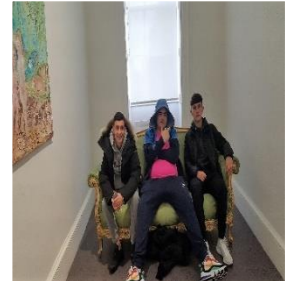
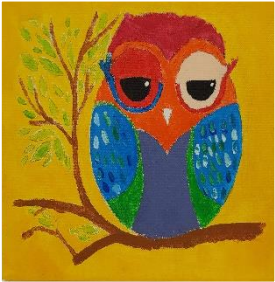
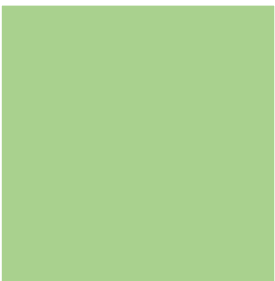


Strategic Plan 2020 - 2023



Candle
Community
Trust





INTRODUCTION

On behalf of the Candle Board of Trustees I am pleased to present the Strategic Plan for the years 2020-23. This Plan will be the guiding principle for the organization over the coming years and represents a very ambitious and focused agenda. We believe that this Plan is innovative and creative, and articulates the key advancements required in the Candle organization in order to meet the needs of current and future participants.

The Strategic Plan has emerged from a detailed process of reflection and consultation. Over a period of 4 months, key stakeholders were involved in a series of workshops aimed at reviewing our previous 3-year plan and identifying the vision, focus and direction for the years ahead. These stakeholders included the young people who access the services, representatives of our funding agencies, key strategic partners within the community, the staff and management team, and the Board of Trustees. The final product has grown organically over the period and represents the combined wisdom and endeavour of these relevant and important parties.

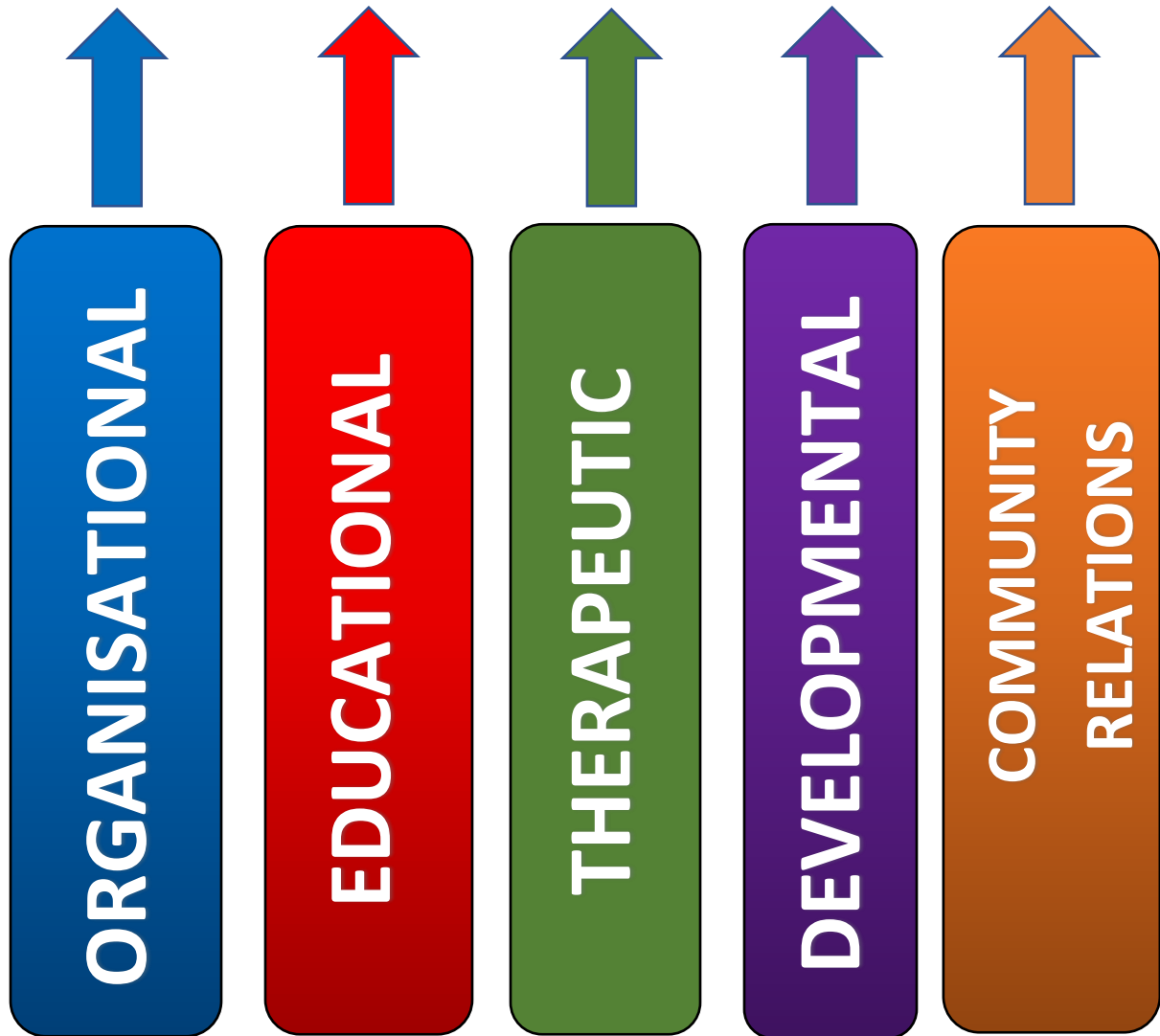
The Plan is informed and guided by a number of governmental policy documents and other important publications, and these are listed within. And, of course, the ethos, aims and objectives of Candle, with its developments to date, underpin and are central to each strategic goal and objective. The strategic goals outlined have emerged from a reflection on the vision for the Candle organization under the 5 pillars of education, developmental, therapeutic, community relations and organizational.

