



2018 - 2021

KNOCKANRAWLEY RESOURCE CENTRE



Strategic Plan

executive summary

Knockanrawley Resource Centre (KRC) provides a holistic, whole-of-community approach to community empowerment and development and is a one point access to an extensive range of **individual**, **family** and **community** supports, services and information. We understand that the challenges and stresses that our community face are multi-faceted and multi-dimensional. We respond by providing a wrap-around service that is bespoke and tailored to the identified need and aspirations. We oversee a wide range of interconnected programmes and host outreach services that are tailored to the needs of those whom we support.

As part of our strategic planning process, the Centre critically examined the internal and external factors influencing programmes and services. The analysis of which assisted with the development of organisational goals for the next three years.

goals:

By 2020,

1. Our holistic supports and services are adaptive to the ongoing changing needs of the individual members of our community;
2. Our holistic supports and services are adaptive, relevant and responsive to the complex multi-generational needs of families within our community;
3. Our holistic supports and services will have contributed to a more inclusive, empowered and diverse community through pro-active engagement with communities of need;
4. Our enhanced organisational development will allow us to better respond effectively, efficiently and sustainably to the needs of our community.

introduction

Knockanrawley Resource Centre has engaged stakeholders in a participatory planning process through the medium of meetings, workshops and focus group discussions towards the development a strategic plan for the next three years. The Strategic Plan, which will run from September 2018 to August 2021, was presented to the Voluntary Board of Management for consideration and approval. This document is a living document and will serve as a planning tool for decision-making and resource allocation.

Creating a Strategic Plan is a multi-step process that involves discussion, analysis and decision. As a large resource centre with multiple programmes and sectors operating in tandem and in line with their distinct operational priorities, planning on this scale required both an organisational-wide and sector-specific focus. As a community-driven and demand-based service, input from service users, clients, community groups and community members was the foundation on which this plan was formulated ensuring our goals are in line with community needs and priorities.

The following strategic planning process was used:

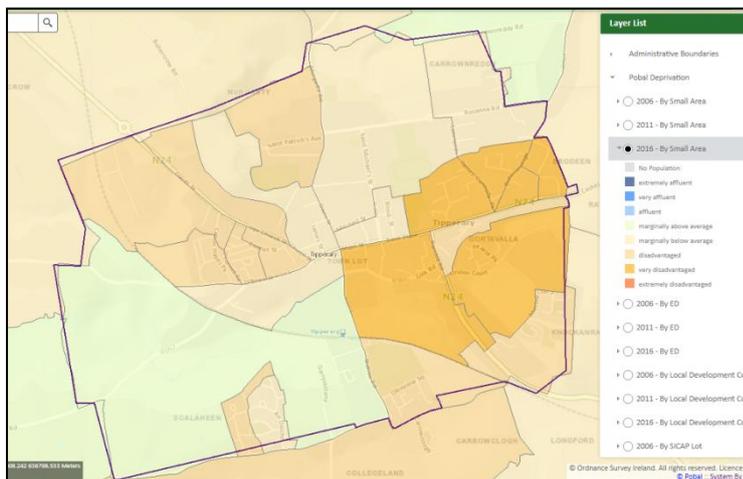
- Review of our Vision, Mission and Values statement;
- Identification of Strategic Assets: Key Stakeholder Analysis, Past Successes, Key Success Factors;
- Analysis of Organisation-wide Strengths, Weaknesses, Opportunities and Challenges (SWOT);
- Development of Holistic Organisational Goals
- Development of Sector Objectives and Expected Outcomes

The Knockanrawley Resource Centre Strategic Plan 2018 – 2021 outlines the goals, actions and expected outcomes that will result in achievements directly experienced by the community we serve. The holistic goals set for the next three years are responsive, responsible and realistic thanks to the inputs received from service users, community partners, centre staff and management.

where we work

Tipperary town

Knockanrawley Resource Centre was officially established in 1991 in Tipperary Town under the leadership of the late Sr. Joan Madden of the Sisters of Mercy Order following a major fundraising campaign organised by the community. The Centre has continued to grow and has become an invaluable asset to the town and its community. Tipperary Town is a RAPID (Revitalising Areas by Planning, Investment and Development) designated areas since 2002. The RAPID programme is a focused Government initiative to target the most disadvantaged urban areas and provincial towns in the country and is implemented in Tipperary Town by a cross-sectoral Area Implementation Team, which Knockanrawley Resource Centre is an active member.



