



Motiv8 Business Plan 2013 - 2016

Contents

- 1. Executive Summary**
 - 2. Introduction**
 - 3. Overview**
 - 4. Our Work**
 - 5. Current Status**
 - 6. Strategic Direction, Objectives and Targets**
 - 7. Funding Policy and Priorities**
 - 8. Marketing**
 - 9. Monitoring, Tracking and Quality Assurance**
 - 10. Annexes**
 - 11. Supplementary Documents**
-

Version control

This document was developed using the following timeline:

- June 2012: Managers & Coordinators review of Core Delivery (3 triangles)
- July 2012: Core Delivery shared with all staff
- Oct 2012: Trustees, SMT & Lead Officers develop SWOT, PESTLE, Values, Delivery overview, Funding & Marketing priorities
- Nov 2012: Draft Business Plan shared with Trustees prior to consultation
- Jan-Mar 2013: consultation with wider stakeholders
- May 2013: Business Plan approved by full Board.

The document will be subject to annual review.

1 Executive Summary

Motiv8 is an independent, Portsmouth and Hampshire based, charity that works to improve the life chances of young people and their families by providing high quality targeted support to those identified as being at greatest need. Core activities centre around work in the Community, delivery in Schools and supporting young people into Employment. Front line staff, both paid and unpaid, are based in geographical teams with emphasis placed on priority neighbourhoods identified using national data and local intelligence.

Mission

Motiv8 exists to improve the life chances of young people. We do this to reduce the risk of offending, anti-social behaviour and disengagement from learning or employment.

Vision

Our vision is a society where all young people are healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being.

Values - our work is guided by the following values:

- Building **positive relationships and trust** with young people, their parents/carers; and wider stakeholders such as commissioners, referral agencies and partner organisations.
- Providing **high quality, reliable and supportive services** that meet **identified needs**.
- Actively promoting **consultation and participation** with young people, our staff, other organisations and the local community.
- Striving for **excellence through continuous improvement** and committing resources to **innovation and creativity**.
- Being a high quality employer, supporting and **investing in all our people**, including unpaid staff e.g. volunteers and students, to ensure that staff remain motivated.
- We want the very best for all young people and to achieve this **we do what we say**.

Strategic Objectives – our strategic objectives for the period 2013-2016 are to:

1. Maintain community based Targeted youth and family delivery in all geographic areas.
2. Create more real employment opportunities for young people.
3. Develop participation opportunities for unpaid staff (volunteer, student, work experience).
4. Be recognised as a partner of choice.
5. Have robust infrastructure, business systems and resources.
6. Be sustainable with a focus on increasing proportion of non-statutory income.

Key Local Benefits

When we work in neighbourhoods targeted by our programmes, there is a demonstrable, long-term reduction in crime and anti-social behaviour because we have embedded consistent trusted adults working in teams in the communities they serve. These teams:

- are entrepreneurial in meeting changing needs and creating new opportunities.
- provide leadership capacity to engage in strategic Partnership arrangements.
- are resilient to changes in the political, economic and social landscape.

Success Measures – we measure success against the following key measures:

- A reduction in the number of first time entrants to the youth criminal justice system
- A reduction in the re-offending rates among young people
- Improved attendance at secondary school, contributing to improved and accredited attainment both in school and beyond
- Young people over 16 progressing in Education or moving into Training or Employment.

2 Introduction

Motiv8's mission is to improve the life chances of young people at risk of offending, anti-social behaviour and disengagement from learning or employment. This document provides an overview of the organisation and forms the principal plan for the delivery of the mission, covering the period 2013 – 2016. It is reviewed annually at the end of each planning year.

3 Overview

Organisational History

Motiv8 has operated as an independent Portsmouth based charity since February 1998. Originally called Portsmouth Community Safety Partnership (PCSP), it grew out of the need to respond to the numbers of young people who were offending or at risk of offending in Portsmouth.

In 2001 the then Chief Executive oversaw a full organisational review, resulting in a clearer focus on 'core' business, with the Youth Justice Board's 'risk and protective factors' used to structure activities and evaluate impact. In 2003 the organisation changed its name to Motiv8, to provide clarity regarding the independence of the organisation from Portsmouth City Council's community safety strategy and operations, mark the change in direction and practice of the work, and re-launch its new profile and identity.

