

2023–2026

Strategic Plan

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**HOLYWELL
TRUST**

Welcome

Maureen Hetherington,
Chair, Holywell Trust

I am pleased to present the strategic plan for Holywell Trust for the next three years. Since the formation of the organisation in 1988 Holywell Trust has been to the fore in community development and community relations work in the North West. Over the last number of years we have consolidated this position and are now well placed to continue our core work and expand into new initiatives.

To develop this plan the trustees and senior staff engaged with the people that we work with, our funders and supporters and took the time to ensure that the work that we are delivering remains relevant, risk taking and plays a key role in leading on important conversations. We also took some time to consider the current and future challenges and opportunities facing our charity and have developed a plan that allows us to continue our groundbreaking work.

During our engagement we were heartened at how important our organisation is to so many people. This drove us to develop a plan that meets the ambition of those who see Holywell Trust as a key organisation in the sector in the North West.

As trustees we have ambition to grow even further the impact that our organisation has. We want to continue to be a thought leader within the sector and to support people to consider and have a voice on the issues that are most important to them.

We have developed an ambitious plan for the coming period that will see the core work of the organisation continue whilst we make efforts to build on connections with other places and improve on how we share our story with others.

We look forward to working with the community, our funders and partners on the realisation of this ambitious plan over the next three years.

Our vision

A truly inclusive shared future.



Our mission

To be a thought leader for the community, inspiring change and leading by example.

Principles

The following principles will continue to guide the work of the charity.

- Open & transparent - we run an open and transparent charity that adheres to best practice in the management and delivery of our work.
- Partnership - we first look to work in partnership in the delivery of our work in recognition of the value of collaboration and the realisation that working together will have greater positive impacts for all.
- Sustainability - our work will be sustained through careful management and the securing of resources through grant aid and raised revenue. We will also take account of the UN Sustainability Goals in the development and delivery of our work.
- Reconciliation - we will reflect the Strands of Reconciliation (as developed by our partner The Junction) in our work as key to developing a genuinely shared society.
- Right relationships - we will respect the people and communities that we work with and treat all with the utmost respect.
- Leadership - we will demonstrate best practice in community leadership and develop new community focused and non-party politically aligned leaders for the future.
- Vision - we will continue to be a thought leader within the community sector and create, hold and work to achieve a vision of a truly shared, reconciled and prosperous community.
- Shared space - we will provide a physical shared space for people to meet at our community spaces and notional shared space for challenging conversations.

- International connections - we will continue to forge relationships with like minded organisations from other places to share best practice and to place our challenges in a global context.
- Cross border - where possible we will deliver our work with the natural hinterland on a cross-border basis to increase connections and build a stronger North West.
- Fact based - we will strive for all of our work to be data-driven, based on evidence and need.



Work Areas

The work of Holywell Trust over the coming years will be focused on the following themes:

- Community Relations and Peacebuilding - core to our work is the building of positive relationships and addressing the divisions within our society. We will work towards a shared and inclusive future for all.
 - We will deliver projects that will address the legacy of the conflict whilst remaining future focused.
 - We will be an inspirational voice for community-led change on challenging issues.
 - We will lead on important conversations, addressing the most challenging of issues.
 - We will convince those in positions of influence to make positive change.
- Sustainability - we will ensure that our organisation remains in a strong financial position. The environmental impact of our work will also be carefully considered and we will work to positively impact on the environment locally.
- Social Economy - we will strive to generate resources through raised revenue that will be used to sustain the work of our organisation and to have a positive impact on the local community.
- Social Innovation - we will continue to take innovative approaches and develop new solutions to challenges facing us in Northern Ireland. We will strive to engage with the local community in all of our work.
- Community Education - we will share best practice with others to learn from our experiences and those of our partners. We continue to deliver community education programmes to upskill people to allow them to positively change their own lives and of those around them.
 - We will improve opportunities for people through educational opportunities.
 - We will inspire change by improving the knowledge and understanding of the community.

- We will develop and deliver courses to meet the needs of the community.
- Community Development – all of our work will be based on community development principles – placing people at the heart of work.
 - We will take a community development approach to all the work that we do.
 - We will place the voice of the community at the heart of our work.
 - We will support people to develop and reach their full potential.
 - We will lobby for positive community-led change in the NW.
- Marketing & Communications – we will strive to promote the work that we deliver so that people can learn from the activities that we deliver and take part in the programmes and events that we offer. We will make particular efforts to improve our messaging and connections over the period. Improving our communications will lead to our organisation transforming how we interact with and support the community leading to a greater profile, improved awareness of the work and attraction of increased resources and support.
- Leadership – as a leadership organisation within the sector we will continue to support the development of new leaders and take innovative approaches to support those in this space.
 - We will continue to be a thought leader within the sector.
 - We will encourage others to become community leaders.
 - We will plan for leadership succession within the sector.
 - We will encourage the independence of our sector, supporting local networks.
 - We will encourage leadership from within our organisation.
- Governance – we will continue to ensure that we are a well-managed organisation that is sustainable into the future both financially and through maintenance of appropriate governance structures. We will implement a succession planning process to ensure that our organisation is well managed.

