

Global citizens for global solutions

Strategic Plan
July 2016 to June 2019



United Nations Association – UK

1. OVERVIEW

1.1 UNA-UK's strategic plan for 2016-19 sets out our vision for stronger global leadership and institutions at a time when the international system is under increasing strain but collective solutions are proving elusive.

1.2 As the only UK charity devoted to building support for the UN, our starting point for realising this vision is stimulating action in this country. Our mission, therefore, is to make the case for an effective UN to British policy-makers and the public.

1.3 Our new strategic plan seeks to put UNA-UK on a clear path to fulfilling its mission in the 21st century. This means concentrating on the UK-UN relationship, where we have a strong track record of policy achievement, and on promoting international cooperation and global citizenship.

Over the next three years, we will focus on three mutually-reinforcing areas in our policy, communications and outreach work:

- Global leadership: an active and progressive UK foreign policy
- Global solutions: making the UN fit for the 21st century
- Global citizens: empowering individuals to think and act globally

1.4 These programmes will see us: campaigning for leadership on global issues by the UK Government; convening diverse constituencies to discuss effective global institutions and cooperation; and calling on people to act on their global responsibilities in this increasingly inter-connected world.

1.5 In order to achieve this mission, UNA-UK will transform its funding, governance and organisational structure. This will include:

- An intensive fundraising drive to secure core income and diversify our funding
- An outreach strategy, aimed at building a broad, vibrant campaigning movement
- Governance changes to strengthen our Board and legal and financial oversight

2. OUR MISSION AND OBJECTIVES

At this time of global uncertainty, the need for an effective UN is greater than ever. UNA-UK will focus on making this case to British policy-makers and the public. We will:

- Create three programmes that focus on the UK-UN relationship, support efforts to make the UN more effective, and make outreach a central aim of our policy work**
- Make smarter use of our resources by prioritising 1-2 major campaigns each year**
- Improve our planning, monitoring and evaluation**

2.1 Founded in 1945, UNA-UK is the foremost advocate for UK action at the UN. We believe that the UN is an indispensable tool for building a safer, fairer and more sustainable world. In this period of growing instability and interdependence, the need for collective action is greater than at any other time since it was founded. The UN's success, however, depends heavily on states' willingness to work together. The increasingly fractious geopolitical environment has led to a failure to address pressing challenges, from mass displacement to climate change.

2.2 As a permanent member of the UN Security Council and a large multilateral aid donor, the UK is an important player in providing global leadership, supporting global solutions and strengthening the UN. The post-war international system has delivered prosperity and stability for the UK. Its breakdown would have serious consequences for this country. Unfortunately, the UK has not been immune to the global retreat from foreign policy engagement.

2.3 Over the past decade, we have observed a worrying reluctance to invest in the continuing health of the UN system. We have also seen a narrowing of national interests and identity – an understandable reaction to a more insecure world, but badly mistaken. The June 2016 referendum on the UK's membership of the European Union was a consequence of this trajectory, and showed the extent to which the British public is divided on fundamental issues, including the UK's role in the world.

2.4 Sustainable peace and prosperity can only be achieved through shared understanding of the world's problems and active promotion of the tools we have to address them. This requires wide public acceptance of the importance of global citizenship.

Our vision

2.5 UNA-UK's vision is a world in which: people and governments recognise that national and global interests dovetail; governments work together for the good of people everywhere; and people take seriously their global responsibilities. In delivering this vision, we are inspired and guided by the values enshrined in the UN Charter and the Universal Declaration of Human Rights. As a UK charity, our starting point for realising this vision is stimulating action in this country.

Our mission

2.6 We believe that this vision is best fulfilled when the UN is operating effectively. As the country's leading source of independent analysis on the UN, we build better understanding of the challenges facing the world. By serving as a hub for UN experts and practitioners, we stimulate discussion on effective global solutions and institutions. Through our work with decision-makers, we take forward these ideas and promote better policy-making. Our communications make complex UN issues easy to grasp. Our training and education programmes help people to understand the UN and how best to engage with it. Our outreach encourages them to do so.

Our objectives

2.7 In 2016-19, we will work to support and improve the UN so that it can fulfill its role as *the* indispensable institution for tackling global challenges. We will communicate – to governments and the public – the extent to which national and global interests have converged, and the need for international cooperation to address global problems.

