

How to get involved

It is easy to access WHiST, you can give us a call on 0191 4546959, email info@whist.org.uk or simply walk into Salus House to ask about accessing services.

How to Donate

You can donate in different ways by offering your time as a volunteer, offering unwanted gifts to be sold, or you can donate money towards the direct delivery of services by accessing www.goldengiving.com/charity/whist

Awards Received

- 2016 - **Change 4 Life Quality Standard Award South Tyneside Public Health**
- 2015 - **NIACE North of England Award winner** - in recognition of outstanding learning achievement
- 2014 - **GlaxoSmith Kline award** – Runner up
- 2013 - **Adult & Community Learning Success Awards** – Runner up
- 2013 - **Bevan Prize Health and Wellbeing** – Winner
- 2013 - **Open College Network for Community Innovation Award** – Highly Commended
- 2012 - **South Tyneside Council, Voluntary and Community Sector Provider of the Year**
- 2009 - **Queens Award for Voluntary Services**

Registered Charity Number 1119901
Company Limited by Guarantee 6175697

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Office opening times: 9.30am - 4.00pm, Monday - Friday

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Women's Health in South Tyneside STRATEGIC PLAN 2016 – 2021

EXECUTIVE SUMMARY

September 2016



Introduction

WHIST continues to have a reputation for providing effective quality services and support to women within South Tyneside, with external organisations, our partners in the community and voluntary sector and local women. With this in mind **WHIST** has spent 6 months of 2016 working on a five year strategic plan to work towards sustainability, while retaining our core values of taking a holistic view of our members and developing wrap around services based on the individual needs.

WHIST offers a unique environment both physically and emotionally for members and volunteers.

We are committed to continuing to provide women only environment as we know that this is important to obtain the best outcomes for all involved in **WHIST** whatever our roles, including staff.



We deal with a range of women of different ages; there is empirical evidence that woman only space continues to be necessary to enable women to progress in their lives.

The five strategic objectives outlined in this plan have been identified to meet our vision for 2021. These objectives will focus **WHIST** on becoming a centre of excellence for women's services and allow us to develop partnership working and enterprises with health providers and across the public and private sector.

We are sure that our drive and commitment to working towards sustainability will provide challenging new opportunities which we have the experience and motivation to achieve.

This is a milestone year as we celebrate our 30th anniversary, and we want to ensure that **WHIST** moves forward valuing our core principles of helping local women to achieve their potential through equality and empowerment for the benefit of themselves and our community.

Ruth Berkley
Chair

Angela Oxberry
Chief Executive

6. Action and Delivery Plan

Year 1:

- Sustaining and developing existing services
- Developing equality and diversity of practice
- Staff development around ICT, social enterprise development and fundraising/ commissioning
- Management committee development around governance legislation, external policy environment and developing a trading arm
- Funding strategy development and implementation
- Marketing and communications strategy development
- ICT and Website development
- Annual review, including review of skills and knowledge

Year 2:

- Sustaining and developing existing services and developing equality and diversity of practice
- Staff and management committee development in response to identified needs
- Funding strategy implementation and review
- Marketing and communications strategy implementation and review
- Beginning to develop social enterprises approaches and other employment pathways
- Beginning to develop a trading arm for **WHIST**
- Recruitment of new staff posts
- Annual review, including review of skills and knowledge

Year 3:

- Appointment of new staff posts
- Sustaining and developing existing services and developing equality and diversity of practice

- Staff and management committee development in response to identified needs
- Funding strategy implementation and review
- Marketing and communications strategy implementation and review
- Social enterprises and other employment pathways development and delivery
- **WHIST** trading arm in place
- Interim external evaluation
- Annual review, including review of skills and knowledge

Year 4:

- Sustaining and developing existing services and developing equality and diversity of practice
- Staff and management committee development in response to identified needs
- Funding strategy implementation and review
- Marketing and communications strategy implementation and review
- Social enterprises and other employment pathways development and delivery
- Income generation from trading
- Annual review, including review of skills and knowledge

Year 5:

- Sustaining and developing existing services and developing equality and diversity of practice
- Staff and management committee development in response to identified needs
- Marketing and communications strategy implementation and review
- Social enterprises and other employment pathways development and delivery
- Income generation from trading
- Visioning and strategic planning for the way forward

- Premises Caretaker (0.5 FTE)
- 2 Developing a comprehensive quality standards system using PQASSO level 3.
- 3 A more diverse membership base, Governance structure and staff team.
- 4 A trading arm of **WHIST**.
- 5 Revising governance structure as required to enable future diversity of funding.
- 6 Securing commissions to deliver women's health services.

5. Resources Required

To deliver this Strategic Plan it is estimated that **WHIST** will require the following finance over the period (a full financial Forecast of projected income and expenditure is in Appendix 4 and 5 of the full strategic plan available on our website).

TYPE OF INCOME	2016	2017	2018	2019	2020	5 YR totals
Total Direct Costs	186,646	179,521	242,787	250,306	261,140	1,120,399
Premises and office costs	41,029	41,767	48,023	50,235	49,880	230,933
Central function costs	106,258	107,689	111,020	114,407	117,985	557,359
Governance and development costs	7,763	7,995	8,236	8,483	8,737	41,214
Total Overheads Costs	155,050	157,452	167,278	173,125	176,601	829,506
TOTAL	341,696	336,972	410,065	423,431	437,741	1,949,906

The successful delivery of this Strategic Plan will therefore require a significant investment from public and charitable funders. Over five years, this amounts to £2,052K of which, £436 K is confirmed from grant funders and service level agreements and a further £99 K potential for 4 years from ST Adult Services and ST Public Health. A further 25K is under assessment from ST Business & Enterprise Skills. The remainder is part of **WHIST**'s fundraising strategy which is detailed in the full Strategic Plan. **WHIST** have set themselves a modest target of

generating £40K from fundraising and donations, £113K from the Social Enterprise development over the five years.

