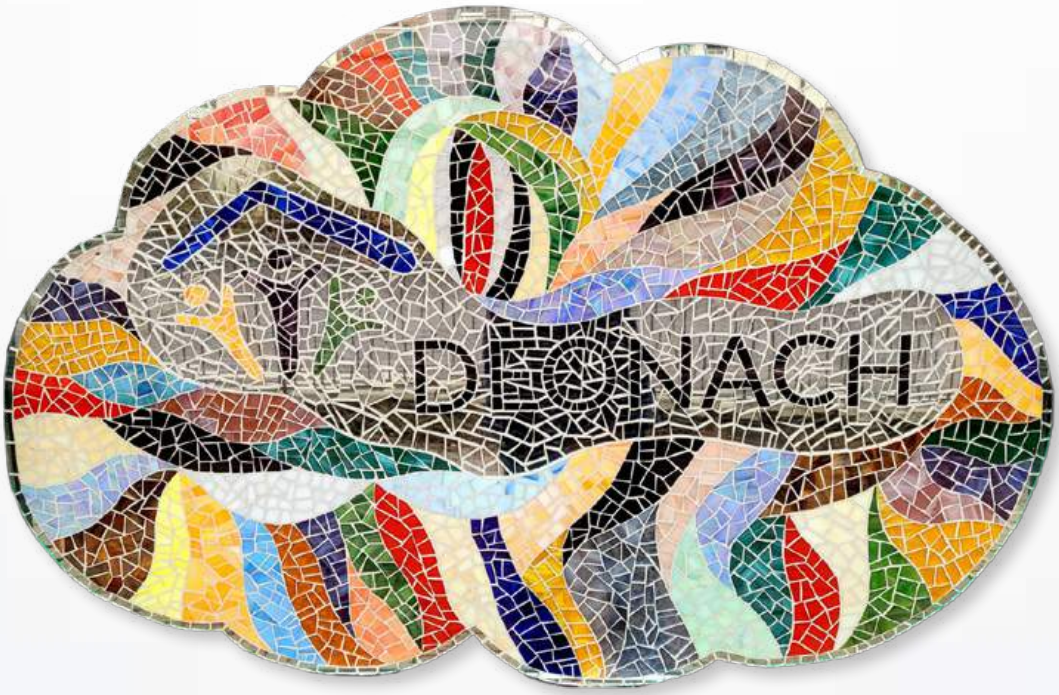
DEONACH

STRATEGIC PLAN 2023 - 2025

A Place for Human Connection

Building Positive Futures Together

www.deonach.ie



Established in 1995, Deonach is a voluntary community organisation based in Tallaght Village. The main objective for which the company is established is:

"to contribute to the development of innovative community sanctions by establishing, maintaining and evaluating, with the support of the Probation and Welfare Service as well as local community interests, a demanding programme that reduces the incidence of crime through accentuating the personal development of marginalised young people from the Tallaght area who have come into conflict with the law and who need to address attitudinal and behavioural issues if they are to avail of opportunities for education, vocational training and employment".

Contents

Our Strategic Vision 2

Foreword by Chairperson 3

Executive Summary 4

About Deonach 8

Mission, Vision, Values 8

Our Work 9

Pathways for Participants 10

Our Strategy 11

Five Strategic Pillars 12

- Strategic Pillar 1 - Enhance Engagement & Community Collaboration 12
- Strategic Pillar 2 - Information Management Systems 16
- Strategic Pillar 3 - Education, Training & Skills Development 18
- Strategic Pillar 4 - Empowering our Team 22
- Strategic Pillar 5 - Governance and Operations 25

Annual Prioritisation Plan 28

Implementing & Monitoring Strategic Plan 30

Appendix 1 - Organisational Infographic 31

Appendix 2 - PhD Research
Custodial Transition: Are they Needs of Young Adult Being Met?
by Alyson Coyne 32

Our Strategic Vision

OUR STRATEGIC VISION 2023-2025

Making Tallaght a safer place to live through the provision of non-custodial initiatives that:

Empower the lives of our Participants

Create pathways into Education, Training and Employment

Promote Community Safety

Contribute to the Health and Wellbeing of the whole Community

Foreword by Chairperson

Building Human Connections

As chairperson of DEONACH, I am proud to present our Strategic Plan for 2023-2025. Established since 1995 we recognise that we are in a position to help participants change their behaviour.

Our vision is to "Build a place for human connection, to support people to aim higher, realise their potential and build a positive future, promoting safer and more inclusive communities where offending and its causes are effectively addressed." Our approach includes embedding evidenced-based practices into our daily operations and ensuring the availability of resources to address the identified needs. In this Plan, we set out five priority strategic objectives and associated key strategic goals necessary to realise these. We adopt a collaborative approach towards addressing the risks associated with offending behaviour, which includes rehabilitative opportunities, wraparound services and trauma informed care.

I would like to thank those who contributed to the Review, especially our manager, staff and service users. I would also like to acknowledge the support of all stakeholders in preparing this Strategic Plan, which will act as roadmap for DEONACH in helping to deliver a fair and just society, where all people have an absolute right to equal justice.

