



Place for Hope

Strategic Direction | 2020 – 2025



Strategic Direction

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1. Summary

Purpose

What we exist to do | What we do to help realise the vision

Our purpose is to accompany and equip people and faith communities so that all may reach their potential to be peacemakers, able to navigate change and conflict well.

We want every community to be a place for hope where all are able to:

- notice brokenness and division
- nurture relationships and community
- navigate conflict with graciousness
- nourish wholeness in themselves and their communities

Vision

What we ultimately want to see | Beyond our control and within our influence

Our vision is for a world in which all embrace the transformational potential of conflict and nurture the art of reconciliation.

Strategic Objectives

How we are giving life to our vision and purpose | Bold organisational aims

- Be a recognised leader in the field of faith-based conflict transformation and reconciliation.
- Be an outstanding provider of mediation and training services to our clients and the wider community.
- Embed a culture of peace and reconciliation within all faith communities.

What we do: our programme priorities

- Offering skills for transforming conflict
- Supporting 'Reconciling Communities'
- Nurturing a culture of peace

How we do it: our management priorities

- Through excellent communication
- By logging and analysing the impact we make
- By continually improving our systems

Resourcing Priorities

- Supporting the Place for Hope community
- Financial sustainability
- Diverse funding base



"We are delighted to be working in partnership with Place for Hope, who already have a proven record in this area of work and ministry. Learning ways to work through issues of conflict, and become practical peace-makers is relevant on all levels of life (personal, local, national and international), and Place for Hope's Faith in Change and Conflict course is an important contribution to that learning."

Ian White, Programme Leader, Cliff College

2. Our Starting Point

Why we exist | How we describe the situation to which we're responding

We know conflict is part of life and can be both creative and destructive. We notice that many people – including those in faith communities – can struggle to find helpful ways to respond to change, tension and difference. Some structures, systems and habits can make it difficult for people to hear each other well and relationships break down. We know that there is much transformational potential in conflict. Knowing there is help and support available can be a great source of hope for those experiencing difficulties and divisions within their congregations and communities.

3. Our Distinctive Contribution

Where we want to be distinctive and strong | What we want people to 'recognise' from the outside

Since 2009 we have been accompanying and equipping people in churches and faith communities so that all might reach their potential to be peacemakers who navigate conflict well.

- Place for Hope has its origins in the Christian faith. Our work is rooted in and informed by multiple expressions of faith. We seek to honour individuals' journeys and respect our faith institutions. We recognise and are familiar with the structures, dynamics and challenges within different faith communities.
- We are particularly adept at helping large, multi-party groups navigate change and host difficult conversations. We help create 'circles of trust' where people can listen and be heard. We are flexible and able to deliver short workshops or work with groups over longer periods.
- We foster a reconciling community by training, coaching, supporting and supervising a network of Practitioners skilled in navigating conflict and hosting group dialogues.
- Our Practitioners work in groups of two or more to draw on each other's experience and wisdom and offer peer support, to guide difficult conversations between groups and individuals, or where relationships have broken down.
- We are rooted in Scotland and work collaboratively with a range of partners across the UK and beyond.



4. Our Values

Guide our decision making and how we work | Inform how we offer reconciliation

Courageous and Compassionate

Being bold and working with loving kindness.

Challenging and Trusting

Unafraid to go to the difficult, uncomfortable places
– going there with care, humanity and empathy.

Inspirational and Effective

Fostering prophetic and creative voices alongside workable approaches.

Integrity and Fairness

Honouring our differences and diversity and enabling respectful processes.

5. Our Strategic Objectives

How we are giving life to our vision and purpose | Bold organisational aims

Be amongst the recognised leaders in the field of faith-based conflict transformation and reconciliation

We live in a complex world. Climate change, economic inequality, social isolation and violence of all kinds present challenges to us at every level. How the faith communities respond, with compassion, faith and vision, is part of a creative response. There are many outstanding agencies of change and reconciliation working from a faith basis. To work with integrity, we must model collaboration, the celebration of unique gifts and humility in learning. This is why we are committed to partnership and ecumenical working at all levels and to pursuing excellence in all that we do.