2.8 We will demonstrate to policymakers and influencers how an effective UN can deliver wide-reaching benefits to Britain and the world. We will make the case for why the UK must lead by example on its international obligations. And we will connect people in the UK to the work and values of the UN, and in doing so, build a new generation of globally-minded citizens.

Our programmes

➤ **Global leadership: an active and progressive UK foreign policy**

2.9 Through our advocacy work, grassroots campaigning and our parliamentary outreach, we will urge the UK Government to display leadership at the UN and develop a strategy for making it more effective. This builds, for example, on our successful efforts to secure a change in UK policy on cluster munitions, which paved the way for the international convention, and to secure a doubling in the number of UK peacekeeping troops for the first time in 20 years.

2.10 Scrutinising the UK's record is central to this work. Building on our arms control and human rights advocacy, we will monitor the extent to which the UK is meeting its international obligations, highlighting mismatches between UK policy and UN best practice. These gaps can undermine the UN's work and lower adherence to international law. They can also affect the protections enjoyed by people in the UK, as well as the UK's standing on the world stage.

➤ **Global solutions: making the UN fit for the 21st century**

2.11 Making the UN fit for the 21st century requires sustained investment on many fronts – political, financial and academic. UNA-UK's interest in the health of the UN is principled but also based on impact and realism. We look at the system as a whole and carry out research to identify practical reforms that will equip it to meet the growing demands of a complex world.

From lobbying to improve the Security Council's working methods to producing bite-size proposals for implementing the Sustainable Development Goals, we will draw on our worldwide network of UN experts to generate ideas and action to help the UN to adapt to a rapidly changing environment.

➤ **Global citizens: empowering individuals to think and act globally**

2.12 The UN is a mystery to many in the UK. Through training and education, we will deepen understanding of the institution and empower people – and organisations – to engage with it. Through our youth programmes we will seek to nurture a new generation of global citizens, equipped with the necessary tools and impetus to tackle global problems.

2.13 Outreach is essential to the impact of our lobbying and the achievement of our policy objectives. This work will be put on an equal footing and become a programme in itself. We will build on past initiatives – from our General Election foreign policy initiative to our UN teaching packs – and ensure that engagement is integrated into our flagship campaigns. Our aim is to provide everyone who wants to engage with UN issues with opportunities to make a meaningful and impact-enhancing contribution to our work.

Our theory of change

2.13 The goals reflected in our programmes are important ends in themselves. They are also inter-related. Informed and empowered global citizens can put pressure on the government to provide vision and leadership, at home and on the international stage. This in turn contributes to the UN system, which benefits the lives of all people, everywhere.

2.14 We have different ways of working towards these goals. Our advocacy work resembles that of lobbying organisations, in that we seek to influence decision-makers and policy-shapers through our formal routes (e.g. consultations) and informal routes (e.g. our networks in Parliament and our media work). Our outreach activities encompass education, training and capacity-building – equipping individuals and organisations to understand the

UN, engage with its work and contribute to its goals. Our communications and campaigning work connects these two strands, from supporting better reporting on the UN to building community activism. Crucially it is the combination of these short-term 'wins' and long-term goals that amount to something greater than the sum of their parts.

Achieving maximum impact

2.15 UNA-UK will identify policy priorities based on the following criteria:

- Contribution to our vision and mission
- Relevance to UNA-UK's programmes
- Potential for UNA-UK to add value
- Potential for progress to be made
- Capacity for UNA-UK to deliver, in terms of human and financial resources

2.16 These priorities will be approved translated annually into operational plans. In all our activities, we will demonstrate our commitment to gender equality, international law and sustainability. For maximum impact, we will focus on one or two major campaigns per year.

Our partners

2.17 UNA-UK derives great strength from the individuals and organisations with whom we work. From our grassroots network to the UN All-Party Parliamentary Group, from our NGO partners to the UN itself, there are many who share our vision of principled global action. Harnessing the expertise and engagement of these constituencies, and bringing them together, is essential if we are to realise our aims.

2.18 Our network of UN experts and practitioners will support the evaluation, as well as the delivery, of our work. Comprising former diplomats, parliamentarians, UN staff, academics, journalists and NGOs, our advisers add rigour to our work and provide external scrutiny. Over the next three years, we will review all our honorary and advisory positions with a view to making this network as robust and active as possible.

