



The Girls Friendly Society (GFS) Strategic Plan 2016/17 to 2019/20

Introduction

This is our shared strategic plan from 2016/17 to 2019/20 outlining where we hope to be in three years' time and how we are going to get there. This plan does not consider the issues currently facing GFS and the internal and external environment, which were explored and discussed in the 'Report on the Strategic Review of Girls Friendly Society with Recommendations' (June 2016).

The plan is accompanied by a 12-month budget for 2016/17.

A simpler and more visually appealing version of this plan will be prepared for marketing purposes.

Strategic Planning Process

The process to create this strategic plan began in April 2016 with a review of GFS that involved engaging with key internal and external stakeholders and observing GFS policies, procedures, systems and ways of working.

The resulting report, with recommendations, was submitted to the GFS Board for discussion during its June 2016 meeting. During July 2016, volunteers and members were consulted. Then in August 2016, stakeholders were encouraged to complete a survey exploring their thoughts and opinions.

The feedback from the Board, outcome of the consultation with volunteers and members and results of the survey informed the development of this strategic plan, which was approved by the Board during its October 2016 meeting.

Mission, Vision and Values

Our vision is a world where all girls and young women fulfil their potential.

Our mission is to provide opportunities for girls and young women to develop their confidence, self-esteem, wellbeing and resilience to enable them to fulfil their potential.

Our values are informed by our Christian heritage. We endeavour to engage every girl, young women, parent, volunteer and member of staff with:

- Kindness
- Humility
- Trust
- Respect
- Empathy
- Compassion

Background

Established in 1875, GFS is one of the oldest UK registered charities working to support girls and young women. In 1872 the idea was conceived to unite the many rescue societies that had been formed in the Anglican parishes and join together into a single society with the purpose of "saving young women from falling".

Initially, GFS engaged women to volunteer their time to befriend, mentor and support younger women who had left their homes and communities to find work. These volunteers would not only provide a meeting place for them, but also assist them to find work and to move easily between employers. By 1900, more than 33,000 female volunteers were supporting and mentoring more than

150,000 young women in more than 1,350 parish-based branches throughout the UK. Many of the young women were working in domestic service but others were teachers, nurses, clerks, students and workers in refreshment bars, mills, factories and warehouses.

Over the years, GFS provided numerous facilities, services and support including lodges offering cheap, good-quality accommodation to young women working in domestic service, mills and factories. In 1921, GFS acquired a hostel in order to take in homeless young women and those escaping domestic violence. By 1925, we had more than 65 homes and hostels in England and Wales providing accommodation for young women.

Over time the number of branches dwindled, the need for accommodation diminished and the GFS approach changed. In the early 1990s GFS responded to a need to help support high numbers of pregnant teenagers and young mothers. We pioneered new ways of working in these areas, engaging with health and education partners to ensure the needs of both mothers and children were met and young families were given the best start in life. We also ran a supported housing unit accommodating mothers and babies, to enable them to learn valuable life skills and move on to independent living.

Today our staff of 24 and national network of more than 130 volunteers deliver a variety of activities, services and support to girls and young women in a safe, single gender, non-judgmental environment in more than 30 locations throughout England and Wales.

Governance

We are a membership organisation of women dedicated to supporting the development of girls and young women and the achievement of their equal rights and opportunities.

Our volunteer Board of Trustees have overall legal and financial responsibility for the organisation. They direct the organisation's strategy and delegate implementation of the strategy to the Executive Director, based at GFS Head Office in London.

We are registered as a company with Companies House (number 03172713) and as a charity with the Charity Commission (number 1054310) as Girls Friendly Society in England and Wales. We generally refer to ourselves as the Girls Friendly Society or the abbreviation GFS.

Programme

We support girls and young women through the difficult transitions from childhood to adolescence and through to young adulthood by providing opportunities for them to have fun, make friends and develop their confidence, self-esteem, emotional wellbeing and resilience, to enable them to fulfil their potential and contribute to society.

Our programme includes personal and social development activities, workshops and courses for girls and young women aged between 5 and 25, delivered by trained volunteers, early intervention youth workers and prevention practitioners.

We provide guidance, advice and information about a number of topics, issues and themes including healthy living, positive relationships, education and independence.

For many of the girls and young women, GFS's clubs, branches and projects provide stability and an opportunity for them to develop their understanding of the importance of supporting each other and accepting one another, regardless of economic status, race, religion, cultural background, sexual orientation or ability.

We also support and promote campaigns addressing issues affecting girls and young women such as sexualisation, abusive relationships, discrimination, the lack of equality in the workplace and everyday sexism.

