

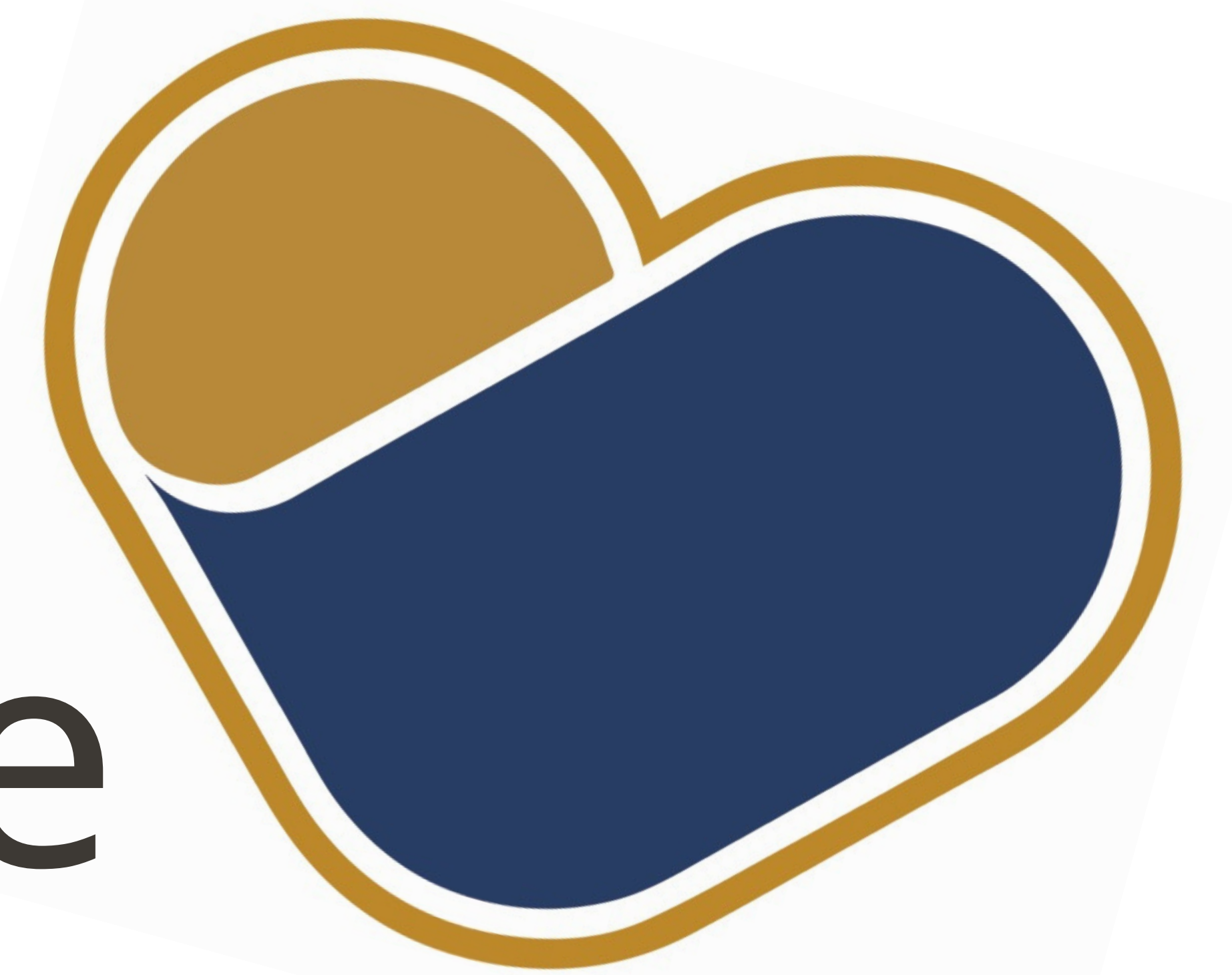


Scottish Women's Institutes

# Changing the future together

Strategic plan 2022-2025

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## Executive summary

### Who we are

Established in 1917, Scottish Women's Institutes is an inclusive and inspirational membership-based organisation, standing out among other women's organisations around the world.