Programmes and Activities

The table below outlines some of the work that we will deliver under each of the themes listed above.

Work Area	Programmes and Activities	Detail
Community Relations and Peacebuilding	<ul style="list-style-type: none"> • Shared Space - building • Good Relations Activities - Lunchtime Events, City Centre Forums • Human Library • Garden of Reflection Events • Holywell Trust Podcast • Future Relationship Conversations • Thirty • CR Practitioners Forum • International Connections 	<p>This is the core work of Holywell Trust. As such, over the lifetime of the plan, we will deliver these programmes. In addition, new programmes and activities may be developed to contribute to the achievement of the vision and mission of the trust. Where possible, work under this theme will be delivered in partnership with other organisations.</p>
Sustainability	<ul style="list-style-type: none"> • Income generation activities • Small scale environmental improvement projects (including Roof Garden) 	<p>Remaining financially strong is essential to support all of the work of the trust. We will continue to provide services that generate income to maintain our facilities and programmes.</p> <p>In addition, we will strive to have, as far as possible, a positive impact on the Sustainable Development Goals of the UN.</p>
Social Economy	<ul style="list-style-type: none"> • Income generation activities (continue to explore possibilities, including The Tea Room) • Co-operative Connections • Community Wealth Building Hub 	<p>Again, remaining financially strong is essential to support all of the work of the trust. We will continue to provide services that generate income to maintain our facilities and programmes.</p> <p>Key to developing a strong social economy sector will be building a strong asset driven partnership approach to developing connections and prosperity for the community.</p>

Work Area	Programmes and Activities	Detail
Social Innovation	<ul style="list-style-type: none"> • Citizen Forum/Assembly - Thirty Project 	<p>We will continue to take innovative approaches to engaging people on challenging issues, including trying new methods to amplify civic voice.</p>
Community Education	<ul style="list-style-type: none"> • Investing in Community Leadership • Future Leaders Programme 	<p>Educating the community through a community development and community relations focused approach will be key to increasing the capacity of the community. We want to ensure that the community that we support has the skills and experience to grow for the future.</p>
Community Development	<ul style="list-style-type: none"> • Fingerpost • Holywell STEW • Journeys Programme 	<p>We will deliver a number of community development focused programmes to increase the capacity of the community. We will strive to increase the capacity of the people that we work with and to increase their awareness of best practice locally, regionally, nationally and internationally.</p>
Marketing & Communication	<ul style="list-style-type: none"> • Transformative approach to communicating the work of the Trust • Fingerpost • Website • Social Media 	<p>We will make efforts to improve on our messaging and increase awareness of the work that we are delivering. This will be essential in creating aspiration and change within the community and increasing the impact of the Trust and how we deliver our work.</p>
Governance	<ul style="list-style-type: none"> • Implement succession planning process for Trustees. • Ongoing management of charity and delivery of programmes. 	<p>We will continue to implement best practice in regards governance and management of the Trust. We will implement a succession plan for our trustee board to increase the community voice within our organisation and to ensure that our strategic vision is implemented.</p>

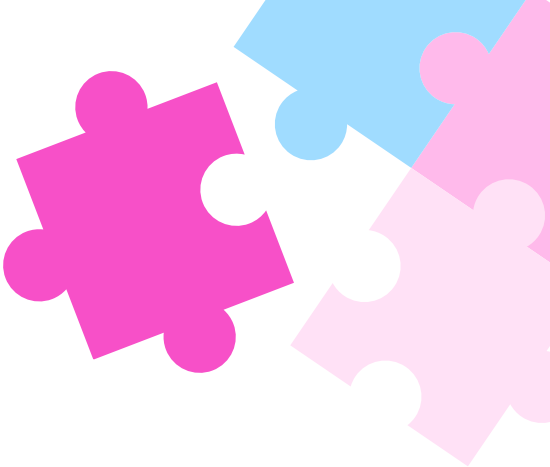


There must also be space in our work for the unknown and unknowable. Over the next 3 years there will be times when we will need to have the flexibility to be responsive to the needs of our community and to global challenges (as seen through the Covid pandemic). We will ensure that we have the space and ability to respond (within the aims of our organisation) to these needs as they arise.

