



inspire

wellbeing, ability, recovery

INSPIRE 20SIX

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Welcome to Inspire 20SIX

In 2024, Inspire will celebrate 65 years of delivering services. Our founder, Lady Wakehurst, could only have dreamed of the legacy she would leave behind, one reaching right across society and responding to new and emerging needs.

As a united organisation, with one brand, one mission and one voice, we are meeting our goal of ‘Wellbeing for All’ every day, right across the Island of Ireland.

Through our Care and Support services, delivered via our charity arm, and through our social enterprise, Therapeutic and Wellbeing Services our ambition is to be agile, meet the challenges facing us with determination and open up new, accessible routes to services.

Our organisational values underpin everything we do. They are what guide our behaviours and decision making on a daily basis. And they are the essence of this new strategic plan, Inspire 20SIX.

As part of this new three-year roadmap, we have identified six key themes, which will help us to navigate external challenges, build on those 65 years of expertise, modernise further and serve as a leading light within the third sector and beyond.

Inspire is committed to enhancing our approach to **quality**. We want to be open and transparent in all that we do. It is crucial we provide assurance and instil confidence in those who use our services, their families, our funders, the public and regulators.

Building a stronger Inspire **culture** is vital to delivering high-quality services. **Team** Inspire is our greatest resource and we recognise that the external landscape presents real challenges for individuals. At an organisational level, we are



facing ever-increasing costs and an uncertain funding environment. We will continue to find ways to demonstrate our enormous appreciation for the commitment and dedication of our colleagues.

Many people throughout Inspire's services are willing to use their lived experiences to make change by informing and elevating our work. We are so fortunate to have them. We will use our **voice** to amplify theirs and we will strive to ensure that what we say flows from invaluable insights, robust data and solid evidence.

This is important to us. The people who use our services are at the heart of all that we do. Our Human Rights-based approach to this plan will help us focus even more on listening to their voices and choices, supporting them in their aspirations and the lives they want for themselves, and helping them access the same freedoms as every other citizen.

For all the outside challenges, we have no intention of stopping. By developing new, responsive services, our future will, like our past, see us continue to **innovate** and find new ways to reach more people. The Inspire culture encourages and celebrates such innovation.

All of our work over the coming three years will have **sustainability** at its core. We will consider our impact on the environment and apply a sustainability lens to our governance. We will endeavour to enhance diversification in funding – with a focus on our social enterprise – thus ensuring that our foundations are strong and we continue to do what we have proved to be best at doing.

Lady Wakehurst set up our very first service to be a beacon of light and hope. In the conversations on this plan the people who use our services told us Inspire was like a home to them, a place to find kindness and safety, a reassuring life jacket to be relied on when the waters got choppy and a flicker of light in the darkness. As we grow and meet new and emerging needs, we are proud to continue to carry that light of hope and to have come full circle, back to where it all began.

Kerry Anthony, MBE—CEO Inspire

Who we are

Inspire is an all-island charity and social enterprise and our aim is wellbeing for all. We work together with people living with mental ill health, intellectual disability, autism and addictions to ensure they live with dignity and realise their full potential. We campaign to create a society free from stigma and discrimination with a culture of compassion that focuses on people and their abilities.

Our services

Mental Health and Addiction Care and Support services:

Our mental health and addiction services focus on inclusion by providing recovery-based support in communities.

Services include: day support, supported housing, floating support & advocacy, counselling, social support, training, family support services and Mutual Aid Partnership.



Intellectual Disability and Autism Care and Support services:

Our intellectual disability and autism services are built around the people we support and empower people to live independently as part of their community.

Services include: residential services, day support services, outreach services, supported living, floating support and respite.



Therapeutic and Wellbeing services

Our Therapeutic and Wellbeing services provide a range of wellbeing support services, training and interventions which help organisations, employees and students to thrive.

Services include: counselling, trauma informed therapeutic support, training, information, digital wellbeing services, and specialist support projects, coaching and mentoring.

Insight, Engagement and Innovation

Our Insight, Engagement and Innovation team aims to amplify the voices of the people who use our services to inform and shape wider society through campaigning, research and the development of new services.

Services include: engaging with the people who use our services and their families and carers, volunteering, fundraising and community development, campaigning and communication, research, service development and innovation.



