

Hangleton & Knoll Project

Working for a better community



Five Year Strategic Plan 2022-2027



2022-2027



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Introduction to our Plan

I am pleased to share our new Strategic Plan. This plan sets out what we wish to do over the next five years. The plan shares the joint vision we have developed over the last 40 years with volunteers, staff and the Hangleton and Knoll community.

We are proud to be community led and in pursuing opportunities such as being more involved in new models of healthcare and developing partnerships especially around our equalities work.

The Hangleton and Knoll Project (HKP) is unique. We are run for the community, by the community and as we celebrate our 40th birthday, I am immensely proud of everything we have achieved, and continue to be excited by our future. I was a founder trustee of HKP and remain hugely committed because I believe in the power of the community to work together to decide what is right and in the power of volunteers and residents to make change happen. Support from HKP has enabled our area to have a thriving number of community groups, dedicated community facilities and decent parks and open spaces. We have also had an enormous impact on thousands of individuals' learning, development and lives over the years.

The benefit of our work is felt through the whole community and has brought many benefits. No one needs to be on their own in our community, whoever they are, and I believe passionately in the ongoing need to bring people together to work, socialise and volunteer locally.



I want to take this opportunity to thank everyone who has supported HKP over the years and to those who have funded us – we are hugely grateful.

Pat Weller MBE

Chair Hangleton & Knoll Project

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Purpose

The Hangleton & Knoll Project (HKP) is a community development charity and company limited by guarantee. We work primarily from the Hangleton and Knoll ward of Brighton and Hove in Southeast England for the benefit of the whole City. A part of the community since 1983, we are an organisation working **for the community, with the community** and managed **by the community**. Right from the start local residents shaped and developed the organisation to become what it is today: a model of good practice for how a community is able to develop and manage its own resources, activities and services.

This five-year strategic plan provides an overview of HKP's aims, our history, some of our current activities, and our plans. These are all developed through community involvement and consultation.

Mission

We work in partnership with local residents, community groups, and service providers to access and develop opportunities, resources and services which improve the quality of life of people in Hangleton and Knoll. We facilitate positive changes that have been collectively identified by residents, many of whom have developed the confidence and capacity to lead those changes.

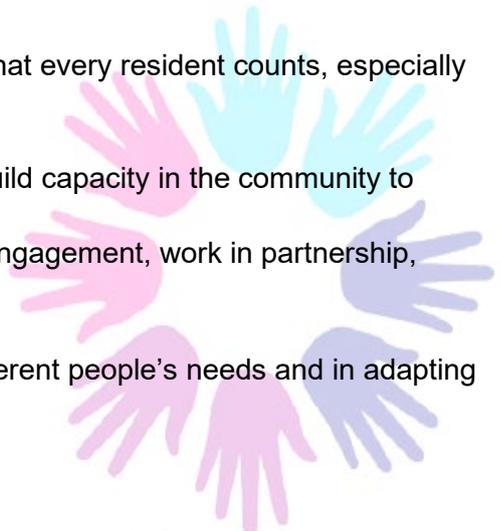
Vision

We want local people within the communities of Hangleton and Knoll to pursue the changes they want to see and be supported in achieving their individual and shared goals.

Values

HKP's community development, youth work and community learning practices are guided by the following organisational values:

- **Inclusion:** we treat people with kindness and believe that every resident counts, especially those who are most vulnerable
- **Inspiration:** we listen, empower and enable
- **Local action:** we focus on what we can change and build capacity in the community to achieve this
- **Collaboration:** we build relationships, support active engagement, work in partnership, signpost and share our expertise
- **Responsive:** we are agile and creative, in meeting different people's needs and in adapting to change.



Strategic aims

1. We pursue social justice for every resident of Hangleton and Knoll, for those living in low income households to enjoy a good quality of life and for residents of all ages, backgrounds and experiences to experience a fairer City.
2. We enable people in Hangleton and Knoll to help themselves and for more vulnerable people to be helped and supported.
3. We nurture and maximise the use of skills, knowledge and experience in our community.
4. We integrate people from across the neighbourhood by providing opportunities to meet, socialise and work together for the benefit of the whole community.
5. We help residents feel proud of living in Hangleton and Knoll, to understand that they are important, that they and the things that happen to them in life matter and that this experience is heard.



Delivering our goals

High level outcomes

- To increase a sense of trust and feeling of belonging in Hangleton and Knoll and reduce social isolation
- To reduce all kinds of inequality by maximising life chances for all
- To build community and individual resilience and empower local people to have more control over the issues that affect them
- To increase skills, confidence and knowledge in local people
- To increase participation in all levels of decision making, volunteering and community action
- To build confidence to participate in learning and employment
- To ensure responsive services based on both identified needs and demographic analysis

Community development aims

- To support resident involvement and participation in local community activities to contribute to the building of a strong community spirit and inter-generational relationships
- To increase skills, confidence and opportunities for people to improve their health and that of their families
- To develop, support and strengthen local community infrastructure
- To engage pro-actively with residents and/or groups identified as being under-represented in local decision-making structures and community activities
- To encourage the participation of local residents in all forms of voluntary activity, education and training
- To promote and support the development of local parks and open spaces
- To promote partnership working to maximise the services, facilities and resources available

Youth work aims

- To provide positive activities and groups for young people
- To support and increase young people's participation in community activity
- To encourage inter-generational understanding and strong community spirit
- To support young people to improve their health, well-being, personal and social development
- To support young people to develop the capacity to access and improve activities, resources and facilities available to them

Community Learning IAG and Employability aims

- To provide a locally based, accessible and responsive IT resource for residents, community groups, voluntary, statutory and business organisations
- To encourage and support residents and community groups in the use of IT to access the services and information they need, to support all forms of: voluntary activity, education, training, employment and to reduce digital and financial exclusion
- To support the development and integration of community learning opportunities across all departments of the HKP including Community group development, Wellbeing, Cost of living, ESOL and learning to support work and volunteering
- To continually identify the wider training, learning and advice needs of local residents and groups and to ensure that these are met
- To support residents into employment, training, work placements and volunteering





Background

Hangleton and Knoll – a short profile

Hangleton and Knoll is a ward made up of four estates situated to the north west of Hove. We have a resident population of approximately 14,800 across 5,500 households. The Knoll estate was built in the 1920s and has around 750 homes but no shops. Laburnum and Moyne – an area of the Hangleton and Knoll Ward – comprises mostly housing association stock built in the 1970s. Hangleton is a larger area of 6,685 people, with shops and a pub.

