



**JO'S TRUST**

**STRATEGIC PLAN**

**2009-12**

**JO'S TRUST  
STRATEGIC PLAN 2009-2012**

<b>CONTENTS</b>	<b>PAGE</b>
<b><u>SECTION 1 – CONTEXT</u></b>	
Background	2
Vision statement	2
Mission	2
The need	2
Providing a strategic direction	3
<b><u>SECTION 2 – JO'S TRUST STRATEGY 2009-2012</u></b>	
Providing services for women with cervical cancer	4
Raising awareness and providing information	6
Campaigning for improved treatment and care	8
Developing sustainable income	9
Governance and management	11
<b>ACTIONS</b>	
Appendix 1 – Media interest	14
Appendix 2 – Screening uptake	15
Appendix 3 – Budget	16
Appendix 4 - Staff structure	17

JO'S TRUST  
STRATEGIC PLAN 2009-2012

## Background

Jo's Trust was established by James Maxwell following the death of his wife, Jo (40) from cervical cancer in 1999. It is the only UK charity focussing on cervical cancer and is dedicated to women, their families and friends affected by pre-cancer and cancer of the cervix.

*“Jo Maxwell's hope was that everyone one day would have access to reliable information as well as receive support at every stage of pre-cancer and cancer of the cervix, including 'follow up' having survived the disease. James's hope was to have the best possible online services – global portal for cervical cancer and to contribute to a significant drop in incidence worldwide.”*

Over the last 9 years the charity has steadily grown to the stage it is today, with one full-time member of staff and an income of approximately £150,000 a year. It has been very careful with its funds and has approximately £255,000 in reserves, representing 20 months expenditure. It is a charity that has gained respect for its work and 'punches above its weight'.

Charitable output includes: a portal for information about pre-cancer and cervical cancer, a 'Let's Meet' open chat forum, an annual 'Let's Meet' open day, Confidential Medical Advice (allowing individuals to post a question to our panel of medical experts), campaigning to influence UK Government and raise awareness of pre-cancer and cancer of the cervix.

The charity receives some 600 submissions for confidential advice each year, has 1860 on-line forum members ((in 2008 there was a 30% increase in new members) whilst [www.jostrust.co.uk](http://www.jostrust.co.uk) has around 8,000 unique visitors a month. The most used section of the website is the Let's Meet forum.

Raising funds has predominately been reliant on support from i) The Founding Friends running events year on year ii) support from people the charity has helped and iii) some pharmaceutical support.

In September 2008 the charity recruited a new Director whose role is to professionalise and develop all aspects of the charity in order that it fulfils its potential. This will give the charity a new momentum to drive forward income and awareness and expand its charitable output.

## Vision Statement

The charity currently does not have a vision statement

## Mission

To ensure that women never feel alone in their cancer journey by providing easily accessed 'good' information and confidential medical support through [www.jostrust.co.uk](http://www.jostrust.co.uk) free of charge 24 hours a day.

Our objectives:

- To raise the public profile and understanding of the causes of pre-cancer and cervical cancer and how they can possibly be prevented and overcome
- To create greater awareness of the importance of having regular cervical screening
- To campaign for new and improved preventative, diagnostic and therapeutic procedures for cervical cancer

## The Need

There are nearly 3,000 new cases of cervical cancer in the UK each year and approximately 1,000 deaths (3 every day). 6% of cervical cancer deaths occur in women aged under 35 whilst it is the second most frequent cancer amongst young women (aged 15-44) in the UK and Europe.

Screening programmes have saved thousands of lives whilst the introduction of the HPV vaccination programme could potentially prevent up to 70% of all cervical cancers. However, there are a number of challenges the charity faces including:

**JO'S TRUST**  
**STRATEGIC PLAN 2009-2012**

- The increasing numbers of women not attending their screening tests
- Raising awareness of HPV and its impact
- Raising awareness of the symptoms of cervical cancer
- Supporting hard-to-reach people e.g. those from a BME background or areas of deprivation
- To ensure the uptake of the HPV vaccination programme is as high as possible
- To provide the best, most appropriate information to all audiences
- Increasing the reach and relevance of its support
- That the charity's work is recognised at both international, national and local level

**Providing a strategic direction**

The charity has never implemented an organisational strategy and to some extent has been run in an ad-hoc manner. There is also a consideration that the charity has perhaps moved away from the original aims of Jo and James Maxwell but we now have the opportunity to re-focus.

