

**standing with you**

**breaking the silence**

**early intervention and education**

**Influencing the system**



**2020/21 – 2023/24**

# **SUMMARY STRATEGIC PLAN**





# Introduction

Nexus NI is the leading organisation within Northern Ireland (NI) supporting individuals affected by sexual assault and trauma.

‘Sexual assault’ is a serious crime within society resulting in a devastating impact on those affected. Its complexity requires a complex response if incidents and the ‘trauma’ they cause are to be reduced.

Nexus NI defines, ‘sexual assault / trauma’ as ranging from sexual touching, to online and verbal sexual abuse, to aggravated rape.

This summary strategy represents Nexus NI’s vision and commitment to supporting individuals affected, giving them their voice, helping services to evolve and creating a pathway for changing lives affected by sexual assault / trauma.

# Vision, Mission & Values

Nexus NI has taken time to review its core values, mission and vision to ensure that they interlink. This is supported by an ultimate strategic goal, which forms the basis of the organisation’s activities between 2020/21 and 2023/24.

The Nexus NI vision is twofold, it firstly sets out what it aspires to achieve within society and for individuals affected by sexual assault and trauma, as follows:

	<p><b>Rebuilt Lives - Lasting Change</b></p> <p><i>Individuals affected by sexual assault / trauma have received the support they needed, enabling them to lead more happy, healthy and productive lives.</i></p> <p><i>Positive preventive approaches to sexual assault / trauma have created opportunities to create a society free from it.</i></p>
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Nexus NI also has an organisational vision, as its operations underpin its ability to deliver support to people affected by sexual assault and trauma, as follows:

	<p><b>Champions of lasting positive change for people affected by sexual assault / trauma</b></p> <p><i>A person centred organisation, making a positive influence in the lives of individuals affected by sexual assault / trauma, through delivery of influential, professional, quality driven and sustainable services.</i></p>
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The organisational mission statement reflects what it does on a daily basis, as follows:

	<p><b>Positively changing lives affected by sexual assault / trauma</b></p>
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The ultimate strategic goal for Nexus NI's 2020/21 to 2023/24 Strategic Plan is:

	<p>People affected by sexual assault / trauma are leading more happy, healthy and productive lives, supported by positive strategies within society which tackle it.</p>
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The organisation's core values reflect its principles, beliefs and philosophy. They support its vision, shape organisational culture and reflect its strategic goal.

<p><b>Empathetic:</b></p>	<p>A trauma informed and client centred approach, focusing on the improved mental and physical wellbeing of those affected by sexual assault / trauma. An organisation that listens and learns from its clients supporting their needs through its strategy and operations.</p>
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**Inclusive:** An organisation that embraces diversity by being open and responsive to ALL affected by sexual assault / trauma.  
An organisation that proactively delivers quality driven services in line with changing needs.

**Integrity:** Operating to high levels of client confidentiality, good governance, honesty and accountability.

**Positively challenging:** Changing perceptions of sexual assault / trauma and counselling through education, leadership and interdependencies with other agencies and wider society.  
Nexus NI will drive forward change, championing the needs of individuals affected by sexual assault / trauma by giving them their voice.  
The organisation will also challenge itself to address issues and deliver innovative solutions for its clients.

## Outcomes & Key Results (OKRs)

To ensure Nexus NI delivers on its ultimate strategic goal and its vision, intermediate outcomes have been identified. These outcomes are short to medium term. Nexus NI also recognises that it will need to work in collaboration with others to address its goal in its entirety and access the relevant resources to ensure full delivery.

**1. Individuals affected by domestic and sexual assault / trauma have access to the support that helps them achieve a positive ‘meaningful change’ in their lives.** *standing with you*

*By this, Nexus NI means: supporting people affected by domestic and sexual assault / trauma through a process which enables them to come to terms with their trauma and move forward in life. It is about trauma informed activities and services that links trauma with mental and physical health.*



**2. NI society is more informed about sexual assault / trauma and is more united in speaking out against it**

*breaking the silence*

*By this, Nexus NI means: delivering a communications strategy that raises awareness of sexual trauma, its consequences and its prevention. The strategy must help to positively challenge social attitudes and behaviours within society.*

**3. Individuals and organisations are empowered to support the awareness, prevention and implementation of strategies to tackle sexual assault / trauma.**

