Matt Talbot Community Trust

Strategic Plan: 2012-2017

Discussion Document: For Internal Use Only

September 2012

Contents

Background: the Organisation and the Strategic Planning Process

The Matt Talbott Community Trust (MTCT) was founded in 1986 by Sr. Caoimhin Ni Uallachain and today a dedicated staff and volunteers work to help men and women of the Ballyfermot area who have been marginalised and are seeking to find their place in their own community.

We are a drug-free voluntary organisation, working with those seeking assistance in relation to issues pertaining to substance abuse, and those involved in the criminal justice system. We actively work towards the reintegration of adults back into the community. Central to this is the creation of an environment which recognises the value of an individual's spirituality within the context of trust, belonging and learning. This in turn enables the development of positive relationships and the ability to make informed choices which in turn will benefit not only themselves but the entire community.

The organisation has a professional staff of seven, as well as a number of volunteers, and is managed by a voluntary Board of Trustees.

Staff, Board members and volunteers have been involved in a joint planning process which began in June 2011. The aims of the process were to:

- o Review current challenges and opportunities for the organisation, taking into account changes in the environment in which we operate.
- o Establish key aims and objectives that can guide our work over the coming five-year period.
- o Agree on the specific actions, structures and procedures that will define the work of the MTCT from 2012 to 2017.

1. The Current Operational and Policy Environment

Before considering specific challenges associated with the community and the organisation itself, there are a number of key developments in the broader operational and policy environment that need to be considered. These relate to the rapidly changing economic and social circumstances nationally; as well as to the evolving policy framework within which community development and drugs-related services are being planned and managed.

Planning in a Time of Economic Crisis
The strategic plan is being drawn up at a time of recession: with unprecedented cutbacks and budgetary reductions in publicly-funded development programmes. The period of time covered by the Strategic plan will inevitably see increased competition for scarcer resources; and this has direct implications for community-based responses to social exclusion in general; as well as for MTCT planning in particular.

The most immediate implication is about the need to make the development process associated with the work itself clear and visible: and to be able to demonstrate both the immediate and long-term benefits of the work.

The organisation is faced with the challenge of, on the one hand, dealing with cutbacks and reductions to programme funding. But it is also important, on the other hand, that the longer-term value of investment in the work is demonstrated. The need to collect and communicate evidence about outcomes and results has become greater than ever: with economic as well as social benefits being associated with holistic development for people recovering from drug dependency, their families and their communities.

Policy and Programme Developments Relating to Local Development and Drug Use
At the same time, there have been important shifts and developments in government policy that have a direct bearing on how the organisation is funded and how it should function. The most important of these are about:

1. The end of the Community Development Programme. MTCT, until 2010, received annual core funding as a community development project. This has now ceased, with this work of the organisation now being supported under the National Drugs Strategy.
2. Parallel developments in drugs policy and programme planning. Of critical importance for the organisation in this respect are evolving deliberations about national drugs rehabilitation policy; and the implications of this for local response models to be put in place.

These developments reinforce the need of the organisation, for the coming years, to be explicit about the model of work we employ; to communicate the rationale and potential benefits of this model; and to justify expenditure and investment in terms of social and economic returns.

2. The Matt Talbot Development 'Model'

An important starting point for the organisation, in planning its work over the next five years, is acknowledge that our approach to the work, and the core values underpinning it, have been tried and tested. Our success to date has been based on the fact that:

o The organisation works, first and foremost, with individuals on a one-to-one basis. But effectiveness and success in individual terms is possible only because we have also built up strong relationships with *families and with wider communities*. These links are critical in ensuring high success rates in efforts to support people towards achieving independence and self-determination. But they also mean that the organisation has important positive impacts on community, service delivery and policy at a wider level.

o Secondly, positive results of all efforts are dependent upon a core set of *values and guiding principles* being brought to it in a consistent and

continuous way. Central to these is the necessity of creating and building 'community': with the emphasis is on creating a secure and accessible communal space where people can freely communicate, engaging and availing of peer support on an ongoing basis. It is also essential that the organisation and its range of activities offer both a sense of continuity to clients and their families; with the capacity for flexibility, and the ability to respond to critical individual needs as they arise, being key to this.

o   Thirdly, the organisation has built up solid *working relationships and alliances* with mainstream service providers and programme sponsors: within the immediate Ballyfermot area, but also regionally and nationally. This has evolved and developed mainly through the sponsorship of particular local development programmes; but is also apparent through the willingness of services to collaborate with MTCT in developing and implementing innovative or pilot programmes. The spread of activity, and scope of our development model, has meant that these working alliances are not confined to services providers and programmes within the drugs field. Critically, they are now well-established within the education and training field (notably with FAS, the CDVEC and FETAC); within the justice field (notably with Probation and Welfare Services and with individual prison management systems); and, critically, within the community (where we have long-established links with community-based projects working with excluded individuals and families).

An important first step for us in framing this plan, therefore, has been about clarifying our model of work and core values associated with it: to ensure that efforts into the future are building upon existing strengths.

The chart below summarises the three dimensions of our work, upon which the strategic plan for 2012-2017 is constructed.

