



THREE YEAR STRATEGIC PLAN

2014–2016



Foreword

I am delighted to introduce Sphere 17 Regional Youth Service's Strategic Plan (2014-2016). It comes at a time of significant change and after a most challenging period for the service. While we have always produced an annual plan and worked in a strategic manner, this is our first documented Strategic Plan.

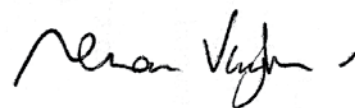
The Strategic Plan provides a roadmap for Sphere 17 over the next three years. It will be our most significant source document and be a point of reference for all our work over the period. It will, therefore, assist in focusing on the most critical areas of work that we plan to undertake. The Plan contains details of those aspects of our work which are considered important to retain and further improve, while also detailing significant new developments which should further enhance the services we will provide to young people in the area over the next three years.

As you will see, the Strategic Plan is realistic and ambitious; it outlines numerous performance indicators which will help measure the success or otherwise of its implementation on an annual basis. In this regard, we will also conduct an annual review of the plan's implementation. As part of the review, the plan will be updated, as appropriate, to reflect experience 'on the ground' and any emerging issues or new priorities identified. This will help make the plan realistic and relevant to the needs of the young people whom we serve.

The Strategic Plan was developed following extensive consultations with relevant and interested parties. These included young people in the area, all the staff of Sphere 17, the Board of Directors, volunteers and the City of Dublin Youth Services Board (through Louise Fitzpatrick). It also carefully considered and took account of the findings of the Youth Survey which was undertaken in 2012.

In conclusion, I wish to thank and acknowledge the following who helped inform the Strategic Plan (2014-2016):

- Young people who took part in individual and group discussions
- Staff of Sphere 17
- Volunteer workers
- Board of Directors
- Dr Fran Fox, Consultant, who skilfully prepared the plan following the above consultations and under the direction of the Strategic Plan Working Group (SPWG)
- Mick Ferron, Brian Conneely and Louise Fitzpatrick, my fellow members of the SPWG.



Nesson Vaughan
Chairperson of
Sphere 17 RYS' Board of Directors

Date: January 2014

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Acronyms

CDYSB	City of Dublin Youth Service Board
DCYA	Department of Children and Youth Affairs
DJE	Department of Justice and Equality
IYJS	Irish Youth Justice Service
RYS	Regional Youth Service

Acknowledgements

The Manager of Sphere 17 would like to express thanks and appreciation to the Sphere 17 Working Group, the Sphere 17 Board, Dr Fran Fox, staff, and young people who contributed to the development of the strategic plan.



1. Introduction

Sphere 17 Regional Youth Service (RYS) is a community based not-for-profit organisation which was established in October 2005 by amalgamating three pre-existing community based youth projects of Darndale, Priorswood and Bonnybrook in Dublin 17. It is a registered charity, with the majority of funding coming from the Departments of Children and Youth Affairs (DCYA), and Justice and Equality (DJE).





Sphere 17 currently employs 15 full-time equivalent personnel in addition to part-time staff, scheme workers and volunteers. Its ethos is that all young people have the ability to achieve great things, some just need a little support. Sphere 17 RYS offers that support in different ways for different young people.

In October 2013, Sphere 17 appointed an external facilitator to assist in the preparation of a three-year strategic plan, 2014-2016. This document presents the plan, which was agreed and finalised in December 2013.

The strategic plan is laid out in four sections. Section 1 outlines the consultative approach that was taken by Sphere 17 to develop the plan.

Section 2 sets-out the current status of Sphere 17 RYS and its approach to youth work; current staffing levels; management and administration; funders, and the impact of funding cuts on service provision.

Section 3 summarises data that was used to inform the plan, which included five key sources of information, as follows:

- Analysis of a Board/Staff session on priorities for the strategic plan, January 2013
- Analysis of Sphere 17 RYS Stakeholders Survey, 6 Dec 2012
- Analysis of the Sphere 17 Youth Survey, conducted in December 2012
- The National Quality Standards Framework (NQSf)
- Sphere 17 RYS' core outcomes for young people and core values

Section 4 sets out the strategic plan with an explanation of the plan's layout in Tables 9.1 to 9.7, and underlying assumptions on which the plan is based.



1.1 Approach to strategic planning

In September 2012 the Board identified the following purpose for the strategic plan:

- A plan that provides a road map for the organisation over the next 3-5 years, by way of informed, achievable goals and targets
- A plan that has meaning for people throughout the organisation and that is accessible to all stakeholders
- A plan that reflects current realities but is adaptable to change
- A plan that prioritises the work of the organisation based on meaningful consultation with those who it is about
- A plan that is useful, practical and concise – helping to define and direct the work

Following appointment of the facilitator, a working group was convened, consisting of Sphere 17's Manager, a representative Team Leader, the Chairperson of the Board, and the City of Dublin Youth Service Board's (CDYSB) Liaison Officer for the Dublin 17 area. The group met three times to advise the facilitator on the plan's progress.

The facilitator engaged in the following:

Face-to-face or telephone interviews with six members of the Board

Face-to-face interviews with Team Leaders and Youth Workers

Face-to face interviews with other stakeholders (eg School Completion Officer for the area; volunteers participating in the Darndale centre)

Focus group with a girl's only group (12-15years) and with an older young people's group (15-18) in Darndale

Open discussion with young people attending the Priorswood facility

Open discussion with young people (10-14years) attending the Bonnybrook facility

The facilitator liaised closely with Sphere 17's Manager throughout the planning process.



2 Sphere 17 RYS' Current Status



2.1 Ethos/Vision

Sphere 17 RYS believes that all young people have the ability to achieve great things, some just need a little support. We believe we can be that support in different ways for different young people.

2.2 Main aim and purpose

Sphere 17 RYS aims to provide an integrated, high quality youth service to young people with a wide range of services, programmes and activities relevant to their interests, needs and capacity, and which supports young people to achieve their potential and develop positively towards adulthood.

2.3 Core Outcomes and Core Values

Sphere 17 RYS is guided by twelve core outcomes for young people and five core values. These are shown in Table 1.

2.4 Key objectives

- Actively promote the participation of all young people, in all aspects of our service.
- Develop and maintain the professional structure, system and supports required to achieve our main aim.
- Provide a broad range of engaging and effective activities, programmes and services that reflect the different interests, needs and capacity of young people.
- Deliver our service in line with our core values, appreciating the significant contribution of all, including volunteers, in ensuring a positive and progressive organisation.

2.5 Rationale

We believe that youth work is uniquely positioned to recognise the value and potential of young people as well as the challenges they face, and to act as a resource for young people, and for other community initiatives that target and support young people.



