



Strategic Plan

2019 - 2023

SECAD Strategic Plan 2019 - 2023

About SECAD

SECAD was formed in 1995 bringing together a variety of local groups that for many years were attempting to support the development of their communities from a 'bottom-up' approach and frustrated with the lack of resources to support their ideas, plans and vision. With the introduction of the EU Local Development approach and the National Social Inclusion Programmes, these groups under the umbrella of SECAD gained access to the funding to enable them to actively pursue this vision.

The principles of the bottom-up approach encourage local people to come together to determine their priorities. Employment, enterprise, community and environmental priorities are determined through local decision making, cooperation with a range of bodies and partnership with state and local government services.

Subsequently SECAD has expanded its area of operation beyond South and East Cork and in recognition of this has now become SECAD Partnership CLG.

In the quarter-century which has passed since its establishment, the environment within which SECAD operates has changed significantly. SECAD itself has grown and evolved over the same period to respond to these changing environments. It has developed new services; it has accessed new sources of funding; and it has significantly extended its staff numbers.

The Board and Management of SECAD have now determined that a new strategic plan should be developed to guide the future of the organisation over the next six years.



SECAD's Mission

SECAD is a dynamic and pioneering social enterprise which works in partnership with diverse stakeholders to provide services, facilities and investments for the benefit of the communities it serves..

SECAD's Vision

To be recognised as a leading European development organisation, enabling vibrant, sustainable and inclusive communities.

SECAD's Values

The following are the values which the Board, management and staff espouse:

Respect
Honesty & Integrity
Continuous improvement
Inclusion

Guiding Principles

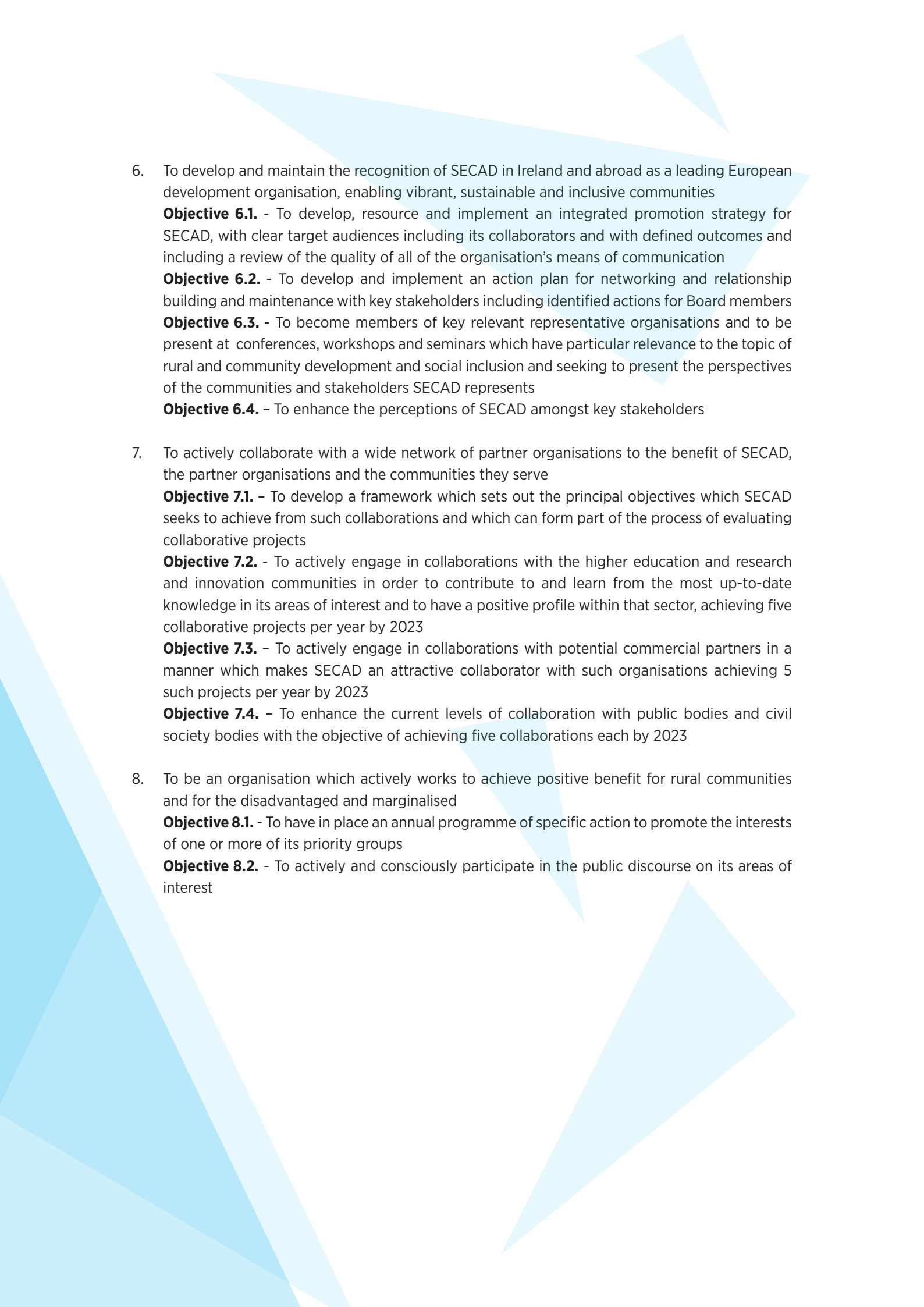
The following are the principles to which SECAD as an organisation commits itself:

