



Strategic plan – April 2009–March 2014 Executive Summary

INTRODUCTION

It is the intention that by the end of this plan we will have improved our reach to the person on the street.

MISSION STATEMENT

Our mission is to help establish a society in which everyone has positive, informed and non-judgemental attitudes to sex and relationships; where everyone can make informed choices about sex, relationships and reproduction so that they can enjoy sexual health free from prejudice or harm.

OUR VALUES

The values that drive **fpa** and underpin our behaviour are:

FPA values the broad range of experience and individuals within the organisation

We will:

- seek to develop positive open relationships with one another
- take a sense of ownership and pride in our organisation
- listen and respond to issues raised by one another
- share our thoughts and experiences on working practices
- support one another
- utilise available resources to develop ourselves
- follow procedures that are in place to promote staff wellbeing
- treat one another across the UK equitably
- demonstrate respect for one another
- be consistent in our communication with one another
- seek meaningful service user involvement.

FPA values integrity, equality and diversity

We will:

- acknowledge our mistakes and learn from them
- endeavour to be consistent and reliable as individuals and as an organisation
- stand by our pro-choice principles
- recognise our personal responsibility for corporate responsibility
- actively seek to recruit staff and trustees from a diverse range of backgrounds
- ensure the FPA equal opportunities policy underpins our procedures, policies, behaviours and delivery of services.

FPA values transparency in our internal and external communications

We will:

- be clear and honest about our boundaries
- adhere to best practice relating to confidentiality
- be realistic about what we can offer
- acknowledge and rectify poor practice
- be honest about mistakes and take responsibility for mistakes
- offer explanations even if we are unable to resolve complaints.

FPA values high quality and innovation in everything we do

We will:

- utilise the resources we have to increase our effectiveness and efficiency
- be realistic about timetables and deadlines
- ensure that we robustly measure the quality of our work
- embrace the use of new technologies where it will increase quality
- be willing to take risks and innovate
- be open to collaboration if it will deliver better quality outcomes
- share good practice and be willing to learn from others.

OUR BELIEFS

- All people are sexual beings.
- Sexual health is important to individuals, relationships and societal wellbeing.
- Sexual behaviour should never result in exploitation, oppression, physical, emotional or psychological harm.
- Everyone should have access to accurate, high-quality sexual health information, education and services.
- Everyone should be able to exercise his or her reproductive rights.
- Everyone should have the ability and responsibility to control their own sexual health.
- All sexualities should be respected and accepted.
- Self-esteem, confidence, and communication skills are very important to healthy relationships.

fpa BACKGROUND AND TODAY

fpa has contributed to a social and sexual revolution that has changed and improved the lives of millions. Formed as *The National Birth Control Council* in 1930, by the 1950s **fpa** clinics began to offer pre-marital advice to women, although proof of marriage, such as a letter from a vicar or family doctor was often required before contraceptive supplies were provided. The 'pill' was first prescribed in **fpa** clinics in 1961 and within ten years had become the method of choice for over a million women. By 1970, all **fpa** clinics were supplying advice and treatment to everyone. In 1974, **fpa**'s aim of universal free contraception was achieved when our network of over 1,000 clinics was handed over to the NHS.

fpa today covers a broad range of sexual health issues including: reproduction and reproductive rights and contraception, sexually transmitted infections, pregnancy choices including abortion, sex and relationships education and sexuality. Our work also encompasses sexual wellbeing and pleasure linked to issues around responsible and safe sexual experiences and building confidence, self-esteem and resilience through personal development approaches. Our work is in line with the IPPF Declaration on Sexual Rights.

Our services currently include:

- delivering a national sexual health helpline
- delivering a national programme of accredited training and consultancy services
- delivering accredited community-based sexual health and personal development projects across the UK
- developing and distributing a wide range of information booklets, DVDs, and interactive CD-ROMs on all aspects of sexual health
- representing consumer views to Government and policy makers
- contributing expert knowledge to Government advisory and expert groups
- delivering national prevention and early intervention campaigns
- lobbying and campaigning to improve the sexual health of everyone across the UK.

PRIORITY GROUPS

fpa is here to serve everyone across the UK. However, with limited resources it is important to focus our work. We have identified the following groups as those we should seek to specifically target with our services in the coming five years:

- women through their reproductive years
- children and young people
- older people
- people with disabilities
- parents
- professional men and women
- those who are socially and economically disadvantaged
- people from black and minority ethnic (BME) backgrounds.