Summary of MTCT Model and Spheres of Influence
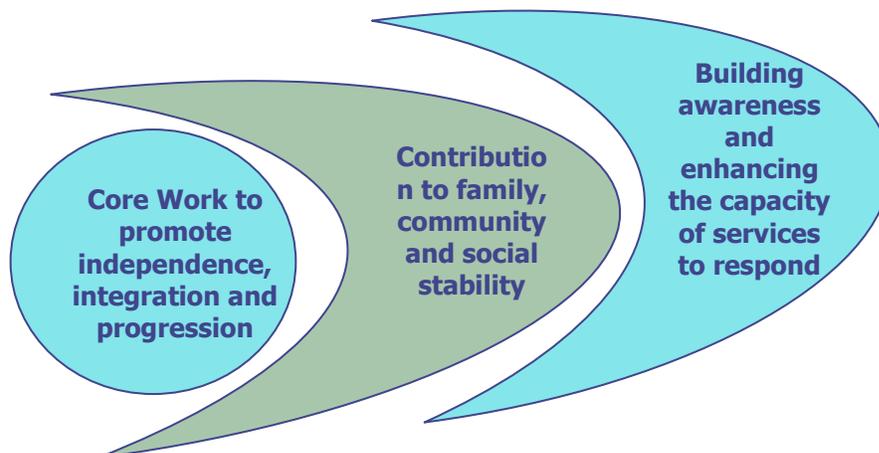
The foundation of our practice is in the ongoing one-to-one and group-based work we do in supporting individuals in efforts to achieve personal autonomy and self-determination. But this core work will be made possible, and augmented, by an ongoing commitment to supporting and improving family and community relationships; as well as by processes that allow us to bring lessons to the development of policy and practice in mainstream service provision.

3. Strategic Objectives 2012-2017

We have established five strategic objectives, directly linked to the three spheres of influence covered by the work. The first three of these relate to the first sphere of influence (the core day-to-day work we engage in with people in one-to-one and group settings. These are:

- o *Objective 1: To promote and facilitate the achievement of personal autonomy, decreased dependency and increased independence for individuals.*

- o *Objective 2: To promote and facilitate integration into family, community and social life.*

- o *Objective 3: To promote and facilitate progression and enhanced life opportunities.*

The other two address the wider sphere of influence (efforts to positively influence the community and policy environment in which we work):

- o *Objective 4: To contribute to social stability in the community.*

- o *Objective 5: To increase awareness, knowledge about needs and the capacity to respond within the community generally; and within services and programmes in particular.*

Objectives governing the plan commit the organisation, therefore to promoting and supporting independence, integration, progression, social stability and enhanced mainstream responses. Indicators (corresponding with each objective) have been developed. These help to make each objective more explicit, but they are also of vital importance in providing the foundation for ongoing evaluation of the work, and review of progress on an ongoing basis. These are summarised below:

- o *Objective 1:* ("*promoting and facilitating the achievement of personal autonomy, decreased dependency and increased independence for individuals"). Work to achieve this objective will be carried out across a range of programmes and activity lines: all of which are linked to each other, and which together help create a 'community' space for participants. This shared and 'owned' space is important for participants in building relationships, sharing experiences, recognising needs and being able to access appropriate services and activities

Progress towards achieving this objective will be evident through people we work with:
- o Being enabled to remain drug-free;
- o Increasing their awareness about dependency and about self-potential;
- o Increasing a sense of self-identity;
- o Increasing their communication skills;
- o Increasing their capacity to deal with changes and new challenges arising;
- o Successfully addressing their own accommodation needs;
- o Increasing the capacity for independent living (self-maintenance, dietary requirements etc);
- o Engaging in more pro-social behaviour;
- o Improving personal levels of health and wellbeing;
- o Decreasing involvement in criminal activities;
- o Becoming less dependent on services;
- o Enhancing their parenting skills.

- o **Objective 2:** "*Promoting and facilitating integration into family, community and social life*" Success and progress with promoting independence or increased personal autonomy has also positive implications for the integration of participants into family and wider community. Progress towards achieving this objective will be evident through:
  - o People with addiction challenges being more able to interact positively with their peers.
  - o 'Community' is built up and maintained within the organisation and its activities
  - o Participants engage more positively with appropriate services
  - o Participants actively engage with community-based activities
  - o Improved parent-child relationships
  - o Children' life circumstances improve
  - o Children progress better in school
  - o More positive role models for children being created
  - o Families become more understanding and mutually supportive
  - o People with addiction challenges becoming more visible in communities

- o **Objective 3:** "*Promoting and facilitating progression and enhanced life opportunities*". Increased confidence, decreased dependency and enhanced integration provide the basis of improved personal progression. We expect that activities and actions in the plan will lead to:
  - o An increased capacity for attendance and continuity in organised activities (punctuality etc)
  - o Improvements in peoples' confidence in their own ability to progress
  - o Increased capacity to access educational, training and employment opportunities
  - o Higher personal skills profiles
  - o Increased engagement with training and educational courses
  - o Increased capacity to complete training and educational courses

- o Qualifications being attained
- o Increased capacity to retain employment
- o Improved income prospects

- o **Objective 4:** *"Contributing to social stability in the community"* There will be significant benefits for community at community level: directly connected to improved independence, integration and progression for individuals. Often more verifiable in the longer term, the most important of these benefits are about:
  - o Contributing to breaking generational cycles of deprivation: linked to poverty, social exclusion and drug dependency
  - o Higher aspirations emerging generally: in terms of education and personal achievement
  - o Communities becoming safer and more secure
  - o Decrease in levels of community-based criminal activity and anti-social behaviour
  - o More enhanced intergenerational communication and understanding
  - o Higher social mobility: with children benefiting from more supportive and informed approach by parents
  - o Increase in levels of community-based voluntary activity and active citizenship