Our values

We are Inclusive: we put the people who use our services first

We are Passionate: we believe in what we do

We are Determined: we find a way

We are Kind: we care about each other

We are Honest: we act with integrity

We are Innovative: we nurture new ideas



Context that helped shape Inspire 20SIX

As we embark on a strategic plan to steer us through our 65th anniversary year, there can be little doubt that we are operating in a rapidly changing environment. In order to develop the priorities and six themes that underpin Inspire 20SIX, we talked to the wider Inspire community: the people who use our services, our staff and our external partners. We looked at data and trends, and focused on what we want to achieve in the next three years.

We are also aware that we are a product of our environment. Our work, priorities and impact are shaped by the society in which we live. As we lay out our plans, here's what shaped our thinking:

Our responsibility to safeguard those in our care

The shockwaves from institutional abuse scandals continue to be felt. These issues are likely to become even more prominent in coming years as the outcomes of high-profile inquiries in the health and social care system are made public. Such developments have considerable practical and ethical implications for Inspire, focusing our attention on the service user's voice, carer engagement, leadership and governance, staff training and support, candour and transparency, and safeguarding.

Our commitment to human rights

Advancing, protecting and championing the human rights of the people who use Inspire's services are core pillars of our work. However, before now, we have not purposefully thought through what that means in practice; nor have we been explicit enough about our focus on these rights. Our work will now be strengthened and improved by taking a new, explicit and systemic approach to human rights across Inspire.

Our changing service user profile

The issues we encounter every day are more varied, complex and intersectional than at any point during the past six decades. This affords us exciting opportunities to develop services that are truly person-centred. It challenges our internal systems, processes and partnerships to flex and adapt, in line with the changing needs of the people we support.

Our powerful voice

Our public messaging, lobbying and campaigning can only be impactful if we amplify the voices of the people who use our services, making sure that that they are heard at the highest levels.

In an increasingly crowded public arena, Inspire will, without fear or favour, continue to champion the stories, opinions and rights of service users.

Our responsibility to be transparent

There is an ever-increasing public desire for transparency and openness. Globally, citizens are increasingly interested in who holds their personal data, what data is held and how it is used. Inspire has a moral, practical and reputational obligation to act in a transparent way.

Our cross-border status

Operating across two jurisdictions brings with it a multitude of opportunities and shared learning. And while our common values and purpose allow us to operate as one organisation, we also have a responsibility to meet the challenges presented by the array of diverging governance, legislative and regulatory expectations that exist on either side of the border.

Our rising costs base

There is no denying that the rising cost of living is having a huge impact on our work. The prices of essential things like insurance, facilities management and utilities are increasing at an unprecedented rate and the immediate future outlook offers little comfort. As the gap between costs and available funding widens, we are focused on guaranteeing value for money, robust financial governance and oversight, and effective supply chain management, across the organisation.

Our vulnerability in an unstable funding environment

Like many organisations, we are aware of our reliance on funding from government and statutory providers. While we are keen to work more closely with our commissioners, we also want to diversify our funding base, ensuring that we continue to thrive, in spite of the vulnerabilities associated with unstable political leadership, austerity and governmental budget constraints.

Our recruitment and retention challenges

Health and social care organisations everywhere are facing significant staffing challenges. Recruiting the right people remains a key priority and challenge for Inspire and we are considering all options to meet our needs. We also want to look after and recognise the staff we have, by designing processes and offering packages reflective of their true value.

Our robust governance and operational structure

As a charity and social enterprise, we are well placed to grow and develop services. We are proud that the objectives of these two entities are entirely aligned. This means that the freedom to innovate and generate income within either part of Inspire drives the whole organisation forward, towards our unified mission of wellbeing for all.

Our desire to reflect our community

Important societal debates around representation, inclusion and diversity must be reflected and replicated in Inspire. As an employer, service provider and civil society organisation, we have a responsibility to represent the rich diversity of the communities in which we work and live.

Our responsibility to future generations

Government targets designed to reduce carbon emissions and address the climate crisis will not be met without everyone playing a part. At Inspire, we are morally obliged to create the smallest possible environmental impact as we carry out our duties. This will require new ways of working across the organisation.

Our role in a divided society

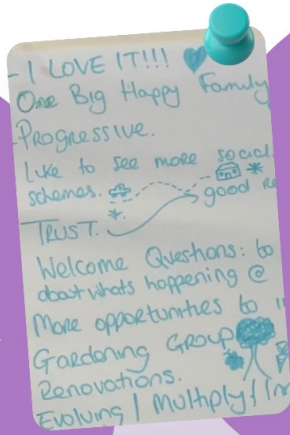
Community relations within Northern Ireland, and between north, south, east and west, will remain the focus of debate in coming years. As an all-island organisation, which employs a large number of people and works on issues high on the public agenda, Inspire is well placed to learn from, and contribute to, these vital conversations, when appropriate.