In 2006, following the arrival of the new Chief Executive and the creation of a new post of Director of Operations, it was concluded that the organisation could best deliver services for young people and ensure sustainability by adopting a structured Delivery Process Model. This was centred on continuity of support and well defined progression routes and coincided with the introduction of community based teams, of which there are three today – Portsmouth, Gosport & Fareham and Havant.

In 2007 Motiv8 achieved Adventurous Activities Licensing Authority (AALA) recognition. This has allowed a wide range of personal and social development programmes to be developed, many of which are delivered to schools. In 2010 Motiv8 introduced its STEPs programme which offers accredited learning up to Level 2 and can be structured from a brief intervention through to a 2 year programme.

Following the summer of civil unrest in 2011, Motiv8 held an internal competition to identify ideas to increase training and employment for young people. The winning entry was developed into what is now known as Bicycle Recycling, a social enterprise providing training and jobs in cycle maintenance. Bicycle Recycling opened the doors of its first retail outlet, the Gosport Community Cycle Centre, in 2012.

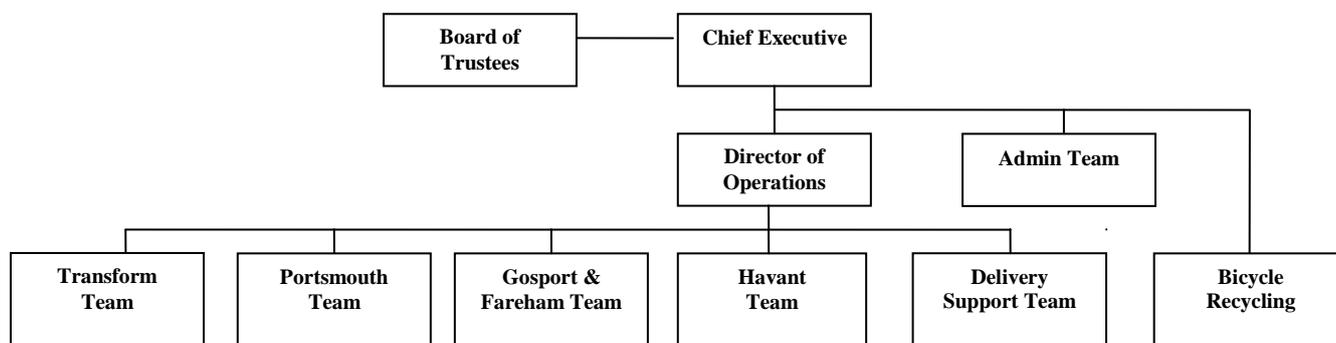
Motiv8 continues to be active in a wide range of networks and was instrumental in establishing both the Hampshire and the Portsmouth Alliances for Voluntary and Community Sector organisations working with Children, Young People and Families. The organisation is also taking a lead within the sector in Children's Trust and Crime and Disorder Reduction Partnership arrangements in Portsmouth and Hampshire.

Legal Framework and Governance

Motiv8 South Ltd, referred to as Motiv8, is a company limited by guarantee (Company Number 3512607) and a registered charity (Registered Charity in England and Wales number 1069085). The organisation is overseen by a Board of Directors (Trustees) who contribute their skills and time on a voluntary basis, with day to day management delegated to the Chief Executive Officer and paid staff.

Motiv8 works within current relevant legislation, in particular: Crime and Disorder Act 1998; Children’s Act 1989; Health and Safety at Work Act 1974; Employment Act 2001; Charities Act 1995; Data Protection Act 1998, together with appropriate guidance including: Standard of Regulatory Practice (SORP 2009); European Working Time Directive and Quality Protects (Child Protection).

Organisational Structure



Staff

Motiv8 delivers and supports its services to young people through a core team of regular paid staff complemented by sessional workers, students on placement and volunteers. Approximate numbers are as follows (correct for 2013): Paid staff - Regular (47) and Sessional (21); Students on placement (9 per annum); Volunteers (80).