- o **Objective 5:** *"Increasing awareness, knowledge about needs and the capacity to respond within the community generally; and within services and programmes in particular."* Much of the success of the Matt Talbot Community Trust to date has been based on the establishment of strong working relationships and alliances with a range of other organisations, service providers and programmes (including both mainstream statutory and community-based partners). Actions in the plan will seek to build upon and strengthen these relationships: with the explicit intention of improving the overall response to social exclusion and drug use. We expect, coming out of this work, that:
  - o Perceptions change about the challenges and possible responses to drug use
  - o There is an increased clarity about the terms used to describe drug use (dependency and 'drug free', for example)
  - o Mainstream services are more informed about the needs of individual drug users and their families
  - o There is an improved level of co-operation and integration of services in efforts to combat drug dependency
  - o More effective, and long-term, working relationships and arrangements are made between community-based/voluntary organisations and mainstream service providers: based on a mutual recognition of strengths and weaknesses
  - o The benefits of positive intervention using a community-based approach are demonstrated and acknowledged
  - o The costs of not providing a community-based approach (ie the costs for individuals, families, communities and emergency service responses) are demonstrated and acknowledged

    o   The Matt Talbot Community Trust increases its autonomy and sustainability into the future

    o   The work of, and approach used by, the Matt Talbot Community Trust is more widely understood and accredited.

4. Programmes and Actions 2012-2017

Areas of activity for the period of the plan will be spread across the three spheres of organisational influence, as summarised in the diagramme below.
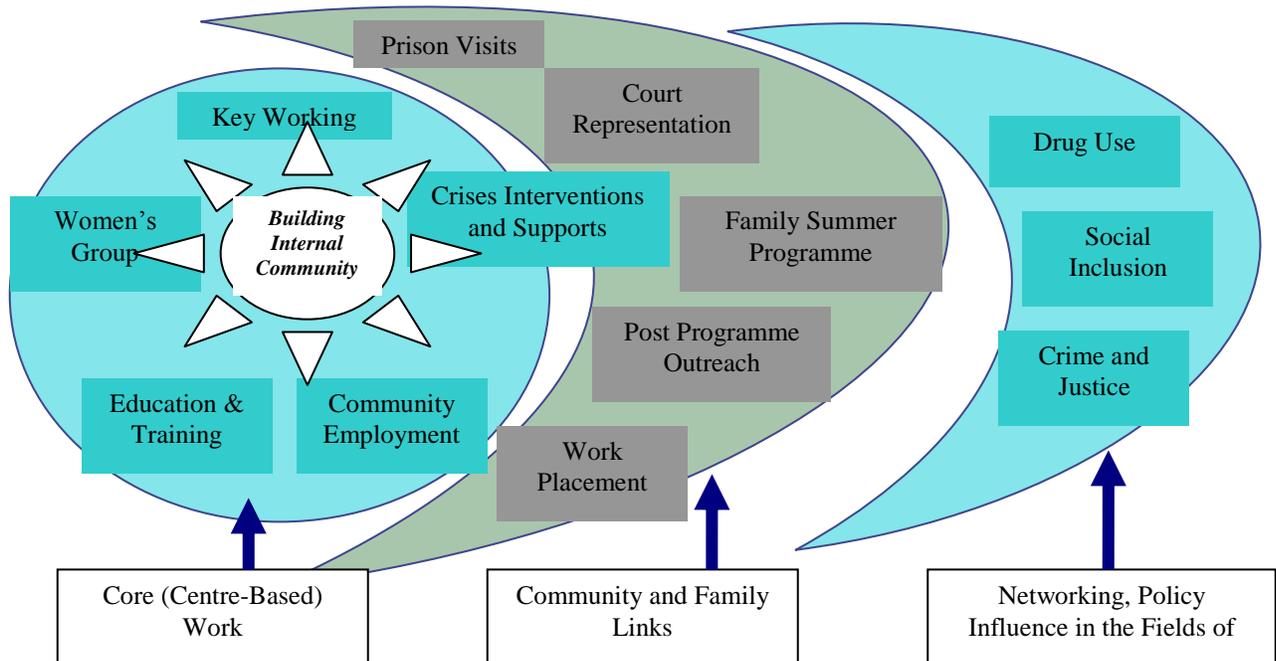
All of our centre-based activities rely heavily on our capacity to create and maintain a sense of community within the organisation on a day-to-day basis. This means that there is an ongoing exchange of information, advice, peer learning and mutual supports amongst people participating in MTCT activities.

Work undertaken under the heading 'Crisis Interventions and Supports' spans two programme dimensions. It incorporates all the responses made by staff and volunteers to requests for assistance and support as they arise. By its nature, therefore, it will continue to be organised on a flexible basis – maintaining the capacity to be responsive to changing circumstances. It is the case, more often than not, that requests for support involve communications with wider family members (as well as with the individual concerned.

