

Aim 3. Being responsive to new opportunities which will enable individuals and families to reach their potential

- Implementing the new Quaker Connections volunteer programme at Maghaberry Prison which will deliver additional services for people and families who have come into contact with the criminal justice system.
- Opening a third Quaker Care shop at Maghaberry Prison to serve families of those who have come into contact with the criminal justice system and to provide ongoing income for the Quaker Connections programme.
- Becoming more involved in resettling offenders in the community by developing additional supportive volunteering opportunities in our shops.
- Developing our services to respond to demographic changes in society.
- Continuing to explore how Restorative Justice can continue to positively influence the nature of our criminal justice system in Northern Ireland.
- Maintaining regular contact with Quaker Service members to ensure that they are kept up to date and given opportunities to contribute to the development of new opportunities

Aim 4. Ensuring that our volunteers and staff have the skills and support they need to fulfil our mission effectively

- Clarifying the roles and responsibilities of staff, volunteers and management board members.
- Providing time and resources to enable all our staff, volunteers and board members appropriate training and development opportunities.

- Working towards a higher volunteer to staff ratio by extending the volunteer base.

Aim 5. Ensuring that our organization is properly managed and adequately resourced to enable us to deliver our services to the highest standard possible.

- Assessing the skills of the management board and recruiting new members to ensure the highest level of good governance.
- Improving internal communications and developing ways to better connect our services.
- Securing the necessary contracts and financial resources to maintain services planned for the next 3 years.
- Developing a more diverse range of funding partners to increase unrestricted income.
- Meeting the requirements of new legislation and government policies which impact our work.

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 and focus for each person's work. The Board 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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Co Ltd by Guarantee No. NI063929



Strategic Plan

2009-12

“Vision without action is merely dreaming. Action without vision is just passing the time of day. Combine action with vision and you can change the world.”

Nelson Mandela

A Quaker charity serving individuals, families and communities in Northern Ireland

Vision

To live in a society where people are valued and fulfil their potential.

Mission

To play a practical role in reducing violence, suffering and disadvantage by providing services which support, value and empower people.

Core Aims

- *We will provide appropriate practical, social and emotional support for individuals and families in times of difficulty*
- *We will give a voice to those who are often unheard*
- *We will be responsive to new opportunities which will enable individuals and families to reach their potential*
- *We will ensure that our volunteers and staff have the skills and support they need to fulfil our mission effectively*
- *We will ensure that our organization is properly managed and adequately resourced to enable us to deliver our services to the highest standard possible*

Ethos & Values

We are a faith based charity pioneered and developed by The Religious Society of Friends (known as Quakers). Our ethos is guided by Quaker beliefs and values. Quakers believe that there is a divine presence in everyone and this fundamental belief leads us to value the equal worth and unique nature of each individual.

The Quaker values which underpin our policies and practices are:

Truth and integrity

Integrity is our guiding principle and we aim to always be honest and fair in all our dealings and to speak the truth to all people at all times, including people in positions of power.

Equality and Human Rights

We aim to treat all people fairly, equally and without judgement respecting and accepting all, regardless of individual circumstances. We will support the promotion and protection of human rights.

Non-violence

We aim to find creative ways of dealing with conflict by appealing to the capacity for love and goodness in ourselves and in others.

Simplicity

We aim to focus on what is most important and will deliberately use our resources in ways that are most needed.

Services

Quaker Service aims to continue to deliver high quality services for those most in need. Our main services are delivered from:

Quaker Cottage

Quaker Cottage is a cross-community family support day-care centre delivering intensive therapeutic services for some of the most disadvantaged areas of north and west Belfast. The Cottage provides support for up to 27 mothers and their children each year who have experienced trauma or who are having difficulties with the day-to-day management of their homes.

Monica Barritt Visitors' Centre

The Visitors' Centre at Maghaberry Prison is located in the visitors' car park and exists to support the families and friends of those in custody by providing a range of services within a safe, friendly and non-judgemental environment.

Services include information and advice, non-directive counselling, café, a tea bar in the prison, childcare both in the prison and at the visitors' centre and shuttle transport. The prison population is changing and growing. Additional services are being developed to meet these new and emerging needs.

Quaker Care

Quaker Care was established to raise funds for Quaker Service and consists of 2 shops in Belfast. The shops provide volunteer and community work placement opportunities for over 30 people, a recycling service to the community and help to raise the profile of the charity.

Aims & Objectives for the next 3 Years

Aim 1: *Providing appropriate practical, social and emotional support for individuals and families in times of difficulty*

- Delivering ongoing intensive family support services for families attending the Quaker Cottage centre.
- Providing a support programme for teenagers belonging to families involved with Quaker Cottage.
- Reviewing the core direction of services and re-examining our methodology at Quaker Cottage to ensure we are using our resources most effectively.
- Providing ongoing support for the families and friends of those in custody at HMP Maghaberry.

Aim 2: *Giving a voice to those who are often unheard*

- Listening and raising issues of concern with the relevant government department/s or political representative/s.
- Influencing policy and practice by responding to relevant governmental consultations and being active members of lobby groups representing socially excluded people in our society.
- Building the capacity that will enable disadvantaged people to speak out for themselves.
- Reviewing our communications/public relations strategy to ensure that we are positively and sensitively representing those we serve.
- Increasing our profile as a Quaker charity to raise sufficient resources to provide the necessary services.