Core delivery is centred on Community Based Teams (CBTs), operating from sites across Portsmouth, Gosport, Fareham and Havant. Each team has staff experienced in delivering a variety of Community based interventions (targeted referral based work, open access youth hubs and detached work), accredited programmes in Schools and supporting young people into Employment (NEET reduction & prevention, apprenticeships, training). Outdoor Instructors are integrated into the CBTs to facilitate group work.

Strategic direction, oversight, high level risk management and financial scrutiny are provided by the Board of Trustees, with implementation delegated to the CEO and the management team. The Delivery Support Team support the processes of volunteer support, participation, quality assurance, accreditation, Health & Safety and data monitoring. The Admin Team provide HR, finance, admin, IT and marketing support.

Locations

Motiv8’s head office is in Portsea, Portsmouth with CBTs based at sites across: Portsmouth (Paulsgrove); Gosport (Forton) and Havant (Leigh Park, Waterloooville and Wecock), with additional staff based alongside delivery partners in Fareham, Aldershot and Hedge End.

Partners

Motiv8 works closely with other organisations to ensure that it delivers an excellent service to young people in a way that is both efficient and effective. Statutory partners include the Youth Offending Teams in Portsmouth and Hampshire, Local Authority Community Safety Teams, Social Care and Youth Support Services. We also work regularly with local schools, colleges, other organisations in the voluntary sector and private businesses.

4 Our Work

Client Group

Core targeted and intensive work is aimed at young people who are considered at greatest risk of offending, anti-social behaviour and/or disengagement from learning and employment. Motiv8's client group has been focused on those aged 13–19, but this has expanded to include a wider age range from 9-24 year olds plus significant others within the family such as parents. Young people and their families are referred by partner agencies from within designated geographic areas or with specific needs.

Open access delivery, including positives activities, and much of the work in schools and into employment can be aimed at all young people regardless of needs, but this will often be at the discretion of the commissioner or funding body.

Delivery Model

Motiv8 delivers its core services through a 5 step delivery model:

Identify – Engage – Support – Progress – Move on

The model is applied to both Open Access and Targeted activities. It ensures that work is prioritized appropriately, hence the **Identify**, and also creates developmental opportunities that can include Accreditation, Young Leaders and Volunteering, hence the **Progress** and **Move on**; noting that Motiv8 is not a final destination but part of a journey.

Alongside the 5 step delivery model is embedded 2 core principles:

- Participation: to ensure that the voice of users remains central,
- Innovation: where 10% of annual turnover is committed to developing new ideas.

Core Products

Motiv8 core products fit under 3 headings: **Community**, **School** and **Employment**. Under each heading there are services that are aimed to meet different levels of need identified through holistic assessment for children, young people and families. This is represented in the table below. It should be noted that it is the specific product that aims to meet a specific level of need, rather than seeking to categorise a young person as being at a level of need. As such it is expected that individual young people could receive multiple services at different levels from Motiv8 each aimed at different aspects of their individual needs.

	Community	School	Employment
High need	Integrated Resettlement Support	Personalised programmes	Work Placements in Social Enterprise
	Transform (Intensive Family Support Service)	Special School delivery (BESD / EV)	Apprenticeships
	Targeted Work e.g. Youth Inclusion Programme (1-1 & group work)	Pupil Referral Unit	NEET Reduction & Prevention (1-1 & group work)
	Detached & Outreach in targeted areas	Inclusion within main stream school (1-1 & group work)	Volunteering & Citizenship programmes
Low need	Youth Centres / Hubs and positive activities including Youth Action	Personal & Social Development Programmes (STEPS)	Information, Advice & Guidance

Note: services shown are typical of Motiv8 delivery, exact capacity and format will depend on current funded activity.

Further detail on Motiv8's core products:

Youth Inclusion Programme (YIP) – is an after school and holiday programme that works with a targeted core group of young people in a designated neighbourhood, identified through a multi-agency referral process. Young people are supported to help them build confidence, improve skills, make a positive contribution and challenge negative attitudes. The YIP model has been subject to extensive independent national research and evaluation by the Youth Justice Board and is proven to reduce youth crime and motivate engagement with education.

