

WE GIVE SUPPORT IN 4 MAIN SERVICE AREAS...



HOMELESSNESS & VULNERABLE FAMILIES



HOMELESSNESS & ADDICTION



HOMELESSNESS & CRIMINAL JUSTICE



HOMELESSNESS & PREVENTION

INTRODUCTION

Over the lifetime of our 2009-2013 'Why Not?' strategic plan, 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 the most in need and have grown to deliver services under four key pillars:

- Homelessness and prevention
- Homelessness and vulnerable families
- Homelessness and addiction
- Homelessness and criminal justice

Demand for Depaul's services, on 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. 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 new and challenging 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 in which 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 civil society.
- We believe in rights and responsibilities.

Depaul believes 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.



WHAT IF? DEPAUL STRATEGIC PLAN 2015-18

DEPAUL'S: THEORY OF CHANGE

WE WANT TO END HOMELESSNESS, AND CHANGE THE LIVES OF THOSE AFFECTED BY HOMELESSNESS

WE FOCUS ON

- Supporting the most vulnerable people experiencing homelessness
- Particularly centred on Homelessness prevention through our work in the community, Homelessness and addiction for those who have been homeless and excluded for a long time, Homelessness and vulnerable families and Homelessness and criminal justice for those people leaving the criminal justice system
- And we work for policy change, mostly in partnership with others, drawing on the voice and experience of homeless people.

HOW WE WORK

- We respond to urgent or crisis need
- Our services are low threshold; we work with those in greatest need, professionally with a harm reduction focus, expressing our values.
- We provide programmes and activities so that service users identify and move towards their personal goals, discover their potential, increase their skills and build foundations for a positive future.
- We advocate for policy change, for a more effective response to homelessness.
- We work with service users, as partners, to co-produce change.
- Where we can, we house people first and then work with them to reduce harm, stabilise and improve health and well-being, recover and build capacities.
- 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.

IMPACT FOR SERVICE USERS

- They can achieve and/or sustain a home.
- They have better health and well-being.
- They have a place and a voice in society which they can sustain.
- They have more capacity to build a positive future.

IMPACT FOR WIDER SOCIETY

- There is an increased awareness of homelessness, the risks, methods of prevention and supports in place.
- Policies are challenged and a more positive response to homelessness is encouraged.



1 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 4 pillars operate to the highest quality standards
- 1.5 To strengthen partnerships with other service providers to widen choices available to our service users.

By 2018 we aim to increase our move on to permanent housing solutions by a further 25%

2 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 To provide housing options to end long-term homelessness

By 2018 we aim to have established services in two new towns in the Republic of Ireland

WHAT IF?

DEPAUL STRATEGIC PLAN 2015-18

3 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 2018 we aim to have one story that evidences the difference made by the advocacy of Depaul

4 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 2018 we aim to grow our statutory income by a further 15%

5 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 2018 we aim to exceed industry matrix norms in staff satisfaction

6 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 the Depaul Group
- 6.6 To be open and transparent to stakeholders through our commitment to high standards in fundraising ethics

By 2018 we aim to have increased our fundraising income to represent 10% of our overall income