Local Insight data shows the demographic profile having a higher than national average number of children and young people (0-15yrs) and an above national average number of older people. 12.2% of our community is from an ethnically diverse background and there are significant levels of both children and older people living in poverty of all ethnicities.

Hangleton and Knoll has a lower than national average number of working age people, together with a higher dependency ratio which suggests a higher than expected number of carers living in the community. 27% of adults in Hangleton and Knoll have no qualifications and only 33% of people aged 16-74 are in full time employment compared to 39% across England.

Health statistics for our Primary Care Network (PCN) show that our communities experience significant health inequalities with higher than expected levels of adult and child obesity, limiting long-term illness, depression, cardio-vascular disease and high blood pressure. Cancer screening and palliative care rates are lower than average and smoking rates are among the highest in the country.

Things to consider within the community of Hangleton and Knoll include:

- 20% live in the top 10% most deprived areas of the country
- 36% of households have no car on the Knoll Estate compared with 26% across England
- 24% of children are living in poverty in the Knoll Estate compared with 17% across England
- 21% of people have a limiting long-term illness in the area compared with 18% across England
- 27% of people in the Hangleton Estate have no qualifications compared with 22% across England.

Themes to be celebrated within Hangleton and Knoll are:

- the overall crime rate is lower than the average across England
- the % of people satisfied with their neighbourhood is higher than the average across England.

What makes HKP unique?

- We are a community led organisation. Our Trustees have many years of knowledge and experience, are rooted in their community and have a deep personal understanding of the overall aims of our organisation and the needs of the community they represent.
- The strong word-of-mouth, local networks of all Trustees mean that information is rapidly cascaded through the community and back into the governance structure, giving responsive two-way communication and accountability on HKP activities.
- We are proud that our trustees include two young people. They bring a youth perspective to decisions the board makes about our strategic direction.
- Some of our staff are local residents and were initially supported as community activists and volunteers within the community. Our origins and development from within the community means we are uniquely positioned to bring together a wide range of activities including community development work, detached and project-based youth work, and the provision of training and on-going learning to improve the quality of life of residents.
- We are privileged to have a high level of resident involvement in all HKP activities. We have projects that address a wide range of need and demography.
- We are innovative, flexible and always willing to try new approaches to benefit the community.

- Strong and successful after 40 years, HKP provides a nationally recognised model of good practice for how a community develops and manages its own shared services, activities and resources.

Some of the things we most proud of at HKP

- We have supported hundreds of residents to form youth and community groups to deliver community-based activities and services, which have supported thousands more residents. As a result there is a strong community infrastructure in Hangleton and Knoll that has developed with the support of the project over the last 40 years. Many of these are still going strong and benefiting the wider community today. The vast majority require no ongoing support but are secure in the knowledge that HKP is there if needed
- Models created in our neighbourhood get scaled up and rolled out across the City and even wider e.g. our Health Forum, peer led [condition groups ???]
- Each year our organisation helps more than 2500 residents in everything from getting a job and developing their skills, to improving health, making friends, representing their area, and setting up groups that meet local needs
- More than 400 learners access our information and technology training centre every year enabling digital access for those who have none
- Around 450 young people attend youth activities with groups targeting those with specific mental health need, children with special educational needs and disabilities (SEND) and with groups for young men and young women
- We have helped to secure and upgrade the Hangleton and St Richards (Knoll) Community Centre buildings, which provide essential space for the community to meet and to organise.
- We have supported the development of play facilities in Hangleton Park and the Knoll Rec, the greening of the neighbourhood and traffic calming and safety measures
- We are working with local surgeries to create and co-design new models of primary care and innovation around community solutions that support the primary and social care offer with a focus on empowering residents to manage their own health better and help them get the services they need
- We have a welcoming approach around dementia and developing new specific services to support those with memory loss
- We are building stronger links with local employers and achieved Matrix ??? for our information, advice and guidance services (IAG)
- Our work involves the Black and ethnically diverse community, the LGBTQ+ community, Parent Carers, older, young, and disabled people. We are always striving to develop more partnerships, services and activities that support wellbeing across all our communities
- We work in partnership with Brighton Festival and Peoples Theatre amongst other arts groups.



- We have developed a Neighbourhood Plan to strengthen the voice of the local community in forthcoming developments to ensure we get the facilities and infrastructure we need and support Community Action – our designated Community Forum
- We are joining up with other organisations and services around the new Family Hubs
- The projects and events we deliver and/or facilitate bring different sections of a diverse population together to learn from each other whilst working towards shared goals. By supporting more vulnerable residents, as well as the majority, many of these projects improve the wellbeing of the entire community
- The wider impact of all this activity is a community that addresses its problems and looks to itself to find solutions. The whole population benefits from improved public spaces, high quality community venues, community-based services and groups and improved public services.



Some reflections on 2020-2022

The Hangleton and Knoll Project provided a lifeline to the community during the Covid pandemic and reflected on these achievements at our awayday in March 2022:

- We were proactive in seeking connections and maintaining them, support was regular and ongoing (calls, zooms, check-ins, door knocks). People really appreciated being contacted by telephone to reduce their sense of isolation and loneliness
- We were very much needs-led, creative in our approach and very quick to listen and respond to changing needs/different ways of working, e.g. we stepped in to run a Food Hub
- We used alternative platforms to engage: phone, online zoom, face to face – which ultimately led to more inclusion and helped us to reach new people in the community
- We made positive use of IT which enabled inclusion and development of our skills and expertise
- Our youth work carried on throughout, detached and in bubbles
- Relationships were further developed, with a sense of the whole community working together
- We worked hard to ensure the wellbeing of the staff and volunteer team: we formalised a good wellbeing policy to build resilience, with regular staff check-ins. We kept everybody working with no furlough. All staff were happy to be redeployed / we didn't lose staff
- We took advantage of emergency Covid funding and reserves were designated as needed
- The HKP Board met monthly and was agile with informed decision-making, we kept ahead of Covid regulations with regular horizon scanning to manage risks in changing rules
- We took advantage quickly of new strategic opportunities to influence e.g. BHCC Cells
- We developed and have maintained options for hybrid working recognising virtual and in-person activities. Each engages people differently, with each offering different strengths and weaknesses.