Integrated Resettlement Support (IRS) – delivered alongside Youth Offending Teams for young people leaving custody. The intensive personalised support focuses on:

- somewhere to live: stable and suitable accommodation is key to prevent re-offending,
- something to do: directly linked to education, training and employment,
- someone to talk to: to help navigate benefits, be an advocate or simply a listening ear.

Transform (Intensive Family Support Service) – as part of the government's Troubled Families agenda Transform works with the whole family specifically in cases where there are identified needs to reduce anti-social behaviour, improve school attendance and support in getting a job. The emphasis is on providing one worker to support one family through one plan, and then to draw in and coordinate the activities of others. Motiv8 is part of a consortium of four organisations delivering this work across Hampshire.

STEPS – Steps offers schools and colleges a progressive, challenging outdoor-based Foundation Learning Programme of personal and social development and vocational training for learners working at Entry Level, Level 1 and Level 2. It is targeted at those not engaging fully with mainstream education. It provides personalised one-to-one support for each learner and a challenging mix of indoor and outdoor teambuilding activities and project work. All learners are offered the opportunity to participate in the after school YIP programme. The Motiv8 team delivers Steps in school and off-site to groups of up to 12 learners, but group size is as appropriate to the needs of the individual and the school.

It is expected that each learner will achieve a National Open College Network (NOCN) Certificate entitled Skills Towards Enabling Progression (Step Up) Post 14 that has NVQ equivalence, and also complete national awards in first aid, canoeing, climbing and navigation.

NEET Reduction – linked to commissioned activity, NEET (Not in Education, Employment or Training) Reduction is targeted at those aged 16-19 and up to 25 if they have learning difficulties or disabilities. The emphasis is to support young people in identifying a plan to engage with education, training, employment or volunteering opportunities.

NEET Prevention - can be with young people aged 14-16 or 16-19. For the younger cohort it is typically done in partnership with school and is to ensure sufficient engagement with education to enable progression to college or work. The older young people will typically be at college, in a training opportunity or have started work. However, for many young people it is identified that there is a risk of dropping out if not provided with additional support.

Social Enterprise – Motiv8 runs businesses with the primary objective of training and employing young people through a sustainable business model. The business model whilst potentially given start-up funding e.g. by grants or voluntary donations, has to move to being self-sufficient within 2 years. This approach necessitates having clear product or services which can be sold on a commercial basis. Motiv8's first social enterprise, Bicycle Recycling, started in 2012 and has provided learning for all future businesses.

5 Current Status

Strategic Analysis

Motiv8's inherent strengths and vulnerabilities have been analysed using a variety of tools including Strengths, Weaknesses, Opportunities and Threats (SWOT), internal and external audit and sector analysis to identify the critical success factors and risks that are most relevant to the organisation:

Critical Success Factors (Areas in which we must excel)	Key Risks (Risks we must mitigate)
<ul style="list-style-type: none"> • High quality people • Adequate, sustainable funding • Strong brand, visible in communities • Effective partnerships • Good reputation • Robust business processes • Demonstrable, positive impact 	<ul style="list-style-type: none"> • Lack of continuity between contracts, could lead to staff not matched to skills requirement • Loss of income or ability to secure new • Increased competition • Breach of H&S and/or duty of care • IT not keeping pace with change • Inadequate tracking and monitoring of all core data (operational, HR, financial)

The organisation's most recent SWOT analysis can be found at Annex A.

Future Context/Operating Environment

Analysing the political, economic, social, technological, legislative and environmental (PESTLE) trends that are likely to influence the organisation highlights a number of areas that the organisation's strategy needs to address:

Funding Pressures - severe funding pressures resulting from the UK government's on-going deficit reduction measures and reduced private giving from charitable trusts and individuals.

Payment by Results – with organisations increasingly being asked to prove effectiveness and value for money or risk not being paid, can lead to severe cash flow problems.

Competition & Contract size - increased competition between providers and a desire to commission larger scale contracts to reduce central costs. Emphasis on organisations to form strategic alliances and collaborate to compete effectively for reducing resource.

'Social' Problems - increasing prevalence of 'social' problems such as poor literacy, alcohol and domestic abuse and dysfunctional family relationships, exacerbated by increasing social alienation, rising levels of unemployment and reduced family incomes. Changes in welfare reform place increased pressure on low income households.

