



# One in Four

Sexual abuse. From surviving to living.

## STRATEGIC PLAN

2011 - 2014

>>> THERAPY. ADVOCACY. PREVENTION.>

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**3**

Strategic Vision

**4**

Aims and Objectives

**5**

Organisational Structure

**6**

Implementation: Client Services

**7**

Implementation: Research; Policy & Influencing

**8**

Implementation: Marketing & Fundraising; Finance & Administration

**9**

Board of Directors

**10**

Resources

**11**

Conclusion

## I. >>> Strategic Vision >

# {One in Four is working towards a society where children are safe from sexual violence. }

One in Four is committed to intervening in the cycle of sexual abuse through the provision of services for victims of sexual violence, treatment for sex offenders, family support and the formation and communication of policy which will influence national developments in the field.

One in Four is focused on providing co-ordinated client services which meet international standards of excellence, and are built on evidence-based practice.

One in Four seeks to be an authoritative, expert voice in influencing public policy and strategy and in educating public opinion. Drawing on our clients' experiences, One in Four's communications will reflect the actual incidence of sexual violence in Ireland and will focus increasingly on intra-familial and extra-familial sexual abuse as well as clerical abuse.

One in Four identifies itself as a professional resource for consultation and training with agencies in the statutory and voluntary sector.

Through our work we aim to make a substantial contribution to making Ireland a place where children are safe from sexual harm.

## 2. >>> Aims and Objectives >

The future of One in Four will be firmly grounded in its current activities of: victim support, offender treatment, advocacy and influencing. However, in moving forward, it seeks to become an organisation that is:

- Innovative and creative in victim and offender treatment initiatives
- A leader in the provision of specialised professional advocacy services
- Committed to researching best practice in our own work and learning from international models
- A recognised expert and educator in the field of sexual abuse both in Ireland and internationally
- A persuasive influence on public awareness and public policy in the areas of sexual abuse and child protection
- Open to collaborating with other expert agencies
- Working within an ethos of restorative justice principles

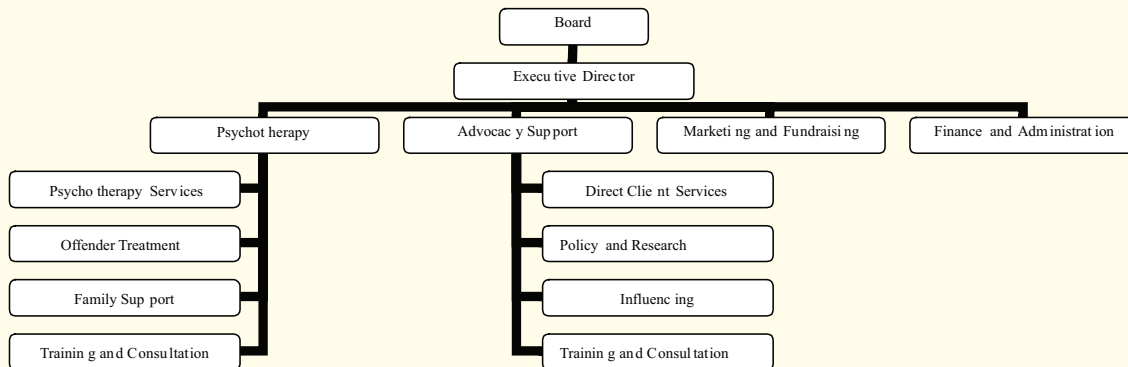
Internally, the organisation will move towards:

- Integration of all Client Services for victims and offenders
- The establishment of a dedicated Research function to learn from our experience
- The growth of the Policy and Influencing function drawing on research learning
- Building a strong Training and Consultation function
- Developing the Marketing and Fundraising function with a view to reducing dependency on statutory sector funding
- Strengthening the organisational Financial and Administrative systems

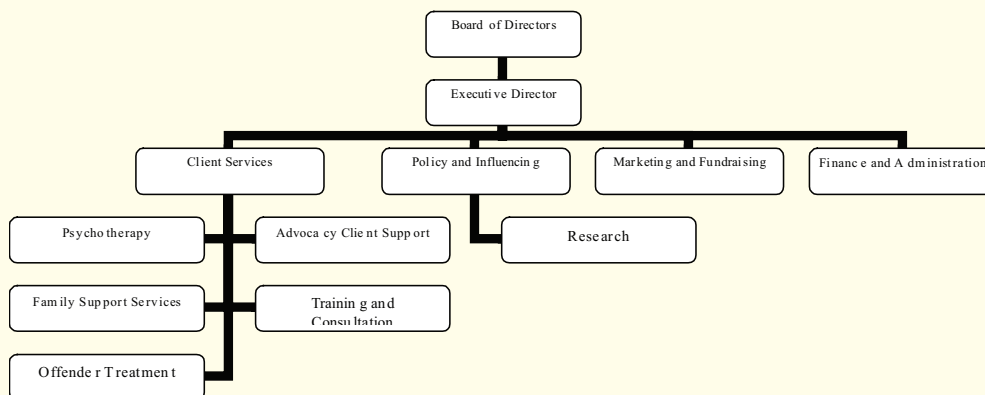
### 3. >>> Organisational Structure >

The current structure of One in Four will change to reflect an increasing focus on integrated services and research-based practice.