According to the CSO Census of Population 2016, the Tipperary Town RAPID Area comprises of twenty-nine Small Areas of Population (SAPs) within parts of the Electoral Divisions (EDs) of Tipperary East Urban, Tipperary West Urban, and Tipperary Rural. In 2016, the population of the Tipperary Town RAPID Area was 5,946 people. The Pobal HP Deprivation Index, which measures the relative affluence

and disadvantage of an area, scores six of Tipperary Town's SAPs are 'very disadvantaged' with a population of 1360 people, and a further 11 SAPs as 'disadvantaged' with a population of 1817. Overall, Tipperary Town has the highest deprivation scoring for the South Tipperary region.

While Centre services are open to all members of Tipperary Town and surrounding areas our targeting strategy focuses keenly on communities within disadvantaged and very disadvantaged areas. Cumulatively, there are 3177 people in the town, 53% of the total population, experiencing poverty and social exclusion.

Socio-Economic Snapshot of Tipperary Town RAPID Area (CSO 2016)

- Total Population: 5,946 (1570 families)
- Total Population living in Disadvantaged areas: 3177
- Lone Parents: 322 families with 5 SAPs exceeding 50% of population
- 15% Male Unemployment
- Non Irish Nationals: 618
- 3 SAPs with >50% male unemployment
- 9% Female Unemployment
- Age Profile: 18% of population were 65 years of age or older
- 866 persons (15%) with a Disability
- 8 SAPs with >20% population with Primary level education only

who we work with

In light of this demographic analysis, the specific requirements of our funders and our knowledge of the unmet needs in Tipperary Town, Knockanrawley Resource Centre specifically target the following groups:

- People living in disadvantaged areas, including:
 - Children and families
 - Unemployed people
 - Economically Inactive people
 - Substance misusers
 - Homeless people
- Families in Crisis
- People with mental health conditions
- Lone parents
- New migrant communities
- People with a disability
- LGBTI people
- Traveller Community

Data relating to Target Groups from 17 Disadvantaged SAPs

	<i>Population 3177</i>	<i>Population 159,553</i>
	Tipperary Town (Average %)	County Average
HP Deprivation Index	-18.32	-3.39
Age Dependency Ratio	36.96	36.39
Lone Parent Ratio	47.12	27.71
Primary Education Only	23.29	14.46
Third Level Education	11.32	26.98
Local Authority Rented Rate	26.89	No data
Unemployment Rate – Male	36.68	16.51
Unemployment Rate - Female	26.93	14.04

Source: 2016 Pobal HP Deprivation Index, accessed at <https://maps.pobal.ie>

the centre

Knockanrawley Resource Centre is a multi-disciplinary centre providing programmes and services to address community needs, social exclusion and disadvantage in Tipperary Town and surrounding areas. Supports and services are delivered at an individual, family and community level through four key operational sectors: community development; training and education; family therapy and counselling, and; community childcare. The Centre has a certified Organic Garden which includes a community allotment programme and is used by a number of community, social and horticulture groups and for training purposes.

In addition to our on-going supports and services the Centre also provides outreach facilities to a number of organisations such as Cuan Saor, HSE addiction services, Probation services and Counselling in Primary Care services. To facilitate the Centre's financial security our facilities, when not in use by the community, are available for hire for trainings, workshops, meetings and events.

Our Vision..

.. is of a socially just, diverse and empowering society where courage is encouraged and fear is understood.

Our Mission..

.. is to encourage, foster and empower people, families and community as a whole to identify and make changes that enhance their lives. To do this we frame our work around five key community development values.

Our Values..

- Social Justice and Sustainable Development
- Participation
- Collectivity
- Community Empowerment
- Human Rights, Equality and Anti-Discrimination

Community Development seeks to challenge the causes and effects of poverty and inequality and to offer new opportunities to those lacking choice, power and resources. KRC is an implementing partner for the Social Inclusion and Community Activation Programme (SICAP) in Tipperary South. SICAP supports are offered on both an individual and group basis to reduce poverty and promote social inclusion and equality. KRC is also the lead partner for the Ability Programme in partnership with Scoil Chormaic, RehabCare, the Irish Wheelchair Association and the Moorehaven Centre. Under the Ability programme we provide person-centred supports to young people with disabilities to confidently achieve their education and employment aspirations.