Governance – an increasing focus on governance, with public life becoming more tightly regulated and risk averse (e.g. CRB, TUPE, H&S and Charities' Commission). This is particularly true with the shift from grants to contracts for even modest amounts of delivery.

Political change – regular elections of Police & Crime Commissioner in 2012, Local Elections in 2013 and 2014, General Election in 2015; lead to uncertainty and policy changes.

Education Reform – rapid introduction of widespread academies is as yet unproven as to whether an approach of all in-house delivery or utilise external experts is preferred.

A fuller PESTLE analysis can be found at Annex B.

6 Strategic Direction, Objectives and Targets

Motiv8's strategic direction is drawn from an analysis of the current status of critical success factors and key risks, plus a review of the future context and planning assumptions for the period 2013-16 as set out in section 5. This relates to organisation structure, clarity around core delivery, principals to inform future development and process improvement. Targets provide compliance with contracts and progress against high level Strategic Objectives.

Organisation structure

There has been a shift in tax payer funded work away from grants towards contracts, and continued increases in public service delivery being outsourced creating opportunities for voluntary sector organisations. These changes have coincided with reductions in private giving meaning increased competition for trust and individual income, with corporate giving being focused on contributions in kind rather than cash. Despite this there is an increased interest in social enterprise, seeking to deliver social benefit through business models.

Motiv8 is considering a group structure to separate the 3 areas of activity:

1. **Charitable Activity:** the very essence of Motiv8, where there is space to innovate, meet identified needs, replicate proven models of delivery. Likely to be funded through a variety of means, especially private income and earned income. This would remain as the Registered Charity.
2. **Public Service Delivery:** this has been the largest growth area over recent years with increased volume and size of contracts that Motiv8 is considering. Consideration must always be given to ensure work is in line with organisation's values. At times delivery will be in partnership or consortium due to contract size and to reduce risk, potentially via a Special Purpose Vehicle, i.e. organisation formed to deliver specific contract(s).
3. **Social Enterprise:** seen as a way of delivering Motiv8's core charitable objects through a business model rather than being seen as an income generator to subsidise other work. Aspects of this can be delivered by a Registered Charity, plus it is likely that traded activity will be through a Community Interest Company.

Core Delivery

- Maintain a focus on Community Based Teams in agreed neighbourhoods.
- Young people aged 9-24 years old, plus wider family members for those with high needs.
- In order of priority core products will be aimed at: Community, Employment, Schools.
- Within each broad heading emphasis will be given to Targeted and Intensive products where resources allow, but pathways up and down levels of need will be considered.
- Maintain a focus on Portsmouth and South East Hampshire, but also consider other areas where resource and skills match presenting need and full costs recovery can be achieved.

Principles to inform future development

- Public service delivery contracts must be compatible with Motiv8 values and achieve full cost recovery delivering a contribution to core costs.
- It is expected that public service delivery contracts will not exceed 80% of group turnover, with no single contract being more than 30% of turnover.
- Social Enterprise must be self-sustaining within 24 months of start-up.
- Charitable Activity remains core to Motiv8's work even if for a limited period it is a relatively small part of what is delivered.
- All delivery is based around building relationships of trust.

Process Improvement

- IT to allow for a fully distributed model of delivery which is not tied to any specific building.
- Continue to support Teams in being free to develop a local offer within the scope of a clear overarching set of Principles.
- Enhance contracts management and quality control.
- Achieve Matrix quality standard.
- Increase private income generation as a proportion of turnover.

Strategic Objectives

The following objectives have been set as a direct response to analysis of the strategic direction for the period 2013-16. The high level Strategic Objectives can be split into 2 categories Performance Improvement objectives and Change objectives.

