



# HOBY UK Strategic Plan 2017-2022

## Background

- HOBY UK was set up in 2007 and was administered and supported by Sir Thomas Boteler CE High School, Warrington. Over 500 young people have attended HOBY UK’s programmes. Evaluation shows that over the past eleven years the content and delivery of its four-day residential seminar has been developed and refined to a high standard. HOBY UK has also developed effective partnerships with other reputed international youth leadership organisations and has facilitated alumni participation in their seminars.
- In Autumn 2014 HOBY UK started the process of becoming an independent entity and established a Board of Trustees. The Board scrutinises the work of HOBY UK and has developed robust policies to ensure that it provides safe, effective learning experiences for young people and operates within clear legal and financial frameworks. In October 2015 HOBY UK was registered as a Charitable Incorporated Organisation (CIO) with the Charities Commission.
- There are no paid staff. HOBY UK has built up an experienced, committed volunteer force, led by a management team, which organises all its seminars. The volunteer force is made up almost entirely of HOBY UK alumni.

## HOBY UK’s aims when working with young people:

- Developing their skills, capacities and capabilities.
- Helping them become independent, mature and responsible individuals.
- Improving their self-esteem.
- Enabling them to become effective and compassionate leaders.
- Motivating and supporting them to make a positive difference within our global society.

Future Priorities	Goals by 2022
1. Establish a secure financial base from which HOBY UK can implement strategies to achieve its goals more widely and effectively.	Minimum reserves of £2,500 in bank account
2. Extend HOBY UK’s reach in order to have a positive impact on the lives of more young people.	5,000 delegates attend HOBY UK programmes between 2017 and 2022
3. Motivate young people to volunteer more following attendance at a HOBY UK programme.	50,000 volunteer hours recorded by HOBY UK alumni by 2022

By August 2018

Actions:	Costs (not covered by revenue)
1. <u>Appoint staff to facilitate implementation of plan</u> a. Draw up employment policies, supervision systems etc. b. Draw up job description(s) to cover administration, financial management, communications and fundraising. c. Recruit, select and train appointee(s)	<b>£40K</b> (including on-costs and recruitment)
2. <u>Develop HOBY UK's image</u> a. Website upgrade b. New publicity and marketing materials including alumni, parent, youth centre and school endorsements.	<b>£1.5K</b>
3. <u>Expand Annual Seminar to 60 delegates</u> a. Move venue from Lancaster University to Chester University. b. Mentor and support for new Leadership Seminar Chair (LSC) and management team c. Build partnerships with new schools d. Develop partnership with OnSide Youth Zones e. Recruit through Community Leadership Workshops (CLeWs)	<b>£10K</b> (bursaries plus underwriting potential losses)
4. <u>Launch CLeW scheme</u> a. Provide mentor support for pilot scheme in Oldham b. Identify and train other leaders for follow-up programmes, potentially in Manchester, Warrington and Wirral.	<b>£1K</b>
5. <u>Trial Community Project Scheme in partnership with St Hilda's School, Liverpool</u> a. Secure grant funding from P Holt Foundation b. Recruit delegates to attend seminar c. Run follow-up mentoring scheme for volunteer projects in community	(grant applied for)
6. <u>Expand international programme</u> a. Recruit ambassadors to HOBY's WLC, Chicago b. Recruit delegates to ASLFL conference, Dublin c. Appoint and train chaperones	<b>£3K</b> (fundraise the rest)
7. <u>Introduce volunteer development strategy to provide capacity for next phase of expansion</u> a. Set up universal volunteer progression pathways system (via HOBY OnLine?) b. Design training schedule including webinars c. Recruit and induct volunteers from outside HOBY UK d. Plan succession strategy for all senior leader positions	<b>£1.5K</b>
8. <u>Implement fundraising plan</u> a. Recruit skilled fundraisers to team b. Run planned fundraising events c. Exploit sponsorship opportunities for all HOBY UK events d. Secure grant funding	

<ul style="list-style-type: none"> <li>e. Develop relationships with potential major donors</li> </ul>	
<ul style="list-style-type: none"> <li>9. <u>Establish Executive Board to oversee day-to-day operations</u> <ul style="list-style-type: none"> <li>a. Initially to comprise CEO, LSC, Administrator and Leader of Fundraising Group</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>10. <u>Prepare accounts for audit</u></li> </ul>	£500
<ul style="list-style-type: none"> <li>11. <u>Set up tracking and evaluation systems to monitor alumni volunteering</u> <ul style="list-style-type: none"> <li>a. Log hours</li> <li>b. Document case studies</li> </ul> </li> </ul>	£500
	<b>Total: £58K</b>