**Key strategic aims**

1. Developing the charity's services to increase the numbers of people we are able to support
2. Increasing awareness and education about pre-cancer and cancer of the cervix
3. Increasing income by at least 100% (ensuring reserves are at a prudent level) to achieve our strategic aims

In addition the charity needs to put in place actions to develop other areas of its work

4. Developing and professionalising all aspects of the charity work
5. Campaigning for improved treatment and care
6. Developing key partnerships

**This document aims to discuss the above strategic objectives in more detail and set key actions to be achieved by 2012**

## PROVIDING SERVICES FOR WOMEN WITH PRE-CANCER AND CANCER OF THE CERVIX

### Objective

*To ensure services are maintained and developed to enable women and others affected by pre-cancer and cancer of the cervix cervical can access appropriate, timely and relevant information and support.*

To truly understand the impact of its services a charity must regularly evaluate its work and seek feedback from its current and potential user group as to what other services would benefit. Jo's Trust has never undertaken such a review and this needs to happen as a matter of urgency, primarily to ensure we offer the best services but to also provide a clear case when approaching funders to support projects.

### Current services:

*Let's Meet forum:* offers the opportunity to meet and share experiences and support others in similar situations. This is an invaluable service, with forum users very loyal to Jo's Trust, offering particular support through allowing the charity to use their stories to aid media awareness. This is a powerful and committed group who are grateful for the support of Jo's Trust. The charity needs to look at ways to increase their support e.g. fundraising, awareness, and campaigning.

*Confidential Medical Advice:* offering medical questions to be answered by one of the charity's medical panel. This service currently receives around 600 submissions a year. Feedback from the service is very positive but it is a group that has never been followed up i.e. they may wish to support different aspects of the charity's work as a way of thanks). There is also the potential to increase awareness of this service e.g. posters in gynaecology oncology and colposcopy clinics.

*Let's Meet days:* offering people the chance to increase their knowledge of issues about pre-cancer and cancer of the cervix and most importantly to provide an opportunity to meet others 'face to face' who have been affected. There is potential to develop the structure of the day to ensure it focuses more on the needs of attendees e.g. more workshops, fewer presentations, more time to 'meet'. The charity should also look to increase the mix of attendees e.g. partners.

### Developing services

Currently, the charity's main services are only offered on-line: apart from the annual Lets Meet day there is no opportunity for those affected to meet face to face or speak to someone over the phone. Feedback from our user group is that two new services could extend our reach and have a very positive impact on the lives of thousands; local support groups and a dedicated helpline.

### Local support groups

Support groups would provide an opportunity for those affected to meet locally, share experiences with others who understand, offering mutual support and help on both physical and emotional issues. Groups would be set up and run by a trained volunteer. Meetings would generally cover the following themes;

- General support
- Speakers including medical/complementary experts or a Jo's Trust representative
- Evenings where partners can attend
- Updates on the work of the charity

### *Additional benefits of groups*

As well as providing support groups would have additional benefits for Jo's Trust as they could help with

- Raising awareness/develop health locally including
  - Making contact with local media
  - Distributing leaflets in GP surgeries and hospitals
  - Running awareness stands e.g. supermarket
- Fundraising
  - Speaking to local organisations such as Rotaries and Lions clubs
  - Running one fundraising evening for the group each year
  - Asking group attendees to become more involved in fundraising

JO'S TRUST  
STRATEGIC PLAN 2009-2012

Helpline 'providing support at the end of the phone'

A formalised, dedicated helpline would provide callers with support from someone who can empathise and information they can trust. Charities that run helplines have shown this service is invaluable, that for many it can be a lifeline without which they would find life very difficult to cope with.

For many women a helpline could be a vital point of contact and may often be the first time they get to speak to someone with cervical cancer or pre-cancer which can be very reassuring, making them feel less isolated.

As with local groups, we have received feedback that such a service would be of great benefit and we are noticing increasing numbers of calls coming into head office seeking support. We would use surveys to evaluate and justify this perceived need.

The service would need to be promoted widely including gynaecology and gynaecology oncology departments, colposcopy clinics, GP surgeries, voluntary organisations and of course Jo's Trust materials.