Our response to economic inequality

While the worst days of the Covid-19 pandemic are behind us, we know that the ramifications of this once-in-a-century public health emergency have touched the lives of some people more than others. Individuals, families and communities living in disadvantaged areas experienced disproportionate financial, psychological and physical suffering. The ongoing cost-of-living crisis has only compounded these inequities. We have a major role to play in mitigating the ways in which poverty, debt and inequality affect the wellbeing of the population.

Quotes from people who use our services that helped shape Inspire 20SIX

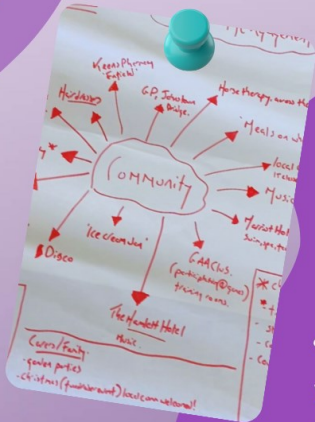
“I am just delighted with the house and the staff, he has a great routine now, he is really busy every day the staff have him out and about doing all kinds of things, he is very happy and has settled very very well and I am so happy about that.”



“At the MAP Groups we don’t strip people to the label – we don’t say where’s the addiction, we say where’s the pain.”



“For me Inspire is like a lifejacket. You don’t always need it but it’s great to know it’s there when you do.”



“Sometimes when you are in a black, dark head, all you need is a flicker of light. Thank you for being just that.”

Inspire 20SIX Strategic Aims



Quality

Aim: Achieve Excellence in all we do



Culture

Aim: Create a purposeful values led Inspire community



Team

Aim: Develop a team of passionate professionals



Voice

Aim: Implement a community engagement strategy



Sustainability

Aim: Responsibly steward the future of Inspire and our impact on the wider world



Innovation

Aim: Re-imagine, re-model and transform our services

Theme One: Quality

Aim: Achieve Excellence in all we do

Objective 1: Implement the Inspire Quality Framework

Objective 2: Deliver exceptional services shaped by the aspirations of the people who use them

Objective 3: Embed a model of reflective learning and evidence informed practice

Theme Two: Culture

Aim: Create a purposeful and values led Inspire community

Objective 1: Embed the Inspire values led leadership framework

Objective 2: Embed human rights approach across all teams and services

Objective 3: Build a culture of rich diversity, inclusion and belonging



Theme Three: Team

Aim: Develop a team of passionate professionals

Objective 1: Embed processes and packages that reflect our deep appreciation of our staff

Objective 2: Develop a staff team that reflects Inspire's values

Objective 3: Ensure Inspire staff are empowered to work with purpose and meaning

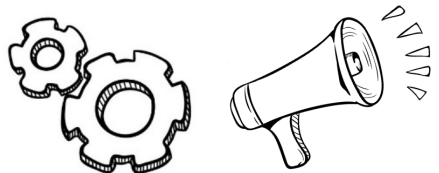
Theme Four: Voice

Aim: Implement a community engagement strategy

Objective 1: Increase the volume and diversity of our service user voice and influence

Objective 2: Increase opportunities for engagement through volunteering, campaigning and fundraising

Objective 3: Capture and articulate the impact of the work of Inspire



Theme Five: Sustainability

Aim: Responsibly steward the future of Inspire and our impact on the wider world

Objective 1: Focus on evolving our existing services and pursue the diversification of funding

Objective 2: Further develop our vibrant and commercially focused social enterprise

Objective 3: Shape a sustainability strategy that demonstrates Inspire's commitment to the environment

Theme Six: Innovation

Aim: Re-imagine, re-model and transform our services

Objective 1: Embed the culture and practices of our innovation and business development process 'Freedom to Try'

Objective 2: Maximise the use of technology to improve our services, systems and process

Objective 3: Utilise data and evidence to inform the development of services





culture

Create a purposeful and values led
Inspire community



quality

Achieve excellence in all we do



INSPIRE
2019

Inspire's Strategy



sustainability

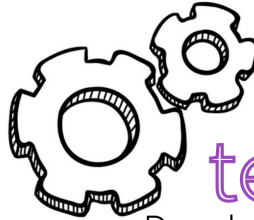
Responsibly steward the future of Inspire
and our impact on the wider world