<u>Performance Improvement</u>	<u>Change</u>
<ul style="list-style-type: none">• <i>Maintain community based Targeted youth and family delivery in all geographic areas.</i>• <i>Have robust infrastructure, business systems and resources.</i>• <i>Be sustainable with a focus on increasing proportion of non-statutory income.</i>	<ul style="list-style-type: none">• <i>Create more real employment opportunities for young people.</i>• <i>Develop participation opportunities for unpaid staff.</i>• <i>Be recognised as a partner of choice.</i>

High Level Success Measures

Motiv8's primary success measures are linked to National Indicators which can be found in the local implementation plans (Children and Young People's Plan, Local Children's Partnership Plans and Community Safety Strategic Assessments) in the Local Authority areas where Motiv8 works (Portsmouth and Hampshire as at 2013):

- Reduction in the overall number of young offenders, with a continued measure to reduce first time entrants to the criminal justice system.
- Reduction in the re-offending rates among young people, with an emphasis on the most prolific young offenders.
- Reduce secondary school persistent absence rate.
- Reduce those aged 16-19 (and up to 24 for those with Learning Difficulties and Disabilities) not in education, employment or training (NEET)

In addition Motiv8's work supports broader outcomes including:

- Increase the uptake in Positive Activities
- Reduce teenage conception
- Reduce substance misuse among young people
- Improve community cohesion
- Promote adult employment
- Reduce domestic abuse.

Contractual targets are set out in the Motiv8 Target Tracking sheet (see Annex C).

7 Funding Policy and Priorities

Reserves Policy

Motiv8's policy is that unrestricted funds which have not been designated for a specific use should be maintained to a level equivalent to between three and six months expenditure. Reserves can then be made available for one or more of the following purposes:

- Short-term tactical reserves - e.g. to smooth cash flow
- Opportunistic reserves – to take advantage of strategic development opportunities
- Long term reserves to reduce risk.

Cash Flow Policy

Motiv8 seeks, as far as possible, to exercise positive cash flow, using the minimum unrestricted funds required to achieve this.

Pricing Policy

Motiv8's pricing policy is based on full cost recovery (FCR) wherever possible, with contribution to core costs essential for all public service delivery. As a charity Motiv8 does not make a profit and reinvests any surplus into product development or enhancing core delivery.

Sources of Funding

Motiv8's primary funding is drawn from the following sources:

- National Statutory Funding
- Local Statutory Funding
- Charitable Trusts and Foundations
- Lottery Funding
- Private giving from businesses or individuals.

Motiv8 regularly analyses alternative sources of funding. Fundraising events are considered on an adhoc basis based on costs/benefit ratio. A list of recent funders can be found in the last set of audited accounts available on Charity Commission website.

Funding Priorities

These are set against the priorities outlined in section 6 and prioritised as follows:

1. Charitable Activity
2. Social Enterprise
3. Public Service Delivery (Contracts)

Allocation Process

Funds are allocated in accordance with organisational priorities and the following principles:

- Allocation of restricted funds as required by funder
- Balance income and expenditure across each 'business area'
- Allow Forecast budgeting only in areas where there is evidence of securing new income
- Typical infrastructure allocation of 15% (as at 2014)
- Reserves maintained within limits set out in reserves policy.

Motiv8's current budget allocation is shown at Annex E.

8 Marketing

Motiv8 seeks to maintain a positive profile through a combination of digital and hardcopy media plus through extensive networking. Media is targeted at four main constituencies:

1. Customers, i.e. young people and their families
2. Funders, both statutory and private, individual and organisations
3. Wider stakeholders, i.e. partner providers, referral agencies, policy makers
4. General awareness and profile raising.

Motiv8 develops its own media but is also used to making contributions to other people's productions or events. This includes providing speakers or facilitators to assist with events and providing good news stories for various publications.

Networking

Motiv8 favours face to face contact whether this is through informal settings or formal meeting and forums. The organisation facilitates staff engagement with partnerships, forums and networking meetings, with the management team maintaining a full list of membership and involvement to ensure suitable geographic and thematic coverage.

Informal networking is encouraged with specific emphasis placed on building peer networks at all levels from front line practitioners, service managers, HR and Finance plus senior management. This extends to involvement in on-line networks and responding to surveys and invitations to be involved in evaluation or research type programmes which are centred around delivery to vulnerable young people or an emphasis on places where Motiv8 has a presence.