Table 1 Sphere 17's core outcomes and core values

Core outcomes	
1	Young people are aware of the regional youth service
2	Young people develop both socially and emotionally
3	Young people are informed on specific issues
4	Young people have a say in the day to day running of Sphere 17
5	Young people feel empowered within their community
6	Young people have the opportunity to explore their individuality
7	Young people's self esteem, confidence and self image are strengthened
8	Young people enjoy their contact with the service
9	Young people increase their social network
10	Young people feel they have a safe place to discuss issues or concerns in their lives and receive one-to-one support
11	Young people develop appropriate relationships with adults
12	Young people are respected and valued

Core values	
1	Young Person Centred: We are committed to being Young Person Centred, where young people are the focus of the service
2	Voluntary Participation: We believe in Voluntary Participation as a core component of our Youth Service Provision.
3	Equity and Respect: We promote the acceptance and understanding of others through all service activity and we hold that all people have unique value, rights, needs, beliefs and potential
4	Development and Growth: We believe that Sphere 17 is a place of on-going learning and opportunity for growth.
5	Support: We promote a supportive environment in all our service provision

2.6 Methodology and approach

Sphere 17 RYS operates an outcomes-focused approach to youth work, providing young people with programmes and activities, six days a week, which are planned to enhance their knowledge, skills and confidence. These include personal development, recreational, educational and health focused programming. Sphere 17's approach is to engage with young people in an open, creative and positive way through a variety of youth friendly media. Youth Arts play a key role in this regard by providing young people with a diverse range of activities, as well as serving youth workers with an effective medium for exploring issues with individuals and groups

In 2013, Sphere 17 worked with 1228 individual young people with 16783 session contacts over the course of the year¹.

Sphere 17 RYS youth work practice is based on the Personal Development and Critical Social Education models as outlined in Hurley, L. and Treacy, D. (1993) Models of Youth Work. The four main methods of service delivery are open access/drop-in, (defined) group work, one-2-one support, and detached youth work/street work. Some activities and programmes can be developed to deliver

positive outcomes in response to specific, existing or emerging needs, while others reflect the current interests of young people. In essence, they try to provide something of interest and relevance for all young people that will impact positively on their lives, and support young people to make more informed choices and meaningful contributions to their community.

Sphere17 RYS believes in working collaboratively with other organisations/agencies in order to deliver their service more effectively to young people, including other local education service providers, An Garda Síochána, family support services, community development organisations, and Dublin City Council.

Sphere 17 RYS has divided the region into three areas reflecting the pre-existing youth project catchment areas of Bonnybrook, Darndale and Priorswood. Each area is covered by an Area Team, led by a Project/Team Leader and located in a youth facility in that area. Together with their team, Project Leaders develop and implement an Area Plan for each of the three plan periods in the year (Jan-May, June–Aug, Sept–Dec). These plans are in keeping with the organisations overall plan, yet also reflect the needs, issues and interests of young people in each area, as well as the resources available to the team.

¹ Session contact: each time a young person has contact with the service (these figures are excluding Detached Youth Work)

In addition to the Area Teams, Sphere 17 RYS also manages a Garda Youth Diversion project known as the Woodale Youth Justice Project. The main purpose of Woodale is to support young people to avoid getting into trouble with the law in the communities of Priorswood and Darndale. In collaboration with the local Gardai, the Woodale Youth Justice Workers agree an annual work plan incorporating a range of individual and group activities which target young people who are involved (or at risk of becoming involved)

in offending behaviour. Specifically, the project focuses on delivering outcomes for young people which relate to increasing empathy, increasing pro-social behaviours and reducing impulsivity.

2.7 Current staffing level

Current staff are shown in Tables 2, 3 and 4. As of November 2013, there were nine adult volunteers (excluding Board members), six young volunteers and two volunteers on the waiting list.

Table 2 Current staff

Employee	Job Title	Full Time Equivalent
Mick Ferron	Manager	FT
Ray Foley	Administrator	FT
Carol Kinsella	Project Leader (PL)	0.8
Susan Hanlon	Youth Worker (YW)	FT
Mary Clarke	Regional Youth Facility Host	FT
Stephen Blayds	YW	FT
Marius McGarrell	YW	FT
Mark Perry	PL	FT
Tara Coleman	YW	FT
Sinead Jordan	YW	0.6
Jennie Ryan	Youth Arts Worker	0.6
Ashley White	YW	FT
Brian Conneely	PL	FT
Anne Holland	YW	Maternity Leave
John Moloney	Woodale Youth Justice Worker	FT
Noel Browne	Woodale Youth Justice Worker	FT

Table 3 Current scheme staff

Scheme Staff		
Employee	Job Area	Scheme
Anna Casey	Reception	J/I
Sue Murphy	Reception	C/E
Paddy Collins	General Operative	C/E

Table 4 Current part-time relief and casual employment staff

Part-time Relief – Casual Employment		
Employee	Job title	Average monthly hours
Anne Behan	Cleaner	48
Mary Hayes	Cleaner	40
Stephen Errity	Youth Work Relief	30
Johnny McGuinness	General Operative Relief	25
Melissa Richardson	Youth Work Relief	20
Bill Malone	Youth Work Relief	5



2.8 Current management and administration

The Sphere 17 RYS Board of Directors is responsible for the governance and legal obligations of Sphere 17 RYS. The Board ensures the organisation is delivering youth services in line with agreed work plans, in accordance with the contractual arrangements of funders, and above all, services which are consistent with the best interests of young people in the Dublin 17 region. The Board facilitate the various structures and systems required to support the staff team achieve the organisation's goals.

The work of the Board is supported by a number of committees which are chaired by Board Directors and which report to the Board. These Committees include HR/Staffing, Finance, and Services. The Committees meet regularly in addition to the bi-monthly Board meetings.

2.9 Core funders

Sphere 17 RYS core funders are the DCYA, administered through CDYSB. In 2013, the core funding allocation was €789,000.

Sphere 17 has experienced funding cuts in each year since 2008 (Table 5).

Table 5 DCYA funding allocation, 2008-2013

Year	Core allocations via CDYSB	% change (from previous year)	Payroll costs
2008	1,146,942		€786,612
2009	1,086,545	-5.3%	€836,534
2010	1,010,928	-7%	€824,773
2011	918,320	-9.2%	€801,907
2012	876,487	-4.5%	€721,938
2013	788,838	-10%	tbc

Sphere 17 RYS also receives core funding from the DJE via the Irish Youth Justice Service (IYJS). In 2013 the funding allocation was €129,000.

In order to offset the severity of reduced funding on service provision, Sphere 17 RYS raised €83,000 in 2013 from small grants, fundraising endeavours and donations².

² As of November 2013



2.10 Impact of funding cuts on service provision

Since confirmation of the 2013 funding cut (€88k), the following impact on Sphere 17 Regional Youth Service has resulted in:

- A 23% fall in planned weekly programmes and activities across the region
- One night less (7-10pm) in each of the youth centres in Priorswood, Bonnybrook and Darndale every week
- Four weekends per month reduced to two weekends per month
- Removal of the relief staff budget

By this same point last year (Oct 2012) 63 more young people from the Dublin 17 Region were engaged by Sphere 17 Regional Youth Service, and in excess of 2,200 more session contacts between the youth service and young people were recorded.

