

VAAC's

Strategic Plan

2022 - 2025



Making Lives Better Together



VAAC's Strategic Plan 2022 – 2025



The Vision

To see a thriving, inclusive and strong VCSE sector that supports, inspires, and empowers individuals and communities throughout Arun and Chichester districts.

The Mission

To provide support and development services to the VCSE sector to bring about sustained and positive changes to the lives of individuals and communities in Arun and Chichester districts.

Delivering this via:

Supporting and developing leaders and advocates across diverse communities

Partnership work - bringing together networks/ working across sectors

Providing developmental support, advice and community engagement

Volunteering - encouraging and developing opportunities



ORGANISATIONAL PRINCIPLES

- ▶ Equity, inclusion and diversity
- ▶ Facilitation
- ▶ Collaboration
- ▶ Innovation
- ▶ Impact
- ▶ Setting the 'bar'/expertise
- ▶ Catalysts



VAAC Team Values:

Honest communication

Building Trust

Supportive of one another

Commitment and enthusiasm

Understanding each other

Celebrating success

Delivery of the goods

Fun and excitement in our working relationships

Shared responsibility

Strategic aims



1

Gain a deeper understanding of the VCSE developmental needs based on action research and best practice, both within and outside of the sector.

2

Strive to be the voice(s) of the VCSE sector at a strategic level to ensure that positive change happens and that the sector is recognised and rewarded.

3

Grow a strong, sustainable and diverse VCSE that is flexible, adaptable and impactful by provision of development support, advice, guidance and advocacy.

4

Increase the recognition and participation in volunteering, so that volunteers are valued and supported within organisations and community settings, including volunteers from the corporate sector

5

Collaborate across and within the public, commercial, community and voluntary sectors in order to instigate social change, social justice and community resilience.

6

Raise the awareness of VCSE initiatives and impact and be 'ahead of the curve' in identifying opportunities for growth, development, and innovation.

Aims & Objectives

STRATEGIC AIM	OBJECTIVES	YEAR(S)
1. Gain a deeper understanding of the VCSE developmental needs based on action research and best practice both within and outside of the sector.	<p>1.1 Ensure that the work of VAAC is informed and underpinned by consultation and market research.</p> <p>1.2 Instigate and conduct research into the social issues and the needs/impact of the VCSE sector.</p> <p>1.3 Partner with academic institutions in order to improve and widen our knowledge base and improve our effectiveness.</p> <p>1.4 Develop a programme of research projects with West Sussex VS Alliance partners and national VCSE organisations.</p> <p>1.5 Keep up to date on best practice within the VCSE sector.</p> <p>1.6 Maintain an awareness of local, regional and national emerging policies and issues that impact on the VCSE.</p>	<p>22-25</p> <p>22-25</p> <p>23-25</p> <p>24-25</p> <p>22-25</p> <p>22-25</p>
2. Strive to be the voice(s) of the VCSE sector at a strategic level to ensure that positive change happens and that the sector is recognised and rewarded.	<p>2.1 Contribute to a range of strategic partnerships that cover the themes of economics, health, culture, care, community safety and the environment.</p> <p>2.2 Ensure the diversity of scale/issues/geography of the VCSE sector is represented at a strategic level and that feedback systems are in place.</p> <p>2.3 Report on the impact of collaborative work and ensure that the contribution of the VCSE is recognised, acknowledged and rewarded.</p> <p>2.4 Ensure that marginalised groups, including disabled people, ethnically diverse and minority communities, are integral to the work of VAAC.</p>	<p>22-25</p> <p>22-25</p> <p>22-25</p> <p>22-25</p>