Training & Education is a core discipline of the Centre since its establishment. The Knockanrawley Information for Training and Employment (KITE) training programme is the main focus of the T&E section. In partnership with the Tipperary ETB up to 18 students each year participate in a full time programme leading to a QQI Level 4 Major Award in Pathways to Employment General Learning: a leaving certificate level of qualification. The course is available to those who may have been educationally disadvantaged and early school leavers, those who have spent many years as carers, marginalised groups such as lone parents and new communities. The course is, for many, a first step back into formal education and / or employment.

Community Childcare in the Centre has evolved from a one-room drop-in service to the largest, longest running, professional childcare establishment in Tipperary Town. Following the Aistear and Siolta national quality and curriculum frameworks, Knockanrawley Childcare provides services for more than 100 children annually from 1 year of age to school-going age in addition to an afterschool service for all primary school-age children. Employing up to 20 childcare and auxiliary staff ensures that the Centre continues to also be one of the largest employers in the town. Access to affordable full-time, part-time or sessional childcare ensures that parents have access to and benefit from the other vital supports and services available with the Centre.

Family Therapy & Counselling service exists to assist, in particular, those who are marginalised, who lack social and political power and whose lives have been traumatised by negative individual, familial and institutional experiences. Since its foundation in 1991 the Individual, Couple and Family Therapy Programme utilises narrative reflective practices to facilitate clients to acquire the psychological and relational resources to cope with life's stresses. Working with families, often in crisis, our team of experienced family therapists and clinical psychologists facilitate families to build sufficient capacity and resilience to function in ways that meet the individual and relational needs of all family members.

The Organic Garden: For 20 years KRC has dedicated itself to the upkeep of one of the best examples of a town-centred certified Organic Garden. The garden hosts a Community Allotment Programme which is available, with organic horticulture training, to members of disadvantaged communities in the surrounding area. The Garden is used by a number of community, social and horticulture groups and for adult education and training purposes. It is only with the wonderful contribution of Volunteers that the garden continues to thrive and has become the jewel of Knockanrawley Resource Centre and a haven of peace and beauty with Tipperary Town.