In quantitative terms, by year's end these cuts will directly contribute to:

- Up to 100 less (unique) young people engaged by the service in 2013
- Up to 3,000 fewer contacts between a young person and their youth service

In qualitative terms, this is contributing to:

- Reduced capacity to deliver on stated outcomes for young people
- Reduced capacity to respond to current issues, needs and interests for young people (some of which were identified through a recent youth survey, see Section 3.3)
- Significant reduction in the organisation's participation in collaborative projects and initiatives

The disproportionate impact from the 10% funding cut in 2013 is a direct result of the organisation absorbing previous cuts in a manner that prioritised front line service provision. There are no longer other options available.

Core funding reductions of over 30% since 2008 have been managed predominantly through a reduction in pay costs, specifically redundancies and unpaid leave. In preparation for a further 5% cut in 2014 (in keeping with the Comprehensive Review of Expenditure projections) it has been necessary to secure €100k of unpaid leave for 2014.

3 Data used to inform the strategic plan



3.1 Facilitated Board and Staff session, 16 January 2013

This externally facilitated Board and Staff session explored *potential priorities* for the strategic plan. The findings are shown in Table 6.

Of the *potential priorities* discussed at the workshop, the highest priority was given to promotion, and defining the role of youth workers to young people and in the community in the form of an event or an awareness campaign.

The second highest priority was how young people can make a difference in their community.

Table 6 *Potential priorities identified at facilitated Board and Staff session, January 2013*

Theme	Potential priority	Highest priority	Second highest priority
Community	How to make a difference (knowledge on making, or how to..)	Yes (2)	
	Address drug/alcohol issues		Yes
	Bullying programmes		Yes
	Creative methods to look more at antisocial behaviour		Yes
Supports	Promote & define role of youth workers to YP & community (event/awareness campaign)	Yes (1)	
	Address identity issues		Yes
	Continue to improve relationships with YW& parents		Yes
Physical wellbeing	Creative alcohol/drug/sexual awareness programmes	Yes (3)	
	Health promotion (diet/nutrition awareness)	Yes (4)	
Mental wellbeing	Promote youth work & service around our supportive/information role		Yes
	Drug/alcohol: more research projects involving YP (youth health worker/co-ordination)		Yes
Activities / education	Let schools know how happy/unhappy YP are (school retention)	Yes (4)	
	Shopping centres to become part of street work	Yes (4)	
	Educate YP that TVs (game consoles) in bedrooms are a stimulant (health promotion)		Yes

Alcohol/drug awareness programmes were highlighted, as were sexual health programmes and general health promotion, particularly around diet and nutrition. Bullying and anti-social behaviour programmes were also regarded as important, but not top priorities.

Other key priorities were liaison with schools on young people's wellbeing to support school retention, and the inclusion of shopping centres in detached youth work.

3.2 Sphere 17 RYS Stakeholders Survey, December 2012

Forty three people participated in a Sphere 17 online survey (Survey Monkey), 51% of whom worked in a community organisation or service.

The main difficulties experienced by young people were perceived as being (in order of importance): drugs and alcohol; family problems; anti-social behaviour; lack of role models, and diet and nutrition.

The three highest priorities for the role of Sphere 17 were perceived as being (in order of importance):

- To provide a place where young people can feel respected and safe (70% respondents)
- To provide a place for young people to get information (47%)
- To provide a place to meet youth workers and get support (42%)

3.3 Youth Survey: Our Service, Our Say, December 2012

This section summarises and concludes on the key findings of the Youth Survey, which was delivered in Dublin 17 in December 2012. 83% of the 202 respondents were linked to Sphere 17 RYS.

The majority of respondents regarded their health as good or excellent although a small but significant minority described it as poor, and one in five respondents listed a medical condition that requires constant medication/medical attention. Of these, over half said they had asthma.

The majority described their diet as good or very good, but more than a quarter said it was poor or terrible.

Two questions in the survey aimed to assess levels of happiness among respondents. In one question, 92% described themselves as happy or very happy, whereas in the second question 52% said they had never been unhappy or depressed in the last month.

When asked about aspects of emotional and mental health, the findings suggest that a significant number of respondents were experiencing some difficulties at the time of the survey. Over half of respondents said they had some problem sleeping and 32% said sleep was problematic (ie had trouble sleeping 2-3 times/week or every day). One in five said

they felt unhappy or depressed several times a week or more; over one third said they or someone close to them had been affected by suicide, and 17% said they had considered suicide.

Over one third of respondents said they had been drunk 2-3 times a week or every day in the last month. Nearly half of respondents said they had trouble paying attention several times a week, and one third said they had been broke several times a week or more in the last month. Over half said they were often hungry.

The main causes of stress were cited as the state of the local area, money and mental health. The factors that most helped them to cope with stress were parents, music, close friends and/or family members. The factors they perceived as helping them least included prescription drugs and alcohol/drug use.

When asked what facilities respondents had in their homes, almost all said they had a mobile phone and a TV in their bedroom, along with computer and internet access in the home, social media pages and e mail addresses.

The most popular form of communication was by mobile phone. Social media (Facebook) and mobile phones were used 'lots of times' each day, but nearly two thirds never used their e mail addresses.

Over half said they visited friends regularly, but over one quarter said they had not invited friends to their homes in the last seven days.

When asked about anti-social behaviour in their communities, respondents cited public drinking/drug use; dumping/littering, and fires as the biggest problems. In another question, 65% said the biggest issue in their communities were drugs and drink. Over half said their way of dealing with anti-social behaviour was to stay silent although nearly one in five said they would report it.

The most popular places to visit were Northside shopping centre, Clarehall, Sphere 17, and the city centre. When asked what activities they were most involved in, over half said team sports and just under half said Sphere 17. Also popular were gaming and music.

83% respondents said they attended Sphere 17. Over 60% said they might or would definitely call a youth worker if they had a problem.

Respondents cited drugs and alcohol as the biggest issues in their local communities³.

When examined more closely, the largest number of respondents said they had never been drunk in the last month (81/169) nor had they drunk more than five drinks at one time in the last month (56/140). However, a significant number said they got drunk several times a month (59/169) and drank more than five drinks once or twice a month (38/140); a smaller but significant number repeated this

³ In a separate survey of stakeholders (Jan 2013), service providers cited drugs and alcohol as the primary difficulty for young people in the D17 area.

pattern each week. Some young people said they were drunk every day (8/169) and had more than five drinks in one session more than once a week (17/140).

83% (149/181) of respondents said they were not at all worried about their alcohol and drug use and 4% said they were very worried. 13% were worried or a little worried. When asked how much others' alcohol and drug use caused them stress, approximately the same numbers said they were not at all worried or very worried. However, higher numbers said they were worried (12 compared to 9) or a little worried (30 compared to 15) about others' alcohol and drug use compared to their own.

When asked about the types of anti-social behaviour that affected their community most young people said that public drinking and drug use were the biggest problems, with the majority saying that it affected their community a lot.

When asked about drug use amongst their friends, beer, spirits and marijuana/hash were cited as the most prevalent. Other drug use (ecstasy, cocaine) appeared to be relatively infrequent.

The majority of respondents (84%) said they had not been pressured into sexual activity. Of those that had felt pressured the majority felt it came from a girl/boyfriend or a friend. The majority (65%) said they didn't need more information on sexual health matters, but of those that did the main topics of interests were STI's, contraception/pregnancy, and

relationships/dealing with pressure. When asked from whom they would seek advice about sexual health concerns, the majority said they would go to a friend, parent or sibling. One in five said they would ask a youth worker.

