



tipperary regional youth service



Youth Work Ireland

TIPPERARY REGIONAL
YOUTH SERVICE

STRATEGIC PLAN 2009 – 2013 (REVIEWED MAY 2011)

CHILDREN & YOUNG PEOPLE



TRYS will be the best youth
service in the country

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Our Mission:

To provide a range of quality and professional services to young people in a safe and inclusive environment, contributing to a changing society for the benefit of young people.

Our Vision:

TRYS will be the best youth service in the country, delivering quality youth work, providing dynamic opportunities for change and promoting young people to achieve their highest potential.

Our core values:

Children and Young People are at the heart of TRYS

Our guiding principles — how we work:

Partnership
Quality and Excellence
Participation
Promoting volunteerism
Opportunities for Change
Innovation and creativity

Our Strategic Objectives:

TRYS will be the best youth service in the country by:

1. Providing a high quality balanced programme of youth work for young people
2. Actively encouraging young people to participate through planning and decision making
3. Promoting accessibility and equality of opportunity for young people throughout our service.
4. Developing our volunteer base and ensuring that volunteers have a positive and enriching experience
5. Upholding the organisation's management and administrative structures by promoting accountability, learning and innovation.

Strategic Objective 1			
To provide a high quality balanced programme of youth work for young people			
<i>We will ensure that the youthwork we deliver is based on young people's needs, follows strong youth work principles and practices, and provides a diverse range of activities and programmes, meeting young people where they're at.</i>			
	Goals:	Actions:	Key Performance Indicators:
1.1	Develop a customised youth work curriculum incorporating	* Establish a working group to develop youth work curriculum	New curriculum developed and delivered by end 2011
	<i>o Education for Life</i>	* Launch framework for the new youth work curriculum	New curriculum developed and delivered by end 2011
	<i>o Recreational Provision</i>	* Document and include the type of youth work models in TRYS as part of curriculum development.	New curriculum developed and delivered by end 2011
	<i>o Social and Political Awareness</i>	* Put in place an evaluation and tracking system for new curriculum.	Systematic evaluation, review and action process in place by end 2011
	<i>o Vocational Training</i>	* Roll out the new TRYS Youth Work Curriculum across the region.	All staff delivering the new curriculum by June 2012
	<i>o Creativity and the Arts</i>	* Develop a resource library / repository for youth workers	Information is available on all programmes through a central repository system
1.2	Ensure all staff have appropriate skills and training to deliver new curriculum.	* Provide training/induction for all youth workers and TRYS staff on the new curriculum	Training programme developed and delivered by end 2011
		* CEO to carry out an annual training needs analysis with staff and put in place an annual training plan.	Annual training plan in place with all staff participating
		* Staff have the opportunity to participate in specialised programme training	Staff implement programmes at least once a year as a result of training undertaken
1.3	Deliver a quality programme which adheres to an established youthwork code of practice	* Establish a working group to develop a code of youth work practice.	Code of practice in place by May 2011
		* Develop a mechanism to measure a quality programme	A "Quality Statement" is in place
		* Obtain formal recognition of quality	YWI QSF achieved by July 2010
			NQSF Achieved for all relevant projects by December 2010
		* Develop codes of youth work practice to maintain high quality delivery of the youth work curriculum.	Code of practice in place which details: o Ratios; o Contingency arrangements; o User input into delivery; o Session planning, delivery and review; <i>and</i> o Emergencies arising during the programme.
			Each youth worker provided with and meeting targets for interfacing with young people.
	* Work with international partners to develop transnational youth participation projects.	Participate in one international project per year by 2011.	

