



Britain Yearly Meeting
of the Religious
Society of Friends

Britain Yearly Meeting

Operational Plan and Status 2016

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Copies of Appendix B are available separately from Juliet Prager

Final version 1 [approved by Britain Yearly Meeting Trustees 13/11/2015]

Introduction

Whilst much of the work of the yearly meeting takes place in any of its constituent meetings, some work is more appropriately organised centrally...

In the governing document (covering the centrally held and managed policy, property, employment and work adopted by Yearly Meeting), the charitable object of Britain Yearly Meeting is 'the furtherance of the general religious and charitable purposes of the Religious Society of Friends (Quakers) in Britain and beyond'

Quaker faith & practice 5th ed., 8.02, extract

The operational plan describes the centrally managed work of Britain Yearly Meeting. It helps Trustees, committee members, staff and everyone else serving Britain Yearly Meeting to be well informed about our current work.

The plan includes:

- ♦ Overviews (organisational, financial, staffing).
- ♦ Sections for each departmental area, setting out their areas of work, high level objectives and activities for 2016.
- ♦ Within each section, the areas of work show the non-staff budgeted expenditure for 2016.
- ♦ There is a separated appendix containing the breakdown of activity codes within each area of work.

Information in the 2016 operational plan

We drafted this plan alongside the 2016 budget in the second half of 2015, to help us see the draft costs in the context of the planned work. The financial costs in this plan are from the 2015/16 draft budget round, provided by the Finance & Property department as of 6/10/2015. The 2016 planned activities and the measures are supplied by each department, who have additional detail in their departmental work plans, which can be requested by contacting the department in question.

The centrally managed work of Britain Yearly Meeting

The four aspects of the centrally managed work of Britain Yearly Meeting are set out in Quaker faith & practice 5th ed., 8.03:

Sustaining our church and faith

organising and maintaining the whole of the Religious Society of Friends in Britain as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for them to work efficiently and effectively, and also conducting relations with other churches and faiths and ecumenical bodies;

Supporting meetings

supporting Friends in their local organisation, by providing services and advice relevant to the current needs of the Quaker community: for example such work may relate to children, elderly people, those getting married, those looking after meeting houses, and those raising funds;

Promoting Quakerism

raising awareness and developing understanding about the basic tenets of Quaker faith and practice, such as spirituality, peace and human rights, within and without the Religious Society of Friends in Britain;

Witness through Action

putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad: for example through training, conferences, work with those in positions of power, and social and development projects.

This operational plan for the centrally-managed work of Britain Yearly Meeting is organised within six departmental areas:

- ♦ Communications and Services
- ♦ Finance & Property
- ♦ Hospitality and Facilities.
- ♦ Quaker Life
- ♦ Quaker Peace & Social Witness
- ♦ Governance and cross-organisational work (RCO) and Human Resources (HR)

Organisational diagram for centrally managed work

Quakers in Britain: committed to a way of worship which allows God to teach and transform; following the Spirit into truth, unity and love.
Qf&p, 5th ed., 1.01 Advices & Queries

Britain Yearly Meeting: Furthering the general religious and charitable purposes of the Religious Society of Friends (Quakers) in Britain and beyond. *Governing Document*

• Sustaining our church and faith • Supporting meetings • Promoting Quakerism • Witness through action *see Qf&p 5th ed., 8.03*

Recording Clerk's Office: organises and maintains the whole of the Religious Society of Friends in Britain as responsive to the leadings of the Holy Spirit; secretary to Yearly Meeting, Meeting for Sufferings and Britain Yearly Meeting Trustees; leads the Britain Yearly Meeting Staff
see Qf&p 5th ed., 8.03.a, 8.20

Quaker Life: works with Friends in their meetings, local and national committees,
– to help deepen our experience of God's grace and its consequent expression in our lives and in all our meetings
– to enlarge the worshiping community that is Britain Yearly Meeting.
QLCC Terms of Reference

Quaker Peace & Social Witness: works with and on behalf of Friends in Britain to translate faith into action. Quakers are impelled by faith to make an active witness for peace and justice.
The Quaker testimonies to equality, justice, peace, simplicity and truth are a challenge to alleviate suffering and seek positive social change.
QPSWCC Terms of Reference

Cross-organisational departments

Communication and Services supports work to:

- Strengthen the engagement and support of meetings and donors with centrally managed work;
- Strengthen the ability of discerning groups to achieve their purposes by modernising and improving the support offered to committees;
- Increase public awareness of Quakerism, and the social and political impact of Quakers in Britain. *Dept Plan*

Finance & Property: supports work to ensure the effective stewardship of the finance and property for Britain Yearly Meeting's central purposes. *Finance & Property Committee Terms of Reference*

Hospitality and Facilities: manages Friends House building and facilities as a base for Britain Yearly Meeting staff and committees, in order to extend hospitality to visitors and to provide income for Britain Yearly Meeting's charitable work. *Dept Plan*

HR: develops and delivers human resources policies, procedures and people strategies that support BYM. *Dept Plan*

Financial overview

Trustees agree a budget for Quaker work each year, allocating funds to each department. The plan figures are based on a draft budget, provided by the Finance & Property department on 6/10/2015.

HR 'staff costs' include training, recruitment and welfare for all employees.

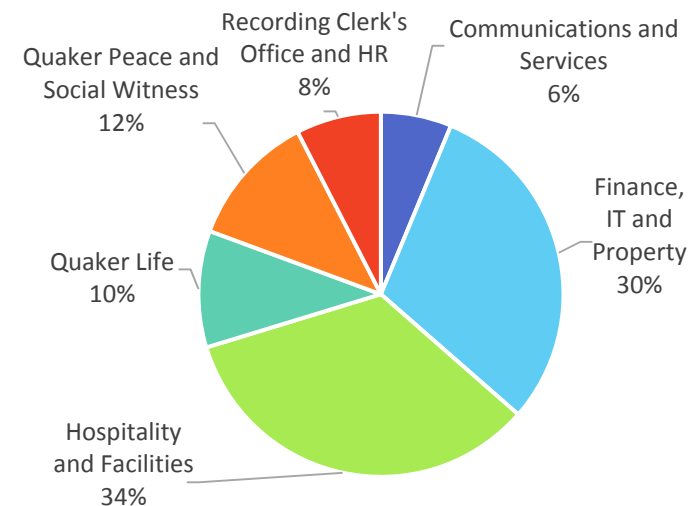
Department	Non-staff cost totals	Staff costs	Income/ Revenue ¹	Total cost
Communications and Services	£ 303,800	£ 1,068,369	- £ 25,250	£ 1,346,919
Finance, IT and Property	£ 1,463,269	£ 599,880	- £ 5,422,269	- £ 3,359,120 ¹
Hospitality and Facilities	£ 1,641,237	£ 1,596,824	- £ 3,541,665	- £ 303,604 ¹
Quaker Life	£ 500,920	£ 918,885	- £ 288,169	£ 1,131,636
Quaker Peace and Social Witness	£ 573,579	£ 976,326	- £ 422,543	£ 1,127,362
Recording Clerk's Office and HR	£ 365,879	£ 539,581	- £ 12,000	£ 893,460
Total cost	£ 4,848,684	£ 5,699,865	- £ 9,711,896	£ 836,653
Legacy funded projects ²	£ 99,138	£ 194,626	- £ 10,000	£ 283,764

Please see the 2015 Financial Statements for comparative detail

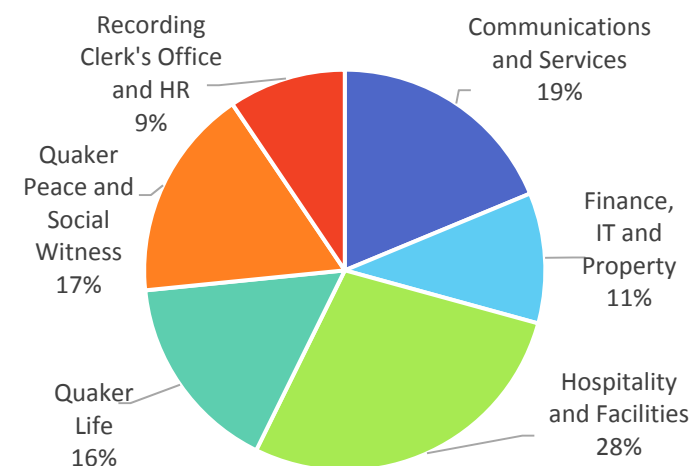
¹ Income and revenue is shown as a negative figure

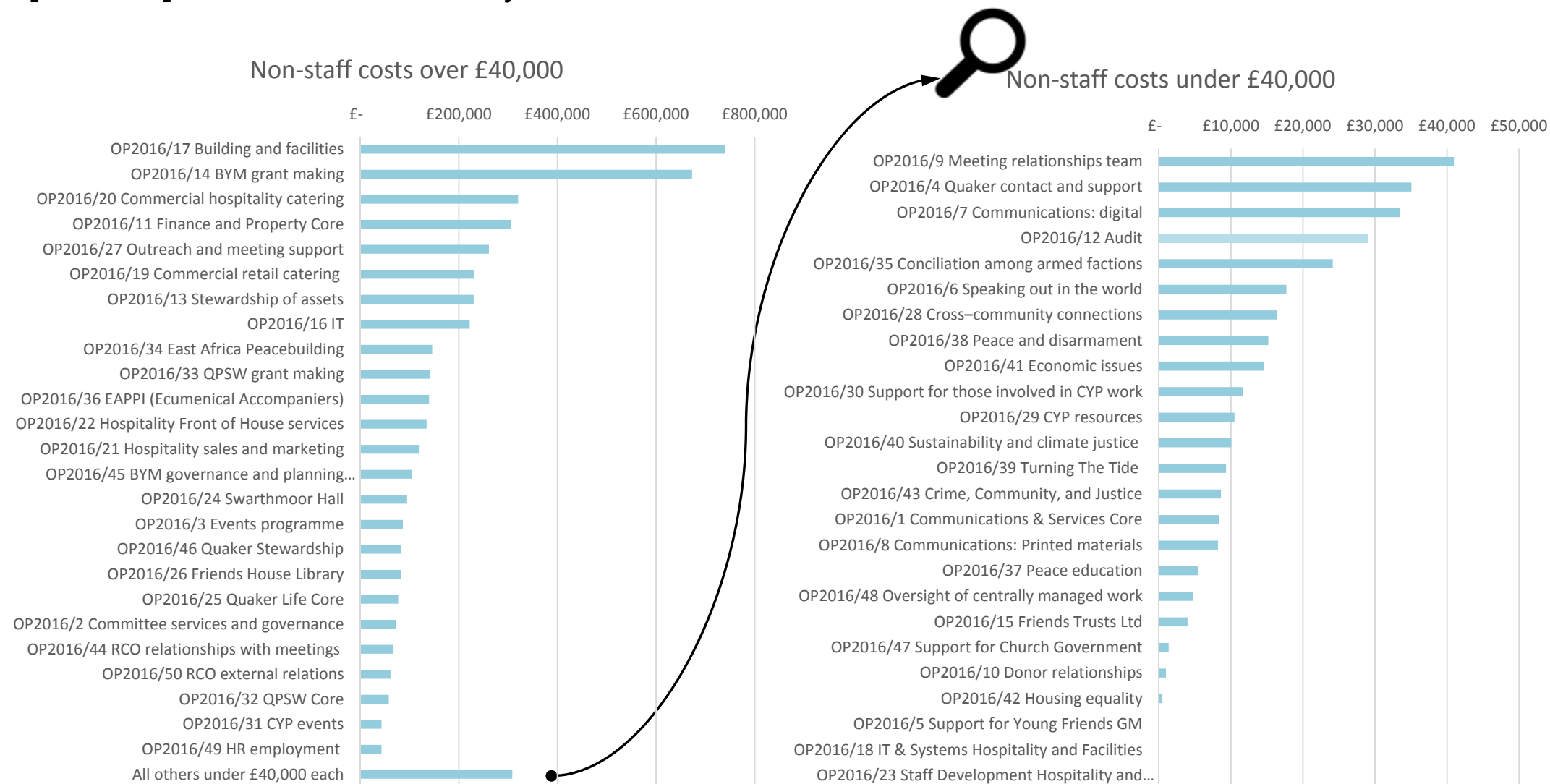
² Legacy funded project costs are not included in the overall departmental or total costs. For more details on legacy projects, see page 9 and for a breakdown of their costs see appendix B.

