



HIVCA Strategy 2025/26

HIVCA vision and mission



HIVCA's **vision** is that the people of Hampshire and Isle of Wight can live healthy, active, independent lives full of connection and contribution within their communities for as long as possible and that health, and social care support is well integrated into people's lives to support the best recovery and care

HIVCA's **mission** is to play an active role in the Integrated Care System and bring VCSE specialist expertise to:

Create social value that tackles inequalities that positively impacts health in our communities

Provide a direct link to communities and their experience of health needs so that solutions are built around them

Focus on prevention and early action as well as lasting impact

Demonstrate the value of collaboration and working across and beyond organisational boundaries to bring positive change.

Setting the Direction: How this strategy was shaped



In April 2025, HIVCA brought together a wide cross-section of voluntary, community and social enterprise organisations to consult on HIVCA's strategic priorities.



Why Now?

With the sector navigating increasing complexity, and demand, the event provided:

- Space to reflect on the role of the VCSE in health and care
- Opportunities to connect and collaborate
- A platform to co-shape HIVCA's future direction.

Endorsed Priorities

Priority	What participants said
Collaboration	"Crucial for system-wide progress"
Communication	"Helps us stay informed and connected"
Advocacy	"A strong clear voice is essential"
Governance	"Solid base for collective accountability"

HIVCA priorities



Collaboration

Communication

Advocacy

Governance

Collaboration

We want to support more, new and different COLLABORATIONS that will benefit health and social care. The actions we propose to take in 2025/26

What	How	Who
Capture learning from the development of the Safe Haven Alternative Provider Collaborative to share with future collaborations.	Review the process with providers and commissioners and produce a report.	Nicky Judd
Facilitate further collaborations through supporting partnerships of VCSE who would like support to work together, and with the ICB to address health and social care problems.	Create structured partnership building opportunities, by facilitating themed collaboration workshops that bring together VCSE groups with shared priorities. Strengthen communications channels between VCSE and ICB by hosting joint learning sessions.	Sam Mabbott
Bring together the HIVCA network at least once a year to ensure: a) Shared learning b) HIVCA Leadership Committee accountability c) Transparency d) To enable and support positive progress	Hold at least one HIVCA event a year, designed around shared priorities and learning needs. Include clear updates from leadership committee and capture insights and commit to actions.	Joy Martin
Expand membership by 500 members.	Targeted campaign to VCSE organisations across HLOW focusing on areas that are under-represented. Direct engagement through existing networks, such as LIOs. Streamline the sign-up process to make joining simple. Referral scheme where existing network invite peers, supported by template messages etc.	Joy Martin Rob Kurn
Coordinate and deliver a workshop for the HIVCA network on commissioning processes, facilitated by the ICB, to build understanding and support VCSE engagement in commissioning opportunities.	Work with ICB leads to co-design a workshop that explains commissioning opportunities for VCSE involvement. The workshop will be promoted widely across the network, with a good lead in time to allow people to attend.	Joy Martin

Communication

We know from feedback that COMMUNICATION matters to the HIVCA network and we want to get that right.

What	How	Who
Continue a regular newsletter to share updates, opportunities and communicate about what HIVCA Leadership Committee members are up to.	Ongoing production and distribution of HIVCA newsletter, currently on a bi-monthly basis. Distribute a survey to ensure that the content, frequency etc is what is expected.	Joy Martin
Launch a website and email addresses so that HIVCA can establish its own identity and make it easier for people to find out more and get in touch.	Funding secured in 2024/2025, website to be developed by Action Hampshire as part of their support for HIVCA.	Joy Martin Alex Robertson
Build on the relationship between HIVCA and the ICB and ensure HIVCA have effective two-way communication.	Bi-monthly meetings between Natalie Webb, Joy Martin and ICB leads. Continued meetings with Caroline Morison on a less frequent basis. Opportunity for HIVCA network to liaise with ICB at HIVCA events.	Natalie (Joy supporting)
Create a central hub for funding opportunities, shared knowledge and key contacts.	Currently offered on Basecamp. Investigate whether the HIVCA website can accommodate this, and if so, what it would cost.	Joy Martin Alex Robertson
Create and maintain a social media presence on LinkedIn.	Share regular posts promoting HIVCA related content, industry updates, blogs and hosted news stories, and raising awareness of events and services.	Joy Martin Alex Robertson

Advocacy

HIVCA's role is to bring the VCSE sector together across HIOW and ensure it has the strongest possible voice at the ICB, and potentially other HIOW wide structures as they emerge (e.g. MCA)

