EPR Strategic Plan
2015-2017

As approved by the EPR Board of Directors on 2 December 2014
Introduction

As part of its governance mechanism, the EPR adopts Strategic Plans which set out the key directions and objectives of the network for the mid-term future.

The strategic plan 2015-2017 aims to improve EPR’s focus in pursuing its mission and focusing on EPR’s activities and services through the mutual learning pathway: with a focus on profiling the EPR as a network of providers of diverse types of social and rehabilitation services and with an array of thematic focal areas. As well as this, the strategy aims at focusing on linking EPR activities, services and products developed through mutual learning to the achievement of EPR’s external impact.

A SWOT analysis of the current performance and positioning of EPR as a European network of service providers was made which took into account both internal and external factors for the formulation of this strategic plan 2015-2017.

EPR statement of mission, vision and values

Vision

EPR and its members contribute to a society where every person with a disability and persons in other vulnerable situations have access to the highest quality services that create equal opportunities for all and independent participation in society.

Mission

As a primarily membership-based network of service providers, who are committed to share their respective expertise through the network, the principal internal mission of the EPR, achieved through mutual learning, is consequently:

To enhance the capacity of its members in view of providing sustainable and high quality services to clients against the background of a changing social services market environment.

There is also an external mission of the EPR, since as a network of leading service providers from across a variety of European countries; the EPR has a potential role to play. Therefore, building further on the strong foundations that have been laid, the EPR external mission is:

To contribute to the EU social and disability debate (and only indirectly to policy making) and to the strengthening of the social services sector.
Values

Social and rehabilitation services

EPR is a European independent network of not-for-profit service providers in social and rehabilitation services for people with disabilities and others in vulnerable situations. Such social and rehabilitation services encompass the 4 EPR domains:

- Vocational rehabilitation and employment services
- Medical rehabilitation
- Education and training services
- Social care, support and housing services

EPR Key commitments

- Commitment to Quality and Outcome Measurement of services, Empowerment of clients, Organisational Performance, Professional Development, Innovation on ICTs and ATs.
- Commitment to the full implementation of the UNCRPD and other international instruments.
- Commitment to building partnerships with stakeholders and more in particular with representative bodies of clients and with employers’ organisations.

Quality actions for mutual learning

Pursuing high quality organisational and professional development actions with emphasis on mutual Learning and benchmarking between member organisations and on professional development of staff;

Innovation

Offering and continuously developing innovative products, tools and methodologies relevant for the different dimensions and stages of the service delivery.

External influence

Strong reputation and recognition at EU level through the production of high quality outputs and participation in the EU debate on social and disability policies.

Governance

Sound governance structure and policies with high transparency and clear membership participation in decision making at Board and General Assembly level. Strong Brussels based EPR secretariat in support of the network activities and in charge of the EU Public Affairs.

Independence

Strong and sustainable financial situation with low external financial dependency, underpinning the network’s independency and ensuring continuity.
The structure of the strategic plan is organised into 4 Strategic Objectives (SO) for the 2015-2017 period. They aim at tackling the most relevant and highest priorities that occurred from the SWOT analysis, e.g. tackling weaker areas while trying at the same time to exploit the strengths and address the opportunities of the network. They take into account a more focused approach in view of pursuing EPR’s vision and mission statements.

**Strategic Objective 1**

**Expansion and more balanced membership**

- **Increased number of members**
- **More balanced diversification of members in terms of domain and country**
- **Adjustment of fees for different types of membership**

**Actions**

- Launch active member recruitment policy and reserve resources
- Adopt new fee policy in first half of 2015 with gradual implementation
- Define and quantify contributions in kind as part of membership
Strategic Objective 2

More offer-driven EPR menu of services combined with member lead activities in 4 EPR domains

Integrated and comprehensive EPR menu of services/products with more transparent pricing policy, clearer value for money and higher involvement of members

4 Levels of EPR Services and activities

4 Helpdesking & consultancy
- On specific demand of members (only)
- Full customised services
- One-to-one approach with EPR secretariat as key player
- Quantified and included in membership of full members

3 DOMAIN (service) specific
- Organised around the 4 EPR domains
- Lead by leading EPR members as the drivers
- EPR secretariat in a supporting role
- Activities planned on an annual basis

2 THEMATIC (transversal)
- Organised around the 7 EPR transversal themes relevant for EPR members
- Fixed and recurrent package of services
- EPR secretariat in driving seat

1 Basic / standard EPR package
- Standard networking activities, services and products
- Fixed menu
- EPR secretariat driven

Actions
- Selection of 7 fixed thematic areas
- Adoption of Annual Work Plan 2015 with fixed menu of services in these 7 thematic areas
- Members declare interest in specific activities related to the 4 EPR domains
Strategic Objective 3
Towards a more product oriented approach

Gradual development of products related to the new transversal areas and domains

Development and promotion of both EPR and EPR members’ products

Inclusion of existing tools and instruments into EPR

Design, develop and offer certified courses for professionals

Actions
- Identify and map existing products of EPR and EPR Members and reserve resources
- Initiate development of new products

Strategic Objective 4
Leading network of social service providers

EPR strengthens its position as a leading network of independent social service providers in the EU

Increased exploitation of members’ and EPR expertise, services and products at external level

Actions
- EPR prepares and implements successful presidency of Social Services Europe in second half of 2015
- EPR implements successfully EU project structural funding
The strategy has initiated new ideas that may require some time for implementation such as the active member recruitment policy, the introduction of a new pricing policy, the mapping of the EPR members’ products, the decision on EPR membership criteria and the set up of the domain specific activities under the 4 EPR domains.

The strategy is now to be accompanied by the Annual Work Plan for 2015. The AWP 2015 will transpose the main strategic lines into an operational plan for the calendar year 2015 specifying thereby the activities, responsibilities and corresponding indicators for achievement.