Our strategic plan is based on three programmes areas, each corresponding to one of the three 'spheres of influence' as demonstrated in the model previously. This in effect means:

1. *A support programme* (taking into account education and training activities, a Women's Group, a Community Employment Programme (supported through FAS), ongoing responses to requests for support, and structured key working with individual clients.

2. *A community and Family Links Programme* (taking into account prison visits, assistance and representation of clients in court, follow-up outreach for people who have completed programmes, a Family Summer Programme and a Work Placement Programme).

3. *A Networking and Mainstream Policy Programme* (through which we attempt to bring lessons emerging from the work forward so that a positive contribution can be made to formulation of mainstream policy, programmes and services).

Each of these three programmes is described in more detail on the following pages: outlining the focus for particular actions in terms of issues addressed, groups targeted, working partners involved and hope-for outcomes.

PROGRAMME ONE: Core Support Work in One-to-One and Group Settings

Area of Activity	Focus: Issues and Challenges	Target Group Focus	Working Partner Involvement	Contribution to MTCT Objectives
1. Key Working	o Establishing links with mainstream agencies to ensure continuity and consistency in service provision o Working consistently to ensure service integration o Setting appropriate and realisable targets o Jointly reviewing outcomes and progress o Need for systematic way to record issues/outcomes to influence good practice and policy o Ensure 'exit strategy' for participants	o Day Programme Participants o Gender mix	o Probation and Welfare o HSE o FAS	Key working is central to creating environment of trust and sense of belonging. Therefore contributes to Increasing awareness about dependency and about self-potential Increasing a sense of identity; communication skills; capacity to deal with changes and new challenges arising; successfully addressing accommodation needs; independent living. Also decreasing involvement in criminal activities. Increases understanding and capacity around family and child development issues (policy contribution).
2. Education and Training	o The need to adhere to FETAC QA standards. o Making the classes relevant to life and needs of the group o Being as creative as possible o Exploration of Development Education as a method of teaching o Broadening out the idea of education to include social consciousness; citizenship awareness; policy awareness etc. o Initiating a pilot course that can have relevance outside MTCT (Level 4) o Increase individual study skills and capacities o Ensure that the project maintains links with broad range of training providers to respond to individual client needs arising	o	o FETAC o CDVEC o FAS	Central to the organisation's commitment to supporting independence and autonomy for the individual: through increasing possibilities and avenues to personal progression. Educational initiatives in the field of social awareness and citizenship will contribute directly to Strategic Objective 2: 'Promoting integration into family and community life'
3. Women's Group	o The need to establish a women's network with a network facilitator o Establish an international women's group o Contribute actively to debate and policy on social exclusion	o	o	Increasing awareness, improving understanding and communication; but important contribution is also to progression indicators: Improvements in peoples' confidence in their own ability to progress; Increased capacity to access educational, training and employment opportunities; Higher personal skills profiles;
4. Community Employment Programme	o The need to continue to pursue special CE status o Increased focus on work experience o Mentor and coaching training o Supported outreach and after care o Establishment of men's group o Links with women's group and Family summer Programme	o Lower Ballyfermott o Drugs free participants o Early school leavers	o FAS o Adult Education o Guidance o Fusion o DTF	Creating a structured environment where personal autonomy and independence can be built. Clear benefits re parent-child relationships. Also potential contribution re wider policy re special CE status; innovative approaches within rehabilitation etc.
5. Crisis Interventions,Supports	o Major challenges re adequate staffing levels to meet demand. o Maintaining continuity in support staff essential	o	o	o
6. Building and Maintaining an Internal Community	o Maintaining daily community lunch as focal point for exchange and mutual support	o	o	o

PROGRAMME Two: Community and Family Links

| Area of Activity	Focus: Issues and Challenges	Target Group Focus	Working Partner Involvement	Contribution to MTCT Objectives
1. Prison Visits	o Access to detox programmes? o Limited access arrangements o o o	o	o	Encouraging active citizenship but also, under Objective 5, aiming to ensure profile and knowledge abut the project continues Very important in contributing to Objective 4 (re social integration)
2. Court Representation	o The need for the organisation to remain autonomous – independent from 'orders' o To ensure the work continues and is effective – avoiding pressures and demands imposed by maintaining day programme	o	o Probation services o Solicitors	Decrease in criminal activity (Objective 4)
3. Family Summer Programme	o The need to promote proactive involvement of parents o The need to develop project competences, knowledge and compliance in relation to statutory requirements and protocols (eg Garda vetting, child protection provisions etc) o The need to promote integration within and between families o To prioritise development of the Centre and facilities (Ballinascorney) o To continue fundraising efforts	o Children	o :Private Sector (Google, Deloitte, Dulux, Superquinn, Musgraves o ATD 4th World	Essential element in maintaining community links and promoting integration (Objective 2) Contributing to social and community integration (Objective 4)
4. Post Programme Outreach	o Seek to increase capacity for delivering continuing community-based educational programmes o To ensure that people in the organisation have dedicated responsibilities in relation to provision of aftercare o To increase capacities and competences re peer support and community leadership o	o	o HSE o Probation Services o CWOs	People being enabled to remain drug-free (Objective 1) Increased capacity to access and make use of progression opportunities (Objective 3)
5. Work Placement	o Expansion of work placement into a more structured programme including mentoring support, preparation and development of work related skills o The need to be career focused o The need to become competent and compliant around insurance and employment issues o Develop mentoring positions: with clearly defined job descriptions o Develop a structured and strategic approach to volunteer management	o People in latter stages of courses	o Businesses o LTDF o VEC o Mentors o Volunteers	o Increased independence o Positive role models o Progression o Social inclusion and heightened aspirations o Challenging pre-conceptions o

