

Expression of Interest: 2025 Strategy Development Facilitation

We are looking for an experienced facilitator(s) or agency to help design and deliver the process for creating our new organisational strategy.

Our current strategy, [Opportunity Through Community](#), will guide our work through to March 2022. The strategy was developed in-house by the Winch team, working with our communities and partners. It reflects our history, our values and traditions and our ambitions for continued development, within a larger cycle of organisational growth and maturation.

The challenges our beneficiaries face have intensified over the last 12-15 months. We have witnessed and been affected by tectonic shifts, some of which make it harder than ever for the children and families we serve to thrive and succeed. Other changes, however, have accentuated many of the things we believe hold real value; like community, place, and collaboration. COVID19 has highlighted the poverty of ambition we risk perpetuating for young people, if we don't effect change. Many more people are aware of the need to tackle structural inequality and racism. We also recognise that we may be at the start of a new phase of organisational change.

As a small, ambitious charity, focused on direct service delivery, processing everything, in the middle of a pandemic is tough. We are also conscious of the challenges our community, partners and staff have experienced and are still experiencing, as we transition through these times. We want to balance being present with being prescient, being committed and being care-full. We have therefore designated 2021 as the year of 'The Big Think'; dedicating more time to making sense of the shifts that have happened, working out how we might best refocus and respond to advance the Winch's mission and vision.

The Assignment:

We are looking for a partner to help plan and orchestrate 'The Big Think' and deliver our 2025 Strategy. Fundamentally, you will help us understand where we are today, where we want to get to and how we might get there.

We think this will involve the following activities, but are open to further advice:

- Develop, schedule and hold the planning process- acting as the 'metronome' and adding 'muscle' to our strategic thinking – so that we deliver a compelling strategy in the timeframe.

- Design and coordinate new insight gathering, and consolidate existing feedback and insight from beneficiaries, partners and staff, helping analyse contributions and making sure it demonstrably informs our 2025 Strategy.
- Help inform our ongoing participation work, so that we can maximise how our day-to-day practices feed into our strategy development processes, rather than parking these practices as a separate set of operational activities.
- Help plan and facilitate our Away Days and working groups for the Board of Trustees and staff teams, creating and nurturing space for our collective imagination.
- Help design, iterate and agree our strategic options and core objectives
- Build equity throughout the process– designing and delivering inclusive engagement, championing unheard voices
- Provide support and challenge, and work with us as an active learning partner
- Help frame and articulate our final strategy
- Leave a legacy of having built the strategic capacity of the organisation, and the critical thinking, collaboration and planning skills of staff and beneficiaries involved.

Time period:

May 2021- December 2021

Fees:

c£7,500 + VAT

How to apply:

Please send an Expression of Interest (Max 3 sides of A4, min Font size 12) outlining who you are, your relevant skills and experience, and explain how this will guide your work.

Please also provide a link to your website. This should be emailed to rashid@thewinch.org by **11am 4th May 2021. (Note: Extended Deadline)**

Shortlisted applicants will be asked to provide the following:

1. Evidence that they are committed to equitable and anti-racist ways of working
2. Proof of business insurance
3. Confirmation of a safeguarding policy and data protection policy, reviewed within the last 3 years
4. Two professional referees

We are happy to schedule 30-minute advisory calls with you, before you apply, so that you can decide if this is an opportunity you wish to pursue. Please email rashid@thewinch.org

Interviews will be held on **6th May 2021**. If you are invited to interview, you will be paid £100 contribution for your preparation time. This is to recognise that researching and preparing for pitching requires time, skill and effort on your part. We regret that, as a small charity with limited means, we are not able to offer fuller payment.

Additional Information

Ways of working:

You'll be working with us at a time of ongoing change. In particular, we will be rolling out our enhanced wellbeing offer for the core staff team this year. We want to ensure these two programmes of work are aligned and mutually reinforcing, rather competing for constrained cognitive bandwidth.

We assume that there will be opportunities that arise in this year that will require our attention. New opportunities rarely come about at a perfect time in a three-year plan! We want to choose those opportunities that amplify any emerging direction and bring clarity to our purpose. We want to set aside those that divert us or distract us from our purpose. As such, our strategy should be a helpful living lens through which we can assess and make good choices.

The strategy shouldn't just be 'owned' only by the senior management team. We are keen to ensure that everyone feels involved, can see how their contribution and agency affects decision making, and has a sense of possibility and personal growth within the plan. Sometimes, you may need to work with senior leaders to create more equitable, deliberative space or to be present primarily as learners or listeners.

Our staff team mainly work part-time. At any given point in time we will employ over 50 people, ranging from estate-based community organisers working a couple of hours a week, to staff working 40 hours a week, most of which are already committed to service delivery. We'll need you to hold this as you plan their engagement, as well as their different personal and professional histories and perspectives.

We are keen to hear what people that we don't work with (and perhaps should or could) think of us. We'd like to better understand their perspectives on our work.

Our culture, our people and our purpose will determine the delivery of any strategy. You'll find it a challenge to work with us if you are wedded to a narrow, market-driven orthodoxy of what 'good' or 'excellence' looks like, or what 'success' entails. You'll find it equally difficult if you assume achieving for those we work for doesn't matter hugely to us.

We don't assume exponential growth or achieving 'scale' are the defining features of being an effective organisation.

A fixed, linear strategy will not work for everyone at the Winch. But no one needs a nebulous, abstract plan that is difficult to communicate, that is uninspiring and is then ambivalently executed.



We want to be good ancestors to those who next take up the privilege of working for the Winch, alongside our community.