



## Strategic Plan 2020-2023

This plan is framed by HOBY UK's aims, as stated in the constitution, and is designed to build upon our progress and achievements to date, while considering the challenges and opportunities presented by the COVID 19 pandemic. The vision is that by 2023, HOBY UK will be a sustainable organisation, not dependent on any one individual. It will be resilient and agile in order to be able to achieve its aims in spite of unforeseen situations.

### The 3 themes:

- 1) Deliver programmes for 14-18 year olds that are engaging, safe, relevant, inclusive and have real impact
- 2) Increase our capacity so we can reach more young people with our work
- 3) Improve our relationships with all our stakeholders

We will measure our success against the following outputs:

Outputs	(reduced due to COVID 19)		Year to May 2022	Year to May 2023	Total 2020-2023
	(year to May 2020)	Year to May 2021			
Programme participants' average 'satisfaction' score (Theme 1)	85%	86%	87%	88%	N/A
Total number of volunteers delivering programmes (Themes 2&3)	43				
Total number of delegates participating in programmes (Themes 2&3)	307	200	350	400	950
Total number of programmes	4	4	8	10	22
Total number of locations covered	3	4	5	6	6
Total funding secured (separate business case to be developed)	£11,570	£15,000	£20,000	£25,000	£60,000

We will measure our impact through annual stakeholder surveys.

In addition we will report annually on the involvement of delegates and volunteers based on disadvantage, ethnicity, disability and gender.

## Action Plan

1. Deliver programmes for 14-18 year olds that are engaging, safe, relevant, inclusive and have real impact	Leader	Timescale	Resources
<p><b>1.1. Content</b></p> <p>1.1.1. Study HOBY International's online programme content to evaluate suitability for HOBY UK use.</p> <p>1.1.2. Develop a HOBY UK on-line CLeW programme</p> <p>1.1.3. Cross-reference our CLeW and seminar programme content with the UN Sustainable Development Goals.</p> <p>1.1.4. Source a range of inspirational speakers, diverse in terms of ethnicity and gender, to participate in all our programmes</p> <p>1.1.5. Put systems in place to check that all programmes are accessible for delegates with specific needs (eg hearing impaired, dyslexia, etc)</p>	<p><b>EDP</b></p> <p><b>EDP</b></p> <p><b>EDP/ SC</b></p> <p><b>EDP/ SC</b></p> <p><b>EDP</b></p>	<p>Autumn 20</p> <p>Autumn 20</p> <p>Autumn 20</p> <p>Annually</p> <p>Spring 21</p>	
<p><b>1.2. Delivery</b></p> <p>1.2.1. Trial the on-line CLeW programme with an established partner, evaluate, then roll out to new partners.</p> <p>1.2.2. Plan for the reintroduction of face-to-face CLeWs and Seminars</p>	<p><b>EDP</b></p> <p><b>EDP/ SC</b></p>	<p>Autumn 20</p> <p>Spring 21</p>	
<p><b>1.3. Impact</b></p> <p>1.3.1. Continue the lean data on-line evaluations of all HOBY UK programmes</p> <p>1.3.2. Run annual on-line stakeholder surveys to evaluate the overall progress of this plan. Reconvene the stakeholder focus group annually to explore the responses in more depth.</p> <p>1.3.3. Develop an evaluation methodology which gathers detailed feedback and data from partners about the impact of HOBY on alumni (attendance, academic progress, character development, special achievements, etc.)</p>	<p><b>EDP</b></p> <p><b>CEO</b></p> <p><b>EDP</b></p>	<p>Annually</p> <p>Annually</p> <p>Summer 21</p>	
<p><b>2. Increase our capacity so we can reach more young people with our work</b></p>			
<p><b>2.1. Growing and developing the volunteer base</b></p> <p>2.1.1. Distribute responsibility for leading separate sections of the plan to willing volunteers.</p>	<p><b>EDV</b></p>	<p>Autumn 20</p>	