### What we do

Our principal aims are set out in our constitution. They are to:

- Build inclusive, diverse communities
- Advance education and skills
- Provide a platform for social activities and networking
- Promote the preservation and development of our cultural heritage
- Campaign and work with like-minded organisations at home and abroad

A declining membership, outdated constitution, and underperforming organisation have resulted in a significant long-term decline in members and income for Scottish Women's Institutes.

We must undergo a complete transformation to remain a viable and credible membership organisation in Scotland.

To address this situation, we propose to:

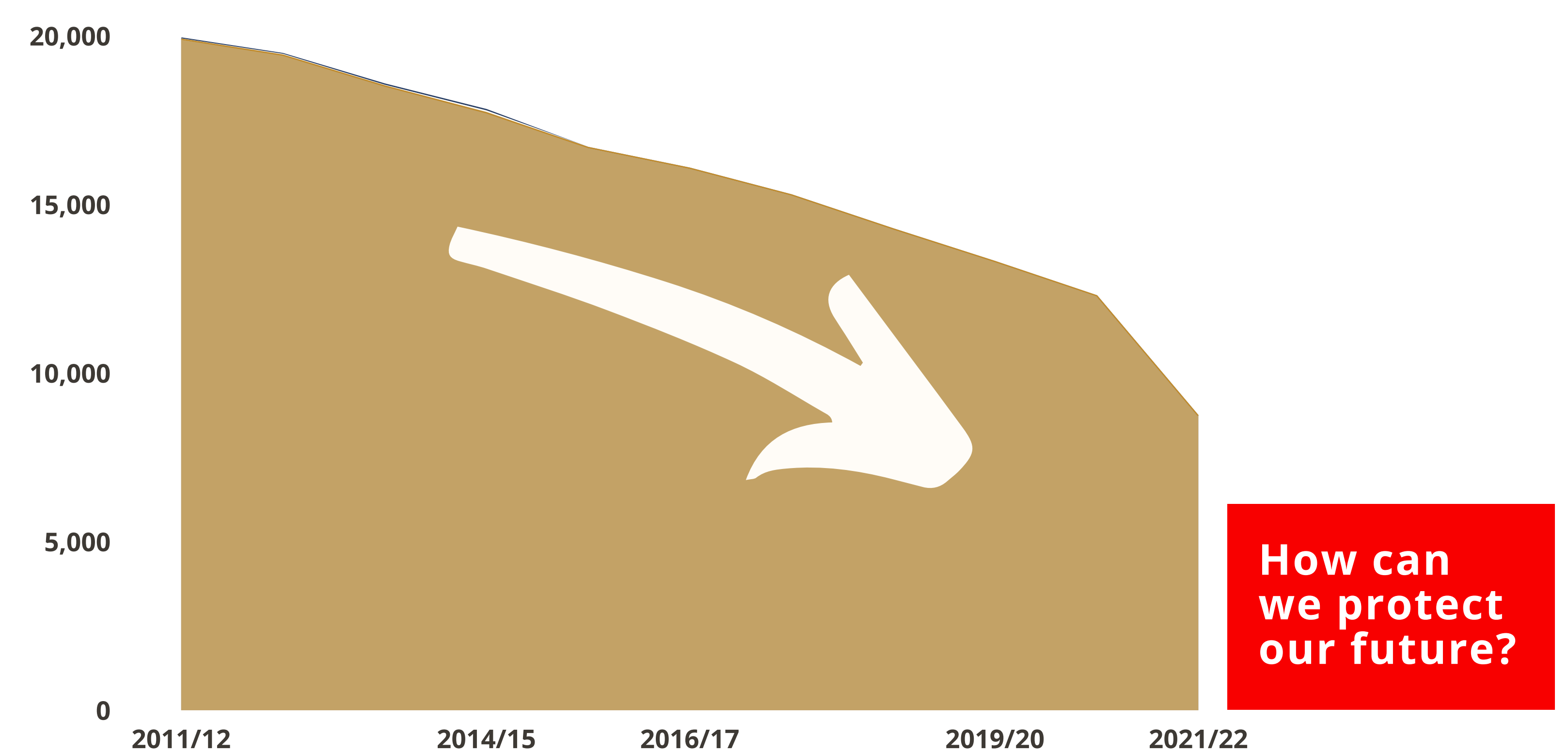
- 1 Undergo transformational change
- 2 Drive membership growth and add value
- 3 Achieve financial sustainability
- 4 Be ambitious

