

# CANDLE COMMUNITY TRUST



STRATEGIC PLAN  
2017-2019



## 5 PILLARS OF CANDLE

## STRATEGIC GOALS

### EDUCATIONAL

**GOAL A:** Deliver creative and imaginative educational programming thereby improving the young person's learning experiences and potential for growth

### DEVELOPMENTAL

**GOAL B:** Lead out Trauma Recovery Model (TRM) as an innovative methodology for working with complexity in young people

### THERAPEUTIC

**GOAL C:** Expand the Therapeutic Services across all programme areas within Candle and collaborate with relevant external agencies to promote access to the Therapeutic Space for specific groupings

### ORGANISATIONAL

**GOAL D:** Effectively manage all aspects of the redevelopment process

**GOAL E:** Continue ensuring compliance with good governance and management requirements

**GOAL F:** Focused commitment to Staff Training and Role Development

### COMMUNITY RELATIONS

**GOAL G:** Develop and promote effective family, community and interagency involvement within Candle

**GOAL H:** Place the voice of the young person at the core of the organisation and respond pro-actively as an advocate for that voice

# STRATEGIC OBJECTIVES

## EDUCATIONAL

**Goal A: Deliver creative and imaginative educational programming thereby improving the young person's learning experience and potential for growth**

### Objectives:

- To fully embed the new educational structure that commenced in 2016
- To fully implement the QQI Level 4 Major Award Pathways to Employment
- To deliver a broad range of programmes aimed at supporting the active inclusion of at risk young people
- To improve opportunities for upskilling and reskilling that meets the needs of young people and the labour market
- To focus on ensuring young people are provided with more flexible learning options and to remove barriers to progression between levels of education and training
- To ensure the flexible provision of education and training on the newly developed Targeted Programme
- To offer an appropriate alternative education route that offers equality of access and achievement for all young people
- To ensure the principles of the Trauma Recovery Model and Restorative Practice underpin the Education Programme
- To continuously focus on and develop our comprehensive care planning process (assessment/ induction/individual care plans/Reviews/ key working/progression)

## DEVELOPMENTAL

**GOAL B: Lead out Trauma Recovery Model (TRM) as an innovative methodology for working with complexity in young people**

### Objectives:

- To identify Developmental needs of young people, through use of TRM, across all programmes
- To use the TRM methodology as a key response to addressing underlying issues relating to offending behaviour and recidivism
- To record/measure and review the use of TRM methodology in developmental programmes
- To promote the use of TRM as a method of best practice in the Youth sector.

- To align developmental programming in accordance with client needs and informed by TRM methodology
- To focus developmental programming particularly on programmes relating to inclusivity, sexuality, identity, consent, social media, mental health cyberbullying and parenting
- To provide relevant training to staff so as to support programme delivery

## THERAPEUTIC

**GOAL C: Expand the Therapeutic Services across all programme areas within Candle and collaborate with relevant external agencies to promote access to the Therapeutic Space for specific groupings**

### **Objectives:**

- To continue the unique and innovative approach and philosophy of the Therapeutic Space
- To continue the pro-active whole centred approach towards addressing the mental health needs of young people
- To further develop parents' engagement in the therapeutic services through the Parent Support Group
- To explore and offer new, appropriate and diverse therapies through the therapeutic space
- To deliver a programme for external referrals that is aligned with the philosophy of the Therapeutic Space
- To build strategic alliances with relevant external agencies to support accessibility to the Therapeutic Space

## ORGANISATIONAL

**GOAL D: Effectively manage all aspects of the redevelopment process**

### **Objectives:**

- To manage the design, planning and completion of the redevelopment in collaboration with relevant professional bodies
- To continue fundraising for the redevelopment and oversee all financial aspects of the project
- To maintain service provision, off-site, during the construction phase
- To manage the re-integration of services and personnel into the new build

**GOAL E: Continue ensuring compliance with good governance and management requirements**

**Objectives:**

- To meet all requirements of the Governance Code for the Voluntary and Charitable Sector
- To prepare and publish annual Operational Plans and quarterly reviews
- To regularly review Organisational Structures as required
- To develop Board membership as required
- To ensure robust, relevant and appropriate financial procedures are in place
- To consistently review all policies and procedures and ensure implementation
- To fulfil all requirements of funding agencies
- To build an environmentally responsible organisation

**GOAL F: Focused commitment to Staff Training and Role Development**

**Objectives:**

- To sustain ongoing supervision (Reflective Practice) for all frontline staff
- To continue to promote team building and staff cohesion
- To ensure that staff has relevant training for working in a challenging environment
- To devise a digitized database for information
- To develop staff roles in accordance with emerging needs

## **COMMUNITY RELATIONS**

**GOAL G: Develop and promote effective family, community and interagency involvement within Candle**

**Objectives;**

- To continue building meaningful professional relationships with families, community groups, schools and key referral agencies
- To further develop relevant services in collaboration with our key strategic partners namely, Probation Services, Youth Justice, CDYSB, CDET, TUSLA, HSE and local agencies
- To develop procedures for the involvement of families throughout young person's placement in Candle
- To further build the profile of organisation through developing a PR Strategy and by hosting Seminars and Conferences on relevant issues

**GOAL H: Place the voice of the young person at the core of the organisation and respond pro-actively as an advocate for that voice**

**Objectives:**

- To robustly protect the individual rights of each, challenging all forms of discrimination and marginalisation
- To actively reach out to young people from various ethnic and cultural backgrounds
- To schedule programming for specific marginalised groups of young people within society
- To promote Restorative Practice in all interactions within the organisation
- To formalise structures so that the voice of the young person is heard across the organisation
- To include young people's voice and thinking in the current and future direction of the organisation

## **SUPPORTING LITERATURE**

- *Candle's Memorandum and Articles of Association*
- *Candle's key methodological approaches: Centrality of Community; Trauma Recovery Model; Restorative Practice*
- *Candle's Strategic Goals 2014-2016*
- *Candle documents detailing consultations with Funding Agencies, Board of Management, Staff and Young People*
- *"Brighter Outcomes Better Futures" – National Youth Strategy 2015-2020*
- *"Growing Up In Ireland" – National Longitudinal Study of Children – ERSI*
- *"Connecting For Life – Ireland's National Strategy to Reduce Suicide 2015-2020 –National Office for Suicide Prevention*
- *My World Survey, 2012, Headstrong*