'We also recognise the unique contribution the voluntary and community sectors play in supporting desistance from offending and enhancing community safety. We will continue to build and further develop our partnerships with key stakeholders in order to achieve our shared goals'.
The Probation Service Strategy Statement 2021-2023.

I would like to thank the Probation Service for their funding and support throughout the years. I would also like to acknowledge the help and support provided by the Dublin Dun Laoghaire Education and Training Board. Finally, I would like to thank my fellow Board members for their contribution to the Review and I know that we as a group look forward to working with our manager, staff team, funders and service users to bring the goals identified to a successful conclusion.

Thank you

Gerry Delmar
Chairperson
December 2022

Executive Summary

Looking to the Future

"True belonging is the spiritual practice of believing in and belonging to yourself so deeply that you can share your most authentic self with the world and find sacredness in both being a part of something and standing alone in the wilderness. True belonging does not require you to change who you are; it requires you to be who you are" Brene Brown.

A strategy Built around the People we Support

Our work is fundamentally concerned with people: the challenges they face, and how we support our participants to address their offending behaviour, reduce the frequency and gravity of these behaviours and transition towards safe successful lives in their communities. DEONACH's 3-year Strategic Plan embed the importance of human connections and creating a sense of belonging in our project and the communities we live, which is necessary to support our participants on their journeys.

Informed by evidence, experience, an intensive period of reflection, interviews with over thirty key internal and external stakeholders including our valued participants and a strategic review commissioned by the Probation Service in 2021, this process has informed an ambitious, realistic and courageous direction for Deonach.

The strategic review, by The Probation Service included three notable objectives:

- Prevention, by working with young people at risk of offending and their families.
- Supporting behavioural and attitudinal change that facilitates and promotes desistance and reduces the risk of reoffending.

- Providing progression pathways to education, training and employment through a combination of direct service provision and purposeful collaboration with other service providers.

The Department of Justice, in its Statement of Strategy 2021-2023, positions its intention in Goal 3 to "strengthen community safety and reduce reoffending" (as well as supporting victims of domestic, sexual and gender-based violence). It notes that "engaging with communities to co create solutions to problems is an important part of the strategy", which includes setting up Community Safety Partnerships to identify and implement local solutions. DEONACH is one of the many community-based organisations that play a vital role in creating a safer society. The objectives emanating from this strategic planning process outlined in our Annual Prioritisation Plan represent an agenda for DEONACH to progress over the next three years.

Deonach will concentrate our resources into five strategic pillars reflecting the lives of the people we support. Our five key strategic objectives include our intention to contribute to the continued development and nurturing of conditions and relationships that make Tallaght and its surrounds a safer place to live.

DEONACH recognises that collaboration and community engagement is a powerful vehicle for bringing about behavioural changes that will improve the health and safety of our participants and that of the whole community. DEONACH is committed to strengthening our multi-agency and collaborative partnerships. These partnerships build our profile in the community, fostering greater community connections, allowing more effective and efficient use of resources and facilitate us to achieve our purpose.

We are committed to developing Deonach as a Centre of Excellence in practical restorative and learning exchanges, to developing and extending our Education and Training opportunities for participants, to promoting desistence and community safety, and to ongoing monitoring, evaluating, learning and reviewing.

Olive Monahan
General Manager

"DEONACH is not a justice system; it is a positive role model for those that need support" - Female Participant

About Deonach

Building a Positive Future Together

OUR STRATEGIC VISION 2023-2025

Making Tallaght a safer place to live through the provision of non-custodial initiatives that:

- Empower the lives of our participants
- Create pathways into Education, Training and Employment
- Contribute to the health and wellbeing of the whole Community
- Promote Community Safety

Background

DEONACH founded in 1995, is a voluntary community charity based in Tallaght Village. We work with people at risk of (re) offending with a focus on training, education and/or employment and the identification of barriers that may hinder progression. The project while respecting innate abilities and life experiences supports the person in addressing their offending behaviour; reduce the frequency and gravity of their offending behaviour and transitions towards safe successful lives in their communities. Deonach is a company with charitable status. The Probation Service funds the work of Deonach with additional support from DDLETB (Dublin Dun Laoghaire Education and Training Board).

Our Purpose

DEONACH is a high support Justice Project working restoratively with people of all ages and backgrounds who are at risk of (re) offending. We work with participants to address their offending behaviour and its' impact on the victim, their community and themselves. Focusing on the person's strengths, in a way which promote desistance, community safety, and enables participants to re-engage towards a positive future.

Our Vision

We support people to aim higher, realise their potential and build a positive future.

Our Values

HOPE

We believe that all people can change. We believe in the restorative power of hope.

JUSTICE

We believe in a fair and just society, where all people have an absolute right to equal justice.

EQUALITY

We believe that all members of society have a right to equal access to opportunities, leading to a life of fulfilment.

DIGNITY & RESPECT

We respect and value the worth of every individual. We believe in the inherent right of all people to be-treated with dignity and respect.

