



Strategic Plan  
2019-2022  
Executive  
Summary

# Executive Summary

Strong vibrant communities need equally strong vibrant organisations to support and deliver quality services to them.

This is what Hackney CVS has focused on since it was set up in 1997. For over two decades we have supported the voluntary and community sector to be at the heart of providing solutions to Hackney’s problems. As an important local organisation and umbrella body for the sector we are committed to making Hackney a fairer place because we believe everyone should have the best start in life and the best opportunities to succeed regardless of their background, race, social class, gender, sexuality or disability.

We see our role interchangeably as enabler, facilitator, champion and servant to local communities.

Enjoying lunch at Centre 151. Hackney CVS manages the lunch club contract on behalf of Hackney Council. There are 15 clubs. Contact Suj for more info: [suj@hcv.org.uk](mailto:suj@hcv.org.uk)



“It’s somewhere to come out and meet people and talk to people other than my immediate family – I do look forward to it.” Irene

## Our vision is of

A FAIRER HACKNEY

## Our mission is to

TACKLE INEQUALITY AND DRIVE SOCIAL CHANGE



Gary Francis young achiever's award winner Pembe Tokluhan @Petok\_Productions

### Looking ahead at the next three years we need to:

- Support organisations to more sustainably deliver their activities and projects which meet the needs of residents.
- Drive a culture of coproduction so that local voluntary and community organisations – including our own – deliver better outcomes by listening and engaging with the people and communities they serve.
- Work with public bodies and charitable funders to ensure the best possible commissioning and procurement environment exists for voluntary and community organisations to work within.
- Develop and lead partnerships of local voluntary and community organisations ensuring that funding we secure is targeted where it is most needed and both public and voluntary and community organisations are work together on programmes which make Hackney fairer.
- Continue to bring organisations together through our myriad of networks so that local voluntary and community organisations can work together on issues that they identify as important to influence lasting system change.
- Keeping the sector informed through our newsletters and celebrating the work of local voluntary and community organisations and their staff/volunteers through our annual awards, films, online case studies and printed materials.



Volunteers in Ridley Road market as part of our bowel cancer screening project supporting black African communities in Hackney



Rainbow Grow, Hackney's LGBT+ gardening project at work in the Hackney CVS garden

To achieve all this we need to be a more sustainable and responsible organisation committed to implementing the values and beliefs which we care deeply about.

## Our strategic objectives & goals

We have developed 4 strategic objectives and accompanying goals we want to deliver over the next 3 years.



### Strategic Objective 1 SUPPORTING STRONGER, THRIVING VOLUNTARY AND COMMUNITY ORGANISATIONS

**Goal:** By 2022 we will equip the voluntary and community sector with the knowledge and skills to deliver successful projects and improve understanding of the value of these organisations.



### Strategic Objective 2 DEVELOPING SUCCESSFUL DELIVERY PARTNERSHIPS

**Goal:** By 2022 we will develop partnerships to tackle local issues securing resources for the local voluntary and community sector, particularly smaller and specialist and Black, Asian, Minority, Ethnic and Refugee (BAMER) groups.



### Strategic Objective 3 STRENGTHENING THE SECTOR'S VOICE TO EFFECT CHANGE

**Goal:** By 2022 the voluntary and community sector and local communities will be better able to influence public bodies, reaping the benefits of working with others around common themes. The public sector will increasingly value working with voluntary and community sector organisations in co-designing services in Hackney.



### Strategic Objective 4 BEING A SUSTAINABLE, RESPONSIBLE ORGANISATION DRIVEN BY OUR VALUES

**Goal:** By 2022 we will be a sustainable organisation and our stakeholders will increasingly value Hackney CVS's role as an infrastructure body that is committed to tackling inequalities and working in partnership to benefit the local voluntary and community sector.

Khallum Caller (front) with Hackney CVS treasurer Tim Vaughan



"Hackney CVS was a big foundation to my life. I came here with GCSE qualifications and they took me to a wider perspective. They put me through mindfulness sessions and taught me to be aware of my surroundings. I've done a lot of confidence building with great inspirational mentors who provided me with an ability to be the person I wanted to be."

