

2024-2026 Trajectory and Strategic Plan

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About

As we look towards the future, Common Wheel's 3-year trajectory and strategy will enable us to make informed decisions about our growth in key areas. This includes our activity models, income sources, system requirements, and future responsibilities. Our goal is to ensure a bright future for Common Wheel, and this strategy will help guide us towards achieving that goal.

While this document provides a high-level overview of our strategy, we have taken care to incorporate the insights and feedback of our Board, staff, and volunteers. This ensures that our short and long-term goals are well-informed and aligned with our vision for the future.

We view this strategy as a roadmap that will help us clarify our direction as a charity. With the guidance and support of our Board, we trust our staff and volunteers to define the details and deliver on the goals outlined in this document. Together, we can ensure a successful and fulfilling future for Common Wheel.









A short introduction...







Introduction

Common Wheel has a local, 22-year reputation as a Glasgow charity that provides meaningful activities to support people managing or recovering from mental illness and dementia.

Our 2024-2026 strategy will enable us to build on this good legacy. It will re-energise Common Wheel with a clear trajectory to becoming a modern, sustainable, thriving charity.

Our strategy, guided by our four core values – Care, Equality, Positivity, and Partnership – is a testament to our commitment to our participants. It marks a new chapter for Common Wheel that aims to modernise and increase relevance while keeping the needs and wellbeing of our participants at the forefront of everything we do.

Vision / Mission

Our Vision

All people with mental illness can live meaningful and fulfilling lives which contribute positively to society.

Our Mission

To make a difference to the lives of people with mental illness and dementia in Glasgow by providing meaningful activities and a safe space to participate in society.

Our Work

We make a difference in participants' lives by:

- Improving Mental Wellbeing
- Increasing Skills
- Reducing Isolation
- Challenging Stigma

Our Values

Care

We make a difference. We focus on the needs of each of our participants and strive to support them in achieving the best life they can.

Equality

We value and respect everyone equally, fostering an environment where everyone's voice is heard and respected.

Positivity

We celebrate strengths, nurture creativity and enjoy what we do.

Partnership

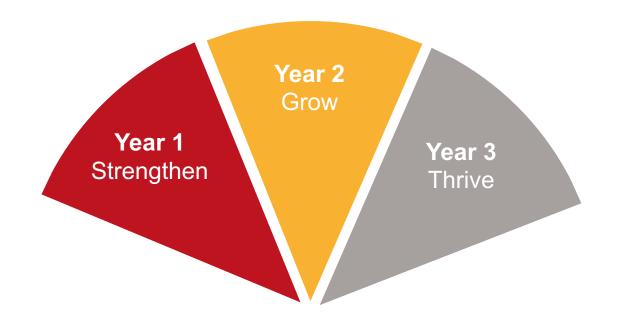
We are committed and reliable partners who value the power of collaboration with participants and related organisations.

Our 3-year trajectory and six strategic themes



Our 3-year trajectory





All charities face an uncertain future in the context of recent socio-economic turbulence. COVID, Brexit, cost of living crisis, cuts to funding, looming general elections – all create barriers to much-needed funding and growth.

To ensure we continue to provide our much-needed activities long into the future, we need to reset Common Wheel's trajectory—modernising our delivery models and systems, strengthening our partnerships and networks, and investing in income diversification and new ways of fundraising.

This change must start and has indeed already started to take place in 2024. Other changes must be planned on a phased basis. However, to allow time for scoping, planning, funding and additional resource, these will be detailed further in the corresponding Work Plan being developed for 2024-2026.

Six strategic themes





1. MEANINGFUL ACTIVITY

Ensuring Common Wheel has a suite of relevant, creative, meaningful and high-quality activities for local participants.

Our 2024-2026 strategy will see us develop and refine our current activities through feedback and story gathering in the short term. In the longer term, we will gather meaningful data and conduct research to scope new services and ensure they are feasible and financially viable.

3. ENABLING SYSTEMS

Ensuring Common Wheel has systems and processes that are fit for purpose and befitting a modern, established charity.

Our 2024-2026 strategy will see us review all systems and processes for efficiency and purpose in the short term and work to deliver a best-practice CRM system and systems improvement programme with robust monitoring in the long term.

5. EMPOWER PEOPLE

Ensuring Common Wheel attracts, invests in and supports an inclusive membership of staff, volunteers, participants and Board members reflective of Glasgow's diverse communities.

Our 2024-2026 strategy will see us in the short-term improving communications with staff, volunteers and participants - identifying relevant learning, development and feedback opportunities. Over the long term, we will seek to improve our diversity through recruitment, networking, and partner relationships to enrich our activities and services.



2. DIVERSIFY INCOME

Ensuring Common Wheel has a portfolio of income streams by diversifying our approach to fundraising and income generation.

Our 2024-2026 strategy will see us explore more proactive ways of fundraising and generating commercial income through bike repairs and sales in the short term, while maturing sustainable income capabilities and developing our approach to partnerships and patronage in the longer term.



