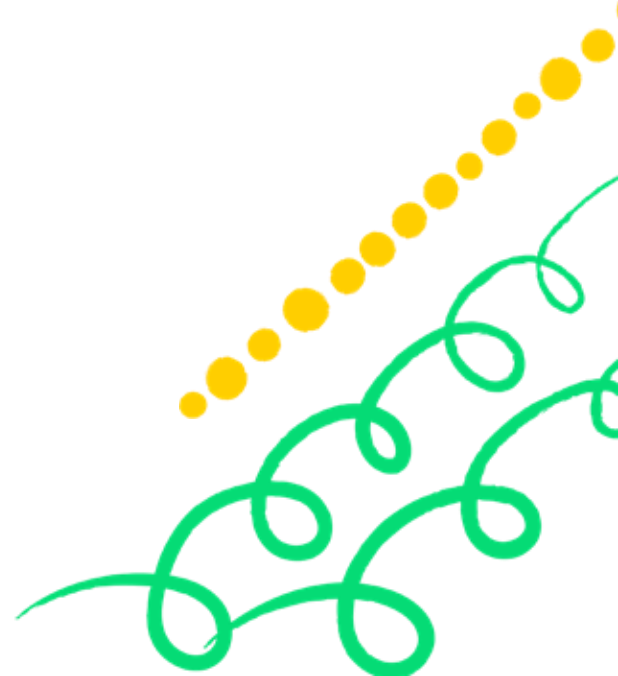


**BEYOND**

**STRATEGIC PLAN**

**2023 - 2028**



# Introduction

**Go Beyond is a charity with a very simple, and much needed offer, providing children with a break from difficult lives.**

Since it began as Country Holidays for Inner City Kids in 1992, the charity has provided children and young people with opportunities to get away from the challenges of home and school, to spend time in the outdoors, learning new skills, meeting new friends and making memories that will last a lifetime.

30 years later, we own outright two beautiful centres with huge potential: Coastal in Cornwall, and Daleside in the Peak District. Together, they have the potential to provide breaks for many hundreds of children.

The global pandemic of 2020/21 brought huge challenges and there has been a lot of work involved in getting us back up and running. But with a new Chief Executive, a new Senior Leadership Team, and new Chair of Trustees we are now ready to build on our 30 year history to create a truly ambitious charity.

We produced a rolling Business Plan beginning in 2022 with an initial target to provide 500 breaks. This was achieved before the end of Quarter three.

At our Trustees' meeting in July 2022, it was agreed that in addition to continuing to manage our day to day business, we would have a three stage programme of development on our journey to becoming a recognised national charity. This means over the next five years we will:

**Reach our ambition to provide breaks for at least 1000 children every year**

**Invest in our South-West and Midlands facilities and activities to provide outstanding and sustainable centres**

**Identify new locations where, in time, we could extend our reach further across England**

This document outlines the steps we will take to achieve our ambitions.



# Our Vision, Purpose and Values



## Vision

Over the next five years we will inspire over 5000 children from across the country, to go beyond anything that stands between them and their brightest future. Our centres will be more sustainable, we will celebrate the environment and offer everything onsite our children need to help them develop confidence and skills, away from difficult lives.



## Our purpose



**A national charity providing much needed breaks for children all over England, who are unlikely otherwise to have any other chance of time away from difficult circumstances.**

**We encourage children to value the environment and appreciate time spent out of doors, learning new skills, meeting new friends, and making happy memories that will last a lifetime.**





# Our values



**Put  
children  
first**

Put children at the centre of our charity, make them our priority, involve them in shaping our work, listen to their voices.



**Do the  
right  
thing**

Be open and honest, think sustainably, act with respect. Champion equality and have the courage to challenge



**Push the  
boundaries**

Be curious, seek opportunities, embrace change and build resilience.



**Work as  
a team**

Listen and learn, grow together, set clear goals, measure the impact, and make it happen

# Business plan

**Our rolling Business Plan will continue to keep us on track to deliver our promises and continually improve.**

Building on decades of experience, and using our data and evidence, we will continue to evolve our breaks to be the best they can be. Investing in sustainable, creative, and fun environments, working in partnership with others to ensure we reach the children who most need a break and investing in our staff and volunteers to do their best work.

