



Strategic
Plan

2006~2009

“A vision without a task is but a dream.
A task without vision is drudgery.
But a vision with a task
is the hope of the world.”

Inscription on a church in Sussex dating back to c.1730

Vision

Our vision is to promote a society where individuals and families can reach their potential.

Mission

Our mission is to contribute in a practical way to the understanding and reduction of the causes and effects of violence, suffering and social deprivation on our community. We will provide services to support vulnerable and undervalued individuals, families and children and when necessary, speak on their behalf.

Our Aims

The core strategic aims of our services are:

- To support disadvantaged mothers and children to reach their potential
- To support prisoners families
- To influence policy and practice regarding Criminal Justice issues in Northern Ireland
- To enhance mutual understanding and respect for all cultures

Ethos and Values

Our ethos is informed by Quakerism. The belief in a divine presence in each of our lives is the basis of Friends' concern for peace and social justice and is the prime mover for establishing various services. This fundamental belief leads us to value the worth and individual potential of each person and ensures that in practice we:

- are accepting and non-judgemental;
- respect all persons regardless of individual circumstances;
- are supportive and encourage hope particularly in times of need;
- are totally committed to equality; and
- are open, transparent and accountable.

These values underpin our policy and practice, determine the manner in which the committee, staff and volunteers manage and carry out the work and apply to everyone connected with us in any way.

Strategic Directions

We have established 4 key strategic directions for 2006-2009:

1. *Stabilizing our Existing Work* – ensuring that our current services are safeguarded, secure and appropriately developed by having the necessary resources and mechanisms in place.

Priorities:

- To secure the necessary contracts and financial resources relating to all main services planned for 2006/07 – 2007/09.
- To review and implement a new fundraising strategy for 2007-2009.
- Ensure that an effective budgeting/reporting system is maintained and monitored.
- To review, draft, approve and implement full set of finance policies and procedures.
- To continue to influence high level policy decisions regarding family welfare and penal issues – "Speaking truth to power"
- To introduce external evaluation as one means to ensure that all services are provided as effectively, efficiently and economically as possible.
- To continue to develop Quaker Care products and services to support the charitable objectives.
- To review the contribution by Woodstock Road shop and decide whether or not to continue trading at that location.
- To carry out a full review of Human Resources policies and procedures including review of staff handbook.
- To source a third minibus for the work at Quaker Cottage.
- To have met the stipulations of the Smoking Order in all our buildings.

2. *Learning and Development* – working with all staff, volunteers and committee towards becoming a learning organisation.

Priorities:

- We will demonstrate total commitment to lifelong learning and to a reflective high standard practice for all staff, committee and volunteers by providing adequate time and resources for learning and development.
- The management team will develop a learning and development policy in partnership with committee by:
 - developing a learning needs analysis framework and carrying out initial LNA with all staff;

- developing, agreeing and implementing a learning and development plan;
 - implementing procedures to ensure there are regular staff supervision sessions for staff; and
 - introducing monitoring and evaluation systems.
- The learning and development policy will be underpinned by procedures which embrace and celebrate equity, diversity and interdependency.

3. *Organisational Development* – developing the Charity (including the Committee) to ensure that our work continues to be underpinned by Quaker ethos and values and that our services are delivered as effectively, efficiently and professionally as possible.

Priorities:

- To review the organisational structure and consider with Ulster Quarterly Meeting becoming incorporated.
- To consider the involvement of users/beneficiaries in strategic and operational management.
- To review, draft, approve and implement child protection policies and procedures.
- To improve internal communications and develop ways to link up services and work as one organisation.
- To continually review and monitor services against Quaker ethos and values.
- To consider and implement a public relations policy to increase the profile of UQSC with Friends and with the general public to include branding, website update etc.
- To develop committee and monitor performance to ensure that it is working as effectively as possible.
- To review role of and contribution to Restorative Justice.
- To review current services to consider the needs of ethnic minorities.

4. *New Directions* – developing new areas of work and service in response to identified need.

Priorities:

- To develop and commence a new volunteer programme for families and friends of prisoners upon evidence-based approaches.
- To provide an atmosphere where staff and volunteers are encouraged to consider new ideas for current and new work.
- To consider developing the Quaker Cottage model by investigating the potential of extending the current service (for example, by providing a therapeutic service) or by replicating the service in another area.

Implementing the strategy

Our strategic plan will be useful as a guide to decision-making throughout the organisation and when implemented will help add meaning to, focus and align each person's work. The Committee will review progress with the Director and senior management team on an annual basis and the plan will be updated accordingly.



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Promoting a society where individuals and families can reach their potential.