4. POSITIVE PARTNERSHIPS

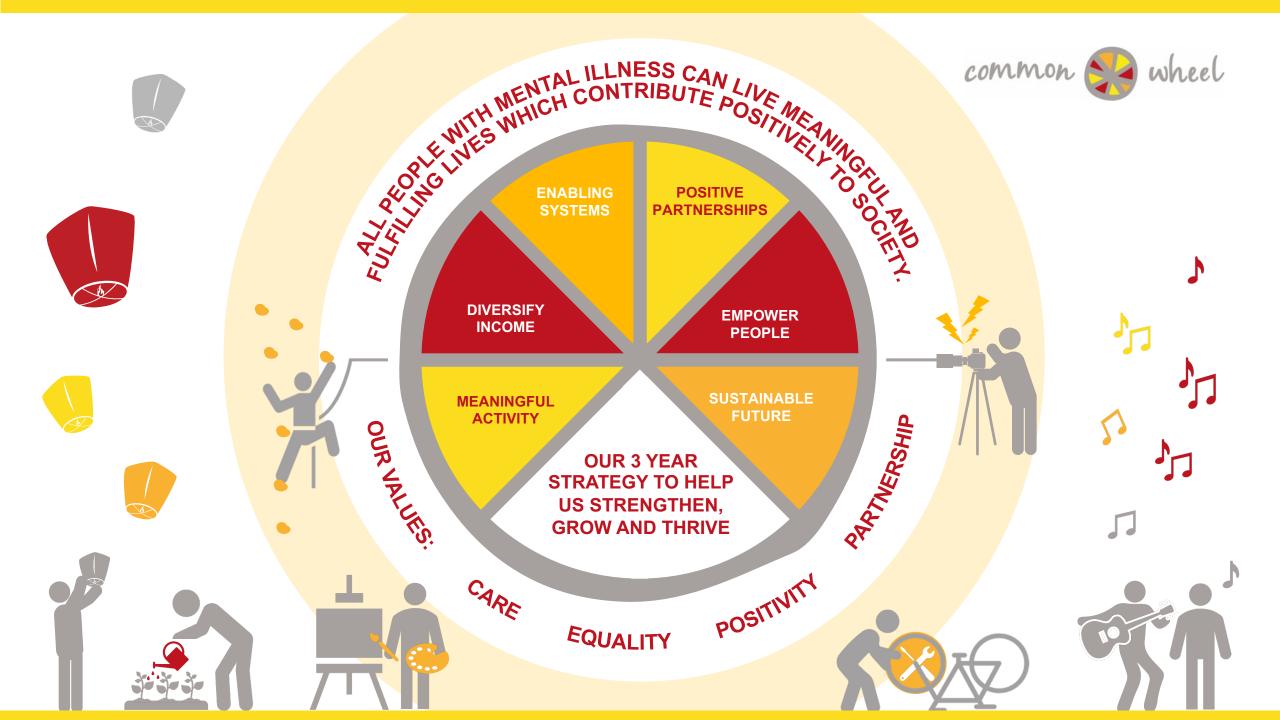
Ensuring Common Wheel has strong partnership links by widening our reach and co-service capabilities.

Our 2024-2026 strategy will see us strengthen existing partnerships in the short term while scoping and working with new agencies and stakeholders in the longer term to generate new ways of working, new funding streams, and potentially new activity offerings.

6. SUSTAINABLE FUTURE

Ensuring Common Wheel contributes positively to tackling climate change within the environments and communities in which we provide activities and services.

Our 2024-2026 strategy will see us engage with current staff, volunteers, participants, and Board members in the short term to develop a climate change commitment and plan. Over the long term, we will refine and deliver on that plan as we work towards Net Zero as an organisation. Delivering on our Net Zero plans and commitment gives us a funding, competitive advantage.



Goals for each of our six strategic themes











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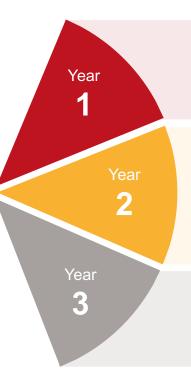






Ensuring Common Wheel has a portfolio of funding streams by diversifying our approach to fundraising and income generation.

Our 2024-2026 strategy will see us explore more proactive ways of fundraising and generating commercial income through bike repairs and sales in the short term, while maturing sustainable income capabilities and developing our approach to partnerships and patronage in the longer term.



Delivery of a fundraising plan for Common Wheel alongside a pragmatic commercial business plan for bike sales & repairs at both workshops.

Delivery of a Common Wheel sustainable business plan, including outreach and marketing strategies to improve our approach to external communication and new partnerships.

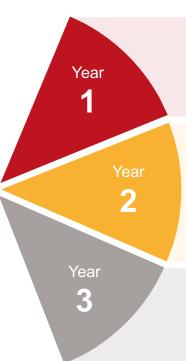
Evolution of Common Wheel business plan in line with new partnerships and collaborations with other agencies, including joint service delivery ventures.





Ensuring Common Wheel has systems and processes that are fit for purpose and befitting a modern, established charity.