Our breaks are provided free of charge, and we will continue to work hard to raise the funds necessary to ensure money is not a barrier to children having fun with us

To achieve these ambitions, we have identified the following priorities that should underpin all our work and help us to the bigger goals of welcoming a 1000 children, improving our sites so we can reach even more and growing the charity into new areas of the country.

The priorities in our Business Plan are:

**The right  
breaks for the  
right children**

**Sustainability  
and celebration  
of our  
environment**

**Financial  
stability and  
resilience**

**The best place  
to work and  
volunteer**

More detail of each of these is provided on the following pages.



# The Right Breaks for the Right Children



**We will always be a Children First organisation and we will ensure children are at the heart of our organisation. Their voices shape our offer and reflect on the difference we can make in their lives.**

We prioritise the children who need our help the most, and that means being more proactive and targeted. Using data and insights, we will identify communities in need, working in partnership with other organisations we will find the right children.

While we will focus on the outdoors, our activities will also include quiet time for reflection, reading and journalling. There will be art projects and plenty of opportunity to be creative, as well as physical..

At the end of their stay with us, children will take home a memory bag full of the things they have made and collected, along with photographs, their journals and positive comments from our staff, volunteers and children. All of this is designed to build confidence and provide opportunities for positive reflection by the young person on their own or with their families and the referrer. It is a positive reminder of their stay, helping to reinforce the impact our break made.

We also want them to take home helpful new skills and techniques. We can't change their circumstances, but we can help improve wellbeing through positive memories, techniques for managing anxiety and stress, and practical skills such as cooking healthy meals on a low budget. Our data shows us there are shared issues amongst the children who come on a break with us: for example, many have experienced bereavement, many more provide care to someone else in their household, referral agents tell us the children they refer are isolated and find it hard to make friends. But time away in a new environment, with plenty of adult support, provides an ideal opportunity to address some of these concerns and learn more. In this way, we work in partnership with the referrers, before, during and after the break.

An appreciation of the environment doesn't stop once children return to the city – they can still see the night sky, listen out for birds, and value the green spaces and quiet. They can save rainwater and recycle – habits that will set them up for life.

Go Beyond is not a formal education provider but our breaks are accredited by ASDAN, and this means we can offer breaks all year round, including during term time.

Securing the Learning Outside the Classroom status will further reassure referral agents of the quality of our breaks.





# Sustainability and celebration of our environment



## **We will invest in Daleside and Coastal to create unique and engaging environments.**

We will have areas in which to play, places to explore and areas for planting and growing food to eat. We will harvest rainwater to water the plants and recycle our waste. By introducing children to the outdoors and nature, we will be helping them to understand why we need to protect it.

Although there will always be a need to transport children to and from our rural locations, we will minimise the use of vehicles and prioritise partnerships with other organisations that share our values. Where we can, we will buy local produce and reduce our use of plastics.

Both centres have a shared 'Go Beyond' ethos and many common features, but will also celebrate their different locations: one in the hills of the Peak District and the other near the coast in Cornwall.

We recognise our responsibilities as custodians of acres of countryside, to manage our land well, and encourage greater sustainability.

These values will influence and help to shape the activities and learning for children on our breaks, from enjoying the dark skies, spotting the different birds, and exploring the streams and hedgerows, we will aim to have fun and help children value their planet and understand how they can play their part in protecting it.



# Financial stability and resilience

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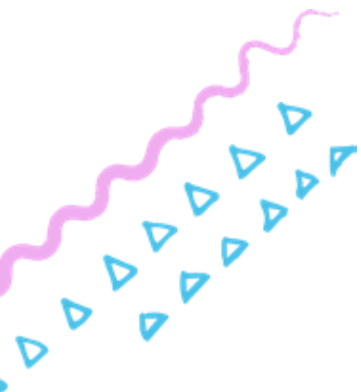
**Go beyond breaks are always free. We don't charge the families or the referral agents. This is a big commitment but one that is fundamental, and it means we have a robust fundraising strategy in place.**

Our group sizes are capped at 16 because we want every child to feel they are part of a big family holiday. Alongside the food, accommodation and activities, we also often find ourselves providing warm coats, waterproof shoes, suncream and other things that the children don't have. With prizes throughout the week, and a present at Christmas, there are lots of other costs to consider. Therefore, we keep a close eye on value for money.