Our Work

Person Centred Approach
Young People's Programme
Women's Programme
Men's Programme
Case Management
Trauma Informed
Restorative
Reflective & Personal Development
Education & Training
Offence Focused Programmes
Therapeutic & Well Being
Reparative Programme
Community Service & Community Return

Pathways for Participants

Our Strategy

STRATEGIC PILLARS

Enhancing Participant Engagement & Community Collaboration

Information Management Systems

Education, Training & Skills Development

Empowering Our Team

Governance & Operations

Strategic Pillars

STRATEGIC PILLAR 1
Enhancing Participant Engagement & Community Collaboration

DEONACH recognises that collaboration and community engagement is a powerful vehicle for bringing about behavioural changes that will improve the health and safety of our participants and that of the whole community.

DEONACH is committed to strengthening our multi-agency and collaborative partnerships with the Probation Service and other relevant agencies, to building our profile in the community and fostering greater community connections for the benefit of our participants.

GOAL 1: Our Participants are Key Stakeholders

Our participants are at the heart of everything that we do. We will ensure the voices and experiences of our participants are part of the progression of the project's programmes, services and advocacy platforms.

- Map internal pathways for participants in the project aligned with quality, case management practice.
- Develop a clear engagement strategy for participants to direct their journey and learning in the project and engage in feedback and programme development.
- Establish early intervention programmes for young people in CJS.
- Establish and implement a diverse and inclusive participation programme informed by the views, interests and needs of our participants.
- Implement a continuous cycle of reviewing "Outcome Based Individual Learning Plans" with participants.
- Develop mentorship programmes where our participants, are key drivers and stakeholders. Support and advocate for participants, aiding their re-integration into communities and supporting pathways to desistance.
- Create a clear platform for moving on which includes a defined “after care” participant plan.
- Implement practice changes based on the qualitative findings from the PhD Research Project 2022-2024. See Appendix 2.

GOAL 2: Developing a Communication Plan

We will design a clear communications plan to effectively share information, knowledge and outcomes of our work.

- Develop a Communications Strategy that highlights and promotes the programmes, activities and success of DEONACH.
- Continue to build on relationships with The Probation Service and its probations teams.
- Stage “open days” for like-minded community projects and funders.
- Promote the project and all its work to ensure more successful and long-term positive outcomes for our participants at local, regional and national level.
- Publish and promote the work and practice of DEONACH in accessible formats, including through technology, information leaflets and other media.
- Work with our Funders to improve data reporting and outcome measurement.
- Implement improvements and enhancements that increase service visibility within the building and which in turn increase our profile in the community.

Strategic Pillars continued

GOAL 3: Strengthening Collaboration

We will align and strengthen our community collaboration and multi-agency partnerships.

- Promote Deonach in the community and build awareness of the range of services being provided.
- Create and nurture strategic partnerships with the Probation Service and community agencies that allow more effective and efficient use of resources and opportunity to achieve our purpose.
- Enhance public engagement and visibility to cultivate and advance advocacy, integration, the rights of our participants and inclusion.
- Connect with local employers under their Environmental, Social and Governance Policy.
- Participation on key working strategic community groups.
- Facilitate collaborative network spaces to promote innovation, best practice and shared training with like-minded community projects.
- Proactively work with families and community organisations to build social capital, advocate for social justice and the empowerment of our participants to create change and awareness of the most pressing issues such as poverty, exclusion and inequality, thus promoting desistance and citizenship.

"DEONACH - Building Human Connections and A Place to Belong"

GOAL 4: Promoting Inclusion and Community Safety

We will promote inclusion and community safety in all the programmes we deliver. We will work with key strategic partners to build participant engagement and integration in their communities.

In keeping with The Probation Service, *"Probation Works for Community Safety" Action Plan 2021-2023"* **assist Probation departments and teams to explore how DEONACH can provide meaningful programmes that promote and enhance:**

INCLUSION:

- Develop an inclusive policy framework to embody appropriate responses, reflecting range of learning differences, age, gender, culture, sexual orientation, abilities and race.
- Provide an individualised service to participants that is responsive to their individual needs e.g. learning needs, age, gender, culture, etc.
- Deliver a fair and accessible service.
- Challenge stigmatisation and advocate for participants to encourage their participation and inclusion in society and their communities.
- Incorporate the voice of participants in the work provided by Deonach.

SAFER COMMUNITIES:

- Deliver evidence-based offence focused programmes that support desistance.
- Provide education and training programmes that promotes education and pathways into employment.
- Individual work with participants to promote successful re-settlement after custody.
- Strategic plan to aligns with and support the work and strategic goals of the probation service.

- Work in coloration with the Probation Service and other agencies to address offending behaviours.
- Engage in collaborative research on the experiences and needs of people in the CJS in order to maximise service provision and provide individuals with targeted interventions and appropriate resources.
- Provide tailored supports and services for women in the CJS.
- Deliver Victim Impact and Empathy Programmes aimed to building awareness among participants on the impact of offending on the victim, themselves and their community.

GOAL 5: Community Service

We will develop a holistic approach to the Community Service ethos that can incorporate both restorative and reparative values, creating real opportunity for community engagement.

- Develop an education framework specific to community service that will enhance participants understanding of the work and its ethos.
- Inclusion of participants in identifying project beneficiaries.
- Organise and facilitate meetings between participants and local community sites to discuss and develop work plans.
- Inviting beneficiaries to visit project throughout the process.
- Specialised support for participants who are vulnerable due to mental health.
- Building on traditional strengths such as community arts and developing new initiatives that will have a positive impact.