The average age for leaving school was 16 years (minimum 13, maximum 19 years). The majority (64%) said they were happy in school; teachers were fair; they could understand the subjects; they felt safe; discipline was fair, and they were comfortable with exams. The majority also said they received lots of parental support. However, more than half of 158 respondents said that disruption was a problem, and nearly half of the respondents said they missed a lot of time, and found it hard to concentrate.

65 respondents said they had left school before the leaving certificate and the reasons cited were: they did not like school; they were suspended/expelled, and poor results/performance. A minority said they left because they were offered a job; their friends had dropped out; they didn't get along with other pupils (bullying), and they had a drink/drug problem.

The majority regarded education as very important.

Of those respondents who were old enough to vote (ie 18 years) the majority said they had not registered to vote.

The majority (71%) of respondents said they were not at all interested or only

slightly interested in what was happening in their communities, and the majority felt they were unable to make a difference in their communities. However, 18% (30 of 169 respondents) felt they could make a lot of difference.

Just under half (45%) said young people were viewed negatively in their communities and the same percentage said young people were viewed the same as adults. 44% said that Sphere 17 represented the heart of the community. The majority (75%) felt happy or relatively happy living in the area, but a quarter of respondents said they would like to move out of the area completely.

Sphere 17 is the third most popular place for young people to visit in D17 (Northside shopping Centre and Clarehall being the first and second most popular places to visit). 80% of respondents attended Sphere 17 more than once a week, and 44% felt Sphere 17 represented the heart of the community.

Half of respondents regarded the appearance of their area as 'alright'; a quarter said it was welcoming and a quarter said it was not good.

The majority of respondents felt their opinion was never respected by Gardai and the community generally, although they did feel listened to by family, friends, youth workers and school. Just over half of respondents said they always felt safe, and 15% (26/177) said they never felt safe. Places where they felt most safe included home, friends' houses, Sphere 17 and school. They felt

least safe on public transport, local parks and the city centre. Perhaps a note of concern is the relatively high number of respondents who said they felt least safe on their local estate (36%), a neighbouring estate (29%), and at local shops (25%).

3.3.1 Youth Survey conclusions

- The survey suggests there may be a small, yet significant cohort of young people who are high risk.
- Physical health/nutrition/mental health; sexual health, and drugs/alcohol are priority areas for targeted interventions.
- Interventions that focus on promotion of active citizenship and foster good relations between Gardai and young people are also critical.
- Alcohol and drug use (own use, others' use and public drinking/drug use) are the biggest issues experienced by young people.
- Facebook and mobile phones are the most appropriate tools by which Sphere 17 can keep young people in the area informed of its activities.
- Overall, the survey suggested that young people like living in Dublin 17 although they expressed very little interest in their communities, and generally felt they could not make a positive difference.
- Sphere 17 represents an important resource for young people in the area, with 80% of survey respondents accessing the service more than once a week, and nearly half saying Sphere 17 represented the heart of the community.

3.4 National Quality Standards Framework (NQSF)⁴

In order to facilitate Sphere 17's roll-out of NQSF in 2014, careful consideration was given to NQSF Core principles (Table 7) and Standards (Table 8) in the strategic plan.

⁴ Table 7 has been reproduced from the summary document, *Introducing the National Quality Standards Framework*. www.omcya.ie

3.5 Sphere 17's core outcomes and values

Careful consideration was given to the strategic plan's fit with Sphere 17's core outcomes for young people and its core values. These are shown in Table 1.



Table 7 Five core principles of NQSF

All youth work practice and provision is:

1	2	3	4	5
<p>1 Young person-centred: Recognising the rights of young people and holding as central their active and voluntary participation</p> <p>Prescribed indicators:</p>	<p>2 Committed to ensuring safety and well-being of young people.</p> <p>Prescribed indicators:</p>	<p>3 Educational and developmental.</p> <p>Prescribed indicators:</p>	<p>4 Committed to ensuring and promoting equality and inclusiveness in all its dealings with young people and adults.</p> <p>Prescribed indicators:</p>	<p>5 Dedicated to the provision of quality youth work and continuous improvement.</p> <p>Prescribed indicators:</p>
<p>1.1 Systematic needs assessment.</p> <p>1.2 Services responsive to the requirements of young people.</p> <p>1.3 Services promote the strengths of young people.</p> <p>1.4 Young people involved in the design, delivery and evaluation of services.</p> <p>1.5 Clear examples of voluntary participation.</p>	<p>2.1 Provision of supportive environments and programmes.</p> <p>2.2 Child protection policy and procedures.</p> <p>2.3 Health and safety policy and procedures.</p> <p>2.4 Appropriate insurance cover.</p> <p>2.5 Compliant with relevant legislation.</p>	<p>3.1 Theoretical and practical foundation.</p> <p>3.2 Range of effective youth work methodologies.</p> <p>3.3 Relevant and diverse programme/curriculum provision.</p> <p>3.4 Evidence of planned and unplanned learning</p> <p>3.5 Developing personal and social capacities and competencies.</p>	<p>4.1 Accessible, inclusive and integrated services.</p> <p>4.2 Policies, programmes and practices comply with equality legislation.</p> <p>4.3 Policies, programmes and practices promote diversity, equality and inclusiveness.**</p>	<p>5.1 Culture and practice of innovation and critical reflection.</p> <p>5.2 Service provision underpinned by principles of good practice.</p> <p>5.3 Commitment to continuous development and quality assurance</p> <p>5.4 Commitment to resource effectiveness.</p>

Please identify one achieved outcome in relation to each of the core principles

Self-Assessment and External Assessment

Continuous Improvement Plan

Progress Report

STANDARDS SECTION 1:

Youth Work Practice and Provision

1. Planning
2. Practice
3. Progression
4. Monitoring and Assessment
5. Policies and Procedures

STANDARDS SECTION 2:

Organisational Management and Development

1. Governance and Operational Management
2. Strategy
3. Volunteers
4. Human Resource Management
5. Collaboration and Integration



Table 8 NQSF Standards

3.3.1	Planning	All youth work practice is planned and designed according to young people's needs, outlining a clear rationale, objectives and expected outcomes
3.3.2	Practice	All youth work is delivered by suitably skilled personnel according to principles of good practice and is outcomes-focused
3.3.3	Progression	All youth work engages proactively with young people offering strategies and supports that enable young people to progress and achieve
3.3.4	Monitoring and assessment	All youth work is monitored and assessed to determine its effectiveness and efficiency, measure learning outcomes and enhance youth work provision
3.3.5	Policies and procedures	All youth work is supported by appropriate policies and procedures, informing and enhancing the work of the organisation and its services
3.3.6	Governance and operational management	Youth work providers document and implement transparent and effective governance and operational management systems
3.3.7	Strategy	Youth work providers have a sustainable strategic plan that informs the direction and delivery of youth work
3.3.8	Volunteers	Youth work providers promote the importance of volunteerism and all volunteers are valued and supported in their agreed roles
3.3.9	Human Resource management	Youth work providers ensure the effective performance of both paid staff and volunteers, and offer appropriate support, supervision and development opportunities
3.3.10	Collaboration and integration	Youth work providers operate collaboratively with other agencies and services to ensure an integrated response to the needs of young people

4 Sphere 17 RYS Strategic Plan



Section 4 sets out the three year strategic plan in Tables 9.1 to 9.7. Explanation and key assumptions are given below.