We are particularly keen to retain and further develop some of the approaches we developed during Covid times, including:

- Thinking creatively of different ways to engage different people in H&K and keep interest going
 - Build more door knocks into our regular work
 - Don't stereotype how different people engage and be open to all things being possible
 - Be alert to the impact of technology poverty while continuing to develop our technological capacity

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- Use Hangleton Community Centre and St Richard's differently e.g. hold more community meetings at HCC to involve more local people
 - Being a source of easy to understand information, a hub and a bridge to others, helping to break down barriers to access:
 - Tailor our messages about support available locally to ensure we reach more people, e.g. be visible with marketing/publicity: reach out more /welcome buddies / Team boards with pictures
 - Raise awareness about dementia/memory loss with more targeted work and recruitment of community reps
 - Connect more with schools for information
 - Continuing to develop our work
 - Maximising opportunities to diversify funding from health in our work with primary care
 - Finding and supporting resilience in young people
 - Bringing young and older people together more
 - Facilitating buddying support for older people to encourage them to come out
 - Focusing on togetherness which food related work offers
 - Holding a HKP Food Festival / 40th Birthday Party celebration
 - Focusing our community learning offer on helping residents build their skills in money management and understanding benefits
 - Increasing our focus on sustainability e.g. green spaces/grow your own/composting/reduce/reuse/ recycle.



Considering the future and responding to needs

Aside from the pandemic, we continually update our knowledge and understanding of local needs, supporting the community to co-produce their Neighbourhood Action Plan (NAP) which specifies the aspirations of the local community and delivery priorities of services. The plan shows the aspirations for change across the four themes of:

- Strengthening communities
- Reducing crime and improving safety
- Improving health, confidence and wellbeing
- Supporting learning, volunteering and employment.

The development of this plan builds on the numerous small, targeted community consultations we have held, while also recognising that some priorities may not be realised as they are funding and capacity dependent. Much of the work also depends on building partnerships and working collaboratively to achieve the goals.

At HKP, we direct our capacity at those who are most vulnerable. We take this approach in all areas of our work to ensure that we offer support tailored to meet the needs of different groups whilst encouraging community assets and connections.

Since the pandemic, we are focusing on the following **strategic priorities**:

1. **Responding to the cost of living crisis** which is creating huge challenges for people around bills, petrol and food: we are delivering the Household Support Fund for the City to help mitigate the costs of food, fuel and other essentials, referring into Energywise and Moneyworks and supporting our Food Bank. We are delivering joint workshops with CAB, Amaze and others to support people with take up of benefits
2. **Supporting digital literacy in the Hangleton and Knoll community**: our ongoing work includes providing free equipment/broadband and skills training and we are working with health to recruit and support digital ambassadors to help people stay ahead with changes
3. **Improving access for residents of all ages to health services** in primary and secondary care: West Area Health Forum is highlighting impacts of wait times to our Integrated Care Board (NHS Sussex) and to our local partner Primary Care Network. We are doing more work generally to provide a voice for local residents in health services and in providing condition-based group support within the community
4. **Community based models for Health** –creating new pathways and groups, working to empower, inform and bring residents of all ages together who are experiencing specific health conditions in order to better manage, feel more confident in making changes and improve quality of life e.g. around diabetes, menopause, hypertension, depression and pain
5. **Supporting rising mental health need**:
 - HKP, like other organisations, has seen a significant rise in mental health needs amongst young people. Some are still not back at school since the pandemic, others are experiencing anxiety and depression and avoiding school because they have fallen behind. Anti-social behaviour and drug and alcohol use in young men who have disengaged from school has increased. For young people with SEND, we are seeing the impact of delays in assessments and services under pressure to provide support that's needed
 - We are supporting adults and older people, who are struggling with money issues, family problems and burnout. Older people have lost the confidence to attend groups, memory issues have worsened and some are experiencing worse health. There are significant issues around weight gain which we have responded to by expanding free/low-cost exercise and buddy schemes which encourage residents to take these up
6. **Playing a key role in preventative services**: as statutory providers offer more targeted services, we increasingly 'hold' a significant level of complex needs within groups and services.



This is especially the case for young and older people: any interventions which HKP can provide early will help to promote individual and community resilience to further setbacks. Safeguarding is an increasingly significant activity. Through Community Action we are developing local intelligence and emergency planning strategies. This is an example of the effectiveness and impact of partnership working between local statutory services, the community, and HKP.

Community Development Work Priorities

In addition to the HKP wide priorities, the main community development work priority is tackling social isolation. There are many approaches to this including tackling food poverty so that people's basic needs are met as well as supporting a range of inclusive activities.

Essential underpinning community development work includes tackling inequality and discrimination and supporting small groups to raise funds and resources to support self-care and wellbeing.