GOAL 6: Embed a Trauma and Therapeutic Practice in DEONACH

DEONACH recognises that a Trauma-informed care model offers participants and staff the opportunity to engage more fully in their programmes, develop a trusting relationship with their provider, and improve long-term health outcomes.

- Train staff in Trauma Recovery Model as an innovative methodology for working with complexity in young people and adult participants.
- Development of an assessment process and care planning that incorporates trauma recovery methodologies underpinning all programming.
- Expand therapeutic engagement for participants to include mindfulness, acupuncture, wellness programmes and counselling.
- Develop a strategic response to drug and alcohol misuse and addiction amongst young people that is evidence-based and includes referral pathways to community drug projects.
- Increase awareness and understanding of the importance of neurodiversity and other neurological and developmental conditions such as ADHD, Autism and learning disabilities recognising that people experience and interact with the world around them in many different ways.
- Continued roll out of social and personal development programmes.

“DEONACH noted consistently as a warm, friendly and welcoming space” - Participants Feedback

STRATEGIC PILLAR 2
Information Management Systems

A major challenge for DEONACH is to meet the increased expectations of data collection and analysis while maintaining a focus on the needs of participants and delivering effective programming and services.

DEONACH recognises the need for an effective data management and collection service. We recognise that in future planning we have to evidence base our work to guide our practice. DEONACH will meet these challenges by implementing a CRM system designed to chart the participant's journey in DEONACH, evidence the work, integrate with partner agencies and inform future practice direction.

DEONACH will develop a bespoke Information Management System to capture the work and progression of participants in the project.

GOAL 1: Developing Our CRM Database

We will develop a CRM model integrating all aspects of the service and supports it provides. We will utilize data to chart engagement, inform programme development, highlight trends, inform policy, decision making and research.

- Review CRM options and consider bespoke development.
- Identify the budget, resources and technical acumen required for implementation.
- Train staff in CRM systems and data collection.
- Appoint an internal CRM team with programme champions.
- Establish the operational, analytical, and collaborative features that will allow staff work together, streamline operations, and deliver the participant data in an appropriate form.
- Create opportunities to review participant's cases with the probation service.
- Use data to refine and improve programming and service provision in order to produce greater outcomes for participants.
- Highlight and map participant journey.
- Respond to emerging trends and develop new programmes.

GOAL 2: Data Collection informing Service Delivery

We will use our CRM to continuously record, map, analysis and optimize development and growth in DEONACH.

- Manage referrals and track participants journey through the project, identifying, progressing and capturing all engagement and supports delivered.
- Full integration of participant case management within our Information Management System (CRM) to record and map all programmes, supports and interventions throughout a participant's journey in the project.
- Streamlining and reporting on programme activities, engagement, current trends etc.
- Collect data to inform staff training, participant trends and inform service delivery.
- Deliver bespoke reports and annual reporting to Board and funders.

"The diversity of voices in DEONACH help shape, innovative, future-focused solutions that form part of an inclusive community-focused conversation. Creating safe spaces where everyone feels heard will help us to see a problem in a new light or to consider an alternative course of action that can deliver better outcomes, that in turn, help to deliver a safer and more inclusive community". - General Manager

STRATEGIC PILLAR 3
Education, Training & Skills Development

DEONACH is a Community Education project. DEONACH provides a range of social and developmental courses that incorporate into participants' programmes. Exposing participants to a range of experiences and educational opportunities helps them to apply and develop a deeper appreciation for their individual skills, talents and interests with a focus on strengthening resilience and building character.

We aim to enhance learning, empower people and contribute to society. We promote personalised learning and flexibility within the learning group. Participants are involved as equal partners in identifying needs, designing and implementing programmes, and adapting them on an ongoing basis. The goals of the community education sector include not just individual development but also community advancement, especially in marginalised communities. DEONACH collaborates with Dublin and Dun Laoghaire Education and Training Board (DDLETB) to deliver a broad range of certified courses.

GOAL 1: Participant Centred Approach

We will respond to the specific needs of our participants, recognising and acknowledging diversity, gender, learning difference, culture, health & wellbeing, sexuality.

- Provide an alternative education route that offers flexible learning options, supports equality of achievement, and removes barriers to progression.
- Ensure our training and personal development programme embodies appropriate responses, reflecting the range of difference and abilities of participants in DEONACH.
- Involve diverse/ minority groups in the facilitation of training and programme delivery.
- Continue to ensure that practice is informed and promotes a greater understanding of the individuality and difference in the Probation population.
- In conjunction with justice partners, consider best practice interventions for participants aged 14-24 as informed by our PhD Research Project, 2022-2024.
- Develop robust reporting and evaluation processes that measure outcomes (organisational and individual) in both a qualitative and quantitative manner.

