



# STEPS TO SUSTAINMENT

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A Roadmap for Organisational  
Growth and Service Continuity 2023

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[stec.org.uk](https://www.stec.org.uk)

Speke Training & Education Centre  
Unit House  
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## A Roadmap for Organisational Growth and Service Continuity 2023

### About Us

Established in 1983 with a mission to advance education and relieve poverty in South Liverpool, STEC currently delivers or facilitates a range of Poverty Relief Projects, Community Engagement activities, Adult & Community Learning Programmes and Mixed Economy Managed Office Space.

STEC owns the freehold of its site on Speke Boulevard, to operate this mixed economy social enterprise and community anchor hub, accommodating over twenty-five tenant partners besides delivering a broad community learning curriculum promoting employability, digital inclusion and well-being.

Operating with a small core team supplemented by associates (fewer than 10 staff) the charity has consistently “punched above its weight”. This is exemplified by STEC achieving the following accolades in recent years:

- WEA National Outstanding Partner 2019-20,
- ONS most successful Census Support Centre in the North West 2021,
- Lord Mayor of Liverpool Charity 2021-22 (one of three charities) and
- Excellent Ofsted (within LALS) and Matrix Accreditation New Standards in 2023 and
- The launch in October 23 of a highly innovative Community Memorial Garden.





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## **Our Reputation**

STEC has an excellent reputation both with funders and with the people the charity serves. The Trustees are discharging their responsibilities within this commission by inviting proposals to maintain and to sustain this reputation through the future success of the charity.

## **STEC Strategic Objectives for the next 5 years are:**

- Sustainability
- Services that reflect national, city region and local strategies
- Actively seeking new opportunities and appropriate partnerships
- Development of Innovative activities

## **Key strategic activities that will support the objectives.**

- Income diversification
- Opportunity scoping
- Service mapping
- Resource mapping
- Current and future opportunities and threats
- Succession planning and rehearsal.





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## The Strategic Context

In its fortieth anniversary year Speke Training and Education Centre Limited (STEC) is looking to recruit a consultant/agency or indeed agencies with a proven track record in strategic planning and organisational change & evolution.

This appointment will assist the Board of Trustees and the CEO in crystallising a strategy that supports the delivery and fulfilment of STEC's charitable objects for the next 5 years

Whilst fundamentally safeguarding STEC's adherence to its core Purposes of Relieving Poverty and Advancing Education in the context of STEC's spatial / community priority areas.

The successful bidder should focus upon production of a strategy document which provides a direction for STEC to embrace, develop, grow and flourish financially in order to consolidate autonomy and sustainment. This should consider how STEC can achieve growth for the following five years with solid foundations for sustainment thereafter.

Central to this commission is the prudent acknowledgement on the part of the Trustees, that the next three to five years are critical to the evolution of the charity because of the likelihood or indeed probability of retirement of key current staff members including the Chief Executive Officer.





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## Our Team

STEC has achieved success in retaining the services of its small core staff team for between 24 – 36 years with the Chief Executive the longest serving employee. The Trustees therefore appreciate the imminent requirement for a phase of strategic succession planning.

This commission is also the vehicle and process by which Trustees may develop and appraise their options for an organisational staffing structure capable of maintaining the best of what STEC currently delivers but catalysing growth, liberating capacity for innovation to expand activities augmenting income streams and thus consolidating future sustainment.

The commission includes resource mapping, audit of staff roles and responsibilities aligned with existing and future opportunities, briefing the SMT and board on recommendations, risks, opportunities or shortfall in resources or skills.

Further information about STEC can be found at <https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/516400>





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## **The Commission**

We require an agency /agencies or consultant/s to support with the development of a strategy that will engage holistically with STEC and its key people to gather evidence and understanding that will shape recommendations and actions that meet these objectives.

Responses should include a proposal with:

### **Process**

Your methodology. How you will approach the task, the stages, the number of days and time frame.

### **Output**

What we will receive as a result of your work and engagement.

### **Experience**

Previous experience in delivering a similar project – list 3 examples with supporting evidence.

You and your team – Concise profiles of people who will work with us.

### **Fees**

Your day rate and total fee for the work outlined above.

Response should be submitted by email to:

[speketraining@gmail.com](mailto:speketraining@gmail.com)

## **By Midnight on Sunday December 17th**

Shortlisted applicants will be invited for interview w/c 8th January 2024

Final decision will be made by Wednesday 17th January 2024