What	How	Who
Develop an Advocacy Charter so the HIVCA network can clearly and legitimately advocate on behalf of the sector, with the backing and support of HIVCA.	HIVCA engagement events have provided the necessary network feedback to draft a charter. This will be tested with the network and launched.	Joy Martin
Advocate for the unique community needs of different "places" within HIOW and strengthen the "place" voice at the ICB.	By working with Local Infrastructure Organisations, existing local sector advocacy (e.g. VCSE HWBB Leads), and local networks. HIVCA will continue to develop two-way communication and ensure that place-based insights inform ICB decision making.	Rob Kurn
Develop the relationship between HIVCA and the ICB, pursuing a conversation about how and where the VCSE voice should be heard.	Progress the 'ask' for HIVCA to sit on the ICB Board.	Natalie Webb
Work with the ICB on their strategy for the VCSE and where possible support the delivery of that.	Maintain regular engagement with ICB to stay informed of strategic developments and identify alignment with HIVCA's priorities. Actively contribute to working groups and consultations. Where delivery opportunities arise, we will support implementation by mobilising the HIVCA network, sharing intelligence, promoting collaboration.	Natalie Webb
Agree 2 or 3 topical areas of focus with the ICB and HIVCA network and facilitate meaningful engagement. For example, winter pressures.	Engage with both the ICB and HIVCA network in identifying shared priorities that reflect system pressures. Once agreed we will facilitate targeted engagement activities ensuring a diverse range of VCSE voices are involved.	Sam Mabbott Sarah Quarterman
Advocate for the meaningful involvement of people with lived experience by acting as a bridge between the ICB (and other agencies) and communities, facilitating connections, and ensuring their voices inform decision making and service design.	Develop clear, accessible channels and forums to connect individuals with lived experience with the ICB and other system partners. Additionally, we will actively promote the value of lived experience insight within the ICB and advocate for its integration in policies, strategies and service developments. Regular feedback loops will be established to ensure lived experience contribution are acknowledged and acted upon.	Rob Kurn
Undertake a comprehensive mapping of members organisations' services, capacity, needs and geography.	Design and distribute a structured survey to capture key information. This will be followed up with targeted conversations, or workshops to fill gaps or gain deeper insight. The data will be collated into a dynamic resource that highlights the strengths and reach of the HIVCA network and areas to focus on. We will review and update the mapping regularly to keep it relevant and actionable.	Joy Martin

Governance

Getting the GOVERNANCE of HIVCA right for the network.

What	How	Who
Be transparent about how the Leadership Committee works and what we talk about by communicating this through our newsletter.	Include regular updates in the HIVCA newsletter. These updates will clearly outline decisions made, topics discussed and any opportunities for wider involvement. Use accessible language to help understanding. Where appropriate link to further documents or invite feedback on specific issues.	Joy Martin
Share a model or template with the ICB, so that we can be clear what information we need from them when a VCSE decision or input is required, and so that we can share this information clearly with HIVCA network.	Develop and share a template with the ICB which will include details such as: purpose of the decision, timeline, context, who is affected, what input is being sought.	Joy Martin
Undertake a skills, background and representation audit of the Leadership Committee.	Use or design a confidential self-assessment tool for the Leadership Committee to complete. This will help us to understand the collective strengths of the committee as well as any gaps in skills, perspectives, or representation. We will analyse the findings to inform future recruitment, succession planning, ensuring the committee remains inclusive, balanced and equipped to lead effectively. Summary findings will be shared with HIVCA network to demonstrate our commitment to equity and accountability.	Helen Fisher
Review different governance structure options for HIVCA and report back to the HIVCA network with options including a plan for succession.	Research and assess different models using the links with ALLiance42. Consider factors such as legal structure, decision making processes, accountability and sustainability. Input from the network will be sought to ensure any future structure reflects the values and needs of the network.	Sarah Quartermann
Develop a risk register.	Identify potential risks that could impact delivery, governance or sustainability of the network. Leadership Committee will assess the likelihood and impact of each risk and assign clear owners and mitigation actions. It will be reviewed at every Leadership Committee meeting.	Joy Martin
Support the HIVCA network to get to know each other.	We will create regular opportunities for connection, collaboration, and relationship building. Including informal networking sessions, themed events, 'Shine a Light' in the newsletter that showcase network organisations and their work.	Joy Martin

Sustainability/Future Proofing

We want HIVCA to be sustainable and around for the long term

What	How	Who
Ensure HIVCA is embedded into the ICB's way of working with the VCSE in the medium and long term.	Continue to build strong, strategic relationships with key ICB leads and ensure HIVCA is consistently represented in relevant governance, planning and engagement structures. We will also advocate for formal recognition of HIVCA's role in system documents, plans and investment decisions.	Natalie Webb
Secure ICB funding for HIVCA beyond 2025/26.	Develop a clear and compelling case for continued investment. Including capturing impact data, showcasing outcomes delivered through the network and aligning our work with ICB priorities and strategic objectives. We will maintain regular dialogue with key ICB decision makers advocating for longer term sustainable funding as part of system infrastructure planning.	Natalie Webb Joy Martin
Explore HIVCA partnerships with other ICP members.	We will identify shared priorities and areas of overlap between the VCSE sector and other partners such as local authorities, NHS providers and community representatives. We will proactively engage with these stakeholders through existing forums to build relationships, understand their goals, and explore opportunities for collaboration. This could include joint project, shared communications or co-designed engagement activities.	Natalie Webb
Consider future structures and how HIVCA will work with these, especially considering LA Devolution and reorganisation.	We will actively monitor key developments across the region and engage in early conversations with key stakeholders to understand emerging governance models and their implications for the VCSE sector. We will consider how HIVCA can remain agile and relevant with new structures, identifying where representation, coordination or partnership working may need to be adapted or expanded.	All