Strategic Objective 2			
To actively encourage young people to participate through planning and decision making			
<i>By empowering young people to proactively participate in TRYS activities, programmes and planning , they will be in a better position to take control of their own lives, make decisions more effectively and achieve their full potential..</i>			
	Goals:	Actions:	KPIs
2.1	Provide real opportunities at each level of the organisation for participation by young people	* Agree a definition of youth participation and clear policies around how young people have a say in what they want to participate in, planning, design and direction of programmes.	Have youth participation definition and policies agreed at AGM
		* Add module on youth participation into the induction programme for youth club volunteers.	Module on youth participation added to induction programme for youth club volunteers by September 2010
2.2	Pool of youth leaders who have been involved with TRYS for at least three years.	* Maintain and develop the FLIP Programme and actively promote the programme in clubs and schools across the region.	FLIP programme offered 2 times per year (1 residential/1 non-residential)
			5 new junior leaders from each FLIP course.
2.3	Empowering young people to participate in Decision-making.	* Identify and facilitate opportunities for young people to input into decision making	Records of decision making influenced by input of young people within TRYS
			Active attendance of young people in public fora such as Comhairle na nÓg Youth Platform.
			Youth participation included in programme planning and the TRYS Quality Statement
		* Facilitate youth participation in the organisation of events	Identify an aspect of each event that is designed by young people
		* Establish a subcommittee of the TRYS board made up of young people	Youth committees taking a lead role in running all youth cafes.
			Youth sub-committee of TRYS established and active by December 2011

Strategic Objective 3			
Promoting accessibility and equality of opportunity for all young people throughout our service			
TRYS services and programmes are built around concepts of diversity and equality of opportunity and access to ensure that young people of all backgrounds, ethnicity and ability can participate in the youth services. We will ensure that there is reasonable access by young people across our region to our services and programmes.			
	Goals:	Actions:	Key Performance Indicators:
3.1	To ensure that all young people no matter what their background have access to TRYs programmes, services and activities.	* Create active linkages with Tipperary Rural Transport Initiative to overcome transportation issues.	25% of all club transport provided by RTI
		* Development of a constant PR / Awareness programme of our activities and services	Monthly coverage in local media.
		* Identify an annual 'theme' focusing on a socially excluded target group	Diversity profile of young people attending TRYs annually 3 targeted events per annum related to the 'theme'
3.2	To ensure that a range of delivery mechanisms and partnerships are utilised to promote accessibility and equality of opportunity	* Utilise a range of approaches to deliver youthwork	Yearly audit on effectiveness of delivery of programmes and services and challenges faced - where there are gaps in delivery identify why
			Deliver mechanisms will incorporate
			<i>o Programmes</i>
			<i>o Groups</i>
			<i>o Events</i>
			<i>o Individual / one to one</i>
			<i>o Club/ drop in</i>
<i>o Outreach</i>			
<i>o Detached</i>			
3.3	To support all youth clubs to operating out of suitable venues.	* Define what TRYs considers adequate standards for venues to meet and make clubs aware of these standards	Policy document which defines criteria which venues should meet
			All youth club venues meet these minimum standards by 2013
3.4	To work in partnership with community groups, agencies and local structures to increase access to youth work	* Develop a community outreach strategy and actively target 20 communities, which do not currently have any youth club/youth service provision every year.	Community outreach strategy agreed by September 2011
			Increase the number of youth clubs to 30 by 2013
		* Attract new young people, partners and volunteers by delivering community/ interagency events and activities	6 new youth clubs established each year.
			Each project participates in 3 community based events per annum
* Develop a statement of commitment to the principle of working in partnership with others	Each project participates in 2 interagency activities per annum		
	A written procedure which documents a mechanism for entering and exiting partnership arrangements		

			Records of involvement in interagency activity
			One community youth outreach house in place by 2011, with the second opened by the end of 2013.
3.5	To recognise the new challenges facing young people through recent changing economic circumstances and developing programmes to support new target groups	* Develop a youth employment support programme for young people aged between 18 and 25	One youth employment programme delivered per year
			One early school leaver programme delivered per year
			Participation in county structures focusing on youth employment