3. FINANCIAL SUSTAINABILITY

UNA-UK's biggest challenge – and top priority – is achieving financial sustainability. This means diversifying our income streams and reducing our reliance on reserves. In 2016-19 we will:

- Focus on grants as our funding bedrock
- Launch an annual fundraising drive
- Increase partnerships and seek in-kind support for projects
- Develop public giving and embed fundraising across our activities

Our funding challenge

3.1 The period 2016-19 is a crucial one for UNA-UK. For many decades, we have relied on a small number of funders, on income from membership subscriptions and on our reserves. Financial uncertainty, likely to continue for the next few years, has made the funding environment more difficult, particularly where core funding and support for advocacy is concerned.

3.2 Over the next three years, we will embark on a major fundraising drive to secure core income, diversify our income streams, increase partnerships and develop public giving. We will:

- **Focus on grants.** Trust fundraising is likely to be our most fruitful source of income, providing the biggest return for time invested. In pursuing this funding, we should start looking beyond the UK. Our work will include:
 - An annual fundraising drive to raise £300k, with a target 50% going towards core costs
 - Applications to US trusts, with a target 25% of grant income coming from these sources
 - Investing in in-house capacity and fundraising tools, such as grant databases
- **Increase partnerships** to support projects. Building on past experience, we will concentrate on partnerships relating to our events and publications. These will include support in generating advertising revenue, in-kind support such as venue costs, and help with publicity through media coverage. We will also seek to transform one-off partnerships into longer-term relationships.
- **Develop public giving** to increase regular unrestricted income, including by:
 - Holding annual appeals and finding innovative ways to conduct them
 - Offering people who are interested in our work but not in traditional membership the opportunity to make regular, as well as one-off, donations
 - Building fundraising into our public events, from ticketing to collections
 - Cultivating relationships with high-net worth individuals within our networks
 - Organising fundraising events and dinners
 - Reviewing membership fees to move towards a financially sustainable model
 - Devising a multi-stage legacy campaign that builds on pledges from our most committed supporters and then reaches out in stages to new audiences

3.3 As UNA-UK strives to be a learning organisation, how we approach and implement the above will be regularly reviewed and adjusted on the basis of expert advice, research and lessons learned from past fundraising efforts. We will also ensure that our communications reinforce our fundraising by demonstrating the importance of our work in building support for the UN from the UK Government and public. And although UNA-UK is already a very lean operation, with 80% of our expenditure directly attributable to charitable activity, we will continue to make cost savings wherever we can.

4. GRASSROOTS IMPACT

UNA-UK will overhaul its outreach model and seek to become a broad, vibrant and effective people's movement for the UN. In 2016-19 we will:

- **Work with local UNAs to increase community engagement and campaigning**
- **Transform our work with schools and universities into empowering youth projects**
- **Launch a concerted drive to grow our supporter base**
- **Make our outreach model more financially sustainable**

The chance to build a people's movement

4.1 UNA-UK's lobbying and advocacy work can only go so far. If we are to achieve our objectives – UK action at the UN, widespread support for international cooperation and an active global citizenry, we need to reach people directly and work at the community level. Our network of members, supporters and local UNAs is therefore essential. But it needs to be strengthened.

4.2 Over the past 70 years, UNA-UK's outreach model has focused on traditional membership. This model was appropriate in the 1940s and 50s – when our membership peaked. It now needs to be transformed, as single-issue NGOs have proliferated and as new generations have developed other ways of organising, communicating and campaigning.

4.3 For UNA-UK to thrive as a people's movement, we must seize this opportunity to create a truly modern grassroots structure that is:

- Broad** – we will move away from preaching to the converted to reaching the public.
- Effective** – we will stop looking inwards and focus on campaigning and outreach.
- Innovative** – we will combine the best aspects of our past with best practice.
- Open to all** – we will cater to all interested in us, with or without financial commitment.
- Sustainable** – we will embed fundraising into our outreach and cultivate a donor base.