Volunteers

To take forward these new services the charity will need to recruit volunteers. People volunteer to make a difference and as a way of thanking a charity for support they have received. It would be their commitment, support, enthusiasm and goodwill that could help the charity offer help to thousands of women each year.

The quality of service provided will result from a rigorous recruitment programme and well-trained, informed and active volunteers. New volunteer policies will need to be set up and put in place. Volunteers could come from a range of backgrounds including people the charity has already helped or gynaecology nurses etc.

The charity will need to have an ongoing evaluation process to ensure it reviews and improves its recruitment, training, retention and support of volunteers and the services offered.

As part of service development the charity may also want to look at other areas that have a specific need including those living in deprivation and from a black and ethnic background whose needs and support requirements may be quite different.

## RAISING AWARENESS AND PROVIDING INFORMATION ABOUT THE CHARITY AND CERVICAL CANCER

### Objective

*To raise awareness and knowledge of pre-cancer and cancer of the cervix to ensure that those affected receive appropriate understanding, care and treatment, empowering them to improve their quality of life.*

### AWARENESS

Cervical cancer is currently in the news on a regular basis due to media coverage of the implementation of the HPV vaccination programme and in particular the situation of celebrity Jade Goody's own personal battle. This has in turn helped raise awareness of Jo's Trust and kept up media interest in the charity. **Appendix 1**

Despite this, there continue to be a number of education and awareness challenges that Jo's Trust has a key role to play: reaching many more women about the importance of attending cervical screening, understanding the symptoms of cervical cancer and awareness of HPV.

Awareness campaigns will need to focus on both general issues but also age specific ones e.g. the challenge of getting younger women to attend screening. **Appendix 2**

### Reaching our target groups

There are a number of groups the charity must target over the coming three years;

#### *Women (all age groups)*

Year on year screening attendance is going down. The charity needs to explore how best to reach and educate this vital group including the right/appropriate messages for specific age groups. In addition, with the implementation of the new HPV vaccination programme there is an unknown risk in that those who turn 18 may choose not to take up their invitation to be screened as they may believe they are immune.

#### *Health professionals*

This key group of individuals can help the charity ensure more women learn of its services. The long term aim should be that all health professionals whose work has a link with pre-cancer or cancer of the cervix are aware of Jo's Trust. Cancer nurse specialists, sisters of gynaecology wards, gynae oncologists, GPs and practice nurses are examples of who the charity needs to target.

#### *The media/general public*

The charity needs to regularly find stories and angles that will appeal to the media and must ensure it is always the first port of contact for any issue or question on cervical cancer from the media. Targets will continue to include

- Magazines
- Newspapers (national and local)
- Television (national and local)
- Radio (national and local)
- Online news

#### *Unions/Employers*

Unions are very focussed on support of their members, particularly over their health. The charity should build links with unions as they can help educate a significant number of our target group and also support any relevant national campaigns.

JO'S TRUST  
STRATEGIC PLAN 2009-2012

### INFORMATION PROVISION

Currently Jo's Trust only offers information on pre-cancer and cancer of the cervix through its website. The publications it produces are more general; an annual review, a general information leaflet and a poster about screening.

As the lead cervical cancer charity it is likely that Jo's Trust will to often be the first point of contact and so it needs to be committed to developing clear, concise and relevant information that is up-to-date and suits the needs of all its audiences. This need is two-fold:

1. to review, seek feedback on and develop the information held on its website
2. to review the policy of not providing information materials as there may be a need to produce paper-based information and, if a change is required, to develop a range of relevant factsheets

Examples of audiences the charity may need to develop material for includes;

- The public
- Health professionals
- Companies
- The media

Moving forward the charity must seek feedback from its user group through surveys and focus groups.

#### Internet

The charity's website is probably its most vital communication tool, reaching out to all its stakeholders. Most individuals and organisations will, if they want to seek more information about the charity be it personal or about the organisation, undertake an internet search initially.

The charity has a history of investing in the internet/website but that investment has not been well-managed. A lack of dedicated resources and knowledge of how best to utilise the internet has held back our work in this area.