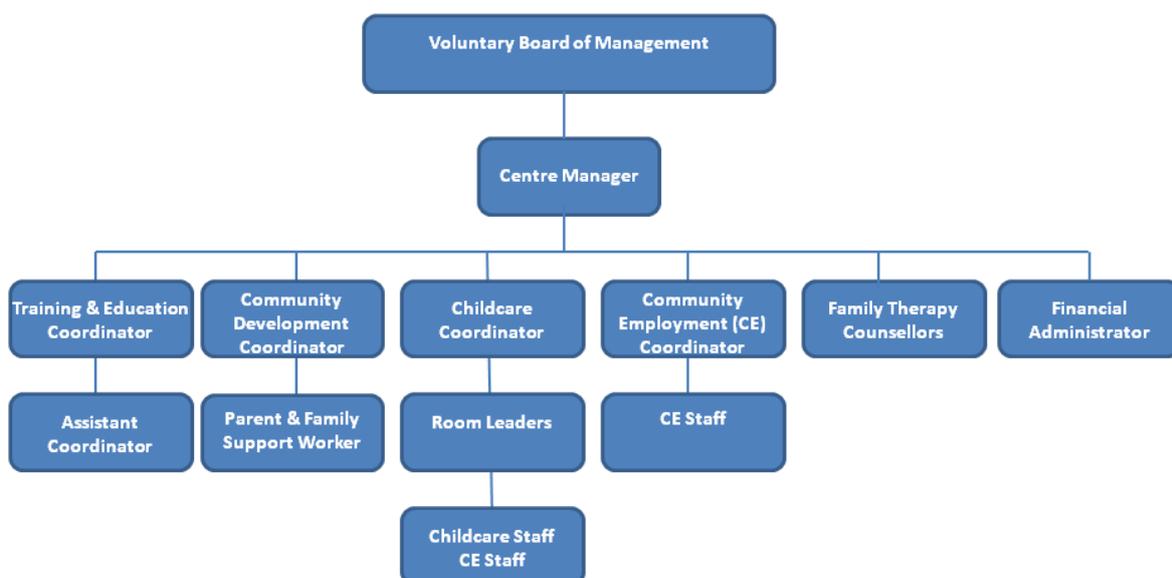
governance & structure

Knockanrawley Resource Centre is an independent, voluntary-managed community development initiative. All members of the Board of Management are volunteers from the local community and have supported the Centre in its development and growth for more than 20 years.

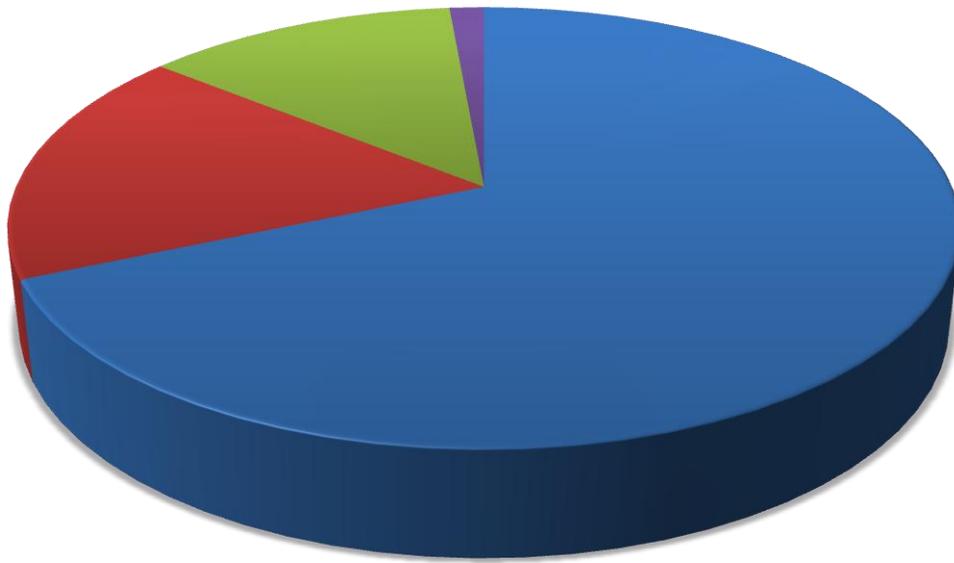
The Voluntary Board of Management is adopting the Governance Code to ensure best practice in the quality management of the organization. The Centre views good governance as the cornerstone of for our effective and efficient organisational performance and is underpinned by a number of accountability requirements. In order to achieve a high level of organisational performance and to ensure we have the appropriate systems and structures in place we adhere to the following five governance principles:

- 1: Organisational Leadership
- 2: Exercising Control over our Organisation
- 3: Transparency and Accountability
- 4: Effectiveness
- 5: Integrity

Knockanrawley Resource Centre Organisational Structure:



Revenue 2017



■ Statutory Funding ■ Co-funding ■ Self-generated ■ Donations/Fundraising

SWOT analysis

strengths, weakness, opportunities and threats

Understanding our internal and external environment and the factors that influence them is fundamental to the strategic analysis of the current situation and future outlook of Knockanrawley Resource Centre.

strengths (internal)

- Welcoming atmosphere – open door policy – excellent facilities
- Safe environment, non-judgemental and everyone treated with dignity & respect
- Wide ranges of services and supports available to community
- In-depth knowledge of local community
- Resilience in the face of external challenges
- Dedicated, professional & experienced staff and management
- Strong networks and collaborative practices
- Very strong commitment to Community Development Principles
- Holistic, linked supports between services
- Person-centred

weaknesses (internal)

- Perception of Centre by wider community is often prejudiced due to lack of awareness
- Limited resources due to deficit coupled with loss of core funding & high costs of insurance and running expenses
- Staff Development / Staff Induction needs improving
- Board needs more members from the community
- Communication between sectors needs to be more regular and formalized
- Digital Presence needs attention
- Staff Stress Management – often dealing with high emotional engagements with clients

opportunities (external)

