



ROSIE'S TRUST

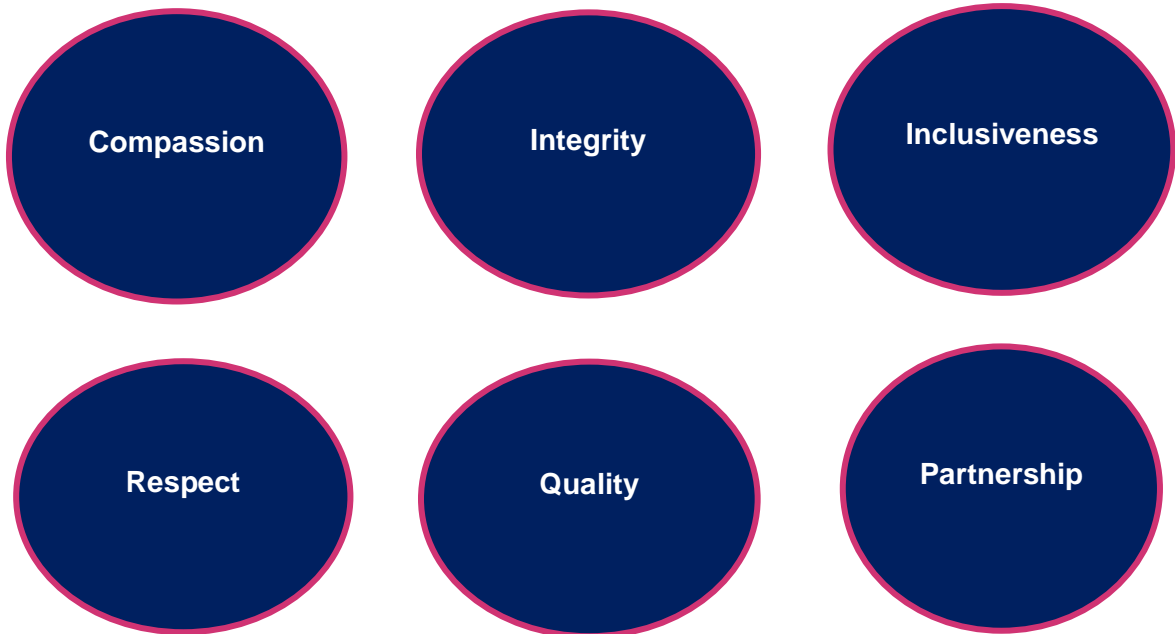
**ROSIE'S TRUST
STRATEGIC PLAN
2022-2025**

Mission Statement

Rosie's Trust is a unique Northern Ireland charity that supports the special bond between people and their companion pets when that relationship is threatened by the person's terminal illness, acute cancer treatment or disability due to older age.

Values

We are committed to ensuring that all the work of Rosie's Trust is underpinned by the following values:



Long Term Aims

Aim 1. Services

To provide our support services throughout Northern Ireland

Aim 2. Partnership

To build relationships and work collaboratively with key stakeholders in the health, voluntary and private sector.

Aim 3. Human Resources

To ensure we have the necessary staff, volunteers and trustees in place, trained and supported to enable the delivery of the strategy to the highest quality

Aim 4. Communication

To communicate and engage effectively with all internal and external stakeholders to ensure the strategy has maximum impact

Aim 5. Financial and Physical Resources

To secure adequate funding to allow us to maintain and expand our services.

Aim 6. Governance

To ensure that Rosie's Trust complies with the law, best practice and that it meets its legal financial reporting requirements and has appropriate financial systems in place.

Aims & Priorities

Services

Aim 1: To provide our support services throughout Northern Ireland

- 1.1 Expand our services to areas of N Ireland not currently covered by our work
- 1.2 Increase the reach of our fostering service which allows pets to be temporarily cared for while people are too ill to cope

Develop our fostering service capacity

- 1.3 Increase the number of beneficiaries accessing our services
- 1.4 To monitor and review our services to ensure we are providing appropriate care in line with comprehensive policies and procedures

Partnership

Aim 2: To build and maintain positive relationships with relevant stakeholders in the health, voluntary and private sector

- 2.1 Strengthen existing relationships with health professionals
- 2.2 Expand and develop relationships in new areas of activity across Northern Ireland, to promote an understanding of RT, to maximise its reach and income-generating potential.
- 2.3 Improve outreach to other voluntary sector partners
- 2.4 Develop strategic relations with private sector and business community

Human Resources

Aim 3: To ensure we have the necessary staff, volunteers and trustees in place, trained and supported to enable the delivery of the strategy to the highest quality

3.1 we will invest in our workforce

3.1a ensure a robust workforce plan is in place to identify and plan for challenges in relation to recruitment, retention and succession planning taking account of workforce governance

3.1b ensure that staff are qualified, supported, competent and confident in the delivery of their roles and the strategic plan

3.1c ensure work is structured, performance managed and achievements celebrated in line with best practice

3.2 we will invest in our volunteers

3.2a ensure a proactive approach to inclusion, equality and diversity

3.2b ensure that volunteers are supported, competent and confident in the delivery of their roles and included in the wider strategic plan

3.3c Ensure volunteer skills and contributions are recognised and they have opportunity to grow and develop in their roles

Communication

Aim 4: To communicate effectively with all stakeholders outside and inside the organisation

4.1 Increase public awareness of our services and understanding of our services using a range of creative and innovative marketing strategies.