Non-staff costs departmental totals²



Staff costs departmental totals²

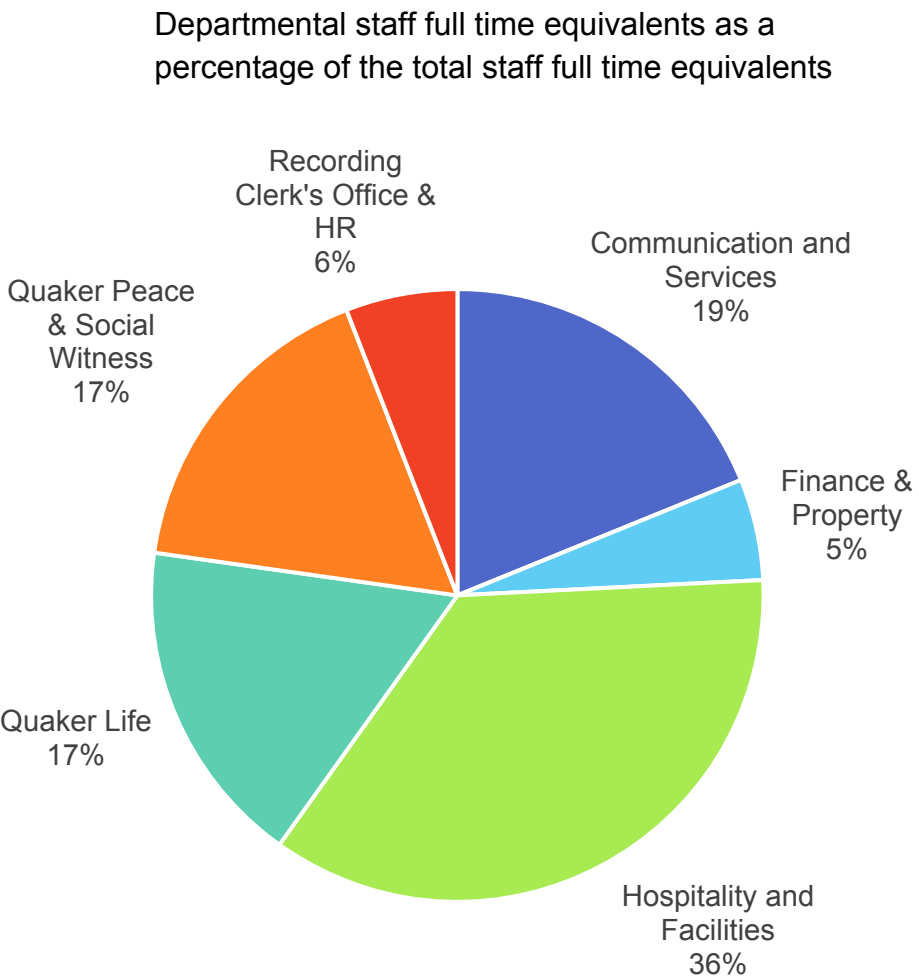
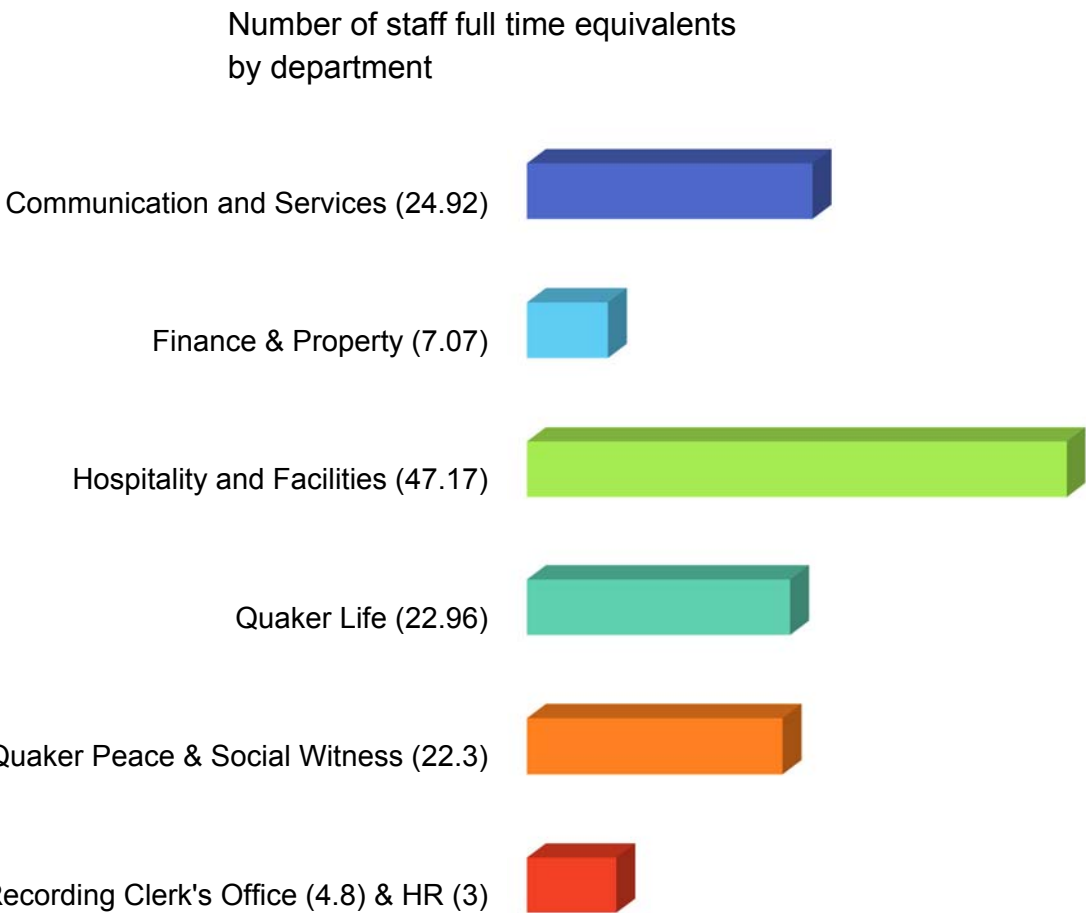


Operational plan areas of work shown by non-staff costs³

³ Income and revenue are not shown. Detailed non-staff costs are shown for each of the Operational Plan references in appendix A. Detailed costs for each of the legacy funded projects are shown in appendix B.

Staffing overview

Britain Yearly Meeting has 132.22 full-time equivalent employees (159 staff in total), working in 6 areas (figures accurate as of 23/09/2015).



Status and monitoring progress

The operational plan for 2016 will be used to monitor the status of areas of work. This will use the column titled: 'Outcomes or measures to achieve'. This column holds both the outcomes related to the activities and the status added during the 2016 update.

We expect to publish two updates during 2016 (following the Trustees' guidance for the frequency of updates). The updated status of work will be added to the 'Outcomes or measures to achieve' column following an indented (→) symbol. Each progress update will include an explanation if the expected completion date of the activity has been delayed.

New items of work arising in 2016

This section will be used during progress updates. It will hold a summary of additional work which begins during 2016, which will also appear within the relevant departmental section below with new reference numbers and the suffix - NEW.

Legacy funded projects

In 2016 the operational plan includes several projects funded from legacies. The income from legacies is unpredictable which poses problems for funding work that needs a steady income stream. In 2014 Britain Yearly Meeting Trustees agreed to work towards a new approach for funding Quaker projects using legacy income donated above a budgeted £1,500,000 level. Legacy income above this level is allocated to fully fund short-term projects (normally three years or less). As of 06/10/2015, £283,764 of legacy funding has been allocated for 2016.

Legacy funding was introduced in 2014. At present, this funding is allocated within Britain Yearly Meeting (who may work on joint projects with partner organisations) and proposals come from Britain Yearly Meeting departments, supported by minutes of committee decisions.

Although funded in a different way, the details of legacy project activities are also included in the main body of each department's operational plan, with the activity references **highlighted yellow**, suffixed with LF, and a footnote detailing the project name and duration. This allows the plan to show a unified overview of all the departmental work. Legacy funding is not included in the total departmental budget. Additional details are in appendix B, and may also appear in the 'New item of work' above.

The projects which are funded from legacies in 2016 as of 05/10/2015 are:-

- ♦ Advocacy in Scotland
- ♦ Directory of Services
- ♦ Being Friends Together
- ♦ Active Non-Violence in Kenya
- ♦ Peace Education and Engagement project
- ♦ Turning the Tide communications renewal
- ♦ Vibrancy

Please also note that this year we have not highlighted short term projects which are funded from the main budget, as we are providing clearer information for all tasks, including their duration.

Communication and Services

Communication and Services Department summary

Communication and Services works to:

- ♦ *Strengthen the engagement and support of meetings and donors with centrally managed work;*
- ♦ *Strengthen the ability of discerning groups to achieve their purposes by modernising and improving the support offered to their committees;*
- ♦ *Increase public understanding of Quakerism, and the social and political impact of Quakers in Britain. (Dept Plan)*

Departmental staff

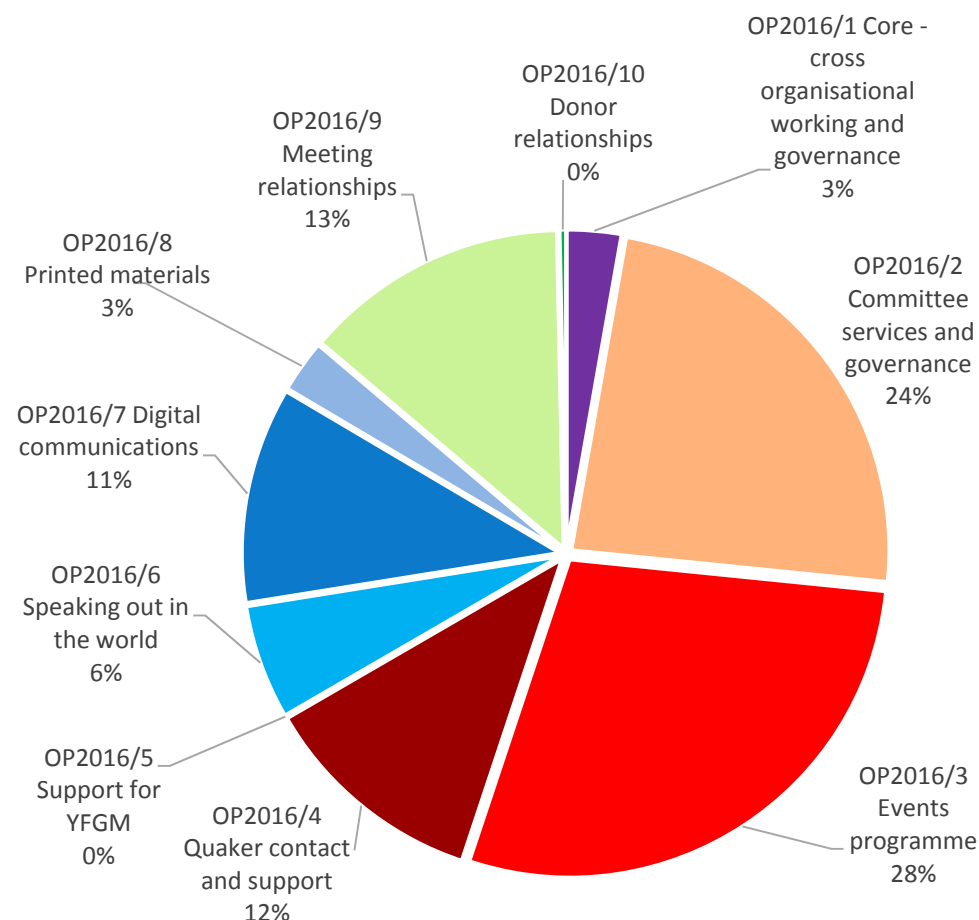
The Communication and Services Department has 24.92 full time equivalent employees, working in three teams:-

- ♦ Events and Committee Services
- ♦ Advocacy and Public Relationships
- ♦ Meeting and Donor Relationships

Non-staff costs⁴

£303,800 plus an additional £11,675 from legacy funding.

Non-staff costs by area of work⁴



⁴ Detailed costs are shown in appendix B for each area of work. These figures do not include any legacy funded costs - these can be found in appendix A.

Summary of departmental work for 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/1 Core: cross organisational working and governance Non-staff costs total: £8,400	1.1 : Streamline cross-organisational processes, systems and channels		
	1.1a Develop service level agreements with departments	2015 – 2017	Agreements produced and implemented
	1.2 : Develop a strategic approach to communications		
	1.2a With management meeting, draft a cross-organisational communications strategy	2015 – 2016	Strategy agreed and implementation planned
	1.2b Audit/map communications work	2015 – 2017	Used as baseline in strategy development and measurement
	1.3 : Enable staff to be ambassadors for Quaker work		
	1.3a Programme of staff communications provided	Ongoing	Intranet front pages stories, staff talks programme delivered, staff meetings co-ordinated
	1.4 : Ensure coherence and effectiveness of the department		
	1.4a Conduct the departmental review	2015 – 2016	Review complete and implementation planned
	1.4b Implement the review recommendations	2016 – 2017	Proposals brought to Trustees
	1.4c Create a departmental operational plan, budget and report schedule	Ongoing	Schedule in place
OP2016/2 Committee services and governance	2.1 : Enable Britain Yearly Meeting's committee structure to function well		
	2.1a Roll out standard templates to Britain Yearly Meeting committees that can be used on a range of mobile devices, including tablets and Digital Accessible Information System (DAISY) readers	2016	Consistent style for committee papers. Committee members able to read papers easily on a range of electronic devices, including tablets and DAISY readers