4.1 Explanation of Tables 9.1 to 9.7

Sphere 17's three-year strategic plan is set out in Tables 9.1 to 9.7 under seven key themes:

1	Facilities
2	Operations
3	Volunteering
4	Community Resource
5	Governance
6	Sustainability
7	Human resources

Each theme is divided into two parts:

- 1 Sustaining existing practice, which refers to existing and ongoing practice
- 2 Capacity building, which refers to planned developments, 2014-2016

Goals, Actions and Key Performance Indicators (KPI's) were identified for each theme, and agreed by the Sphere 17 Working Group and Sphere 17 staff before finalising.

The year for completion is indicated for each performance indicator (year 1: **Y1**; year 2: **Y2**, and year 3: **Y3**).

The relevant NQSF Core Principle and Standard are indicated for each performance indicator. For explanation, please refer to National Quality Standards Framework (NQSF) for Youth Work, July 2010, available from Office of the Minister for Children and Youth Affairs.

Each action and performance indicator is set within Sphere 17's core values and core outcomes, which are also listed in Tables 9.1 to 9.7.



4.2 Assumptions

Sphere 17's strategic plan as presented here was developed, through consultation, with the Sphere 17 Manager, Board, Sphere 17 Working Group, team leaders, project workers and young people. It was agreed that the plan is a comprehensive working document, ambitious but achievable, which provides a detailed guide to Sphere 17's priorities and directions for the next three years.

The strategic plan has been prepared in the face of a highly uncertain economic environment. Sphere 17 has experienced over 30% core funding cuts since 2008 at a time when there is rapidly growing demand for its services. It is recognised that, in order to achieve the strategic actions presented in the plan, it will be necessary to secure a greater level of collaboration with other key organisations and stakeholders, and to work in close partnership with other bodies.

Two distinct roles have been identified as essential to support Sphere 17's continued growth over the next three years: a

volunteer co-ordinator, and a business advocate. It was agreed that both these positions must be outsourced, to keep costs to a minimum, and Sphere 17's Manager is currently investigating how this may be achieved. It was agreed by the Working Group that the actions under Volunteering and Sustainability can be achieved without securing these positions, but the rate of progress is likely to be considerably slower.

It was agreed that the strategic plan should be reviewed on an annual basis.

Actions identified under Operations were also informed by consideration of the Youth Survey and Sphere 17 RYS Stakeholders online survey. Although the Youth Survey had some limitations in its design, it yielded key findings that were supported by other evidence. For this reason, Sphere 17's operational priorities over the next three years include attention to youth health promotion; fostering good relations between young people and Gardai; youth employment, and volunteering.



Tables 9 Goals, Actions, Performance indicators, NQSF core principles and standards, Sphere 17's core values and core outcomes

9.1 FACILITIES

9.1.1 FACILITIES, sustaining existing practice

	Goal	Action	Performance Indicator	NQSF		Sphere17	
				Core principle	Standard	Core value	Core outcome
1	Maintain three youth centres across the Dublin 17 region; Bonnybrook, Darndale and Priorswood	1 Locate an area-based youth work team in each of the three centres	Three distinct Area Teams operating from the three youth centres	5.5.4	3.3.7	5	10 11
		2 Develop a schedule of activities (plan) for each centre based on the needs, interests and profile of young people from that area	Area specific plans developed by each Team Leader, under guidance of SP17 Manager, reflecting needs, interests & profile of young people in each area	5.5.1	3.3.1	1,4	6,7,9
		3 Actively promote the operational/ opening times of each centre among the local young people and community	Centre opening/session times and group activities promoted widely	2.2.1	3.3.4	5	1,4
2	Provide young people with access to safe and welcoming youth centres	4 Manage all operations in the centres in line with existing organisational policies and procedures	Young people are made aware of how and why we keep the space safe and welcoming Team identify and address barriers to safe and welcoming youth centres	5.5.2	3.3.5	5	10
		5 Proactively encourage access of young people to their centres	Young people are informed through outreach and streetwork of the range of relevant opportunities available to them in the youth centres	2.2.1	3.3.4	1,2, 3,5	1,8
3	Cultivate a sense of ownership for young people of their youth centre	6 Agree with young people what they can expect from their centres	Young people's shared expectations of the youth centre are promoted Input and feedback from young people, about programmes and activities, is sourced and incorporated, when planning and reviewing	1.1.4	3.3.3	1,2	4,12
		7 Respond to requests/suggestions young people make about their centres	Developments in each centre that are a direct result of young person input	1.1.4 3.4.1	3.3.3	1,3,4	4,5 12

9.1.2 FACILITIES, CAPACITY BUILDING

	Goal	Action	Performance Indicator	When	NQSF			Sphere 17	
					Core principle	Standard	Core value	Core outcome	
4	Upgrade the youth centres in the region	8 Replace the existing Priorswood Youth Activity Centre with a new purpose designed Priorswood Youth Centre & Youth Café	New Priorswood Youth Activity Centre & Youth Café in place	Y1	5.5.4	3.3.1	5	5	12
		9 Fit out the new Priorswood Youth Centre & Youth Café with furniture and equipment	Priorswood Youth Activity Centre and Youth Café fitted out appropriately	Y1	5.5.2	3.3.1	5	4	
		10 Secure effective IT support	Cost-effective IT support in place for the 3 centres	Y1	5.5.4	3.3.1	4	12	
		11 Update the IT hardware and systems	Funding sourced and IT hardware & systems updated in the 3 centres	Y1	1.1.2	3.3.1	4	12	
5	Improve the sustainability of youth centres in the region	12 Purchase the Bonnybrook Youth Centre from the rental company	Bonnybrook Youth Centre purchased	Y1	5.5.4	3.3.1	5	5	
		13 Recruit a dedicated maintenance staff member (through local employment scheme) to undertake maintenance duties in the 3 youth centres	Dedicated maintenance staff member in place	Y1	5.5.4	3.3.1	5	12	

