribing / Timebank / supported volunteering.



Impact:

- ✓ For the community to have a positive perception of volunteering and understanding of its impact, resulting in more people in the community undertaking volunteering.
- ✓ A mixed range of volunteer opportunities encouraging a diverse volunteer base which is representative of the local community.
- ✓ Third sector organisations are aware of good practice in the recruitment and retention of volunteers.

Objective 3. Empowering a Voice

Facilitate effective communication and collaboration amongst Voluntary, Community and Social Enterprise sector (VCSEs) and empower the sector to have a strong voice, take part in strategic partnerships and influence policy.

We will work towards ensuring that:

- ✓ Third sector organisations across Hertsmere have access to seamless, accessible, effective and appropriate infrastructure support services
- ✓ Public and private sector partners are fully equipped to engage effectively with the third sector and are consistently held to account for doing so
- ✓ Third sector organisations across Hertsmere have access to a range of high quality directly delivered back-office functions which enable them to focus their resources on their organisational and charitable aims
- ✓ The third sector effectively articulates the experiences of its service users in a manner which positively influences public policy and practice and which improves the quality of life for the citizens of Hertsmere.

For example, we will:

- ✓ Produce resources and tools providing best practice for managing community activity.
- ✓ Have a network and peer support programme which engages at least half of the Community Hertsmere members.
- ✓ Work to create opportunities for third sector organisations to explore a range of appropriate business models, including the provision of advice and support around collaboration, merger, consortia working and social enterprise.
- ✓ Work with the full range of public sector agencies to promote fair and equitable commissioning of public services through the third sector.



Impact:

- ✓ Third sector organisations report long term sustainability and financial security.
- ✓ Help with governance, funding and support are readily available at key stages of development.
- ✓ Voluntary and Community sector have the capacity, means and understanding to play a full part in influencing decision making.

Objective 4. Effective, Inclusive and Sustainable

Ensure that Community Hertsmere is an effective, inclusive and sustainable organisation with a recognisable brand and has the skills, knowledge and resources to achieve its aims.

We will work towards ensuring that:

- ✓ Community Hertsmere is accountable and responsive to a proactive and diverse membership
- ✓ Community Hertsmere is recognised as an exemplar support resource for the third sector and its partners, as a champion for voluntary action and as an outstanding repository of third sector information, intelligence and history
- ✓ Community Hertsmere is innovative in its responses to new needs and challenges, enterprising in its income generation activities, and committed to continuously improving its ways of working
- ✓ Community Hertsmere actively promotes the work and achievements of the wider third sector and its own work and achievements.

For example, we will:

- ✓ Secure Community Hertsmere as a viable, well-managed community business with a competent team supported by effective governance.
- ✓ Implement funding strategy including charges for services
- ✓ Further develop our member benefits package, and implement an extensive membership drive in order to extend the size, reach and diversity of our membership throughout Hertsmere

Impact:

- ✓ Community Hertsmere is recognised as an excellent provider of information, advice, training, volunteer brokerage and networking for the sector
- ✓ A wider, diverse range of organisations are using our services
- ✓ We optimise our income and broaden our funding base.