Moving forward the website needs greater resources to ensure it embraces the benefits of the internet both in terms of developing as a source of information and support, but also to make use of any opportunity that might arise through this medium to drive people back to the site. Examples could include:

- making use of e-tools such as newsletters and website registration to capture names.
- ensuring all publications are available as a PDF online
- regular surveys and opinion polls to gain feedback from users
- providing more information on holistic and featuring complementary therapies
- online event registration
- online forms e.g. for case studies

## CAMPAIGNING FOR IMPROVED TREATMENT AND CARE

### **Objectives**

*To build on and develop partnerships to ensure that cervical cancer receives priority for attracting investment in awareness, research and treatments.*

As the lead UK cervical cancer charity, Jo's Trust is the lead patient advocate and needs to be seen to 'take up the baton' when appropriate. Through campaigns it has run, it has gained respect with government and other key organisations and is considered to very much punch above its weight.

Examples of its work include its involvement in lobbying for and raising awareness of the new HPV vaccination programme and raising the charity's profile in all home countries. It is also part of vital lobbying groups including the Cancer Campaigning Group that has been very effective in bringing positive policy changes.

Campaigning can be time consuming and as the charity moves into a new strategic direction it needs to find the balance between campaigning work and ensuring it does not detract from the other and vital charitable services it needs to undertake.

### **National issues**

Key issues for the charity at the moment include ensuring:

1. there is a rigorous review of the evidence for the age of cervical screening in England.
2. that the take up of the HPV vaccination programme is as high as possible
3. the highest possible attendance of women for cervical screening in all home countries

### **Building partnerships**

The charity needs to develop strong relationships to aid its work covering; campaigning, information, policy, awareness, and best practice.

If the charity is to reach key strategic objectives, it needs to build on current and develop new relationships with a wide variety of organisations including

- Royal Colleges, including the RCN, RCGP and RCOG
- Primary Care Trusts
- Cancer centres
- Unions
- The Expert Patient Programme
- Voluntary organisations
- The pharmaceutical industry
- The media

## DEVELOPING SUSTAINABLE INCOME

### Objective

*To increase sustainable revenue streams by to ensure the charity has the necessary funds to build a strong, professional charity which responds to the needs of women with cervical cancer.*

The charity has never had a strategy for raising funds. It has predominately relied on the support of people undertaking fundraising events and in particular The Founding Friends. There have also been additional ad-hoc donations from trusts and corporate support via pharmaceutical companies.

With no fundraising strategy income has not achieved its potential. Goodwill of groups like The Founding Friends should not be relied upon and there is a need to spread the risk by investing in a mix of fundraising opportunities. In addition a more strategic approach to fundraising, offering definable projects for funders would enable the charity to support and inform a significantly higher number of people than it does at present.

The current economic situation may be a cause for concern. However, because the charity has never had a fundraising strategy there are significant opportunities and funders who are not aware of the charity that would be interested in our work.

The core areas the charity will focus on to increase funding are;

- Charitable Trusts
- Companies
- Statutory e.g. DoH
- Individuals
  - via high net worth individuals
  - fundraising via small events, charity runs etc
- Organisations

### Charitable Trusts and Livery Companies

These may offer the greatest opportunity to build up core income and increase its levels of reserves and thus will be the key funding priority. The charity will focus on those trusts whose criteria most closely fits in with its work, including health care, women's health and general charitable support.

### Companies

The charity has received some funding from companies, predominantly pharmaceutical. Jo's Trust needs to build on this and seek support from other areas of the corporate sector that fit with our work, including healthcare, insurance, companies employing a high percentage of women and those that manufacture or produce women's products.

### Department of Health

The charity has never approached the DoH for support. With significant focus on reducing the impact of cervical cancer there is potential for funding from the Government, both for its core work and specific projects. This opportunity needs to be a priority area for potential funding over the coming years.

### Raising funds from national organisations

There are a number of organisations that fundraise through their members and donate funds to charities. The charity will seek to develop links with organisations that might be interested in its work including:

- Rotary and Lions Clubs
- Ancient Order of Forrester's
- Women's Institute
- Ladies Circles
- Women's business networks

Many of these organisations are national, but have local groups who like to hear from someone involved with a charity before considering making a donation. Using volunteers/supporters to talk about the work of the charity could increase donations from this area.