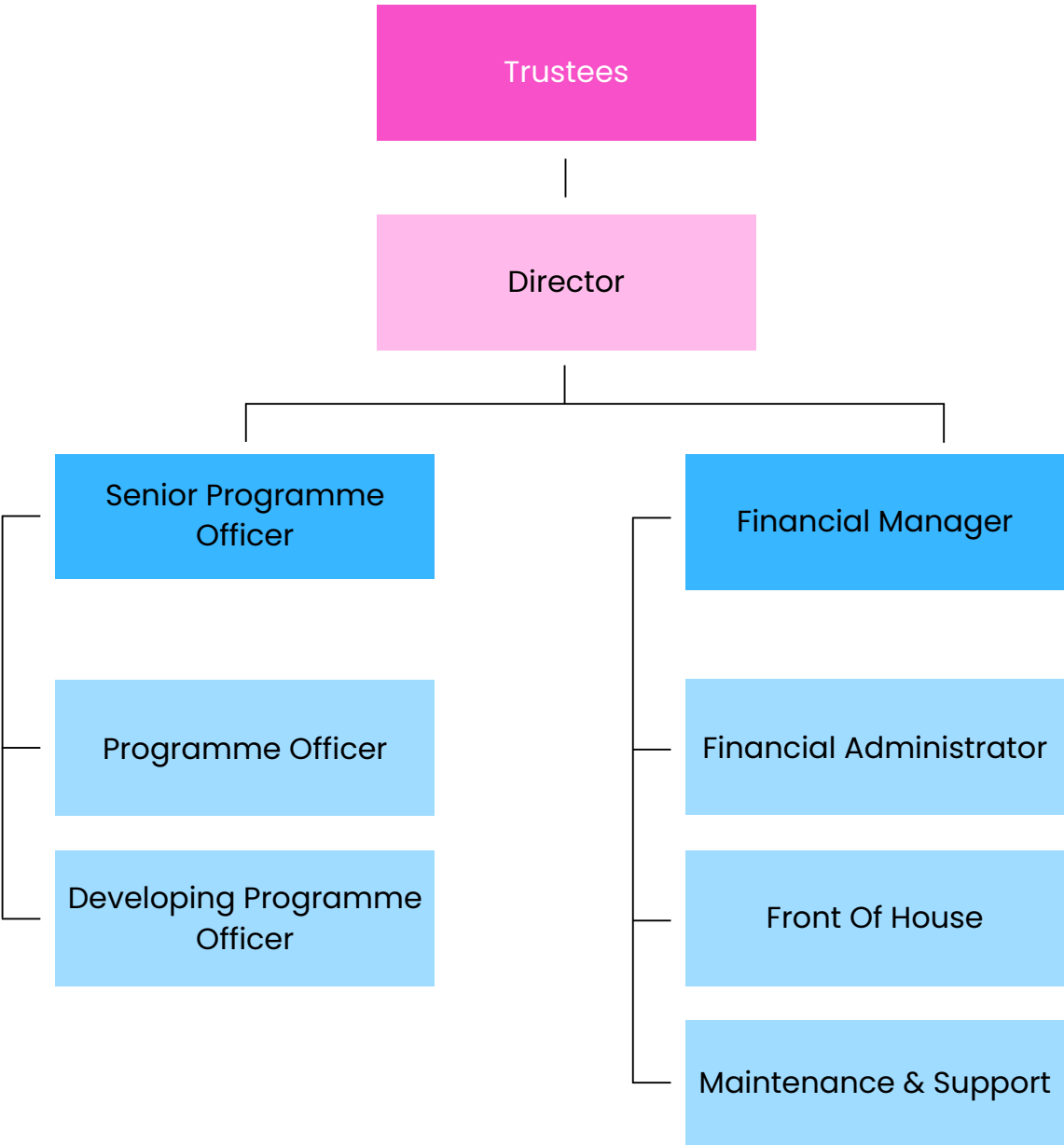
Our Governance

Holywell Trust is governed by a board of trustees, all of whom give their time freely.

- Maureen Hetherington, Chair
- Danny Bryce, Vice-Chair
- Jackie McColgan, Treasurer
- Catherine Cooke
- Seamus Farrell
- Gemma Harkin
- Barney McGuigan
- Roisin McLaughlin

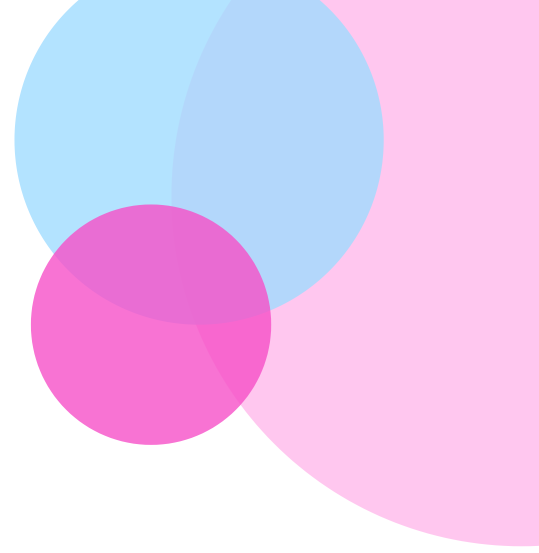


Organisational Chart





HOLYWELL TRUST



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Charity No: NIC105831

Holywell Trust is supported by