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Committee services and governance cont'd) Non-staff costs total: £72,400	2.1b Develop our use of electronic media to support committees' collaborative working and reduce costs	2016	Committees able to work more flexibly through the use of electronic media, e.g. video conferencing, tablets & laptops. Reduced printing. Improved collaborative use of QGroups Recommendations implemented
	2.1c Support review of Central Nominations Committee	2016	
	2.1d Pilot and roll out QNoms for use by Britain Yearly Meeting nominating committees	2016	Nominating committees using QNoms to support their nominating processes
	2.1e Work with nominating committees to take forward ideas from the nominations conference to improve nominations processes	2016 – 2017	Nominating committees engaged in process to develop nominations processes and produce recommendations
	2.1f Administrative and secretarial support for Britain Yearly Meeting central & standing committees	Ongoing	Feedback from Britain Yearly Meeting committee clerks
	2.1g Reinstate workshops and training for secretaries, clerks and new committee members	2016	Training and workshops reinstated
OP2016/3	3.1 : Deliver a programme of events to meet the needs of Britain Yearly Meeting		
Events programme Non-staff costs total: £86,630	3.1a Develop and implement events strategy and pricing policy	2016 – 2018	Guidelines and framework for initiating and hosting Britain Yearly Meeting events
	3.1b Develop partnerships with other organisations to improve support for events and reduce costs	2016	Improved control of costs for events and committees, list of partnership organisations for events and residentials
	3.1c Explore and test technical developments in preparation for Yearly Meeting Gathering 2017	2016 – 2017	Use of technology and electronic media to extend the reach of Yearly Meeting Gathering beyond those meeting in the room. Improved booking & payment experience
	3.1d Deliver agreed events programme (see OP2016/45.1b – c)	2016	Evaluation from Britain Yearly Meeting events
OP2016/4	4.1 : Support Quakers and their work through the provision of a database and online tools		
Quaker contact and support	4.1a Develop and roll out QList	2016 – 2017	More meetings using QList. Support network for meetings using QList
	4.1b Maintain and improve the central contact database	Ongoing	User feedback, effective and meaningful reporting

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Quaker contact and support cont'd) Non-staff costs total: £35,050	4.1c With IT, develop more effective use of Britain Yearly Meeting database facilities (see OP2016/16.3d)	Ongoing	Staff induction and training, feedback from users
	4.1d With IT, review options for a single sign in solution for external access to Quaker online resources (see OP2016/16.2b)	2016	Feasibility study delivered
	4.1e Gathering and collation of updated information for the Book of Meetings	Ongoing	Updated Book of Meetings
	4.1f Develop the collection and publication of Tabular Statement data (see OP2016/46.3b)	2016	Publication of 2015 tabular data. Review facilities for automated data collection to save staff time
OP2016/5	5.1 : Joint internship programme with Young Friends General Meeting		
Support for YFGM Non-staff costs total: £0	5.1a Provide 10 month work experience and leadership training annually	Ongoing	Feedback from intern and Young Friends General Meeting
OP2016/6	6.1 : Enable Quakers to influence public and political landscapes about Quaker concerns		
Speaking out in the world Non-staff costs total: £17,700	6.1a Prepare Quakers for regional/national/EU democratic process	2016 – 2017	Produce materials for Scottish and Welsh elections. Distribute briefing papers ahead of EU referendum
	6.1b Develop systems and processes for prioritising advocacy work	2015 – 2016	Trustees agree process
	6.1c Prepare review process for Scottish advocacy project – LF ⁵	2016	Proposal to General Meeting for Scotland and Trustees
	6.1d Maintain organisational reputation	Ongoing	Consistent use of Quakers in Britain 'brand'
	6.1e Facilitate production, signing and publicising of public statements	Ongoing	Timely statements produced with Recording Clerk's Office and publicised

⁵ The Scottish Advocacy project is legacy funded, running from January 2015-December 2017.

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Speaking out in the world cont'd)	6.2 : Engage national media and parliamentarians		
	6.2a Raise awareness amongst parliamentarians and the public about Quakers and conscientious objection	2016	Hold WW1 conscientious objection event in parliament. National media coverage
	6.2b Maintain reactive media response	Ongoing	Maintain current level of media and social media activity
	6.2c Develop relationships with parliamentarians	Ongoing	Attend three party conferences in 2016
	6.2d Proactive media work for Britain Yearly Meeting	Ongoing	Have a clear media plan and contact relevant journalists
OP2016/7 Digital communications Non-staff costs total: £33,460	7.1 : Support Quaker communications objectives through provision of digital communications channels		
	7.1a Commission photos for digital use	2016	Photos uploaded to image library and in wide use
	7.1b Develop social media advertising strategy	2016	Strategy in use
	7.1c With HR, write staff social media policy	2015 – 2016	Policy in use
	7.1d Implement website governance and staffing	2015 – 2016	Website Project Board replaced by a new governance group. Complete review of content editor team
	7.1e Maintain and increase social media presence	Ongoing	Review social media strategy
OP2016/8 Printed materials Non-staff costs total: £8,200	8.1 : Deliver Britain Yearly Meeting printed materials		
	8.1a With Quaker Life and Quaker Peace and Social Witness write a printed publications strategy	2016	Strategy agreed and implantation planned
	8.1b Produce Britain Yearly Meeting core documents	Ongoing	Print Trustees Annual Report and Financial Statements, Yearly Meeting documents in advance and the Book of Meetings
	8.1c Develop materials for Britain Yearly Meeting work	Ongoing	Plan briefs for Britain Yearly Meeting work

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/9 Meeting relationships Non-staff costs total: £40,960	9.1 : Engage Quakers with their centrally managed work		
	9.1a Deliver communications to Quakers in Britain through a range of media	2016	All communications within the Meeting relationships team remit delivered promptly and in sufficient detail
	9.1b Increase offers of service from Quakers	2016	Increase in new offers of service received by 30% from 2015
	9.1c Develop use of the meeting engagement data to inform Britain Yearly Meeting support	Ongoing	2016 meeting engagement report provided to Management Meeting and used to inform strategic activities
	9.1d Support development of the support for meetings strategy (with Quaker Life)	Ongoing	Cross-departmental strategy decided and implementation planned
	9.1e Together with Website Project Board, implement an e-newsletter	2016	Britain Yearly Meeting e-newsletter operational
	9.1f Deliver story gathering process for effective messaging in the Trustees' annual report	2016	Britain Yearly Meeting Trustees' annual report published
	9.1g In line with the communications strategy deliver the protocol for films and videos	2015 – 2016	Protocol on the commissioning, production and dissemination of films in use
	9.1h Distribute and evaluate the Directory of Services and plan for review process – LF ⁶	2016 – 2017	Evaluation completed. Review recommendations planned and implemented
	9.2 : Deliver Britain Yearly Meeting's grants programme (see OP2016/14 and OP2016/33)		
	9.2a Manage grant giving and disbursement effectively, including support for committees	Ongoing	Grants disbursed with appropriate reporting
	9.2b Streamline reporting on funds available for grant making	2016	Clear information provided for grants making committee

⁶ The Directory of Services project is legacy funded, initially running from October 2014 – November 2015. It has been delayed and is now expected to be completed early 2016.

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2019/10	10.1 : Promote financial contributions		
Donor relationships Non-staff costs total: £1,000	10.1a Encourage contributions from members and meetings	2016	Clear giving strategy in place (see OP2016/11.2b), contributions target of £2.1 million met
	10.1b Seek grant funding for work programmes as appropriate	2016	Grants income target of £600,000 met
	10.1c Support treasurers and collectors in their role to enable meetings' financial contributions	Ongoing	Requests for support fulfilled
	10.1d Build relationships with Quaker trusts	2015 – 2016	Agree and implement strategy

Finance & Property

Finance & Property department summary

The Finance & Property Department ensures the effective stewardship of the finance and property for Britain Yearly Meeting's central purposes.
(Finance & Property Committee Terms of Reference)

In particular, the Finance & Property Department is responsible for:

Ensuring security of title to Britain Yearly Meeting's assets; controlling all receipts and payments relating to Britain Yearly Meeting; ensuring that financial probity is maintained in all of Britain Yearly Meeting's transactions; monitoring and reporting on the financial position of Britain Yearly Meeting; and providing information and support to local meetings and resource to Friends Trusts Ltd.

Departmental staff

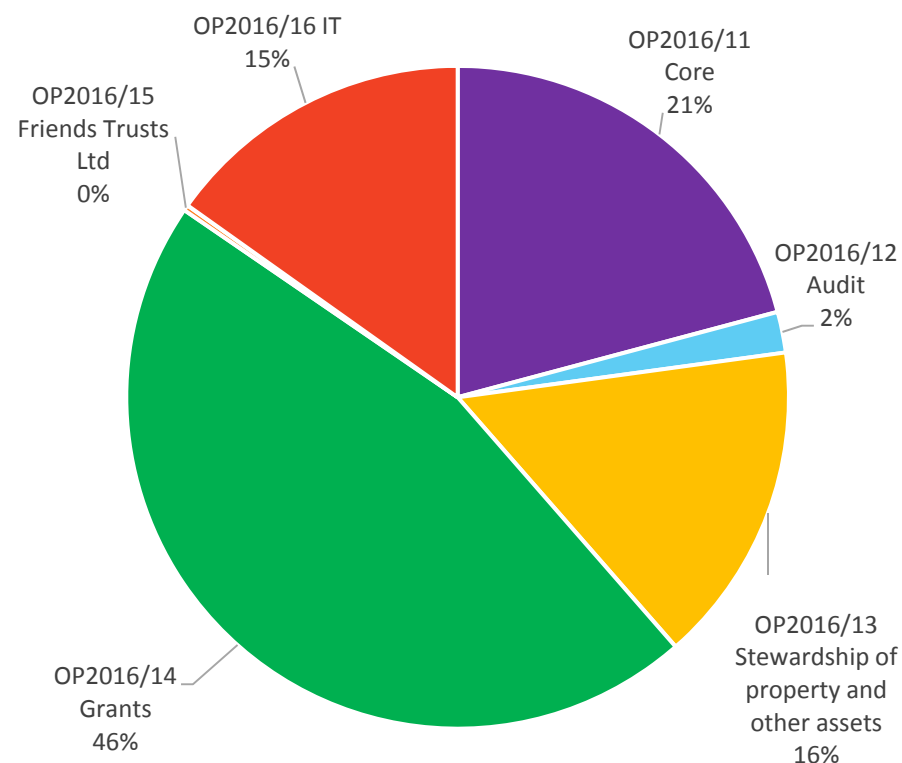
The Finance & Property Department has 7.07 full time equivalent permanent employees.

Non-staff costs⁷

£1,463,269

The majority of this cost is accounted for centrally and relates to Britain Yearly Meeting generally, for example, depreciation, property maintenance and building projects.

Non-staff costs by area of work⁷



⁷ Detailed costs are shown in appendix B for each area of work.

Summary of departmental work for 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/11 Core Non-staff costs total: £306,085	11.1 : Supporting good financial governance of Britain Yearly Meeting		
	11.1a Service and support Quaker Finance & Property Committee	Ongoing	Feedback from committee
	11.1b Support effective financial decision making, in compliance with statutory and regulatory requirements	Ongoing	Produce external and internal standardised financial reports (monthly and year end)
	11.1c Support and guide budget holders in production of annual budget for trustees	Annual	Trustee minute on receipt of annual budget report
	11.1d Support budgeting process for project proposals, including legacy funding.	Ongoing	Robust financial content in project bids
	11.1e Provide financial overview for legacy funding	Ongoing	Proper use of legacy funds to support projects
	11.1f Improve the reporting and management of employee cost allocations against activity codes	2016	Updating, reporting and monitoring processes developed and in place
	11.2 : Maintain good financial practice regarding payments		
	11.2a Control all receipts and payments relating to Britain Yearly Meeting	Ongoing	External audit report
	11.2b Support Communication and Services in evaluating cost/benefits of switching direct contributors from Standing orders to Direct debits, decide and establish principle (see OP2016.10a)	2016	Policy document agreed
	11.2c Develop our practice on cash holdings into a policy	2016	Policy document agreed by Management Meeting
	11.3 : Ensuring that local and area meetings are supported and informed on financial matters affecting them		
	11.3a Ad-hoc responses to financial enquiries from Quakers	Ongoing	

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/12	12.1 : Ensure financial probity in all Britain Yearly Meeting's transactions		
Audit	12.1a Ensure compliance with financial regulations	Ongoing	External audit
	12.1b Support review of Audit committee and brief	2015 – 2016	Review complete and Trustees have clear plan in place
Non-staff costs total: £29,100			
OP2016/13	13.1 : Ensure title to and security of Britain Yearly Meeting's assets		
Stewardship of property and other assets	13.1a Manage property, cash and investments properly, using risk management and insurance of assets to ensure their security	Ongoing	Audit committee and Finance & Property committee
	13.1b Review Britain Yearly Meeting banking arrangements	2016	Amend banking arrangements as recommended
	13.1c Review investment management performance with Finance & Property committee	2016	Finance & Property review complete
Non-staff costs total: £230,107			
OP2016/14	14.1 : Control grants relating to Britain Yearly Meeting (see OP2016/9.2 and OP2016/33)		
Grants	14.1a Budget for, make payments of, and keep financial records of grants	Ongoing	
	14.1b Support grant-related activities in other departments	Ongoing	Feedback from grant making groups
	14.1c Support relevant committees in exercising due diligence in grant making	2016 – Ongoing	Minutes of decisions record due diligence
Non-staff costs total: £673,000			