A sustainable, growing constituency

4.4 In 2016-19, we will strive to build a broad base of support, with a healthy core of members and a small – but growing – number of individuals who provide more substantive financial support. We will:

- **Grow our base.** Supporters are the fastest-growing part of our network. They make up the bulk of those who participate in our events and campaigns and while joining is free, it serves as a gateway to deeper levels of commitment. We will:
 - Seek to have at least 25,000 supporters by 2019, including through “local supporters” who can help to reinvigorate our local UNAs
 - Develop new ways for them to get involved in our work, including financially, with an ambitious target of 10% having made a contribution by 2019
- **Nurture a strong core of dedicated campaigners.** Members are UNA-UK advocates who demonstrate their long-standing commitment through regular subscriptions. At present, many don't otherwise interact with UNA-UK. We will:
 - Simplify our membership structure and administration, working to make it financially sustainable, including through reviewing fee, and more flexible by promoting Friend or Supporter engagement to those seeking a greater or lesser financial commitment
 - Initiate a new annual members' meeting that enables members to play an active role in our policy and outreach work
 - Focus on campaigns in our membership engagement, with a view to increasing participation in actions

- **Cultivate high-level donors.** Many within our network have the ability and inclination to support us in a more substantive way. There are also individuals outside our network who may be interested in providing financial support. We will:
 - Build a donor base through a new, flexible and tailored programme
 - Develop relationships with high net worth individuals by holding fundraising dinners and involving them in new projects and programmes of interest

Local UNAs – less bureaucracy, more action

4.5 Local UNAs make a unique contribution to our mission by extending our reach into communities. These groups are largely run by a small core of dedicated members, who serve as powerful local activists and UN champions. In 2016-19, we will empower them to do what they do best: make the case for the UN in their communities and amplify our campaigns. This will include:

- Supporting our branches with briefings, materials, training and finance on our priority campaigns
- Encouraging local supporters and exploring other ways of recognition. This will make it easier to involve friends, neighbours and the rest of the community, releasing time to focus on substantive campaigns
- Growing, and working to launch, branches where there is appetite, and helping regions, where they exist, to be networkers and conveners for the branches and members that they serve
- Providing dedicated Board-level support for local UNAs through two trustees elected by the whole UNA-UK membership with a brief – and resources – to improve communication and engagement

Youth – putting young people at the heart of UNA-UK

4.6 For many years, UNA-UK has operated different models to engage young people. We are delighted that these efforts have resulted in a presence at 45 universities across the UK, a strong portfolio of ready-to-use education materials and teaching about the UN at schools around the country. However, our student wing, UNA Youth, has remained distant from our work, and our Generation United Nations programme lacks the funding and capacity to increase engagement with school. UNA-UK must do more to reach young people if it is to survive. We need to embed youth into our structures and adapt our outreach methods to engage them.

Higher education institutions

4.7 By creating a compelling vision, reforming the network and cultivating consistent Board-level support, we will unleash the power of our higher education network. This will include re-examining the ways in which students engage with UNA-UK and increasing their involvement in our campaigns. We will:

- Enhance youth representation on the Board, looking beyond our current networks for outstanding young people who will have dedicated responsibility to develop plans and targets for youth outreach. This will replace the 'youth president' system, which provides limited scope and time for involvement
- Incorporate youth outreach into all our major campaigns and support youth branches with briefings, materials, training and finance to take our message to their campus

Schools

4.8 UNA-UK's Generation United Nations programme engages and equips educators to teach about the UN. The Guardian's Teacher Network has cited us as "the perfect start" to explaining the UN. Our resources and events are praised by teachers, professional bodies such as the Association of Citizenship Teaching and the British International Studies Association and, most importantly, participating students themselves. Our challenge now is to raise funds to expand this programme to engage young people from all backgrounds. We will:

- Seek funding to expand our activities in this area from trusts, foundations and sponsors. If successful, we plan to focus on taking the programme to schools and pupils from less-advantaged background
- Test ways of increasing the appeal of our work and relating it to our policy priorities, including incorporating elements such as good citizenship, teaching about international institutions, and education to address intolerance and extremism

Conferences with results

4.9 Traditionally, UNA-UK has held policy conferences that produced “resolutions” on a range of global issues, in a similar fashion to those produced by model UN simulations. These conferences now attract only a small number of members, many of whom have told us that they would like the conference to have tangible outcomes. Over the next three years, we would like to work with our members to make the conference format more appealing, accessible and – above all – outcome-focussed. This will include:

- A focus on UNA-UK’s flagship campaign for that year
- A workshop on that topic, at which participants will be able to:
 - Share ideas on how to take forward this issue
 - Pledge to implement specific actions
 - Receive materials and learn about further resources
 - Suggest UNA-UK campaign actions and give feedback on plans
- Dedicated follow-up, with support for local action after the conference, including the collation of feedback and reporting on local actions to measure participation and outcomes

5. COMMUNICATIONS

Our mission relies on effective communications. From succinct recommendations to Government to teaching materials for primary schools, we need to make complex issues accessible and to ensure that our calls to action are engaging. In 2016-19, we will:

- Refresh our website and make it an integral part of our campaigning**
- Work to build a stronger brand and raise its visibility with journalists and peers**
- Streamline our portfolio of events and publications to ensure they are contributing to our objectives**

A next-gen web portal

5.1 Our website is our most important outreach tool. It enables our key messages to reach a wide audience. It is a platform through which members and supporters can share information. And it is a crucial resource for the UK public to learn about the UN.