Digital Media

Motiv8 is enhancing its on-line presence with a refreshed website fitting alongside active Facebook and Twitter use to promote current and interactive use. The primary aims of these resources are to provide real time information as well as clearly identifying opportunities for others to get involved in a wide variety of ways from volunteering, donating, working in partnership or accessing services.

Hardcopy Media

Historically Motiv8 has produced an Annual Review and this continues in 2013, with consideration to move to an on-line format from 2014. A quarterly newsletter, Communic8, is distributed in both hard and soft copy to over 1000 people and organisations.

Programme specific media is produced in the form of posters, fliers, leaflets which are all aimed at making delivery as accessible to the target audience as possible.

9 Monitoring, Tracking and Quality Assurance

Motiv8's activities are monitored, tracked and quality assured to ensure that effort and resources are focused on delivering efficient, effective, evidence based impact. This is done using business meetings, audit and assessment, in-house tracking tools and proprietary business systems.

Business Meetings

Day to day running of Motiv8 is overseen through a series of meetings covering the major elements of the business:

- Operations
- Human Resources
- Finance
- Fundraising
- Health & Safety
- Quality, Policies & Procedures
- Administration
- IT
- Profile & Publicity
- Premises
- Managers

Reporting structures to monitor progress take the form of meeting minutes with clearly allocated actions.

Oversight of all business activity is conducted by the Board of Trustees through their structure of quarterly meeting:

- Finance
- Human Resources
- Service Delivery and Development
- Full Board

Audit and Assessment:

Alongside these internal meetings, Motiv8 uses a combination of self assessment and 3rd party audit to support continuous improvement and ensure best practice:

Investors in People (IIP): an independent assessment of personnel practice within the organisation with a focus on quality of support, training and morale.

Investors in Volunteers: similar to the above but with the emphasis on volunteering.

Risk Mapping: using the Charity Commission risk assessment model the Trustees supported by Motiv8 officers assess the 'Likelihood' and 'Severity' of Potential Risks, implementing Control Procedures where the risk exceeds a defined threshold.

PQASSO: a quality system audit, recognised as the benchmark for small/medium sized charities. Motiv8 is assessed at level 2.

AALA (Adventurous Activities Licensing Authority): mandatory approval is required if running specific hazardous activities (including canoeing, climbing) with children and young people.

Tracking Tools

Key performance indicators are monitored and tracked through in house tracking tools, including:

- Motiv8 Summary Status Sheet (see Annex F): provides a Red/Amber/Green (RAG) assessment against headings of HR, Finance, Operations and Strategic
- Motiv8 Operational Target Tracking Sheet (see Annex C): provides a RAG assessment against each individual team/funding stream for both funder set and internal targets.
- Motiv8 Income Prediction Tool (IPT): used to assess whether levels of income are sufficient to meet predicted expenditure
- Motiv8 Process Monitoring Tool: used to capture personalised data, relating to team and individual case management.

Business Systems

Motiv8 uses industry standard systems for key aspects of its business, including:

- UMIS (Universal Management of Information System) and YOIS (Youth Offender Information System), under license from Wessex Youth Opportunities Team, and used for case management and activity recording.
- CAF, ONSET and ASSET assessment tools used to assess young people's needs and develop a personal intervention plan unique to each client.
- SAGE for finance and payroll.
- 'Simply Personnel' for HR.
- MS Office for business systems.

10 Annexes

- A. Motiv8 SWOT Analysis
- B. Motiv8 PESTLE Analysis
- C. Motiv8 Target Tracking Sheet
- D. Motiv8 Action Plan
- E. Motiv8 Financial Allocation Sheet
- F. Motiv8 Summary Status Sheet

11 Supplementary Documents

Further information can be found by consulting the following documents:

- 1. Memorandum and Articles
- 2. Statutory Accounts including Trustees Report
- 3. Motiv8 Overview (Why/What/How)
- 4. Motiv8 Policy and Procedure Manual
- 5. Motiv8 Operational Guidance for YIP
- 6. Motiv8 Expenditure Budget
- 7. Motiv8 Income Prediction Tool (includes list of current funders)
- 8. Motiv8 Risk Map (produced by Board, collated via Finance Sub-Group)
- 9. Motiv8 Core Competencies Framework
- 10. Motiv8 Calendar