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/15			
Friends Trusts Ltd	15.1 : Provide staff resources to Friends Trusts Ltd.		
Non-staff costs total: £3,975	For details see Friends Trusts plans		
OP2016/16	16.1 : Management of IT strategy and budget		
IT	16.1a Prepare and implement a five year strategy plan	2016	Strategy prepared and implemented
	16.1b Review IT Support	2016	Review of IT support completed and recommendations taken forward
	16.2 : Ensure all Britain Yearly Meeting IT systems and networks are efficient and functional		
	16.2a Review hardware provision and software services	2016 – 2017	Produce report and agree project
	16.2b With Events and Committee services, review options for a single sign in solution for external access to Quaker online resources (see OP2016/4.1d)	2016	Feasibility study delivered.
	16.2c Link Swarthmoor Hall with Friends House Network	2016	Network functioning correctly
	16.2d Upgrade or replace Citrix	2016	Propose and implement a new remote access solution
	16.2e Review current telephone system	2016	Tender phone system if necessary
Non-staff costs total: £222,002	16.2f Re-cable main conduits for internal infrastructure	2016 – 2017	Replace the switches in-house and arrange for re-cabling of communications room

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(IT cont'd)	16.3 : Support staff use of IT		
	16.3a Continue to review and update IT policies and user guidance	Ongoing	Publish revised guidance and policies
	16.3b Review disaster recovery to ensure availability	2016	Plan and test disaster recovery plan arrangements
	16.3c With records management staff, migrate all Britain Yearly Meeting digital information from the old share drives to a more maintainable set of drives (see OP2016/26.2a)	2015 – 2017	Propose and implement share drive project.
	16.3d With Communication and Services, develop more effective use of Britain Yearly Meeting database facilities (See OP2016/4.1c)	Ongoing	See OP2016/4.1c
	16.3e With Hospitality and Facilities, upgrade equipment and introduce new technology in commercial services, IT and audio/visual capacities (see OP2016/18.1a)	Ongoing	See OP2016/18.1a

Hospitality and Facilities

Hospitality and Facilities department summary

Hospitality and Facilities manages Friends House building and facilities as a base for Britain Yearly Meeting staff and committees; in order to extend hospitality to visitors; and to provide income for Britain Yearly Meeting 's charitable work. (Dept Plan)

The Hospitality and Facilities department is responsible for providing:

- ♦ Facilities – Housekeeping, Reception & Security, Office Services & Building Services
- ♦ Commercial services – Conferencing & Events, Catering, Meeting Support

Hospitality and Facilities aim to provide a welcoming and friendly environment to all their customers. The team is committed to: reflecting Quaker values, providing quality services, becoming a sustainable low carbon business and limiting the impact on the environment.

Swarthmoor Hall's objective for the next five years is to operate on a more sustainable basis, while continuing to develop its outreach activities and generating income to cover its staff costs and operational expenses.

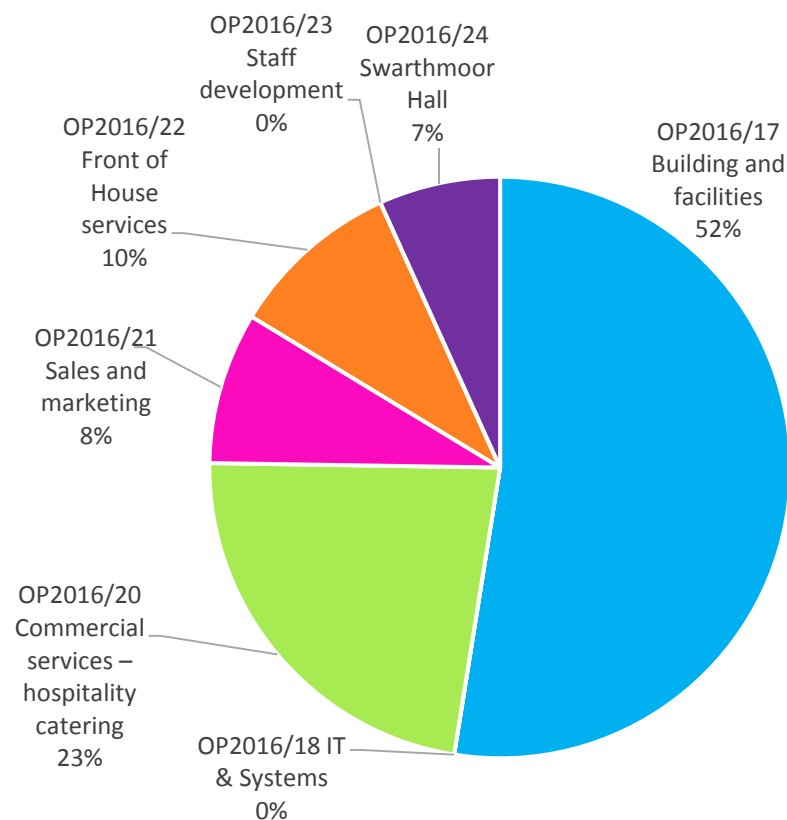
Departmental staff

The Hospitality and Facilities Department employs 47.17 full time equivalent employees, including Swarthmoor Hall employees.

Non-staff costs⁸

Friends House: £1,546,030 Swarthmoor Hall: £95,207 **Total: £1,161,237**

Non-staff costs by area of work⁸



⁸ Detailed costs are shown in appendix B for each area of work.

Summary of departmental work for 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/17 Buildings and facilities Non-staff costs total: £740,598	17.1 : Maintain a pleasant environment for both staff and customers		
	17.1a Prepare and implement business case on refurbishment of the first floor meeting rooms	2015 – 2016	Increase revenue and improve customer feedback
	17.1b Prepare and implement a five-year long term maintenance programme	2015 – 2020	Planned replacement to plant and fabric of the building
	17.2 : Maintain high health and safety standards		
	17.2a Review risk assessments and safe systems of work for Friends House and Swarthmoor Hall and their contracted service providers	2015 – 2016	Maintain low-risk environments
	17.2b Roll out recent health and safety training programme	Ongoing	Staff awareness
	17.3 : Minimise carbon footprint		
	17.3a Implement, measure and report on the carbon reduction plan 2015. Engage staff, customers and Friends	2015 – 2017	CO2 reduction by 4%, water by 5%, recycling from 71% to 80%
OP2016/18 IT & Systems Non-staff costs total: £0	18.1 : Remain competitive within our lettings market		
	18.1a With IT, continue to upgrade equipment and introduce new technology in commercial services, IT and audio/visual provisions to meet the market needs (see OP2016/16.3e)	Ongoing	Customer retention and feedback
	18.2 : Improve efficiency of systems and communications		
	18.2a Review and report on communication via telecoms. Implement any recommendations	2016 – 2017	Better use of resources
	18.2b Develop a paperless staff booking system for management of rooms	2016 – 2017	Time saving on double entry of internal bookings

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(IT & Systems cont'd)	18.2c Manage internal audio/visual requests via helpdesk and train meeting support technical staff to be first line responders	2016 – 2017	Better use of resources and increased staff satisfaction
	18.2d Introduce the use of tablets and smart phones by hospitality and facilities staff as appropriate	2016 – 2020	Improved communications, operations efficiency, auditing and fault reporting and paperless governance reporting.
OP2016/19	19.1 : Grow the commercial catering business		
Commercial services – retail catering	19.1a Grow café sales volume by 5% per year	Ongoing	Increased sales
	19.1b Review the restaurant business case and subsidy level	2015 – 2017	Implement recommendations
Non-staff costs total: £231,390	19.2 : Expand market appeal and visibility		
	19.2a Develop a stronger retail brand identity through marketing materials, products, uniform and use of social media	Ongoing	Customer loyalty and feedback
	19.2b New web pages for the retail catering linked to the main Friends House page that allow customers using mobiles to find services	2016 – 2017	Hits on new website and social media likes and reviews
	19.2c Introduce a customer loyalty scheme	2016	Customer feedback and customer retention
OP2016/20	20.1 : Grow the hospitality catering business		
Commercial services – hospitality catering	20.1a Increase sales by 25% over 5 years.	2015 – 2020	Sales targets met
	20.1b To average a feedback score of 3.4 (out of 5)	Ongoing	Feedback target met

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Hospitality catering cont'd) Non-staff costs total: £320,233	20.2 : Improve hospitality catering customer experience		
	20.2a Introduce dedicated service staff to each floor at busy times. Have staff on hand to serve and clear for functions over 100	2016	Improved service score to 3.4 (out of 5)
	20.2b Make proposals to have service kitchen on first & second floors	2016 – 2017	Proposals accepted and implemented
OP2016/21 Sales and marketing Non-staff costs total: £118,960	21.1 : Grow the hospitality lettings business		
	21.1a Increase sales for room lettings and hospitality catering by 34% from 2014 levels by 2020	2015 – 2020	Sales growth
	21.1b Set up professional systems and procedures for proactive selling, after-sales follow up and administration	2016 – 2017	Customer feedback score
	21.2 : Improve customer service and delegate experience		
	21.2a Offer a 'delegate plus' offer which would include a full event management service or elements like badges or photocopying delegate packs.	2016 – 2018	Increased revenue, new customers, feedback
	21.2b Improved customer enquiries by employing an additional sales assistant for two years	2016	Enquires being answered, gained business, customer feedback
	21.3 : Support Friends House lettings growth		
	21.3a Business development to be brought in-house with a new two year appointment to undertake the work	2016	Reports
	21.3b Produce client retention protocols, implement and report.	2016 – 2018	Reduction in customer loss. Key account contacts agreed
	21.3c Prepare proposals to bring Marketing and Media functions in-house; appoint a new two year Marketing and Media Officer	2015 – 2016	Improved service

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/22 Front of House services Non-staff costs total: £134,849	22.1 : Ensure that every visitor to Friends House is well looked after		
	22.1a Carry out a customer review of reception services	2016	Review comments and feedback
	22.1b Introduce new system for managing visitors to Britain Yearly Meeting offices	2015 – 2016	Improved security; better first impression. Customer feedback
	22.1c Review and make recommendations for new uniform	2015 – 2016	Professional image. Customer feedback
	22.1d Carry out routine auditing of rooms and services to ensure high standards are maintained	Ongoing	Feedback. Reporting faults
	22.1e Produce a business plan and implement recommendations for an audio/visual Manager for the Large Meeting House	2016	Improved service offer. Customer feedback
	22.2 : Be responsible service providers whilst controlling costs to yield high profit		
	22.2a Reduce the cost of cleaning products	2015 – 2016	Cost saving of 25% by 2016
OP2016/23 Staff development Non-staff costs total: £0	22.2b Reduce our impact on the environment by using greener products and recycling more of the general waste	Ongoing	Carbon footprint reduction 4%
	23.1 : Ensure all staff are trained to their full potential in the interests of their personal and professional development		
	23.1a Propose a two-year trainee management programme (see OP2016/49.3d)	2016 – 2018	Passing NVQ 4, finding a role outside the organisation
	23.1b Introduce personal staff development plans linked to job descriptions, competency framework and career aspirations	2016 – 2017	Internal promotions, improved customers service
	23.1c Grow and strengthen the training academy to ensure all staff are trained to their full potential (see OP2016/49.3d)	Ongoing	All staff have a NVQ or equivalent

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Staff development cont'd)	23.1d Research and deliver a customer service training course linked to the work on being an ethical company (see OP2016/49.3d)	2016	All staff trained
	23.2 : Provide employment experience to those in need and build local links		
	23.2a Offer working opportunities to young Friends and to local schools	Ongoing	Feedback
	23.2b Build stronger links with the Camden community though offering job opportunities, use of local suppliers and volunteering opportunities	2016 – 2020	More local community using Friends House services. Local staff recruitment
	23.2c Continue to offer the 'working with offenders' programme	Ongoing	Placements offered
	23.3 : Build strong internal relationships and governance		
	23.3a Carry out a review of senior staff roles and responsibilities	2016	Staff retention
	23.3b Explore various models with Hospitality to involve managers & staff in strategic decision making	2016 – 2018	Staff engagement and bi-annual survey
	23.3c Develop a model, ways of working and customer service values that reflect the vision and ethos of the Company that are underpinned by key business principles and staff behaviour	2016	Staff happiness. Customer feedback. Accreditation
OP2016/24	24.1 : Maintain Swarthmoor Hall as a spiritual centre of Quakerism		
Swarthmoor Hall	24.1a Provide historic house tours telling the Quaker story	Ongoing	Tours implemented
	24.1b Review and propose new interpretation of the historic house	2016 - 2017	Improved customer experience/feedback

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Swarthmoor Hall cont'd) Non-staff costs total: £95,207	24.1c Run courses, retreats and pilgrimages	2016 – 2020	Numbers attending courses. Customer Feedback
	24.1d Promote education to local schools	2016 – 2020	Number of school visits
	24.2 : Ensure that Swarthmoor Hall can continue by putting it on a sound financial basis		
	24.2a Increase accommodation sales by 30% and visitor numbers by 20%	2016 – 2020	Occupancy at 75% during peak periods and 50% in low periods. Control of costs
	24.2b Run profitable courses	2016 – 2020	Numbers attending. Cost control.
	24.2c Develop the café offer and increase the café's profitability	2016 – 2020	Increased sales. Managed costs
	24.3 : Improve customer service and experience		
	24.3a Employ a Service Delivery Team Leader for 2 years to ensure quality of standards and customer experiences	2016 – 2017	Improved standards. Customer feedback
	24.3b Produce service operating procedures, train out to staff	2016	Improved standards. Customer feedback

Quaker Life

Quaker Life Department summary

Quaker Life works with Friends in their meetings, local and national committees,

- ♦ *to help deepen our experience of God's grace and its consequent expression in our lives and in all our meetings*
- ♦ *to enlarge the worshipping community that is Britain Yearly Meeting. (Quaker Life Central Committee Terms of Reference)*