STRATEGIC AIMS AND OBJECTIVES

Strategic aim 1

Deliver responsive services that empower people to make the best choices for their sexual health

Objectives

- To establish distribution channels to enable our publications to reach the public directly.

- To build strategic alliances with other organisations in order to reach our priority groups.
- To develop specific services targeted at our identified priority groups while ensuring we fulfil our mission for everyone.
- To expand our training and consultancy.
- To improve access to our information and helpline services.
- To contribute to a reduction in sexually transmitted infection rates.
- To contribute to a reduction in teenage pregnancies.
- To contribute to a reduction in unplanned *unwanted* conceptions.
- To ensure women with a crisis pregnancy (for example, foetal abnormality, absent partner) have access to the services they need.

Strategic aim 2

To campaign and champion people's rights to enjoy sexual health and positive relationships across the UK

Objectives

- To act as an advocate for improvements in sexual health services.
- To secure robust implementation and delivery of statutory sex and relationships education (SRE), personal and social education (PSE) and relationships and sexuality education (RSE).
- To promote an extension of the 1967 Abortion Act to Northern Ireland.
- To promote the sex and relationships rights of all people.
- To influence the development of Government policy relating to sexual health.
- To build stronger strategic partnerships with other leading sexual health organisations in order to achieve a co-ordinated voice on sexual health.
- To galvanise the silent voice of the pro-choice majority.

Strategic aim 3

Challenge and oppose sexual stigma and discrimination

Objectives

- To promote equitable access to sexual health services.
- To develop services and campaigns that promote the sexual and relationship rights of our identified priority groups.
- To help provide access to **fpa** services in languages other than English.
- To develop materials accessible to people with disabilities.
- To ensure **fpa** resources and publications reflect the diversity of individuals.
- To build stronger strategic partnerships with other leading organisations in sexual health and related fields to present a unified voice against discrimination.

Strategic aim 4

Use a broad range of communication approaches to engage people in a dialogue about sex and relationships

Objectives

- To increase **fpa**'s profile with the public throughout the UK.
- To ensure sexual wellbeing and pleasure is represented in **fpa** communications.
- To challenge the myth that pro-choice is anti-life.
- To ensure **fpa** values are reflected in our communications.
- To increase professional and public understanding about all aspects of sexual health.
- To broaden how our information and communications are disseminated.

Strategic aim 5

Strengthen our financial health and independence

Objectives

- To grow income from existing sources.
- To secure new income streams.

Strategic aim 6

Ensure fpa is driven at all times by the highest standards

Objectives

- To have clear processes for demonstrating accountability throughout the organisation.
- To recruit trustees based on organisational need.
- To help **fpa** staff and volunteers to achieve excellence.
- To ensure robust process are in place to measure and improve the quality of our services.
- To review the effectiveness of our current organisational structure.
- To develop effective communication channels across the UK.
- To identify individual and department targets annually linked to the strategic plan.
- To implement a centralised database for sales, marketing and fundraising.

MEASURING PERFORMANCE

Key performance indicators (KPIs)

Stakeholder satisfaction KPIs

- All complaints will be recorded and reported at least annually to the Board.
- 95 per cent of service users report a willingness to recommend **fpa** to others.
- 40 per cent of people purchasing our resources are repeat purchasers.

Enhancement of internal procedures and processes KPIs

- Trustees attend 75 per cent of board meetings.

- Transfer 50 per cent of manual tasks to automated system by end of plan.
- New product developments realised within 12–24 months in year one of this plan and 12–18 months in years two onwards (only exception is curriculum-based products which have KPI of 24 months).

Creation of capabilities in employees and systems KPIs

- Employee turnover less than 15 per cent.
- Organisation sick record always below annual average in private sector.
- 95 per cent of staff achieve annual targets as agreed in appraisals.
- CEO undergoes annual 360-degree appraisal which all staff and trustees participate in.

Financial KPIs

- All community projects break even and contribute to overhead costs. Bad debts not to exceed £10k in any one financial year.
- Six months' operating costs held in reserve.
- No one source of income accounts for more than 40 per cent of income.
- To deliver a surplus of at least £50,000 each year of the plan in order to meet pension scheme deficit.

The full strategic plan with supporting documentation is available upon request.