PROGRAMME THREE: *Networking and Policy Influence*

Area of Activity	Focus: Issues and Challenges	Target Group Focus	Working Partner Involvement	Contribution to MTCT Objectives
1. Contribution to Drug use Policy and Practice	o There is need to aim for increased clarity about the terms used to describe drug use o The need for proactive promotion of drug-free lifestyle o To demonstrate and convince in relation to the cost-linked benefits of a supportive approach: and the costs of not providing this. o To seek resources to ensure this work happens o To highlight issues and challenges associated with addiction to prescribed drugs o To develop and implement a clear media strategy	o Media organisations o Politicians	o Local community o Churches	Proactive influence re new role in DTF
2. Contribution to Social Inclusion Policy and Practice	o To build up a profile of the organisation as an informed and competent contributor to development of social inclusion policy: especially in our core competence areas (eg education and training, social justice policy as they relate to social inclusion) o To positively contribute to future shaping of 'Special' CE programmes o To positively contribute to policy and practice around evaluating and accrediting educational outcomes (via FETAC etc) o To make positive use of our review and evaluation efforts (results and lessons) to inform this role o To consider the possibility and potential associated with establishing a 'figurehead' for the organisation.	o Local service providers o Local politicians o FAS o Media o LDTF o Local Development Company	o	Objective 5
3. Contribution to Crime and Justice Policy and Practice	o We will work to build an effective working relationship with Probation and Welfare Services to develop- successful community service initiatives for people in the last year of their sentence: and strive to create models of good practice in this respect o Make effective use of our own evaluation and monitoring data to show efficacy and cost-effectiveness of the community and family-based approach o Foster and strengthen our working relationships with policy makers and service deliverers o Make our positions evident via newsletter, web-based communication etc	o Media o Politicians o Senior policy makers	o ACJRD	Objective 4 Objective 5 (safer and more secure community)

5. Organisational Structures and Procedures

The chart below summarises the management, implementation and advisory structures established to ensure full plan implementation.

Summary of Organisational Structures and Responsibilities
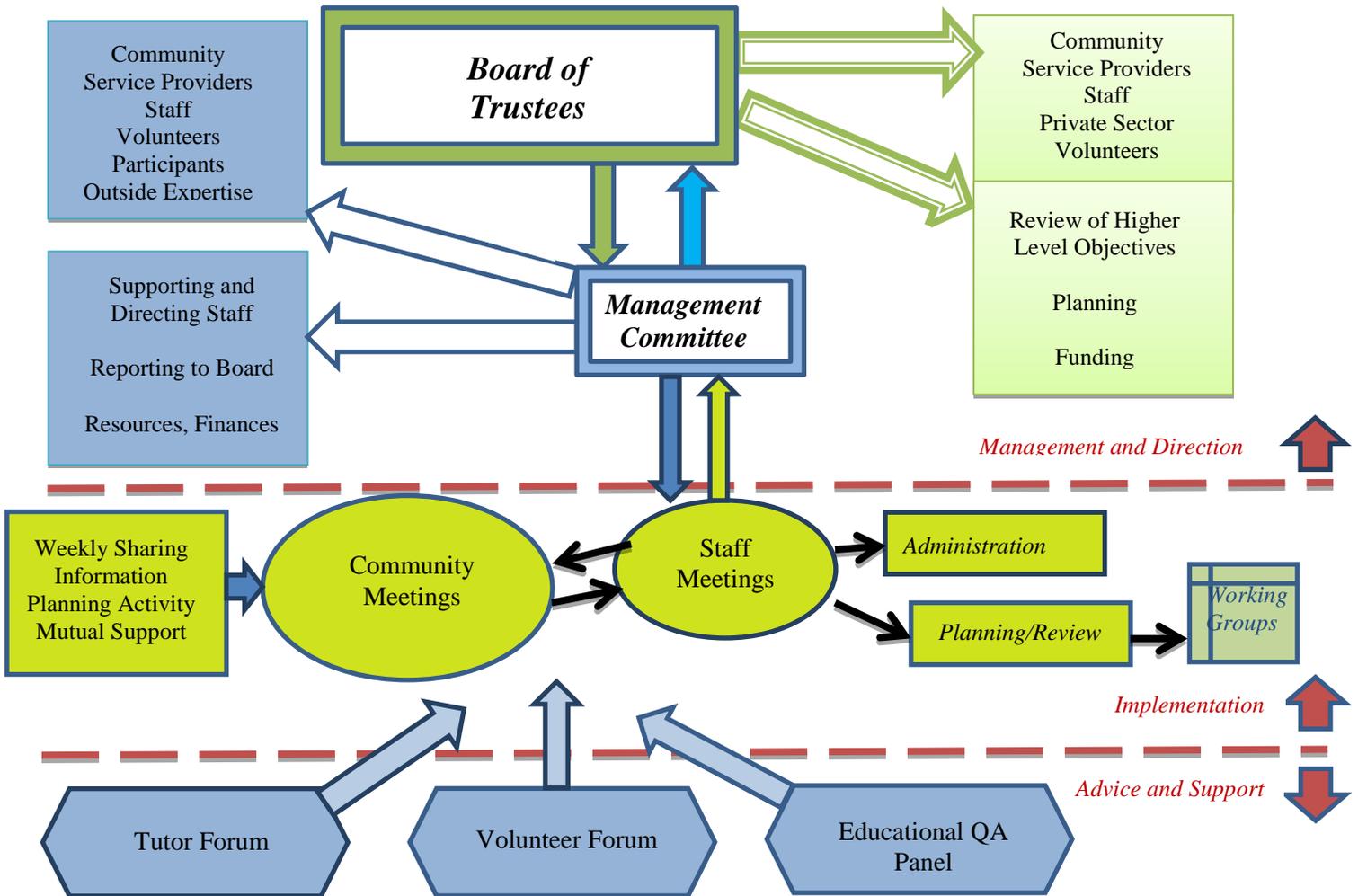
The Matt Talbot *Board of Trustees* meets quarterly to review progress in achievement of strategic objectives; as well as to review developments in the policy and broader service delivery environment. The Board also plays a key role in ensuring funding of programmes and actions: maintaining existing channels for funding as well as seeking additional sources.

