

resolve west

resolving conflict, repairing harm

formerly bristol mediation

Strategic Plan

2020 to 2023

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EXECUTIVE SUMMARY

There has been substantial growth and change to Resolve West (formerly Bristol Mediation) as an organisation. With the implementation of new projects and increased geographical scope the 2020-2023 plan seeks to maintain the focus of our vision to exploit opportunities while mitigating risk and maintaining good governance. The board of trustees own the overall responsibility of the plan and will review progress and relevance every quarter.

The strategic plan consists of overarching themes each with underlying implementation objectives managed through a masterplan.

GROWTH; We work to serve clients, communities and promote Restorative Justice & Conflict Mediation.

PEOPLE; We are a people centric organisation with a people focused mission. Our core strength is our volunteers and staff and we will support our people to bring their best for the benefit of clients and their communities.

GOVERNANCE; We will become more agile in decision making while improving the control mechanisms to manage risk and spot opportunities.

The strategic plan sets our ambitions and is a guide to focus decision making against our vision and mission. The masterplan will detail, record and monitor the progress of actions and decisions that are made.

Below is a description fits into of the purpose of each theme

GROWTH: Sets out how we develop our existing services, promote conflict resolution & RJ and best serve our clients.

PEOPLE: Sets out the promises that we make to our people & how we both invest in their development and wellbeing.

GOVERNANCE: Sets out how we hold ourselves to account, build resilience through risk analysis and meet our contractual and regulatory obligations.

PURPOSE

Our **vision** is: To ensure that communities are able to resolve conflict and repair harm.

Our **mission** is: To provide effective services that enable communities to resolve conflict and repair harm.

We have **six core values** that underpin our work and these will guide our decision making as we develop our culture, policies and practices:

- Communication – We believe that accessible, clear and simple communication between people is necessary for communities to thrive.
- Empowerment – We believe that people can speak for themselves, think for themselves, and decide for themselves.
- Equality – We believe that discrimination is unfair and should be confronted in ourselves and in others.
- Inclusion – We believe that everyone should have the opportunity to access our services without restrictions or limitations.
- Quality – We believe in bringing about the best in others and ourselves.
- Accountability & openness – We believe in working openly with our clients, each other and our partners in order to learn from one another.

THEME 1 OF 3: GROWTH

We aim to mature as an organisation and build on the foundations of the core services through financial diversity and service delivery improvements. We will seek out ways to increase the profile of conflict resolution and Restorative Justice through better engagement with the sector and wider public.

Delivery:

- Embed our services within communities & expand the communities that we engage with to increase the diversity of people we serve.
- Work with partners to improve the quality of referrals.
- Nurture flexible delivery models to deliver a quality person centred service to clients.
- Increase the delivery of early preventative work through new relationships.
- Develop an ongoing self-evaluation quality assurance process to assess best practice and identify skill gaps.

Financial:

- Diversify funding streams of each service through new referral sources
- Implement a fundraising strategy to increase non-restricted funds.

Promotion:

- Become the standard bearer for RJ & mediation across Avon & Somerset.
- Design a narrative to show case our work to the broader public and how it impacts them.
- Increase our RJ profile within the wider UK RJ sector.

THEME 2 OF 3: PEOPLE

We have a committed team of volunteers and staff who undertake emotionally challenging work. We will place their ongoing wellbeing at the heart of our decision making. We will provide them with the skills to deliver services effectively and proactively engage with them.

Engagement:

- Improved internal communication across services and with volunteers.
- Develop new ways to engage with our community of volunteers to enable meaningful consultation.

Wellbeing:

- Develop personal support structures so our people are regularly reviewed and to ensure their health and wellbeing are maintained.
- Foundational training and upskilling appropriately monitored for quality and suitability.
- Build a resilient personnel structure that is supportive and offer development opportunities where possible.

Recruitment & retention:

- Diversify our volunteer base so that we are representative of the communities we serve.
- Ensure enough engaged volunteers are retained for effective delivery across all services and case complexity.

THEME 3 OF 3: GOVERNANCE

The governance culture of an organisation is critical to long term success. We aim to ensure that decisions are made both timely, sensibly and in the best interest of our services. Through a strong board of trustees, we will ensure the obligations and overall health of the organisation is secured.

Board of Trustees:

- Redesign the induction/training/responsibilities of trustees to improve organisational knowledge and confidence.
- Diversify the skills of the board to maintain effective organisational control and resilience.
- Improve the representation of the board to reflect the communities we serve.
- Build stronger working relationships with the staff team.

Funding/Control/Obligations:

- Improve the governance & financial control mechanisms to streamline and simplify.
- Continually review internal policies so they remain fit for purpose and adapt to legal changes.

Evaluation:

- Develop an enhanced framework to monitor and evaluate processes so that our work continually feeds into service development.
- Simplify and improve Management information capture and reporting.
- Enhance monitoring of industry changes and trends to identify new ways of working.