



Hythe Civic Society

Annual General Meeting – 23rd May 2023

FORWARD PLAN 2023-2026

This Forward Plan is recommended by the Executive Committee for adoption as a working document to convey the principal aims and targets for the Society over the three years to 2026. It is set out in two parts:

Part One: Delivering on The Society's Charitable Objects (the purposes of the Society) – outwardly focused

Part Two: Delivering Effective Operations and Governance – internally focused

Mostly, the Plan reflects current and planned ongoing activities, but also contains some new areas of focus (for example, working in partnership to develop management plans for the Conservation Area). A forward plan is a requirement of the new Constitution. With routine oversight by the Executive Committee and the reporting of progress to members, the Plan will help to ensure the Society maintains a coherent and purposeful sense of direction.

It is intended as a rolling three-year plan, meaning that at the next AGM the plan period will be extended by a further year.

Recommendation

That Members be asked to support and approve the Forward Plan 2023-2026.

Hythe Civic Society FORWARD PLAN (2023 – 2026) – PART ONE - DELIVERING ON OUR SOCIETY’S CHARITABLE OBJECTS

SOCIETY OBJECTIVES	ACTIONS	2023-24	2024-25	2025-26	Measures of Success
Promote high standards of planning and development across Hythe	Maintain scrutiny of and input to significant planning applications – especially for listed buildings, proposals affecting the Conservation area, and more major applications – canvassing society members, where practical, for their views.	y	y	y	Good engagement with the society’s membership with comments submitted to HTC and FHDC as appropriate within timescales. Positive outcomes secured.
	Hythe Civic Award – open the scheme to Non-Members		y	y	Increased award nominations
Inform our public about Hythe’s heritage, history and its natural and built environments, and in these subjects more generally	Maintain regular monthly cycle of Talks (September – June). Feedback sought from attendees. Aim to increase the number of locally specific topics.	y	y	y	The programme is delivered as planned. Average attendances of 65 achieved. Positive feedback received.
	Exhibition and events – aim for at least one exhibition and a ‘Civic Day’ event each year. Consideration to be given to the purchase of a waterproof outdoor gazebo for external events.	y	y	y	Good feedback received via a Comments Book/Feedback survey. Attracts new membership applications.
	Maintain the regular cycle of guided ‘Town Walks’ during the summer.	y	y	y	Guided Walks are held each week during the programmed period. Average attendance of [10]. Good feedback received.

	Blue Commemorative Plaques – aim to install one plaque each year from 2024-2025.		y	y	Following consultation and necessary approvals one plaque successfully installed each year
	Aim to publish at least one heritage/local history related publication each year, in e-book format or hard copy, subject to costs.	y	y	y	Publications are well-received by society members and others.
Secure the preservation, protection and improvement of Hythe’s historic features	In partnership with FHDC and HTC (councillors and officers) and other groups and to involve community consultation:	y	y		Management Plan produced and then approved and adopted by FHDC.
	<ul style="list-style-type: none"> a) develop a Conservation Area Management Plan. b) develop a ‘Local List of Heritage Assets’ as supplementary guidance for development planning purposes. 		Y	Y	Strong engagement with the District and Town councils with involvement of a cross-section of the local community.
			Y	y	Plan adopted by FHDC as supplementary guidance for planning purposes.

Promote civic pride across Hythe	'Hythe in Bloom' and 'the Tuesday Volunteer Gardeners' projects - maintain support for these popular and valued schemes. Aim to improve the appearance of identified neglected open spaces and the removal of graffiti where practical.	Y	Y	Y	A continuing good working relationship with FHDC and sponsors. Attractive and well maintained flowerbeds in partnership with FHDC. Provision of a clean, well-maintained streetscape. Continuing enjoyment of volunteer participants.
	Working with the Hythe Environmental Community Group and pupils from Brockhill Academy in developing the Eaton Lands Community Orchard for communal use and educational purposes .	y	y	y	Good feedback from the Community including local schools .

Hythe Civic Society FORWARD PLAN (2023-2026) – PART TWO -DELIVERING EFFECTIVE OPERATIONS AND GOVERNANCE

OBJECTIVE AREA	ACTIONS	2023-24	2024-25	2025-26	Measures of Success
Valued Communications with Members and the wider public	Maintain quarterly newsletter containing information on Planning, Talks, History of Hythe, forthcoming events and local news items.	Y	Y	Y	Good feedback from members including Facebook 'Likes'.
	Use the HCS Facebook Page to direct followers to the website.	Y	Y		Growth in monthly average of website 'hits' and 'visitors'.
	Develop members' only portal for the website, maintaining the release of new articles and features.	Y			Growth in Facebook Page members, with a significant number of these converted to full HCS membership.
	Provide a leaflet promoting the Society's activities	y	y	y	Good active use as measured by website analytics.
	Annual survey of membership - analyse responses and feed into ongoing activities. Feedback results and outcomes to membership.	y	y	y	Good demand and feedback Good response rate to the survey (30%). Document analysis of responses and details of impact on Society's activities. Successful co-ordination of messaging to Membership and Social Media audience. Publish 'end of year' results against stated objectives .

Effective Promotion and Increasing Membership	Use of local press and journals, website and social media to publicise HCS work, achievements and benefits of membership.	Y	Y	y	
	Annual balanced budget ensuring ongoing activities are scaled according to ongoing income.	Y	y	y	Small end of year surplus. Monthly budget monitoring by the Executive Committee
Sound Finances	A 'fund raising' event each year (eg. boot fair, major heritage event).	y	y	y	
	Triennial reviews of membership subscription levels to maintain HCS viability against predicted costs.	y	y	y	No budget deficits. Scale activities to budget where necessary.
	Introduce online sales and payments facilities for publications, prints etc.	y	y		Generates greater sales turnover
	Introduce online Membership facility(Portal)via the website with members only information, publication access and online payments.	y	y		Ease of payment generates greater take-up of memberships.
Effective policies and governance measures	Establish a 'Governance' Working Group to oversee Policy and Practice reviews and staged production of all policies and arrangements required by the 2022 Constitution.	y	y	y	Policies adopted and implemented by the Executive Committee
	Ensure all key operating functions are documented and available to all Trustees.	y Initial set-	Y	y	Central e-library established and functioning for Trustees' use.

	<p>Implement succession planning for key roles.</p> <p>Reduce data breach risks by reducing use of email to circulate information – making use of shared libraries.</p>	up completed.	Y		<p>Evidence that if a Trustee is no longer able to fulfil role, the Society can continue to function uninterrupted.</p> <p>Managed secure document libraries and shared folders used, where practicable, in place of multiple email traffic.</p>
Sound Trustee (the Committee) development	Ensure all relevant Charity Commission Newsletters are circulated and key points highlighted to Trustees.	y	y	y	Received by all trustees
	Produce New Trustee Joining Pack with collated information from previous committee meetings etc.		y		Improved engagement by participants at Meetings etc. Speedier implementation of Projects. Increased effectiveness of new Trustees.
	One Trustee training and updating meeting each year.	y	y	y	Attendance by all trustees (the Executive Committee) with good feedback.
Effective Partnering	Close and effective working with the Town and District Councils on Conservation Area, Local Listing initiatives, 'Hythe in Bloom' and streetscape initiatives together with good working relations with other community groups	y	y	y	Positive feedback from partner organisations, with commitments signalled for long-lasting joint working.