The Board is assisted in its function by quarterly progress reports from the project's management committee: detailing activities, results and lessons emerging from the work. Changes in structures, procedures or possible new initiatives can be sanctioned only at Board level.

The *project management* committee meets monthly. A high proportion of management members are drawn from the local community, enabling informed support to be provided to project staff on an ongoing basis. The principal function of management is to provide such support and guidance to staff and volunteers. A monthly progress report is provided for management by staff: summarising progress, issues and challenges emerging under each programme and action heading. A monthly financial report is also provided.

Staff meetings take place twice weekly. The first of these attends to administrative matters: financial monitoring, resource preparation and staff issues arising. The second allows for activities to be planned and reviewed week-by-week. As well as core project activities, these meetings are also responsible for planning and reviewing activities undertaken by any working groups established to carry out specific tasks. Project staff are continuously involved in assisting the set-up of such working groups, in recruiting people to participate in them, and in supporting group members on an ongoing basis.

Community Meetings are at the core of Matt Talbot actions and procedures. Held on a weekly basis, these meetings allow for the full and active participation of staff, volunteers and, most importantly, participants in project activities and project client**s**. Information can be shared (on upcoming events and developments); experiences can be exchanged; and issues raised in terms of individual or family needs. Meetings are facilitated in a way that allows for the peer and mutual; support to provide the basis for all interaction.

Advisory Groups are in place to provide guidance and share experiences with project staff, volunteers and management. Of particular importance in this context is the Volunteer Forum, which allows those giving their time to the project on a voluntary basis to contribute to planning and review.

6. Procedures for Evaluation and Review

The project has designed an evaluation system, based directly on objectives and indicators developed in the strategic planning process, cable of demonstrating the results of our work and of contributing to effective and informed project planning. The organisation is committed to evaluation as an integral part of our development activities throughout the strategic planning period because we recognise the importance of:

1. The ever increasing need to demonstrate results in relation to resources invested. We are committed to demonstrating that the project, not only succeeds in achieving the objectives and targets we have set ourselves, but that it also makes economic sense in terms of outcomes. This is especially important in the work we undertake in relation to crime and justice. We are convinced that Matt Talbot outcomes for individuals and their families – in terms of normalised an independent living – represents an infinitely superior alternative to custodial-based responses. We will adopt an evidence-based approach to showing value for money in this respect.

2. Secondly, we are aware that impacts of the project go beyond the benefits to individual participants or clients. There are also clear benefits for their partners, their children, and members of their community. Funding providers do not always request information or evidence in relation to these wider benefits (funding of educational courses, for example, often confine their requirements to numbers receiving qualifications; or measurement of success in training can be restricted to numbers accessing employment etc.). While these are important indicators in their own right, we are also committed to demonstrating related outcomes for participants in the longer term; as well as for their families and communities.

3. Thirdly, we are also strongly aware that successful outcomes are very much dependent upon the approach taken by project workers and volunteers. Our evaluation efforts will not only show *what* we have achieved; we will also focus on how these achievements have come about. We are committed to ongoing critical reflection on what works well and what may not – informed at all stages by participant and service-user feedback. As a result we are able to demonstrate (and share) the Matt Talbot 'model', and how particular approaches and interventions can contribute to particular results.