9.2 OPERATIONS

9.2.1 OPERATIONS, SUSTAINING EXISTING PRACTICE

	Goal	Action	Performance Indicator	NQS		Sphere17	
				Core principle	Standard	Core value	Core outcome
6	Maintain youth service provision, incl. evening & weekend work, in the three areas & from the three youth centres	14 Develop, implement and evaluate specific Area Team plans incorporating evening and weekend youth service provision	Youth work activity happening in each Area Team, evenings and weekends, in line with approved Area Team plans Service Committee monitoring service provision	1.1.2	3.3.3	1,4	4,8
7	Maintain a balance of youth work approaches, interventions & activities to address existing & emerging youth needs, & facilitate extensive access for young people	15 Incorporate structured group work, one-2-one support, detached youth work and open access activity in the organisation's annual and area team plans	Range of youth work methodologies in place	3.3.1 3.3.2	3.3.3	2,4,5	7
		16 Identify existing and emerging needs and issues as part of the planning and review processes	Emerging needs identified and discussed by Services Committee Responses to emerging needs identified and reflected in Area Team planning	5.5.3	3.3.3	4,5	7 10
		17 Develop programmes, activities or services as a planned response to meet the identified existing and emerging needs/issues	Planned responses to emerging needs implemented	1.1.2	3.3.3	2,4,5	2
8	Provide high quality youth service provision to young people of Dublin 17	18 Deliver key outcomes for young people in line with agreed plans and evidenced in programme records	Planned outcomes achieved, with evidence documented in programme records	3.3.4	3.3.3	2,3,4	6

9.2.2 OPERATIONS, CAPACITY BUILDING

Goal		Action	Performance Indicator	When (year)	NQS			Sphere17	
					Core principle	Standard	Core value		
9	Promote healthy living & healthier choices in response to findings of Youth Survey	19 Identify health promotion themes for each area	Included health promotion as a theme in each 4 monthly planning meetings & agreed mechanism for implementation	Y1	1.1.2	3.3.3.	4,5	3	
		20 Implement health promotion themes	Implemented evidence-based health promotion programmes as agreed in planning meetings	Y1	1.1.2	3.3.2	4,5	3	
		21 Monitor & review health promotion programmes	Completed review of each health promotion programme & used findings to inform planning for Y2	Y1	3.1.1	3.3.4	4	3	
		22 Source dolls equipment & deliver sexual health programme	Dolls equipment sourced; sexual health programme planned & delivered	Y2	1.1.2	3.3.3.	4	3	
10	Facilitate more active citizenship for young people in response to Youth Survey	23 Identify & agree ways to increase youth participation in youth service decision making	Planned activities & agreed delivery	Y2	1.1.2	3.3.1.	1,2,5	3,5,7	
		24 Run programme for above, monitor & review	Delivered programme to increase youth participation in youth service decision making, monitored & reviewed	Y2	3.3.2	3.3.3	1,2,5	3,5,7	
		25 Plan voter activation/awareness programme	Activities to raise levels of voting & awareness among young people agreed & planned	Y1	3.3.5	3.3.1	3	3,5,7	
		26 Run voter activation/awareness programme, monitor & review	Activities delivered, monitored & reviewed	Y1	3.3.4	3.3.3.	2,3	3,5,7	
11	Develop a specific youth service response to the issues of local youth employment	27 Develop specific youth employment programme	Specific youth employment programme planned and implemented, in collaboration with pilot partners Bradog and CDYSB	Y1	3.3.2	3.3.1	1,4,5	2,3	
		28 Resource programme with dedicated staff	Funding secured & programme resourced with dedicated staff	Y1	1.1.2	3.3.2	1,4,5	2,3	
		29 Increase age profile to 24	Promotional activities delivered.	Y1	4.4.3	3.3.3	1,4,5	2,3	
			Increased numbers of older young people participating in SP17	Y1	4.4.1	3.3.3	1,4,5	2,3	
		30 Agree & implement operational protocols for programme	Stakeholders identified & protocols prepared & agreed	Y1	5.5.2	3.3.1	1,4,5	2,3	

9.2.2 OPERATIONS, CAPACITY BUILDING continued

			Performance Indicator	When (year)	NQS			Sphere17	
					Core principle	Standard	Core value	Core outcome	
		31	Subject to positive evaluation report secure additional funding to continue programme		Y2	5.5.3	3.3.4	1,4,5	2,3
12	Continue to foster good relationships between young people & Gardai	32	Coordinate the national Garda Youth Diversion project's Camp Diversion Programme		Y1	1.1.2	3.3.1	1,4,5	3 12
		33	Monitor and review above		Y1	3.3.4	3.3.4	1,4,5	3 12
		34	Run programmes targeting anti-social and offending behaviour with local Gardai and young people		Y1	2.2.1	3.3.3	1,4,5	3 12
		35	Monitor & review above		Y1	5.5.1	3.3.4	1,4,5	3 12
		36	Plan & implement ways to facilitate more garda participation in youth service activities		Y2	3.3.1	3.3.1	1,4,5	3 12
13	Develop standardised system to measure vulnerability in young people & effectively target with appropriate service interventions	37	Agree system to measure & discuss vulnerability in young people at area team meetings & plan interventions		Y1	1.1.1	3.3.1	1,2,5	10
			Explored different methods for measuring vulnerability in young people			1.1.1	3.3.2		
			Agreed an effective system to measure vulnerability in young people						
			Delivered targeted interventions to 12 very vulnerable young people per year		Y1	2.2.1	3.3.3	1,5	10
		38	Identify referral pathways for high risk yp		Y2	5.5.2	3.3.3	1,5	10
		39	Ensure shared team involvement of interventions for very vulnerable young people		Y2	5.5.4	3.3.3	1,2,5	10
		40	Create directory of key stakeholders		Y3	5.5.3	3.3.6	1,5	10
14	Update electronic record keeping systems	41	Liaise with Enclude IT to develop data system which incorporates database with programme record keeping system		Y3	5.5.3	3.3.3	4,5	3

9.3 VOLUNTEERING

9.3.1 VOLUNTEERING, SUSTAINING EXISTING PRACTICE

	Goal	Action	Performance Indicator	NQSF			Sphere17	
				Core principle	Standard	Core value	Core outcome	
15	Promote & provide mutually beneficial volunteering opportunities in the service	42 Respond to all volunteer enquiries and meet with all interested prospective volunteers	All volunteer enquiries responded to & meetings arranged with those interested in volunteering	1.1.5	3.3.8	2	4	
		43 Provide training for volunteers as required	Training in child protection provided	1.1.5	3.3.8	1,5	12	
		44 Maintain a database of volunteers in Sphere 17	Database of volunteers updated	1.1.5	3.3.8	2	4,8	
		45 Host volunteer appreciation events	Volunteer appreciation event held	1.1.3	3.3.8	2	4,7	
		46 Advertise volunteering opportunities in the service	Volunteer opportunities in the service promoted	1.1.5	3.3.8	2	4,7	
		47 Implement volunteer recruitment procedures including Garda vetting, and matching with specific programme/activity	All volunteers garda vetted, reference checked and matched with activity of interest alongside paid staff member	1.1.5	3.3.8	2	4	
16	Develop the capacity of young people to volunteer	48 Run young volunteer programmes	Young volunteer programmes run	1.1.3	3.3.8	2	2,4	