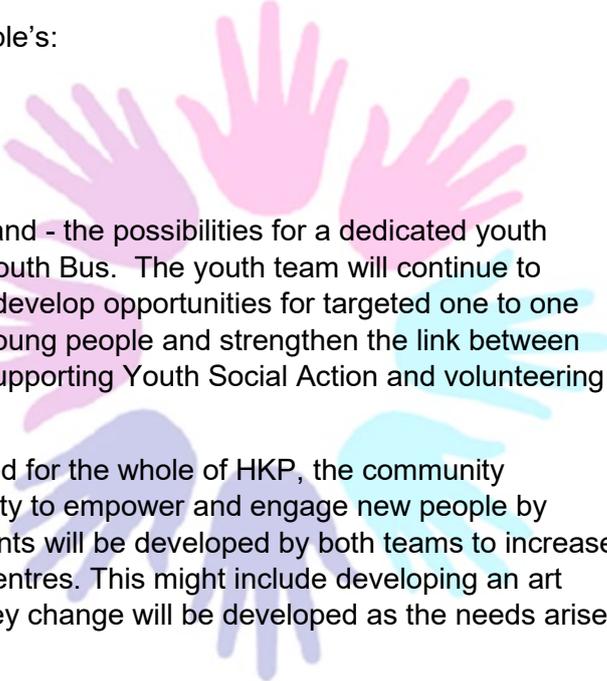
Another priority area is transport, and the importance of maintaining an affordable bus service, exploring community transport opportunities and encouraging safer parking and traffic calming. Community members cannot access activities without accessible and affordable transport options.

We will continue to build on the links and opportunities afforded by collaboration with Hera and the Brighton Festival to increase opportunities for local participation in the Arts.

Youth Work Priorities

The youth work team's three priorities are young people's:

- health and wellbeing
- education and employment
- inclusion and involvement.



We are exploring new space to meet increasing demand - the possibilities for a dedicated youth centre/Youth space alongside continued use of our Youth Bus. The youth team will continue to extend the range of groups and activities and further develop opportunities for targeted one to one work. They will provide information and support for young people and strengthen the link between youth work and employment for young people, also supporting Youth Social Action and volunteering as a pathway.

Building on the intergenerational work priority identified for the whole of HKP, the community development and youth work teams have a joint priority to empower and engage new people by targeting gaps in participation. New activities and events will be developed by both teams to increase positive use of local facilities, parks and community centres. This might include developing an art offer. New ways of working with public services as they change will be developed as the needs arise.

Community Based Learning Work Priorities

Our Community Based Learning Team will support the intergenerational learning opportunity offer identified as a priority for the whole organisation. More specifically they will develop locally based accredited and unaccredited IT and Community learning and continue our focus on access to IT. Amongst other courses, this will include wellbeing, conversational English courses and progression accredited courses for learners. The team also plans to develop more links with businesses including around volunteering. The community development and community-based learning teams will jointly support the development and use of community assets. They will prioritise helping to develop the use of libraries and community centres.

Organisational Development Priorities

After 2.5 years of intense work, like other services, our staff are stretched with ongoing demands. We have put in place a designated wellbeing fund and tailored support to prevent burn out, retain and look after our skilled staff and build resilience.

The pandemic has impacted people's availability and capacity to volunteer. Volunteers are now most often the active retired which is a good indicator of a healthy ageing population and their ongoing support makes an invaluable contribution to the community. We also continue to support residents to take up volunteering opportunities as a pathway to employment and for young people to develop their skills and confidence

Our work in more depth

Community development work

HKP's Community Development Team supports local residents to come together to develop the skills, confidence and knowledge they need to take collective action. The team supports the long-term process of empowering residents to develop sustainable community groups, activities and projects in response to needs identified by the community. We provide a wide range of practical support, developing local and citywide partnerships with a variety of public and voluntary sector organisations to maximise opportunities for local residents and groups.



Community development activities include

- Outreach in the community - making contact and building relationships with residents and local services
- Working with residents to support them to identify their priorities
- Identifying gaps in participation and actively engaging under-represented groups in community activity
- Supporting residents with a common interest to come together
- Working with new and existing groups towards independence and sustainability
- Fundraising support, including applying for grants and fundraising activities
- Developing relevant policies and procedures
- Training, mentoring and volunteering
- Facilitating meetings and collective decision making
- Supporting the development of local decision-making forums
- Supporting the management committees of local community centres when required
- Developing community consultations ensuring local initiatives are supported by the wider community and identifying new initiatives/needs
- Encouraging residents to develop a sense of ownership of their area through participation
- Working with residents and groups to organise and promote events and activities
- Developing local and citywide partnerships to meet the needs of residents and groups
- Supporting the development of Community Led training and courses
- Empowering residents and groups to develop their skills and confidence
- Developing models of good practice and sharing expertise with groups and services
- Encouraging and supporting residents, groups and services to work together.



Community development 50+ work

HKP's 50+ worker sits within the Community Development Team and works with and through the 50+ Steering Group. Older peoples' work is co-produced and led by steering group volunteers who are all older people themselves.

We deliver a holistic offer to ensure older people can remain active, connected, supported and involved through attendance at groups and events, volunteering, training and through a full programme of trips and activities.

HKP works with local community partners and older people's providers across the City to maximise our local offer.

Community development 50+ activities include:

- Recruitment, support and development of the volunteers from the 50+ Steering Group
- Outreach in the community - making contact and building relationships with residents and local services to ensure isolated older people are supported to get involved
- Working with older people to support them to identify their priorities
- Identifying gaps in participation and actively engaging under-represented groups in community activity
- Supporting older residents with a common interest to come together
- Working with new and existing groups to support independence and sustainability
- Fundraising support, including applying for grants and fundraising activities
- developing relevant policies and procedures e.g. safeguarding
- Training, mentoring and volunteering including signposting to Community Learning offer of IT support and financial inclusion advice
- Developing community consultations ensuring local initiatives are supported by the wider community and identifying new initiatives/needs
- Encouraging older people to volunteer across the community.
- Working with HKP's Youth Team to develop intergenerational opportunities
- Developing local and citywide partnerships to meet the needs of residents and groups
- Supporting the development of community training and courses targeted at older people's needs
- Empowering residents and groups to develop their skills and confidence
- Developing models of good practice and sharing expertise with groups and services
- Encouraging and supporting residents, groups and services to work together
- Making older people, both those with and those without digital access, aware of all the activities available to them in Hangleton and Knoll as well as in Brighton and Hove as a whole.