4. Finally, we see lessons and insights emerging from the work as being of significant importance in shaping effective mainstream responses to social exclusion, drug use and criminality. Our evaluation and review process will provide a mechanism through which these lessons are captured, and then shared with our working partners within mainstream service provision and policy development
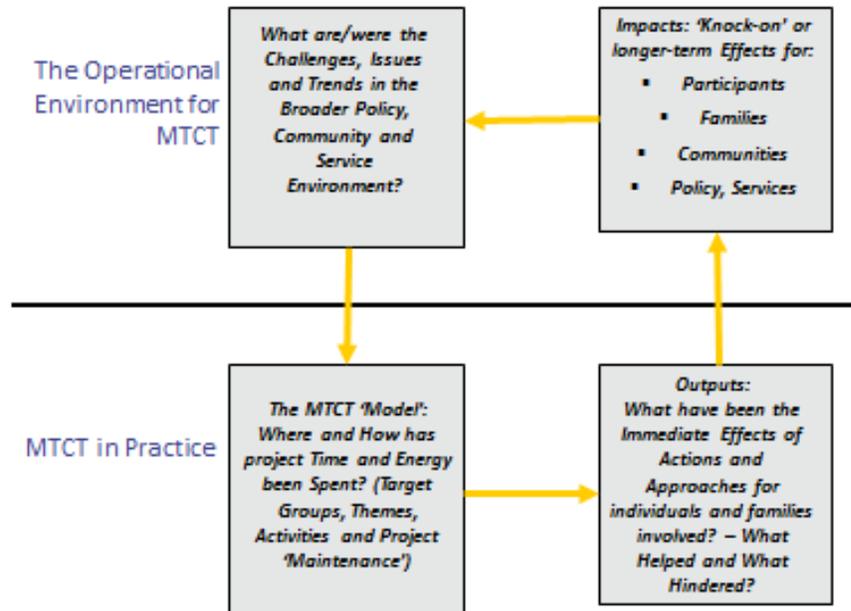
Evaluation Model and Framework

We have designed a version of the SPEAK system to allow us to collect and make use of information collected in all these dimensions.

The basic elements of the model are presented overleaf.

Evaluation will allow for the participation of staff, board and management committee members, volunteers and participants. An annual cycle will result in the production of a yearly report: summarising progress towards achievement of strategic objectives and highlighting issues for future planning. The evaluation system will also be used to assist staff with preparation of monthly progress reports to management committee, and with quarterly reports to Board of Trustees.

Elements of Evaluation Cycle:

The Operational Environment for MTCT

What are/were the Challenges, Issues and Trends in the Broader Policy, Community and Service Environment?

Impacts: 'Knock-on' or longer-term Effects for:
- Participants
- Families
- Communities
- Policy, Services

MTCT in Practice

The MTCT 'Model': Where and How has project Time and Energy been Spent? (Target Groups, Themes, Activities and Project 'Maintenance')

Outputs: What have been the Immediate Effects of Actions and Approaches for individuals and families involved? – What Helped and What Hindered?

The left side of the chart comprises mainly an 'audit' of the project and the environment in which it operates – what the 'bigger' policy issues and challenges are; and how the project has gone about addressing them. The right side comprises review and evaluation: measuring firstly what the different actions and approaches have achieved in relation to stated objectives and target groups; and, secondly, what impact this work has had on the people involved and the broader community or policy environment.

Looked at another way, the top half of the chart is about the environment in which the project operates and hopes to change (community and policy); the bottom half is about the project itself - what it does and what it delivers.

Most importantly, the framework is cyclical: it begins by looking at the external environment and challenges the project seeks to influence and, moving around full circle, finishes up by asking questions about how this environment and these challenges have changed as a result of the work.

The model is based on the 'Theory of Change' approach: with an emphasis on understanding changing and evolving circumstances; setting clear aims, and increasing the organisation's capacity to link and understand inputs and outputs on an ongoing basis.The Chart overleaf summarises elements of the MTCT Strategic Plan with a *'Theory of Change'* format: including key contextual issues, rationale, actions, outputs and outcomes.

When.... Initial issue/ context	Then... Intervention Rationale	If.... MTCT Actions Taken	In a Way that.... Principles Informing the Work	Should Create ... Short-term outputs	Leading to... Interim outcomes	Then... Long-term Outcome
There are challenges and threats for people and their families in relation to: • Availability of harmful drugs • High Drugs dependency levels • Negative consequences re personal development and These challenges will become more significant because of negative economic And MTCT has strengths re: ○ Relationships with local people, families, communities and prisoners ○ Relationships with mainstream service providers and policy makers ○ A centrally-based community facility ○ Committed, experienced staff, volunteers, Board	Circumstances and prospects for people and families will improve if they are provided with space and supports to assist with decreasing dependency. The capacity for full participation in family, community, social and economic life will increase. Circumstances and prospects will also improve if services become more accessible and informed by the needs of socially excluded	Addressing the Needs of Individuals: Personal Supports Education, Training Key Working CE Programme Social Involvement Women's Group Contributing to Community, Family and Policy Via: Family Summer Programme Prison and Court Work Community Networking, sharing good practice and policy influence	Creates a safe and supportive internal community Encourages and promotes confidence and self worth Values Families and Family Communication Develops ongoing understanding about needs and changing needs Encourages open and active involvement in ongoing review and planning of responses Facilitates Participation	Decreased dependence Increased confidence and self motivation Increased integration Increased Progression Opportunities Increased Service Access Enhanced Health and Wellbeing Decrease in Harmful Activity Informed & Responsive Services	Improved Family Circumstances Positive, Active Involvement in Community Life Increased Social Inclusion and Equality of Opportunity More Co-ordinated and Integrated Services Positive development for children More Integrated and Sustainable Communities	Sustainable and secure families and communities

Evaluation Indicators to be Used in Ongoing Review

Summarised below are the indicators to be used to measure and review progress towards achievement of programme objectives over the period of the plan.