5.2 The site has been developing since it was refreshed in 2012. But technology and users move quickly, necessitating regular upgrades to our platform, design and content. By investing in an overhaul, we will deliver a simpler, faster way for users to engage with UNA-UK. With the latest digital campaigning tools and cutting edge design, it will enhance user experience, make us truly mobile and – crucially – provide new ways for our growing audience to get involved, from taking action to sharing ideas. We will:

- Increase investment to ensure the site evolves at the same rate as others with similar levels of traffic
- Upgrade our platform to ensure a faster, secure website and an excellent mobile experience
- Ensure the design and structure reflects UNA-UK's new vision and outreach focus
- Develop and integrate our magazine and action portals
- Offer users more interaction, with better campaigning tools and a smoother payment gateway

Telling our story

5.3 We need a pro-active approach to media engagement if we are to increase our profile, stimulate debate on the UN and demonstrate why it matters, to policy-makers and the public at large. We will have a dedicated media focal point and develop targeted communication plans for every new programme and activity. This will help us to focus on particular audiences and adapt our messages and tactics accordingly. We have set the following objectives for the next three years:

- **A stronger brand** – we will develop simple messages that convey UNA-UK's mission and purpose, to be incorporated and adapted across all UNA-UK communications
- **Better media relationships** – we will improve relationships with journalists and NGOs by improving how we record contact, increasing reciprocal promotion and engaging with like-minded campaigns
- **More engagement with current affairs** – we will improve our media monitoring and react more quickly to relevant issues via articles, interviews and social media

5.4 To achieve these objectives, UNA-UK will seek guidance from peers and experts by:

- Increasing communications expertise on the UNA-UK Board/advisory panels
- Reaching out to partner NGOs that are prominent in the media
- Consulting stakeholders and partners on the effectiveness of our communications

Authoritative, outcome-focussed publications

5.5 Our publications serve as our calling card. They also give us an authoritative voice on UN issues. With no other dedicated UN publications in the UK, and with little quality debate in the media, we fill a gap: giving UN officials a platform; providing compelling and digestible information to policy-makers, campaigners and the public; and producing unique materials, from our flagship magazine to policy papers and major reports that provide

succinct analysis from experts and practitioners in one volume. We are one of the few organisations that regularly features heads of government, UN officials, NGO leaders, community activists, academics and commentators on the same pages.

5.6 Over the next three years, we will:

- Continue to develop our magazine as the authoritative source of commentary on UN issues, with a focus on widening its reach, profile and e-distribution
- Release two to three major reports on UN-related issues per year and increase the revenue derived
- Produce timely policy papers on our priorities that drive and respond to developments
- Explore potential partnerships and models which could maximise the quality and reach of UNA-UK publications, e.g. with NGOs, universities and contributing authors

Events that inspire

5.7 There is low awareness of the work of the UN in the UK. At the same time, there is growing interest in the impact that global issues can have on our lives, from climate change to displacement. Schools want to teach these issues; local councils want to know how to respond; businesses are interested in CSR programmes. Events offer a route for UNA-UK to showcase these issues, make space for UN voices and bring together different constituencies. They also serve to raise our profile and funding for our work. During 2016-19, we will continue to offer a strong portfolio of events, which will include large outreach events, expert roundtables, parliamentary briefings, campaigning conferences and networking opportunities.