Non-staff costs by area of work⁹

The departmental aims are:

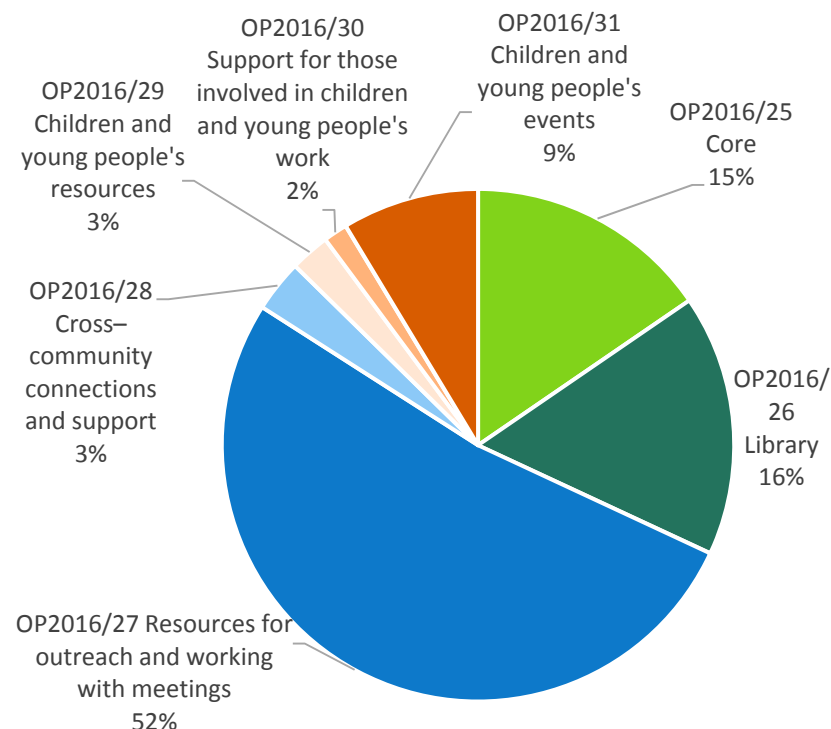
- ♦ To strengthen support for meetings and foster the networks which can enable more practical witness
- ♦ To build corporate strength – committees and staff working as one, simplifying our ways of working
- ♦ To grow Quakers in Britain's capacity – skills and attitudes, management, confidence, funds, and facilities
- ♦ To put our faith to work in the world
- ♦ To express our faith more boldly and reach out to others
- ♦ To be ready to deliver the Long Term Framework – working with partners

Departmental staff

Quaker Life has 22.96 full time equivalent employees.

Non-staff cost⁹

£500,920 plus an additional £1,500 from legacy funding



⁹ Detailed costs are shown in appendix B for each area of work. These figures do not include any legacy funded costs - these can be found in appendix A.

Summary of departmental work for 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/25	25.1 : General governance and improvement of department		
Core Non-staff costs total: £77,340	25.1a Undertake strategic review with Quaker Life Central Committee of departmental work	2016	Strategy agreed and implementation plan in place
	25.1b Support and service Quaker Life Central Committee, functional committees and working groups	Ongoing	Feedback from supported bodies
	25.1c Support and service Quaker Life Representative Council	Ongoing	Feedback from Quaker Life Representative Council
	25.1d Contribute to whole-organisation approach	Ongoing	Develop work with other departments as appropriate
	25.1e Participate in partnership working	Ongoing	Develop work with Woodbrooke, other Quaker partners, and non-Quaker groups
OP2016/26	26.1 : Widen access to our collections		
Library Non-staff costs total: £82,620	26.1a Continue to implement library review findings, including work with Woodbrooke on joint library development	2015 – 2017	Progress report to Quaker Life Central Committee
	26.1b Conclude the Retrospective Cataloguing project within its currently specified limits	2016	The current phase completed at the end of 2016, with at least 5000 records added to the Adlib catalogue, and a report identifying the work remaining
	26.1c Complete the manuscripts collection description project and implement further work to help identify items in our collection	2016	The current project is completed and new work is started to build on the work undertaken
	26.1d Participate in the World War One group and with other teams ensure a programme during the year	Ongoing	Library participates fully in the WW1 group and undertakes a range of work during the year
	26.1e Review web content for the new website and produce new content where appropriate, review leaflets and online exhibitions	2016	Content from the old website is reviewed and either migrated to the new site, or new or revised content is created

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Library cont'd)	26.2 : Provide records management for Britain Yearly Meeting		
	26.2a Plan and implement the reorganisation of Britain Yearly Meeting digital file structure and shared drives (see OP2016/16.3c)	Ongoing	Produce and implement plans for developing appropriate storage and referencing procedures for shared files, and identifying records in shared drives to transfer to digital archive storage
	26.3 : Achieve and maintain appropriate standards of collections care		
	26.3a Conservation of visual resources items identified as priorities in the joint library review	2016	Items previously identified as requiring conservation work have been conserved
	26.4 : Provide specialist support to meetings and the centrally managed work of Britain Yearly Meeting		
	26.4a Review and update guides for meeting records custodians and librarians, working with meetings to incorporate feedback and suggestion	Ongoing	Current guides have been reviewed and a revised guide or set of guides including guidance on digital recordkeeping and retention schedules, is produced as appropriate
OP2016/27 Outreach and meeting support Non-staff costs total: £261,090	26.4b Publish and promote the new guide for meetings on producing exhibitions, building on the session run last year at Yearly Meeting and the joint library review	2016	The guide is published on the new website and has been promoted in a range of ways
	27.1 : Support enquirers in their engagement with Quakerism		
	27.1a Training and support for Outreach Cluster members to work with meetings in offering events for enquirers and new attenders	Ongoing	Requests for support from Outreach Cluster, and feedback from events
	27.1b Provide and promote information for enquirers	Ongoing	Produce, distribute and monitor requests for enquirers packs; Meetings holding enquirers and new attenders events using the resource; feedback from enquirers; requests logged on ThankQ
	27.1d Maintain and develop new relationships with appropriate partner organisations	Ongoing	Work with a range of organisations to share the Quaker story

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Outreach and meeting support ctd)	27.2 : Raise awareness about Quakerism		
	27.2a Research, review and develop advertising, posters and meeting support (e.g. for Quaker Week) with Communications and Services. Encourage of outreach resources use by Friends	2016	Produce and evaluate range of posters, leaflets and advertisements encouraging seekers to discover more about Quakerism
	27.2b Offer through the Quaker Centre a full and comprehensive range of publications and information both for and about Quakers	Ongoing	Meetings, Friends and enquirers purchasing printed materials and meetings requesting book boxes for events via the Quaker Centre Bookshop. Feedback gathered.
	27.2c With Hospitality and Facilities, support Quaker Centre in providing personal interaction with Quakers to demonstrate Quaker values	Ongoing	Feedback. Well trained and supported volunteers in place
	27.2d Develop the eCommerce website and other supply options for books and Quaker resources	2016	Number of online sales; improved efficiency in dealing with orders. Customer feedback
	27.2e Update and create content for the new Quakers in Britain website	2015 – 2016	Friends and members of the public able to access information and resources. Feedback from website users
	27.3 : Support the right holding of meetings for worship including meetings for church affairs		
	27.3a Support post-holders and others in fulfilling their role according to Quaker practice, and provide opportunities for development (with Woodbrooke where appropriate) (see OP2016/47.3a)	Ongoing	Uptake of development opportunities and online forums
	27.3b Develop the 'With a tender hand' online resource (with Woodbrooke) and promote its use by those offering eldership and oversight	2015 – 2016	Evidence of use by Friends and Meetings
	27.4 : Support and resource meetings in developing their ongoing learning and good governance		
	27.4a With Woodbrooke, promote the use of the Being Friends Together resource and continue to develop content – LF ¹⁰	2016	Number of subscriptions; number of requests for facilitated visits; feedback from visits; responses to surveys of subscribers

¹⁰ The development of Being Friends Together with Woodbrooke is legacy funded, running from June 2015 – May 2018.

Ref. Area of work, Non–staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Outreach and meeting support cont'd)	27.4b Publish Quaker Voices and manage its subscriptions and distribution	Ongoing	Successful production of publication; number of subscriptions; number of sales
	27.4c Help meetings respond appropriately to difficult and challenging situations by providing support and advice e.g. via visits, workshops, emails and telephone conversations	Ongoing	Record and learn from these situations
	27.4d Offer general advice about Quaker governance (delegated from RCO, see OP2016/47.1a)	Ongoing	Record conversations with Friends and meetings in ThankQ
	27.4e Advise and encourage meetings in their compliance with legislation, regulations and general expectations	Ongoing	Record conversations with Friends and meetings in ThankQ; formal and informal feedback
	27.4f Work with partners, including Woodbrooke, Quaker Stewardship Committee and other learning providers	Ongoing	Agree new and foster existing partnership developments
OP2016/28	28.1 : Safeguarding of children and vulnerable adults		
Cross–community connections and support	28.1a Support the Britain Yearly Meeting trustees in their safeguarding responsibilities for Britain Yearly Meeting work and events	Ongoing	Up-to-date policies in use. Trustees feel supported. Feedback from Friends and Trustees
	28.1b Support area and local meetings in their safeguarding responsibilities	Ongoing	Area meetings have policies and procedures in place
Non-staff costs total: £16,450	28.2 : Build the wider Quaker community		
	28.2a Develop the Quaker Life Network to support the work of Friends, meetings and Britain Yearly Meeting	Ongoing	Levels of active participation in the Network; feedback from Friends and meetings

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/29	29.1 : Promote participation of children and young people in Britain Yearly Meeting		
Provision of children and young people's resources Non-staff costs total: £12,500	29.1a Work with the new children and young people's web pages on the Britain Yearly Meeting website to promote resources	Ongoing	Subscriptions to and uses of resources. Information on new website is accessible, and used
	29.1b Produce the 2017 Young Quakers calendar (with the Quaker youth work meeting)	2016	Calendar produced and requested
	29.1c Launch and promote the Living our Beliefs publication and promote the Be the Change peace resource for young people (see OP2016/38.1b)	2016	Resource used, feedback received, young people feel supported and confident in their faith and taking action for peace
	29.1d Produce Journeys in the Spirit children's work editions bi-monthly, and three young people's work editions	Ongoing	Publication is used (number of subscribers and feedback)
	29.1e Complete the outreach leaflet for children/parents	2016	Resource produced, records of resource requests, and feedback from individuals
	29.1f Develop a new chapter on online bullying for Living as a Quaker	2016	New chapter online, number of hits, feedback, and young people feeling supported over this sensitive topic
OP2016/30	30.1 : Develop and support volunteers involved in Quaker work with children and young people		
Provision of support for those involved in children and young people's work Non-staff costs total: £7,635	30.1a Continue promoting the Quaker youth group affiliation scheme, to support link groups and other Quaker youth groups	Ongoing	Relationships with link groups and other Quaker youth groups developed and strengthened – growth of mutually supportive relationships
	30.1b Respond to and monitor enquiries from meetings, recording these in ThankQ	Ongoing	Enquiries and responses logged in ThankQ
	30.2 : Support children and young people's work in local and area meetings, and on a regional basis		
	30.2a Continue to support and encourage the development of children and young people's advocates and advocate supports	Ongoing	Advocates feel supported, feedback on work from area and local meetings
	30.2b Support regional summer events and link groups	2016	Events visited, mutually beneficial relationships established

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Provision of support for those involved in children and young people's work cont'd)	30.3 : Support young people involved in children and young people's events planning teams, encouraging their development		
	30.3a Support and work with young people on Britain Yearly Meeting committees	Ongoing	Feedback from young people reporting they feel confident and able to contribute
	30.3b Continue to operate and offer the Quaker Youth Work Recognition Scheme for all young people on event teams	2016	All young people on event teams receive feedback and a certificate stating their development, and find it helpful
OP2016/31	31.1 : Deliver children and young people's programmes at Britain Yearly Meeting		
Children and young people's events Non-staff costs total: £43,285	31.1a Plan and implement the children and young people's programmes at Britain Yearly Meeting	2015 – 2016	2016 event is a success. Feedback received
	31.1b Plan and implement Junior Yearly Meeting 2016	2015 – 2016	2016 event is a success. Feedback received
	31.1c Work with Arrangements Committees for Young People's Programme and Junior Yearly Meeting 2017	2016 – 2017	Young people feel supported and involved in planning the event
	31.1d Attend Yearly Meeting Arrangements Committee in relation to children and young people's programme at Yearly Meeting Gathering 2017	Ongoing	Meetings attended and plans produced, children and young people's issues taken into consideration for YMG 2017
	31.2 : Deliver other children and young people's projects and events		
	31.2a Plan and implement Exploring Worship event and Friends Schools Gathering with Woodbrooke.	2016	Events are a success; feedback received
	31.2b Offer an event for link groups in 2016 and plan a new event for 2017	2016	Event is run successfully, with feedback from individuals and meetings
	31.2c Encourage young people to participate in opportunities within Quakers and beyond	Ongoing	Young people participate with partners and with Britain Yearly Meeting
	31.2d Link young people to the British Youth Council	Ongoing	Young people develop meaningful links

Quaker Peace & Social Witness

Quaker Peace Social Witness (QPSW) department summary

Quaker Peace & Social Witness works with and on behalf of Friends in Britain to translate faith into action. Quakers are impelled by faith to make an active witness for peace and justice. The Quaker testimonies to equality, justice, peace, simplicity and truth are a challenge to alleviate suffering and seek positive social change.