GOAL 2: Employability Skills Framework

We will deliver Employability Skills, (*"key skills and personal attributes"***) you need to enter, operate and thrive in the new world of work.**

- Set up an education and training subgroup that includes project staff, board and community representations.
- Review programmes and courses. Ensure they remain fit for purpose and relevant to the needs of our participants.
- Conduct a gap analysis to identify new channels for participants to access education and job skills training.
- Continue to embed an Employment Skill Framework with four broad categories consisting of employability skills, applied knowledge, interpersonal relationships and soft skills development, and workplace skills, which will provide QQI Awards with nationally accredited training, industry qualifications and job ready certifications.
- Facilitate real in-house work experience opportunities in Barista, Customer Care, Allotment Development and Kitchen Management.
- Continued provision of 1:1 programme, improving reading and writing skills, numeracy and digital technology.
- Develop connections with local employers to provide real world work experience and employment opportunities.

"DEONACH must continue to shape a holistic and responsive education and training programme that meets the needs of all young people and participants and realises their aspirations"
- DEONACH Staff

Strategic Pillars continued

GOAL 3: Deliver Logic Model Learning Outcome Framework

We will set clear learning outcomes that describe what learners should demonstrate, be able to do, and value as a result, of integrating knowledge, skills, and attitudes learned throughout programmes of DEONACH. We will outline all learning objective in measurable terms.

- Develop an education strategy with strong emphasis on Employment skills, Literacy and Numeracy competencies for learners.
- Progressive pathways in education by delivering QQI Level 3, QQI Level 4 & Level 5.
- Integrate learning outcomes across all the programmes and services in the organisation.
- Align all programmes to evidence based best practice programmes and methodologies.
- Continuous evaluation of the learning outcomes.
- Embed an everyday learning culture that promotes "experiential learning through a skills and competencies action model."
- Educational, developmental and therapeutic programming working in an integrated way to provide a wrap model for participants.

A Place of Human Connection

"I came to Deonach for support for myself. As a mother to four children, I never imagined any of them getting into trouble with the law, but my son was convicted of a serious crime and as a result I was living in fear for my life. When other people heard what my son was convicted of, I became the focus of their hatred and revenge. I was approached in the street, called names, and strangers knocked on my door and verbally abused and threatened me. This had a very negative impact on my family and caused many issues between myself and 3 daughters. My youngest daughter refused to attend school, social workers got involved and I was at my wits end with no one to turn to.

I came to Deonach and my key worker sat and listened to my story. That in itself was helpful - just to have someone who could listen without judging me for what my son had done. My key worker linked me in with a counsellor in St. Dominic's to address my addiction to alcohol, and encouraged me to do some of the classes available in Deonach. I worked for a few weeks in literacy and basic computer skills.

I was supported to find family supports through Teen Counselling. My family and I were supported through COVID with calls to the house, food parcels and counselling. Since being in Deonach, both myself and one of my daughters are now in full-time employment, and my key-worker continues to check in with me via phone support at least once a week. I feel so much more confident in myself since becoming a part of the Women's Project in Deonach."

FEMALE ANON

STRATEGIC PILLAR 4
Empowering Our Team

Our team is core to the delivery of a quality professional service. Empowering our team entails having open dialogue, a healthy work culture, personal well-being, reflective work practices, and a focus on skills development, all of which supported through investment and innovation.

We will create a culture for staff to feel valued and empowered to be creative and leaders in their fields. We will develop our staff to ensure they are trained and skilled to carry out their roles effectively.

GOAL 1: Team Development and Training

We will train and develop our staff to respond dynamically and imaginatively to the needs of participants who access our services.

- Clearly communicate the vision of DEONACH to staff, highlighting how their individual and collective contribution to that vision makes a difference.
- Provide case management training for all staff that encompasses all pillars of programmes and services offered by DEONACH.
- Provide access to internal and external supports and supervision in relation to staff self-care and building staff resilience and capacity.
- Provide reflective practice spaces that offer guidance and encouragement for openness, honesty and growth.
- Implement an Employment Assistant Programme that provides supports to staff which recognises the often-traumatic nature of the work undertaken.
- Strengthen staff knowledge and supports around trauma-based issues and trauma informed practices.
- Train additional staff in the use of holistic therapies that can have a positive influence on a person's well-being and ability to heal.
- Proactively review and resource staffing levels, roles, skill set and professional development for the delivery of the strategic vision.
- Conduct a Skills Gap Analysis to assess overall staff competency and capability to deliver approved strategic intentions.

GOAL 2: Development of Professional Practices

We will develop professional practices throughout the project, ensuring our approach is best practice.

- Refine and define the roles of project workers to Role Specialities (Women and Family Support, Men Support, Youth Worker, Education Support, Employability Support, Detached Support Worker, Community Service Lead, etc.).
- Strengthen bonds and improve planning by implementing a range of staff development programs that provide opportunities to review and analyse the results of the team's efforts; facilitate informal discussions with visiting professionals or academics; and training in new technologies, techniques and practices.
- Consider shared management arrangements that provide staff with opportunities to work collaboratively in managing operations, whether formally or informally.
- Identify decision makers and provide training on ethical and effective leadership standards.
- Provide educational opportunities to staff that are role specialised, to staff considering a change of direction; or to staff who wish to improve their budgeting, project management, and personnel management skills.
- Adapt our practice, based on the PhD research findings.