JO'S TRUST  
STRATEGIC PLAN 2009-2012

Developing fundraising from individuals

There are two separate opportunities for fundraising from individuals. Firstly, we are now seeing greater success with supporters organising small fundraising events or taking part in activities such as runs. The charity will develop individual fundraising and better promote opportunities through materials and/or the website to persuade current and potential supporters to become active in raising funds and to persuade them to involve their family, friends and work/work colleagues.

The second opportunity is through people with links to trustees or The Founding Friends. We have a database of 2.500 people who have predominately attended events but may be able to support the charity other and more effective ways e.g. through a major gift or introductions to their own specific networks that have links with charitable trusts, livery companies or the corporate sector.

Using the internet as a fundraising tool

This has great potential for Jo's Trust to raise funds and the website needs to offer a range of opportunities for supporters to get involved, offer case studies showing examples of other successful events and making it as easy as possible to help such as providing a range of , downloadable forms.

**Income and expenditure**

The charity could potentially increase income by at least 100% by 2012. This is tough but an achievable target, but is dependent on, the funding environment and the charity developing both its current work and implementing new and innovative projects. **See Appendix 3** for annual income and expenditure targets.

## GOVERNANCE, MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

### Objectives

*To use the knowledge and expertise of trustees, staff, volunteers and partners to ensure we continue to monitor, evaluate and develop our activities to maximise our potential, effectiveness and professionalism*

#### *Trustees*

Jo's Trust has a board that is enthusiastic and willing to take an active role in the development of the charity. The charity needs to ensure trustees are regularly informed of all issues relating to their work and to offer appropriate training that will enhance their skills.

Trustees need to review the skills on the Board and consider the skill gaps and how to manage this. They also need to consider the make up of the board in regards to equal opportunities representation, which can affect funding.

#### *Staffing*

For the charity to develop it needs to build a staff team and ensure it provides an environment that is supportive to its employees and offers them the chance to develop their potential. A range of policies and an Office Manual needs to be written before recruitment of new staff is undertaken. **Appendix 4**

#### *Developing the charity's brand*

'A brand should make the charity's message clear to supporters and potential backers. '

As Jo's Trust looks to develop all aspects of its work it must ensure it has a brand that is recognisable and relevant. A brand is more than just a logo or an image. It provides a first impression of your organisation and shapes the way in which the public perceives your work.

Currently there is no recognisable branding and our image and marketing tools have been developed in an ad-hoc manner. This needs to be reviewed to ensure all materials are produced in a consistent manner and fits with the audience(s) we wish to reach.

Informal feedback has shown that the charity needs to modernise its look and feel and this includes the logo which for many is now perceived as negative/funereal. The charity needs to be seen as one that can help positively whatever the situation of the individual. In addition, revamping a brand can reinvigorate an organisation, expose it to new markets and increase financial contributions to the charity.

#### *Infrastructure*

The charity has reached a pivotal and exciting stage. It is now in a position to improve the support it offers, the information it provides, the effectiveness of its communications, increase its income to fund new projects, build a professional staff team and modernise all aspects of its work. In order to achieve this it will need to consider investment over and above its annual expenditure.

There are two ways this can be achieved. Firstly, the charity has high levels of reserves (£255,000 covering 20 month's expenditure). Annual expenditure for 2009/10 is anticipated to be less than £150,000, thus our reserve is around £100,000 over recommended safe guidelines. This can, in turn, impact on fundraising opportunities as funders will feel the charity does not need any new funds. Therefore the charity should consider supporting its infrastructure requirements through core funding via its reserves.

The second option is for some projects that the charity may wish to undertake do not happen until funding is gained. However, there is a balance to consider as it may be hard to raise funds for projects depending on levels of reserves.

**ACTIONS RESULTING FROM STRATEGIC PLAN**

**SERVICES**

Let's meet forum

- Undertake evaluation of forum and develop in response to need

Let's meet events

- Evaluate, review and implement work plan for each event
- Increase attendance
- Increase mix of attendees e.g. partners

Confidential medical advice

- Evaluate impact of the service
- Increase size of medical panel
- Put in place communication plan to follow up people who sent in submissions

Support Groups

- Undertake evaluation of potential need for support groups
- If need is shown, set up support groups – target of 10 in first year
- Undertaken training of volunteers

Helpline

- Undertake evaluation of potential need for a helpline
- Purchase and set up helpline system
- Recruit helpline volunteers - target of 10 in first year
- Undertaken training of volunteers