(Quaker Peace & Social Witness Central Committee Terms of Reference)

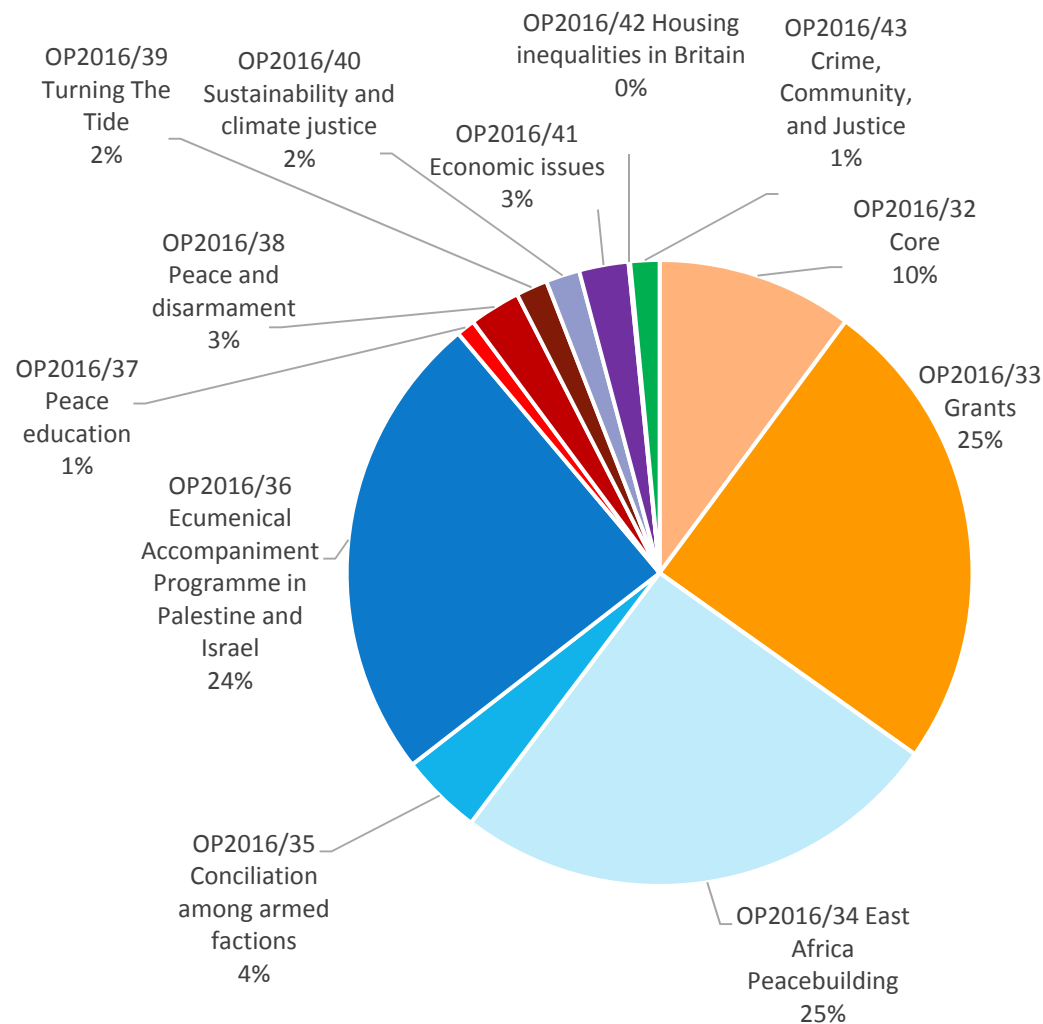
Departmental staff

QPSW has 22.3 full time equivalent employees including 3 one-year placements in other UK organisations

Non-staff costs¹¹

£573,579 plus an additional £35,800 from legacy funding

Non-staff costs by area of work¹¹



¹¹ Detailed costs are shown in appendix B for each area of work. These figures do not include any legacy funded costs - these can be found in appendix A.

Summary of departmental work for 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/32 Core (departmental activities and governance) Non-staff costs total: £58,114	32.1 : Support governance		
	32.1a Service and support Quaker Peace & Social Witness Central Committee in their work and developing their strategic overview of the balance of the work and effective use of resources	Ongoing	Planning, strategic thinking and timely provision of agenda papers. Resources well used and priorities carefully chosen
	32.1b Support Central Committee reviews of Britain-based peace programmes and develop strategy for this part of the department's work	2016	Completed reviews of four programmes and strategic decisions
	32.1c Support the governance and management of Quaker United Nation Office	Ongoing	Contributions before and at meetings. Line management records
	32.2 : Ensure that the work and the linkages between work areas are strong		
	32.2a Build deeper connections between programmes and continue to develop theories of change	2015 – 2016	Plans for joint work in place. Theories of change are readily expressed
	32.2b Consolidate effective ways of working with other departments	2016	Processes for consultation and internal communication well used
	32.3 : Contribute to effective communications		
	32.3a With Communications and Services, express, often with Quaker and non-Quaker partners, the public voice of the work	Ongoing	Public statements issued
	32.3b Provide speakers about QPSW work and the messages Britain Yearly Meeting want to promote, especially to Quaker meetings	Ongoing	Number of speaking engagements
	32.3c Recruit and support a rich mixture of participants in the Geneva Summer School	Ongoing	Feedback from participants

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Core cont'd)	32.3d Develop how QPSW listen to, network among and engage with Friends and meetings as they live out their faith in the world	2016 – 2017	Plans produced and progress reviewed
	32.3e Develop communication channels to Friends and meetings, including through QPSW Correspondents	Ongoing	Conferences, newsletters, website, social media well used. Friends and meetings hear about the work and issues through channels that work for them
OP2016/33	33.1 : Provision of grants/opportunities for people to live fuller lives (see OP2016/9.2 and OP2016/14)		
Grants Non-staff costs total: £141,660	33.1a Improve the quality of life of Quakers in financial need by providing grants: in times of unemployment or other need; to aid movement into self-employment; for adult education; and by provision of Britain Yearly Meeting bursaries	Ongoing	Reports from recipients
	33.1b Support Quaker-linked relief projects	Ongoing	Reports from recipients
OP2016/34	34.1 : Support local Quaker peacebuilding initiatives in East Africa		
East Africa peacebuilding Non-staff costs total: £146,086	34.1a Support intra-regional exchanges by participating in the African Quaker Peace Network	Ongoing	Number of exchanges
	34.1b Support innovative peace initiatives through grants to local partners	Ongoing	Feedback from grant recipients
	34.2 : Manage and develop nonviolence and good governance initiatives in Kenya, Rwanda and Burundi		
	34.2a Challenge social injustice such as human rights violations and corruption – LF ¹²	Ongoing	Ongoing campaigns, intra-Kenya exchanges
	34.2b Consolidate and build toward sustainability of ongoing nonviolence approach in Kenya – LF ¹²	Ongoing	Advanced training, accompaniment of local change agent groups
	34.2c Build active nonviolence capacity among community change agents in Rwanda and Burundi	2015 – 2016	Training for trainers; review produced

¹² The Active Nonviolence in Kenya programme is legacy funded and is part of the work in OP2016/34.2a and 2b. The programme runs from September 2014 – August 2017.

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(East Africa Peacebuilding cont'd)	34.3 : Raise profile of the work		
	34.3a Engage British Quakers by bringing learning from the region, through the Africa peacebuilder exhibition and speaking tour for 2016 Swarthmoor Lecturer	2016	Attendance at speaking tour (Cecile Niyirimana), number of loans of exhibition, book sales
	34.3b Engage non-Quaker peace activists and victims of injustice	2016	Explore the use of film and other media to tell the stories of change in Kenya and elsewhere
OP2016/35	35.1 : Supporting a sensitive indigenous conciliation process among armed factions		
Conciliation among armed factions Non-staff costs total: £24,150	35.1a Make, maintain and rebuild contacts with armed factions, civil society and politicians, to encourage dialogue	Ongoing	Feedback from participants
	35.1b Evaluate recent peace agreement and discern way forward	2015 – 2016	Implement results of discernment
	35.1c Facilitate face-to-face meetings between interested parties and support the Forum for Reconciliation	Ongoing	Meetings take place successfully. Forum expresses satisfaction with support
	35.1d Support those committed to a nonviolent way forward in their efforts to achieve a demilitarised solution	Ongoing	Attendance at events and feedback from participants
OP2016/36	36.1 : Support regional peace process by implementing EAPPI programme		
Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI)	36.1a Train, manage and support 20 Ecumenical Accompaniers (EAs) annually on behalf of Churches together in Britain and Ireland	Annual	EAs placed, feedback received from participants
	36.1b Continue to support the good governance and operational management of the Jerusalem EAPPI office	Ongoing	Feedback from Jerusalem EAPPI staff and governance bodies
	36.1c Further test and promote the new online EA Hub for EA networking and planning	2016	Engagement results

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(EAPPI cont'd)	36.2 : Advocate for and support efforts to end Israeli occupation and resolve the Israeli – Palestinian conflict with a just peace		
Non-staff costs total: £24,150	36.2a Develop and promote new blog and other initiatives to convey eyewitness accounts	2016	Readership of the blog, social media and mailing list subscribers
	36.2b Continue to monitor the political environment and the advocacy work of other organisations. Develop resources for 2017 50 years of occupation campaign	Ongoing	Advocacy 'asks', urgent actions and campaign resources developed
	36.2c Continue to support elected representatives and church leaders to take action	Ongoing	Number of parliamentary questions asked and motions proposed
	36.2d Fundraise for the employment of the Advocacy Research Officer	2016 – 2019	Funding secured
	36.3 : Work with partners including Quakers in Britain to build understanding of EAPPI's work and to engage them in advocacy to end the occupation		
	36.3a Work with the strategy group of the World Week for Peace in Palestine Israel to plan actions for UK churches	2016	Planning meetings held and attended; leaflet produced
	36.3b Work with Middle East Ecumenical Network to share learning and support	2016	2 meetings
	36.3c Build on Britain Yearly Meeting's 'Gaza statement' of Yearly Meeting Gathering 2014, and engage with and support Quakers' advocacy	2016	Quakers engage with and write to MPs
	36.3d Work with Christian Aid social media and communications staff to further develop the reach of the programme and communicate the reality of the occupation effectively	2016	New resources produced and tested, including the pilot use of new technologies in the field (eg. GoPros)
	36.3e Work with the Peace Education programme in QPSW and with Quaker Life to produce and test resources for EA's advocacy work in schools and with young people(see OP2016/37.2b)	2016	Resources produced and tested

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(EAPPI cont'd)	36.3f Continue to support dialogue and understanding as part of Britain Yearly Meeting's wider interfaith work	Ongoing	Meetings with Jewish, Christian and Muslim partners and networks in Britain; Jerusalem Local Reference Group has broad Jewish, Muslim and Christian representation
OP2016/37 To promote and develop peace education Non-staff costs total: £5,500	37.1 Enhance Quakers' capacity to promote and deliver peace education		
	37.1a Develop sustainable and effective communications to equip Quakers engaging with peace education - LF¹³	Ongoing	3 or 4 trainings/events provided. Peace Education Cluster provided with updates and resources, membership increased
	37.1b Work with educators to engage with and deliver more peace education through offering talks, training and social media – LF¹³	Ongoing	Resources delivered
	37.1c Support the development of QPSW communication of peace witness work through new communications outputs – LF¹³	2016	New outputs delivered such as video or podcasts and learning shared with QPSW programmes
	37.2 : Identify and develop peace education materials and tools rooted in Quaker concerns		
	37.2a Develop existing materials, create new resources to support Quaker concerns	2016	Fly Kites Not Drones resource promoted and widely used Teach Peace pack updated. A new "Peace Week" resource produced
	37.2b Draw from other QPSW programmes to enhance peace education (see OP2016/36.3e) – LF¹³	2016 – 2017	Ecumenical Accompaniers supported to deliver more work with young people
	37.3 : Develop and advocate a clear vision for peace education, strengthening the peace education movement		
	37.3a Draw together and promote best practice	2016	Clear and accessible new material. Key examples of peace education best-practice showcased
	37.3b Support key partners identified by PECAN in networking review	2016	Specific support delivered

¹³ One Peace Education team member is legacy funded and we have indicated the work that they lead. The legacy funded work is the Peace Education and Engagement project which runs from August 2015 – August 2018.