Youth Work

HKP works with around 450 young people per year across the West area in Hangleton and Knoll, Mile Oak, West Hove and Portslade. We use a variety of different youth work methodologies, supporting young people's needs and involving them within their communities. HKP's detached youth work involves teams who work on the streets and in local parks to engage with young people. We work with them around personal and community issues helping them to identify where they need support. Personal issues might include housing, relationships, mental health, school or college, aspirations, drugs and alcohol, risky relationships, bullying, and sexual health. Community issues include enabling young people to have a voice within their community, local volunteering opportunities and consulting them on agendas affecting them such as local park spaces, community facilities and activities.

HKP runs a number of projects offering young people a safe, fun and positive space, including:

- Holiday clubs and trips
- Sports and arts activities
- Young people led independent community groups*
- Health Champions
- Single gender work to tackle specific wellbeing issues
- Sexual health awareness work including the "C" Card
- Substance use/misuse and alcohol advice
- Youth volunteering
- SEND Club with Amaze and Extratime
- Youth work in school settings with nurses
- Intergenerational projects
- City Wide Youth Led decision making forum *Youth Wise*
- Casework

An independent evaluation carried out by the University of Brighton demonstrated that through engaging young people both in activities and work to integrate their views into wider community planning, our youth work has been successful in having a direct impact on reducing anti-social behaviour and crime levels within our community.

*HKP's Youth Team also supports young people by empowering them to plan and establish their own groups and projects, with the longer term aim of these groups to become self-supporting. These volunteering opportunities build young people's confidence and skills and through this involvement they often become active in groups that benefit the whole community as they start to understand and be interested in the wider picture of the society of which they are a part.





Community based learning

Our community-based adult learning comprises computer courses and drop-ins hosted in our IT suite, and other community needs led training.

All of our adult learning is delivered by qualified tutors and supported by volunteers; our training is either free or very low cost.

IT drop-ins support about 500 learner visits and 100 learners per year. We target those most digitally excluded in our community, with no broadband contract, IT equipment or with no or low IT skills. In addition, 25% of our learners have a disability or health condition, 16% are carers, 20% come from a Black or Minority Ethnic background, and 72% of drop-in users are over 60.

At the computer drop-ins we support people to get online for the first time and develop their IT skills. Financial education has also been embedded in these sessions as we encourage people to develop their ability to plan and manage their finances online. This has resulted in great savings being made, for example on utility bills, as well as people accessing services and information online as part of this Moneyworks programme.

The link between digital and financial exclusion is very strong, particularly for older people.

Training courses, computer drop-ins and outreach include:

- Computer Drop-in sessions every week
- Specialist Money Works sessions (digital inclusion for all)
- ESOL Life in the UK and conversational classes
- Excel, Word and other software skills
- Social Media
- First Aid
- Food Hygiene
- Development Days for groups e.g. Committee skills, bookkeeping
- Events and Outreach sessions, e.g. GP surgery Open Day, Older Peoples Information Event.

Embedded in our work is the notion of progression and each person who comes to us is supported to move on in the way they choose, to more training, employment, accredited learning or volunteering or simply supported to access the menu of community activities.

We asked 174 people how else participation in community-based learning had helped them:

- 99% had learned something new
- 100% reported their confidence had increased
- 100% felt better after their interaction with us
- 100% found the course enjoyable.

We could not deliver within the current resources without working very closely in partnership with others to maximise the offer available to our community and to share resources where possible. Recently we have delivered courses with the support and help of Square Lemon and Citizens Advice Bureau and community partners St Richard's Community Centre, Hangleton Community Centre, the 50+ Steering Group and Multi-Cultural Women's groups.





Employment and information and guidance (IAG)

Many of our community face significant barriers when looking for and securing paid work. Barriers include mental health problems, caring responsibilities, English as a second language, a range of physical disabilities, specific skills shortages but also a general fear of where to start and the confidence required to make positive progress.

Through the Routes partnership, with Community Works and education hub partners WEA and Whitehawk Inn, we offer learning opportunities and employability focused information and advice to help residents get into work. This includes supporting residents in setting realistic goals and creating a plan of action which identifies areas to develop, activities and learning to complete. Our IAG worker supports and connects participants with work opportunities and has regular reviews with participants to check-in on progress.

Participants have accessed a broad range of courses and training such as paediatric first aid, food hygiene, forklift truck training, driving lessons, working in childcare, setting up a social enterprise, accountancy, Word and Excel as well as Professional and Linguistic Assessments Board (PLAB) conversion courses to practise medicine in the UK.

For some, only a few sessions are required, but for others the journey can take a year or more to gain the confidence and skills to move closer to gaining employment. HKP tailors each intervention, for example to provide support to:

- research and gain the skills to set up a social enterprise
- enable someone for whom English is a second language better to understand the careers available to them
- identifying confidence building activities for someone who experiences anxiety and struggles to enter a room with other people
- securing places on courses that will provide a direct route into employment.
- enable each participant to access training that would otherwise be unattainable by covering the costs.





Environment Analysis

Political - current and potential influences from political pressures

- Brexit, local and national elections impact on local and national policy priorities. This could affect the potential funding available to us and priorities we work on.
- We have amazing, active support from our ward councillors and positive cross-party profile from politicians across the City. We will work to ensure local elections do not destabilise this.
- We have authority in the City based on our skills, delivery and experience, to influence BHCC policy. Our CEO has a strong track record and well established relationships.
- Any reductions in funding to the local voluntary sector would impact significantly on our public-sector fundraising. Often cuts happen by stealth with continual contract rollover with no increases for inflation.
- We have a strong relationship with elected voluntary sector representatives across the City.

