



**Strategic Plan  
2015-2018**

**Brighter  
Futures  
Together**



# Welcome



I welcome you to the publication of our Strategic Plan 2015 – 2018 Brighter Futures Together on behalf of the Board of Kerry Diocesan Youth Service [KDYS].

## A Legacy of Success

The Diocese of Kerry established the KDYS in 1971 as a support to the emerging needs of young people in parishes across the diocese. Over the years, KDYS has become one of the most effective youth services in the country due to the commitment and passion of its staff and volunteers. It responds to the developmental needs of young people by offering a comprehensive range of initiatives. These comprise of youth clubs, youth cafés, youth physical and mental health supports, recreational programmes, education and training programmes, mentoring programmes, programmes focused on reducing youth crime and drugs misuse, family support programmes and custom-designed Youth and Community Centres.

Due to the generosity, commitment and dedication of volunteers and staff and the support of the wider community throughout the diocese, the lives of several generations of young people have been enriched.

## Brighter Futures Together

KDYS has been to the forefront in developing pioneering approaches to support young people, their families and the communities in which they live over the past forty years. A 'young person-centred' approach continues to be at the heart of all its services. The hallmarks of this approach are a commitment to the empowerment of young people, innovation and creativity. The strategic plan presented here confirms an ongoing commitment to deliver integrated needs-based programmes and services that enhance the lives of all young people.

KDYS is committed to ongoing renewal. By embracing new ways, KDYS can ensure that its service is of the highest standard. This will require restructuring, enhanced governance and greater programme delivery in order to respond more effectively to the developmental needs of young people in our diocese today. We endorse this strategic plan as an exciting way forward for our organisation at this time. We look forward to working with our partners and funders as we implement this plan.

I offer my sincere gratitude to those who have been part of the journey in creating this plan. It is my belief that the actions outlined here will benefit the lives of many young people over the coming years.

Gúim rath Dé ar an obair.

Fr. Ger Godley



# Our Mission

Empowering young people to grow to their full potential, by enabling them to acquire the knowledge, attitudes and skills necessary for their well-being and for the enrichment of their communities.

# Our Core Values

- Young people at the heart of everything we do.
- Concern for the young person's development, personal, social, educational and spiritual.
- Commitment to partnership with young people, volunteers, communities and funders.
- Upholding quality standards of integrity and professionalism.

# Our Vision for 2018

KDYS will be a well-resourced organisation, with increased community ownership, participation and engagement sustained through strong governance, openness and accountability, enriching and empowering the lives of young people.



# KDYS Strategic Plan 2015 -2018



## Brighter Futures Together

In our strategic plan we have set out our ambition and determination to build a strong community, fostering the development of our children and young people. KDYS is a people organisation, created by local people and our success is measured in how we support our local communities, families, volunteers and young people to achieve the vision of making the South-West the best place to grow up.

The recently published National Policy Framework for Children & Young People, Better Outcomes Brighter Futures, 2014 – 2020, sets out a vision for 'Ireland to be one of the best small countries in the world in which to grow up and raise a family'. We welcome this commitment and are delighted that our country realises the importance of investing in our young people – in our future.

Since 1971 KDYS has proven its ability to adapt and change in order to meet the ever-changing needs of our young people and our society. We will ensure that we will continue to develop and deliver services in the most efficient and cost effective way. KDYS enables local resources to be matched with national and international support, thereby supporting bedrock community initiatives which are excellent value for money.

In order to achieve the goals of our strategic plan we look to funders and our partners for continued support and further investment. We appeal to our community to get behind this effort and support us in any way you can. We value every contribution we receive, be it financial or by giving of your time. Our plan emphasises the importance of working together and guiding our actions with a clear purpose. Through our joined-up approach and collective purpose, we will achieve our aim that our young people will experience Brighter Futures Together.