"We need to implement a cycle of Continuous Professional Development for staff which I believe is essential to DEONACH's future success" - Board Member

STRATEGIC PILLAR 5
Governance & Operations

As a charitable organisation and a Company Limited by Guarantee that is in receipt of significant public funds, DEONACH has key obligations in of good governance practices and being compliant.

Governance involves a whole-of-organisation approach led by the board. It requires consistency of application and an understanding by each employee as to how they contribute to DEONACH being a compliant organisation. Good governance needs to be modelled and evident to all stakeholders across all aspects of the business.

DEONACH will continue to develop with the aim of achieving the highest standards of governance and an example of best practice for a community-based organisation.

GOAL 1: Project Governance

We will proactively engage with regulatory agencies and other governance organisations to contribute to the continuous development of appropriate and progressive standards and practices on good governance.

- Governance is an agenda item on every board meeting agenda.
- Ensure constitution is compliant with Companies Act 2014 and Charities Act 2009.
- Maintain an accurate record of board decisions and decision-making processes.
- Stage AGM in compliance with Companies Act 2014.
- File audited annual unabridged accounts with Companies Registration Office.
- Maintain list of trustees with the Charities Regulator.
- Maintain company records with Companies Registration Office.
- Maintain the company records on the Register of Beneficial Ownership.
- On time filing of Annual Report for the Charities Regulator.
- Comply with the requirements of the Charities Governance.

GOAL 2: Continued Board and Organisational Development

We will foster an organisation that can respond dynamically and imaginatively to the needs of those who access services, and can deliver on strategic plans as agreed with stakeholders, particularly funding agencies.

- Conduct an annual Board Training & Development Workshop.
- Board development is a standing agenda item.
- Develop a Board Recruitment & Succession Plan.
- Conduct regular skills audit of the board individually and as a collective.
- Set terms limits for board members in line with best practice.
- Implement a formal Board Induction Process.
- Establish a formal process for policy review.
- Formal review and response to the Annual Management Letter from the company's auditors.
- Maintain a Register of Interests for Board Members.
- Development of a new organisational structure with defined specialised roles.

Governance was always someone else's problem. There has been a noticeable change revolving around increased responsibility and more accountability" - Board Member

Strategic Pillars continued

"A key aspect of board development requires a board to give itself the time and space to both self-reflect and to reflect as a collective. This safe space is best facilitated through an annual Board Training & Development Workshop."

Goal 3: Development of a Reserves Policy

"Prudent management requires an independent company to have both a reserves policy and a reserves account. According to the Charities Regulatory Authority "A reserves policy will help charity trustees explain to their donors, beneficiaries and other stakeholders why a charity is holding a particular level of reserves and how they plan to use them. Where appropriate, the policy will also outline how the reserves will be built up to the level agreed by the charity trustees."

- Develop a Reserves Policy in conjunction with the company's auditors to include identification of additional funding streams.
- Reserves Policy will state the purpose of the policy and the classification and usage of funds e.g. restricted, unrestricted.
- The Reserves Policy will comply with the requirements of the Charity Regulator and Revenue Commissioners.
- Reserves held in a separate Bank Account.
- Board will approve a strategy for building an appropriate level of reserves.
- The purpose of building reserves clearly communicated to all stakeholders.

Annual Prioritisation Plan

DEONACH 2023-2025

Year/ Priority	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
	Enhancing Participant engagement and community collaboration	**Information Management Systems**	**Education, Training and Skills Development**	**Empowering our Team**	**Embedding Governance & Operations**
Year 1 - 2023	Develop / launch a collaborative Communication Strategy	Develop an integrated CRM System that captures all aspects of service provision	Review existing training programmes ensuring they remain fit for purpose	Conduct a staff Skills Gap and Training Needs Analysis	Develop a Reserves Policy and associated framework
	Broaden participation in key working strategic groups	Appoint an internal CRM Team and system lead	Ensure there are measurable outcomes for all programmes provided	Agree Individual Learning Plans for all staff	Conduct skills gap analysis of existing board
	Invest in data reporting and outcome measurement	Develop a training programme for relevant staff	Create a participant-focused Training & Education sub group	Learning identified to embrace soft skills development and emerging academic needs	Set budget and implement Annual Board Training & Development Workshop
Year 2 - 2024	Develop strategic partnerships within the community	Develop reports that identify key data and track participation	Cultivate and develop employer relationships that will deliver real-world work experiences	Conduct a review of existing staff resources and prepare business case for additional supports	Develop a board succession plan
	Strengthen rehabilitative services to prepare participants for success in the community	Roll out staff training programme	Launch an Education & Training Strategy	Establish a formal internal and external structure in support of staff self-care and capacity development	Implement a board recruitment plan

	Defined participant engagement strategy and structured internal pathways		Fully resourced Trauma Informed Practice team and associated supports	Implement formal Annual Staff Appraisals	Agree a framework for policy development and board approval
Year 3 - 2025	Supports for victims providing education on rights and a voice for collective restitution	Review data protection levels and integrity of the system	Review and assess the findings from Alison Coyne, PhD 3-year research on the transitioning needs of young adults aged 18-24	Established career pathways for new and existing staff	Formal review of internal governance and associated procedures
	Integrated strategy that promotes the work of Probation Service	Use of data to refine and improve service provision	Defined educational pathways that meet participants where they are at	Implemented a staff development programme that promotes cross-cooperation and effective planning	Implement plan to achieve triple-lock standard on finance, fundraising and compliance
	Inclusive policy framework delivering meaningful community reparative programmes	Defined reporting and outcome measurement structures	Conduct a formal evaluation of learning outcomes	Defined framework of ethical and leadership standards	Minimum 7-person diverse board with broad community representation