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Peace education cont'd)	37.4 : Challenge militarisation of children and young people in Britain		
	37.4a Speak out to the public and policy-makers about militarisation in education and conduct further research (see OP2016/38.2b)	2016 – 2017	Continue to promote <i>The Unseen March</i> and related resources
	37.4b Enable Quakers to speak out on militarisation in education (see OP2016/38.2b)	2016 – 2017	Work with Communications and Services to provide guidance on speaking out about militarisation
OP2016/38 Peace and disarmament Non-staff costs total: £15,194	38.1 : Nurture the roots and active expression of the peace testimony		
	38.1a Create, publish and promote peace resources for adults	Ongoing	Publish resources
	38.1b Work with Children and Young People's team to help young Quakers explore the peace testimony (see OP2016/29.1c)	Ongoing	Resources in use
	38.2 : Work for disarmament and against militarism		
	38.2a Respond to opportunities to oppose the replacement of Trident nuclear weapons	2016	Number of Quaker and Quaker meeting actions on nuclear weapons. Attendance and feedback from activist gatherings
	38.2b Work with Peace Education to continue to promote debate on the militarisation of British Society (see OP2016/37.4)	2015 – 2016	Continuing wide uptake of resources
	38.2c Use Educate & Disarm and other Quaker communication channels to stimulate learning and action	Ongoing	Timely and effective communications
	38.3 : Nurture the wider peace movement		
	38.3a Maintain formal relationships with specific organisations for mutual benefit	Ongoing	Number and level of feedback on events
	38.3b Provide selective support for peace movement initiatives using Friends House resources and rooms	Ongoing	Support delivered

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Peace and disarmament cont'd)	38.3c Enhance the capacity of selected organisations working for peace by recruitment and support of 2-3 peaceworkers	Annual	Review meetings, forward work plan
	38.3d Support peacebuilders in gaining skills and building commitment to the peace sector	Ongoing	Review meetings
OP2016/39 Turning The Tide (TTT) – skills and resources for effective social change Non-staff costs total: £9,335	39.1 : Provide training and support to Quaker and other groups taking action for positive social change		
	39.1a Support the planning, implementation, review and development of campaigns	Ongoing	Campaign milestones achieved as agreed with groups
	39.1b Support active Quakers, and integrate active nonviolence methodology across QPSW programmes	Ongoing	TTT contribution (planning and facilitation) to QPSW activist gathering, QPSW spring conference and Yearly Meeting.
	39.1c Improve monitoring of programme impact	2016	Implement monitoring; QPSW Central Committee review
	39.1d Redesign and launch new TTT website and networking support tools - LF ¹⁴	2016	New website, social media tools, and handbook delivered. Website visits increase
	39.1e Develop new promotional materials to better describe and promote engagement in TTT's work and that of others in the field – LF ¹⁴	2016	Materials printed and disseminated
	39.1f Re-catalogue and relaunch TTT library - LF ¹⁴	2016	TTT library relaunched, tested and promoted. User feedback reviewed
	39.2 : Support and grow a pool of highly skilled and effective trainers		
	39.2a Recruit and train skilled trainers	2016	New TTT trainers
	39.2b Implement package of support and progression for TTT trainers	Ongoing	Feedback from trainers

¹⁴ The Turning the Tide communications renewal work (OP2016/39.1d – f) is legacy funded, running from March 2015 – March 2016.

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/40 Sustainability and the campaign for climate justice Non-staff costs total: £10,050	40.1 : Quakers advocating the need to act on climate justice in Britain		
	40.1a Support Quakers to engage with politicians and others, including after the 2015 Paris climate negotiations	2016	Feedback to QPSW briefing and support materials provided.
	40.1b Enable Friends to be activists on climate justice, and provide opportunities to demonstrate with others	Ongoing	Attendance and feedback from activist gatherings
	40.1c Enable an active and vocal mobilisation on fossil fuel finance, including fossil fuel disinvestment	2016	3-5 local/area meetings commit to disinvestment from fossil fuels
	40.2 : Support Quakers to demonstrate leadership in the building of low-carbon communities		
	40.2a Resources for Friends to take action on sustainability as meetings and in their community	Ongoing	Feedback
	40.2b QPSW New Economy and Sustainability Grants	Ongoing	£5,000 of projects supported
	40.2c Support the Britain Yearly Meeting Sustainability Group in providing leadership	Ongoing	Minutes
	40.2d Gatherings and resources for Friends to take action as a community	Ongoing	Gathering on Quakers and sustainability in March 2016
	40.3 : Support Quakers' campaign for energy justice		
	40.3a Respond to opportunities to engage with UK policymakers (and companies)	Ongoing	Engagements
	40.3b Further policy research as highlighted in energy justice briefing	2016	Feedback
	40.3c Ongoing support for Friends to radically reduce their consumption of fossil fuels	Ongoing	Feedback from Stories of Witness web page

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/41 Economic issues Non-staff costs total: £14,640	41.1 : Support Quakers in exploring economic systems where Quaker testimonies can flourish		
	41.1a Support Quakers in exploring the 'principles for a new economy' document	2016	Feedback from explorations
	41.1b Provide information about ways to structure economic relationships, through briefings, online resources and think pieces	2016	Feedback
	41.1c Support experiments with new economic models	2016	Feedback from Stories of Witness web page
	41.2 : Quakers challenging policy makers effectively and advocating the need to tackle economic inequality in Britain		
	41.2a Conduct further policy research to expand on economic equality issues and support Quaker engagement with politicians based on the results	2016	Submissions (ecumenical/ interfaith where possible) to relevant bills including Welfare Reform and Work Bill. Public and private letters to policy makers where appropriate
	41.2b Support Lancaster Quaker Meeting's Living Wage campaign and explore opportunities to advocate for its aims	2016	Living Wage campaign supported and engagement with employers underway
	41.2c Continue membership and promotion of tax dodging bill coalition and campaigns	2016	Engagement
	41.3 : Support individual Quaker involvement in civil society movement reducing economic inequality in Britain		
	41.3a Support Quakers to make changes in their own economic relationships (employment, finance, etc)	Ongoing	Feedback from Stories of Witness web page
	41.3b Continued support for local Quaker activity campaigning for policies that promote greater economic equality	Ongoing	Quaker Equality Week follow up activities implemented, evaluated and shared via the economics sustainability and peace network amongst others
	41.4 : Contribute to improving corporate accountability in relation to Quaker concerns		
	41.4a Explore partnerships to advocate for improved regulation of corporate power	2016	Partnerships established

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Economic issues cont'd)	41.4b Support Friends to influence the UK government in relation to Transatlantic Trade and Investment Partnership and other key trade issues	2016	Participation in Quaker Council for Economic Affairs planning meeting; possible advocacy actions for Friends; maintain active membership of Trade Justice Movement
	41.4c Monitor Modern Slavery Act with partners to ensure transparency in supply chains	2016	Further response if needed
	41.4d Identify and act on opportunities that will contribute to ethical corporate practice	Ongoing	Partnership activities with Ethical Trading Initiative and Ecumenical Council for Corporate Responsibility
	41.5 : Quakers are empowered to make active choices about their use of money and other financial resources		
	41.5a Raise awareness of ethical money management options by promoting www.yourfaithyourfinance.org	2016	Survey responses on active money management choices made by Quakers
	41.5b Particularly in relation to fossil fuel extraction, continue to build divestment and positive investment movements as a tool to challenge corporate power	2016	Hold divestment event in early 2016. Quaker Meetings and individual Quakers divest. Engage with Operation Noah and Christian Aid.
	41.5c Actively engage in the investment committee agenda, assisting on ethical questions	Ongoing	Attend investment committee meetings; engage with Trustees and QPSW colleagues
	41.6 : Support the development of Quaker networks on economic issues and sustainability		
	41.6a Support and broaden network of Friends active on economic issues and sustainability. Redevelop online forum	Ongoing	Newsletters and briefings produced and distributed. Organise the Quaker Activist gathering. Feedback on events. Quaker presence at key events and marches
	41.6b Promote additional 'stories of witness' as a tool to inspire action	Ongoing	Stories of Witness web page updated
	41.6c Develop a series of resources and 'how to guides' on the skills, techniques and tactics for creating social change	2016	Resources produced, disseminated and feedback gathered and reviewed
	41.6d Support Quakers to develop related projects through the QPSW sustainability & new economy grants	Ongoing	Projects support and evaluation show positive use of money and effective support

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/42	42.1 : Support the work of Quaker Housing Trust: (Britain Yearly Meeting provides staff support)		
Contribute to solving the acute inequalities within housing in Britain	42.1a To make loans and grants for charitable social housing projects	Ongoing	Applications processed, loans and grants made
	42.1b To raise funds to meet the increasing needs	Ongoing	Funds raised
	42.1c To inform Friends about the increasing need for social housing in Britain	Ongoing	
	42.2 : Take forward the concern on housing expressed at Yearly Meeting 2015		
	42.2a Oppose government proposals to extend 'right to buy' to housing association homes	2015 – 2016	Engagement
Non-staff costs total: £500	42.2b Explore and plan additional ways to take forward the concern	2015 – 2017	Plans made and resources found
OP2016/43	43.1 : Advocate for a compassionate and restorative criminal justice system		
Crime, community and justice	43.1a Respond to opportunities provided by policy makers to advocate for greater use of restorative justice	Ongoing	Timely responses to policy makers
	43.1b Advocate for voting rights for prisoners	2016 – 2018	Input to debate
	43.1c Address areas in which non-nationals in the UK are criminalised by existing and forthcoming legislation	2016 - 2018	Input to debate
	43.2 : Engage Friends in crime, community and justice issues		
	43.2a Encourage Friends to continue to engage with 'Why Prison?' discussion framework	2016 – 2017	Feedback from Friends
Non-staff costs total: £8,620	43.2b Research and inform Friends about inequalities of treatment of offenders, with particular reference to women and black and minority ethnic people	2016 – 2018	Information provided to Friends

Governance and cross-organisational work (RCO) and Human Resources (HR)

Recording Clerk's Office team summary

The Recording Clerk, as secretary to Yearly Meeting, Meeting for Sufferings and Britain Yearly Meeting Trustees, is responsible for servicing these bodies and for ensuring that their work is carried out. As the senior member of staff employed by Trustees, the Recording Clerk's main tasks include maintaining contact with meetings throughout the Yearly Meeting, leading Management Meeting (8.21), being line manager of the general secretaries and certain senior staff, acting as 'keeper and interpreter' of the regulations laid down in our church government, and representing Britain Yearly Meeting to, and fostering good relations with, outside bodies.. extract from Quaker faith and practice 8.20

Departmental staff

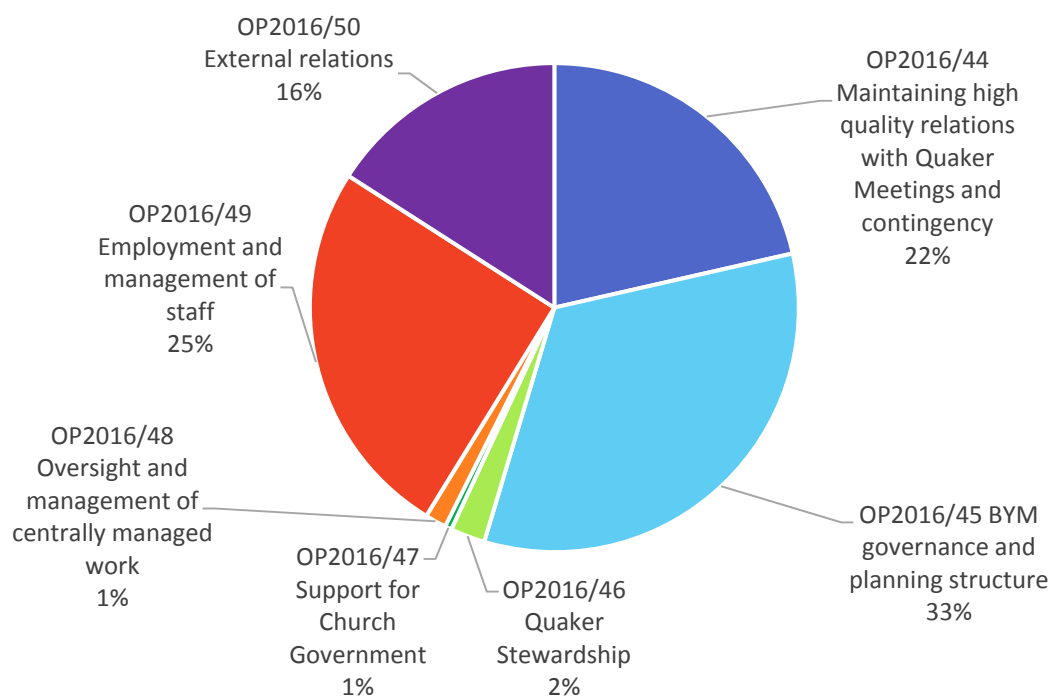
The Recording Clerk's Office and Human Resources have 7.8 full time equivalent employees. 3 work in Human Resources and 4.8 are employed in the Recording Clerk's Office.

Non-staff costs¹⁵

Recording Clerk's Office	HR	Total
£293,529	£46,020	£339,549

Plus an additional £50,163 of legacy funding in the Recording Clerk's Offices non-staff costs

Non-staff costs by area of work¹⁵



¹⁵ Detailed costs are shown in appendix B for each area of work. These figures do not include any legacy funded costs - these can be found in appendix A.