5.8 All public events will have the following broad objectives:

- Engage UK citizens and/or policymakers with the work and value of the United Nations
- Raise public and political awareness about UNA-UK objectives and campaigns
- Attract new supporters and income for UNA-UK
- Provide opportunities for interaction and follow-up

5.9 The critical basis for all UNA-UK events is to consider where UNA-UK can add value. Our public events will generally not be focused on very narrow policy issues or themes where dedicated organisations clearly “own” the public space. Instead, our events will have a UN angle that cannot be provided by any other UK-based organisation, e.g.:

- The provision of speakers with direct experience in the UN system
- Debates and discussions on the role of the UN and UK in solving global crises
- Opportunities for members of the public to pose questions to UN experts
- Interaction between UK policymakers and UN agencies

6. GOVERNANCE

UNA-UK must strengthen its governance in this crucial period for the organisation. This section, structured according to Charity Commission guidelines (CC10) on the hallmarks of a good charity, sets out how we will improve financial and legal oversight by:

- Increasing skills and expertise on our Board and Finance & Governance Committee**
- Improving financial forecasting, monitoring and reporting**
- Improving monitoring, reporting and impact evaluation processes**

A clear purpose

6.1 This strategic plan sets out defined and targeted purpose for UNA-UK, which sees the organisation return to its original and unique mission: making the case for an effective UN to British policy-makers, influencers and the public. The plan also sets a clear direction for UNA-UK that is both necessary and exciting: policy priorities based on defined criteria; outreach activities that are focused on the UK public as the charity's stakeholders; fundraising embedded throughout our activities; and a governance structure that is fit for purpose.

Fit for purpose: sound governance

6.2 In 2016-19, UNA-UK will work to build a new governance structure that strengthens our legal and financial oversight, and that gives us the flexibility to respond to our changing operating and funding environment. Over the course of this strategic plan, we will build a Board with the necessary skills, experience, contacts and diversity to sustain UNA-UK and to hold the Executive to account. We will also improve our public reporting through the production of regular impact reports, and provide our members with an annual members' meeting at which they can question staff and Trustees.

An effective Board

6.3 UNA-UK needs Trustees who provide more than oversight from afar. Many small charities have Trustees who are qualified and/or experienced in areas such as fundraising and charity law. Their advice and hands-on support minimises expenditure on external consultants and ensures staff time is focussed on programme delivery. Many non-profits also have major donors – or those with access to them – on their boards. At present, the majority of UNA-UK's Trustees are elected from its membership. While this has produced excellent Trustees over the years, there is a shrinking pool of candidates and voters. This process has also not delivered the mix of skills or diversity that UNA-UK needs.

6.4 Over the course of the next three years, UNA-UK will work to create a Board on the following basis:

- There will be between 10 and 14 Trustees. Positions will be filled through a mixture of election, recruitment and appointment. They will be advertised within and outside UNA-UK's networks, with scope for appointments for specialist skill gaps and major donors
- All Trustees will be required to be (or become) members of UNA-UK, and members with relevant skills will be encouraged to put themselves forward for election or recruitment
- The mix of skills and perspectives will be monitored closely, including: gender balance, geographic diversity (especially beyond London and England) and diversity of sector/experience. Monitoring will include the setting of targets, such as 50/50 gender balance and two trustees under 30.

6.5 The Board will comprise:

- 2 x Trustees elected by the whole UNA-UK members by a centrally managed, UK-wide ballot. These trustees will have an outreach-focussed portfolio and a brief to improve communication with, and provide practical support for, members and local UNAs
- 1 x Trustee with a dedicated youth portfolio
- 1 x Trustee to represent UNA-UK's policy conference
- 2 x Trustees appointed for their ability to raise UNA-UK's profile and reach
- 3-5 Trustees recruited for their experience in fundraising, governance/management, civil society/youth

outreach, media/communications

- The Chair, Treasurer (who chairs the Finance & Governance sub-committee) and Executive Director

Financially sound and prudent

6.5 A Finance & Governance sub-committee (F&GC) will assist the Board in its financial oversight and the Executive in its management of UNA-UK. The Committee will provide advice to the Board and will monitor and challenge the Executive to ensure effective systems, policies and procedures are in place to safeguard the charity's assets, use its resources efficiently, achieve its objectives and deliver its activities. The following skills were considered necessary/desirable for the members of F&GC: finance, audit, investments, fundraising, HR/management, charity law and risk.