Strategic choices

The following key strategic choices underpin this strategic plan:

- We provide universal support in group settings - rather than targeted support to individuals.
- We support early intervention and prevention - rather than treating symptoms.
- We support evidence based outcome evaluated approaches.
- We are a feminist organisation in that we support and advocate for women's rights on the ground of the equality of the sexes.
- We engage girls and young women (from families and communities) of the Christian faith, of other religious faiths and of no religious faith.
- We engage girls and young women aged 5 to 25 supporting older girls to become volunteers and leaders in their own right.

Strategic Aims and Objectives

This section clearly states our priorities for the next three years, to 2020, given the analysis of what has gone on in the past, our current situation and what is needed to ensure a sustainable future.

These are presented as the following five high level aims with supporting objectives and measures, or KPIs, defining what we want to achieve by 2020 for each:

- Developed and be delivering, monitoring and evaluating a high quality, age appropriate and relevant **programme** for girls and young women consistently throughout England and Wales.
- Recruited and retained committed and fulfilled **volunteers** from a diverse range of communities to deliver our programme to more girls and young women.
- Increased the number of **girls and young women** from a diverse range of communities benefitting from the GFS programme.
- Positioned GFS as a recognised brand with strong **reputation** as an efficient and effective organisation delivering a quality programme.
- Ensured a sustainable **future** of the organisation by operating in a stable financial position with optimised, diverse income streams and employing resources effectively and efficiently.

Aim 1: Programme

By 2020 we will have developed and will be delivering, monitoring and evaluating a high quality, age appropriate and relevant programme for girls and young women consistently throughout England and Wales

Programme Objectives:

- Create a (high quality, age appropriate and relevant) programme or 'suite' of GFS branded activities, services and support in order to:
 - Map and review existing programme (activities, services and support).
 - Benchmark against other organisations' programmes.
 - Develop an understanding of community needs (through engagement with and involvement of girls and young women).
 - Create flexible programme content.
 - Develop digital services and support.
 - Provide opportunities for formal (accredited) personal development (including volunteering).
- Develop user-friendly training, materials and resources to support delivery.

- Develop our theory of change (to explain how the delivery of our programme has a desired outcome and impact on the confidence, self-esteem, wellbeing and resilience of girls and young women).
- Develop and implement a simple but effective monitoring and evaluation framework that enables staff and volunteers to determine the impact GFS support has on the confidence, self-esteem, wellbeing and resilience of girls and young women.
- Develop and manage an internal grants process to support the delivery of the programme.
- Develop a structure and culture that enables any group to deliver any activity, service or support in the programme.
- Develop a structure, culture and tools that enable groups, branches and projects to share their experiences of delivering activities, services and support.
- Develop user-friendly resources and materials to aid activity, and event planning and delivery.

Programme KPIs and output/outcome indicators:

	Current	Year 1	Year 2	Year 3
No of GFS groups delivering new programme	0	14	32	58
% of GFS groups delivering new programme	0	40%	75%	100%
No of GAYW involved in programme development	0	40	80	100
% of GAYW completing M&E measures	0	40%	75%	100%
% change in outcomes	0	15%	20%	25%
% GAYW satisfied with delivery	0	75%	80%	85%

Aim 2: Volunteers

By 2020 we will have recruited and retained more committed and fulfilled volunteers from a diverse range of communities to deliver our programme to more girls and young women

Volunteers Objectives:

- Develop and provide a variety of flexible volunteering opportunities.
- Develop and provide accessible, relevant and appropriate volunteer induction.
- Develop and provide accessible, relevant and appropriate volunteering training.
- Develop and provide accessible, relevant and appropriate volunteering information, advice, guidance and support.
- Develop and provide physical and virtual volunteering resources, tools and materials.
- Support and enable existing volunteers to recruit, induct, train and support new volunteers.
- Develop and provide volunteer supervision and/or formal engagement.
- Develop and implement ways to recognise and reward volunteers.
- Develop and implement mechanisms for volunteer engagement and involvement in decision making.
- Engage more potential volunteers.
- Create new networks, strategies and partnerships.
- Communicate and promote our offer (who we are, what we do, benefits of volunteering, opportunities to volunteer).
- Achieve a recognised volunteering quality mark.
- Facilitate peer support.