### The key to success

To take forward and deliver a successful strategy, it is vital to take members along with us. Members have the enthusiasm, skills, experience, and knowledge that will enable us to change the future together.

## Addressing a decade of decline

### 1 Membership figures have fallen by 56 per cent



### 2 The number of Institutes has halved in ten years



“The secret of change is to focus all of your energy not on fighting the old, but on building the new”  
**Socrates**





## Strategy, planning and performance

### Vision

All women can find opportunities with Scottish Women's Institutes, an internationally recognised and well-respected membership organisation which is ambitious, relevant, and inclusive.

### Mission

Scottish Women's Institutes have a rich history across Scotland's communities, promoting education and connecting women locally and nationally to improve their quality of life through friendship, education, sharing and having fun.

### Our aims

The overall goal of this strategy is to change; we want to preserve the past and involve the present in shaping the future.

The following aims guide our strategic priorities:

#### Undergo transformational change

- Implement significant change in the constitution and internal operations

#### Drive membership growth and added value

- Develop a comprehensive member-centric culture and membership strategy

#### Achieve financial sustainability

- Reduce costs, develop income diversification, and explore funding

#### Be ambitious

- Develop an innovative plan for a Visitor Learning Centre for all women in Scotland

### Our values

The values we hold dear describe how we want to work and what is important to us, we want to be Empowering, Ambitious, Inclusive, Cultural and Educational.

### Reporting on performance

Our strategy is delivered through a set of strategic priorities which form the core of our internal operational plans for 2022-2025. We will review operational outcomes quarterly with the Executive team and Board.

Each year we will report annual progress and performance through Annual Accounts and Report presented at AGM and an Annual Review.

### Timescale

**March-April**  
Draft strategy approved by the Board of Trustees

**May-June**  
Eight-week membership consultation and survey

**July**  
Publish members' feedback

**August**  
Implement Strategic Plan

**The future**  
Report strategic progress and performance in Annual Review and Accounts





## Our four key priorities for the next three years

# 1

### Implement significant change in the constitution and internal operations

#### Objectives

- Reform and future-proof the constitution
- Establish an executive staff team to lead change
- Work towards being an attractive employer with organisational accreditations
- Improve organisational performance, technologies, systems, and processes
- Develop a skilled board and staff team
- Improve our external engagement, reputation, and social impact

# 2

### Develop a comprehensive member-centric culture and membership strategy

#### Objectives

- Put members first, anticipate member needs and provide support
- Grow our membership and engagement
- Develop attractiveness and relevancy to potential members
- Introduce training for members
- Review and improve member events and services
- Demonstrate value for money
- Develop a member-focused staff team

# 3

### Reduce costs and overheads and develop income diversification throughout the organisation

#### Objectives

- Review and reduce operational costs, contracts, and overheads
- Sell current office building at 42 Heriot Row, Edinburgh
- Relocate office and staff to smaller premises
- Build and develop income diversification models
- Manage risk

# 4

### Develop an ambitious plan for a Visitor Learning Centre for all women in Scotland

#### Objectives

- Curate, protect and preserve SWI's cultural heritage
- Develop a feasibility study and funding opportunities
- Consider alternatives
- Build a project team involving members
- Continually communicate, consult, and involve members
- Engage with all internal and external stakeholders

“Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek”

**Barack Obama**



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