REQUIRED DISCIPLINES					
Fiscal Stability	**Skilled, adaptable and diverse workforce**	**Accountability and Transparency**	**Continuous Improvement**	**Essential Infrastructure**	**Information Management Systems**

Deonach 2023 – 2025

Implementing & Monitoring Strategic Plan

The strategic plan will be implemented by the General Manager and the management team. Implementation will be facilitated through integrated annual work plans, individual and team performance management and annual monitoring and evaluation processes. The management team will report to the Board (6 times per annum) on the progress of the plan. A mid-term review will be conducted in 2024 to assess the effectiveness of the plan and make any necessary adjustments. The organisation will also align our annual reports with the strategic plan to demonstrate how our work is supporting our key strategic objectives each year. We make this assertion with an awareness and understanding that external factors may change in unpredictable ways out of our control and exert undue influence on plans and intentions.

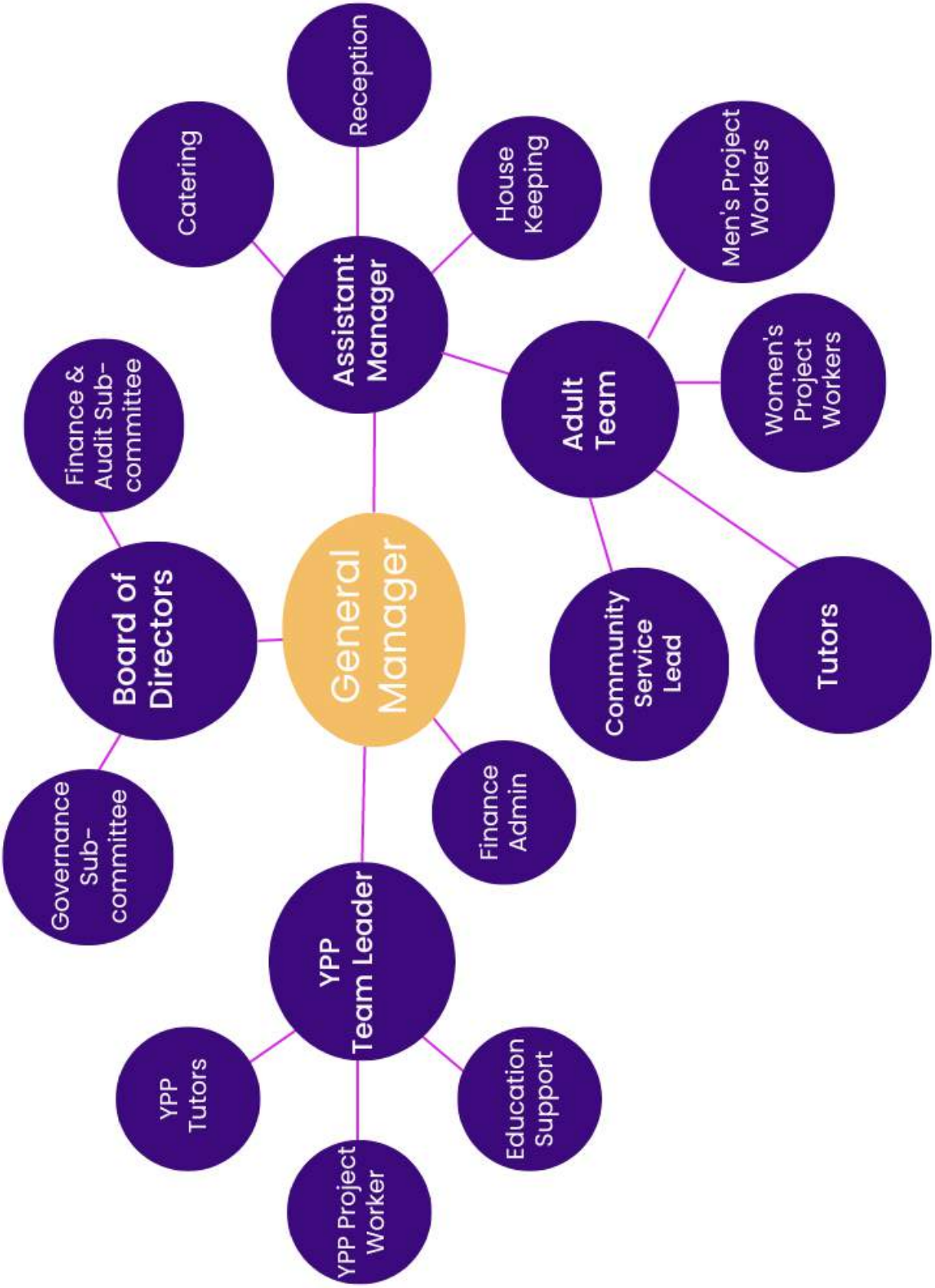
Acknowledgements

DEONACH's strategic review process was conducted over a 12-month period during 2022/2023. We are profoundly grateful to all those who contributed to the process, including our staff and Board, participants, funders, external stakeholders and other organisations and initiatives.