Volunteers KPIs and output/outcome indicators:

	Current	Year 1	Year 2	Year 3
No. of GFS groups requesting volunteer leaflets	0	10	20	30
No. of GFS groups requesting volunteer posters	0	5	10	15
No. of volunteer leaflets distributed	0	2000	4000	6000
No. of enquiries to volunteer@ email	0	25	40	60

% of enquiries to volunteer@ email converted	0	20%	30%	40%
No. of volunteer web page monthly views	57	150	250	400
No. of direct volunteers	120	130 (+10)	160 (+30)	210 (+50)
No. of support volunteers	0	10 (+10)	40 (+30)	90 (+50)
No/% of volunteers under 45	20%	35%	45%?	55%?
No/% of volunteers ethnic minority	2%	7%	10%	15%
No male volunteers	2	8 (+6)	18 (+10)	25 (+15)
DBS processing time	4wks	2wks	1wk	1wk
% volunteers completing online core training	0	40%	60%	80%
% volunteers completing online other training	0	20%	40%	60%
No. of volunteers attending training weekend	30	40	50	60
No of training days/modules offered	4	5	6	7
No of training days/module attendees	48	60	72	84

Aim 3: Girls and Young Women

By 2020 we will have increased the number of girls and young women from a diverse range of communities benefitting from the GFS programme

Girls and Young Women Objectives:

- Develop marketing materials, tools, resources and platforms.
- Support existing GFS groups to broaden existing community engagement.
- Establish GFS groups in new communities.
- Better engage existing GAYW, their parents and other stakeholders.
- Engage new GAYW, their parents and other stakeholders from a range of communities.
- Provide GAYW with opportunities to remain involved.
- Improve the collection, analysis and reporting of data on GFS GAYW.

Girls and Young Women KPIs and output/outcome indicators:

	Current	Year 1	Year 2	Year 3
No. of enquiries from GAYW	0	25	50	75
% of GAYW enquiries converted	0	50%	60%	70%
No. of enquiries from parents	0	25	50	75
% of parents enquiries converted	0	50%	60%	70%
No. of parents web page monthly visits	117	300	750	1200
No GAYW web page monthly views	0	300	750	1200
No GAYW engaging via social media				
Facebook likes ages 13 - 17	5 (2%)	30 (5%)	60 (5%)	120
Facebook likes ages 18 - 24	30 (11%)	100 (17%)	240 (20%)	600 (25%)
No of registration form links/downloads	15	30	60	90
No of GAYW attending	450	495 (+45)	600 (+105)	750 (+150)
Age 5 to 10	?	TBC	TBC	TBC
Age 11 to 16	?	TBC	TBC	TBC
Age 17 to 25	?	TBC	TBC	TBC
% GAYW ethnic minority	0.5%	1%	2.5%	5%
% GAYW disability	0.1%	0.5%	1%	2%
% GAYW looked after/free school meals	?	TBC	TBC	TBC
No GAYW accessing online support	0	20	50	125
GAYW accessing GAYW web section	0	20	50	125
No of branches	30	34 (+4)	42 (+8)	58 (+16)
No of (primary school) clubs	2	6 (+4)	12 (+6)	20 (+8)
No of (secondary school/college) clubs	0	3 (+3)	7 (+4)	12 (+5)

No of (university) clubs	0	2 (+2)	4 (+2)	7 (+3)
No of projects	2	2	2	2

Aim 4: Reputation

By 2020 we will have positioned GFS as a recognised brand with strong reputation as an efficient and effective organisation delivering a quality programme

Reputation Objectives:

- Communicate consistent format, style and design reflecting our mission, values and brand.
- Agree GFS vision and mission.
- Ensure staff, volunteers and members recognise and understand the GFS brand.
- Communicate and promote who we are, what we do and how well we do it (our impact) via a variety of platforms.
- Undergo a process in consultation with stakeholders to refresh the GFS logo and visual identity
- Advocate on behalf of GAYW.
- Support relevant and appropriate campaigns on issues affecting women.
- Inform national debate on issues affecting women.
- Involve girls and young women in decision making throughout the organisation.
- Develop and implement internal quality standards for operations and programme delivery.
- Develop and implement efficient and effective internal systems, processes and procedures for operations and programme delivery.
- Present transparent and accountable finances.
- Network, engage and partner with relevant and appropriate individuals, groups and organisations.
- Appoint patrons and ambassadors.