Be an outstanding provider of mediation and training services to our clients and the wider community

Conflict is part of the human condition. It can be both creative and destructive. We know that being accompanied by a team of outstanding accredited Practitioners through a time of conflict can transform a situation from despair to hope. Offering excellent training, inspiring awareness-raising workshops and relevant input to conferences and events about conflict transformation can equip and empower people to be reconcilers in their communities.

Embed a culture of peace and reconciliation within faith communities

Within human institutions repeated behaviour can become habits, habits can become policy and policy can determine culture. If there are repeated behaviours or habits that are unhelpful, this can lead to tension and even conflict. Understanding how organisations evolve and taking steps to introduce healthy habits can build a culture of robust and honest creativity.

6. The Change We Long For

The outcomes or the difference we want to see through the work that we do

We long for a culture of peace and reconciliation to be the norm in our church and faith communities, and outline five 'outcomes' or changes which move us in this direction.

Combining our programme priorities with robust systems management, we will monitor how we are achieving these outcomes, ensuring necessary adaptations are implemented, based on feedback we receive. Our 'outcomes' are

- 1 Greater understanding and analysis of conflict, its impact and how it operates in church and faith communities.
- 2 Strengthened collective and strategic response to faith-based conflict.
- 3 Society better equipped to respond to conflict as more faith communities are trained and supported to engage with and host difficult conversations.
- 4 Conflict, change and transition are navigated in more transformative ways with increased benefits and reduced negative impact.

"Identifying how easily conflict can escalate and being helped to see ways to break the spiral, was so helpful. I left the day with greater insight and the building blocks with which to practice fostering more creative ways of dealing with disagreement."

Susan Brown, past Moderator of the
General Assembly of the Church of Scotland



7. Our Programme Priorities

What we do day-to-day | Services and activities we offer

We will continue to deliver our core services to our key clients. We will look for further opportunities to offer these services more widely throughout the UK and Ireland, in conjunction with our Reconcilers Together partners. We will commit to promoting these services ecumenically, believing that our learning in the field of reconciliation is enhanced through modelling the diversity and the reconciliation which we promote. Our core services are:



Awareness Raising

Short workshops to share the transformational power of working through conflict and change and to point to ways to access support.



Coaching

We support individuals through a specific time of change or conflict, coaching them with support and advice, or mentoring by pointing them to resources or individuals or styles of work that may augment their own learning.