<p>2.1.2. Review the volunteer structure. Create additional roles below Director with specific job descriptions to address a variety of operational tasks. Build the monitoring of these roles into the Director role descriptions.</p> <p>2.1.3. Develop a training and support framework for volunteers tailored to the needs of individuals and the organisation.</p> <p>2.1.4. Develop a framework to recognise and celebrate the contributions and achievements of volunteers.</p>	<p><b>CEO</b></p> <p><b>EDV</b></p> <p><b>EDV</b></p>	<p>Autumn 20</p> <p>By Summer 21</p> <p>By Summer 21</p>	
<p><b>2.2. Increasing the number of delegates</b></p> <p>2.2.1. Develop the role of the seminar facilitators to optimise alumni volunteer recruitment. This will include one-to-one and group calls at specific intervals after the seminar.</p> <p>2.2.2. Work with schools and youth groups to enable their alumni to recruit new delegates and support fundraising efforts.</p> <p>2.2.3. Access funding in order to develop on-line provision and to offer free seminar places to schools and youth groups, prioritising the disadvantaged. In addition to using HOBY UK reserves, strategies will include developing partnerships with existing funders and facilitating organisations and new grant applications. (HOBY reserves to be kept at a minimum of £5K)</p> <p>2.2.4. Run a second annual residential seminar based in London</p>	<p><b>SC</b></p> <p><b>EDV</b></p> <p><b>RP</b></p> <p><b>SC</b></p>	<p>Spring 21</p> <p>Autumn 21</p> <p>Annually</p> <p>2023</p>	
<p><b>2.3. Developing the management structure</b></p> <p>2.3.1. Implement a new management structure to ensure a coordinated approach to all its work throughout the year.</p> <p>2.3.2. Review the new management structure to ensure that: a) HOBY UK can assure the quality of all its programmes and b) the organisation is resilient and agile in order to be able to achieve its vision in spite of unforeseen situations.</p> <p>2.3.3. Draw up a business case to create a staff post, which will support volunteer-led projects, coordinate the increase in the number of programmes and contribute to the task of securing funding.</p> <p>2.3.4. Implement a comprehensive staffing policy</p>	<p><b>CEO</b></p> <p><b>CEO</b></p> <p><b>EDF</b></p> <p><b>CEO</b></p>	<p>Autumn 20</p> <p>Summer 21</p> <p>Autumn 21</p> <p>Summer 21</p>	
<p><b>3. Improve our relationships with all our stakeholders</b></p>			
<p><b>3.1. Volunteers</b></p>			

<p>3.1.1. Relaunch the Alumni Association with a clear focus on strengthening alumni engagement</p>	<p><b>EDV</b></p>	<p>Spring 21</p>	
<p>3.1.2. Link the Alumni Association to the HOBY UK leadership team</p>	<p><b>EDV</b></p>	<p>Spring 21</p>	
<p><b>3.2. Schools and youth groups</b></p>			
<p>3.2.1.Improve the personalised feedback. This should include good news stories about their alumni (older and younger). Provide publicity material explaining what HOBY is and what it has achieved.</p>	<p><b>EDC</b></p>	<p>Summer 21</p>	
<p>3.2.2.Liaise with all partner schools and youth groups to offer CLeW access where possible. Draw up a long-term manageable timetable of CLeW provision. Draw up a ‘service provision’ making clear what is offered and what the host must provide.</p>	<p><b>EDC/ EDP</b></p>	<p>Spring 21</p>	
<p>3.2.3.Create new partnerships to expand CLeW provision into new areas</p>	<p><b>EDC</b></p>	<p>Autumn 21</p>	
<p><b>3.3. Media Platforms</b></p>			
<p>3.3.1. Research, select and engage a new website host. Migrate over the existing site and ensure all content is maintained up to date. Embed YouTube FSI publicity video and create additional content, including stakeholder endorsements (e.g. teacher perspective on safeguarding/ impact).</p>	<p><b>EDC</b></p>	<p>Autumn 20</p>	
<p>3.3.2.Re-focus all social media content with a focus to engage people ‘as a tribe’, encouraging them to ‘join the HOBY UK movement’.</p>	<p><b>EDC</b></p>	<p>Spring 21</p>	
<p><b>3.4. Funders and partners</b></p>			
<p>3.4.1. Develop the relationships with our current and potential funders and delivery partners in order to improve outcomes and enhance their understanding of our work and its impact.</p>	<p><b>EDC</b></p>	<p>Ongoing</p>	