Prioritising unrestricted income, we will build our donor base. We are extremely fortunate to have a loyal following of people who believe in what we do. As we embark on our future plans, we need to secure the support of even more individual donors, large and small. People who give regular amounts, and those who undertake sponsored activities on our behalf.

We will further develop our relationship with trusts and foundations, embarking on multi-year partnerships where we can provide stability for planning ahead.

As our offer becomes clearer, especially being more targeted towards children desperately in need of help, and with more care for our environment, it is easier to see how companies might support us. We will seek support from corporate partners whose ethos and values reflect our own, aiming to build lasting relationships that embrace donations, employee fundraising and opportunities to volunteer and get to see first hand what we do on a break.



# The best place to work and volunteer

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**The most important ingredient in a successful break is the support our staff and volunteers provide to the children.**

Their skilled experience of working with children, especially those who are worried or vulnerable, and often away from home for the first time, is what makes the lasting difference.

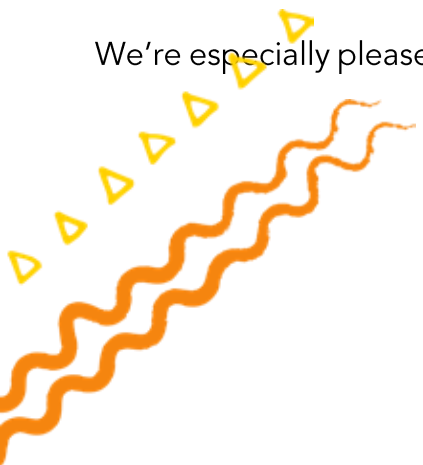
An exciting environment is important but that matters little without someone who can bring it all to life and make it fun. Every week we ask children to nominate their stars of the week, and every week our colleagues are identified as the stars.

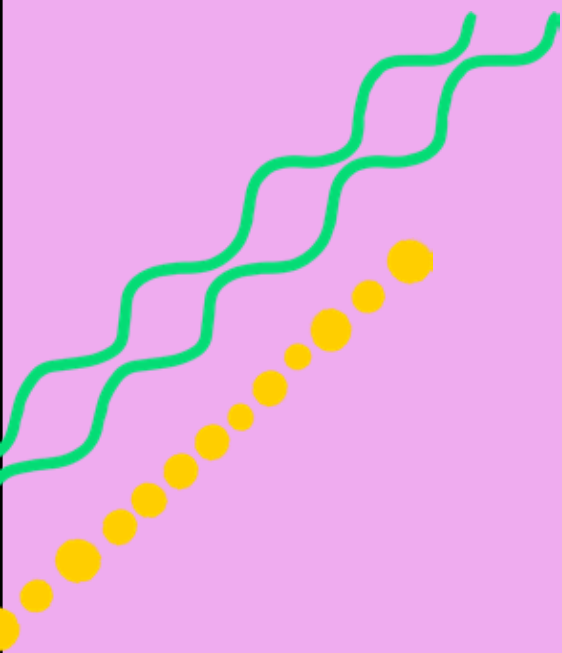
Thank you cards and letters tell us the break leaders and volunteers are fun, kind, listen to them, help them try new things.

These are the skills we need to value and nurture in our staff, and that means helping them to feel confident too. Good training, manageable hours, time for reflection and lots of praise will form part of our People Plan.

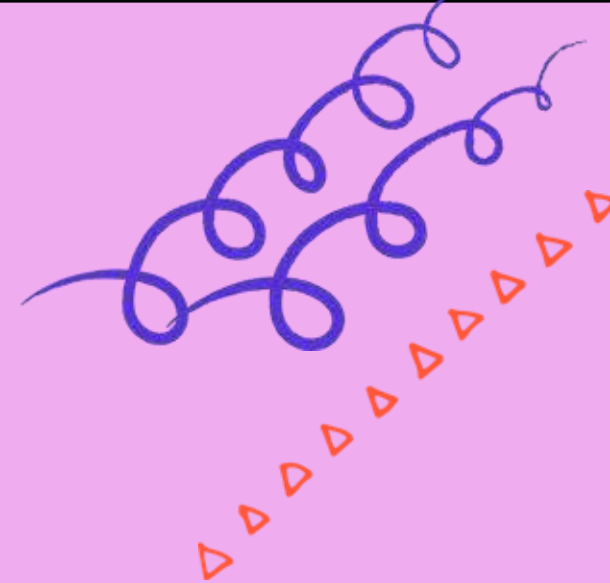
Alongside our staff are volunteers who make a huge difference. The children who come on our breaks benefit from time with adults who are interested in them and have time to help them grow in confidence. Having volunteers of different ages furthers the sense of this being a family style break. We are lucky to have older volunteers who have supported our breaks for years, and a regular number of young volunteers, many of whom are completing their Duke of Edinburgh awards and some who will embark on a career working with children.