Accountable and transparent

6.6 Performance, accountability and transparency are key to the effective delivery of the strategic plan. This means improving our operations and information available to Trustees and to our stakeholders: the UK public. We will work to achieve the following:

- An annual meeting where members can meet and question Trustees and staff
- Quarterly finance and performance review, with external input where appropriate
- The production of regular impact reports to be posted online
- Regular review of strategic and operational risks to enhance prevention and response
- A review of UNA-UK's Articles and Rules and other relevant policies to minimise reputational risk and to better deal with inappropriate conduct
- A review of our staffing structure and succession plans to build resilience

Learning and improving

6.7 UNA-UK is always seeking to improve its performance, and to learn new and better ways of delivering its mission. Our objectives are long-term. So too is our approach – shifting opinion and behaviour. We therefore face evaluation challenges shared by similar organisations: timeframe (our impact will only be discernible over time); attribution (we need to partner with others to achieve our goals); measuring soft outcomes; and a changing policy environment.

6.8 We have worked hard to overcome these challenges, by learning from our experience, studying others and seeking external advice. We have:

- Created operational plans that set clear objectives for that year – breaking down our long-term aims into target audiences, activities, milestones, programme budgets, staff leads and tailored metrics.
- Devised a mix of qualitative and quantitative measures, ranging from straightforward outcomes – e.g. a change in government policy, to metrics aimed at identifying soft outcomes, such as levels of knowledge.
- Introduced thorough reviewing processes, consisting of:
 - Quarterly reports to the Board, presented with simple charts and narrative
 - Individual and team operational plan assessments at the mid-year point
 - A collective and reflective year-end learning review focussed on team performance
 - Monthly progress reviews at line-management meetings
 - Ongoing learning, for example, by conducting assessments after all major activities

6.9 Over the next three years, we will build on the above, seeking support from our Board, F&GC and external experts as needed. Particular emphasis will be placed on:

- Organisational policies, to minimise risk and ensure the charity is statutorily compliant
- Financial systems, procedures and processes

7. RESOURCES

In 2016-19, UNA-UK's top priority will be fundraising (see section 3). We will also harness our existing resources to build a truly sustainable organisation. We will:

- Review and renew our human resources policies**
- Invest in our premises to improve our working environment and maximise revenue**
- Seek new ways to improve on, and innovate in, our Sustainability Policy**

Our team

7.1 People are UNA-UK's most valuable resource. In recent years, we have done much to improve staff and volunteer management and well-being, through the introduction of regular performance reviews and team learning sessions, as well as improvements to our facilities. All staff members are now involved in strategic and operational planning, and have personal development plans. All volunteers have dedicated staff mentors and are given their own projects. This has enabled all team members to see a clear link between their tasks and UNA-UK's goals. In 2016-19, we will continue to invest in our people by:

- Reviewing and renewing all our human resources policies
- Creating three-year staff development plans to match the lifespan of the strategic plan, and providing more opportunities for staff development through joint training, flexibility in considering short-term placements and unpaid leave for progression
- Improving volunteers' experience with UNA-UK, including by: working with them and their staff mentors to develop further support and guidance; introducing anonymous evaluation forms; and monitoring legislation and best practice regarding volunteers to ensure UNA-UK is not engaging in exploitative practices

Our premises

7.2 In 2016-19, UNA-UK will strive to improve the quality of its premises to increase the well-being of those based at 3 Whitehall Court and to ensure we comply with necessary building and employment regulations. We will also invest in our premises to maximise the level of licence income and fulfill our vision of creating a central London hub for organisations that share our values. This will include:

- Delivery of an IT upgrade and premises refurbishment to create a more modern and flexible workspace. This will include a review of the layout and furnishings.
- Regularly tendering for all service contracts to ensure value for money
- Licencing desk space, ensuring that licences comply with our superior lease
- Undertaking a cost-benefit analysis of remaining at 3 Whitehall Court

Our planet

7.3 Our planet is our shared resource and responsibility. We will strive to minimise the environmental impact of our activities, in line with our Sustainability Policy. In 2016-19, additional action will include:

- Moving to a cloud-based servers that use renewable energy to reduce our energy consumption
- Increasing the proportion of fair trade and environmentally friendly products/services
- Regular reviews of service contracts, with scrutiny of suppliers' environmental policies

UNA-UK is an organisation with an impressive history, founded seven decades ago to serve as a bridge between the UN and people in the UK. At a time when multiple crises are converging, when the UN is stretched to breaking point, when states are shirking their global responsibilities, and when people are growing more frustrated with political leaders and institutions, UNA-UK is needed more than ever.

This strategic plan seeks to equip us to fulfil our mission – making the case for an effective UN, for international cooperation and for global citizenship – to policy-makers and the public in the UK and beyond.