Economic - local, national and world economy impact

- The cost of living crisis is having huge impacts on the local / national economy and will continue to shape our future priorities in the years ahead.
- Access to benefits will affect local residents and may increase the vulnerability of some families and young people. More access to advice services is needed. We have noted increased urgency to find work amongst long term unemployed.
- There are many gaps in statutory services and increasing demands on HKP from the local community to be providing support. This impacts what we need to provide and we will need to be strategic about how to focus our resources.
- Charitable trust funding remains very competitive to secure. We need to be imaginative about seeking out new funding sources and maintaining our existing excellent relationships with all our existing funders. We have successfully secured 3 year contracts/commissions for a number of our areas of operation offering more stability. We will continue to nurture relationships with small local businesses as sponsors for our work.
- HKP offers great value for money. We are best placed to deliver quality community-based work in our area. We maximise impact and outcomes through our networks & collaborations.
- The lack of affordable housing in the area is impacting young people. Many people are currently being housed outside of Brighton & Hove. One solution is better use of empty properties and another may be the development of Toads Hole Valley. We have become a designated planning forum so we can take advantage of the Community Infrastructure Levy.
- We manage our money well and use our reserves to ensure longevity / sustainability.
- We need to develop more opportunities for young people to gain work experiences.

Sociological - effects of changes in society

- We have a very high number of children and young people living in poverty. Young people need improved access to support services and isolated families need to be better linked in with services and activities.
- We have large numbers of older people who live on low incomes and have responded to this through the 50+ Steering Group and support for the numerous different older people's groups in the area. We need to reach people who are isolated, lonely, and older.
- Hangleton and Knoll has high levels of people with mental health issues. Our own community consultation points to the need for activities for people with mental health and confidence building issues. We want to tackle the root causes such as identity, isolation, addiction, and resilience issues and support people post Covid to recover.
- We have ensured that despite the large-scale deprivation problems in the area, we have not neglected minority or specific identity communities.
- We have effective reach in the ward because of our proactive, face to face approach and established networks and personal touch and our extended reach through social media, specific communities of identity work, email database and targeted marketing.



Technological - effect of new and emerging technology

- There are increasing digital demands on residents in order to access services and claim benefits.
- The technology at our training centre has been upgraded and we will continue to ensure that residents, volunteers and staff are trained in IT and social media.
- The success of our work is the personal approach and we will ensure this isn't lost with the increased use of IT. We would like to extend our use of IT to support specific communities such as disabled people.
- We use social media as a community development and youth work tool to increase our reach and support across Hangleton and Knoll and to promote the achievements of our organisations and the issues that affect our community.
- We plan financially for the updating of hardware / software and our website.
- All staff are able to work from home and we have upgraded to [Microsoft/Office??] 365

Legal - effect of national and world legislation

- HKP is a mature organisation and has a strong, up to date foundation around legal issues. The finance and personnel committee meets regularly to ensure legal compliance, including: employment; health and safety; insurance; policies and procedure; safeguarding and equalities.
- All staff and volunteers are Disclosure and Barring Service (DBS) checked as allowed by role.
- Child protection, safeguarding, data protection, prevent clause, health and safety and food safety training are provided to staff as they require it.
- We use the Matrix quality framework to continually review our performance.
- All HKP locations are subject to annual risk assessments.
- We have proactive links with citywide organisations to ensure that we keep up to date with the information we need.
- We need to think more about how we cascade our combined knowledge to the groups we work with including ensuring that they have adequate insurance.

Environmental - local, national and world environmental issues

- We have updated our environmental policy to ensure we are doing everything we can to reduce our carbon footprint.
- We are working with Food Partnership to reinvent Knoll Pavilion as a food use hub.
- We continue to pursue local infrastructure improvements.
- Improved signage of HKP, the parks, noticeboards and community facilities would improve access and feel more welcoming.
- We need to continue to develop working in environmentally friendly ways such as using social media and developing our email database instead of paper.
- Groups, which HKP supports, have a positive impact on the environment, as well as reducing isolation and improving mental health.
- Recycling initiatives have been introduced at events.





SWOT Analysis

Strengths

How we work

- Community led and managed – we live our vision
- A learning organisation that works well together
- Variety of people and skills and long standing, experienced, excellent staff team
- Strong, dynamic teams – we change and adapt, constantly reflective and problem solving
- Flexible capacity in team – can scale up and down in hours as needed
- Strong CEO and leadership delegated to co-ordinators. A skilled, lean and efficient core team
- Right people involved in fundraising
- Financial certainty with secure reserves
- Incremental growth which is manageable and sustainable
- Great trustee board – diverse, skilled, experienced and not reliant on specific individuals.

The work we do

- Visibility of the project – leading by example, high profile in the City
- Well networked, trusted and respected within the community
- Known for our reliable, strong delivery across all services
- Strong links with other services and organisations
- Length of service / experience providing constants in people's lives
- Helping people with employment and training needs
- Work with all sectors of the community. We are doing specific work with the LGBTQ+ and BME communities, carers, young people families and older people
- Proactive and a key player in our partnerships
- Strong mandates for our work
- Integrated Health and Social care – we deliver this on the ground!
- Our consultation work: we get external requests and always feedback
- We support our community in times of austerity to grow in confidence and prospects
- Uniquely aligned to the policy environment - no-one has comparable history, contacts, networks and relationships. Our social capital is immense and social value incalculable.

Weaknesses

How we work

- Gender imbalance of workers
- More cross departmental working to really maximise capacity and impact
- Doing more work on less resources
- Information held by specific people / roles, including our CEO
- We need to develop HKP's fundraising skills and allow more time for fundraising
- We need a comprehensive volunteer strategy
- We need to invest to create revenue income streams
- Our work is unlikely to attract individual giving.

The work we do

- Reduced capacity to door knock – always needs to be a priority
- More communication needed around support for families
- There are still people in the community who don't know about us!
- Over reliance on statutory funding
- We need to broaden the appeal of community newsletters
- Are we too reliant on social media? Must keep up paper communications where needed
- Community members can get frustrated when results of work aren't immediate
- Community activities need to be accessible for the most isolated such as the disabled
- The lack of dedicated youth space



Opportunities

How we work

- Improve our website and continue use of social media; Instagram, Facebook and Twitter
- Explore how we can generate an income – develop a trading arm and fundraising events
- Further develop consultancy role as an income generator
- Invest reserves ethically to produce regular additional income
- Use the room at Hangleton Community Centre for work with young people
- Evolve the way that our teams work together
- Share information about small funding opportunities
- New volunteering posts
- More collaboration – we are really good at this and it hugely enhances our impact

The work we do

- Build on our current partnership
- Build more bridges between younger and older people
- Engage more residents and their skills in the organisation
- Work towards the best outcomes and facilities for local residents in the Toads Hole Valley
- Model for how communities can acquire and manage their own resources with full consultation and involvement of the community
- Mapping services and activities
- More work with special schools in Portslade
- Links to social prescribing
- Closer working with health, linking community, schools and Primary Care
- Link more with libraries to develop information about local services and providers
- Strengthen links with local businesses, explore work placements and Trustee possibilities – develop our portfolio of work experience opportunity
- Providing employment and work experience for young people and sustaining our IAG offer
- Develop opportunities around employment, build partnerships with the Job Centre.