4.2 Increase recognition of our services to support fundraising activities

4.3 Improve communication with volunteers to build their commitment to the organisation

4.4 Upgrade and increase our social media presence

4.5 Lobby relevant organisations to keep people in need and their companion pets together

Financial and Physical Resources

Aim 5: To secure adequate funding to allow us to maintain and expand our services professionally and safely

- 5.1 Increase income from voluntary and community sources
- 5.2 Develop corporate partnerships to secure additional funding
- 5.3 Increase our income from charitable trust sources
- 5.4 Explore options for office space outside the greater Belfast area
- 5.5 Upgrade our IT systems to improve communication efficiency and work productivity.

Governance

Aim 6: To ensure that Rosie's Trust complies with the law and best practice and that it meets its legal financial reporting requirements and has appropriate financial systems in place.

- 6.1 Recruit, train and support board members to enable them to make a positive contribution to the efficient running of the organisation
- 6.2 Provide board members with all relevant information to make informed decisions
- 6.3 Ensure board reviews strategic plan at least once a year
- 6.4 Ensure board reviews annual operational plans and budgets
- 6.5 Ensure board supports and supervises senior staff member
- 6.6 Ensure that current procedures and systems are maintained and regularly reviewed to ensure fit for purpose (as the charity develops) and continue to meet statutory requirements.
- 6.7 To monitor, measure and evaluate RT's impact regularly and robustly.

Priority Aims

Each of the above aims is interlinked. For example, Rosie's Trust cannot expand its service reach without increasing staff support as the current team are working at capacity.

A priority for Rosie's Trust, therefore, is to secure additional communications support in order to be able to expand our reach throughout Northern Ireland.

Equally important, Rosie's Trust requires an experienced fund raiser to implement a comprehensive community fund raising strategy to diversify income streams, increase collaborations with the private, public and third sectors, and reduce the dependence of Rosie's Trust on grant funding.

The aim of the fund raiser will be to secure sustainable funding for Rosie's Trust beyond 2025, when Lottery funding – in its current form at least – will no longer be available.

It is proposed to apply for a Dormant Accounts Fund to assist in the engagement of these two positions. It is envisaged that at the conclusion of the two-year grant period, Rosie's Trust will be much more financially resilient than it is at present, benefitting from a range of income sources. The majority of this funding will come from individual donations and community fundraising.

Rosie's Trust will also enjoy a high profile throughout Northern Ireland, with the capacity – subject to approval of a second People and Communities grant - to support beneficiaries in need wherever they may live.

Over the next two years, Rosie's Trust will be on a much stronger footing and well positioned to achieve the other aims of this Strategic Plan, including upgrading our IT systems, offering additional support and incentives to our volunteers, and meeting the identified training needs of Trustees.

In the first instance, a Funding and Communications Strategy will be developed as a matter of urgency to progress Rosie's Trust priority aims. The broad approach to the two grant programmes is summarised below.

Grant	Dormant Accounts Fund	People and Communities
Proposed title	'Future proofing Rosie's Trust through diversifying income streams and collaborations'	'Helping people in need throughout Northern Ireland to hold on to their pets'
Aim	To secure £100,000 over 2 years.	To secure £500,000 over 3 years (to align with this Strategic Plan)

<p>Core components</p>	<p>To employ 1 part-time Fundraising Specialist and 1 part-time Communications and Engagement Consultant.</p>	<p>Staffing for 4 full-time staff (Operations Manager, 2 full-time Development Officers, 1 Volunteer Coordinator) and 1 part-time Director. (Previous five-year grant funded 3 positions – Development Manager and two Development Officers). NB Funding would include annual increments over the three -year period. Salaries would account for approximately £400,000, leaving £100,000 to cover operating costs such as IT requirements, mobile phones, van insurance and tax, liability insurance, staff travel expenses, volunteer assistance programme and so on.</p>
<p>Rationale</p>	<p>In order to maximise the impact of the fundraising strategy, it is necessary to also have in place an experienced professional to implement a comprehensive communications strategy. Both positions work hand in hand. It is proposed to make the positions part time (three days a week) in order to be able to fund them both at the standard sector rate over a period of two years. It is envisaged that the fundraising position will become self-sustaining by the end of the two-year</p>	<p>The application for a three-year grant is designed to reflect the implementation period of RT's Strategic Plan. It will allow for a concerted effort to achieve our strategic objectives during that period, rather than spreading resources more thinly and – with less effect – over a five year period.</p>

	<p>period. The communications position will no longer be required as the groundwork will be completed and permanent staff provided with the necessary mentoring to carry on basic communications tasks.</p>	
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