As we launch the Plan, it is important to note that Covid 19 has spread worldwide. This is already impacting on service provision and will continue to do so for the time ahead. However, the ambition outlined in this Strategic Plan will continue to guide us, but new strategic priorities have now also emerged, particularly in relation to Public Health.

Brian Johnston

Director

STRATEGIC GOALS 2020-23



5 PILLARS

STRATEGIC GOALS 2020-23

ORGANIZATIONAL

Goal A: To clearly articulate a vision for the organization that cherishes our heritage and values while reaching towards new horizons that reflect emerging needs, new research, and the signs of the times

Goal B: To 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

EDUCATIONAL

Goal C: To continue to shape a holistic and responsive education and training service that meets the needs of all young people and realises their aspirations

THERAPEUTIC

Goal D: To uphold the vision of the Therapeutic Space, proactively and innovatively expanding therapeutic interventions in response to trauma and adversity

DEVELOPMENTAL

Goal E: In the journey to becoming a Trauma Infused Service (TIS), the reality of trauma and its effects will be central to all developmental processes and programming

COMMUNITY RELATIONS

Goal F: Promote Candle Community Trust in the community and build awareness of the range of services being provided

Goal G: Working collaboratively with other agencies to develop holistic interventions that meet the needs of the community in order to maximise the use of resources

ORGANIZATIONAL

Goal A: To clearly articulate a vision for the organization that cherishes our heritage and values while reaching towards new horizons that reflect emerging needs, new research, and the signs of the times

Objectives:

1. Continue the journey of becoming a trauma informed organization by fully and meaningfully integrating, embedding, and infusing knowledge about trauma into policies, procedures, language, culture, practices and settings
2. Position the organization at the forefront in the fight for social justice, particularly in relation to poverty and disadvantage, young people's right to education, inequality relating to gender and sexuality, traveller and migrant rights and climate change
3. Continuously evaluate and develop working models, particularly our 3 key methodologies: Trauma-informed Model; Relationship/Empowerment Model; Restorative Practice Model
4. Align with all aspects of the Code of Governance as formulated by the Charities Regulator, delivering best practice governance, finance and management processes and procedures

ORGANIZATIONAL

Goal B: To 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

Objectives

1. Develop further and enhance the internal and external environment of the Campus, particularly through the provision of a therapeutic/sensory garden
2. Proactively review and resource staffing levels, roles, skill set and professional development so that the strategic vision can be effectively delivered
3. Renew the Board of Trustees with new skills and experience as Board membership evolves
4. Develop robust reporting and evaluation processes that measure outcomes (organizational and individual) in both a qualitative and quantitative manner
5. Commitment to engage in a research/training programme around trauma and trauma informed practices through an inter-agency and multidisciplinary collaboration
6. To promote Candle, its vision and practices, as a model worthy of additional financial investment both from the public and private sector

EDUCATIONAL

Goal C: To continue to shape a holistic and responsive education and training service that meets the needs of all young people and realises the aspirations

Objectives

1. To provide an alternative education route that offers more flexible learning options, supports equality of achievement, and removes barriers to progression
2. To ensure fair and consistent delivery and validation of all Education Programmes in Candle
3. To fully embed the QQI Level 5 Community Development Programme into our Education Service and develop a comprehensive and effective recruitment process for the programme
4. To establish a learning support programme to assist learners presenting with dyslexia
5. To ensure the key methodologies of Trauma Recovery Model, Empowerment Model and Restorative Practice underpin all educational practices
6. To design and develop a trauma informed pedagogy and education policy
7. To support the Candle Youth Service in the delivery of a non-formal educational programming with a focus on promoting social justice and climate change awareness

THERAPEUTIC

Goal D: To uphold the vision of the Therapeutic Space, proactively and innovatively expanding therapeutic interventions in response to trauma and adversity

Objectives

1. To continue to promote therapeutic engagement for all young people accessing Candle services, with a new focus on engaging family
2. To further develop a strategic response to drug and alcohol misuse and addiction amongst the young people
3. To introduce and establish group therapy as an appropriate therapeutic intervention or as aftercare programme, in response to issues presenting in a cohort of young people
4. To fully utilise the newly developed sensory garden and promote creative and innovative ways of engaging therapeutically and mindfully in the environment, in turn advocating a greater awareness and response to climate change