*early intervention and education*

*By this, Nexus NI means: education and training activities are informing people about sexual trauma, its impact, ways to identify it, ways to report it and ways to help prevent it.*

**4. Organisational leadership and collaboration is making a positive change in tackling sexual assault and trauma within NI society.**

*influencing the system*

*By this, Nexus NI means: collaborating with others in supporting individuals who have experienced sexual assault / trauma, including the police, child protection, forensic, medical, legal, counselling, crisis support and courts. It recognises interdependencies and the need to create a holistic pathway of support for individuals affected from the initial incident, to dealing with the trauma, to reintegrating into life in a positive way. In addition it's about policy and legislation to promote gender equality, respect, and safety for all.*

**5. Nexus NI - delivering for people affected by sexual trauma.**

*Fit for Purpose*

*By this, Nexus NI means: It is operating to high levels of governance, has appropriate management systems in place, staff are highly motivated and trained, performance is monitored and evaluated and it is well resourced to deliver its OKRs and ultimate strategic goal.*



## OKRs

To ensure that Outcomes (O) can be achieved, Nexus NI has broken them down into a series of activities and actions, Key Results (KRs). Activities and actions are measurable to enable the organisation to track its progress in delivering them, allow for continuous performance improvement and dissemination of results.

The OKR methodology enables Nexus NI to set, cascade, communicate goals throughout the organisation and influence others. They bring focus to the Board and employees as their personal objectives are aligned to the outcomes, goal and overall strategy.

**OKR 1: Individuals affected by domestic and sexual assault / trauma have access to the support that helps them achieve a positive 'meaningful change' in their lives.**

1. Deliver a minimum of 12,000 counselling and post counselling support sessions annually.
2. Provide access to a Domestic and Sexual Abuse Helpline, 24 hours a day, 365 days a year.
3. Support a minimum of 85% of clients to experience a 'meaningful positive change' in their lives' as a result of Nexus NI support.
4. Maintain a minimum positive client satisfaction rating of 85% from clients annually in relation to Nexus NI support.

**OKR 2: NI society is more informed about sexual assault / trauma and is more united in speaking out against it.**

1. Launch an Information and Communications Plan by September 2020.
2. Deliver a minimum of 100 awareness raising activities / events on sexual assault / trauma annually.
3. Host one conference on sexual assault / trauma annually.
4. Issue a minimum of 300 social media posts / press releases on sexual assault / trauma annually.



**OKR 3: Individuals and organisations are empowered to support the awareness, prevention and implementation of strategies to tackle sexual assault / trauma.**

1. Deliver a minimum of 30 training sessions to sectoral professionals on CSE, CSA and other relevant topics to individuals and organisations annually.
2. Maintain an 80% awareness of CSE, CSA and other relevant topics by sectoral professional participants annually.
3. Deliver a minimum of 40 training sessions to educational institutions and youth groups on CSE, CSA and other relevant topics annually.
4. Maintain an 85% awareness of CSE, CSA and other relevant topics by educational institution and youth group participants annually.
5. Maintain a minimum positive education and training session satisfaction rating of 85% from participants annually.

**OKR 4: Organisational leadership and collaboration is making a positive change in tackling sexual assault and trauma within NI society.**

1. Cultivate a minimum of one collaboration / partnership which supports a holistic and person centred approach to sexual assault / trauma annually.
2. Develop a leadership approach to the research and dissemination of data, information and research on sexual assault / trauma within the sector by March 2023.
3. Maintain an 80% positive organisational rating by stakeholders.

**OKR 5: Nexus NI - delivering for people affected by sexual trauma.**

1. Secure identified funding targets (see Fundraising Strategy) to successfully deliver OKRs annually.
2. Secure new Belfast headquarters by March 2022.
3. Audit and update Nexus NI policies and procedures annually so they are fit for purpose, drive change, innovation, quality assurance



**OKR 5: Nexus NI - delivering for people affected by sexual trauma.**

and quality accreditation.

4. Establish an 80% staff and volunteer positive satisfaction rating with Nexus NI as a place to work by March 2023.
5. Develop a Management Information System which enables Nexus NI to efficiently draw on its data, utilise it to influence policy, feedback to funders and drive performance improvement by March 2021.