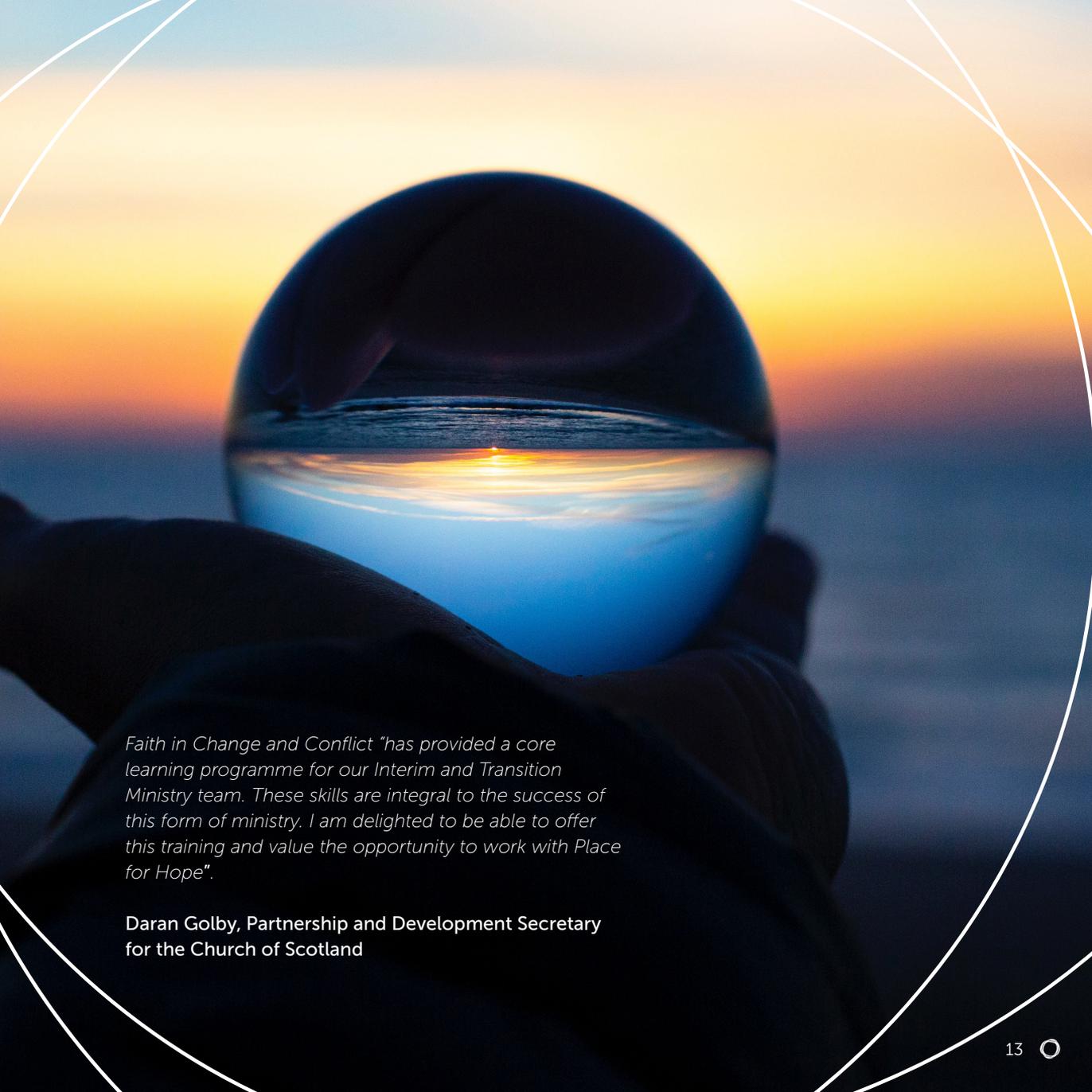
Help in a Crisis

Small group mediations to reduce the level of conflict between individuals or groups in a confidential and professional setting.



Facilitated Conversations

A series of conversations for groups or whole community engagement to work through planned transitions, difficult decisions or managing the impact of change. This may include other services such as mediation/help in a crisis, coaching or training.

A hand is shown holding a clear glass sphere. The sphere acts as a lens, focusing the light from a sunset or sunrise in the background. The background is a gradient of colors from deep blue to bright yellow and orange. The sphere's reflection shows the sun and the horizon line. The hand is in silhouette, and the overall scene is framed by a white circular border.

Faith in Change and Conflict "has provided a core learning programme for our Interim and Transition Ministry team. These skills are integral to the success of this form of ministry. I am delighted to be able to offer this training and value the opportunity to work with Place for Hope".

**Daran Golby, Partnership and Development Secretary
for the Church of Scotland**



Training Programmes

Our Training Programmes are offered in the 'cool of the moment', building resilience within communities for the sake of all. These programmes are designed for teams and individuals across all faith communities. They can be adapted for ministerial formation, leadership teams and strategic planning groups.

One-day Programmes (also offered as taster or half-day sessions)

- Growing Through Change and Conflict
- Further Skills in Growing through Change and Conflict
- Bullying and Harassment
- Scripture, Spirituality and Conflict
- Meeting Well
- Leading through Transition and Change
- Facilitating Community Dialogue

Multiple-day Programmes

- Skills for Living in Community (2 days)
- Faith in Change and Conflict (7 days)

Tailored Training

We can tailor our training to suit your faith community or organisation.

Examples include:

- Team building
- Adapting any of our programmes for ministerial formation
- Understanding how conflict works in the church
- Supporting young people through transition and change
- Dealing Well With Difference
- Ripples of Hope programme for a group of churches



Reconciling Communities

We will work with our partners to offer a holistic service to faith communities 'in the cool of the moment'. We recognise that learning for peace and becoming a 'reconciling community' is best nurtured when there is time for learning across the whole of the faith community involved. This can take a number of months, even years. Through this programme we will commit to accompany faith communities for the long haul, to design a tailored menu of our services outlined above to match the needs and the priorities of the local or regional faith community.



Signposting

We recognise that Place for Hope brings particular areas of expertise and we will continue to offer these. Where there are areas of development or learning requested which are not in our gift to deliver, we will work with Reconcilers Together and other partners to ensure that their specific gifts can be brought to the local needs.