#### Current Structure



#### Structure 2014



## 4. >>> Implementation: Overview >

### Client Services

- Advocacy, Psychotherapy, Training and Consultation will be amalgamated into a single Client Services function
- The Advocacy and Psychotherapy teams will collaborate more effectively to create integrated services for all clients – victims, perpetrators and families
- Advocacy and Psychotherapy client numbers will stabilise at 2011 levels: the focus will be on quality evidence-based services
- Family Support Programmes will be developed and implemented
- The Sex Offender Treatment Programme will develop in line with emerging national policy
- Restorative justice principles will inform all treatment models

### Key Performance Indicators:

- All child protection issues will be coordinated by the Advocacy Director
- Cross-referrals of Advocacy and Psychotherapy clients will increase
- An Education Officer will be recruited in 2012 to coordinate all training and consultation services. All Psychotherapists and Advocacy Officers will routinely deliver training and consultation by 2013
- Psychotherapists and Advocacy Officers will collaborate on the delivery of groups and seminars to clients
- Training will be delivered to all staff on restorative justice principles by December 2012
- A Family Therapist will be recruited for Family Support Services by 2012
- Two Sex Offender Treatment groups will operate annually from 2011
- One in Four will engage with emerging national structures in relation to offender treatment

## Research

- A Research Coordinator will be recruited to design and deliver professional research relating to the client work of One in Four and to client's interface with external systems.
- A research focus will become a normal aspect of the organisation's work: all clinical and advocacy staff will co-operate with the Research Coordinator on research projects.

### Key Performance Indicators

- A Research Coordinator will be in place by mid 2012
- Two key pieces of research to be underway by January 2013

## Policy and Influencing

- Policy will be informed by clients' experiences as captured in evidence-based research, and by international best practice.
- Policy formation will move towards a proactive rather than reactive model, while remaining cognisant of events in the external environment

### Key Performance Indicators

- Regular policy submissions will be made on matters pertaining to our clients' engagement with statutory systems and to emerging treatment models
- We will actively seek to present aspects of our work at appropriate conferences and other fora
- Designated staff will be available for informed comment and discussion on local and national media
- One in Four will continue to collaborate with the Saving Childhood group in relation to child protection

## Marketing and Fundraising

- A Marketing and Fundraising strategy will be put in place for the next 3 – 5 years based on developing a higher national profile for the organisation coupled with a diversification in funding strategy.

### Key Performance Indicators

- An active fundraising sub-committee of the Board will be in place by mid 2011
- Reducing our reliance on statutory funding to fifty per cent of overall funding by 2014
- Developing three high profile annual fundraising events per year by 2012
- Image transformation, including new web site will be complete by mid 2011
- Actively pursuing funding in the philanthropic and corporate sectors
- A functioning data base of supporters of One in Four will be in place by mid 2011
- One in Four will increasingly use social media to inform and engage supporters

## Finance and Administration

- The financial and administrative functions of the organisation will be strengthened through investment in IT and the implementation of robust financial and client management systems.

### Key Performance Indicators

- A finance sub-committee of the Board will be in place by mid 2011
- A new client management data base system will be introduced by mid 2012

## Board of Directors

Developments at Board level will include:

- Recruitment of new Directors to bring the number to 8
- Implementing clear role expertise in the selection of Board Members
- Developing the governance competencies of the Board
- Putting in place Board sub-committees

### >>> Review >

The implementation of the Strategic Plan will be monitored and reviewed on a six-monthly basis by the management team, Executive Director and the Board of Directors.

## 5. >>> Resources >

The economic environment in which One in Four will operate in the years 2011 – 2014 is likely to remain difficult. It is anticipated that statutory funding will continue to fall, and the future of the organisation will be determined by our ability to attract major funding through diverse private sector streams. This will require considerable investment in the Marketing and Fundraising department.

A major challenge will be to change the balance between statutory and private sector fundraising. In 2010 statutory funding amounted to almost 80%; we aim to reduce our reliance on this sector to 50% by 2014.

{ the future of the organisation will be determined  
by our ability to attract major funding. }

The strategic plan signals a shift in focus and ethos rather than in rapid expansion. The majority of our expenditure is related to staff costs – 80% in 2010. The employment of a Research Officer and a Training Officer will increase costs from 2012 onwards.

In the current climate the primary objective must be to remain operational, requiring careful and austere financial management over the next three years.

## 6. >>> Conclusion >

Since its foundation in 2003 One in Four has become an integral part of the network of services for survivors of sexual violence, and has developed collaborative working relationships with other non-governmental organisations and statutory agencies in this field.

We have developed an integrated model of client services, working with victims of sexual violence and their families, while also offering treatment programmes to sex offenders. This is unique in Ireland and rare internationally. Looking forward, we now aspire to develop the effectiveness of our client services, based on evidence-based practice that meets international standards of excellence.

One in Four has performed an invaluable role in articulating the concerns of those affected by sexual violence, many of whom have been silenced by their experiences. We will continue to work to influence public policy and practice and to inform public opinion. We intend to contribute to creating a society where children are safe from sexual abuse.

{ Our integrated model of services is unique in Ireland and rare internationally. We aspire to develop standards of excellence. }

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