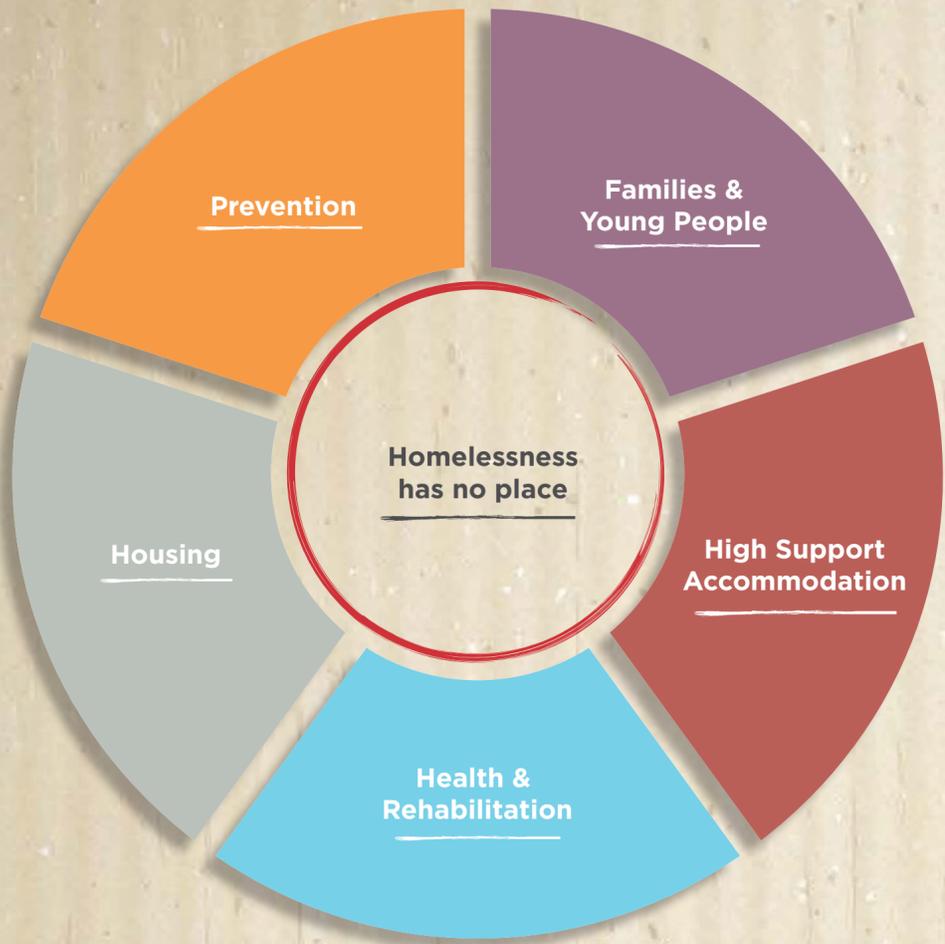


**WE GIVE SUPPORT
IN FIVE MAIN SERVICES
AREAS...**



WHAT IF?

**DEPAUL
IRELAND
STRATEGIC PLAN
2018 - 2020**

INTRODUCTION

Depaul has continued to grow and expand our services in both the Republic of Ireland and in Northern Ireland. In line with our Vincentian values we have continued our commitment to work with those most in need. We support people who are homeless or at risk of homelessness, and have grown to deliver services under five key pillars;

- **Prevention**
- **Families and young people**
- **High support and accommodation**
- **Health and rehabilitation**
- **Housing**

Demand for Depaul's services, both sides of the border, has increased and we maintain our underlying ethos and commitment to delivering low threshold services, supporting the most marginalised in our society. Through our services we aim to move people through and out of homelessness. We are committed to the principles and delivery of Housing First but also provide pragmatic solutions to those in a crisis, whilst we strive to influence systemic change.

Resources are stretched and demand is high, and in this environment we need to continue to hold the best interests of our service users at the heart of what we do. We need to maintain our commitment to the highest standards of quality services, governance and financial management.

In this plan we ask ourselves and others 'What if?' What if long term homelessness was no longer part of our society? What if there was no need to sleep rough? What if the systemic challenges that maintain people in homeless services were broken down or removed? What if our service users had the opportunities to build their capacity to move out of homelessness and towards a more independent future?

At Depaul we believe that Homelessness has no place, and this plan will help us to continue to challenge ourselves and others to be visionary, creative and adaptable in thinking about how to achieve this.

DEPAUL MISSION, VISION AND VALUES

Our Mission

We aim to end homelessness and change the lives of those affected by it.

Our Vision

Our vision is of a society where everyone has a place to call home and a stake in their community.

Our Values

- We celebrate the potential of people
- We put our words into action
- We aim to take a wider role in society
- We believe in Rights and Responsibilities

Depaul believes that homelessness has no place

We exist to serve homeless individuals or families, at risk, caught in the spiral of homelessness, deprived of all control of their lives. When every door is closed to them Depaul is there because they deserve support to rebuild their lives and progress to a positive future.

We approach this:

With compassion and a willingness to do whatever it takes, no matter what.

With expertise and professionalism so the most excluded get the help they deserve and are not overlooked or ignored.

And we don't stop there - we innovate when services are needed.

We advocate for hard to reach groups and are willing to take risks to make sure the services exist for those experiencing homelessness.

DEPAUL SERVICES: THEORY OF CHANGE

At Depaul we work with people who are homeless or at risk of homelessness, because we want to see an end to homelessness. In order to do this our theory of change is as follows:

We want to end homelessness, for individuals and in our communities.