Making this happen

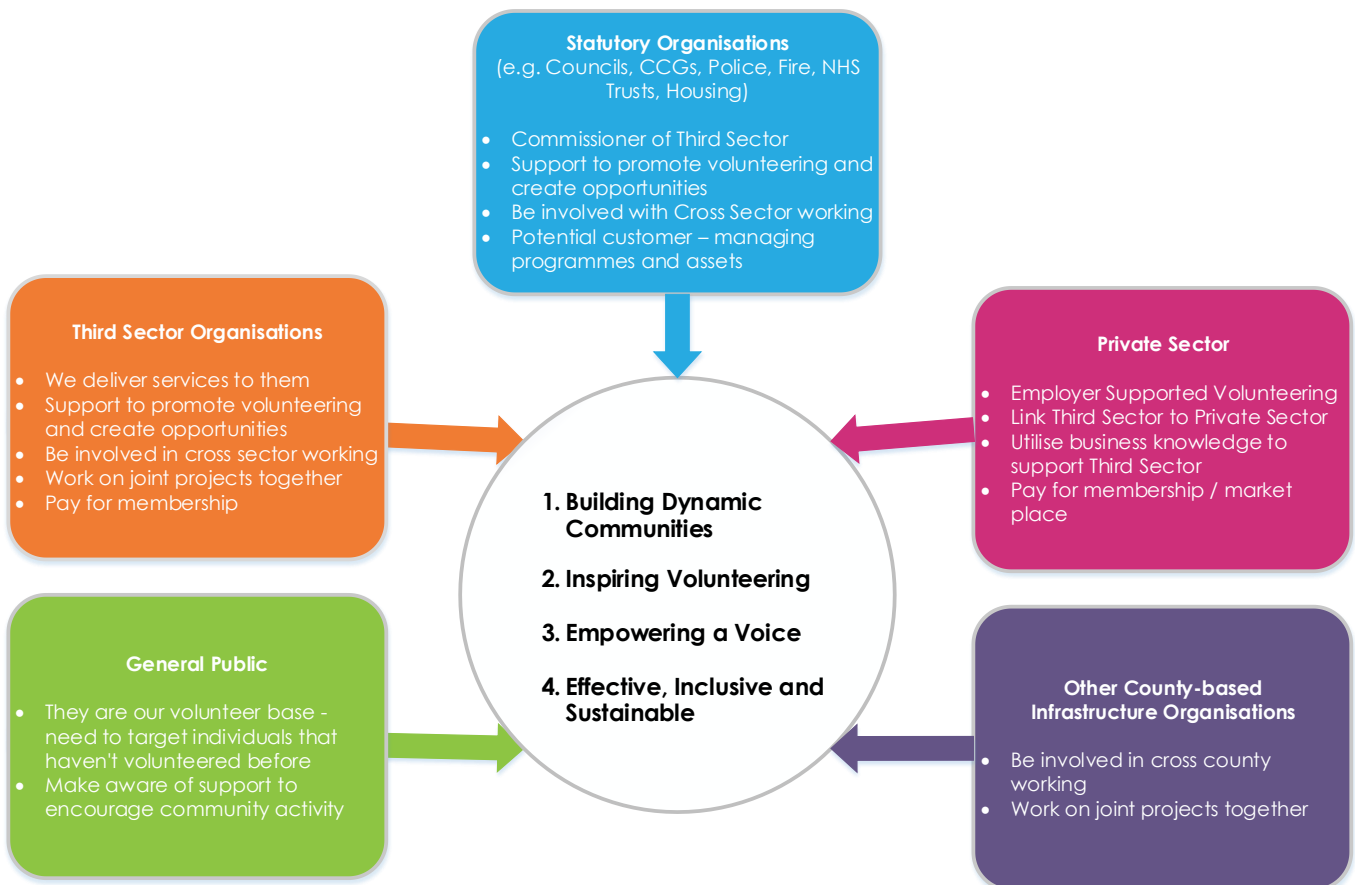
Community Hertsmere is a small organisation with big plans and to achieve them we know that along with the collaboration from our partners, we need to make changes and consider new ways of working.

Involving partners

A core principle of our work has been and continues to be, partnerships. We want to work with people, organisations and businesses that want to inspire and empower our community and volunteers to make a difference locally.

We expect to continue to work with partners within the Statutory and VCF sectors and want to build the engagement and involvement of our business partners. We want to work with all partners in innovative ways which challenge current ways of working and develop novel solutions to address need.

The plan below shows the key stakeholder groups that Community Hertsmere aims to work with and how they would support or be supported by the service.