**Khallum, Gary Francis young achiever's award winner**

Intrinsic to our approach is a belief that local VCS organisations are a key part of the local economy and fabric of Hackney society, providing much-needed services to residents. In helping these organisations to deliver high quality services which meet local needs there are a number of values and behaviours which we think are important in guiding our work:

#### Our values

- What we stand for*
- FAIRNESS and SOCIAL JUSTICE
  - EQUALITY, INCLUSION and DIVERSITY

#### Our behaviours

- What we will do to achieve our values*
- Be COMMUNITY FOCUSED and PEOPLE-LED
  - Seek COLLABORATION and PARTNERSHIP
  - Be ENABLING of others
  - Be RESPONSIVE, INFORMED and EVIDENCE driven
  - Demonstrate INTEGRITY, DIGNITY and RESPECT

No one agency or organisation can tackle Hackney's problems on their own – only by working together can we make Hackney a fairer place. We look forward to working with you over the next 3 years to make Hackney a place that invests and supports the local voluntary and community sector to be at the heart of the solutions to Hackney's problems.

# Our theory of change

Our new theory of change provides a diagrammatic representation of what we are trying to address, the changes we want to make and what we plan to do.

## What are the Hackney priority areas for action?

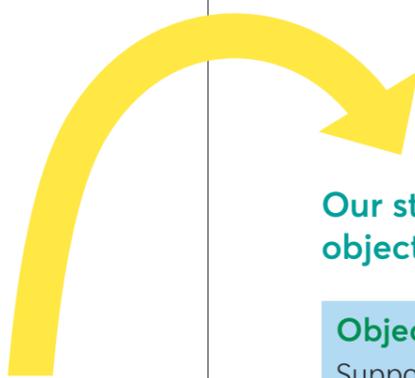
- Making sure all children and young people have a good start in life
- Reducing health inequalities
- Tackling the causes of poor health and wellbeing at an earlier stage, and putting in place measures to ensure better prevention
- Creating services that are more joined up and person centred
- Improving the mental health and wellbeing of the local population
- Helping local people to become resilient and empowered, increasing people’s sense of control, autonomy and self-efficacy
- Reducing social isolation
- Increasing employment, particularly those furthest from prosperity
- Creating a safe environment for everyone to live in
- Reducing the institutional barriers which can discriminate against particular groupings of local people or communities

## What problems are we aiming to solve?

- Smaller, BAMER groups need to be part of supply chains and service pathways
- Not enough co-design between VCS and public sector – coproduction culture not fully embedded
- Small & medium VCS struggling with increased costs and demand
- Increased funding competition, short-termism & impact of decommissioning
- Lack of IT / technology
- Sector needs stronger evidence of impact
- Local commissioning culture variable not necessarily getting best value
- VCS not fully valued by public sector – VCS needs a stronger voice around strategic tables
- Some VCS struggle to access affordable and up to date premises

**Our values:** Fairness and social justice; equality, inclusion and diversity

**Our behaviours:** Community/people-led; partnership and collaboration focused; responsive and evidence driven; enabling; behaving with integrity, dignity and respect



## Our strategic objectives

### Objective 1

Support stronger, thriving voluntary and community organisations

## What are we going to do to deliver these?

- One to one support & training
- Office space and training facilities
- Philanthropy and giving
- Sector analytics, data and community insight
- Websites, social media, newsletters, case studies, films
- Annual Community Awards

## What outcomes will we achieve by 2022?

VCS equipped with the knowledge and skills to deliver successful projects and improve understanding of the value of these organisations

### Objective 2

Develop successful delivery partnerships

- Developing business cases
- Contract brokerage and partnership management
- Providing grants
- Impact measurement & evaluation
- Project Legacy planning

Partnerships developed to tackle local issues securing resources for the local sector, particularly small and specialist/BAMER ones

### Objective 3

Strengthen the sector’s voice to effect change

- Facilitate VCS representation in strategic partnerships
- Facilitate a range of VCS Networks
- Support civic leadership & community champions
- Support the Council’s VCS strategy
- Relationship building
- Policy interpretation and response

VCS and communities better able to influence public bodies, reaping the benefits of working with others around common themes. The public sector will increasingly value working with VCS organisations in co-designing services in Hackney

### Objective 4

Be a sustainable, responsible organisation driven by our values

- Ensure good governance
- Organisation wide evaluation and impact framework
- Break even and ensure full cost recovery
- Income diversification
- Ensure strong brand and reputation
- Regularly review progress of strategic plan

Hackney CVS will be a sustainable organisation and our stakeholders will increasingly value Hackney CVS’s role as an infrastructure body that is committed to tackling inequalities and working in partnership to benefit the local sector

FAIRER HACKNEY

# With thanks to our principal funders

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**MAYOR OF LONDON**



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[www.hcvs.org.uk](http://www.hcvs.org.uk)

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