



Interim Strategy on a Page: 2023 - 2025

Vision & Mission

We want to create a fair society in which everyone has the opportunities and resources to reach their full potential. We have a particular focus on helping the most disadvantaged and those facing the greatest challenges in our communities. All the opportunities we provide are aimed at helping people reach their potential and build better futures. We will use all our assets (finance, people, buildings) flexibly, creatively and collaboratively to fulfil our mission.

Overarching Direction

Maintaining our four main areas of operational delivery (Aspirations and Opportunities; Targeted Youth Support; Women's Services; and Targeted Adult Support) continues to be our strategic priority. Salford remains the key focus of our delivery footprint and ambitions. However, we want to further develop our profile as a GM organisation. Incremental growth to the region of £3 – 6m annual turnover will be planned for in the next five years.

Headline Priorities

We still need to grow and develop our Aspirations and Opportunities and Targeted Adult Support functions further if they are to reach stability and maturity. Consequently, we will remain ambitious and entrepreneurial in the range of projects and services we bid to develop and deliver. Our Targeted Youth and Women's Services have reached this stage of maturity and stability already. Therefore we will be very intentional and targeted in terms of further projects we develop and the exact geographies in which we wish to help people. It is likely that we will submit fewer and larger bids to develop these services further.

We require additional capacity and new functions within our core infrastructure to facilitate our current needs and growth ambitions. We will undertake a 2-year investment from a new designated reserve to enable this from April 2023.

Governance

Our governance has been further refined in 2022/ 23 to ensure the charity is prepared for the next stage of its development. The Memorandum and Articles of Association will be updated and amended, with simplified criteria for the representation of trustees. The gap in legal expertise is pressing due to our growth strategy and will be filled as a priority.

Political, Economic and Social Context

The scale of inflationary and cost of living pressures will develop during 2023 with the medium-term economic outlook becoming clearer. A general election is likely towards the end of 2024, providing new impetus and direction for the country's political leadership. We will allow the political and economic environment to develop and become clearer ahead of the development of a full, new strategy for the charity, which will be written for implementation from April 2025.