Strategic Objective 4			
Developing our volunteer base and ensuring that volunteers have a positive and enriching experience			
<i>TRYS cannot operation without a strong pool of volunteers who are experienced across our range of services and who have the skills and confidence to deliver youth work. Volunteers should also benefit themselves from their volunteering experience, and it is essential to put a range of activities, supports and opportunities in place for them.</i>			
	Goals:	Actions:	KPIs
4.1	To develop a volunteer policy and strategy for TRYs to ensure a consistent support service for volunteers	* Develop a volunteer policy document	Volunteer Policy approved at the AGM 2011 which includes: <ul style="list-style-type: none"> o Recruitment and screening procedures; o Induction programme; o Mentoring/training programme; o Volunteer support and supervision system; o Payments/expenses procedures; o Recognition including awards process; <i>and</i> o Involvement in decision-making.
4.2	To have a pool of trained volunteers participating in all levels of TRYs	* Develop and deliver the TRYs volunteer induction programme	All volunteers participate in 6 session induction programme
		* Put in place an annual volunteer training programme	Annual training schedule delivered encompassing a progressive range of induction and training opportunities including short term workshops right up to accreditation Volunteer Support and Training Panel in place with 8 volunteers participating Volunteer Awards event takes place on an annual basis 200 volunteers working with TRYs by 2013. Board of directors include 5 individuals directly involved with volunteering in TRYs
4.3	To encourage interested and quality volunteers to work in the youth work sector with TRYs to provide quality services in the area.	* Create strategic alliance with the volunteer bureaus and other recruitment programmes to generate high quality youth work volunteers to work in rural communities.	10 third level students volunteering with TRYs annually. 33% of students attracted to remain volunteering with TRYs beyond their placement Volunteer roles advertised 6 times per annum with bureaus Job descriptions in place for volunteer recruitment
4.4	To provide appropriate support and training to volunteers reflecting their needs and interests and to ensure on-going engagement and interest.	* TRYs Volunteer Support and Training Panel developed over a 12 month pilot	Volunteer Support and Training Panel in place with 8 volunteers participating
		* Provision of skills based workshops delivered on an annual basis	Deliver 3 workshops annually designed to promote skills development.
		* Provision of minimum FETAC accredited courses in youth work for volunteers	12 people carrying out accredited training in youth work annually.

		* Provision of a rolling training programme for new leaders – training will commence with induction and basic training and will continue to full accredited programmes for long term volunteers	Annual training schedule delivered encompassing a progressive range of induction and training opportunities including short term workshops right up to accreditation
Strategic Objective 5			
Upholding the organisation's management and administrative structures by promoting accountability, learning and innovation.			
	Goals:	Actions:	KPIs
5.1	Achieve the YWI Quality Standards Framework	Participate in YWI QSF self assessment	Documentation on peer assessment completed
		Identify and address gaps in QSF requirements under the four tranches	Documentation on assessment and actions to address gaps
		Participate in YWI QSF peer assessment	Achieve the YWI Standard
5.2	Achieve the NQSF award	Participate in NQSF Year 1:	
		Self assessment	Self assessment completed
		External Assessment	External assessment completed
		Planning and progress reporting	Continuous Improvement plan developed
		Participate in NQSF Year 2 and 3:	
		Review	Continuous Improvement plan implemented
5.3	Achieve the Health Promotion Quality Standard	Participate in Health Promotion Audit	Documentation of audit
		Participate in Health Promotion Training	Documentation of training
		Achieve Health Promotion Silver Award in 2010	Silver Award Received
		Achieve Health Promotion Gold Award in 2012	Gold Award Received
5.4	Development and Delivery of TRYS Youth Training Section	Develop policy/ plan on how best to meet TRYS training needs regarding staff, young people and volunteers.	A schedule of training programmes pulled out from current training and courses delivered
		Audit current TRYS training and youth work programmes to ascertain potential for accreditation	Documentation of full range of TRYS training programmes
		Identify the most appropriate accreditation path to ensure that all TRYS training is formally recognised	Accreditation in place for a range of programmes and courses 60% of training delivered by TRYS is accredited
		To explore the income generation potential of TRYS' Training Programme	Business plan developed
5.5	To have a strong governance structure and accountability at every level of the organisation	To have a full and robust board structure to which the CEO reports on a regular basis	Monthly board meetings with formal CEO reports documented
		To have staff workplans that are developed and reviewed on an annual basis	Staff workplans are documented and evaluated Staff workplans are developed that are linked to the organisational workplan