Reputation KPIs and output/outcome indicators:

	Current	Year 1	Year 2	Year 3
No downloads of impact report	0	100	150	200
No of GFS campaign surveys/polls	0	2	3	4
No of GAYW participating in GFS campaign survey/poll	0	100	200	300
No of minor GFS campaigns	0	2	3	4
One major campaign	0	1	1	1
% GAYW satisfaction survey respondents satisfied	0	70	80	90
No of GAYW informing decisions	5	40	80	100
No of emails to info@	100	200	300	400
No of mailing list contacts in database	334	500	600	800
Royal patron	1	1	1	1
Other patron/ambassador	0	1	2	4
No of GFS website subscribers (for info, updates and opportunities)	40	250 (+210)	500 (+250)	750 (+250)
No of complaints	0	1	2	3
No of GFS website page views per month (average)	3000	4500	6750	10000
No of unique GFS website users per month (average)	700	1000	1500	2300
Number of GFS website sessions per month (average)	1000	1500	2250	3400
Total Facebook likes:	273	600	1200	2400
Total Linked In followers:	29	100	200	400
Total Twitter followers:	60	200	400	800
Total Instagram followers:	0	100	200	400
Total Snapchat followers:	0	100	200	400

Aim 5: Future

By 2020, we will have ensured a sustainable future of the organisation by operating in a stable financial position with optimised, diverse income streams and employing resources effectively and efficiently.

Future Objectives:

- Invest in fundraising and income generation.
- Develop and implement an endowment plan.
- Develop and communicate our case for support.
- Diversify income streams.
- Increase income.
- Operate a surplus.
- Improve value for money (cost v benefit).
- Review and improve the governance model.
- Phase out diocese structure and broaden area structure to more regions
- Clarify, increase and diversify membership.
- Develop and diversify board membership and skills.
- Improve staff induction, training and support.

Future KPIs and output/outcome indicators:

	Current	Year 1	Year 2	Year 3
% increase in GFS charitable activity income	£700	20% (£840)	20% (£1,008)	20% (£1,210)
% increase in GFS voluntary income	£2,959	10% (£3,255)	20% (£3,906)	20% (£4,687)
% increase in GFS branch/club income		10%	15%	20%
% increase in GFS project income		10%	15%	20%
No long term partners/funders (3 years+)	0	2	4 (+2)	6 (+2)
no increase membership	164	230 (+66)	350 (+120)	500 (+150)
%/£ increase membership income		40%	52%	42%
no increase trusts & foundations	1	3	5	7
%/no increase corporate partners	0	2	4	6
% staff turnover	25%	22%	18%	15%
% staff undertaking training	50%	75%	80%	90%
%/£ staff training expenditure	£6,000	£12,000	£15,000	£18,000
Audit fee/costs	£25,000	£22,000	£20,000	£18,000

*Sources of income include:

Investments	Legacies	Corporate donors
Trust and foundations	Membership	Events
Local authorities	Dues/subscriptions	
Individual donors	Group dues/subscriptions	

In addition to monitoring and reporting the quantitative indicators we will survey staff and volunteers at the beginning of year one for their baseline feedback

Implications

This section considers implications of the implementation of the strategy for different GFS stakeholders.

Implications for GFS groups (branches, clubs and projects)

- Encourage girls and parents to register online.

- Manage GFS Facebook group and encourage girls and parents to join Facebook group.
- Use GFS branded marketing and promotion materials (leaflets, posters, exhibition stands).
- Work with new (flexible) volunteer roles.
- Inform the development of a GFS branded programme of activities and supporting materials and resources
- Deliver the GFS branded programme of activities (with supporting materials and resources), which may differ from the activities currently being delivered.
- Attend face to face and online training.
- Record weekly attendance and activity data in real time (online).
- Assist in efforts to re-engage with former GFS girls and young women.
- Prepare (in Excel) and submit annual budgets at the start of the year and annual accounts at the end of the year directly to GFS head office.
- Delegate diocese and area level coordination to regional Branch Development Workers.
- Introduce a simple GFS monitoring and evaluation framework (which will include taking photographs, filming girls, helping girls complete a simple survey etc.).

Implications for GFS head office staff

- Develop individual work plans that feed into an operational plan that addresses objectives and KPIs.

Implications for GFS Trustees

- Quarterly monitoring and review of performance against KPIs.
- Quarterly scrutiny of accounts and risk register.
- Promotion of GFS within existing and new networks.
- Introduction to potential partners and sources of funding and support.

Implications for funding and resources

- Invest in capacity to market and communicate (at national, regional and local level).
- Invest in capacity to recruit, induct, train and provide ongoing support to volunteers – including creating at least two new regional Branch Development Worker posts in 2017.
- Invest in development of the GFS programme and training, resources and materials to support its delivery

We will review (and revise as necessary) KPIs on an annual basis.

**Girls Friendly Society
September 2016**