



# Positive Life

Strategic Plan 2022 – 2027





## Introduction



Alongside providing a range of practical and emotional support services for anyone affected by HIV across Northern Ireland, Positive Life works strategically to challenge the myths that underpin the stigma, prevent the increase in HIV

infection through safer sex messaging, while campaigning and lobbying to influence policy to secure the best outcomes for the people we work for.

As we set out our next strategic plan, we're bound to reflect on previous years and acknowledge the curve ball dealt to us in the form of a global pandemic. There's no doubt that it's been a challenging time and no matter how good our planning processes were, we could not have prepared for that.

What we had prepared though was a robust organisation, that in the event was well placed to deal with the unexpected, led by a

team of skilled individuals with the collective expertise to respond in a crisis, and who never lost focus on the vision or their commitment to the people we work for.

So, it's with immense pride that I reflect on the successful delivery of our previous strategic plan, despite COVID-19, and with eager anticipation that I look forward to delivering on the next.

As we go forward, we will never underestimate the importance and impact of the services we provide, and we will continue to listen and respond to those who engage with us by developing appropriate programmes to best meet identified needs and maximising use of available resources.

We also remain mindful of our role in educating to reduce transmission and raise awareness around the impact of living with a HIV diagnosis, and so are committed to ensuring that we secure appropriate resources to build on our current training and community outreach work.

While we continue to see advancements in the clinical care for HIV, our service users continue to tell us about the negative impact of HIV-associated stigma across all areas of their day to day living. It is with that in mind we have developed this strategic plan with our service users at its core and a continuing focus on working to eradicate HIV stigma in Northern Ireland.



### **Mission**

To work for the wellbeing of people affected by HIV in Northern Ireland and remove HIV associated stigma.

### **Vision**

No new diagnoses and everyone comfortable talking about HIV.

### **Values**

We believe in **Excellence** and will aim to deliver the highest quality services which continuously respond to service-user needs.

We believe in **Respect** and will promote everyone's right to equality, not to be judged and to have their views listened to.

We believe in **Empowerment** and will support everyone's right to have control of their own lives and to influence decisions that affect them.

We believe in **Integrity** and will work to maintain a culture of honesty, openness, and transparency.

We believe in **Bravery** and will initiate and lead conversations that dare people to think and act differently, to challenge misconceptions, and to talk about sex and HIV.

We believe in **Partnership** and will work with others to increase our impact.

## Themes and Aims 2022 - 2027

### Strategic Theme 1 – **Social Well-being**

**Aim 1.1:** To enable people affected by HIV to live fulfilled and independent lives by providing appropriate support services.

### Strategic Theme 2 – **Education, Prevention and Communications**

**Aim 2.1:** To reduce new diagnoses by raising public awareness of HIV.

**Aim 2.2:** To raise awareness of HIV and Positive Life through effective communication.

### Strategic Theme 3 – **Campaigning & Lobbying**

**Aim 3.1:** To remove stigma faced by people affected by HIV.

**Aim 3.2:** To inform and influence public policy decisions that bring about positive change.

### Strategic Theme 4 - **Fit-for-Purpose**

**Aim 4.1:** To be an employer of choice.

**Aim 4.2:** To have sustainable financial resources to achieve the agreed aims and objectives.

**Aim 4.3:** To ensure that governance complies with the requirements of the law and best practice.

## Strategic Theme 1 – Social Well-being

**Aim 1.1:** To enable people affected by HIV to live fulfilled and independent lives by providing appropriate support services. *Priorities for 2022 – 2027*

- Develop services to respond to the specific needs of people affected by HIV.
- Effectively assess the individual needs and aspirations of service-users and develop agreed care plans.
- Develop responses to the specific needs of people aging with HIV and those from BAME communities.
- Enable the development of peer support, in person and online.
- Partner with organisations to ensure delivery of appropriate services to meet the needs of people affected by HIV.
- Effectively market our support services.
- Effectively utilise technology to improve support and information to service-users across Northern Ireland.

### *Measures of success*

- The number of service-users.
- The number of support sessions.
- The number of workshops for service-users (and the numbers participating).
- Number of clients reporting improved quality of life following their engagement with Positive Life (and % change).
- Satisfaction levels of service-users with the support services provided by Positive Life.





## Strategic Theme 2 – Education, Prevention and Communications

**Aim 2.1:** To reduce the numbers of new diagnoses by raising public awareness of HIV.

### *Priorities for 2022 - 2027*

- Develop, implement and review a suite of relevant training and education programmes.
- Develop partnerships with schools and colleges and contribute to the provision of Relationship and Sex Education (RSE) programmes to reduce HIV-related stigma.
- Increase the geographical reach of our rapid testing service.
- Increase awareness of the importance of early testing and detection.
- Facilitate an increase in free condom distribution.
- Provide training to other relevant organisations to increase prevention and reduce the stigma of HIV amongst their staff, etc.