Threats

How we work

- Keeping website and social media updated: skills/time, losing our website volunteer
- Maintaining our level of staffing with the skills required in tricky climate
- Diluted youth work with the wider boundaries and lack of youth facilities/venues

The work we do

- Conflicting priorities
- Burdensome monitoring requirements (funder driven)
- Constant outreach required to ensure we meet the needs of all the community
- Hangleton base needed for youth work / no dedicated space for young people in West Hove
- Tackling and raising awareness of debt issues and rising cost of living
- Volunteer burn out and people too busy to get involved
- Changing politics and cuts in City funding
- Economic effects of Brexit
- Competition for funding
- Lack of CEO/core capacity, due to demands of collaboration, commissioning and maintaining relationships
- Sustain and further develop citywide vision for early help and prevention work in BHCC and ICB to maintain core investments in our services
- Constant updates in law and technology
- Impact of rising utility costs on Community Centres in H&K.



Fundraising strategy

Our strategy has been to work towards a situation that enables us to have our minimum frontline costs funded through local public-sector sources. With the City Council's move to an integrated commissioning framework for community development and youth work, we have succeeded in being commission ready and are receiving commissions to support Community Development, Youth Work, Older People, Community Education, Financial Inclusion, Ethnically diverse Mental Health, and the Health Forum.

However, this means that while we have been successful thus far in securing our frontline costs, these funds are only partially covering our core functions. Our strategy therefore is to add to our minimum offer by developing projects that respond directly to the community needs identified in our Neighbourhood Action Plan. This will support our core while adding to our frontline capacity and maximise resident benefit. We plan to do this by seeking funds from a range of grant making trusts.

A third strand of our fundraising strategy is to sell our expertise to other organisations. This generates income for HKP as well as spreading understanding and knowledge about our approach and sharing good practice. We have been successful in generating around 60% of our CEO's salary through this approach. Currently our CEO is paid to: be a member of Primary Care Network; mentor another CVS leader; support Mental Health Transformation (as Vice Chair) and take the strategic lead for our Inclusive Communities partnership.

Potential Grant Making Trusts and funding strands

Youth Work

- BHCC Youth Service Commissioning
- Children in Need
- Comic Relief
- Police Crime Commissioner
- Active Sussex (sport)
- Noel Bennett
- Pebble Trust
- The Henry Smith Charity (young people)
- Sussex Community Foundation
- Hove Rotary Club

Learning

- Housing Revenue Account
- NHS Sussex (digital)
- BHCC TSIP
- TSB/Lloyds
- Awards for All
- Allen Lane Foundation (employment and training)

Intergenerational

- Big Lottery
- Rayne Foundation
- Esmée Fairbairn Foundation



Community Development Work

- BHCC Third Sector Investment Programme
- NHS Sussex
- Heads On Charity
- Garfield Weston Foundation
- The Co-operative Foundation
- Waitrose
- Hall Woodhouse (older people)
- Eileen Dodgson (older people)
- Tudor Trust
- Hove Rotary Club (older people)



Monitoring and evaluation

HKP is always striving to develop as a quality deliverer of community development, youth work, and community-based training and learning. To do this, we have a well-established evaluation framework. We evaluate:

- whether our activities fulfil the needs of the community and have a positive impact on the individuals and groups we work with
- the quality of our activities and the effectiveness of our structure and function
- whether all sections of the community are benefiting and/or are aware of the opportunities that are available to them.

HKP's management structure and systems are quality assured through Trusted Charity.

Process of annual evaluation

Planning - We set out what we plan to evaluate, the questions we want to answer and how we will gather the information we need. We gather information from the perspectives of different groups: residents, learners, community group members, trainers, Youth Workers, Community Development Workers, volunteers and the organisation. Data is collected through questionnaires, and the planning process with community groups and focus groups.

Defining Roles and Responsibilities - We try to ensure that there is clarity of roles within the organisation, of individuals within project teams, and between teams, delivery partners and other stakeholders including beneficiaries, volunteers and funders.

Setting Project Objectives - We always make sure that project objectives are set at the start of a project, are SMART (Specific, Measurable, Agreed, Realistic and Timely) and have a combination of hard and soft targets.

Setting Baselines - We always make sure that we have baseline data so that we are able to evaluate how far a project has (or in some cases hasn't) moved things forward.

Setting Input, Output, and Impact Measures - We break the evaluation down and consider what resources need to be put into the project, what came out of it, and what difference it made.

Identifying data to be collected - At the beginning we identify what quantitative and qualitative information needs to be collected to measure achievement and on which to make an assessment.



Assessing value for money - There is an overarching evaluation of the extent to which we are value for money, how well each project keeps within its budget, cost per beneficiary and whether the results can be achieved more economically. We also reflect on what we could have achieved with more funding and whether any resources could have been more effectively used.

Pulling the Information Together - We pull together a record of data to ensure that each stage of evaluation activity is recorded and can be monitored.

Producing Evaluation Reports - Reports include key findings, analysis and conclusions, recommendations and lessons learnt.

Dissemination of Project Findings - We ensure that the findings from all projects are disseminated to participants, funders and potential funders, as well as those working at a strategic policy level.



Communications Plan

Our internal and external communications plan maximises the impact, and awareness, of our work.