- So we work with people who are homeless or at risk of being homeless.
- Especially the most vulnerable homeless people: those who have been homeless for a long time; those with drug and alcohol problems or mental health needs; young people, young mothers, care leavers.
- Many of our projects are low threshold: we work with those in greatest need, as professionally as we can, by expressing our values.
- And we work for policy change, mostly in partnership with others, drawing on the voice and experience of homeless people.

What we do

- We respond to **urgent or crisis needs**, even when these are long term, providing **shelter, food, cleanliness and medical care**.
- We provide **accommodation, day centre based support and services**, and prevention and outreach services, to help clients identify and move towards their personal goals, whether this means small steps to reduce harm, reconnecting with families, maintaining tenancies or recovering documents.
- We provide **programmes and activities** to enable people to discover potential, increase skills, and build foundations for a positive future.
- We **advocate for policy change**, for a more effective response to homelessness.

How we work

- We work **with** our clients, as partners, to co-produce change.
- Where we can, **we house people first**, then work with them to **reduce harm, stabilise and improve health and well-being, and recover and build capacities** such as resilience.
- When we cannot provide housing, our services still aim to **increase health, well-being and capacities** so that people have dignity and can move forward positively.
- We work as much as we can with **volunteers**, who bring skills and resources to enrich and extend our work.
- We **build partnerships with other NGOs** to work together in services and in advocacy for policy change, leading where it is needed.

Outcomes

People can achieve and/or can sustain a home.

People have better health and well-being.

People have more capacity to build a positive future.

Impact

People have a home and/or a place in society which they can sustain; and/or they have greater capacity to achieve these, because their well-being is increased.

Our Vision: a society in which everyone has a place to call home and a stake in their community.

Our Mission: We aim to end homelessness and change the lives of those affected by it.

Our Values: *Celebrating the potential in people.* Putting words into action. *Taking a wider role in society.* Believing in rights and responsibilities.

STRATEGIC AIM

ONE

TO MAKE A MEANINGFUL AND LASTING IMPACT ON THE LIVES OF PEOPLE WHO ARE HOMELESS OR AT RISK OF HOMELESSNESS

OBJECTIVES

- 1.1** To ensure service users are at the core of what we do through a range of active engagement strategies
- 1.2** To maintain our low threshold and harm reduction ethos in service delivery
- 1.3** To develop our impact measurement tools to demonstrate the progress in the lives of service users
- 1.4** To ensure that services across our 5 pillars operate within the highest quality standards
- 1.5** To strengthen partnerships with other service providers to widen the choices available to our service users

By 2020 we aim to increase our move on to permanent housing solutions by a further 25%

STRATEGIC AIM

TWO

TO DELIVER INNOVATION THROUGH SERVICE DEVELOPMENT

OBJECTIVES

- 2.1** To respond to new needs in line with our values
- 2.2** To engage in collaborative models of working
- 2.3** To have greater impact by expanding our geographical spread
- 2.4** To develop models to build service users capacity to move towards a more positive future
- 2.5** Through Depaul Housing body to provide housing options to end long term homelessness

By 2020 we aim to have established services in two new towns in the Republic of Ireland



WHAT IF?

DEPAUL IRELAND STRATEGIC PLAN 2018 - 2020

STRATEGIC AIM

THREE

TO PROMOTE SYSTEMIC CHANGE THROUGH LEADERSHIP

OBJECTIVES

- 3.1** To be an authoritative voice on homelessness in Ireland
- 3.2** To use our links with Depaul International to promote systemic change based on practice at a local and global level
- 3.3** To identify and highlight systemic issues impacting on the lives of people who are homeless
- 3.4** To form collaborative partnerships with other agencies to use our expertise and knowledge to inform and influence public policy and debate

By 2020 we aim to have one story that evidences the difference made by the advocacy of Depaul

STRATEGIC AIM

FOUR

TO BE A GOOD STEWARD OF RESOURCES ENSURING A STABLE AND SUSTAINABLE ORGANISATION

OBJECTIVES

- 4.1** To ensure excellent standards in governance, complying with all statutory, regulatory and reporting requirements
- 4.2** To strengthen and maintain efficient, effective and transparent financial systems
- 4.3** To invest in stakeholder relationships remaining accountable at all times
- 4.4** To maintain strong internal and external audit procedures with continual monitoring and management of risk
- 4.5** To ensure our information technology infrastructure and systems are robust to provide accurate and reliable information

By 2020 we aim to grow our statutory income by a further 15%

STRATEGIC AIM

FIVE

TO FOSTER A WARM AND WELCOMING CULTURE BASED ON COMMITMENT, INVOLVEMENT, DIVERSITY AND EXCELLENCE

OBJECTIVES

- 5.1** To recognise the value of staff and volunteers by capacity building through training, support, up skilling and by celebrating their achievements
- 5.2** To promote health and well-being amongst our staff
- 5.3** To operate an effective Human Resources department, ensuring high quality standards, working to robust policies and procedures, with regular communication
- 5.4** To foster a culture where our Vision, Mission and Values are at the forefront of service delivery and planning
- 5.5** To be a learning organisation built on reflective and consultative practice and planning

By 2020 we aim to exceed the employee engagement index by over 80%

STRATEGIC AIM

SIX

TO CHANGE LIVES BY INSPIRING AND ENGAGING A RANGE OF SUPPORTERS THROUGH FUNDRAISING

OBJECTIVES

- 6.1** To promote our work through the voice of the service users
- 6.2** To increase our voluntary income to benefit our services
- 6.3** To engage individuals, companies and communities through a range of fundraising initiatives
- 6.4** To promote awareness of the issues associated with homelessness through effective communications
- 6.5** To participate in fundraising efforts across Depaul Group
- 6.6** To be open and transparent to stakeholders through our commitment to high standards in fundraising ethics

By 2020 we aim to have increased our fundraising income to represent 10% of our overall income