PROGRAMME ONE: Core Support Work in One-to-One and Group Settings

Key Working

Short Term	Medium Term	Long Term
- Integration into weekly programme schedule - File Management – standardisation of files and record keeping system - 2 participants to enter into T & R system - Consistent care planning files - Creation of a "move-on" process - Use of Outcome Star to create care plan	- Collaborative care planning where appropriate through the T&R system - Integration of "move-on" process to work	- Gather and transmit information from key working with the aim of challenging preconceptions and influencing policy. Producing records of achievement paths of participants and effectiveness of model of working. Producing qualitative reports.

Education and Training

Short Term	Medium Term	Long Term

- Create and deliver the new Level 3 Learning for Life programme taking into account
  o Fetac and CDVEC requirements
  o The needs of our group
  o Interactive and participative approach to course design and delivery
- Education – Latin – Educat – to draw from within. Central to our ethos and our daily practice across all our services is education.
- Development of the education centre in 77
  o Physical
	- Development of education centre in 77
	  o Within ethos of education
	- Fostering and developing involvement of partner agencies in development of 77 **(Obj 5)**
	- Development of Fetac Level 4 Learning for Life programme
	- Maximise knowledge of education programme outside of Matt Talbot **(Obj 5)**
	- Create community routes to education through our programme
		- Develop and deliver Bridge to College course
		- January 2014: Delivery of Fetac Level 4 Learning for Life programme

Crisis Intervention

Short Term	Medium Term	Long Term
Maintain the capacity of staff to respond effectively to crisis within our group/on outreach/to the wider community		

Building and Maintaining an Internal Community

Short Term	Medium Term	Long Term

- Collaborative/Integrative approach to education
- Transmit importance of community to external bodies
- Development of community resources – Ballinascorney and 77
    ○ Greater participation of families and core group
with the aim of strengthening the sense of community within the Matt Talbot
    ○ Ownership
    ○ Buy-in
    ○ Greater appreciation of community
	-	-

PROGRAMME TWO: Community and Family Links

Prison Visits

Short Term	Medium Term	Long Term

- Incorporate regular visits into the programme – one-to-one befriending programme
- Continuum of care for members of our community in the criminal justice system.
- Creation of links to external bodies throughout imprisonment and upon release. **(obj 5)**
- Investigate community release scheme
- Re-establish links with Pre-release group
	- Begin regular scheduled visits into prisons – one-to-one befriending service
	- Potentially facilitate Community Release Scheme
	- Transmission of model of work with prisoners and ex-participants
	    ○ To funders
	    ○ To Dept of Justice
	    ○ To wider population
	    (obj 5)
		- Become recognised as an established option upon exit by prisoners and prison staff
		- Influence policy and society's views of prisoners

Court Representation

Short Term	Medium Term	Long Term
	- Inform staff re court and criminal justice procedures	

Family Summer Programme

Short Term	Medium Term	Long Term
- Demonstrating and recording effectiveness of our programme across programme goals - Capturing focus of project	- Move towards an independently-run programme with the aim of expanding programme while preserving day programme. - Potentially facilitate Community Release Scheme - Developing links into corporate groups for sponsorship of programme.	- Development of Ballinascorney as a resource for the summer programme allowing the project to become centralised on site.

Ballinascorney

Short Term	Medium Term	Long Term

- Liaise with Mitchells re development of house
- House –
  o Planning permission and architect consultation
  o Creation of dining room/activity room
  o Bedrooms – reshaping of/addition of/ upgrading
  o Squaring off of building
  o Using the view
  o Purpose building for children/residential/environmental/ educational
- Input and participation of our own group
	-
	-
		- Long term objectives in chronological order are
		1. House- development of
		2. Continue with corporate groups – creating long lasting relationships with a small number of companies
		3. Seek funding to develop site
		4. New staff move on site permanently
		5. Opening site up for all groups

Post Programme Outreach

Short Term	Medium Term	Long Term

- Move-on
  o Explore formal move on process
  o FAS – 3 to 6 month aftercare time min
  o Counselling – how will this continue
  o Contract/care paln for each person exiting programme – with reviews
  o Brendan/Thomas &Patrick		

Work Placement/Experience

Short Term	Medium Term	Long Term

- Develop Fetac Level 3
- Expand network of employers
- Acknowledgement of existing skills and experience of our group
- Move this element under our core programme area
	- Develop Fetac Level 4 as part of move on plan
	- Deliver Fetac Level 3
	- Develop move on options
	    o Links to Jobbridge programme
	    o Education
		- Deliver Fetac Level 4

PROGRAMME THREE: Networking and Policy Influence

Contribution to Policy and Practice re Social Inclusion, Drug Use and Crime and Justice

Short Term	Medium Term	Long Term

- Continuing links to Maynooth to draw up plan
- Website
    o Under construction
    o Need content from staff
- Launch of education centre in tandem with Level 3 (Jan 2013)
- Level 3 end Nov – information booklet
- Continue to develop networks with BITC etc
	- Press releases of all new work
	- possible communication student/volunteer to develop strategy
	- Develop relationships with media
		- Voluntary press experts
		- Figurehead

Development of Local Image

Short Term	Medium Term	Long Term
- Signage with reference to security - Stone signs/on the road (DCC) - Possible transitional to permanent housing fund - Use of Ballinascorney for bbq/recreational with local projects – one day for each programme - Coordinator to sit on T&R subgroup	- Senior staff participation at local board level - Creation of a Matt Talbot volunteer day - Local and national media links press release	- Ballinascorney open to other community groups