Audience	Information Requirements	Key Messages	Channels
Funders	Evidence of need Evidence of effectiveness	That we do a great job That we add significant value That we are good value for money That we are the best way of consulting with the community Individual success stories that show distance travelled.	Impact reports Funders returns Good stories in the local paper Inviting them to events
Staff teams	To understand better what each other is doing	That it is better to work together and not in silos as this is where our added value is most potent	Regular team meetings Emails of work reports Trustee & staff away days
Young people	To know what support and activities are available to them	To know that they are listened to and supported To know there are people who can help develop their confidence / skills To know they can meet other young people and do things together	Face to face Social media Flyers Work with schools Word of mouth Youth forum
B&H residents	To feel more positively about Hangleton & Knoll	That there is a strong community That there is a lot going on in the area That it is a good place to live with lots of things to do	Argus BHCC magazine Website Social media B&H News
HK residents	To understand what HKP can do for them	To know that they are listened to and that their needs are being addressed That they can engage in the community to make their lives and the lives of other residents better	Face to face Website Harbinger Scroll Email updates Community events Social media Argus
Businesses	The difference HKP makes to the local community and their business	That HKP plays an important role in supporting the area That local residents are possible volunteers, trainees and employees	Bespoke info Invitations to events Face to face
Potential volunteers	That there are a range of opportunities for potential volunteers	Develop skills and experience Make a difference in the community That they'll get a reference for other opportunities or jobs	Social media Harbinger Scroll Website Word of mouth Volunteer Centre
Partner organisations	Link what we do to what they do	That we are a key partner supporting one of the most disadvantaged areas That we do a good job so are a low risk partner That we are fun and easy to work with	CEO networking Impact Reports Invites to events Bespoke information such as GP TV Screens



Risk assessment and mitigation

HKP, like every organisation, faces potential problems which may undermine the level and/or quality of its work or even threaten its existence. Good management aims to prevent these problems from arising in the first place and identify ways of coping with them if they should arise. To aid this process, HKP has a Risk Management Strategy.

The trustees carry out a risk assessment review at a full board meeting annually, and the report considers the main risks currently facing HKP. We regularly review the measures which have already been taken to mitigate those risks and consider what further measures are needed and our review is therefore a 'live' document.

The risks are considered under five broad headings:

- Management and direction risks
- Operational risks
- Financial risks
- External risks
- Compliance with law and regulation

Our full ongoing risk assessment is available on request. Please email info@hkproject.org.uk

The Hangleton and Knoll Project Staff and Trustee Team, 2022





Appendix 1

Some key milestones from the last 40 years

- 1983: Hangleton Community Project (later renamed Hangleton & Knoll Project) started with the support of PACT (People and Churches Together) and a year later the first Community Development worker was employed by the Project
- 1985: 'Night of 100 Drums' brought 8,000 people to Hangleton Park and in the following year the 'Be There' community event brought 12,000 people to Hangleton Park – part of developing plans for a local community centre
- 1988: Hangleton Community Development Workers employed and Community centre opened
- 1989: Knoll based Community Development Workers employed; local newsletter launched
- 1991: first youth workers were employed funded for three years by Comic Relief
- 1993: Portslade Community Project launched with HKP support
- 1996: Employment and Advice Centre opened at the Grenadier shopping parade
- 1998: St. Richards Church & Community Centre extension opened; tree planting, traffic calming and park improvements continued. Hangleton Park improvements took place
- 1999: Improvements made to Knoll Recreation ground and Grenadier shopping area; South Portslade office opened; Audio Active Youth Music Project started at Station Road
- 2000: IT learning access centre set up as one of five pilot projects in the country and equipped with four computers (evolved into HaKIT); Circus Project Community group set up
- 2001: Staff handbook produced; Community Café in Hangleton opened
- 2002: "Party in our Park" festival in Hangleton Park
- 2003: Neighbourhood Renewal Funding (NRF) provided resources to develop the young people's resource room in Hangleton, to decorate the Pavilion Café, build an office at St. Helen's and further developments to the IT training rooms
- 2004: Hove Polyclinic Young People's Sexual Health Drop-in developed with young people
- 2005: "Young people and alcohol" research project with Brighton University; Community Safety Day in Hangleton Park; Anti-bullying DVD project with young people; new partnership with Hove Park School; Young people's football project in partnership with B&H Albion FC.
- 2006: 3yr Children in Need funding for youth participation worker; 3yr Big Lottery funding for a Senior Youth Worker with health remit; Young people's alcohol peer education project; New IT room at Hangleton Community Centre opened by the mayor; Door knocking consultation with residents aged 50+; Knoll Pavilion Café community started.
- 2007: Youth shelter in Knoll Rec; developing a programme of activities for residents aged 50+ based upon consultation findings; H&K Employment & Learning pilot; young people's health initiatives; Neighbourhood Action Plan; young people's homework club; Hangleton Park Arts Day; Hove Park School excluded unit established at Hangleton Community Centre; CLAIT (Computer Literacy and Information Technology) certificate ceremony for HaKIT learners; Hangleton Fun for Families community group started; Friends of Knoll Park group formed.
- 2008: BME (Black and Minority Ethnic) participatory research project; Research for Employment & Learning Pilot project; Pavilion Patio built; Knoll park consultation
- 2009: Youth Team receives Award from the High Sheriff of Sussex in recognition of the great work delivered by them in Hangleton & Knoll
- 2012: won the Big Society award in recognition of our long experience and expertise in community development. Representatives from the Project, including our youth trustee Sophie Murphy visited Downing Street and were given the award by the Prime Minister.
- 2015: Pat Weller awarded MBE for her services to the community and volunteering
- 2018: selected by Public Health England for good practice in working with Bengali women
- 2019: NHS England award for our 'excellence in inclusion and participation in community health'
- 2020: Delivered the emergency food effort during lockdown for the west of the City
- 2021: Worked with our PCN to recruit and support 200 volunteers to the vaccination effort
- 2022: Awarded the Cancer awareness tender in partnership with The Trust for Developing Communities and Macmillan