Summary of departmental work for 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/44 Maintaining high quality relations with Quaker Meetings and responding to unplanned developments (contingency) Non-staff costs total: £67,410	44.1 : Develop high quality, sustained relationships with local, area and regional meetings		
	44.1a Together with the Meeting and Donor Relationships team, Recording Clerk & Deputy Recording Clerk to plan meeting visits to better support Friends	2015 – 2016	Visits made and recorded in thankQ. Reports and reflection which enable improved targeting of visits
	44.1b Oversee the collection and publication of Tabular Statement data – delegated to Communications and Services	Ongoing	See Communication and Services OP2016/4.1f
	44.1c Ensure timely responses to enquiries and queries properly the concern of the Recording Clerk's Office	Ongoing	Communications logged on ThankQ, responses are prompt. Feedback from Meeting from Sufferings, Trustees and Friends
	44.1d Plan, fund and implement the Vibrancy pilot programme - LF ¹⁶	2015 – 2017	Implement plan for 2016, publish plan for 2017
	44.2 Provide accessible and relevant centrally managed operational work plans		
	44.2a Support the central planning and reporting process (see OP2016/48.1b)	Ongoing	Provide individual staff training. Publish two progress reports annually
	44.2b Review the changed format used for 2016 and revise it for 2017	2016 – 2017	Format designed and adopted
	44.2c Investigate use of a database for planning and reporting	2016	Decision taken and implemented

¹⁶ The Vibrancy pilot programme is legacy funded, running from November 2015 – May 2019.

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
OP2016/45 Maintain an effective national governance and planning structure for Britain Yearly Meeting Non-staff costs total: £104,447	45.1 : Service and support Yearly Meeting (<i>Quaker faith and practice chapter 6</i>)		
	45.1a Co-ordinate the agenda of governance bodies (Yearly Meeting, Meeting for Sufferings, Britain Yearly Meeting Trustees)	Ongoing	Triennial agenda conference pilot with Communications and Services
	45.1b Support Yearly Meeting 2016 planning (see OP2016/4.1d)	2016	See Communication and Services ref OP2016/4.1d
	45.1c Support Yearly Meeting Gathering 2017 planning (see OP2016/4.1d)	2015 – 2017	See Communication and Services ref OP2016/4.1d
	45.1d Continue the "as-led" conference programme to allow a focus on current leadings	2016	Run conferences
	45.2 : Service and support Meeting for Sufferings (<i>Quaker faith and practice chapter 7</i>)		
	45.2a Support and service Britain Yearly Meeting Sustainability group	Ongoing	Annual report to Meeting for Sufferings
	45.2b Support and service Book of Discipline Revision Preparation Group	2015 – 2018	Annual report to Meeting for Sufferings. Development of the work
	45.2c Implement recommendations of review of Listed Informal Groups	2015 – 2018	Final report of group (Dec 2015). Adopt a plan to implement recommendations accepted by Meeting for Sufferings
	45.2d Implement recommendations of review of Central Nominations Terms of Reference	2015 – 2016	Final report of group (Dec 2015). Adopt a plan to implement recommendations accepted by Meeting for Sufferings
	45.2e Enable Britain Yearly Meeting's work, and Quakers in Britain, to be actively guided by the Long-term Framework	2015 – 2020	Input to Meeting for Sufferings agendas
	45.3 : Service and support Britain Yearly Meeting Trustees (<i>Quaker faith and practice chapter 8.17</i>)		
	45.3a Improve financial information provided to trustees	2014 – 2017	Review format of operational plan and implement recommendations
	45.3b Review new process of dealing with legacy income and cash flow interactions	2016	Review completed and recommendations implemented

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Maintain an effective national governance and planning structure for Britain Yearly Meeting cont'd)	45.3c Improve information and support to central and standing committees, to enable them to work strategically. Review requirements with committee secretaries and Committees	2015 – 2017	Evidence from Committee minutes of more strategic decision making
	45.3d Develop dialogue around strategic planning with and offer support and training to central and standing committees	2015 – 2017	Implement recommendations for training and support from review of central and standing committees
	45.3e Develop reporting provision for projects including preparation for risk	2015 – 2017	Discuss requirements, obtain trustee feedback, implement changes
	45.3f Together with Finance & Property, produce an integrated timetable for planning and budgeting cycles	2015 – 2016	Timetable agreed and publicised
OP2016/46	46.1 : Service and support Quaker Stewardship Committee (<i>Quaker faith and practice chapter 14.27-31</i>)		
Quaker Stewardship	46.1a Complete Quaker Meeting Houses Heritage project	2015 – 2016	Project complete, data widely available
	46.1b Propose new Property support provision to replace advisory committee on Property	2015 – 2016	Consultation complete, plans in place
Non-staff costs total: £82,947			
OP2016/47	47.1 : Constitutional oversight		
Support for church government	47.1a Advice provision is delegated to Quaker Life (see OP2016/27.4d)	Ongoing	See Quaker Life ref OP2016/27.4d – e
	47.2 : Provide advice to area meetings on membership, marriages and funerals; work with registering officers		
	47.2a Advice provision is delegated to Quaker Life (see OP2016/27.3a)	Ongoing	See Quaker Life ref OP2016/27.4d – e

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Support for church government cont'd) Non-staff costs total: £1,360	47.3 : Service and support Church Government Advisory Group¹⁷		
OP2016/48	48.1 : Co-ordinate the management and oversee the implementation of the work of Britain Yearly Meeting		
Oversight and management of centrally managed work Non-staff costs total: £4,800	48.1a Continue moving towards an integrated rolling three year budget and plan	2015 – 2017	Planning budgeting and is increasingly integrated with a three year cycle
	48.1b Together with Extended Management Meeting, develop the involvement of team leaders and middle managers in the planning and budgeting process (see OP2016/42.2a)	2015 – 2017	Team leaders and middle managers actively contribute to the preparation of whole-organisation plans and budgets
	48.1c Continue the work with Extended Management Meeting on Quaker leadership for the centrally managed work	2014 – 2017	Members of Extended Management Meeting have a shared understanding of Quaker leadership in this organisation; leadership commitments are articulated and acted on
OP2016/49	49.1: Ensure general good practice throughout human resources core work		
Employment and management of staff Non-staff costs total: £43,230	49.1a Run and support recruitment processes ensuring that good practice and legal obligations are met	Ongoing	High quality recruitment practice throughout organisation
	49.1b Maintain human resources database	Ongoing	Accurate data to inform management decision making is produced
	49.1c Administer the pension scheme process ensuring that all staff are aware of the scheme and its benefits	Ongoing	All new (and existing) staff are informed about the pension scheme and invited to meet with the organisation's brokers.
	49.1d Ensure proper line management of staff	Ongoing	Annual Joint Annual Reviews are completed for each staff member. Regular supervision spot checks are carried out

¹⁷ 47.3 has no specific planned tasks in 2016

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Employment and management of staff cont'd)	49.1e Ensure that all HR administration is carried out to ensure legal compliance	Ongoing	Employment contracts are issued on a timely basis; contractual changes are acknowledged and employees are written to; right to work information is collected and copies kept on personnel files; employee paper and electronic records are accurately maintained
	49.2 : Support strategic decision making on employment matters		
	49.2a Develop workforce and employment pattern reports	2015 – 2016	Reports approved by Management Meeting and the Recording Clerk's Office
	49.2b Implement management reports with accurate details from the Human Resources database	2016	Reports produced on an agreed basis, with commentary for discussion and action by Management Meeting; access to developed reports
	49.2c Explore feasibility of implementing the recruitment and appraisal module of Human Resources database	2016 – 2017	A proposal prepared and decision taken
	49.3 : Support a high level of performance and skill development amongst staff		
	49.3a Implement 2015/2016 organisation training and development plan e.g. IT, Plain English, website etc	2016	Individual training needs identified in Joint Annual Reviews are met
	49.3b Meet individual training need identified in Joint Annual Reviews	2016 – 17	Employees attended training identified and outcome of training is assessed
	49.3c Develop systems for assessing the effectiveness of training interventions	2016	Difference training is made to individual performance/knowledge
	49.3d Support the Hospitality and Facilities department in their staff training objectives, particularly the delivery of the training academy (see OP2016/23.1a, c & d)	2016 – 2020	Staff gaining NVQ qualification. Customer service improvement. Better informed staff. Individual strengths and weakness identified, development training in place

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(Employment and management of staff cont'd)	49.4 : Britain Yearly Meeting enjoys good employee relations		
	49.4a Work with Management Meeting and Extended Management Meeting to ensure that actions from the 2016 staff survey are acted on	2016 – 2017	Staff survey action plan in place for each department and the organisation
	49.4b Continue to engage with the Quaker Workplace Group	2015 – 2016	Actions recommended implemented and monitored
	49.5 : Promote employee wellbeing		
	49.5a Review occupational health provision	2016	Review undertaken and changes made where necessary
	49.5b Research possible wellbeing initiatives	2016 – 2017	Paper to Management Meeting recommending the implementation of new initiatives
	49.5c Implement wellbeing policy	2016	Policy developed, approved by Management Meeting and Employment Committee, implemented and acted on by line managers and staff
	49.6 : Human resources policy development and review		
	49.6a Continuously review existing HR policies and procedures to ensure that they meet best practice, are legally compliant and are in line with Quaker values	2016 onwards	Policies drafted, amended and consulted on with the union and Management Meeting and approved by Employment Committee
	49.6b Review jobs application form to ensure that it reflects best practice	2015 – 2016	Application form is reviewed and updated form being used by applicants for posts.
OP2016/50	50.1 : Develop and sustain positive relationships with other churches, ecumenical instruments, Yearly Meetings, faith groups and relevant charities		
External relations	50.1a Service and support the Quaker Committee for Christian & Interfaith Relations	Ongoing	Feedback from report to Meeting for Sufferings and to Trustees
	50.1b Service and support the Quaker World Relations Committee	Ongoing	QWRC representatives enabled to fulfil their role effectively
	50.1c Support Britain Yearly Meeting participation in Friends World Committee for Consultation	Ongoing	Representatives attend FWCC International Representative meeting in Peru Living the Transformation and report back

Ref. Area of work, Non-staff cost	Activity Description	Year(s)	Outcomes or measures to achieve (→)Status
(External relations cont'd)	50.1d Review Britain Yearly Meeting financial support for Friends World Committee for Consultation and the European and Middle Eastern Section	Ongoing	Revised arrangement in place
Non-staff costs total: £61,685	50.1e Support the launch of the Quaker World Relations Committee Forum	2016	Meeting held, feedback obtained
	50.1f Maintain and promote good relationships between Britain Yearly Meeting and other Yearly Meetings	Ongoing	Epistles, feedback from visitors and visits
	50.1g Build and maintain an active presence in the third sector	Ongoing	Evidence of presence in charity networks. Working relationships with relevant charities. Quaker presence in appropriate collaborative charitable campaigns

Appendix A: Legacy funded project details

A description of the legacy funding process can be found on page 9 of this document. The legacy funding is not shown within the departmental budgetary totals as it will change during each year as more funding becomes available. £283,764 of legacy funding was allocated as at 05/10/2016.

Project name	OP2016 reference	Area of work	Project objective	Duration	2016 Budgeted Costs			
					Activity code	Staff	Non-staff	Total
Department: Communications and Services								
Advocacy in Scotland	6.1c	Speaking out in the world	To increase and develop Quaker advocacy in Scotland	Jan. 2015 – Dec. 2017	60015	£ 19,352	£ 6,275	£ 25,627 ¹⁸
Directory of Services project	9.1h	Meeting Relationships	To produce a directory of the materials and support that are available to help Friends taking roles in local and area Quaker meetings	Oct. 2014 – Nov. 2015 (extended to 2016)	60036	£ 3,000	£ 5,400	£ 8,400
Department: Quaker Life								
Being Friends Together development	27.1c	Outreach and meeting support	Supporting Quaker Meetings by training and supporting volunteer visitors to deliver Being Friends Together – a partnership between Quaker Life and Woodbrooke	June 2015 – May 2018	13011	£ 40,250	£ 1,500	£ 41,750

¹⁸ Some costs for the Advocacy in Scotland project are offset by an annual contribution of £10,000 from General Meeting for Scotland (Quakers in Scotland), meaning the net legacy funded costs are £15,627

Project name	OP2016 reference	Area of work	Project objective	Duration	2016 Budgeted Costs			
					Activity code	Staff	Non-staff	Total
Department: Quaker Peace and Social Witness								
Active Nonviolence in Kenya	34.2a – b	East Africa Peace Building	Expand active nonviolence in Kenya, equipping ordinary people to stand up against injustice, building momentum for a nonviolent peace movement	Sep. 2014 – Aug. 2017	A3145	£ 0	£ 27,000	£ 27,000
Peace Education & Engagement project	37.1a – c and 37.2b	To promote and develop peace education	Peace Education and Engagement Project to better engage Friends in Quaker Peace & Social Witness peace work	Aug. 2015 – Aug. 2018	A5224	£ 38,148	£ 3,800	£ 41,948
Turning The Tide communications renewal	39.1d – f	Turning the Tide	To improve the reach and impact of communications about the Turning the Tide programme. One-year Communications Developer to remodel and update Turning the Tide communications and resources	Mar. 2015 – Apr. 2016	A3702	£ 12,259	£ 5,000	£ 17,259
Department: Governance and cross-organisational work (RCO) and Human Resources (HR)								
Vibrancy	44.1d	Maintaining high quality relations with Quaker Meetings etc.	Vibrancy helps BYM and Woodbrooke support local Quakers to be stronger, more connected, confident and sustainable, and develop a vibrant Britain Yearly Meeting	Nov. 2015 – May 2019	17060	£ 81,617	£ 50,163	£ 131,780

Appendix B: Non-staff cost breakdown by activity codes (available upon request)

The details of non-staff costs are available upon request from Juliet Prager. They are broken down by activity codes, grouped by area of work.