Tim O'Donoghue  
Chief Executive

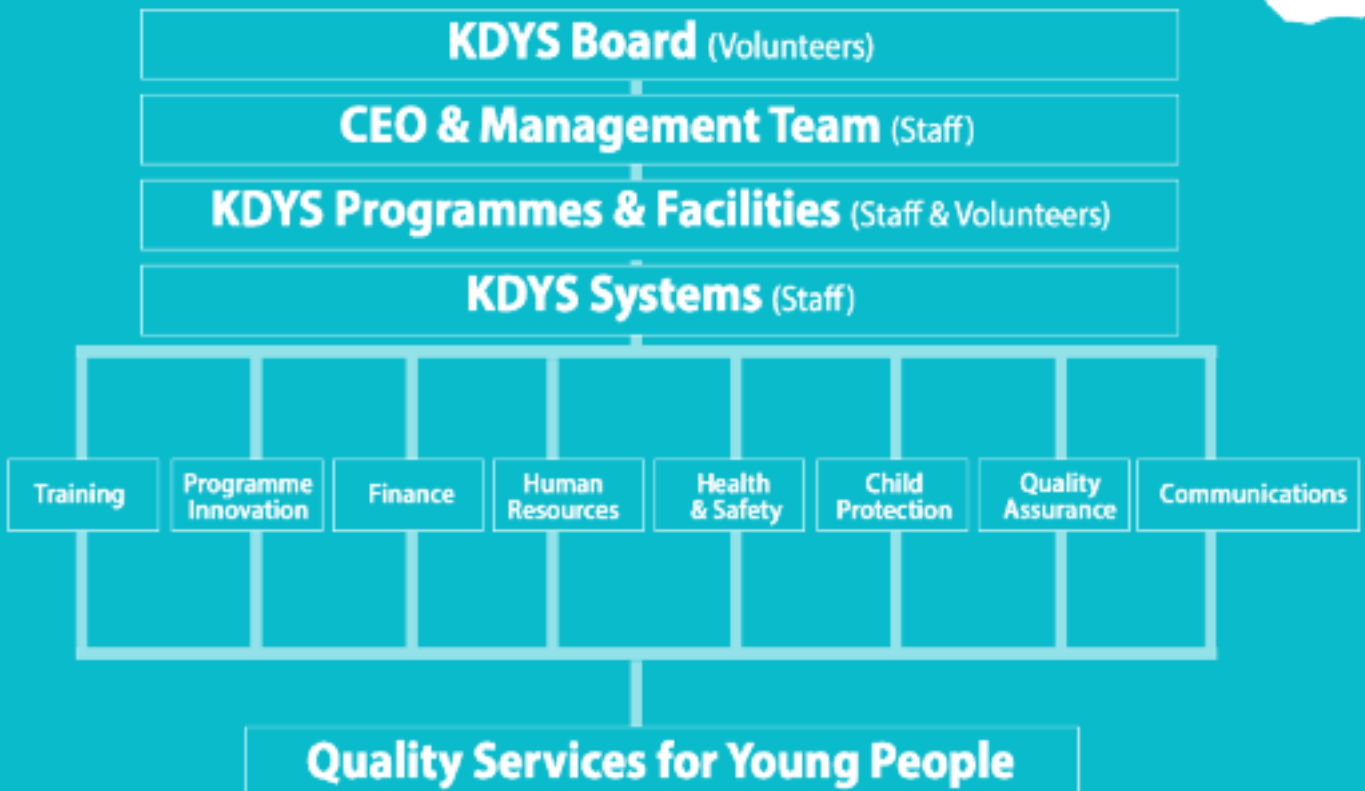
# Profile of KDYS

Overview of KDYS



## Structure of KDYS

The structures of KDYS support good governance and best practice throughout the organisation.



# Partners of KDYS

KDYS partners with a wide variety of groups and organisations in order to maximise the services available to our young people.



# Strategic Goals and Outcomes 2015-2018



## Integrated Youth Service

**Aim:** Integration of all aspects of our service: vision, staff, volunteers, programmes, activities and facilities.

**Outcomes:**

- Seamless service experienced by young people.
- KDYS Young Person Centred Charter implemented throughout the organisation.
- Integrated planning and referral system established.



## Safe, Inclusive, Sustainable Facilities

**Aim:** Provision of safe, inclusive, sustainable facilities.

**Outcomes:**

- Communities, councils and other stakeholders support development of facilities.
- Young people involved in the development of facilities.
- Sub-group of the KDYS Board oversees the ongoing development of facilities.



## Strong Leadership and Governance

**Aim:** Implementation of best practice in relation to the leadership and governance of KDYS.

**Outcomes:**

- Full compliance with the Code of Governance.
- Effective sub-structures of the KDYS Board in the key areas of facilities, communications, finance, human resources, quality processes and fundraising.



## Respectful Professional Relationships

**Aim:** Roles, responsibilities, accountabilities and ways of working with young people, communities, volunteers, staff and funders are clear and based on best practice.

**Outcomes:**

- KDYS Core Values inform all interactions.
- Organisation-wide training and development programmes & events.
- Recognition and celebration of successes.





# Centralised Data System

**Aim:** Collection of quality data for systematic and strategic planning.

**Outcomes:**

- Data collection and analysis is an integral part of KDYS practice.
- Data analysis informs planning.
- Effective data collection and analysis system in operation.