- New Affordable Childcare Scheme
- Increased room rental opportunities
- Accessing capital funding to address refurbishment needs
- Better awareness of KRC added value – wrap-around, one-stop-shop
- Collaboration – new partnerships and avoiding duplication of services
- New partnerships – 3rd Level institutes, Disability services, Mental Health services
- Expansion of Family Therapy Service

threats (external)

- Lack of public support / prejudiced perception of the centre's work/clients
- Excessive administrative burdens on staff
- Competition / Duplication of our services in same target area by other providers
- Lack of state & public recognition for childcare workers
- Threat of litigation = high insurance costs
- Threat of reduced services due to lack of funding.

Goal 2: Building Family Resilience

Our holistic supports and services are adaptive, relevant and responsive to the complex multi-generational needs of families within our community.

Objectives & Outcomes

1. **Families are encouraged and enabled to access experienced, relevant, supported interventions to meet their collective needs.**
 - Parents have the support to recognise their existing parenting skills and are further enabled and encouraged to implement parenting positively;
 - Families and care-givers of children in care, or on the cusp of care, are provided with advocacy support services;
 - Children and families have enhanced relationships and have increased resilience within the family unit;
 - Knockanrawley has an influential relationship with regional and local family-related policy stakeholders.
2. **Positive educational experiences and access to wrap-around supports and services impacts beneficially on family life and enhances the value given to education at a family level.**
 - The two-pronged approach of providing training to parents while their children avail of KRC Childcare caters to the educational needs of two generations simultaneously.
 - Specific training in areas such as healthy cooking and growing organic vegetables for consumption contributes to the health requirements of families.
3. **A proactive partnership approach with families promoting Parental Involvement facilitates the holistic development of the child and the services provided.**
 - An active parent committee is established and meets regularly; supports the centre, and; coordinates and collaborates with the Knockanrawley Childcare Sub-group;
 - A communication strategic is enacted utilizing a variety of media platforms;
 - Knockanrawley childcare services are more responsive to family needs through improved engagement and communication with the whole family.
4. **A narrative systemic approach facilitates families to build sufficient capacity and resilience to function in ways that meet the individual and relational needs of all family members.**
 - Families, who are experiencing a range of stressors, trans-generational, current, or both, that challenge the functioning and even the survival of the family unit, will have been helped to build sufficient capacity and resilience to address these stressors and overcome them;
 - Families whose children are on the cusp of going into state care will have built sufficient capacity and resilience to function in ways to avoid this crisis;
 - Families whose children are in care and are experiencing difficulties will have been helped to acquire the necessary emotional and relational resources to maintain quality relationships between all stakeholders involved in the care of their children, thus ensuring their continuous well-being.

Goal 3: Empowering Communities

Our holistic supports and services contribute to a more inclusive, empowered and diverse community through pro-active engagement with communities of need.

Objectives & Outcomes

1. **Identified communities of need are empowered through the application of community development principles to celebrate diversity, build capacity and promote equality.**
 - Working with Geographic Communities of Need, more residents groups are engaged in and affiliated to TRN, and utilising the power of collaborative engagement.
 - Community groups have strengthened organisational capacity through self-assessment, and targeted training.
 - Gender inequality and social injustice is addressed through the establishment and support of a specific issue-based women's group and through working with Issue-based Communities of Need.
 - Community Education groups have enhanced life skills and are taking advantage of opportunities within their community.
 - Disadvantaged families are supported to overcome barriers to community engagement.
2. **Learners gain the confidence and opportunity to engage in their community and be active citizens**
 - Through active engagement with SICAP, learners have a greater awareness of and participation in their communities of interest.
 - Learners active engagement in the community is facilitated through strategic work experience placements
3. **Childcare services owned and managed by the community, for the community are valued and supported as inclusive, professional, high-quality Centres of Excellence.**
 - Childcare service is used to its' fullest capacity, meeting the needs of the community;
 - Community engagement enhances cross-generational learning through collaborative local partnerships;
 - Children's engagement and appreciation of community services are enhanced through collaborative local partnerships
4. **Families with problems and challenges are assisted to overcome these and in so doing will have the necessary time and energy to release their talents to the benefit of their local community.**
 - By engaging in family therapy and re-building the necessary resilience to address intrafamilial troubles, individual adult family members will reconnect with the life of their community at the social, occupational and cultural level.
 - Children and adolescents whose lives are being negatively affected by their own and their parents' emotional troubles will be more able to cope with the educational and social challenges they are encountering and in time be more able to enrich the life of their community through the expression of their intellectual, artistic and sporting talents.

