

Orchardville 2024-2027 Strategic Plan



Orchardville





Foreword

from our Chairperson

I'm delighted to present to you our 3 year strategic plan for 2024-2027. After a challenging number of years which included a pandemic and significant changes in funding sources, this plan is about consolidation in the short term to enable growth in the medium term.

Orchardville has a longstanding reputation for putting our participants first and they are at the heart of everything that we do. We will focus on our strengths in this regard as a trusted provider of services which enable our participants to live, learn and work. We have set our bar high over our 40 plus year heritage and will continue to innovate and advocate on behalf of our participants. Orchardville recognises that there is no one size fits all in terms of opportunities for our participants and that's why we will be ambitious and flexible when it comes to delivering what is best for their individual needs. We have built impactful partnerships over the years and will continue to grow our network and impact in this regard.

We are a proud values based organisation and will grow our investment in our people, staff and volunteers. Our people are our greatest assets and we want to recognise and reward them, ensuring they have clear career paths for growth and development.

To underpin our ambition, we will continue to strive for excellence in governance maximising the exemplary range of skills our Trustees bring to our charity. We have ambitious plans for income generation alongside sound financial and risk management controls. All of this is to ensure the long term future sustainability of Orchardville so that we can continue to be the go to charity for learning disability in Northern Ireland.

Finally, I want to thank you and all of our supporters. You trust us and know that Orchardville delivers. I look forward to working with you all over the course of this 3 year strategic plan.

Kathy Martin
Chair



A society where equal opportunities are enjoyed by all.



Supporting people with learning disability or autism to live, learn and work.

Strategic Area 1: **Our Stakeholders**

Strategic Aim: To develop and provide innovative services that empower people to fulfil their potential.



Strategic Priority: 1

1: Services that respond to the changing needs of our service users

- (a) Surveying exercise of current services users and their parents/carers to assess current and future needs.
- (b) Review and mapping exercise of all current day opportunity, employment and training services offered.
- (c) Mapping exercise of service user journey through each service.

Strategic Priority: 2

2: Meaningful partnerships that enrich and support Orchardville's work

- (a) Analysis of current partnerships looking at efficacy, alignment and potential for growth.
- (b) Stakeholder mapping for potential new partners.
- (c) Departmental and individual outreach plans to target new partners.

Strategic Priority: 3

3: Deliver effective marketing and communications campaigns to increase awareness of us, our work and its impact on those we serve.

- (a) Case study templates to tell service users stories.
- (b) Marketing training delivered across appropriate roles in teams.
- (c) Content planning schedule to include engagement with service users as to what they would like to see.



Strategic Area 2: **Our People**

Strategic Aim: A value led culture where staff and volunteers are supported, developed, recognised and rewarded.



Strategic Priority: 1

1: Development of a People Action Plan

- (a) Development of staff satisfaction surveys to gauge what matters most.
- (b) Establish People Action Plan.
- (c) Investigation into Staff and Volunteer Charters to communicate clearly our commitment to each group.

Strategic Priority: 2

2: Clear development and growth opportunities

- (a) Career pathway creation across the organisation.
- (b) Review of all current job descriptions.
- (c) Introduce mechanisms to increase accountability.

Strategic Priority: 3

3: Improved Communication

- (a) SharePoint to be introduced across the organisation.
- (b) Refresh of managers forum and accessible networking opportunities for teams and individuals.
- (c) Annual Staff Development Day.



Strategic Area 3: **Our Finances and Resources**

Strategic Aim: Ensure Orchardville has the financial resources to achieve its priorities.



Strategic Priority: 1

1: Effective planning and management of resources

- (a) Timely presentation of all relevant financial information.
- (b) Regular structured reviews of forecast against actual with necessary action taken before/at each review.
- (c) Review of financial systems and processes to ensure efficacy and maximisation of resources.

Strategic Priority: 2

2: Development and implementation of an effective income generation plan

- (a) Creation of strategy to include KPI's and deadlines.
- (b) Introduction of customer feedback mechanisms across all SE's.
- (c) Design of fundraising plan.

Strategic Priority: 3

3: Systems and Structural Review

- (a) Internal Structural Review.
- (b) Audit of all premises held.
- (c) IT Audit.



Strategic Area 4: **Our Processes and Operations**

Strategic Aim: To make best use of all of our resources to promote and maintain a stable, sustainable and well governed organisation.



Strategic Priority: 1

1: Development of internal communications mechanisms, strategies and plans.

- (a) Plan to be developed ensuring effective internal comms which keep staff informed and engaged.
- (b) Further development of Orchardville website.
- (c) Introduction of SharePoint across organisation.

Strategic Priority: 2

2: Ensure excellence in governance

- (a) Review of committee structure and terms of reference for same.
- (b) Board skills audit and annual reviews for board members.
- (c) Board training and development plan to include governance away day.

Strategic Priority: 3

3: Recognition and management of risk

- (a) Ongoing monitoring of risk using organisational risk register.
- (b) Development of necessary contingency plans following review of risks.
- (c) Review of back office systems regarding IT and data.



Empowerment

we have the skills and attitude
to make change happen

Quality

we're always learning, improving
and striving for excellence

User

at the heart of everything we do, we always
put service users/participants first

Integrity

we always do what's right
even when it's difficult

Passion

we truly believe in what we do,
and it shows in our results



Orchardville

Lagan Village Tower,
144-152 Ravenhill Road,
Belfast, BT6 8ED

T: 028 9073 2326

E: info@orchardville.com

W: www.orchardville.com