# KDYS & Youth Work Ireland

KDYS is a member of the National Youth Federation known as Youth Work Ireland (YWI). KDYS and the 21 associate Member Youth Services, are deeply integrated within local communities throughout Ireland and provide youth supports and services that are built on the strengths of young people as well as addressing the needs of local communities.

The aim of Youth Work Ireland and its member youth services is to provide every young person with the opportunities to get tools for life and change communities.

Youth Work Ireland has an established network of over 150 projects and services and over 300 youth clubs across Ireland. On a weekly basis we actively engage with and support over 100,000 young people, their families and the local communities.



# Better Outcomes, Brighter Futures

In April 2014, the Government through the Department of Children and Youth Affairs (DCYA) launched **Better Outcomes, Brighter Futures: The National Policy Framework for Children and Young People (2014 – 2020)**.

The Policy Framework has adopted an outcomes approach and is based on five national outcomes for children and young people. These outcomes are interconnected and reinforcing. The importance of children and young people having a voice in decisions that affect their lives is integral to all five outcome areas. The Policy Framework is recognition by Government of the need to 'connect' nationally and locally and to use all of the resources available effectively to support our vision for children and young people.

## The vision outlined in the Policy Framework states:

*'Our vision is for Ireland to be one of the best small countries in which to grow up and to raise a family and where the rights of all children and young people are respected, protected and fulfilled; where their voices are heard and where they are supported to realise their maximum potential now and in the future.'*

## KDYS Strategic Plan 2015 -2018 & Better Outcomes, Brighter Futures

As DCYA was formulating the Policy Framework, KDYS was engaged in our strategic planning process. Through this process the relevance of the organisation's aims and objectives were examined. This resulted in a widespread acknowledgement that, although we have expanded our facilities and services over the years, the aims which have young people at their heart are still as relevant today. Furthermore, our aims match perfectly to the nationally recognised best outcomes for children and young people.





We operate safe, inclusive, youth friendly, drug and alcohol free facilities, and encourage young people's active engagement in their own communities.



We provide positive youth programmes that support and develop the social, emotional, mental and physical well-being of our young people.



We intervene with young people involved in, or at risk of being involved in, crime and anti-social behaviour in order to help them make positive life choices.



We offer opportunities for young people to go back to education and training in order to enhance their life skills and employment prospects.



We educate and support young people, their families and communities in order to prevent alcohol and drug misuse.



We work with young people and their families to provide secure, stable, healthy and caring home environments, including accessing social, educational and therapeutic supports for families in need.





# The Funding Challenge



Kerry Diocesan Youth Service has been built on the foundation of delivering quality services. Funders, including successive governments, have recognised the value of having strong volunteer-led community services that are mission driven. They recognise that this model of delivery can leverage resources from the local community, the networks, and local, national and international support, thereby supporting bedrock community initiatives which are excellent value for money.

KDYS has 43 years of solid experience in engaging with young people and volunteers throughout the South - West area of Ireland. In that time we have developed and delivered services to generations of young people including consistently supporting the highest number of youth clubs of any local youth service in the country. We have also developed and maintained youth centres incorporating youth cafés, training facilities, sports and recreation facilities, music facilities and information hubs in Killarney, Tralee, Listowel, Castleisland and Killorglin.

Our approach, based on research and development, is one of innovation, helping young people to access opportunities locally in their communities, as well as nationally and internationally. KDYS is recognised as the “go to” organisation by young people, families and statutory bodies throughout the Diocese of Kerry, both in times of crisis and opportunity.

The evidence shows that young people feel more positive and engaged in their local communities, with young peoples’ voices increasingly recognised and valued, as a result of their involvement with KDYS.

The National Youth Council of Ireland commissioned Indecon International Economic Consultants to prepare an Economic Value of Youth Work report, to provide an understanding of the value of co-ordinated youth services to the community and the economy at large. This report was presented to Seanad Eireann in December 2012. It indicated amongst other facts that the State benefits from investment in youth work at a ratio of €1: €2.2 thus demonstrating exceptional value for money.

According to IBEC’s Quarter 2 2014 Economic Outlook report, the economy is well in recovery mode, confident consumers are spending again, investment is recovering and exports have increased. KDYS, along with the entire Community and Voluntary Sector, has become more active in income generation and fundraising activities in an attempt to replace funding lost to cuts in government funding.

The KDYS Strategic Plan 2015-2018 is based on putting Young People first through ensuring that we are delivering quality services which are evidence-informed and outcomes focussed. We are confident that by demonstrating the value of these services, KDYS will attract the support required to sustain and grow the services over the period of the plan.



# KDYS Centres



## **KDYS KILLARNEY**

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## **KDYS TRALEE**

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## **KDYS LISTOWEL**

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## **KDYS CASTLEISLAND**

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