STRATEGIC AIM	OBJECTIVES	YEAR(S)
3. Grow a strong, sustainable and diverse VCSE that is flexible, adaptable and impactful, by provision of development support, advice, guidance and advocacy.	3.1 Increase the range and number of VCSE groups and organisations that are developed and supported by VAAC to become sustainable and independent.	23-25
	3.2 Increase the resources invested in the VCSE sector via fundraising, sponsorship, and in-kind support.	22-25
	3.3 Ensure the development and progression from start-ups (informal) to thriving VCSE.	22-25
	3.4 Work with larger VCSE organisations in terms of supporting smaller volunteer led organisations.	24-25
	3.5 Continue with the West Sussex Voluntary and Community Sector Infrastructure Alliance (WSVCSI) to build the skills in the sector via the delivery of an extensive training programme.	22-25
	3.6 Develop a programme of support for social enterprises.	24-25
4. Increase the recognition and participation in volunteering, so that volunteers are valued and supported within organisational, community, and corporate settings.	4.1 Increase the numbers of volunteers and associated volunteer opportunities.	22-25
	4.2 Ensure that VAAC endorses the Vision for Volunteering national strategy.	22-25
	4.3 Develop schemes and solutions that address barriers to volunteering.	23-25
	4.4 Recognise the rise in informal volunteering and develop systems that allows VAAC to record this.	23-25
	4.5 Evidence the impact of volunteering on health and wellbeing both directly via VCSE activity and via positive impact on individual health outcomes.	22-25
	4.6 Encourage the VCSE sector to record the social value of volunteers and look to develop schemes that recognise and reward volunteers.	22-25
	4.7 Establish clear pathways from volunteer experience and skills into the world of work.	22-25
	4.8 Build on VAAC's programmes that will grow volunteering in under-represented groups.	22-25
	4.9 Advise and develop schemes that promote Corporate Volunteering.	23-25
	4.10 Recognise and celebrate volunteering and the contribution it makes to the social fabric of society.	22-25

STRATEGIC AIM	OBJECTIVES	YEAR(S)
5. Collaborate across and within the public, commercial, community and voluntary sectors in order to instigate social change, social justice and community resilience.	5.1 Social needs and potential VCSE collaborations identified and developed. 5.2 Positive relationships maintained with current and future funders of VAAC and the wider VCSE. 5.3 Build on partnership work with Town Councils, Districts and County Councils. 5.4 Joint work on the Sussex Integrated Care System (ICS) and associated networks in order to address structural changes in provision and health inequalities. 5.5 Continue to build relationships with the NHS and local community neighbourhood networks in order to ensure a joint response to health needs. 5.6 Collaboration with the Corporate sector including business forums, and Business Improvement District. 5.7 Look to develop a definition and markers of community resilience, and work towards embedding these in the VCSE. 5.8 Ensure a link to national and local resilience forums in respect of the impact of climate change, economic pressures and pandemics.	22-25 22-25 22-25 22-25 22-25 23-25 23-25 23-25
6. Raise the awareness of VCSE initiatives and impact and be 'ahead of the curve' in identifying opportunities for growth, development, and innovation.	6.1 Implement a cycle of continuous improvement and be open to new ideas and new ways of working. 6.2 Raise the profile of VAAC and the VCSE via events, case studies, impact reporting and systematic evaluation. 6.3 Build on VAAC's social media and PR activity to increase the profile of VAAC and the VCSE. 6.4 Encourage the VCSE to report on social value and in-kind support. 6.5 Develop ways that VAAC can support informal community activities including providing open access to support and guidance. 6.6 Where appropriate, contribute to campaigns on community issues that are relevant to the VCSE sector. 6.7 Be aware of opportunities provided by technological advancements and the 'tech for good' movement.	22-25 22-25 22-25 22-25 23-25 23-25 22-25

Impact Measures

This is a combination of outputs (numbers) and outcomes (stories).

Key Performance Indicators	
Strategic aim	1 Research reports completed and recommendations actioned. Number of areas of commissioned work. Funding secured on basis of researched needs.
	2 State of sector review/feedback. Strategic input detailed via case studies. Progress of VCSE 'start ups'/development case studies.
	3 Numbers/diversity of VAAC members. Training numbers/evaluation. Impact reports case studies/video.
	4 Numbers via VAAC and within membership. Tracking involvement/progression. Volunteer feedback.
	5 New ways of working across sectors evidenced and reported on. New partnerships within VCSE.
	6 New opportunities identified early. Business planning cycle. Pilot projects / New funding





Communicating our impact/ and **VAAC** members' impact:



A thank you to all our partners including Sussex Community Foundation for their financial support of VAAC and our members.



01243 840305

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