Developmental approach
Sustainability
Collaboration
Innovation
Accountability and transparency
Leadership

Strategic Goals and Objectives

The following are SECAD's Goals and Objectives

1. To have in place a Board, management-staff, and governance structures and systems to facilitate its growth and development as a social enterprise
 - Objective 1.1.** – To recruit Board members with the skill-sets necessary to support its goal of being a successful social enterprise and reflective of the quadruple helix of Innovation
 - Objective 1.2.** – To continuously improve a management and staff structure which reflects the commercial and non-commercial focus of the social enterprise
 - Objective 1.3.** – To have in place management systems and processes which will facilitate evidence-based decision-making within the organisation
 - Objective 1.4.** – To comply fully with the Charity Governance Code and other Regulations
 - Objective 1.5.** – To have in place an internal communication structure between staff at all levels, management and Board so that a two-way flow of ideas and information is facilitated
2. Working in partnership with others, to provide innovative services, facilities and investments which make a positive impact on the social and economic lives of the communities it serves and on the built and natural environments.
 - Objective 2.1.** – To develop and implement an annual operational plan reflecting the three main elements of Sustainable Development
 - Objective 2.2.** – To make SECAD an exemplar organisation in measuring and seeking to reduce the environmental impact of its own activities
3. To grow and consolidate SECAD as a social enterprise
 - Objective 3.1.** – To retain its role in all its publicly-funded development programmes.
 - Objective 3.2.** – To generate 20% of its funding from public sources other than LEADER and SICAP by 2023
4. To expand SECAD's commercial client base in Ireland and to review and avail of emerging opportunities in Europe to which SECAD would have the specific capacity to respond
 - Objective 4.1.** – To generate 40% of its total income from commercial services activity by 2023
 - Objective 4.2.** – To develop SECAD's legal structure to protect its core not-for-profit purpose and support the growth of income-making services that can underpin the overall resourcing of the organisation
5. To manage risk at strategic, operational and project levels
 - Objective 5.1.** – To have in place and implement a robust risk management policy at all levels within the organisation
 - Objective 5.2.** – To develop and regularly review a risk matrix for the organisation and to identify and implement appropriate risk mitigation measures

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6. To develop and maintain the recognition of SECAD in Ireland and abroad as a leading European development organisation, enabling vibrant, sustainable and inclusive communities
Objective 6.1. - To develop, resource and implement an integrated promotion strategy for SECAD, with clear target audiences including its collaborators and with defined outcomes and including a review of the quality of all of the organisation's means of communication
Objective 6.2. - To develop and implement an action plan for networking and relationship building and maintenance with key stakeholders including identified actions for Board members
Objective 6.3. - To become members of key relevant representative organisations and to be present at conferences, workshops and seminars which have particular relevance to the topic of rural and community development and social inclusion and seeking to present the perspectives of the communities and stakeholders SECAD represents
Objective 6.4. - To enhance the perceptions of SECAD amongst key stakeholders
 7. To actively collaborate with a wide network of partner organisations to the benefit of SECAD, the partner organisations and the communities they serve
Objective 7.1. - To develop a framework which sets out the principal objectives which SECAD seeks to achieve from such collaborations and which can form part of the process of evaluating collaborative projects
Objective 7.2. - To actively engage in collaborations with the higher education and research and innovation communities in order to contribute to and learn from the most up-to-date knowledge in its areas of interest and to have a positive profile within that sector, achieving five collaborative projects per year by 2023
Objective 7.3. - To actively engage in collaborations with potential commercial partners in a manner which makes SECAD an attractive collaborator with such organisations achieving 5 such projects per year by 2023
Objective 7.4. - To enhance the current levels of collaboration with public bodies and civil society bodies with the objective of achieving five collaborations each by 2023
 8. To be an organisation which actively works to achieve positive benefit for rural communities and for the disadvantaged and marginalised
Objective 8.1. - To have in place an annual programme of specific action to promote the interests of one or more of its priority groups
Objective 8.2. - To actively and consciously participate in the public discourse on its areas of interest

Implementation

The following are the initial implementation steps which will be taken by SECAD:

1. A Strategy Implementation Steering Group will be established to guide the initial stages of the strategy's implementation. This group will include the Chair and two other members of the Board, the CEO and two other senior managers.
2. A list of priority strategic actions will be identified by this group using a priority rating process developed by SECAD, and these actions adopted as the initial implementation plan. Responsibility for overseeing the implementation of specific actions will be devolved to specific individuals. The initial implementation plan will be reviewed every six months and additional actions included as other actions are completed or progressed.
3. A report on the progress being made on implementation will be presented to each Board meeting and the steps for addressing any difficulties will be included.
4. A report on the progress being made will also be presented by the CEO to staff meetings and plans for addressing difficulties discussed.





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