9.3.2 VOLUNTEERING, CAPACITY BUILDING

				NQS			Sphere17	
				Core principle	Standard	Core value	outcome	
Goal	Action	Performance Indicator	When					
17	50 Increase capacity to recruit, manage & benefit from volunteers delivering positive outcomes for volunteers & SP17	Develop job description for volunteer co-ordinator	Prepared	Y1	5.5.4	3.3.8	2	4
	51 Source funding for the role of Volunteer Coordinator	Funding secured for 12 months or longer		Y1	5.5.4	3.3.8	2	4
	52 Recruit Volunteer Coordinator	Volunteer co-ordinator appointed with appropriate range of skills & experience		Y1	5.5.3	3.3.8	2	4
	53 Develop a volunteer induction pack	Volunteer induction pack prepared		Y2	5.5.2	3.3.8	2	4
	54 Develop more comprehensive system of volunteer support	Coordinated system of volunteer support developed and implemented		Y2	4.4.1	3.3.8	2	4
	55 Update the existing volunteer policy and prepare 3 year operational plan for volunteering	Volunteer co-ordinator updated volunteer policy		Y2	2.2.5	3.3.8	2	4
		Volunteer co-ordinator prepared 3 year operational plan		Y1	5.5.2	3.3.8	2	4
18	56 Increase numbers of local people volunteering in SP17	Promote Sphere 17 volunteering opportunities locally.	Volunteering promotion campaign planned, delivered & evaluated	Y2	1.1.5	3.3.8	2	4
	57 Identify & agree ways to increase youth participation in volunteering in the community	20 young people volunteering in Sphere 17		Y3	1.1.5	3.3.8	2	4
19	58 Develop volunteers' capacity to facilitate volunteer-led activities	Recruit volunteers with an agreed focus on preparing them for volunteer-led activity	Skills training plan agreed & delivered for volunteers	Y2	1.1.5	3.3.8	2	4
20	59 Facilitate volunteering opportunities for young people outside of SP17	Secure accreditation as Sending Organisation with European Voluntary Service (EVS)	Volunteer co-ordinator supported Manager to secure accreditation for EVS to send volunteers	Y2	1.1.5	3.3.8	2	4
	60 Promote the opportunity among young people	Volunteer co-ordinator planned & delivered promotional campaign for EVS		Y2	1.1.3	3.3.8	2	4
	61 Source partner hosting organisations which will lead to local young people participating on EVS programme	Volunteer co-ordinator sourced partner hosting organisations for young person(s) wishing to participate in EVS programme		Y2	1.1.5	3.3.8	2	4
21	62 Facilitate volunteering opportunities in SP17 for young people from other countries	Secure accreditation as Hosting Organisation with EVS	Volunteer co-ordinator supported Manager to secure accreditation for EVS to host volunteers	Y3	3.3.2	3.3.8	2	4

9.4 COMMUNITY RESOURCE

9.4.1 COMMUNITY RESOURCE, SUSTAINING EXISTING PRACTICE

	Goal	Action	Performance Indicator	NQSF			Sphere17	
				Core principle	Standard	Core value	Core outcome	
22	Be a community resource for local young people and the broader community	63 Welcome all visitors to the centres	Maintain Regional Youth Facility Host Reception staff engaging with all visitors in friendly helpful manner	5.5.2	3.3.2	1,5	1,8	
		64 Facilitate use of the youth centre for other community and voluntary groups	Community & voluntary groups accessed youth centre facilities	5.5.4	3.3.10	1,5	1,8	
		65 Share resources/equipment with other community groups	Protocol in place for sharing resources with other community groups	4.4.1	3.3.10	1,5	1,8	
23	Engage in collaborative projects with other local community groups & organisations	66 Nominate staff members to participate on behalf of the organisation in collaborative projects that are of benefit to young people and their wider community	Staff involved in collaborative projects	3.3.3	3.3.10	1,5	11	
24	Communicate key resource information to the community	67 Maintain up-to-date website and social media pages,	Website and social media pages updated & maintained	1.1.2	3.3.10	1,2,5	8	
		68 Develop and distribute flyers/posters promoting programmes, activities, events and services	Promotion of service sustained effectively	5.5.2	3.3.10	1,5	8,9	
		69 Inform public representatives of key service developments and challenges	Regular communication taking place with public representatives regarding service developments and challenges	1.1.3	3.3.10	1,5	12	

9.4.2 COMMUNITY RESOURCE, CAPACITY BUILDING

					NQSF		Sphere17	
Goal		Action	Performance Indicator	When	Core principle	Standard	Core value	Core outcome
25	Have SP17 widely regarded as valuable resource	70 Increase the level of local participation in Sphere 17 through the facilities	Plan prepared & implemented to increase local participation	Y2	5.5.4	3.3.10	1,5	1
		71 Promote community events more proactively to young people through youth service social media	Community events regularly posted on Sphere 17 social media pages	Y2	4.4.1	3.3.10	1,2,5	1
		72 Develop an information resource for local young people via social media which will be maintained and updated by young people	Facebook developed as a pilot information resource; young people trained to maintain it	Y1	1.1.4	3.3.10	1,2,5	1,4
			Facebook page monitored & evaluated after 6 month pilot	Y2	5.5.1	3.3.10	1,5	1,4
26	Develop & implement sustainable communications strategy for SP17	73 Source external expertise to draft a communications strategy that reflects the organisations needs and capacity	Resources sourced & communications expert recruited to develop communications strategy	Y1	5.5.3	3.3.10	3,5	1 12
			3 year communications strategy prepared & agreed	Y1	5.5.3	3.3.10	3,5	1 12
			Funding sourced to deliver communications strategy	Y2	5.5.4	3.3.10	3,5	1 12
			Communications strategy monitored & reviewed (after 12 months), & revised/updated for following year	Y2	5.5.3	3.3.10	3,5	1 12
27	Promote achievements & highlight challenges of service across communities	74 Host events in the youth centres for the community acknowledging/celebrating the work of/with young people	3 annual events planned & hosted to raise awareness of SP17's work with young people & young people's achievements	Y1	1.1.3	3.3.10	1,2,5	1 12

9.5 SUSTAINABILITY

9.5.1 SUSTAINABILITY, SUSTAINING EXISTING PRACTICE

	Goal	Action	Performance Indicator	NQSF		Sphere 17	
				Core principle	Standard	Core value	Core outcome
28	Ensure the level of overall funding does not drop below current levels	75 Submit annual applications for core funding from DCYA and DJE	Annual applications for core funding completed	5.5.4	3.3.7	4,5	12
		76 Proactively, and widely, highlight the current impact of year on year funding cuts to the service	Impact of current funding documented & circulated to relevant stakeholders	5.5.4	3.3.4	4,5	12
29	Diversify income streams in order to limit the dependency on core funders and offset the impact of any funding cuts	77 Identify non core funding grants opportunities and submit applications	Additional funding sought and secured	5.5.1	3.3.7	1	12
		78 Engage in fundraising activities including fundraising activities with young people	6 fundraising activities with young people held per annum	5.5.4	3.3.7	1,4	4,5
30	Guide the service through the challenging period of decreasing resources and increasing demand	79 Regularly review plans, procedures & practice to ensure best use of resources	Appraisal of plans, procedures & practice completed to ensure cost-effectiveness at finance committee & management meetings	5.5.4	3.3.7	5	12
		80 Develop plans that balance the resources available with the service priorities	Appraisal of plans, procedures & practice completed to ensure cost-effectiveness at finance committee & management meetings	5.5.4	3.3.7	5	12
		81 Facilitate unpaid leave to reduce the organisations pay costs	Unpaid leave planned & executed	5.5.4	3.3.7	5	12
		82 Explore opportunities to make further savings from existing non-pay cost base	Appraisal of plans, procedures & practice completed to ensure cost-effectiveness at finance committee & management meetings	5.5.4	3.3.7	5	12