Goal 4: Strengthening our Organisation

Our enhanced organisational development will allow us to better respond effectively, efficiently and sustainably to the needs of our community.

Objectives & Outcomes

1. **Centre responsiveness is increased by an effective HR function contributing to the timely recruitment, development and retention of skilled staff.**
 - Centre has sufficient staff to ensure effective and efficient administrative and operational programme delivery;
 - Community Employment Scheme staff are provided with the opportunities and training to gain employment in the workforce.
 - An effective Volunteer Strategy is adding value to all centre programmes.
 - Centre is able to support staff in their CPD.
2. **Centre has sufficient organisational capacity to provide quality, responsive services.**
 - Reflective practice & impact monitoring is mainstreamed across programmes through the roll-out of holistic operational plans actualising this Strategic Plan.
 - Regulatory compliance and adherence to governance guidelines are prioritised and practiced by the VBOM.
 - A documented Outreach Strategy has increased awareness and use of the Centre by community members.
 - Awareness and Adherence to the documented Policies & Procedures framework is strictly enforced.
3. **Centre is financially sustainable with diversified income.**
 - Centre's self-generated income is increased by minimum 3% through provision of low cost services, evening courses and room rentals.
 - Where possible, funding from all major funders is supported through multi-annual service level agreements.
4. **Centre's holistic wrap-around services are supported by improved internal cohesion, communications and management systems.**
 - Centre has a recognised local fundraising strategy which generates at least 15% of centre core costs.
 - Centre finances are sufficiently secure to allow for restoration of voluntary wage cuts.
5. **Centre's holistic wrap-around services are supported by improved internal cohesion, communications and management systems.**
 - Centre services are client-driven and an all-of-centre approach is utilized to ensure resources are employed in addressing needs and aspirations.
 - An internal communications strategy is employed to maximise service delivery at an individual, family and/or community level.
 - Centre has embraced ICT advancements and is utilizing technology and social media to improve programming and better support our community.
6. **Centre has strong collaborations and partnerships with relevant stakeholders that affect positive social change with our community.**
 - All centre programmes are represented on relevant local stakeholder networks, committees and decision-making bodies;
 - Centre is an active participant of the Public Participation Network and engages with all relevant linkage groups;
 - Centre is an active participant in all relevant regional and national representative bodies;
 - Centre has explored several and entered into at least one new consortium which broadens the reach of Centre supports and services.

implementation

Management of the implementation of this plan

There are two major components of this plan. The first is the Strategic Direction and the second is the Detailed Change Objectives.

The Strategic Direction:

This is articulated in this document which will be made available to external audiences and key stakeholder and published on Knockanrawley Resource Centre's website. It articulates our ambition, strategic goals and strategic objectives for the next three years. These shall be monitored by the Voluntary Board of Management (annually) and reviewed by Senior Management on a six monthly basis.

The Detailed Change Objectives:

These will be articulated through the completion of more detailed plans carried out by:

- Sector Programmes: CDP, T&E; CC; FT - *by the end of August 2018*
- Finance & Administration - *by the end of August 2018*

These should include key milestones across the three years and a detailed 2018-2019 operational plan. The operational plans will follow a shared template and monthly progress reports will report against the agreed strategic objectives and goals.

Key Milestones:

Start of July 2018	Strategic Plan submitted to VBOM for approval;
End of August 2018	Sector Operational Plans finalized;
September 2018	Agreed sequence of key initiatives across the Centre in order to ensure maximum participation and engagement by all sectors;
February 2019	First senior management progress review on this Strategic Plan (every September and February thereafter);
August 2019	First VBOM review of progress on this Strategic Plan;
February 2020	Mid-term Review (MTR)
March 2020	MTR Report with recommendations
July 2021	Strategic Plan Evaluation
September 2021	Evaluation Report to VBOM and presentation of draft SP 2021 – 2024.