How we will know it's effective

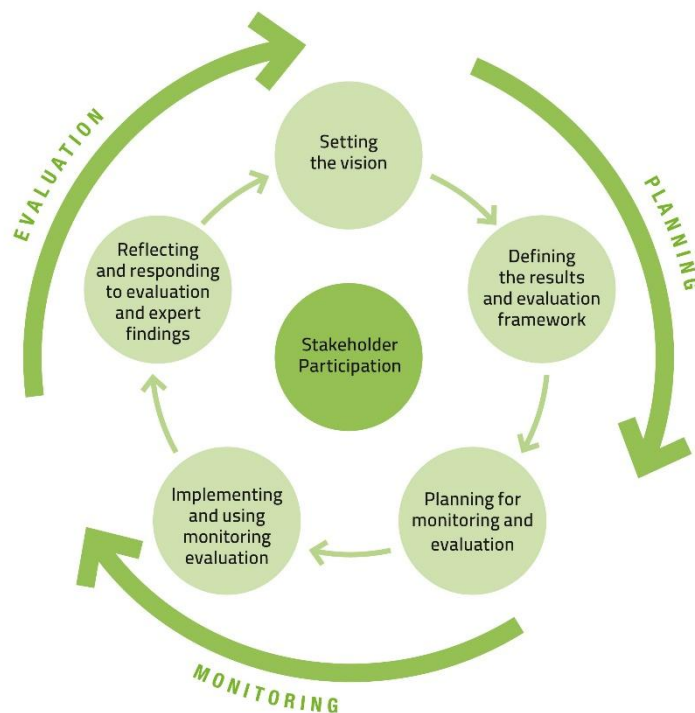
The management team at Community Hertsmere monitor the performance of the service monthly, reviewing the outputs of the service against set targets. The performance is also monitored by the trustee board at the board meetings.

Customer feedback is important to us and we use this to review the service and make adjustments. Each team has an improvement log where comments, complements and complaints are logged and actioned. We use this process to support continuous improvement within the service ensuring that it is meeting the needs of our customers.

Over the next three years Community Hertsmere will be developing a performance management and outcomes monitoring process to evidence the impact of the service and identify the success of activity.

We will have in place an established monitoring system and will be using this to track the impact that we have on communities and on the individuals that work or volunteer to make a difference locally.

As we will be undertaking an internal change process we will also be tracking the experience of our staff, volunteers and Trustees and share the learning and experiences with our community and with our peers.



The Evaluation Cycle

You said / We did

Launch networking events with many organisations – businesses etc, not just voluntary and community.

From June 2017, a range of networking forums have been established

- ✓ Hertsmere's Trustee Forum
- ✓ Hertsmere's Third Sector Senior Officers Forum
- ✓ Hertsmere's Partner & Provider Forum
- ✓ Volunteer Co-ordinators Forum

You talked,
we listened

Your words
are our strategy

You said / We did

Encourage and increase volunteering and support volunteers through training and flexible opportunities.

From April 2017, a series of Introduction to Volunteering Courses were launched. In addition, a range of free and low-cost training programmes are now being delivered, including Self Esteem, Customer Care and Improving your Chances.

You said / We did

Visit youth groups and schools so they know about volunteering early on and are more likely to become volunteers later in life or even as youths.

We launched Hertsmere's first ever Dragon's Apprentice with four local secondary schools, encouraging year 12 students to put themselves forward and form teams of 6 to "turn £100 into £1,000 or more" for local charities.

You said / We did

Value and benefits of volunteering must be promoted, not just as altruism but as good for the volunteer too.

During 2017, we will be launching Hertsmere's Volunteering Oscars for outstanding volunteers.

Our Thanks

We exist because the third sector exists. Our purpose is to serve that sector, and the people that it, in turn, seeks to serve. We set forth on the next stage of our efforts with confidence, humility, and a deep sense of gratitude for your continued support and partnership.

Community Hertsmere operate out of the following locations:

- 2 Allum Lane, Elstree, Hertfordshire, WD6 3PJ
- Community Shop, Leeming Road, Borehamwood WD6 4EB
- Farriers Way Community Centre, Farriers Way, Borehamwood, WD6 2TB
- Windsor Hall, Blythe Close, Borehamwood WD6 4EE
- Radlett Centre, Aldenham Ave, Radlett, WD7 8HL
- 8 Rudolph Road, Bushey WD23 3DU
- Wayside Jubilee Centre, Wayside, Potters Bar EN6 5NE

Email: us@communityhertsmere.org.uk

Tel: 020 8207 4504 / 020 8368 4006

Web: www.communityhertsmere.org.uk

      @communityhertsmere

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