### *Measures of success*

- The ratio of annual new HIV diagnoses in Northern Ireland.
- The number of pupils/students participating in relevant RSE programmes delivered by Positive Life.
- The number of condoms distributed by Positive Life.
- The attitudes of the public to safer sex messages.
- Change of attitudes as a result of training programmes.
- Level of satisfaction with training programmes.





**Aim 2.2:** To raise awareness of HIV and Positive Life through effective communication.

*Priorities for 2022 - 2027*

- Develop, implement and review a communications strategy.
- Expand our public profile.
- Cultivate the support of HIV champions.
- Ensure effective communications online and via appropriate social media platforms.
- Ensure effective internal communications.

*Measures of success*

- Level of awareness of Positive Life as an organisation.
- Level of understanding around the effect of HIV.
- Staff and volunteer satisfaction with internal communications.
- Level of satisfaction with external communications.
- Website hits (Google Analytics).
- Reach of Positive Life's social media platforms.

## Aims and Priorities 2022 – 2027

### Strategic Theme 3 – Campaigning & Lobbying

**Aim 3.1:** To remove stigma faced by people affected by HIV.

#### *Priorities for 2022 - 2027*

- Develop, implement and review a campaigning and lobbying strategy.
- Develop, implement and review public-awareness campaigns on HIV-related stigma.
- Campaign for consistent Relationship and Sexuality Education (RSE) programmes to include HIV.
- Document incidences of prejudice and discrimination in relation to HIV.
- Increase our understanding of social attitudes in NI as they relate to HIV.

#### *Measures of success*

- The number of incidences of HIV associated discrimination recorded.
- Changes in the social attitudes of the public towards those with HIV.

**Aim 3.2:** To inform and influence public policy decisions that bring about positive change.

#### *Priorities for 2022 - 2027*

- Develop processes to support service-users having a voice in public policy.
- Engage with service-users to inform data-collection to support public policy campaigns.
- Develop research and policy capability to inform public policy debates.
- Respond to appropriate consultations on relevant public policy issues.
- Partner with other organisations to effect relevant public policy changes.
- Increase our profile and relationships with politicians and other senior decision-makers.

#### *Measures of success*

- Outcomes of relationships with decision-makers.
- Positive changes in public policies



## Strategic Theme 4 - 'Fit for Purpose'

**Aim 4.1:** To be an employer of choice.

### *Priorities for 2022 - 2027*

- Ensure the organisation has the appropriate human resource policies and procedures.
- Ensure staff are effectively recruited, selected, inducted and managed.
- Ensure the organisation has the staff and volunteers with the right skills to be effective.
- Ensure that staff and volunteers have the opportunity to contribute to the development and growth of Positive Life.

### *Measures of success*

- Staff satisfaction exceeds the level of the previous year in relation to:
  - the organisation
  - staff management and supervision
  - training and development opportunities
  - appraisal processes
  - the extent they can contribute to decisions that affect them
  - the organisation's concern for their health and wellbeing.
- Volunteer satisfaction with their engagement with the organisation.



**Aim 4.2:** To have sustainable financial resources to achieve the agreed aims and objectives.

*Priorities for 2022 - 2027*

- Ensure effective financial planning, management and reporting.
- Explore, develop and implement as appropriate an income generation strategy, including opportunities for social economy as appropriate.
- Maximise income from statutory sources consistent with the organisation's mission.
- Maximise net income from charitable, corporate and private sources consistent with the organisation's mission.
- Ensure the organisation has the premises, ICT and other physical resources it requires to achieve its aims and objectives and that these are effectively managed.

*Measures of success*

- Expenditure at the end of each year is within projected budget.
- Income exceeds expenditure.
- Satisfaction with premises, ICT and physical resources.



**Aim 4.3:** To ensure that governance complies with the requirements of the law and best practice.

*Priorities for 2022 - 2027*

- Regularly review governance performance and develop, implement and review a governance improvement plan.
- Ensure compliance with charity and company law, the Articles of Association and GDPR requirements.
- Ensure the board has the appropriate skills and structure to govern effectively.
- Effectively manage risk.
- Effectively manage and appraise the CEO.
- Ensure there are appropriate strategic and operational plans which are regularly monitored by the board and impact is measured effectively.

*Measures of success*

- The number of CCNI and company non-compliance issues.
- The number of GDPR non-compliance issues.
- The number of health & safety issues reported to HSE.
- Satisfaction level of Trustees.
- Percentage of operational objectives achieved.