## 2. By August 2019

<b>Actions:</b>	<b>Costs (not covered by revenue)</b>
<ul style="list-style-type: none"> <li>1. <u>Maintain staffing levels</u></li> </ul>	£38K
<ul style="list-style-type: none"> <li>2. <u>Further develop HOBY UK's image</u> <ul style="list-style-type: none"> <li>a. Celebrate achievements via press, TV and on-line</li> </ul> </li> </ul>	£2K
<ul style="list-style-type: none"> <li>3. <u>Expand Annual Seminar</u> <ul style="list-style-type: none"> <li>a. Develop new partnerships with schools and youth organisations</li> <li>b. Increase numbers of delegates and volunteers</li> <li>c. Train aspiring LSCs</li> </ul> </li> </ul>	£10K
<ul style="list-style-type: none"> <li>4. <u>Extend Community Leadership Workshop (CLeW) scheme</u> <ul style="list-style-type: none"> <li>a. Repeat and expand the CLeWs for 2017-18</li> <li>b. Run CLeWs in Liverpool and London</li> <li>c. Train aspiring CLeW Chairs</li> </ul> </li> </ul>	£2.5K
<ul style="list-style-type: none"> <li>5. <u>Embed and replicate Community Project Scheme</u> <ul style="list-style-type: none"> <li>a. Evaluate ongoing projects from previous year</li> <li>b. Secure further grant funding</li> <li>c. Establish additional school partnership</li> <li>d. Appoint mentors</li> <li>e. Run both mentor schemes</li> <li>f. Trial new 'Post-HOBY' webinar resource (see below)</li> <li>g. Document, celebrate and publicise success</li> </ul> </li> </ul>	(grant funded)
<ul style="list-style-type: none"> <li>6. <u>Expand international programme</u> <ul style="list-style-type: none"> <li>a. Recruit another 4 ambassadors to HOBY's WLC, Chicago</li> <li>b. Recruit 15 delegates to ASLFL conference, Dublin</li> <li>c. Appoint and train chaperones</li> </ul> </li> </ul>	£3k
<ul style="list-style-type: none"> <li>7. <u>Evaluate phase 1 of volunteer development strategy</u> <ul style="list-style-type: none"> <li>a. Evaluate volunteer perceptions of progression pathways system and training programmes</li> <li>b. Map volunteer database (by experience and training) against</li> </ul> </li> </ul>	£2K

<p>planned programmes</p> <p>c. Review volunteer recruitment and training and set targets</p> <p>d. Review training schedule and implement</p> <p>8. <u>Fundraising</u></p> <p>a. Calculate funding needs for 2018 onwards and set targets</p> <p>b. Draw up plan and implement</p> <p>9. <u>Develop new webinar-based HOBY UK programmes</u></p> <p>a. Develop 'Pre-HOBY' webinars for use in schools and youth groups to provide bite-sized tasters of HOBY. Aimed at attracting those with no concept of HOBY to sign up to a CLeW or the four-day seminar.</p> <p>b. Develop 'Post-HOBY' webinars to provide ongoing support for alumni embarking on volunteering projects inspired by the HOBY experience. To be trialled with alumni on the Community Projects Programme</p>	<p><b>£6K</b></p> <p><b>Total £63.5K</b></p>
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**From September 2019 onwards:**

- The detail of the strategy for development from September 2019 is difficult to map at this stage, as much will depend on the evaluation of the different strands of the plan to date. It is intended that the increased capacity to raise funds and the increase in income generated through the expansion of programmes will mean that HOBY UK will have become financially self-sufficient.
- Activity in the first two years is focussed mainly on the North West of England. Suggested venues have been included in the model below, but we will establish other regional centres (eg North East, Midlands, South West, South East, London) where local knowledge and developing networks will help shape the plan to suit regional needs and opportunities. Beyond this stage, expansion of the programme to encompass Wales, Scotland and Northern Ireland would seem a logical next step. As the scale of operations increases, HOBY UK will develop its monitoring and support team, to ensure the welfare of the volunteer team and assure standards of quality are maintained in its programmes.
- A key development objective will be to establish effective links with policy-making and influential organisations such as the DFE, the Government Education Committee, Youth Parliament, Youth Select Committee, National Council for Voluntary Services, etc. and other large NGOs, such as Scouts and Guides. The HOBY programme has much in common with the National Citizen Service and we will also explore the possibility of HOBY UK acting as a delivery partner for this programme.

John Sharples  
 CEO HOBY UK  
 1<sup>st</sup> August 2017

## Projected participation in HOBY UK programmes

By	Event	Participation breakdown	Total	Cumulative total
August 2018	HOBY 2018 Chester (four days) CLeW Oldham (one-day) CLeW Manchester CLeW Warrington CLeW Wirral St Hilda's Pilot Community Project (12 months) ASLFL Dublin (8 days) WLC 2018 (8 days)	60 delegates 40 delegates 40 delegates 40 delegates 40 delegates 25 participants 10 delegates 4 ambassadors	259	
August 2019	HOBY 2019 Chester CLeW Oldham CLeW Manchester CLeW Warrington CLeW Wirral CLeW Liverpool CLeW London St Hilda's & St Margaret's Community Project ASLFL Dublin WLC 2018	80 delegates 60 delegates 60 delegates 60 delegates 60 delegates 40 delegates 40 delegates 50 participants 15 delegates 4 ambassadors	469	728
August 2020	Chester conference Add new four-day conference in London 6 established CLeWs Additional CLeWs based in OnSide centres in Wolverhampton, Carlisle, Blackburn and Bolton Four Community Projects International conferences	100 60 6 @80= 480  4@40=160 100 25	925	1653
August 2021	Four-day conferences: <ul style="list-style-type: none"> <li>Chester</li> <li>London</li> <li>Wolverhampton?</li> </ul> 10 established CLeWs Five new CLeWs Five Community projects International conferences	150 120 60 750 200 125 30	1435	3088
August 2022	Four-day conferences: <ul style="list-style-type: none"> <li>Chester</li> <li>London</li> <li>Wolverhampton</li> <li>Lancaster?</li> <li>TBA</li> </ul> 15 established CLeWs Five new CLeWs Seven Community projects International conferences	150 150 100 60 60 1075 200 175 35	2005	<b>5,093</b>