"Working with Place for Hope has helped me realise that a normal part of life is that we sometimes face situations which are difficult and stressful which can lead to the breakdown of relationships if we don't handle ourselves well. Place for Hope has given me the opportunity to learn how I might face these challenges in a better way, but it has also given me the opportunity to share some of these 'tools' with others when they face stressful situations."

Place for Hope Practitioner

8. Our Management Priorities

Systems we will use to ensure excellent delivery of our services

Excellent communication

We will review our communications strategy to ensure excellent communication through all our portals offering crisp information, resources and inspiration. We will expand the quantity and deepen the quality of our Peacemakers Network, aiming to increase the number of those subscribing and thus augmenting the network of peacemakers. We will equip and support our Practitioners through regular newsletters ensuring clean lines of communication are maintained and developed.

Logging and analysing the impact we make

We will continue to gather robust data at the beginning of each new case through an 'intake' conversation. When a case is closed we will offer an 'outtake' conversation to ensure that we are listening to our clients, are adapting our services according to feedback and are modelling what it means to be a learning community. Working with our supervisors

and patrons, we will continue to support our Practitioners to ensure that they are receiving the support and the training they need in order to deliver our services and enrich their own ministry. We will analyse all data recorded, to monitor the value of our services and to adapt as necessary.

Continually improving our management systems

Through our Trustees group we will continue to deepen and develop our systems to ensure that we are making the most effective and efficient use of our resources. We will review the work of our forums (currently the Policy and Practice Forum, the Finance and Funding Forum and the Training Forum). Our Trustees will ensure that we fulfil our legal and statutory obligations as laid down through OSCR and will maintain a high level of expertise and wisdom across all sectors of our work through recruiting outstanding Trustees.

9. Resourcing the Work

The people who make our work happen | The ways we will raise funds to support our work

Supporting the Place for Hope Practitioners

Our core services are delivered by a team of trained and accredited Practitioners. Working in pairs, our team accompany clients through times of change, transition and conflict. Our Practitioners are committed to bi-annual Continuing Professional Development, and mid and post case work supervision. These are conditions of their accreditation. They are supported in their work by a team of staff, who are in turn supported by a group of highly skilled Trustees and Patrons who are internationally renowned peacemakers.

We will maintain accreditation for our Practitioners through Scottish Mediation in order to exemplify to our clients the professional service that we bring, and the quality of leadership that we offer.

We aim to grow through deepening and broadening our partnerships with other faith-based reconcilers. We will commit to taking on new pieces of work only where we either already have capacity within our existing community, or where this is not the case, we build in such capacity to any new funding bids.

Financial Sustainability

Our policy is that we never want finance to be the final deciding factor in any of the work that we do. At the same time, we value the work of our community immensely, and invest a great deal of time and money in to the quality of the training that we offer to our Practitioners, and that we deliver to our clients. We will evidence the value of this work and the benefits it brings to our clients, including how our support can help reduce long-term costs incurred e.g. through absence from work, long-term sickness, or conflict escalating to a judicial process.

Building on existing agreements, key growth areas to strengthen and diversify our funding base in this strategic period include:

- Funding Agreements with denominations and other partners, including grants
- Chargeable Casework
- Training Programmes

Annual Accounts

Our full annual accounts can be found at:
www.placeforhope.org.uk/about/key-documents

“You got us on the right trajectory, helped us have civilised, humane and safe conversations and taught and demonstrated to us truly Christian methods and attitudes for handling conflict situations.”

Participant in group facilitated conversation, 2017



join us...

...in peacebuilding

Help your community in crisis

If you are aware of conflict or difficulty within your faith community and would appreciate some support, please get in touch and see if we can help.

Nurture your community

Encourage your church or faith group to host a community dialogue. Invite us to deliver a workshop or training session.

Develop your skills

Join one of our learning programmes to help you understand and navigate conflict.

Stay connected

Join our Place for Hope Peacemakers Network, visit our website and follow our social media channels to receive news about upcoming events, training and helpful articles.

Be a champion and enabler

Help us promote peacebuilding and the work of Place for Hope by telling others about us.

For more information or to join our mailing list:

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