PIRE SIX

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voice

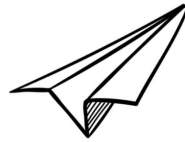
Implement a community engagement strategy



team

Develop a team of passionate professionals

IDEA



innovation

Re-imagine, re-model and transform our services



Support our work

Join #TeamInspire

Work with us:

Careers with Inspire will challenge you and develop your skills. You will get a first-hand view of the difference that you are making in people's lives. For current opportunities, visit:

inspirewellbeing.org/join-team-inspire

Volunteer with us:

Be the change and make a difference – volunteer for Inspire. We are always on the lookout for people to help in Inspire services. For volunteering opportunities, visit:

inspirewellbeing.org/get-involved/volunteering

Fundraise for us:

There are many ways you can fundraise for Inspire. Through fundraising, you will be supporting the services Inspire provides across Ireland and helping to make a lasting difference in the lives of the people who use our services. For more information, contact our team via email: fundraising@inspirewellbeing.org

Consider us as your Charity Partner of the Year:

We are delighted that a number of local organisations and companies have over the years kindly chosen Inspire as their charity partner of the year. For information on how you can support us, email:

fundraising@inspirewellbeing.org



Our History

Inspire was established in Belfast in 1959 by Lady Margaret Wakehurst. Lady Wakehurst became a campaigner for mental health reform through her experience of supporting her son through his mental ill health. Shocked by the conditions in hospitals and the lack of support for people outside formal psychiatric settings, she was determined to improve the care available and change society's attitudes to mental ill health.



The Northern Ireland Association for Mental Health (NIAMH) was the first of its kind and was set up by Lady Wakehurst despite strong opposition from her peers. These early founding principles of determination, care, support and inclusion are still at the heart of our work six decades later.

The innovative movement started by NIAMH and our first Beacon day centre in Belfast, spread across the region and the strength and impact of our work began to grow. Our services expanded to provide residential, therapeutic and community based support for people living with mental ill health, supporting recovery and empowering people to play a full role in society around them. Our expertise in supported independent living and inclusive community support, led us to develop services for people with intellectual disabilities and autism. In 2016 we opened our first service in Ireland and our name changed to Inspire to reflect our new areas of work and our all- island remit.

Our passion for our work and belief in what we do drove us to develop therapeutic and wellbeing services for people in workplaces, schools, colleges and universities.

The establishment of our innovative social enterprise Carecall (now Therapeutic and Wellbeing Services) meant that we reached the lives of hundreds of thousands of people across Ireland from the day they start higher education to the day they retire.

This area of our work confirmed our unique expertise in the field of trauma informed practice, providing support for people experiencing high levels of trauma in their workplaces and communities.



The story of our development is rooted in the strength of kindness and a belief in each person's inherent uniqueness and ability.

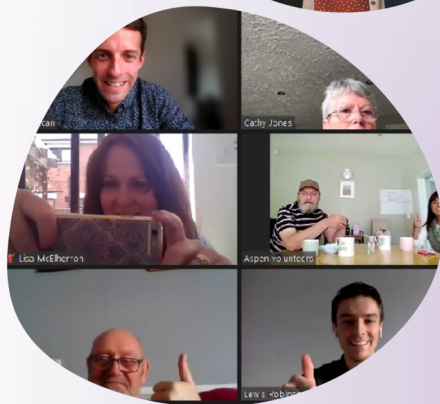
This approach shapes how we support people living with substance use issues. In 1979, twenty years after the formation of NIAMH, another group of passionate and committed parents, carers and professionals got together and formed the NI Community Addiction Service. NICAS (later Addiction NI) blazed a trail in terms of reshaping how addiction was viewed and how services were provided to people living with addiction, their families and the wider community. Addiction NI became part of Inspire in 2016 deepening our expertise and shaping our commitment to recovery focused support.

Over the years Inspire has grown and developed into one of largest providers of services in Ireland. Our campaigning role has led us to become a strong and influential organisation. And yet the values that shape us, our mission and our aim are still closely connected to that first community of people

who wanted to improve the life of the people they loved, ensure society treated them fairly and support them to realise their full potential. Lady Wakehurst named our very first service Beacon because she wanted “*a name suggesting light.*” Six decades later are proud to be part of social movement that is shining a light of hope and changing the lives of thousands of people every year.



We are Team Inspire





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For more information contact the team on:



Inspire Wellbeing
Lombard House
10-20 Lombard Street
Belfast
BT1 1RD

Inspire Wellbeing
Creative Spark
Clontygora Ct
Dundalk
A91 HF77



028 9032 8474

00353 42 938 5736



hello@inspirewellbeing.org

www.inspirewellbeing.org



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