9.5.2 SUSTAINABILITY, CAPACITY BUILDING

Goal		Action	Performance Indicator	When	NQS			Sphere17	
					Core principle	Standard	Core value	Core outcome	
31	Increase the level of overall funding	83 Identify additional new funding opportunities	Additional new funding opportunities identified & applied for where criteria are met	Y1	5.5.1	3.3.7	1,5	12	
		84 Seek resources to develop a business advocate scheme with a specific remit to develop beneficial links for Sphere 17 with the business/corporate sector	Secured resource commitment to this scheme, business advocate appointed & priority activity agreed	Y1	5.5.4	3.3.7	1,5	12	
			Business advocate has established working partnership between Sphere 17 & business/corporate sector delivering additional income & resources in kind for Sphere 17 towards agreed targets	Y2	3.3.2	3.3.7	1,5	12	

9.6 GOVERNANCE

9.6.1 GOVERNANCE, SUSTAINING EXISTING PRACTICE

	Goal	Action	Performance Indicator	When	NQS			Sphere 17	
					Core principle	Standard	Core value	Core outcome	
32	Have effective governance policies, practices and systems in place in Sphere 17	85 Board and Board Committee to meet regularly and conduct their business in line with agreed agendas and terms of reference	Meetings take place as scheduled in accordance with agendas and agreed Sphere 17 governance policies		5.5.2	3.3.6	5	12	
		86 Board handbook to be reviewed annually and updated as necessary	Board handbook reviewed		5.5.2	3.3.6	5	12	
		87 Ensure compliance with all legal requirements including employer and Health & Safety obligations	Health & Safety policies & procedures updated		2.2.3	3.3.6	5	12	
			Child Protection policies & procedures updated		2.2.2	3.3.6	5	12	
			Insurance cover updated & sustained		2.2.4	3.3.6	5	12	
			Complied with Equality legislation		4.4.2	3.3.6	5	12	
			Updated employee policies as required				5	12	
		88 Hold AGM and present annual audited accounts to the Members	AGM held & audited accounts presented to Members		5.5.2	3.3.6	5	12	
		89 Establish strategy and policy	Strategy & policy agreed		5.5.2	3.3.6	5	12	
		90 Ensure financial stability	Financial position monitored to ensure organisation operates within funding parameters		5.5.2	3.3.6	5	12	
		91 Agree budgets & significant allocation of resources	Budgets agreed		5.5.2	3.3.6	5	12	

9.6.2 GOVERNANCE, CAPACITY BUILDING

NQSF				Sphere17	
Core principle	Standard	Core value	Core outcome		
When	Performance Indicator				
Y2	Skills audit completed and skills gaps identified and addressed	5.5.1	3.3.6	1	12
Y2	Services Committee reviewed & communication procedures reviewed & updated as required	5.5.3	3.3.6	1	12
Y2	Terms of re-election discussed & agreed by Board, & implemented	5.5.1	3.3.6	1	12
Y1	Induction completed	5.5.2	3.3.6	1	12
Y3	Risk Management Strategy agreed & implemented	5.5.2	3.3.6	1	12
Y3	Signed up to Governance Code & actions identified	5.5.2	3.3.6	1	12
Y2	Youth Committee in place with protocols to report to Board	1.1.4	3.3.3	1	12
Y1	NQSF rolled out with 6 monthly reviews in place	5.5.3	3.3.6	1	12
Y1	Key leadership development plan in place	5.5.3	3.3.9	1	12
Y2	Reserves policy prepared with associated statement & included in audited accounts	5.5.2	3.3.6	1	12
Y3	SORP complied with	5.5.2	3.3.6	1	12
Y2	Policy review schedule in place & implemented	5.5.2	3.3.6	1	12
92	Board to conduct internal skills audit				
93	Review Services Committee to ensure optimum feedback of information between Board and TL				
94	Review terms of re-election to ensure Board members resign in a phased manner				
95	Induct 3 new Board members, particularly offering support to young person Director				
96	Develop Risk Management Strategy				
97	Sign up to the Governance Code				
98	Develop Youth Committee with terms of reference to report to Board via young person Director				
99	Roll out NQSF process for 2014-2016 with more balanced participation from Implementation Team				
100	Facilitate key leadership development for senior manager				
101	Prepare reserves policy and associated statement to be included in audited accounts				
102	Comply with SORP				
103	Prepare & implement policy review schedule				

9.7 HUMAN RESOURCES

9.7.1 HUMAN RESOURCES, SUSTAINING EXISTING PRACTICE

	Goal	Action	Performance Indicator	When	NQS		Sphere 17	
					Core principle	Standard	Core value	Core outcome
35	Maintain the high quality of staff support, and staff involvement in service development	104 Provide regular structured supervision	Supervision sessions taking place with employees every 4-6 weeks		5.5.2	3.3.9	5	12
		105 Provide regular team meetings, and team planning and review sessions	Team meetings, and review & planning sessions in place		5.5.2	3.3.9	5	12
		106 Facilitate employee participation and feedback systems including Employee Attitude Survey, Employee Forum	Employee participation & feedback systems updated & sustained		5.5.2	3.3.9	5	12
		107 Identify and facilitate individual, and team, learning and development needs	Team learning & development needs identified		5.5.2	3.3.9	5	12
		108 Review Staff Handbook annually	Staff Handbook updated		5.5.2	3.3.9	5	12
		109 Staffing Committee to deal with staff welfare issues	Staff welfare issues addressed		5.5.2	3.3.9	5	12
36	Provide clear line management & systems of accountability	110 Provide clear organisational structures, incorporating line management, area teams structures, roles and responsibilities	Organisational structures in place, reviewed & sustained		5.5.2	3.3.9	5	12
		111 Conduct annual performance appraisals for employees	Annual Appraisals taking place		5.5.2	3.3.9	5	12
37	Recruit the best employees available to the organisation	112 Implement organisations recruitment policies and procedures	Recruitment policies & procedures updated		5.5.2	3.3.9	5	12

9.7.2 HUMAN RESOURCES, CAPACITY BUILDING

	Goal	Action	Performance Indicator	When	NQSF			Sphere17	
					Core principle	Standard	Core value	Core outcome	
38	Manage key staff welfare issues related to reduced resources & increased demand	113 Develop bespoke operational strategies to reduce risk of excessive workloads and related stress for individuals on each team	Reviewed staff workloads & implemented operational strategies	Y1	5.5.4	3.3.9	5	12	
			Review Operational strategy on a yearly basis	Y1	5.5.2	3.3.9	5	12	
		114 Review existing relief panel and ring-fence agreed budget to alleviate significant unpaid-leave-related cover issues on Area Teams	Relief panel reviewed, budget ring-fenced & relief panel in place	Y1	5.5.4	3.3.9	5	12	



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