WHIST will seek to maximise its resources by developing partnerships and joint projects, consortia and partnerships with women's VCOs and other voluntary, public and private sector agencies in the delivery of this Strategic Plan. To this end, **WHIST** is part of Women's Commissioning Support Unit that aims to develop the strategic and delivery capacity of the women's voluntary sector to engage in commissioning opportunities.

2. What WHIST Does

WHIST is a dynamic and innovative organisation that offers a wide range of wrap-around services including personal development courses, counselling, volunteering, support groups, physical exercise classes, health promotion workshops, and employability support. We offer mental, physical and emotional support to the women of South Tyneside, in a safe, confidential and non-judgmental environment. Our ethos encourages equality, independence and empowerment. Women choose their own pathway through the services to suit their changing needs, and they are supported to access services in the wider community to assist their progression.

WHIST was established in 1986 by a group of local women working voluntarily to address gaps in services and support. It is testimony to the long dedication and commitment of its volunteers, staff and management Committee members that **WHIST** has survived for thirty years and grown from strength to strength. We have over 4,000 members and support over 250 different women a week to become more independent so they feel more empowered and confident about making decisions that affect their and their families' health, wellbeing and progression.

We have developed a targeted approach to tackling gender inequality ensuring that alongside

improving health and well-being, women's social and economic position is strengthened by addressing the underlying causes of discrimination and inequality. Women who use **WHIST**'s services typically live with severe deprivation in terms of health and educational inequalities. The women-only space offered at **WHIST** has been shown to be central to women's self-development and empowerment.

The number wanting to access **WHIST**'s services has been increasing rapidly, and - with generous help from the Big Lottery and a small group of charitable trusts and local companies - **WHIST** has recently extended its premises to enable it to develop both the range of its services, and to address the needs of specific groups including BAME, young women, and disabled women.

3. Development of the Plan

The strategic plan was preceded by a Big Lottery Funded Building Capabilities Report compiled by New Skills Consulting in July 2015, available at www.whist.org.uk/impactandstats/Monitoringandevaluation/ReachingCommunitiesSummaryReport.

The report contained key messages and recommendations which have underpinned and informed this strategic plan and the 5 key strategic objectives.

4. Vision and Key Objectives

External consultant Sue Robson from the Women's Resource Centre worked with the Management Committee, staff and volunteers facilitating a series of training, assessment, thinking together sessions, and stakeholder surveys which have resulted in the vision and key objectives shown here.

WHIST'S 2021 VISION:

By 2021 WHIST will be widely recognised as a leading organisation in women's health and well-being in South of Tyne:

- A safe and non-judgmental space for women's self-development that values the complexity and diversity of women's lives, and;
- A platform for wider transformation and change to bring about gender equality at every level

STRATEGIC OBJECTIVES:

1. Identifying and responding to the breadth and diversity of women's health and well-being needs in South Tyneside
2. Developing WHIST as a Centre of Excellence for women only health & wellbeing services across South of Tyne
3. Introducing changes to strengthen the governance of WHIST leading to improved future sustainability
4. Developing a range of social and economic responses to women's health and well-being, to include:
 - a. Exploring enterprise and self-employment as progression routes for women within WHIST and the wider community
 - b. Establishing partnerships for women's guidance and support in employment and strategic development
5. Developing and implementing a comprehensive marketing and communications strategy

5. The Outcomes

WHIST's primary market is the women of South Tyneside. WHIST's delivery of this strategic plan will bring about the following outcomes for their health and wellbeing:

- Improved representation and inclusion allowing a stronger voice in the provision and delivery of services
- More diverse and expanded services for women in response to a range of identified needs
- Improved partnership working, leading to:
 - More diverse services for women
 - Clearer, better resourced progression routes and pathways for women
 - More holistic options available to women for increasing their economic independence
- Clear supported pathways within **WHIST** and the wider community for women progressing towards economic independence
- Better sharing of good practice and influencing future service provision for women, including those with complex and enduring circumstances and health difficulties
- Better understanding of the value and impact of delivering gender specific services to achieve improved outcomes for women and families in the area

- By extension, these improved outcomes for women will have a significant wider impact on children, families and communities in the area.

Through the delivery of this Strategic Plan, **WHIST** will continue to add value to the services of public and voluntary sector service providers. **WHIST** secondary market is NHS England and local health and well-being policy makers and commissioners, namely the South Tyneside's Clinical Commissioning Group, Health and Well Being Board, Public Health, and Business Employment and Skills (the Adult Education Department of the Local Authority).

WHIST contributes directly to Domain 2 of the Public Health Outcomes Framework (2015/2016), "enhancing quality of life for people with long-term conditions."

Outcomes for **WHIST** as an organisation:

1. In order to expand **WHIST's** services, there is a proposal for four new staff positions, amounting to an additional 2 full time posts. The aim is to have funding in place for the posts 18 months into the project (April 2018, pending funding) and have the following posts appointed by October 2018.
 - Business Enterprise and Marketing Officer (0.8FTE)
 - Business Finance Officer (0.2 FTE)
 - Diversity Outreach Development Worker (0.5FTE)