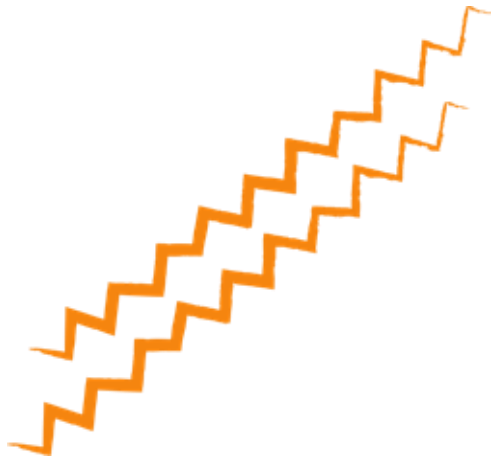
We're especially pleased when we welcome adults as volunteers who were once themselves children on our breaks.





The right time is NOW





## **We are more relevant than ever.**

The cost of living is escalating at a frightening rate. Almost every one of our children is eligible for free school meals, they tell us their homes are crowded, some don't even have their own bed, and they often feel hungry. There are many worries in the world, with the Covid 19 continuing and the war in Ukraine. No surprise then that children are feeling anxious.

There has never been a more important time to offer a child a break. During the period 2023-25 we will continue to do the very best work we can, with a rolling business plan that year after year shows us delivering more high-quality breaks for children.





# Looking ahead and going beyond

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**In 2022, as we achieved our 30th anniversary, we launched our Going Beyond Programme which has three main strands:**

**1. Provide breaks for more than 1000 children**

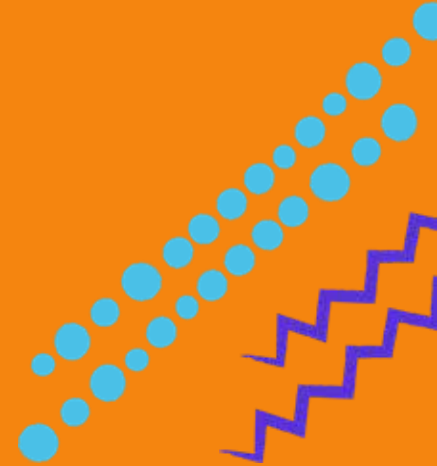
Continuing to build on our successes in 2022 but mindful of rising costs and learning from the challenges, we will work towards maximising use of our centres to offer at least 1000 breaks a year

**2. Invest in our two centres**

Our aim in investing in Daleside and Coastal will be to reach more children, thereby maximising use of our facilities and reducing unit costs. Since we also want to diversify our income, and generate more of our own money, we will also explore commercial uses such as hirings and lettings, charged for activities, weddings, camping and corporate days.

**3. Identify new locations to reach more children**

Data from the past 10 years shows us where children have travelled to. It makes it clear that 90 minutes to 2 hours is really the maximum journey time. This makes much of London and the South East out of bounds for our two current centres. We would like to be nearer the children that need us the most.



# Action plan

1. **Develop a clear vision for each site - based on their individual environments. This will include maximising activities on site, promoting sustainability, collaborating with local organisations**
2. **Extend our delivery to offer at least 750 breaks in 2023 and 1000 in 2024**
3. **Bring forward immediate / short term actions that reduces costs of the buildings particularly in relation to fuel costs, including seeking expert advice.**
4. **Increase our income, and numbers of children, through building new relationships and nurturing those we already have.**
5. **Diversify our income streams across fundraising and through income generation**
6. **Secure Learning Outside the Classroom status as an endorsement of our safety and effectiveness**
7. **Develop a People Plan and Volunteer Strategy – addressing recruitment and retention, seeking greater diversity in staff and volunteers to reflect the lives of the children who join our breaks**
8. **Launch a new Marketing Strategy to heighten our profile and attract more donors, supporters and referers**
9. **Launch our Going Beyond Programme to plan for, and invest in, longer term growth**