Our 2024-2026 strategy will see us review all systems and processes for efficiency and purpose in the short term and work to deliver a best-practice CRM system and systems improvement programme with robust monitoring in the long term.



Review of internal systems and processes identifying gaps, opportunities and risk with all BAU processes written and stored digitally for ease of future reference.

Delivery of a best practice CRM system along with the ongoing enhancement of internal systems and processes to align with Common Wheel activities, participant needs, and charity growth.

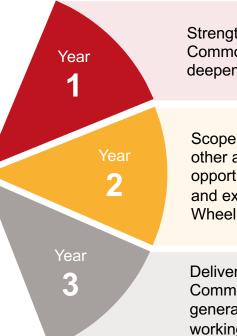
Delivery of a new monitoring and evaluation framework for all Common Wheel activities and systems including KPIs and key objectives.





Ensuring Common Wheel has strong partnership links by widening our reach and co-service capabilities.

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Strengthening all existing Common Wheel partnerships to deepen our activity offering.

Scope a range of partnerships with other agencies to widen both opportunities for funding activity and experiences for Common Wheel participants.

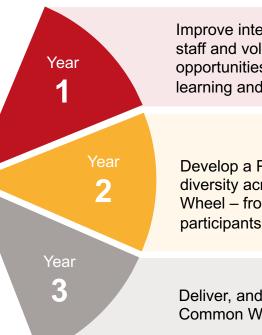
Deliver, and monitor effectively, Common Wheel's partnerships to generate efficiencies in ways of working, funding and activity provision.





Ensuring Common Wheel attracts, invests in and supports an inclusive membership of staff, volunteers, participants and Board members reflective of Glasgow's diverse communities.

Our 2024-2026 strategy will see us in the short-term improving communications with staff, volunteers and participants - identifying relevant learning, development and feedback opportunities. Over the long term, we will seek to improve our diversity through recruitment, networking, and partner relationships to enrich our activities and services.



Improve internal communications with staff and volunteers as well as feedback opportunities with participants to capture learning and development opportunities.

Develop a People Strategy for improving diversity across all areas of Common Wheel – from staff and volunteers to participants and the Board.

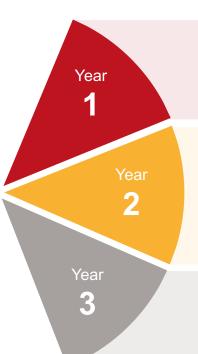
Deliver, and monitor effectively, Common Wheel's People Strategy.





Ensuring Common Wheel contributes positively to tackling climate change within the environments and communities in which we provide activities and services.

Our 2024-2026 strategy will see us engage with current staff, volunteers, participants, and Board members in the short term to develop a climate change commitment and plan. Over the long term, we will refine and deliver on that plan as we work towards Net Zero as an organisation. Delivering on our Net Zero plans and commitment gives us a funding, competitive advantage.



Develop a sustainable future strategy for Common Wheel with staff input, outlining how the charity will play its part in tackling climate change.

Evolve the sustainable future strategy into a Net Zero strategy for Common Wheel, considering new activities, income streams, partnerships and collaborations.

Deliver, and monitor effectively, Common Wheel's Net Zero strategy.



Next steps for the strategy...

Next steps

3



June:

Review and finalise this Strategic Plan. Review current Risk Register and update where appropriate.

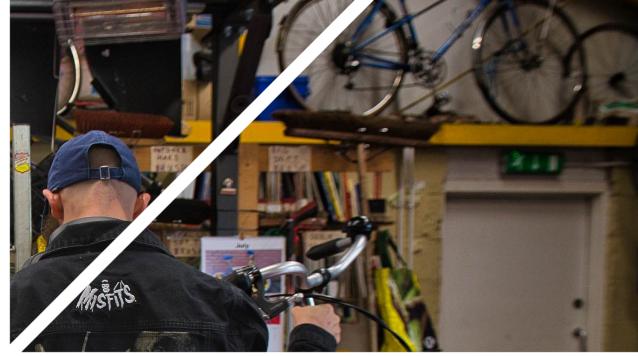
June/July: Work with Alison and Gill to create a pragmatic Work Plan with integrated Communications Plan defining key projects and timings.

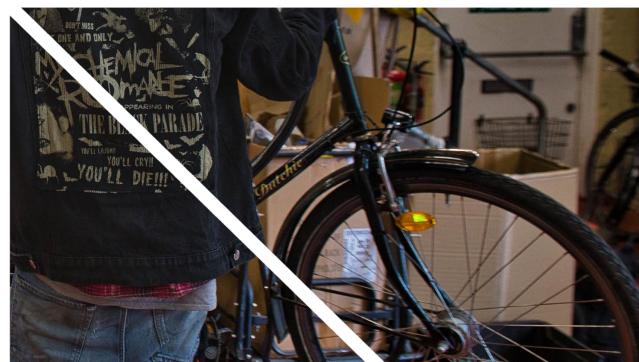
July:

Hold a session with staff and volunteers to take them through and engage them in the Strategic Plan and Communications Plan.









Thank you

For more info or to give feedback, please contact: alison@commonwheel.org.uk