5. To provide crèche facilities to enable parents better access to the therapies offered through the Parent Support group
6. To play a pivotal role in establishing Candle as a Trauma Infused Organisation that has social justice and empowerment of young people at its core
7. To work collaboratively and proactively with relevant agencies in response to the challenges relating to mental health and well-being in the community
8. To introduce new relevant therapies that are informed by research to meet the current needs of young people
9. Engage in research to further develop the Therapeutic Space model and inform best practice

DEVELOPMENTAL

Goal E: In the journey to becoming a Trauma Infused Service (TIS), the reality of trauma and its effects will be central to all developmental processes and programming

Objectives

1. The establishment of a new specific role with responsibility for co-ordinating and developing the various aspects of developmental processes in all programme areas
2. A commitment to respond proactively to new developmental needs which may arise within young people as we become a trauma infused service
3. Developmental programmes will be built upon the methodology implicit in the TRM and will respond to emerging issues within community and society
4. To deliver developmental programming relating to the key issues associated with offending behaviour, with a focus on reparation and restoration justice
5. To work in collaboration with Probation Services to fulfil Day Centre Orders, Community Sanctions and other provisions of the Children's Act 2001
6. Create a deeper integration between developmental programmes and the Therapeutic Space, consolidating our wrap around approach
7. To adapt and implement the TRM Model within the Youth Service provision and establish a one to one mentoring programme as a response to acute emerging needs

COMMUNITY RELATIONS

Goal F: Promote Candle Community Trust in the community and build awareness of the range of services being provided

Objectives:

1. Engage young people in the community in a way that is both flexible and reactive in identifying and addressing their needs
2. Develop and establish a comprehensive outreach and detached youth work programme within the service
3. Broaden the reach of the Candle Home Liaison Programme in terms of staffing and resources to meet the demand of the service
4. To promote our services to marginalised communities directly or through representative organisations including Direct Provision, Exchange House, LGBTQI groups
5. Promotion of Candle's Services to schools, colleges and other educational institutions to develop referral pathways for young people
6. An increased social media presence such as the use of Facebook, Instagram and Twitter as a platform to engage, provide information and share stories about Candle Community Trust
7. Develop a system to record the needs identified in the community that will in turn inform Candle's response and interventions

COMMUNITY RELATIONS

Goal G: Working collaboratively with other agencies to develop holistic interventions that meet the needs of the community in order to maximise the use of resources

Objectives:

1. Regular collaboration with relevant services that are working with marginalised young people
2. Developing cohesive plans with other agencies to provide more holistic interventions for young people and family
3. More effective sharing of resources across services such as staff, premises and transport
4. Working in collaboration with other services for major events such as Halloween, Christmas and family fun days
5. Proactively work with other youth agencies to advocate for social justice and the empowerment of young people to create change and awareness of the most pressing issues such as climate change and inequality

CANDLE COMMUNITY TRUST - RESPONSE TO COVID 19

As we launch this Strategic Plan 2020-2023, the reality of Covid-19 is taking hold across the country. In this new context Candle will move quickly to adapt, re-shape and re-image our services so that we can be relevant to young people and their needs at this time. Action Plans have already been created with the aim of continuing learning forums, supporting mental health and maintaining contact/connection with vulnerable young people and families at a very worrying time. The use of social media and online forums have now become central to the work and staff has responded with creative ideas for delivering education, therapeutic interventions and staying connected. The future will be different, particularly over the coming year, and Candle will be committed to further adapt its services to meet the requirements of the “new normal”. The ambition outlined in this Strategic Plan will continue to be our guiding principle, but new strategic priorities have now also emerged, particularly in relation to Public Health. In the coming months, in addition to the strategic goals and objectives detailed in this Plan, Candle will focus on 6 key priorities:

- *Adhere to all Government and public health advice*
- *Place the health and safety of young people and staff as a key priority*
- *Continue to be creative and innovative in delivering much needed education, developmental and therapeutic services to young people while observing any restrictions/changes which are in place*
- *Prioritize those young people and families most at risk and in need*
- *Work in close collaboration with all strategic partners, particularly funding agencies*
- *Provide support and care for all staff during this period*

SUPPORTING LITERATURE

- **Candle's Memorandum and Articles of Association**
- **Candle's key methodological approaches: Trauma Recovery Model, Empowerment Model and Restorative Practice**
- **Candle's Strategic Goals 2017-19**
- **Candle documents detailing consultations with Funding Agencies, Board of Management, Community, Staff and Young People**
- **UBU - Your Place Your Space - National Strategy for Working with Young People – Department of Children and Youth Affairs**
- **Connecting for Life – Ireland's National Strategy to Reduce Suicide 2015-2020 – National Office for Suicide Prevention**
- **Research documentation:**
 - Johnny Matthews - Trauma Recovery Model**
 - Dr Karen Treisman - Safe Hands Thinking Minds**
 - Adverse Childhood Experiences (ACEs) study**

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