Developing services

- Put in place rigorous systems to evaluate services on an ongoing basis
- Build links with relevant organisations to look at people with specific support needs e.g. BME groups
- Increase awareness of all services
  - via health professionals
  - colposcopy clinics and relevant hospital departments

**VOLUNTEERS**

- Establish volunteer policies to ensure effective recruitment, training and support
- Develop application process,, including application pack
- Produce volunteer manual
- Ensure links are developed with relevant organisations

**INFORMATION**

Website

- Undertake review of current website
- Upgrade/develop website in response to evaluation of review
- See an increase visitors to website, length of stay and make better use of e-tools

Information/materials

- Evaluate and review current information requirements
- Upgrade / re-write current information
- Produce new information materials when a need is shown
- Develop information leaflets for gynaecology wards and a process of distribution
- Produce materials relevant to the needs of each target audience/market
- Produce posters/stands for attendance at conferences/events

**JO'S TRUST**  
**STRATEGIC PLAN 2009-2012**

**AWARENESS/MARKETING**

- Run awareness programmes to promote key strategic issues e.g. screening and HPV awareness (Bars, clubs, health clubs, gynaecology oncology wards and GP surgeries are key targets)
- Continue to develop relationships with the media and an ongoing programme of awareness raising
- Develop new case studies and implement on-line case study form
- New corporate identity to be developed

**CAMPAIGNING**

- Play lead role in discussion in review of evidence for the age of screening in England
- Play lead role in cervical cancer awareness week and cervical screening awareness week
- Increase awareness/relationships with key players in home countries
- Develop links and raise awareness with all political parties including attendance at Party Conferences
- Develop and run lobbying events at the House of Commons to target MPs
- Build relationships/links with the EU
- Build links with leaders of screening programmes

**GENERATING INCOME**

- Increase income by 100%
- Purchase new database
- Put in place more focussed fundraising plan
- Develop projects for funders to support
- Build on and increase opportunities for individuals to raise funds for the charity
- Build relationships with the key potential funders e.g. Department of Health
- Investment in database research to aid networking

**CHARITY MANAGEMENT / GOVERNANCE**

- Recruit additional staff members
  - 1 Support Network and Information manager
  - 2 Admin support
- Set up policies and procedures covering;
  - Staff Manuals
  - Health and Safety
  - Induction
  - Performance reviews
  - Equal opportunities
  - Risk management
  - Trustee roles and responsibilities
  - Expenses
- Plan and recruit for the succession of Trustees
- Ensure appraisals are carried out for paid staff and that support and training needs are reviewed
- Establish regular review of personnel and health and safety policies and their implementation
- Review systems for the support and training of volunteers who are not involved in direct work with clients. (e.g. Chairs, fundraisers, committee members)
- Ensure the charity is always complying with Charity Law

**EXAMPLES OF RECENT MEDIA INTEREST**

*Written/internet*

Company Magazine	General cervical cancer awareness article
Telegraph:	Response to low update of smear testing
Daily Herald	Response to low update of smear testing
Daily Mail	Response to low update of smear testing/age of testing
PR Week	Featuring Jo's involvement in raising awareness of HPV
Irish Daily Mail:	Response to Ireland not going ahead with vaccine
Health & Fitness:	General feature on cervical cancer
Metro:	Advert on vaccine with Jo's Trust link
Love It magazine:	General feature on cervical cancer
BBC website:	Research highlighting impact in areas of deprivation
Now Magazine:	Considering awareness campaign in 2009
Look Magazine:	Support Jo's Trust through fundraising and awareness campaign in 2009
Splash media agency:	Looking to run stories in national newspapers and magazines 2009
Local newspapers:	A range of stories in 2008 and interest in 2009

*Radio*

Woman's Hour:	Smear test age, interviewed Pamela Morton and Lynn Walker
RTE:	Irish decision to not go ahead with HPV vaccine - Rob Music
BBC Southern:	Response to research highlighting impact in areas of deprivation
BBC Leeds:	Response to research highlighting impact in areas of deprivation

