

# MENTOR

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John,

Please find enclosed a short paper with some of my initial thoughts re ArF matters. I know election times aren't the most appropriate times to discuss - but then again they don't occupy a U of our time.

I'm keen to get into ArF issues before the summer & asap after 21 May. Otherwise it loses momentum & drifts.

Why I also think we need to take some unpleasant decisions &

Consultants in Business, Enterprise & Economic Development

there needs to be some honest  
talking following a rationale agenda.  
On Art things are not that hot  
at the moment.

My thoughts are meant to  
cover the next year or so & probably  
appear more definitive than they  
should i.e. be computers.

I'm not sure what is in your  
mind re the issues & how to  
handle them. Perhaps we could  
talk again before the 21st.

Byads, Peter.

**CONFIDENTIAL**

**ORGANISATIONAL DISCUSSION PAPER**

TO: John Alderdice  
FROM: Peter Osborne

The May - June period will provide an opportunity to review and revise organisational and administrative operations. The summer represents an opportunity to start to implement any changes. The following are some suggestions for consideration from late May.

**1. ORGANISATIONAL/STRATEGY BRAINSTORMING**

A group of c. 6 people to meet 2/3 times in June to look at political organisation and organisational strategy. Should be free-thinking, brainstorming sessions looking at strengths and weaknesses without prejudice. May involve people like RG, PMcG, KJ, EMcC, DF, PO. You may or may not think it appropriate to attend - if not receive a private report on recommendations.

**2. STAFFING**

Key Questions:

- (a) Current Staffing Adequacy in Numbers and Quality
- (b) Needs of the party
- (c) Retaining Key Staff
- (d) Financing for Staff

Relative to the above

- (a) are we slightly over staffed for the post election period - although all staff can/should be put to good use
- (b) we need to especially maintain the publicity drive and pay particular attention to organisation development
- (c) DF, RG, MMcC, DS are probably the core staff we should particularly be keen to hold in the short-term. Their medium-long term intentions may be different.

(d) we need to make applications to funding bodies for:

- PL's office
- East Belfast or EU support
- Research or activities through The Future Together
- others as appropriate

Also should we think about keeping RG and publicity portfolio under NIO Talks funding? This will probably last until at least the end of the year.

If so to acquire necessary office status relative to others, could/should he be appointed as Deputy General Secretary?

### 3. FUND-RAISING

We need to look at this seriously -it may include:

- (a) applying for grants as above
- (b) setting up quality fund-raising committee looking at:
  - helping associations
  - organising limited number of events centrally
  - looking at new activities i.e. SI, USA, GB, mailings etc.
- (c) accessing the old Oliver Napier/ Basil Glass account
- (d) thinking more clearly about use of Talks income
- (e) re-launching the fighting fund
- (f) re-launching life membership
- (g) new big appeal in 1998
- (h) launching new shares in Lagan Properties
- (i) re-launching wills and legacies appeal - this time properly
- (j) other ideas as appropriate

#### 4 OFFICE PROCEDURES/ADMINISTRATION

We really need to get out of a 1970 voluntary sector mentality and into a 1990's mentality - that means being a bit more focused and taking a more stringent management line. This may include:

- (a) Key administrative staff are 'wasted' for days on end at the Talks/Forum. Either they need to be given more work when there or another person staff the office there - at the moment Stephen or Richard
- (b) The General Secretary's office needs redecorated and the GS needs to use it - quality time to work is important
- (c) The general office needs to be seen as Maureen's and Debbie's office not a meeting place etc.
- (d) Computers - Maureen's computer needs moved to another location and she needs to get a new WP
- (e) The office needs to be kept tidy all the time
- (f) We need trays for:
  - outgoing mail
  - incoming mail
  - typing
  - newspaper contributions
- (g) Staff need to be reminded that office hours are from 9.00 am - 5.00 pm
- (h) We need a 'Whereabouts Board' kept up to date. Any movement/meeting should be recorded - it is too easy just to pop out for a moment.

These are some of the basics which probably are about as ambitious as we can be in the short term.

There are may be serious staffing or other issues not included

Any decisions must have PL, senior officer & Executive backing

We need to get keep good, core staff otherwise the exercise becomes pointless

We need to tackle the staff problems there are at present

Finally for a few years A&F decisions seem to have been taken but then nothing happens - that cannot be allowed to go on.