Our particular thanks to John Warren whose project management was crucial to the success of the process. Our continued thanks to the Probation Service and DDLETB whose ongoing support has helped us build a strong foundation for Deonach over the past two decades and look to the future with a renewed sense of purpose and optimism.

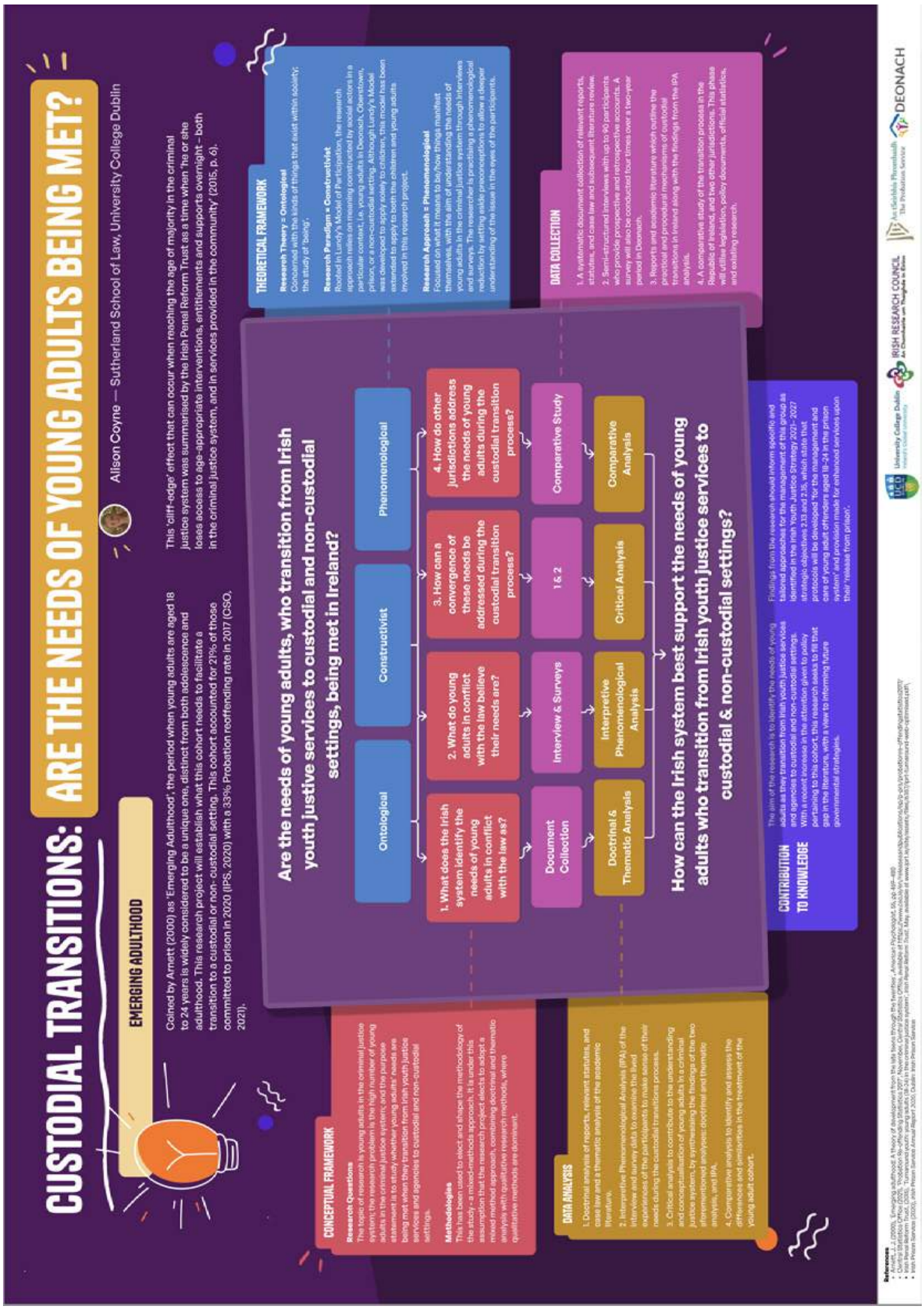
Appendix 1

Organisational Infographic



Appendix 2

PhD Research
Custodial Transition: Are they Needs of Young Adult Being Met? by Alyson Coyne



DEONACH

Courthouse Square, Tallaght Village Tallaght D24 XR274

Monday - Friday: 9 am – 5 pm
Saturday - Sunday: Closed

01-4270600
www.deonach.ie

Company Registration Number 270287
CHY 12185
Registered Charity Number 20035174

ddletb
Bord Oideachais agus Oiliúna Átha Cliath agus Dhún Laoghaire
Dublin and Dún Laoghaire Education and Training Board

An tSeirbhís Phromhaidh
The Probation Service