**CERVICAL SCREENING UPATE**

**Women attending smear tests in England (aged 25-64)**

**2006-7 smear test uptake**

- 79.2 tested overall
- 4.01 million invited and 3.17 million attended
- 1 million women declined in 06-07
- Attendance of women (30-34) declined from 84.3% in 1995 to 77.5% in 2006
- 31.8% of women (25-29) did not attend their smear test during the financial year 2006-07
- 220,517 young women in England who should have been screened, were not

**2007-8 smear test uptake**

- 78.8% tested overall
- 4.18 million invited and 3.22 million attended
- Almost 1 million women declined in 2007-2008
- Attendance of women (30-34) declined from 84.3% in 1995 to 76.8% in 2007-2008
- 33.8% of women (25-29) did not attend their smear test during the financial year 2007-2008 (a fall of 12.6% in the last decade)
- 250,113 young women in England who should have been screened, were not

**Wales update 2007-8**

- Overall figures 74.2%
- 20-24 47.2%
- 25-29 71.1%

**Scotland uptake 2007-8**

- Overall 69%
- 20-24 50.2%
- 25-29 73%

JO'S TRUST  
STRATEGIC PLAN 2009-2012

Appendix 3

**BUDGET 2009-2012**

- Below are topline income and expenditure figures.
- Anticipated increases in income and expenditure all relate to the key actions from this document
- Second 2008-9 column includes additional core expenditure outlined in Infrastructure and project costings

**1- TOPLINE INCOME AND EXPENDITURE**

	2008-9 No additional expenditure	2008-9 Additional expenditure	2009-10	2010-11	2011-12
<b>Income</b>	£136,000	£136,000	£260,000	£227,000	£270,000
<b>Expenditure</b>	£126,000	£175,000.	£258,000	£215,000	£243,000
<b>Surplus/deficit</b>	£10,000	£-39,000	£2,000	£12,000	£27,000
<b>Reserves</b>	£265,000	£216,000	£218,000	£230,000	£257,000

**2 - AREAS THE CHARITY COULD INCREASE INCOME**

	2008-9	2009-10	2010-11	2011-12
<b>Trusts</b>	13,000	50,000	70,000	80,000
<b>Comps</b>	22,000	30,000	35,000	45,000
<b>Donations</b>	10,000	15,000	20,000	30,000
<b>Fundraising</b>	76,000	80,000	85,000	95,000
<b>Organisations</b>	1,000	5,000	7,500	10,000
<b>Other</b>		70,000 (10 <sup>th</sup> Anniv)		

**3- INFRASTRUCTURE AND PROJECT COSTINGS**

	COST	ONE OFF OR ANNUAL	EXPENDITURE BY FINANCIAL YEAR(S)
<b>CORE</b>			
Database	£7-10,000	One off	2008-9
Support/Information manager	£25,000+	Annual	2008-9 and ongoing
Admin support	£20,000+	Annual	2008-9 and ongoing
Re-design	£7,000	One off	2008-9
Re- Branding	£2,000	One off	2008-9
New materials	£5,000	One off/ongoing	2008-9 and ongoing
Website design/development	£7-10,000	One off	2008-9 and ongoing
Website support	£1,500	Annual (guesstimate)	2008-9 and ongoing
Database research (fundraising)	£5,000+	One off	2008-9
Volunteer training	£5,000	Annual	2009-10 and ongoing
Volunteer materials e.g. manual	£1,000	One off	2009-10
Helpline set up costs	£3,000	One off	2009-10
Helpline annual costs	£1,000	Annual	2009-10 and ongoing
Support group promotion	£1,000	Annual	2009-10 and ongoing
<b>PROJECTS/CAMPAIGNS</b>			
Poster campaigns GP surgeries	£11-35,000	One off/ongoing (funding dependent)	2008-9 if funded or 09/10 and ongoing
Postcard campaign (Bars, clubs, health clubs)	£5-25,000 +	One off/ongoing (funding dependent)	2008-9 if funded or 09/10 and ongoing
Washroom poster campaign	£20,000 +	One off/ongoing (funding dependent)	2008-9 if funded or 09/10 and ongoing
Leaflet campaign (gynaecology oncology wards)	£5,000?	One off/ongoing (funding dependent)	2008-9 if funded or 09/10 and ongoing
Annual review	£5,000	Annual	2008-9 and ongoing

**STAFF STRUCTURE –  
2009/10 onwards**

**Appendix 4**

